Maricopa County FY 2006-07 Annual Business Strategies



Maricopa County



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Maricopa County

Arizona

For the Fiscal Year Beginning

July 1, 2005

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, 2004. 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
Max W. Wilson, District 4
Fulton Brock, District 1
Don Stapley, Chairman, District 2
Andrew Kunasek, District 3
Mary Rose Garrido Wilcox, District 5

County Manager
David R. Smith

Deputy County Manager
Sandra L. Wilson

Deputy Budget Directors
Christopher M. Bradley
Brian G. Hushek
Lee Ann Bohn

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Maricopa County Mission Statement

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

Strategic Priorities

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

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

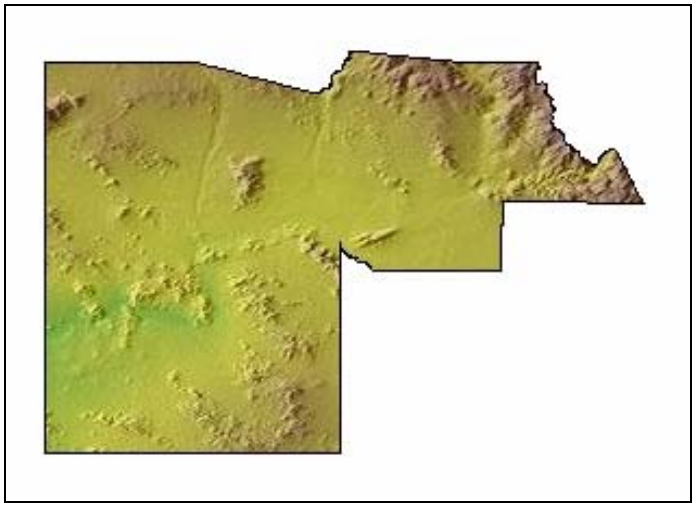


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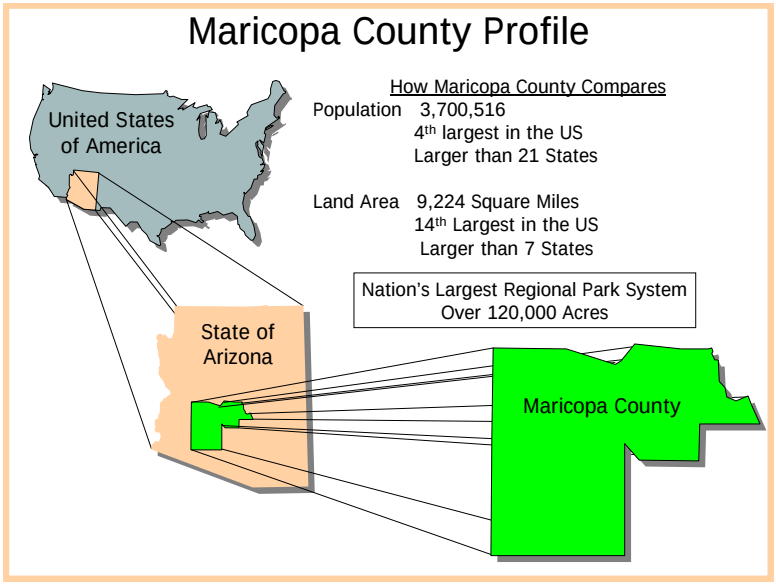
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County History and Statistics

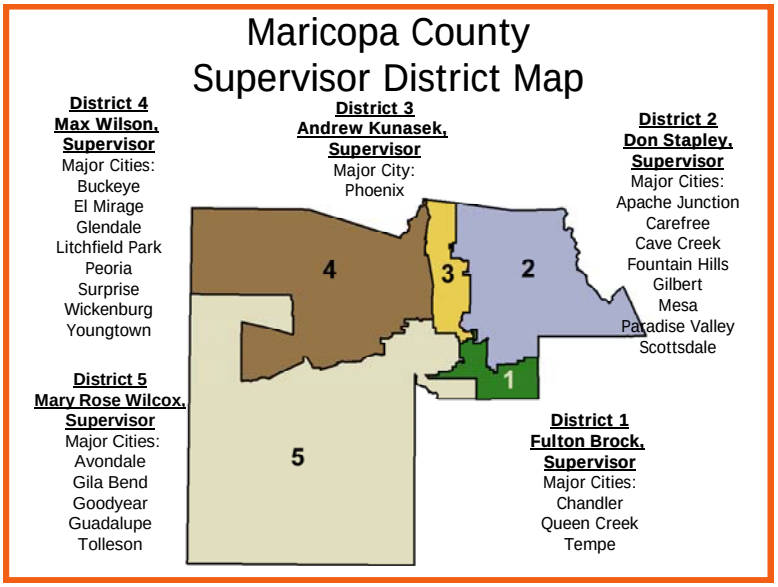
County Profile

Maricopa County was created in 1871 from Yavapai and Pima Counties. It was named after the Maricopa Indian Tribe, which is known to have inhabited the area as early at 1775. Maricopa was the fifth county formed in Arizona. Today, more than half of the state's population resides in Maricopa County. 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%, and the State of Arizona 11%, leaving the remaining 16% publicly owned land.



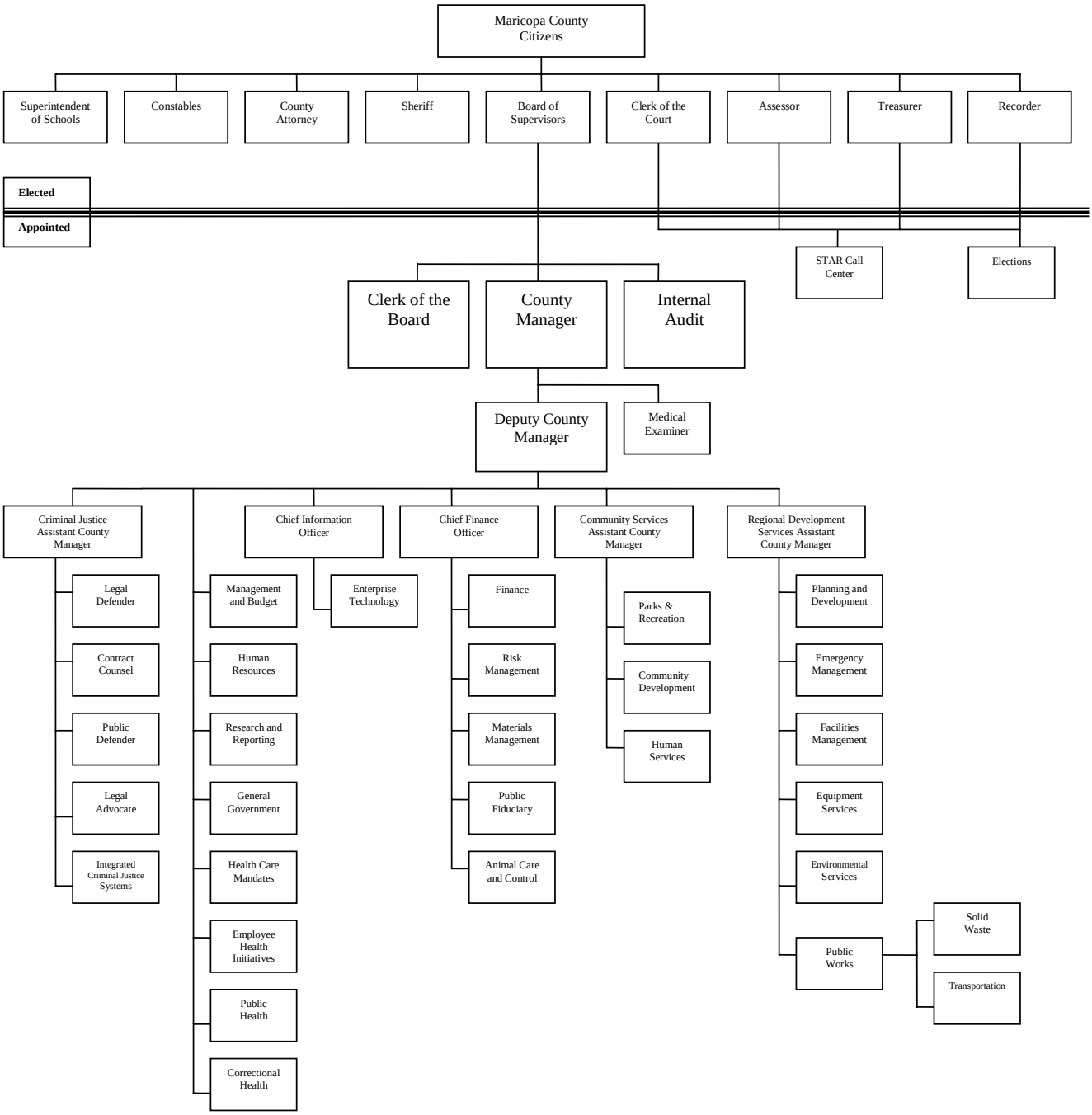
Maricopa County's land area is comprised of 6,996 square miles of unincorporated area 2,228 square miles of incorporated area. The County measures 132 miles from east to west and 103 miles from north to south. Within its boundaries are 9,126 square miles of land and 98 square miles of water. Maricopa County is larger than seven Connecticut, Delaware, Hawaii, Massachusetts, New Hampshire, New Jersey, Rhode Island and the District of Columbia.

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 Manager, appointed by the Board of Supervisors, is responsible for the administration of Maricopa County.

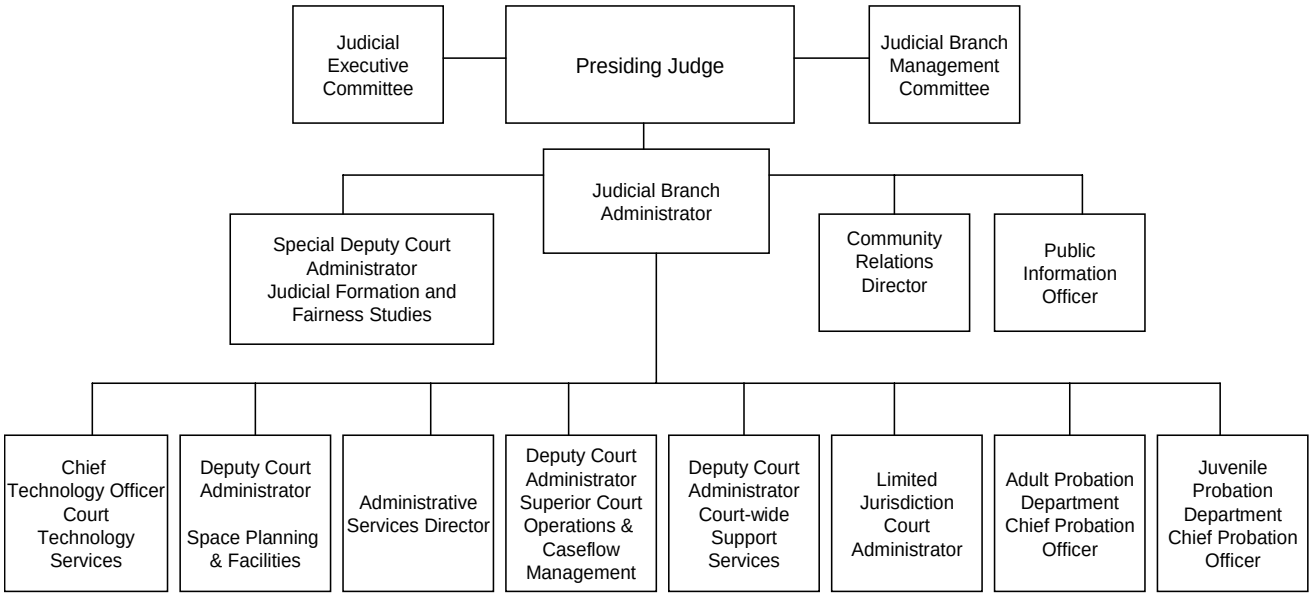


The five districts are comprised of twenty-five incorporated municipalities, as shown as shown at the left. The County's organization chart can be found on the following page.

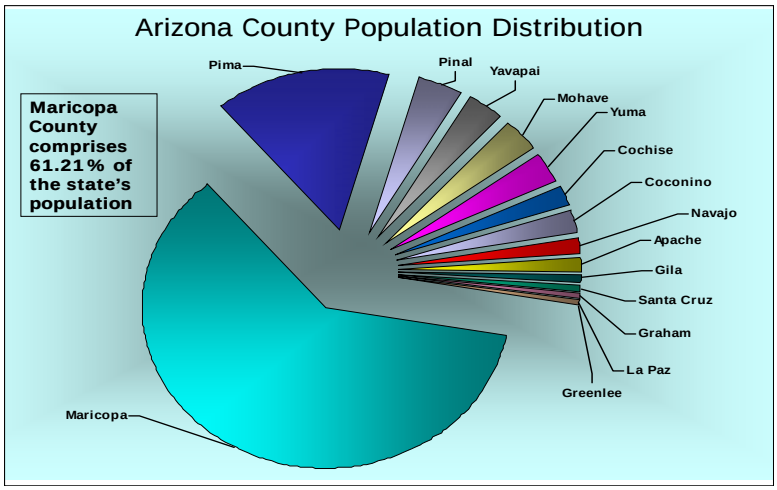
County Organizational Chart



Judicial Branch Organizational Chart



Demographics

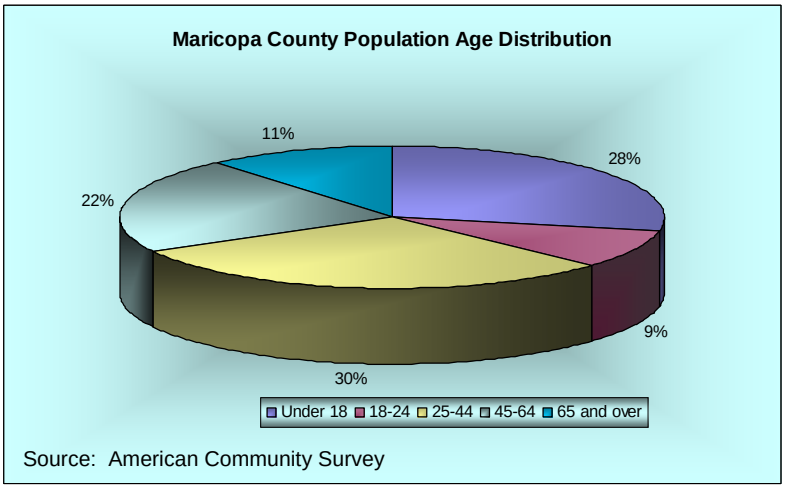


Maricopa County comprises more than 61% of Arizona's population as illustrated on the chart at the left.

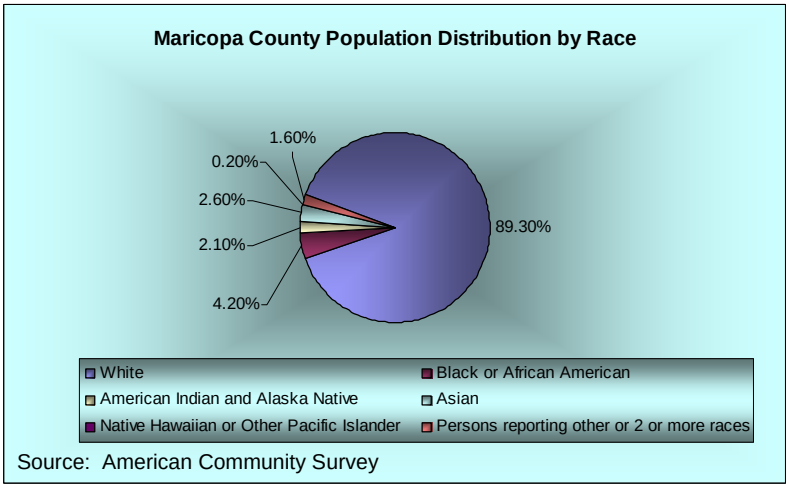
The mid-decade census survey revealed that the population of Maricopa County was more than 3.7 million people in 2005. Between 2000 and 2005, the population of Maricopa County grew more than any other county in the United States, adding more than 628,000 people.

The median age of Maricopa County's residents is 33.4 years. This is relatively unchanged from the 2000 median age of 33.0 years. The distribution of the population by age also remained consistent with the distribution in 2000. The chart to the right reflects the distribution of the population by age according to data available from the U.S. Census Bureau's American Community Survey.

The population is evenly distributed between male and female.



Source: American Community Survey



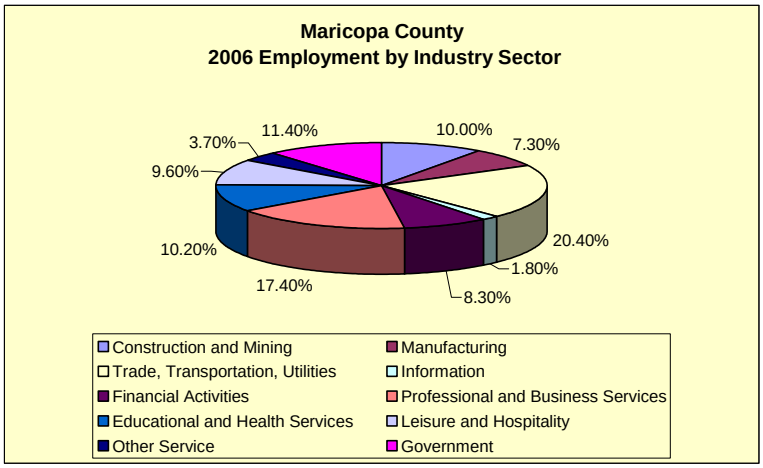
Source: American Community Survey

Twenty eight percent of the population is of Hispanic or Latino origin. This is an increase from 25% in 2000. For those individuals reporting race, the chart at the left depicts the distribution.

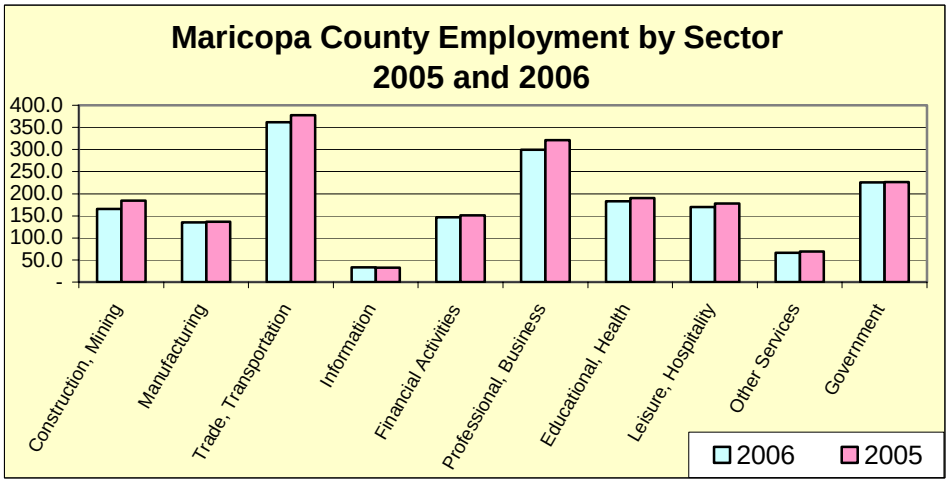
Economy and Industries

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

The chart below illustrates the distribution of employment in the industrial sectors in 2006, as reported by the U.S. Bureau of Labor Statistics and Arizona Department of Economic Security.



The largest increase in employment is expected to occur in the Professional and Business Services sector which is anticipated to add more than 21,000 jobs in 2006. Other sectors experiencing significant growth are Construction and Mining and Trade, Transportation and Utilities.



Additional information on the economic base of the county can be found in the following tables.

Principal Employers

Employer	2005 Employees	2005 Rank	2005 Percentage of Total County Employment	1996 Employees	1996 Rank	1996 Percentage of Total County Employment
State of Arizona	49,147	1	2.88%	60,950	1	4.48%
Wal-Mart Stores	19,510	2	1.14%			
Maricopa County	15,218	3	0.89%	12,025	3	0.88%
Banner Health Systems	14,447	4	0.85%	-		0.00%
City of Phoenix	13,617	5	0.80%	11,476	4	0.84%
Honeywell International Inc.	12,000	6	0.70%			0.00%
US Postal Services	11,406	7	0.67%	11,125	5	0.82%
Wells Fargo & Company	11,000	8	0.65%			
Airzona State University	10,530	9	0.62%			
Basha's Inc.	9,646	10	0.57%			
Albertson's - Osco	9,500	11	0.56%	-		0.00%
Motorola				20,000	2	1.47%
Samaritan Health				11,000	6	0.81%
Allied Signal				8,900	7	0.65%
Pinnacle West Capital Corp				7,440	8	0.55%
American Express				7,200	11	0.53%
Intel Corp				7,280	9	0.54%
US West				7,218	10	0.53%
Total for Principal Employers	176,021			164,614		
Total Employment in Maricopa County as of June 30	1,723,600			1,387,582		
Percentage	10%			12%		

Major Empoyers found at www.gpec.org
Total Empoyed in Maricopa County found at www.workforce.az.gov

Data Source: Maricopa County Comprehensive Annual Financial Report

Demographic and Economic Statistics

	Fiscal Year 1995-96	1996-97	1997-98	1998-99	1999-2000
Unemployment Rate as of June 30th					
County	3.30%	3.60%	2.60%	2.90%	2.30%
State	5.50%	4.60%	4.30%	4.50%	4.00%
United States	5.30%	5.00%	4.50%	4.30%	4.00%
Population / Income Statistics					
Income	$ 62,663,789,000	$ 68,656,472,000	$ 75,639,499,000	$ 80,924,901,000	$ 89,771,608,000
Population	2,703,078	2,805,009	2,909,040	3,004,985	3,096,343
Per Capita	$ 23,182	$ 24,476	$ 26,002	$ 26,930	$ 28,993

	Fiscal Year 2000-01	2001-02	2002-03	2003-04	2004-05
Unemployment Rate as of June 30th					
County	3.70%	5.00%	5.30%	4.40%	3.90%
State	4.70%	6.00%	5.70%	5.00%	4.60%
United States	4.60%	5.80%	6.30%	5.60%	5.00%
Population / Income Statistics					
Income	$ 92,913,124,000	$ 95,618,598,000	$ 98,401,099,202	$ 101,264,571,189	$ 104,211,370,210
Population	3,196,439	3,294,911	3,406,170	3,537,630	3,648,545
Per Capita	$ 29,068	$ 29,020	$ 28,889	$ 28,625	$ 28,562

Source: www.workforce.az.gov for unemployment rate, population and income statistics
Population for FY 03, FY 04 and FY 05 are estimates from the Department of Economic Security
Income for FY 03, FY 04 and FY 05 were not available. The amounts provided are estimates based on a 2.91% growth rate.

Estimates - Are population updates beyond the last Census to some current date using changes in current symptomatic data to estimate changes in population.
Projections - Are population updates beyond the last Census to some future date using assumptions based on past trends.

Data Source: Maricopa County Comprehensive Annual Financial Report

Principal Property Tax Payers

2005 Taxpayer	2004-05 Secondary Valuation	Rank	Percentage of Total County Assessed Value	1995-96 Secondary Valuation	Rank	Percentage of Total County Assessed Value
Arizona Public Service Company	$ 887,645,197	1	3.23%	$ 905,486,373	1	6.71%
Qwest Corporation	439,123,801	2	1.60			
Southern California Edison Co	168,191,472	3	0.61	309,889,283	4	2.29
Southwest Gas Corporation	139,471,538	4	0.51	81,365,765	9	0.60
El Paso Electric Co	137,145,470	5	0.50	331,964,585	2	2.46
Intel Corporation	92,812,134	6	0.34	18,133,055	19	0.13
Freescale Semiconductor Inc	79,622,513	7	0.29			
Public Service Company Of New Mexico	78,310,568	8	0.28	159,465,370	5	1.18
A T & T	74,003,744	9	0.27	33,804,283	11	0.25
Cox Communications Phoenix	72,306,968	10	0.26			
Safeway Inc	63,426,784	11	0.23			
Southern Cal Public Pwr Auth (Palo Verde)	62,648,645	12	0.23	112,612,252	7	0.83
Target Corporation	61,647,778	13	0.22			
Albertsons Inc	50,978,868	14	0.19			
Wal--Mart Stores Inc	47,692,736	15	0.17			
Scottsdale Fashion Square Partnership	46,477,595	16	0.17	19,227,264	18	
Wells Fargo Bank	44,411,032	17	0.16			
Honeywell	43,841,029	18	0.16			
Sheraton The Phoenician	43,767,143	19	0.16			
MCIWorldcom Network Services Inc	42,605,645	20	0.16			
Motorola, Inc.				134,744,692	6	1.00
U.S. West Communications				315,497,353	3	2.34
Los Angeles Dept. of Water and Power				84,926,668	8	0.63
Phoenix Newspapers				25,643,025	15	0.19
U.S. West New Vector				26,577,321	14	0.20
Phoenician Resort				28,497,391	13	0.21
Metro Mobile				17,337,120	20	0.13
McDonnell Douglas				19,382,487	17	0.14
Evans Withycombe				34,767,977	10	0.26
Pointe South Mountain / Squaw Peak				32,919,987	12	0.24
Shorenstein Realty				20,274,735	16	0.15
Total Principal Taxpayers	$ 2,676,130,660		8.90%	$ 2,712,516,986		19.21%
County-wide Secondary Valuation	$ 30,066,986,670		100.00%	$ 14,119,434,946		100.00%
Source: Maricopa County Treasurer's office						

Data Source: Maricopa County Comprehensive Annual Financial Report

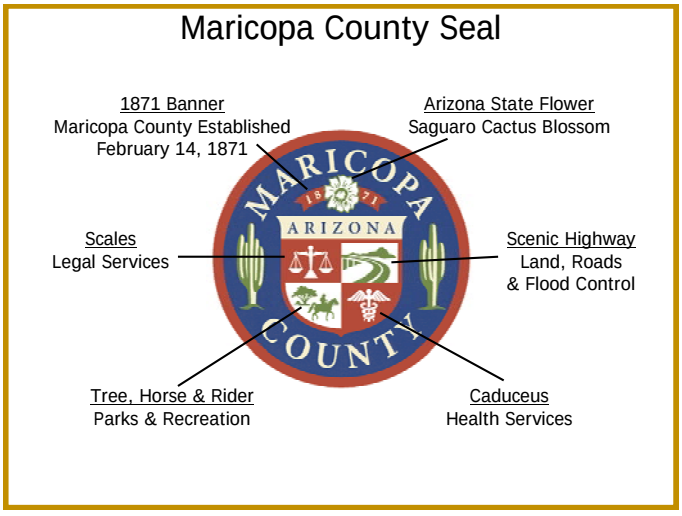
Recreation

Maricopa County offers a broad range of community and cultural facilities and activities. Professional sports prosper in Maricopa County. Teams include the **Arizona Cardinals** (National Football League); **Arizona Diamondbacks** (National Baseball League); **Arizona Rattlers** (Arena Football League), the **Arizona Sting** (National Lacrosse League), the **Phoenix Coyotes** (National Hockey League), the **Phoenix Mercury** (Women's National Basketball Association); and the **Phoenix Suns** (National Basketball Association). Maricopa County is home to many other professionals sports and events including outdoor soccer, and thoroughbred and greyhound racing. In addition, college fans can enjoy a variety of inter-collegiate athletics. There are also golf tournaments sanctioned by the Professional Golf Association, Ladies Professional Golf Association and the Senior Professional Golf Association, such as the Phoenix Open. Maricopa County is home to the Phoenix International Raceway where residents and visitors can witness a variety of NASCAR races.

Maricopa County owns Chase Field, formerly 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 is home to the new University of Phoenix Football Stadium, which was completed in 2006.

Maricopa County is also home to the nation's largest regional parks system measuring over 120,000 acres. There are 26 major hospitals within the County, including the Maricopa Medical Center that offers the only regional burn center in the State of Arizona. Maricopa County's Library District offers 3 Regional Libraries, 11 branch libraries, a bookmobile, outreach services and books-by-mail for the homebound and visually impaired. There are nine community colleges and 13 colleges and universities within the boundaries of Maricopa County.

County Seal and Flag



The current County Seal was redesigned and adopted in 2001. When the seal was updated, great care was taken to maintain many of the key elements of the old seal while taking the opportunity to update and improve. The colors used in the seal reflect our unique desert environment.

The seal contains icons that are relevant to Maricopa County. The Saguaro Cactus is indigenous to the area and can be found throughout Maricopa County. The Saguaro Cactus Blossom, which is the State Flower, blooms in the spring. The Scales of Justice represent our legal system and law enforcement. Our health services are represented by the Caduceus and the Scenic Highway scene represents our public works departments. Lastly, the tree, horse and rider represent our Parks and Recreation facilities that can be found throughout the County.

The County flag is divided into three main color blocks: red, yellow and blue. The Seal of Maricopa County is emblazoned on a block of red, symbolizing the striking beauty of the sunrises and sunsets and the desert flowers and the energy and lifeblood commitment of so many citizens who have built and continue to build Maricopa County, thereby safeguarding it for future generations. The central golden band signifies the great abundance of what gives the Valley of the Sun its moniker. It also represents one of the first stimulants to local commerce – the gold mines of the Wickenburg area that brought settlers into the area and led to the creation of the original concept of a county called Maricopa. It symbolizes the continuing prosperity of Maricopa County, which truly is the "golden corridor" of economic growth for the State of Arizona.

The blue field represents the infinite blue skies that embrace the county nearly every day of the year, and the waters of the rivers, lakes and canals, which have made our desert lush with vegetation and ripe with recreation. It represents the dreams of all who have come here and those who have gone before us, leaving their mark for others to see.

In the blue field are five stars. They represent the five groups of Yuman-speaking Native Americans—the "Maricopa" for whom the county is named, as well as the five influxes of diversified peoples: Native Americans, Europeans, Hispanics, Americans, and the people of all other nationalities. Together, we have created a cultural dynamic in the Sonoran desert in which heritage and future are symbiotic. The five stars also represent the five supervisory districts into which the County is divided. This flag is a banner for the people of Maricopa County – a prosperous, environmentally beautiful community where everyone can aspire to their full potential.

Maricopa County Flag



Budget At A Glance

Introduction

For the past 13 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 2006-07 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 so that residents can enjoy living in a healthy and safe community.

Strategic Priorities:

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

In support of each priority, the Board of Supervisors established a set of strategic goals. 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 58 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., Increase the percentage of early votes to 55%). For

example, the Library District has a long-term goal of "Promote, expand, and improve County-sponsored programs and activities for young people in Maricopa County to help them build their skills, develop a sense of civic involvement in the community, and successfully complete their education." The County Attorney has a goal to "identify and implement strategies that provide market appropriate salaries for employees, salary advancements commensurate with performance and experience, career development counseling, training and other employee benefits and work/personal life balance issues to reduce turnover," and to "reduce the percentage of criminal cases open longer than 180 days each year over the next five years while adhering to MCAO policies & procedures, quality standards and attorney ethics." These goals describe long-term anticipated results.

But the majority of County department goals are more short-term in nature due to the demands of regulatory agencies, compliance to new state statutes and court rules, increases in unfunded mandates, and the rapidly changing demographics that affect justice and law enforcement, healthcare and the environment. It is not practical to establish long-term goals in areas where regulations are continually changing. Examples of dramatic regulatory changes include: 3 Arizona Supreme Court issues, i.e., Rule 18 that deals with speedier trials for complex cases, Rule 15 regarding the disclosure of evidence, and *The Ring Case*, dealing with verdict determination by jurors; the mandated increases in acute healthcare contributions due to Proposition 204, the mandate to increase Maricopa County's contributions for the Arizona Long Term Care System, expenditure increases for the County court order for the seriously mentally ill population, and the residual from the county's medical eligibility mandate. All of these will have an immediate impact on the County.

Every department within Maricopa County has quantifiable short-term objectives, (e.g., Increase the percentage of documents recorded from digital and electronic sources to 55% by 2006), that are linked to the County's goals as established in its mission and strategic priorities. Through the annual strategic planning process review, every department is required to have goals that are linked to the County's strategic priorities. This information may be found in the Departmental Budget Schedules section under department vision, mission, goals, performance measures, and mandates. Example follow that show the relationship of department goals to the Maricopa County strategic priorities and strategic goals, and a strategic plan sample of the mission, several goals and key results measures for the Maricopa County Adult Probation Department.

Maricopa County Strategic Priorities/Goals:

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

Department Goals for the Maricopa County Adult Probation:

- By the end of fiscal year 2007, MCAPD will enhance public safety by:
  Reducing the number of probationers committed to the Department of Corrections to 20%.
  Reducing the number of probationers convicted of a new felony offense to 10%.
  Increase the rate of successful completions from probation to 65%.
  Increase the rate of successful completions from Pretrial Supervision to 80%.

Strategic Plan from Maricopa County Adult Probation:

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

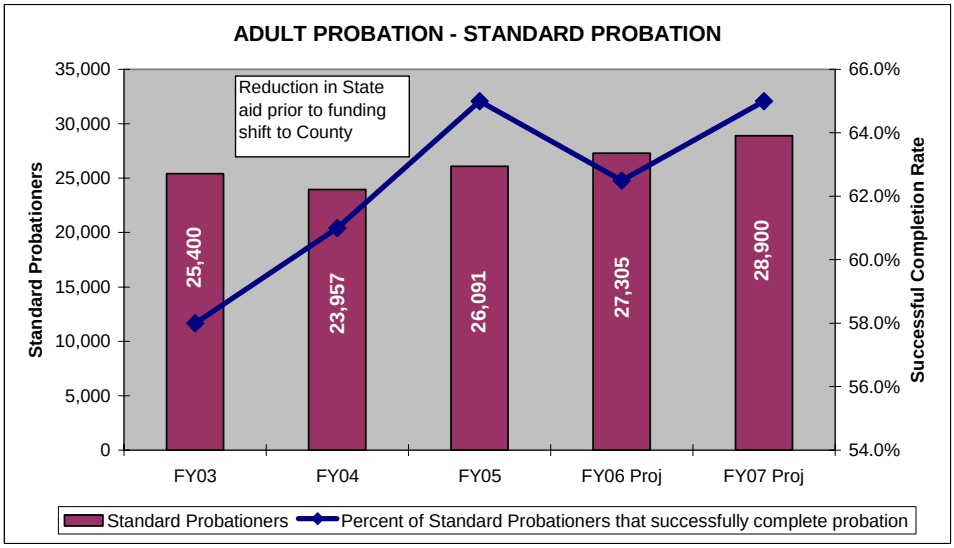
Goals Include:

- By the end of fiscal year 2007, MCAPD will enhance public safety by:
  Reducing the number of probationers committed to the Department of Corrections to 20%.
  Reducing the number of probationers convicted of a new felony offense to 10%.
  Increase the rate of successful completions from probation to 65%.
  Increase the rate of successful completions from Pretrial Supervision to 80%.
- By the end of fiscal year 2007, MCAPD will improve case processing as evidenced by:
  Maintaining at least a 97% on-time rate for submitting pre-sentence reports to the Court without a continuance.
  Increasing the rate of restitution collected to 80%.
  Increasing the rate of community work service completed to 50%.

Increasing use of the Offender Screening Tool to 75% for newly sentenced probationers.
Making use of the Field Reassessment Offender Screening Tool to develop case management plans at least 67% of the time.

Example program with key results:

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



FY 2006-07 Budget Priorities And Issues

The Transmittal Letter articulates budget priorities and issues for all funds, including significant priority changes from FY 2005-06, and the factors that led to those changes. These priorities and issues are highlighted by headings in the Transmittal Letter, such as the heading: **Expenditure Uses, Econometric and Demographic Trends, Property Taxes, Managing For Results & Budgeting For Results, Detention Operations, Law Enforcement and Justice Issues, Public Health, Mandated Health Care, Capital Improvement Program, and Employee Issues and Concerns.** Fiscal Year 2006-07 budget priorities are provided in the Attachments section.

The Budget As A Financial Plan

Fund Structure and Appropriations

An overview of Maricopa County's fund structure, including the basis for budgeting and accounting, 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. Funds are used to account for revenues and expenditures with a specific purpose. Examples of funds appropriated, with their description follow.

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

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

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

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

Revenues, Expenditures, and Other Financing Sources & Uses

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

Major Revenue Sources, Trends, and Underlying Assumptions

The major revenue sources for all funds are identified below and further described in detail, including charts and tables, in the 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 2006-07 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. Although primary net assessed values are projected to grow steadily, the primary property tax rate, which is statutorily determined, declined in FY 2006-07 and will continue to decline in future fiscal years. It should be noted that assessed value could very well experience lower or no growth if the State Legislature makes further changes in the property tax system.

The Board of Supervisors is committed to keeping tax rates affordable for our citizens. The Board reduced the overall property tax rate by $0.0263 in FY2006-07. The overall tax rate, including the special districts, is now $1.4348 per $100 of assessed valuation. Since fiscal year 1991-92 the rate has been held flat or reduced.

The FY 2006-07 Budget includes an estimated primary property tax levy (excluding Salt River Project) of $398,725,245 an increase of $27,501,127 (7.4%) from the FY 2005-06 adopted primary levy. This increase is

due to 9% growth in net assessed value, of which more than half (5.5%) is due to new construction. After several years of relatively high growth in net assessed value, forecasts indicate a slowed, but steady growth in annual growth rates over the next five years. Net assessed values tend to lag behind the general economy.

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

Revenue trends for the FY 2006-07 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	Growth Rate
1996-97	$ 242,352,311	
1997-98	257,643,630	6.3%
1998-99	279,386,536	8.4%
1999-00	309,009,200	10.6%
2000-01	322,429,593	4.3%
2001-02	325,728,202	1.0%
2002-03	330,260,143	1.4%
2003-04	357,526,559	8.3%
2004-05	397,712,843	11.2%
2005-06*	458,364,002	15.2%
2006-07**	491,811,670	7.3%

* Projected Actual
** Budget

Listed at the left are the actual state shared sales tax collections for the last nine fiscal years, projected totals for FY 2005-06 plus the budget for FY 2006-07. 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. This strategy was changed in FY2002-03 as a result of the economic recession. Revenues are now budgeted based on the pessimistic scenario. Collections for FY 2005-06 are projected to exceed the budget, ending 15.2% higher than in FY 2004-05. Given continuing economic recovery, the FY 2006-07 budget for the General Fund estimates a 7.3% growth rate; resulting in $33,447,668 of additional State Shared Sales Tax revenue above the FY 2005-06 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 Budget 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 2006-07. "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.

Durango Animal Care and Control Facility

User Department: Animal Care and Control
Project Location: Durango Complex
Supervisor District(s): 5
Managing Department: Facilities Management
Project Partner(s): Not Applicable
Completion Date: June 2008

Project Description

The Durango Animal Care and Control facility includes administrative offices, general public areas, business office, hospital, indoor kennels, kennel support area, field enforcement area, truck wash, and general building space. Site space will consist of parking and site considerations, outdoor kennels and patios, for a total of approximately 227,000 square feet.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
County Improvement Fund (435)	$ -	$ 50,000	$ 9,650,000	$ 7,230,000	$ -	$ -	$ -	$ 16,880,000	$ 16,930,000
Project Total	**$ -**	**$ 50,000**	**$ 9,650,000**	**$ 7,230,000**	**$ -**	**$ -**	**$ -**	**$ 16,880,000**	**$ 16,930,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ 47,869	$ 49,305	$ 50,784	$ 52,308	$ 53,877	$ 254,143
Supplies & Services	-	369,735	380,827	392,252	404,019	416,140	1,962,973
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 417,604	$ 430,132	$ 443,036	$ 456,327	$ 470,017	$ 2,217,116
Net Facilities Management Department Operating Costs (post less current)							
Personal Sevices	$ -	$ 47,869	$ 49,305	$ 50,784	$ 52,308	$ 53,877	$ 254,143
Supplies & Services	-	369,735	380,827	392,252	404,019	416,140	1,962,973
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 417,604	$ 430,132	$ 443,036	$ 456,327	$ 470,017	$ 2,217,116
Total User and FMD Net Operating Costs (net plus net)							
Personal Sevices	$ -	$ 47,869	$ 49,305	$ 50,784	$ 52,308	$ 53,877	$ 254,143
Supplies & Services	-	369,735	380,827	392,252	404,019	416,140	1,962,973
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 417,604	$ 430,132	$ 443,036	$ 456,327	$ 470,017	$ 2,217,116

Managing for Results

Purpose Statement

The purpose of the Durango Animal Care and Control project is to provide facilities for animal licensing, sheltering, enforcement, and animal cruelty activities so that the spread of rabies can be controlled, citizens can recover lost pets, and animals can be held for final disposition.

Strategic Goals

Develop and obtain funding for a master plan to build new animal care centers by June 2006.

Strategic Plan Programs Supported

- Animal Enforcement
- Animal Licensing and Sheltering

Strategic Plan Activities Supported

- Animal Cruelty
- Enforcement
- Cat/Dog Adoption and Licensing
- Fostering
- Impoundment
- Quarantine

Performance Measures

Measure	FY 2005-06 YTD Actual	FY 2005-06 Estimated	FY 2006-07 Estimated with Capital Improvement
RESULT: Percent of animals impounded at MCACC facilities.	1.7%	1.3%	3%
OUTPUT: Number of animals impounded.	27,715	50,000	50,000
DEMAND: Number of dogs and cats in Maricopa County.	1,599,122	1,599,122	1,599,122
EFFICIENCY: Cost per impounded animal.	$ 36.34	$ 36.34	$ 32.25

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. A summary of this information is provided below.

NEW FACILITY OPERATING COSTS					
	FY 2006-07	**FY 2007-08**	**FY 2008-09**	**FY 2009-10**	**FY 2010-11**
GENERAL FUND PROJECTS					
Buckeye Hills Shooting Range (Infrastructure)	$ 238,446	$ 245,599	$ 252,967	$ 260,556	$ 268,373
Durango Animal Care & Control Facility	417,604	430,132	443,036	456,327	470,017
Downtown Justice Center	687,508	37,547	60,903	84,959	109,737
Human Services Campus	213,928	220,346	226,956	233,765	240,778
McDowell Mountain Regionl Park Competitive Track	-	1,500	1,500	1,500	1,500
Northeast Superior Court/Justice Court Expansion	321,551	336,093	351,071	366,498	382,389
Northwest Consolidated Justice Courts	280,580	303,477	326,784	350,789	375,515
Public Health Clinic	425,216	437,972	451,112	464,645	478,584
Santan Consolidated Justice Courts	(109,646)	(976,063)	(975,227)	(974,365)	(973,477)
Security Building	-	-	68,816	145,201	229,824
Southeast Justice Center	-	-	440,441	464,765	489,819
Southwest Consolidated Justice Courts	625,692	644,463	663,797	683,711	704,222
General Fund Subtotal	$ 3,100,879	$ 1,681,066	$ 2,312,156	$ 2,538,351	$ 2,777,281
DETENTION FUND PROJECTS					
Durango Juvenile Detention/Treatment Center	$ 1,475,742	$ 1,520,014	$ 1,565,615	$ 1,612,583	$ 1,660,961
Fourth Avenue Jail	18,119,958	18,663,557	19,223,463	19,800,167	20,394,172
Lower Buckeye Jail	12,723,089	13,104,782	13,497,925	13,902,863	14,319,948
Madison Street Jail Renovations	17,156,234	17,670,921	18,201,049	18,747,080	19,309,493
Detention Fund Subtotal	$49,475,023	$50,959,274	$52,488,052	$54,062,693	$55,684,574
TOTAL FUNDS	**$52,575,902**	**$52,640,340**	**$54,800,208**	**$56,601,044**	**$58,461,855**

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 6/30/04	Unaudited 6/30/05	Projected 6/30/06	Projected 6/30/07
General Obligation	$ 20,165,000	$ 0	$ 0	$ 0
Less: Amount available for Retirement of General Obligation Debt	0	0	0	0
Lease Revenue Bonds (5)	110,240,000	101,145,000	91,830,000	82,325,000
Lease Purchase Agreement	0	10,812,000	9,451,000	8,031,000
Certificate of Participation (5)	5,865,000	5,500,000	5,115,000	4,715,000
Capital Leases	10,820,105	13,466,797	7,349,805	2,410,253
Installment Purchase Agreement (5)	1,251,950	892,254	546,202	205,765
Direct Net Debt	$ 148,342,055	$ 131,816,051	$ 114,292,007	$ 97,687,018
Overlapping Debt (1)	5,343,308,638	5,861,863,210	6,198,920,345	6,555,358,264
Overall Net Debt	$ 5,491,650,693	$ 5,993,679,261	$ 6,313,212,352	$ 6,653,045,282
Population Estimate (2)	3,254,363	3,329,561	3,405,237	3,480,881
Full Value of Taxable Property (3)	$ 226,293,569	$ 253,264,911	$ 276,058,753	$ 300,904,041
Ratios (4)				
Direct Net Debt Per Capita	$ 45.58	$ 39.59	$ 33.56	$ 28.06
Overall Net Debt Per Capita	$ 1,687.47	$ 1,800.16	$ 1,853.97	$ 1,911.31
Direct Net Debt As Percentage Of Full Value Property	.0656%	.0520%	.0414%	.0325%
Overall Net Debt As % Of FV Property	2.43%	2.37%	2.29%	2.21%
FV Property Per Capita	$ 69,535.44	$ 76,065.56	$ 81,068.88	$ 86,444.79

Notes:

(1) Projected overlapping debt for 2006 and 2007 was based on a three year average of 5.75%.
-General Obligation Bonds for: Cities, Towns, School Districts and Special Assessment Districts. Source: www.azdor.gov/ResearchStats/bonding/05-0002i.pdf

(2) Source: www.workforce.az.gov, projections for 2005 and 2006 are based on a 2.22% estimated annual growth rate.

(3) Secondary Valuation Taxable Property Estimates: 2005 provided by the Assessor's Office; 2006 and 2007; based on a 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 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.

2004-05 Constitutional General Obligation Bonding Capacity
Maricopa County, Arizona

2004-05 Secondary Assessed Valuation	$	33,197,218,398
15% of Secondary Assessed Valuation		4,979,582,760
Less: GO Bonded Debt Outstanding		-
Plus: GO Debt Service Fund Balance		-
Unused Fifteen Percent Borrowing Capacity	$	4,979,582,760

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. In addition, Maricopa County prepares a budget for its Internal Service Funds. Arizona law further requires that no expenditure shall be made or liability incurred in excess of the amounts budgeted except as provided by law.

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 Strategic Plans and Budgets section.

Managing for Results

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

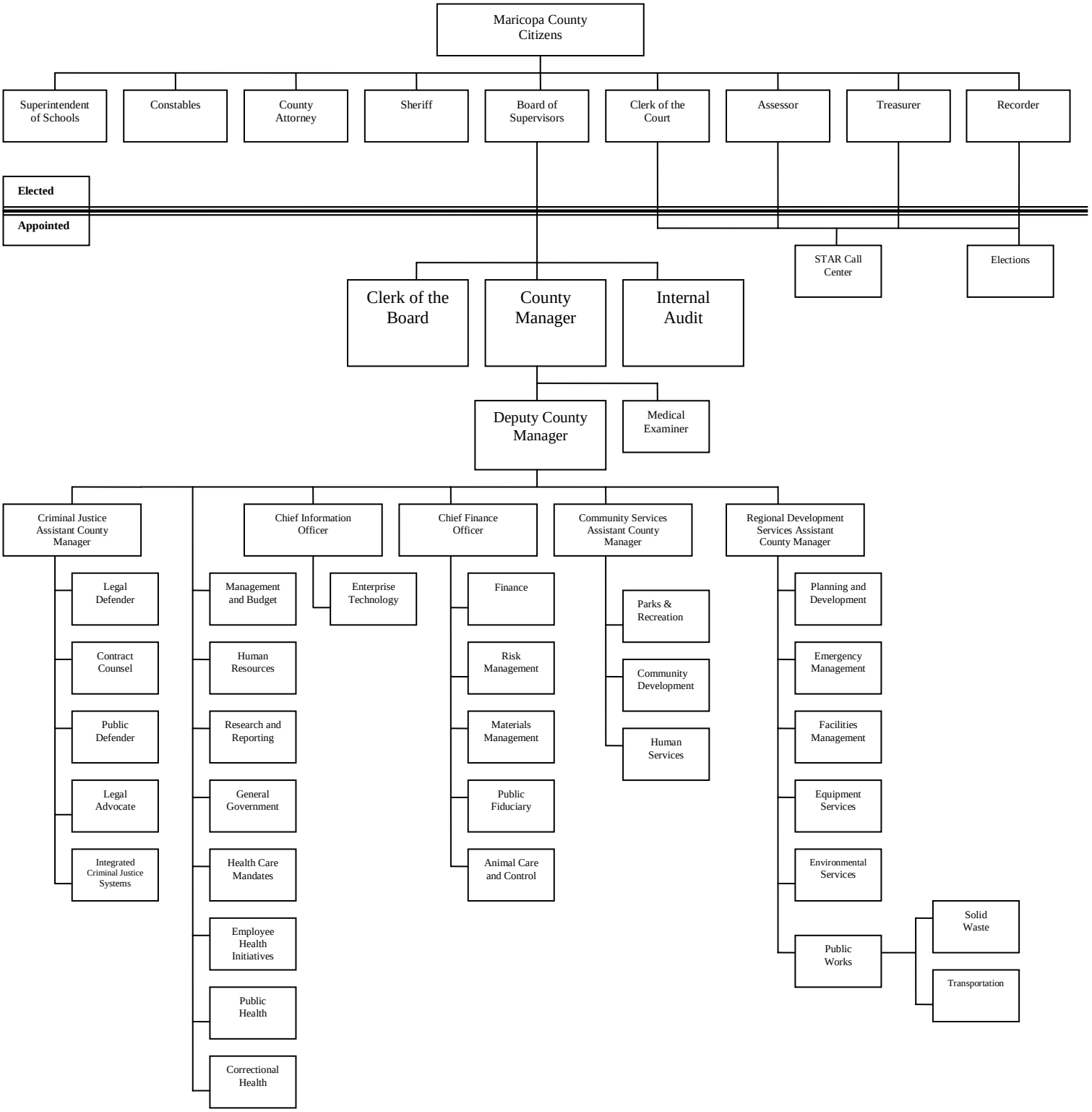
Planning for Results

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 Strategic Direction section.

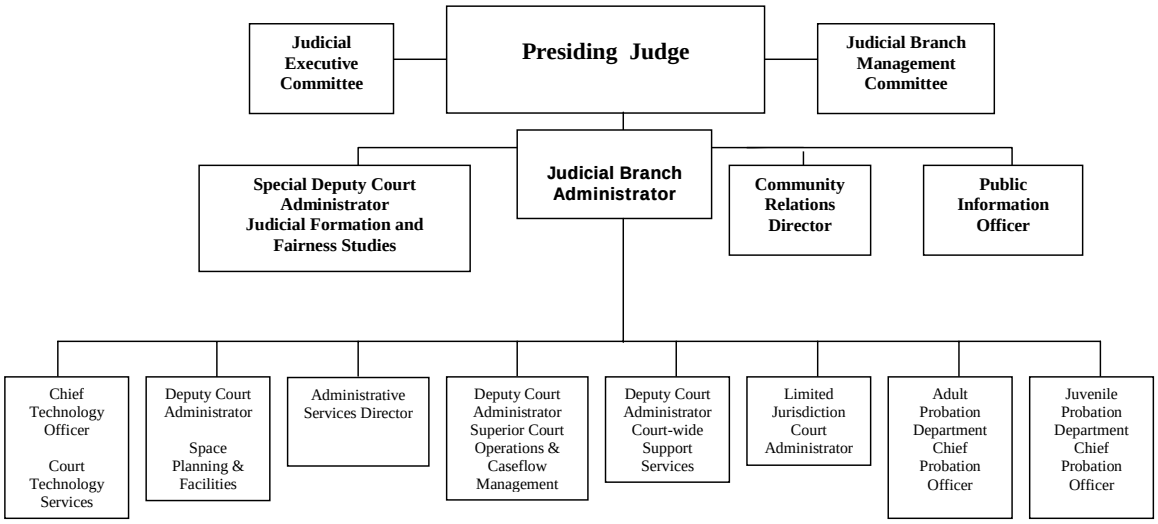
Organization Charts

An organization chart for all of Maricopa County government is provided below. Detailed organization charts are provided throughout the Departmental Strategic Plans and Budgets section, including the one on the following page.

Maricopa County Organizational Chart



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 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	FY 2003-04 Acutal	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Adopted
ADULT PROBATION	851.00	937.00	949.00	1,045.00	1,120.50	1,175.00	1,092.00	1,144.00	1,166.00	1,169.00	1,237.00
AIR QUALITY	-	-	-	-	-	-	-	-	134.00	142.00	164.00
ANIMAL CARE & CONTROL	120.00	125.00	135.00	130.00	146.00	132.50	140.00	143.60	151.00	149.00	158.00
APPROPRIATED FUND BALANCE	-	-	-	-	1.00	-	-	-	-	-	-
ASSESSOR	297.00	334.00	329.00	325.00	326.00	321.80	322.00	321.00	321.00	365.00	358.00
CLERK OF THE BOARD	7.00	7.00	7.00	7.00	7.00	7.80	8.00	7.00	7.00	8.35	9.00
BOARD OF SUPERVISORS DIST 1	4.00	4.00	4.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00
BOARD OF SUPERVISORS DIST 2	3.00	4.00	3.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00
BOARD OF SUPERVISORS DIST 3	3.00	4.00	4.00	4.00	4.00	4.00	3.50	3.50	3.00	3.00	3.00
BOARD OF SUPERVISORS DIST 4	3.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	3.00	3.00	3.00
BOARD OF SUPERVISORS DIST 5	4.00	4.00	3.00	4.00	4.00	3.50	3.50	3.50	3.00	3.00	3.00
CALL CENTER	10.00	20.00	20.00	32.00	33.00	33.00	34.00	33.00	33.00	33.00	33.00
CHIEF INFORMATION OFFICER	106.00	70.00	64.00	62.00	67.00	67.00	66.50	62.00	106.17	108.00	109.00
CLERK OF THE SUPERIOR COURT	596.25	589.00	596.00	599.00	620.00	666.00	689.00	695.00	683.00	736.50	771.50
COMMUNICATIONS	-	-	-	-	-	-	7.50	9.00	-	-	-
COMMUNITY DEVELOPMENT	10.00	11.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	7.00
CONSTABLES	26.00	27.00	29.00	29.00	30.00	30.00	30.00	30.00	30.00	31.00	31.00
CONTRACT COUNSEL	-	-	-	-	-	8.25	7.25	7.25	9.50	11.50	11.50
CORRECTIONAL HEALTH	135.78	165.00	177.00	223.00	220.40	263.75	264.78	363.75	380.63	357.20	367.95
COUNTY MANAGERS OFFICE	12.00	13.00	15.00	13.00	16.00	18.00	11.33	13.50	21.00	21.50	25.50
COUNTY ATTORNEY	737.30	742.00	796.00	831.00	850.00	828.50	917.25	987.55	996.50	998.80	1,036.65
ELECTIONS	57.00	55.00	53.00	54.00	54.00	54.00	54.00	54.00	55.00	61.00	58.00
EMERGENCY MANAGEMENT	14.00	14.00	14.00	14.00	15.00	15.00	15.00	15.00	16.00	15.00	14.50
EMPLOYEE HEALTH INITIATIVES	-	-	-	-	-	15.00	16.00	24.00	30.00	23.00	24.00
ENVIRONMENTAL SERVICES	238.60	245.00	272.00	267.00	266.75	283.00	273.50	300.50	194.84	202.84	204.75
EQUIPMENT SERVICES	63.00	65.00	60.00	60.00	62.00	63.00	63.00	60.75	59.75	55.75	55.00
FACILITIES MANAGEMENT	183.40	158.00	158.00	192.00	202.50	235.00	248.25	269.00	301.00	262.00	264.00
FINANCE	53.00	49.00	46.00	42.00	36.00	43.00	44.00	42.00	44.00	48.00	56.00
GENERAL GOVERNMENT	7.00	7.00	1.00	11.00	9.00	1.00	1.00	-	-	-	-
HEALTH CARE DELIVERY SYSTEM	2,630.50	2,099.00	1,812.00	1,766.00	3,013.25	3,326.01	3,326.01	3,528.29	3,691.44	-	-
HEALTH CARE MANDATES	1.00	1.00	1.00	1.00	46.00	41.00	34.00	31.00	31.00	34.00	43.00
HOUSING	64.00	63.00	64.00	64.00	64.00	64.00	64.00	-	-	-	-
HUMAN RESOURCES	96.00	81.00	82.00	79.00	81.00	67.25	66.20	51.00	55.00	55.00	53.00
HUMAN SERVICES	256.00	286.00	281.00	295.00	287.00	368.00	369.00	436.00	478.20	474.75	470.75
INDIGENT REPRESENTATION	349.19	421.00	459.00	446.00	466.25	-	-	-	-	-	-
INTEGRATED CRIMINAL JUST INFO	-	-	-	-	1.00	14.00	15.00	21.00	18.00	16.00	16.00
INTERNAL AUDIT	8.00	10.00	12.00	16.00	15.00	16.00	16.00	15.00	15.00	15.00	20.00
JUDICIAL MANDATES	-	-	-	36.00	-	-	-	-	-	-	-
JUSTICE COURTS	228.75	244.00	294.00	280.00	287.01	300.06	-	-	-	-	-
JUVENILE PROBATION	540.00	589.00	679.00	794.00	784.00	827.50	868.50	919.00	962.00	951.00	951.00
LEGAL ADVOCATE	-	-	-	-	-	53.00	60.50	63.50	78.50	80.00	82.00
LEGAL DEFENDER	-	-	-	-	-	69.00	74.75	79.00	96.00	96.00	96.00
MANAGEMENT & BUDGET	22.00	21.00	22.00	24.00	18.00	22.00	22.00	21.00	25.00	32.50	35.30
MARICOPA MANAGED CARE SYSTEMS	377.50	444.00	361.00	353.00	345.70	357.47	357.47	415.43	364.49	403.67	-
MATERIALS MANAGEMENT	53.00	47.00	38.00	39.00	38.00	39.00	40.00	35.00	35.00	35.00	37.00
MEDICAL ELIGIBILITY	337.50	342.00	263.00	298.00	292.50	291.50	-	-	-	-	-
MEDICAL EXAMINER	45.50	47.00	50.00	52.00	54.00	64.00	63.00	66.00	66.00	70.00	73.00
PARKS & RECREATION	76.84	77.00	74.00	80.00	86.50	98.46	104.00	87.00	88.00	88.00	90.00
PLANNING & DEVELOPMENT	54.00	66.00	65.00	93.00	108.00	115.00	125.00	159.00	185.00	190.00	214.00
PUBLIC DEFENDER	-	-	-	-	-	433.30	430.30	435.80	470.10	475.50	476.60
PUBLIC FIDUCIARY	41.00	37.00	33.00	33.00	35.00	35.00	35.00	34.00	37.00	36.00	36.00
PUBLIC HEALTH	503.25	460.00	441.00	479.00	459.24	523.48	534.89	567.60	564.05	558.50	587.46
RECORDER	63.00	66.00	65.00	69.00	69.00	71.25	71.25	70.25	80.25	82.25	84.25
RESEARCH & REPORTING	14.50	14.00	8.00	7.00	34.50	9.50	6.75	8.75	8.75	7.25	6.50
RISK MANAGEMENT	12.00	19.00	19.00	19.00	19.00	20.00	19.00	19.00	20.00	21.00	21.00
SHERIFF	2,108.00	2,188.00	2,235.00	2,428.00	2,482.50	2,465.00	2,487.75	2,731.50	3,223.50	3,782.00	3,835.00
SOLID WASTE	45.00	19.00	17.00	18.00	18.00	12.00	14.00	13.00	12.00	13.00	18.00
SUPERINTENDENT OF SCHOOLS	28.00	29.00	29.00	29.00	30.00	30.00	30.00	32.00	32.00	33.00	33.00
SUPERIOR COURT	677.60	764.00	819.00	873.00	910.20	981.00	-	-	-	-	-
TELECOMMUNICATIONS	42.00	45.00	41.00	42.00	42.00	42.00	43.00	42.00	-	-	-
TRANSPORTATION	511.00	522.00	512.00	511.00	511.50	504.00	477.75	479.00	477.00	479.00	484.00
TREASURER	66.00	64.00	64.00	64.00	64.00	64.00	64.00	57.00	59.75	60.75	62.75
TRIAL COURTS	-	-	-	-	-	-	1,273.31	1,247.33	1,376.03	1,463.51	1,523.51
Total Departments	12,792.46	12,717.00	12,588.00	13,253.00	14,773.30	15,611.88	15,423.79	16,273.35	17,313.45	14,376.12	14,359.47

Within each department, positions may be budgeted from a variety of funding sources. In general, as discussed earlier in this document, the General Fund covers the bulk of Personnel Services, with monies from Special Revenue, Capital Project, Enterprise and Internal Service funds covering the rest. A chart is included in the Personnel Plan section detailing this.

Countywide staffing from FY 2005-06 to FY 2006-07 decreased by 16.65 full-time equivalents (FTE's), or .12%. Significant changes in staffing levels from FY 2005-06 to 2006-07, including variance explanations, are provided by department at the end of the Budget Summary Schedules section.

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 2006-07 Maricopa County budget, its processes, issues and anticipated outcomes is presented in the Budget At A Glance section. Complete budget summary data, trends and variance commentary, along with an overview of Maricopa County's fund structure may be found in the Executive Summary, Budget Summary Schedules, Capital Projects, and Financial Forecast sections.

Other Planning Processes

The Maricopa County budget process is closely tied to the Managing for Results system that integrates strategic planning with budgeting and performance measurement (see the Managing for Results section for details behind this successful planning process). The combination of the budgeting and strategic planning processes, particularly in terms of budgeting to achieve desired results, is referred to as Budgeting for Results. The Budgeting for Results Accountability Policy provides for the control of the budget at the department level. The Reserve and Tax Reduction Policy provides for long-term financial stability and low, sustainable tax rates through responsible use of non-recurring resources, appropriate and minimal use of debt, and maintenance of reserve funds. This policy sets budgetary and financial guidelines regarding the reduction of taxes. The Reserve and Tax Reduction Policy demonstrates a commitment to the maintenance and, when possible, reduction of tax rates while ensuring that Maricopa County remains financially stable and accountable to the citizens.

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

Budget Processes

A full description of the process for preparing, reviewing and adopting the budget for the coming fiscal year is provided in the 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 2006-07 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 History and Statistics, Mandates, and Departmental Strategic Plans and Budgets sections contain the most charts/tables and graphs.

Revenue and Expenditure Classifications

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

County Manager's Transmittal Letter

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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 History and Statistics section. This section also provides statistical information that defines the community such as demographics (e.g., population, composition of population, and land area).

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

The FY 2006-07 Annual Business Strategies Document

This document is formatted and printed in such a way as to enhance understanding and utility to the reader's needs. Page formats are consistent, each showing the current section of the document in the header, the page number at the bottom, and the department name at the top of each page in the Departmental Budget Schedules section. Large bold headings identify what is being presented, and the use of "(Continued)" on the top of pages is added when deemed essential, and, when related information is split between pages.

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

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

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

Transmittal Letter

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

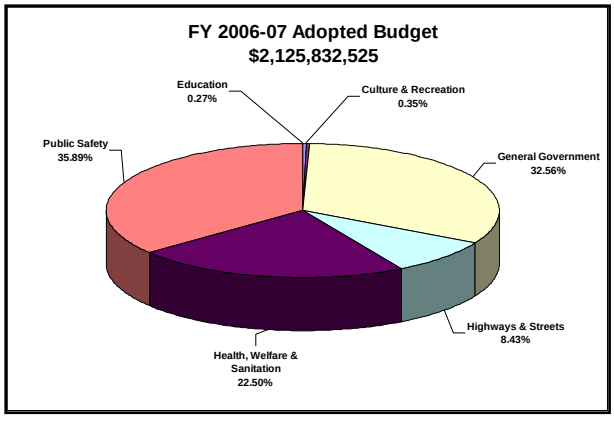
The 2006-07 budget includes some of the strongest revenue projections that have occurred in Maricopa County for over a decade. The extraordinary growth in population has helped drive this strong revenue surge; however, a tremendous demand for services is also occurring as a result of having over 110,000 new residents move into the valley each year. We are the fourth and on the way to being the third largest county in the nation with an estimated population of 3.6 million residents now.

The recommended budget is $2.128 billion, which is a 5.4% increase over the 2005-06 revised budget. The increase is primarily due to enhancements in employee compensation and benefit packages, growth in the justice system and large, increased contributions paid to the State of Arizona for mandated health care costs. This compares to an increase of population and inflation of 5.4%.

Each year, the Board of Supervisors adopts the budget guidelines, which provide policy direction for County departments and the Office of Management and Budget. These instructions are followed when developing the recommended budget. The guidelines for the 2006-07 budget abide by similar themes to past years by directing departments to concentrate on justice issues, mandated public health programs, and employee compensation and benefits. The Board of Supervisors also added an important element by voluntarily limiting the growth in our secondary property tax levies. The Board has decided to self-impose a 2% limit on taxes levied on existing properties, parallel to the constitutional limits that exist on the primary property tax levy. This will ensure that the growth in secondary levies are limited appropriately, despite the large assessment increase that occurred on the property tax roles this year.

Expenditure Uses

Maricopa County is not a chartered county providing for elements of home rule; therefore, most of our mission is set in statute by the State of Arizona. We are, essentially, a service delivery arm of state government. Our organization is very diverse and includes public safety and justice issues, public and environmental health, infrastructure such as regional planning and transportation, and general government functions, which include elections, recordings, property assessments, treasury and tax collection for local government. Again, our programs and activities are largely based on mandates from the State of Arizona. Maricopa County provides services that are traditionally government functions, but also tries to be innovative in its approach to solving community issues. Our human services campus, which has been developed through partnerships with non-profits and other governmental entities, is dealing with the homeless population in Maricopa County. This campus provides compassion, but also attempts to change the status



of this population by giving them skills to reshape their lives. This budget provides for a continuation of innovative and entrepreneurial solutions to problems. It includes funding for new crime prevention programs, expanded public health capacity and funding for environmental issues. A graphical illustration of our expenditures is shown above. Mandated health care and public safety make up nearly 60% of our expenditures.

Econometric and Demographic Trends

Maricopa County continues to be one of the fastest growing regions in the United States. The County is growing at a rate of 3.3% per year. The long-range growth for this community is expected to be around 3.0%, while the national average is closer to 1.0%. Maricopa County also far exceeds the national employment growth rate. We are growing at 6.4% as compared to 1.5%, the average for the rest of the nation. This fuels our strong economy, but also pushes market-based salaries higher as we compete for a trained and skilled workforce.

Growth in our revenue base continues to be exceptional. In 2005-06, our forecast shows a projected growth in State Shared Sales Taxes of 15.1%. For fiscal year 2006-07, that growth will slow to 7.3% but will still be quite strong. State Shared Vehicle License Taxes are growing in the current year at 11.4%, and are budgeted at a lower growth rate of 5.4% for next fiscal year. While the strong revenue base is good news, economists state that much of the revenue growth is considered transitory. Our current revenue growth is based on large capital gains by consumers, as well as construction sales taxes. These conditions will slow beginning in the next fiscal year. Caution is recommended as revenue growth is predicted to drop back to more traditional levels of 4.5–6.3% in coming years. It is important that our baseline expenditure growth stay consistent with growth patterns of our traditional revenues.

Property Taxes

Property tax rates in Maricopa County are the lowest of the large urban counties in Arizona and are at their lowest rate in 27 years. Our proposed overall county-controlled property tax rate is $1.4348 per $100 of assessed valuation. This is a drop in the overall tax rate of $.0263. The savings on a $250,000 home is estimated to be $6.57. The County's primary property tax rate is recommended to be $1.1794, which is a $.0177 reduction.

A major advantage for the taxpayers of Maricopa County is the fact that we do not have a secondary debt service property tax levy. For government jurisdictions of our size, this is fairly unprecedented. We do not have any outstanding general obligation bonds, and the business convenience debt we do have is minimal. This has occurred through careful planning and fiscal discipline. The Board of Supervisor's has directed staff to pay cash for capital improvements whenever possible, and if debt financing is necessary, to do so within the capacity of the primary property tax levy. At this point Maricopa County could ask the voters for up to $5.56 billion in general obligation bonds. This is the legal debt limit that exists for our County at this time. The Board's conservative approach to funding capital and infrastructure has saved Maricopa County taxpayers tens of millions in interest and bond issuance costs.

Managing For Results

Maricopa County is nationally renowned for its Managing for Results program. We received an A- in this category from *Governing* Magazine and Syracuse University during the Government Performance Project review of counties in 2002. We are continually working to improve our program and have taken major steps to develop a very comprehensive and usable strategic plan.

In April 2005, the Board of Supervisors held a two-day strategic planning session. It was a successful review and assessment by Supervisors and County leaders of issues, challenges and opportunities that the County faces as it seeks to balance fiscal restraint with ever-growing demand for public services. As a result of those concentrated sessions, revised mission and vision statements were adopted and a new set of strategic priorities were developed. They are listed below:

Mission Statement:

To provide regional leadership and fiscally responsible, necessary public services so that residents can enjoy living in a healthy and safe community.

Vision Statement:

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

Strategic Priorities:

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

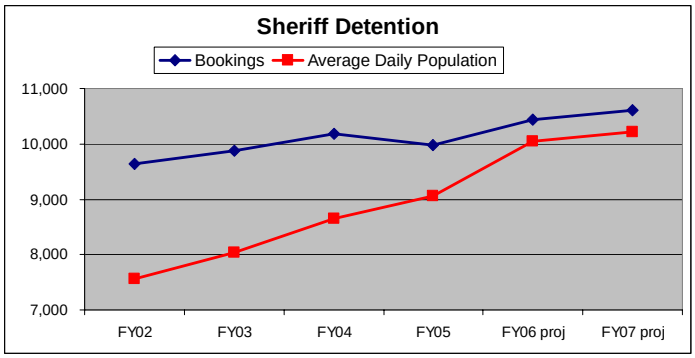
The Board of Supervisors formally adopted the new strategic plan in June 2005. County departments then developed specific objectives and action plans for carrying out the Board's plan. The County's progress in accomplishing the new strategic plan is covered in a mid-year and annual performance report available at www.maricopa.gov/mfr.

For the second year in a row, departments were required to submit additional information with their budget submissions as part of our Budgeting for Results initiative, which is a component of Managing for Results. This initiative ties the budgeting process to results-based fiscal decisions. Enhancements to the process this year included further development of our activity-based costing models and process, including alignment of revenues to activities. This will significantly improve our future fee analysis in specific programs. In a number of departments, realignment of program/activity/service structures occurred, allowing us to make better funding decisions and track the proper results-based performance measures. All of these improvements will allow us to have better information with which to make budgeting decisions, and will ensure that the dollars allocated are meeting the desired results.

Detention Operations

Maricopa County has the third largest adult jail detention system in the United States. It is funded by a dedicated sales tax that was approved by the voters in 1998 and extended in 2002. Our juvenile detention facilities are also funded by Maricopa County through the dedicated jail sales tax. The detention fund, as it is known, has a $35 million expenditure increase or 10.3% over last year. The largest increases were due to transfers to the capital improvement programs, major maintenance on various facilities, pay for performance for the adult and juvenile detention staff, and for performance pay and market-based salary adjustments for correctional health workers.

One of the focuses in the coming budget year is to lower the daily average inmate population and the average length of stay for inmates. Many strategies can be undertaken to lower the population including: streamlined court proceedings, avoiding unnecessary bookings, transferring sentenced inmates to the State Department of Corrections on a more timely basis, and generally lowering the crime rate and trends through education and other prevention programs. One of the programs recommended for funding in the 2006-07 budget should greatly assist with this goal. The SMI (Seriously Mentally Ill) Intervention Pilot Program will be managed by the Maricopa County Sheriff's Office. The program will work collaboratively with the City of Phoenix Police Department. Law enforcement calls for service involving the mentally ill will be handled in a response team approach, all the way through to the completion of the mental health assessments. This project with be aided by the recently-completed SMI-Data Link computer system initiated through the combined efforts of the Superior Court, the State Department of Health Services, and Maricopa County's Health Care Mandates Department. The goal is to divert the mentally ill from the jail setting to an appropriate treatment program. It is estimated that at much as 5-7% of the Maricopa County inmate population has a serious mental illness. Many of these individuals would be better served by receiving care outside of our jail setting because they are non-violent offenders.



Law Enforcement and Justice Issues

Law Enforcement and Justice issues make up 28.8% of our County budget; therefore, criminal justice issues drive a large part of our budget picture. The Board of Supervisors' strategic priority for criminal justice is to "ensure safe communities and a streamlined, integrated justice system". Our budget priorities also reflected these directives:

1) Reduce property and violent crime rates through evidence-based crime prevention strategies; and

2) Minimize jail overcrowding by reducing inmate average length of stay in the jail.

To this end, there is new funding in the budget for crime prevention grants. Maricopa County has set aside $6.0 million to spend over the next three years on crime prevention. We want to partner with cities, towns and tribal governments to implant evidence-based programs that work with community non-profit agencies. This pilot grant program is meant to generate community interest in the development of crime prevention programs that will stem the flow of growth in the criminal justice system.

Another major initiative that we will be undertaking is to reduce methamphetamine usage in the community. This is the fastest growing substance abuse problem in the nation. In 2003, 28% of men and 42% of women booked into the Maricopa County Jail tested positive for meth, and surveys have shown that meth is involved in 65% of child abuse cases statewide. This criminal activity is responsible for increasing jail inmate populations, court workloads, and the safety of our community. There is $2.5 million reserved in our budget to co-sponsor a media campaign and for prosecution related to the meth problem in our community. The media campaign is modeled after the Montana Meth initiative that is having great success in that state. In addition, funding is reserved to address a County Attorney initiative for Meth Prosecution ($840,000) as well as Fraud and Identity Theft Prosecution ($1,020,000), which is closely tied to meth use.

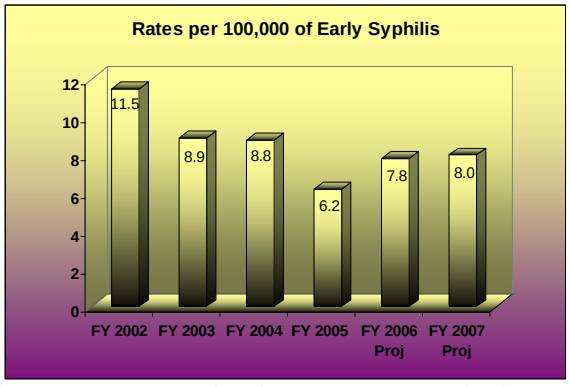
Caseloads in our Adult Probation Department continue on an upward trend. We anticipate having approximately 28,900 individuals on standard probation in fiscal year 2006-07. Of that group, about 65% are estimated to successfully complete probation, an increase over the current year of approximately 2.5%. This budget calls for adding staff and resources to standard probation at a cost of over $512,000 to keep up with increasing caseloads and improve results. Other Adult Probation programs receiving funding include pre-trial initial appearance, fugitive apprehension, pre-sentence reporting, and field officer communications.

In the law enforcement arena, the Sheriff's Office is receiving funding for mobile data computing. This is a pilot project which will allow deputies to test state-of-the-art wireless technology in their patrol cars. There is also additional funding for the criminal investigations bureau. This division of the Sheriff's Office investigates sexual abuse, domestic violence and child abuse cases. Finally, the Sheriff's Office is also piloting an SMI intervention pilot program that is mentioned above in the Detention Operations section.

Court caseloads continue to climb with our population growth. In criminal court, we are also seeing an increase in the percentage of cases resolved within 180 days. In fiscal year 2005-06, approximately 85% of the cases will be resolved within the timelines set by the Supreme Court of Arizona. In fiscal year 2006-07, resolved cases should increase to 88%. There are a number of criminal court initiatives that are recommended for funding in the new fiscal year budget. These include two new criminal trial divisions, a critical calendar case flow support team, and a settlement conference division. In family court, caseloads are estimated to grow by 3%. Funding for family night court and continuation of family drug court has been recommended. Further enhancement of the new comprehensive mental health court is also recommended in this budget. Juvenile justice initiatives that will be expanded in this budget are juvenile court services, in-home intervention, and juvenile night court.

Public Health

Maricopa County is investing an increasing amount in Public Health. We are recommending doing so, however, based on empirical, historical and trend data and with accountability for results. The budget that is being forwarded is adding funding for testing and treatment of Tuberculosis (TB) and Sexually Transmitted Diseases (STD). Both of these programs are mandated public health issues that are best handled by local health departments. The spread of these diseases are of great concern. Last year, Maricopa County invested in new nurses and other medical staff for the TB program. Despite that investment of $770,240, new cases are still on the rise. New testing guidelines require a further addition of staff in this program. STDs are another public health concern that needs to be addressed. This budget recommends 13 new staff members to meet the estimated demand in this clinic. The funding of $751,000 will allow testing and treatment of an additional 2,760 clients.



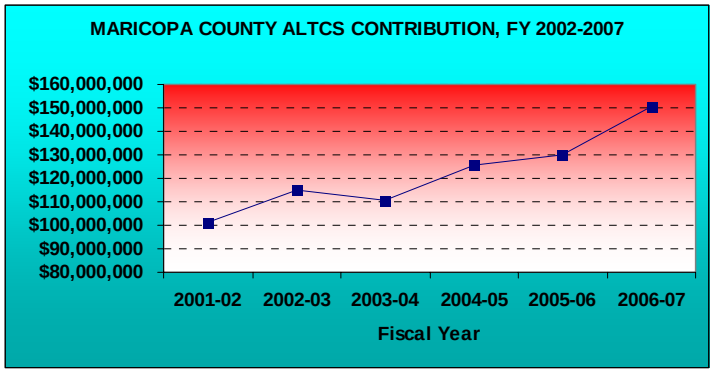
West Nile Virus continues to be an issue in this community. As is stated below in the Environmental Issues, this budget allocates level funding of $3.2 million in appropriated fund balance for this important health issue. Due to the investment made in curbing this initiative last year, deaths from West Nile Virus dropped from 16 in 2004 to 4 in FY 2005.

Environmental Issues

Air Quality in Maricopa County has received great attention in the past year as the County strives to improve our environment and clean up our air. Last fiscal year, a reorganization occurred that separated the Air Quality Division from the Environmental Services Department. This separation of duties transpired to ensure that more emphasis was placed on air quality issues in our region. In the past year, Maricopa County exceeded the national ambient standards for particulate matter (PM10) on many days. This component of air quality is difficult to control in Maricopa County's disturbed earth environment. The Air Quality Department has begun to address these concerns with an EPA-endorsed dust control program, which began in FY 2006. We have added over $542,632 of General Fund monies and 10 staff to provide greater oversight and enforcement of dust generation in the Valley. Other concerns that the department is dealing with include recruitment and retention of qualified staff and reductions in both federal and state grants. Despite these setbacks, revenues are forecasted higher by $2.3 million from the previous year, reflecting increased compliance and enforcement actions.

Environmental Services continues to focus efforts on providing a healthy and safe community for the residents of Maricopa County. In Fiscal Year 2006, the department, in conjunction with Public Health, continued its work to prevent the outbreak of West Nile Virus, and $3.2 million has been allocated for this program in the 2006-07 budget. The Environmental Services Department also completed a workload analysis and staffing assessment during fiscal year 2005-06 and is recommending to the Board of Supervisors an updated fee schedule that dramatically increases many of the fees. The fees for many of the services provided by Environmental Services have not been revised for over a decade. Since the department has many important programs including: restaurant and food inspections, swimming pool plan reviews, licensing activities and vector control, revising these fees is imperative to providing high quality services for our residents.

Mandated Health Care



One of the Board of Supervisors' strategic goals is as follows: "Eliminate mandated fixed contributions to the State of Arizona in exchange for reductions in State funding of County programs with a goal of reducing such contributions to 15% or less of the total general fund expenditures by FY 2009-10." There are three large contributions that Maricopa County makes to State-managed programs: the Arizona Long-Term Care System (ALTCS), Arizona Health Care Cost Containment System (AHCCCS), and the contribution for State mental health programs required by the *Arnold v. Sarn* court ruling. This year the contribution to the ALTCS program is estimated to increase by $20.3 million to $150.3 million. This is a $15.6% increase over the 2005-06 contribution. The *Arnold v. Sarn* payment is estimated to increase by $2.0 million to $33.2 million, while the AHCCCS acute care contribution is flat at $31.0 million. Together, these liabilities total $214.5 million. This is an uncontrollable component of our operating budget that the County is working to reduce. Our strategic goal explains our position. We want a "good government" model that has the State responsible for State-managed programs, and the County responsible for County-managed programs. To that end, we proposed legislation that would help us achieve our strategic goal. House Bill 2819 would shift funding responsibility for juvenile probation to Maricopa County in exchange for a $7.5 million reduction in the AHCCCS contribution. The bill is still moving through the Legislature.

The Health Care Mandates Department continues to address several of the most challenging fiscal issues facing Maricopa County. Primary among these is the defense of the so-called "Pre-AHCCCS tail litigation." This series of lawsuits initially involved over $360 million in billed charges which hospitals alleged represented emergency health care services provided to indigent patients. Health Care Mandates has successfully settled approximately one-third of the potential liability at less than five percent of billed charges. The remaining $240 million is the subject of a court-mandated "sampled" litigation process. The first trial under this process was conducted in April 2006, with a second scheduled to commence in November 2006. The court decisions in both trials will almost certainly be the subject of appeals by both parties.

Capital Improvement Program

Maricopa County began its Capital Improvement Program (CIP) in FY 1999-00. Our CIP plan is a modified "pay as you go" financial policy. We use this process for the general fund, detention fund, intergovernmental fund, and transportation fund. The County pays cash for most projects. Other projects use a combination of identified operational savings and lease reversions to pay the debt service on new facilities. Fiscal Year 2004 was the final year of the County's 1986 General Obligation (GO) bond debt. So in this budget year, the County does not have any GO bond debt, and we have very little long-term debt.

The debt that the County has is in the form of Certificates of Participation (COPs) or Lease Revenue Bonds. We pay for the debt service on these with either cash that has been set aside, or lease reversions and operational savings. Beginning in fiscal year 2004-05 and through the 2005-06 budget, we have begun to develop operational capacity that can be used for debt service on larger projects. This budget includes $33.3 million for such an expense, which could purchase approximately $400 million of capital improvements. This strategy will allow us to meet our capital needs without requesting a new GO bond for large infrastructure issues.

There are a number of major projects that were completed in fiscal year 2005-06. They include the Northeast Superior Court/Justice Court Expansion, Northwest Consolidated Justice Courts, Human Services Campus – Phase 1, New Administrative Services/ Forensic Science Center Parking, 4th Avenue Jail, Lower Buckeye Jail, and Durango Juvenile Detention/Treatment Facility. Continuing projects include a number of court projects and several other critical business items. They are listed below.

- Downtown Justice Center
- Santan Consolidated Justice Courts
- Southeast Justice Center
- Southwest Justice Center
- Human Services Campus – Phase 2
- Security Building Improvements
- Maricopa Regional Trails System
- McDowell Track Comfort Station
- Park Comfort Stations and Improvements
- Buckeye Hills Shooting Range
- Durango Animal Care and Control Facility
- Detention Facility Renovations

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

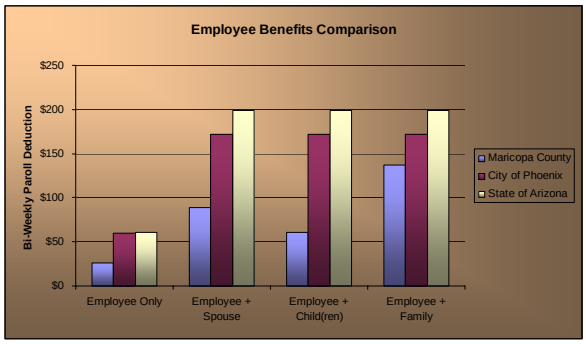
The primary source of funding for the TIP is State Shared Highway User Revenue Funds (HURF). The County must spend these funds only on transportation-related items. Other funds received that are applied to these projects include Federal Highway Administration (FHWA) funds, Maricopa Association of Governments funds, and Federal Emergency Management funds. We also participate in partnerships with other local jurisdictions, State agencies, the federal government, and private corporations. This budget recommends a five-year TIP of $392.5 million. Of that total, $119.2 is budgeted for the 2006-07 fiscal year.

Unfunded capital improvement needs are being tallied by the Facilities Management department and are closely monitored by the Office of Management and Budget. There are a number of items that must be addressed in the next several years. As was stated above, we are building operational capacity in the general fund and the detention fund to have a safeguard funding mechanism in the future. The projects that have been identified, but not yet funded, include: Criminal Court Tower, Central Court Remodel, Regional Superior Court Expansion, Parks Improvement Plan, and Sheriff's Administrative Building, just to name a few. In the coming years, these will be a high budget priority.

Employee Issues and Concerns

Over the past year, Maricopa County has invested significantly in its employees. The Compensation Division of the Office of Management and Budget (OMB) has reviewed salaries and job descriptions for over 5,200 positions within the last 18 months. This covers over 40% of all County employees. This process has promoted uniformity in our job descriptions and titles, corrected FLSA status, and rightsized salaries compared to the local job market. As a result, market-based salary increases have been implemented throughout the County at an annual cost of over $60 million in all funds. Market studies will continue through the upcoming fiscal year. By the end of the 2006 calendar year, OMB anticipates that it will have studied all "targeted" market ranges (i.e., those with ten percent or greater turnover). There is additional funding reserved for market increases, as well as an average of 3.5% for continuation of our performance management program in each department's budget. Performance increases will be effective on July 3, 2006.

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



Other employee issues that have been budgeted are retirement system increases. Maricopa County participates in the Arizona State Retirement System (ASRS) and its various programs. All of the plans will have employer-based increases in the coming fiscal year. Maricopa County will need to contribute an additional $11.4 million in the 2006-07 proposed budget for continued participation in these programs.

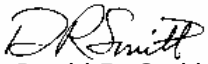
Finally, Maricopa County is developing a number of additional employee- and management-based incentive programs. These include gain-sharing plans, a management incentive program, and a new employee retirement savings account program. These proposed programs will be sent to the Board of

Supervisors individually for consideration; funding has been reserved in this recommended budget for these innovative programs.

Conclusions

Our County's leadership is our key to success. The Board of Supervisors has demonstrated over and over a commitment to be innovative in our approach to solving community issues. This can be further illustrated with some of the new programs recommended in this budget including methamphetamine awareness campaigns, SMI intervention programs, and continued support of the Human Services Campus. Although we are investing wisely in new areas and tracking results, we are lowering the tax rate and using a "pay as you go" capital improvement plan. I want to thank the Board for their continued leadership, as well as the elected and appointed officials of Maricopa County. I recommend this budget with confidence that it will, through our Managing for Results initiative, provide cost effective results for our residents.

Sincerely,



David R. Smith
County Manager

On June 19, 2006, the Maricopa County Board of Supervisors adopted the FY 2006-07 Budget totaling $2,125,832,525, with Expenditures of $1,742,187,740 and Appropriated Beginning Fund Balance of $383,644,785. This represents a $2,515,871 reduction from the tentatively adopted budget of $2,128,348,396.

On August 21, 2006, the Board of Supervisors approved the tax rate for FY 2006-07 of $1.1794 per $100 of net assessed value.


MARICOPA
18 71
ARIZONA
COUNTY

Strategic Direction

Managing for Results Philosophy and Cycle

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

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

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

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

Managing for Results is a comprehensive and integrated management system that focuses on achieving results for the customer and makes it possible for departments to demonstrate accountability to taxpayers. MFR provides a common framework under which strategic planning, budgeting, and performance measurement are aligned in a unified, cyclical process with six components that support the process:

Managing for Results is a powerful tool for making good business decisions and achieving department and County goals and priorities. The ideas behind MFR are basic:

- identify the priorities the County is trying to address;
- develop an overall plan for addressing those priorities;
- come up with policies, programs, and services that align to those priority areas;
- organize and implement budgeting, accounting, and management systems that support the strategies, goals, and objectives laid out in the overall plan; and
- develop and track costs and performance data that allow the County to gauge its progress in reaching its goals and objectives.

MFR is clearly meant to get elected officials, department directors, program managers, and front-line workers thinking about results as the reason for providing services. Regardless of organization size, structure, or policy area, every County department can apply the principles of MFR to improve performance and demonstrate how effectively and efficiently they are delivering programs and services. A benchmark of MFR success is management and staff commitment to using MFR principles and practices and linking results-based thinking to decision making, day-to-day operations, business systems, and to the 'bigger picture;" and aligning communication and accountability with results.

The cycle below depicts Maricopa County's MFR process. Each phase in this cycle is explained in greater detail on the following page.



Planning for Results

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

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

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

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

Measuring for Results

Maricopa County has chosen a balanced and practical approach to performance measurement by using a Family of Measures that includes demand, output, efficiency, and result measures. The Family of Measures and other Key Result Measures, such as service quality and employee and customer satisfaction, taken as a whole, provide the context for understanding how effectively and efficiently departments are working toward achieving desired results, and how well the department is performing.

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

Budgeting for Results

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

Delivering Results

Based on available resources established through the budgeting process, departments develop and implement actions plans to deliver services and collect data about their performance, including but not limited to customer and employee satisfaction. Program performance measures and budgets are monitored throughout the fiscal year. Reviewing measurement data and other information regularly ensures that program requirements are being met, that service delivery is operating effectively, and that resource allocation is appropriate and in line with the department plan.

Analyzing and Reporting Results

Performance data are collected and analyzed to provide County decision makers with information about how well a department is providing services and achieving its goals. Performance information also is used by all levels of management and staff to identify problems in existing programs, to try to identify the root causes of problems, and/or to develop corrective actions. The Maricopa County Internal Audit Department has put procedures in place to ensure that department performance information is sufficiently complete, accurate, valid, and consistent to provide assurance that reported data can be relied upon for decision-making.

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

Evaluating and Improving Results

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

County Strategic Plan

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

Mission

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

Vision

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

County Strategic Priorities



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

STRATEGIC PRIORITY

1 SAFE COMMUNITIES

ENSURE SAFE COMMUNITIES AND A STREAMLINED, INTEGRATED JUSTICE SYSTEM

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

The rapidly growing population in the County creates challenges, but law enforcement is doing a better job of reducing property crime rates in the County from previous years. The County continues to work with other local governments to develop strategies to address the high property crime rate. The Board of Supervisor's have established a number of goals related to reducing crime rates in the County.

LEAD/SUPPORT DEPARTMENTS

- Sheriff
- Trial Courts (Adult & Juvenile Probation)
- Indigent Representation
- County Attorney
- County Manager (Government Relations)
- Community Services (Human Services)
- Emergency Management
- Public Health
- Facilities Management
- Integrated Criminal Justice Information System (ICJIS)
- Clerk of the Superior Court

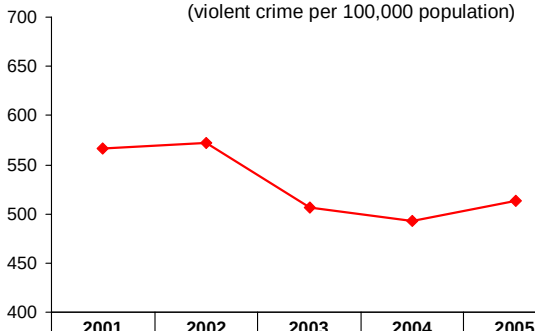
Safe Communities Strategic Goal 1

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

Violent Crime Rates

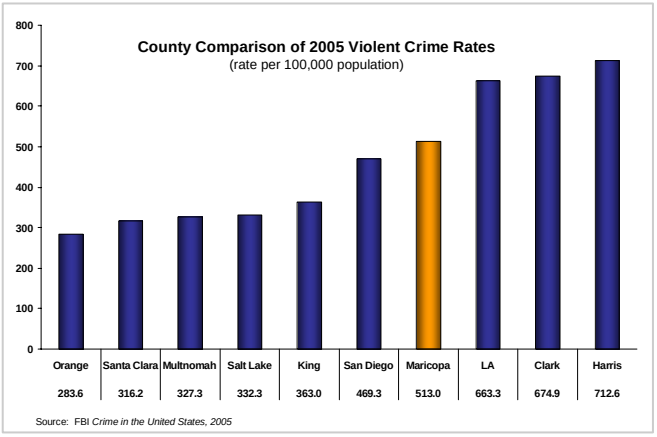
- The violent crime rate in Maricopa County had been declining since 2000, but in 2005 the rate increased by 4.0%, from 493 crimes per 100,000 inhabitants in 2004 to 513 crimes per 100,000 inhabitants in 2005.
- The national average in 2005 was 469.2 per 100,000 inhabitants, an increase of 2.3% from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

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



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

Source: FBI *Crime in the United States, 2005*

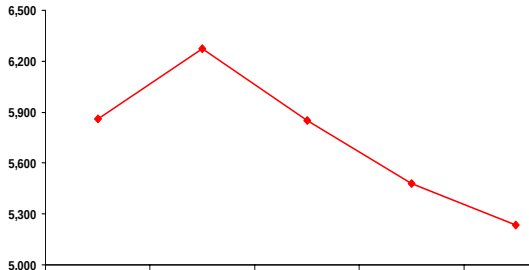


Source: FBI *Crime in the United States, 2005*

Property Crime Rates

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

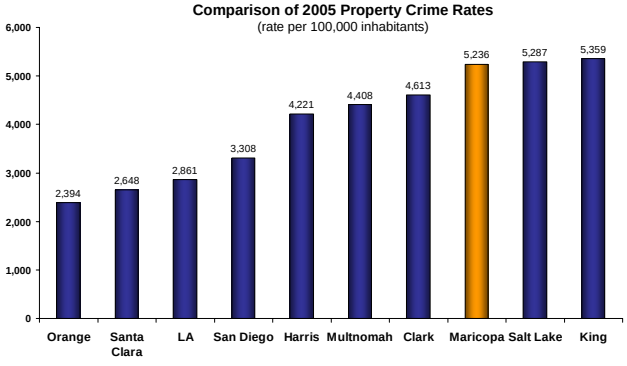
Maricopa County Property Crime Rate
(property crimes per 100,000 population)



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

Source: FBI *Crime in the United States, 2005*

Comparison of 2005 Property Crime Rates
(rate per 100,000 inhabitants)



Source: *FBI Crime in the United States, 2005*

FY06 County Progress/Achievements:

- Maricopa County is funding a three-year, $6 million Crime Prevention Grant, offering funding to cities, towns, and tribal governments to support and enhance their efforts in providing evidence-based crime prevention programs.
- Maricopa County is contributing $2.5 million to cosponsor an anti-methamphetamine media campaign modeled on the "Montana Meth" Education Program. Additionally, funding has been approved for the County Attorney's Office to create a Methamphetamine and Illegal Drug Bureau to concentrate drug prosecutions in one bureau using experienced, specialized prosecutors to handle cases.
- The County Attorney's Office is establishing a Crime Prevention Education Program to provide citizens with the latest crime prevention information and techniques and encourage citizens to participate in prevention efforts.
- Maricopa County Justice System (McJustice)—an interagency committee comprising 13 justice agencies—is working with Maricopa Association of Governments (MAG) to create a new Regional Crime Prevention Initiative consisting of leaders from business, government, minority, nonprofit and public-interest organizations to assist with planning for an enhanced regional approach to preventing crime. MAG has agreed to establish a Stakeholders Group to examine potential collaborations centered on crime prevention.
- The Sheriff's Office continues to expand the successful ALPHA Program, an in-jail substance abuse treatment program, designed to reduce recidivism rates among offenders. The program helps slow growth of the daily inmate population by preventing repeat offenses and the revolving door syndrome. In FY06, the program graduated 518 individuals.
- The Adult Probation Department's Fugitive Apprehension and Revocation Division is collaborating with the U.S. Marshal Task Force and HIDTA (High Intensity Drug Trafficking Areas) Meth Lab Task Force to target high-intensity drug trafficking areas. In addition to working with the U.S. Marshal and HIDTA, the Adult Probation Department warrant officers work jointly with Mesa Police Department warrant officers to apprehend individuals who have absconded from probation. The officers meet on a regular basis with a specialized team of officers from the various precincts in search of probation absconders. These teams include X-Ray squads, Special Assignments Unit, and Rapid Deployment officers. Specialized sex offender and neighborhood round-ups have taken place throughout the Valley.

Safe Communities Strategic Goal 2

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

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

Fast Facts

✓ Electronic ICJIS transactions:
1/2004 = .5 million per month
1/2005 = 3 million per month
1/2006 = 4 million per month

The Courts have established the following standards regarding case resolution:

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

Percent of cases by type processed within standard

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

na=not available

FY06 County Progress/Achievements:

- All McJustice workgroups are focused on managing the average length of stay (ALOS), which directly affects the amount of jail space needed in the County. A consultant group hired to update the 1997 Jail Master Plan is investigating the critical factors affecting average length of stay with a goal of identifying strategies for reducing or limiting increases in ALOS to avoid costly new jail construction.
- In May 2006, the Clerk of the Superior Court and Sheriff's Office implemented a new procedure that streamlines the transfer of inmates from County jails to the Department of Corrections (DOC) by creating an Order of Confinement Form (OOC) for the Department of Corrections with all the identifying information required by the Sheriff's Office to transfer an inmate to DOC; the form is completed at hearing by the courtroom clerk at the time of sentencing and is given to the courtroom Sheriff at the end of the sentencing. Since implementation of the improved process, ALOS of this group declined from 80.4 days in May 2006 to 67.9 days in July 2006, the lowest in nearly two years.

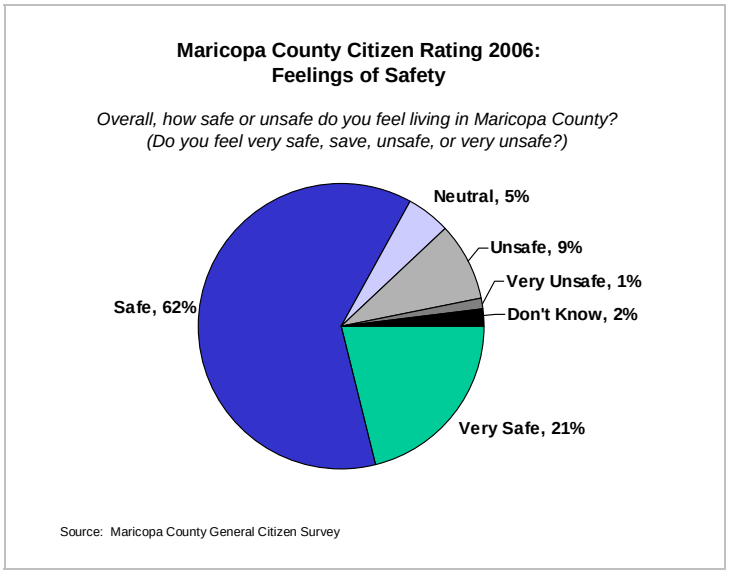
NATIONAL ASSOCIATION OF COUNTIES (NACo)
2006 ACHIEVEMENT AWARD WINNER

ICJIS Justice Web Interface (JWI)
Integrated Criminal Justice Information System
Clerk of the Superior Court

- Integrated Criminal Justice Information System (ICJIS) is successfully transitioning from a hub-and-spoke environment to a service-oriented architecture with better capability to connect justice and law enforcement information transactions. All Maricopa County justice and law enforcement entities are connected and benefit from the ICJIS systems. Data exchanges (between two or more entities) are continuing to be developed, implemented, and maintained by ICJIS.
- The Juvenile Probation Department Juvenile Community Offender Restitution and Public Service (JCORPS) Program matches juveniles with community service projects so that probationers can fulfill the terms of probation and/or other consequences for behavior. During FY06, more than 7,000 juveniles participated in JCORPS, performing 31,788 hours of community service work in Maricopa County. The time spent working represents Restorative Justice in action; these youth learn through repairing harm in the community ($154,140 work value to the community) and restoring a sense of peace while holding offenders accountable for their actions (more than $10,000 earned restitution money).
- The Sheriff's Office received funding to establish a seriously mentally ill apprehension intervention program that diverts individuals who commit crimes who are seriously mentally ill to care other than in jails.
- The Sheriff's Office received authorization to purchase COPLINK software, which is designed to integrate disparate law enforcement databases that currently exist within MCSO, resulting in a consolidated database that will provide investigative information on a single platform, enabling more efficient investigations.
- The Adult Probation Community Restitution Program staff coordinates more than 7,500 community service projects annually, and partners with 1,500 non-profit agencies. Annually, probationers complete approximately 900,000 hours of community service representing a value of more than $9 million to the citizens of Maricopa County.

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

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

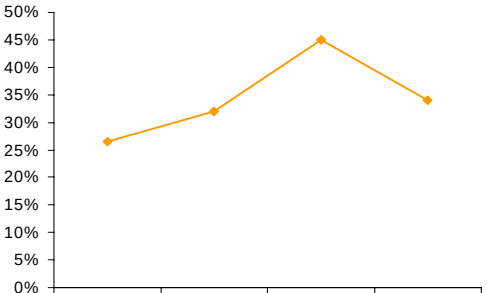


How long it might take to get help is another factor in quality of life and how residents might perceive their safety. A timely response to emergencies contributes to the citizen's sense of safety and security in their community.

Response Times

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

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



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

Source: Maricopa County Sheriff's Office

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

The 2006 General Citizen Survey asked survey participants "How much do you agree or disagree that you have a family preparedness plan to assure your safety in the event of a disaster or terrorist attack? (Would you say you strongly agree, agree, disagree, or strongly disagree?)." More than half of the respondents (56%) agreed with the statement, while 30% disagreed with the statement, and 4% strongly disagreed (9% answered Don't Know).

Safe Communities Strategic Goal 3

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

2005 Arizona Quality Service Award Winners

Showcase in Excellence Awards

Maricopa County Adult Probation
"Managing Adult Sex Offenders in the Community"

Maricopa County Legal Advocate
"Case Management System for Felony Cases"

FY06 County Progress/Achievements:

- In Fall 2005, Facilities Management completed the master plan for Emergency Management's future facility needs.
- In 2006, the County formally adopted a resolution making NIMS the County's disaster and emergency management system.
- The Department of Emergency Management and Department of Transportation, with support from the Sheriff's Office (MCSO), are developing a mass evacuation and mass influx plan. MCSO is developing the security annex for the Maricopa County Emergency Response Plan for the Cities Readiness Initiative (Public Health's mass pharmaceutical dispensing plan), and continues to conduct emergency management drills and exercises.
- Emergency Management coordinated National Incident Management System (NIMS) training for key County departments as well as city/town governments, fire districts, hospitals, and other emergency response agencies. This training assists in day-to-day emergency response efforts, especially when collaboration between agencies is required, and will be invaluable if the region experiences a catastrophic disaster

requiring massive state and federal assistance. Emergency Management also is working with County Staff Development to integrate NIMS training into the Countywide training system.

- Animal Care and Control, in partnership with the Department of Emergency Management, is coordinating NIMS requirement Emergency Support Function 16, *Animal Care and Housing during Disasters*, and is working with several Tribal Nations to coordinate efforts.

NATIONAL ASSOCIATION OF COUNTIES (NACO)
2006 ACHIEVEMENT AWARD WINNER

West Nile Enforcement Program;
Law Enforcement for Animal Protection Task Force
County Attorney

Safe Communities Strategic Goal 4

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

FY06 County Progress/Achievements:

- Public Health Department completed the Public Health Emergency Response Plan in December 2005. This plan complements the Maricopa County Emergency Response Plan and meets all the BioDefense grant requirements. As part of the plan, Public Health is integrating an emergency preparedness project intended to increase and enhance the readiness and response capabilities of Maricopa County in the event of a biological terrorist attack (e.g., anthrax) covering a large geographic region.
- Public Health has joined the Electronic Foodborne Outbreak Reporting System (EFORS) operated by the Centers for Disease Control, and is finalizing an electronic food-borne outbreak questionnaire to hasten interviewing and data collection during an outbreak.

STRATEGIC PRIORITY

2 PUBLIC HEALTH

PROMOTE AND PROTECT THE PUBLIC HEALTH OF THE COMMUNITY

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

LEAD/SUPPORT DEPARTMENTS

- Public Health
- Parks and Recreation

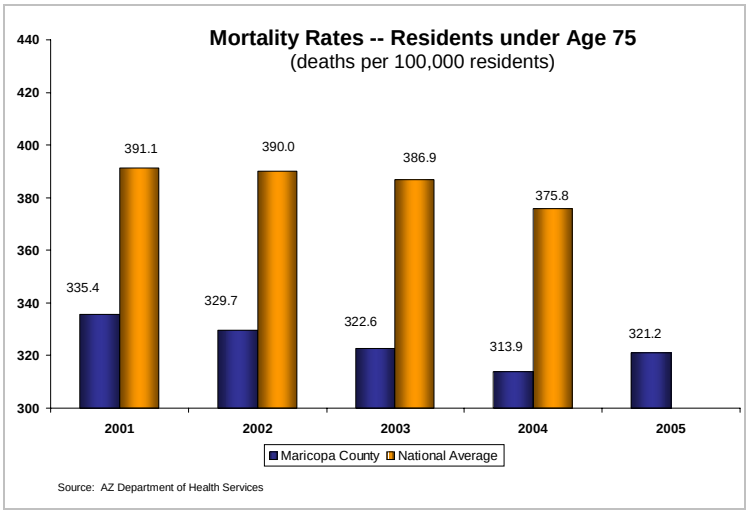
Public Health Strategic Goal 1

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

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

Mortality Rates

- The death rate for individuals under age 75 in Maricopa County has been consistently less than the national average. Preliminary data reported by the County's Department of Public Health for 2005 show 321.2 deaths per 100,000 residents, an increase of 2.3% from 2004. This increase reverses the downward trend the County has been experiencing since 2001.



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

- The rate of heart disease deaths in Maricopa County has fluctuated since 2001, but the rate of stroke deaths has consistently declined since 2001.

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

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

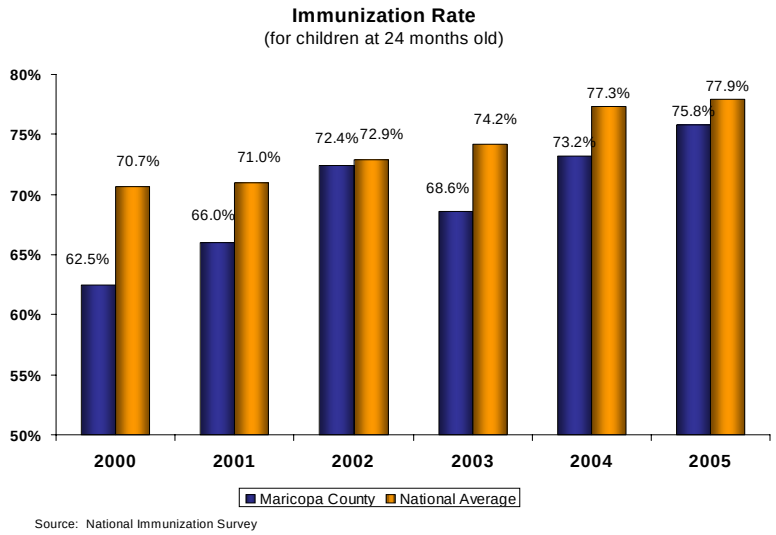
	HP 2010 Target	2001	2002	2003	2004	2005
Cancer	*159.9*	155.4	153.3	152.2	160.8	155.8
Heart Disease	*166.0*	158.3	170.4	166.8	157.3	158.6
Stroke	*48*	48.3	46.9	43.2	43.0	39.1
Diabetes-Related	*45*	45.8	41.7	48.4	44.5	47.7
Respiratory Disease	*62.3*	133.3	129.2	122.2	115.2	127.7

Source: Arizona Department of Health Services

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

Immunization Rates

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



Source: National Immunization Survey

FY06 County Progress/Achievements:

- Public Health leadership is developing a revised strategic plan for the Department that will incorporate the Countywide goals. The plan, expected to be completed in September 2007, includes an infrastructure component with objectives that include the centralization of Department services, review and revision of all Department policies and procedures, and strengthening the grants management process. The plan also will have components addressing Department services and the reduction of health disparities.
- West Nile Virus cases statewide declined significantly in the first half of 2006 due in part to the County's increased monitoring and chemical fogging efforts. Between January 1 and August 31, 2006, only 13 human infections were reported statewide, compared to 106 human infections and four deaths in 2005.
- The Human Services Department Education Division, through its Head Start Zero-Five Program, ensures children are properly immunized and maintain current with a schedule for well-child and dental exams to ensure health and dental needs are identified in a timely manner.
- In FY06, Parks and Recreation added six new programs at the Desert Outdoor Center relating to water safety for the County's youth, and conducted a Boat Safety/Water Safety Event at Lake Pleasant Regional Park.

Public Health Strategic Goal 2

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

FY06 County Progress/Achievements:

- The Maricopa County Board of Supervisors has launched a discount card program to help consumers cope with the high price of prescription drugs. Maricopa County is making free prescription drug discount cards available under a program sponsored by the National Association of Counties (NACo) offering a substantial savings off the retail price of commonly prescribed drugs.
- Emergency Management and Human Services developed a County plan for dealing with the effects of excessive heat emergencies in cooperation with the National Weather Service, City of Phoenix, and private partners such as the Salvation Army. Emergency Management collaborated closely with several homeless population advocacy and faith-based groups in the development and implementation of the plan, as well as in public outreach efforts. As a result of this partnership, the County saw a considerable drop in heat-related deaths in the summer of 2006.



NATIONAL ASSOCIATION OF COUNTIES (NACO)
2006 ACHIEVEMENT AWARD WINNER

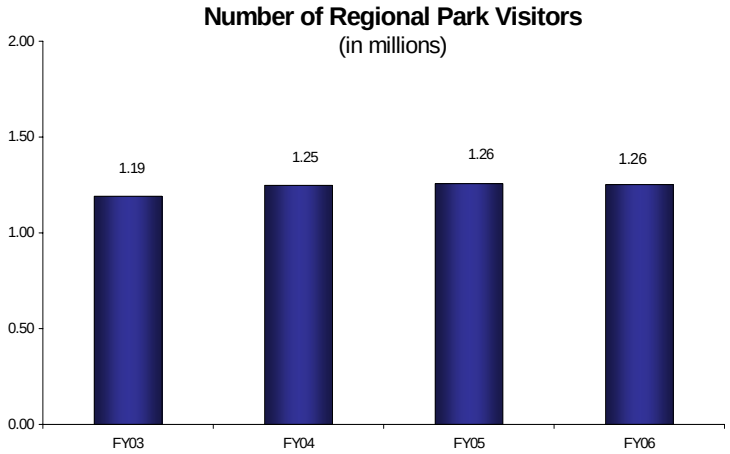
IGNITE: A Campus Capacity Building Program;
www.Quitersblog.com: A Tobacco Users on-line Quit Journal
Public Health

- Public Health is collaborating with Arizona State University Resiliency Solution Group—a research project analyzing perinatal experience among women who have delivered babies. Public Health is responsible for surveying and workup; Arizona State University is responsible for data analysis.
- The Environmental Services Department is leading an effort to develop partnerships between County community colleges and industry to increase food manager and food handler testing and certification sites and to develop food manager and food handler certification programs to help reduce the spread of food-borne disease.
- Public Health is collaborating with St. Luke's Health Initiatives and the "Alliance for Innovations in Healthcare" program to improve perinatal outcomes.
- Human Services Department Community Services Division is active in the West Valley Community Alliance Committee on Health, Wellness, and Safety, which has a goal of creating standards for care givers to improve and safeguard the quality of in-home care for elderly and disabled persons.
- Public Health is collaborating with St. Luke's Health Initiatives and the "Alliance for Innovations in Healthcare" program to improve perinatal outcomes.
- In November 2005, Healthcare for the Homeless (HCH), a program of the Public Health Department, joined other homeless providers in moving to the new Human Services Campus (HSC) located in downtown Phoenix. By participating in the HSC and working closely with other providers, Healthcare for the Homeless is

able to target outreach efforts to other HSC providers throughout the day. This maximizes exposure to HCH programs by homeless individuals who may access services other than those provided at HCH. Moreover, collaboration with other campus providers allows HCH to gain useful insight into the characteristics and behavior of subgroups accessing other services.

Public Health Strategic Goal 3

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



Sources: Maricopa County Parks and Recreation Department

FY06 County Progress/Achievements:

- Parks and Recreation and Public Health are collaborating on a communication plan to provide information about how the public can maintain a healthy life and be aware of the hazards to their health. A February 2006 radio show brought together representatives from the two departments to discuss the benefits of hiking, biking, and outdoor activities.

2005 Arizona State Quality Award Winner

Pioneer Award for Quality

Maricopa County Parks and Recreation

- In April 2006, the Parks and Recreation Department participated in the Children's Health and Immunization Fair using bilingual staff to provide park information to event attendees.
- The Parks and Recreation Department received a $12,152 grant from the Arizona Office of Tourism for marketing and advertising its Regional Parks System to residents and non-residents to encourage more participation in activities at the parks.

Fast Facts

- ✓ 178 miles of trails in the Maricopa County Park system
- ✓ More than 1.2 million visitors to Maricopa County parks each year

- In FY06, Parks and Recreation Department successfully conducted a Fitness Challenge Hiking Series at Usery Park. The program began in January 2006 and included hikes every other weekend through May 2006. Approximately 20 hikers completed the entire series. Other healthy lifestyle programming offered in FY06 included Stop Smoking-Start Hiking, Monthly Senior Hikes, Brisk Walking, Campground Fitness Hike, Sweat into the Sunset Fitness Hike, Fitness with a View, Dog Hike, Moonlight Hikes, and Family Bike Rides.

STRATEGIC PRIORITY

3 REGIONAL LEADERSHIP

PROVIDE REGIONAL LEADERSHIP IN CRITICAL PUBLIC POLICY AREAS

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

LEAD/SUPPORT DEPARTMENTS

- Transportation
- Elections
- Community Development
- Human Services
- Public Health
- Housing Authority
- Superintendent of Schools
- County Manager (Government Relations)
- Parks and Recreation
- Library District

Regional Leadership Strategic Goal 1

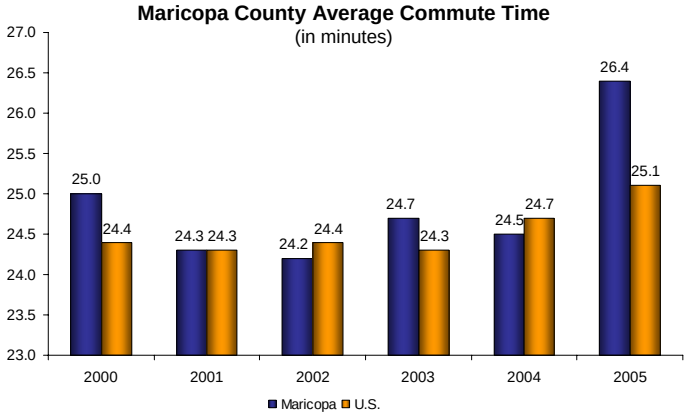


By June 2009, annually complete 85% of planned transportation infrastructure projects on-time and within budget.

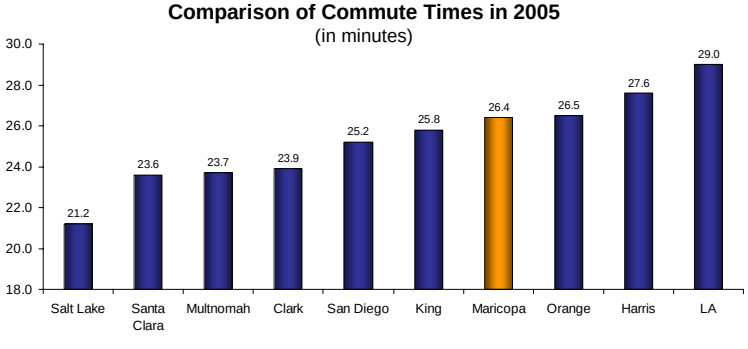
The ability of residents, workers, and goods to move within the County is integral to Maricopa County's quality of life and economic prosperity. Worker commute time is an indirect measure of the effectiveness of regional transportation planning and other development activities.

Commute Times

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



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



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

Commuting to Work in Maricopa County 2005

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

FY06 County Progress/Achievements:

- The Department of Transportation (MCDOT) Project Management and Construction Division has identified factors affecting project success and have implemented appropriate Project Management Institute (PMI)-principled project management methodologies and tools to Transportation Improvement Program (TIP) projects to gain better control of project scope, schedule, and budget.

Fast Fact

✓ 452 lane miles of surface treatments (overlay, chip-seal, preservative-seal processes) were completed on County roads in FY06.

- In cooperation with representatives from the Maricopa Association of Governments and the Arizona Department of Transportation, MCDOT provided support to the West Valley Transportation Committee to identify, analyze, and evaluate scenarios to accelerate construction of the Interstate 10 widening project between Loop 101 and SR 85 as identified in Proposition 400.
- MCDOT implemented Job Order Contracting as an alternative delivery method to help speed up project delivery.

Regional Leadership Strategic Goal 2

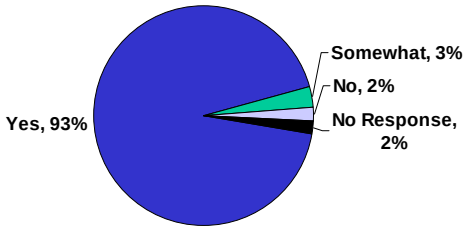
By January 2006, identify and recommend alternative strategies to increase the capacity and the ease of voting in the County.

Maricopa County is working to increase voter satisfaction with the process of voting by increasing the capacity and the ease of voting in the County. Early voting is intended to reduce lines at polling places making voting easier and more efficient.

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

Maricopa County Elections
Voter Satisfaction
March 2006

Voters' rating of satisfaction with ease of voting



Percent of total ballots cast by early voting

	March 2006	Sept 2006
Early voting	63%	39%

Source: Maricopa County Elections Department

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

FY06 County Progress/Achievements:

- After completing an extensive cost study to create four Mega Early Voting (EV) Centers, the Elections Department concluded that, at $20 per ballot, excluding the cost of rental for usage of sites, it was not cost effective to implement the program. In conjunction with the cost study of the creation of Mega EV Centers, the

Department has made great strides toward establishing 84 additional voting precincts in areas where long lines existed in the last General Election, and in new high-growth areas of housing developments. These facilities will be serviced by well trained election workers and more advanced technology, allowing the department to better serve the voting public, and reduce waiting time at the polls using a more cost-effective method. Partnering with other cities and towns, the Elections Department has created strategically located "satellite" Early Voting centers to increase the capacity and ease of voting in the County.

- In conjunction with the County's Communications Office, the Elections Department developed an extensive advertising campaign that continues to inform voters within Maricopa County about the Proposition 200 effect, and about early voting opportunities. The campaign is conducted in both English and Spanish, and has included public service announcements and commercial spots distributed to local media (print, radio, and television).
- The Elections Department introduced the first-in-the-nation *Deaf Link*, a tool designed to assist the deaf and hard-of-hearing voters. *Deaf Link* provides those who use American Sign Language as their language of choice easier access to public information and assistance, reducing the wait for translation services. Users can connect to *Deaf Link* via computer and a translator will appear on the screen instantly to provide requested translation.

NATIONAL ASSOCIATION OF COUNTIES (NACO)
2006 ACHIEVEMENT AWARD WINNER

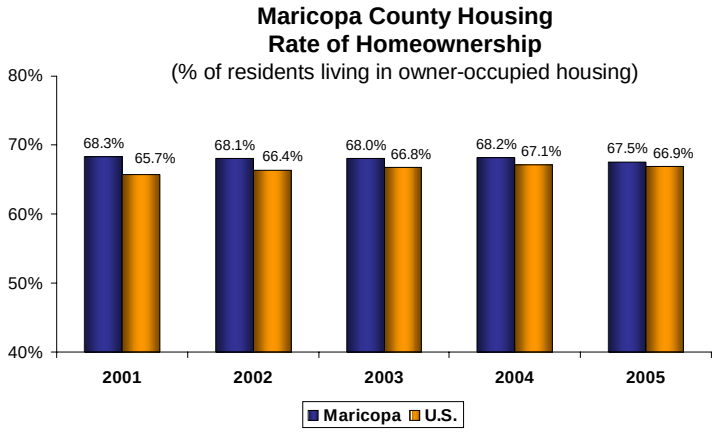
Voter Language Assistance Proficiency Assurance Program
Elections

Regional Leadership Strategic Goal 3

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

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

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



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

FY06 County Progress/Achievements:

- Phase I of the Human Services Campus opened in November 2005 and is operating at full capacity. The Capital Campaign has achieved $22.5 million in cash commitments as of June 30, 2006. Phase II of the Human Services Campus construction (NOVA Safe Haven) will be completed in April 2007.
- During Fiscal Year 2006, the Maricopa County Board of Supervisors signed a memorandum of understanding with Neighborhood Housing Services of the Southwest (NHS) to administer HUD's new American Dream Downpayment Initiative (ADDI). This program makes up to $10,000 available to qualified low-income, first-time homebuyers in Urban Maricopa County to use for acquiring a home.

Regional Leadership Strategic Goal 4

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

NATIONAL ASSOCIATION OF COUNTIES (NACO)
2006 ACHIEVEMENT AWARD WINNER

Producing Leaders of Tomorrow (PLOT)
Human Services

FY06 County Progress/Achievements:

- The Library District finalized a revised Intergovernmental Agreement (IGA) with the Town of Gilbert for the Town to begin reimbursement to the District for the cost of operating the Southeast Regional Library over the next five years. After that, the District will continue to operate the library for the Town but at no cost to the District. The Library District also approved an IGA for the District to operate Gilbert Branch #2 with the Town paying the District for all costs; and approved an IGA with the City of Avondale for the District to set up the new Avondale Civic Center Library (the City will take over operations at the end of five years). Finally, the District issued revised IGAs to 13 County municipal governments to increase the Reciprocal Borrow Program reimbursement from $20 per registered borrower to $29 over two years.



- Human Services Department Community Services Division will be participating in a public-private partnership with Arizona Public Service, the U.S. Department of Housing and Urban Development (HUD), and the Housing Authority of Maricopa County (HAMC) to weatherize a 20-unit, HUD-certified Section 8 housing complex owned by HAMC. Weatherization of these units will reduce energy costs for the residents.
- Partnering with the Arizona State University W.P. Carey School of Business, Maricopa County engaged three teams of students from a "Changing Business Process" class to work with the County on business process improvements. In FY06, one team helped to establish operational procedures for the County's newly formed Department of Finance Grant Unit, one team worked with the collections group in Finance, and another team worked on the employee suggestion program "Rewarding Ideas" with the County Manager's Office. All the teams provided reports of findings and recommendations on ways to improve the operations of all three programs.
- Public Fiduciary has led an effort to establish a multidisciplinary team of state and local agencies to increase the investigation and prosecution of vulnerable adult abuse and financial exploitation. Partners from Adult Protective Services, Area Agency on Aging, Arizona Statewide Elder Abuse Taskforce, Maricopa County Sheriff's Office, Arizona Attorney General's Office, Maricopa County Attorney's Office, and local law enforcement jurisdictions have been identified as potential partners in this collaborative effort.
- The Department of Transportation (MCDOT) completed the construction of the Gilbert Road project from McDowell Road to SR87, in partnership with the Salt River Pima-Maricopa Indian Community (SRP-MIC) and the City of

Fast Facts

- ✓ 248,260 dog licenses issued by Animal Care & Control in FY06
- ✓ 11,831 dogs adopted by citizens
- ✓ 4,705 cats adopted by citizens

Mesa. MCDOT also is working with the Gila River Indian Community on a corridor study for 51st Avenue in the southwest valley, and with the Fort McDowell Yavapai Nation to examine the feasibility of an extension of Usery Pass Road to the north and west.

- In FY06, Animal Care and Control continued its efforts to eliminate the euthanasia of adoptable pets in Maricopa County. These efforts include "Moonlight Muttness and Meow," an adoption event that accomplished 179 adoptions in one night. In addition, during the year, the Department reduced the pet adoption prices to attract public attention to the County facilities. As a result of these and other regional efforts, the Department has not euthanized any healthy adoptable pets since October 1, 2005.
- To help build cooperative relationships with respect to future growth and development, the Planning and Development Department continued its practice of providing local jurisdictions in Maricopa County with the opportunity to analyze and provide input on development in unincorporated Maricopa County. This activity is intended to coordinate with these jurisdictions on issues of mutual concern, and to help with eventual annexations of developments. This coordination process also is used by the Planning and Development Department to develop and implement Maricopa County's long-range plans.
- Adult Probation supervisors and probation officers along with local community leaders comprising treatment service providers, homeowners, and small business owners joined with city police, prosecutors and neighborhood service agencies in weekly meetings to address criminal activity in their neighborhoods through the Canyon Corridor Weed and Seed Collaboration. This year the Canyon Corridor was officially recognized as a Weed and Seed site by the Department of Justice Community Capacity Development Office, which, coupled with funding for additional services by police and treatment personnel, will help provide additional resources to combat what was becoming identified as a "blight" situation.
- The Flood Control District provided regional leadership through the Digital Orthophotography Project. The District initiated a process of annually acquiring high-resolution aerial photography of the County and then sharing the images with local municipalities, Tribal Nations, state agencies, and the federal government on a reimbursement basis. By having a common base map using the same coordinate system, the District is ensuring that data used and developed by member jurisdictions are accurate and usable.
- The Department of Transportation's Traffic Management Branch continues to play a leading role in the AZTech Program—a partnership between 12 local cities, Maricopa Association of Governments (MAG), Arizona Department of Transportation (ADOT), and the Federal Highway Administration (FHWA)—to enhance regional traveler mobility and decrease travel time across jurisdictional boundaries, and to provide safer and more efficient facilities for the traveling public. The department, working with ADOT and City of Phoenix Aviation, completed installation of a traveler information travel time project at Sky Harbor Airport, which is the first of its kind in the country. Four liquid crystal display (LCD) monitors are located at the entrances from the general customer service area to the garage area of the new consolidated rental car center. These monitors provide real-time, map-based, travel time and traffic incident information from the rental car facility to major locations on the freeway system to the rental car customers just before they get into their vehicles. T

2005 Arizona State Quality Award Winner

Showcase in Excellence Award

Maricopa County Department of Transportation
"MCDOT Asphalt Pavement Smoothness Program"



- The Stadium District entered into an intergovernmental agreement with Arizona State University to lease parking space at the Chase Field Parking Garage for students attending classes at ASU's Downtown Campus. The District also is working with Valley Metro Light Rail by serving on the Light Rail Community Advisory Board to ensure that Chase Field's operationsare represented and coordinated while the Light Rail construction occurs around the ballpark.
- The Office of the Chief Information Officer is part of the Downtown Phoenix Partnership working to bring wireless internet (WIFI) access to Copper Square in downtown Phoenix.

Regional Leadership Strategic Goal 5

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

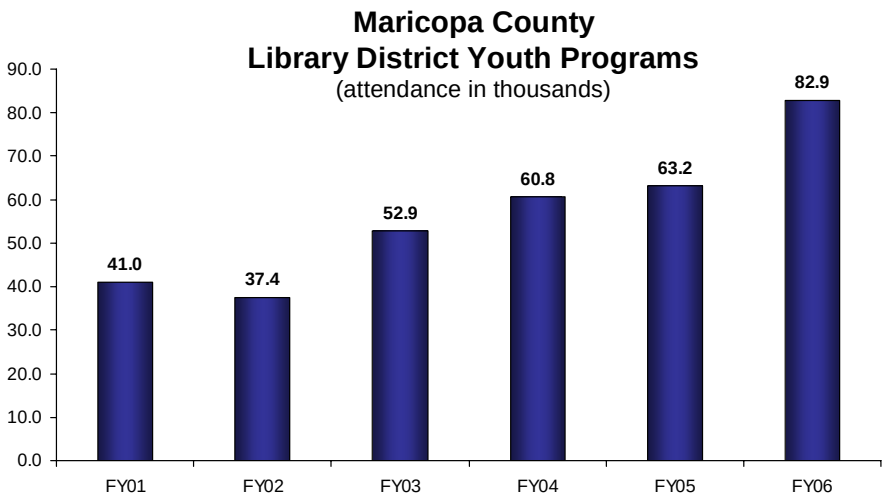
Maricopa County is working to promote, expand, and improve County-sponsored programs and activities for young people in the County. Outside of school, one of the best places to learn about civic engagement is the local library. Maricopa County Library District offered more than 2,100 children's programs in FY2006. The level of participation in County-sponsored youth programs is an indicator of young people's community involvement.

Fast Fact

✓ Nearly 80,000 young people attended the children's and young adult programs held by the Library District in FY2005-06.



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



Source: Maricopa County Library District

FY06 County Progress/Achievements:

- In FY06, the Library District held 1,963 children's and young adult programs with a total attendance of 79,699.
- The Library District completed a tour of a play prepared by Childsplay called "Tomas and the Library Lady," which was held at all schools in areas served by the District, as well as in all branches, to encourage children to get a special Kid's Library Card. Over 71,873 children attended 259 performances in 173 schools, plus

more attended performances for the public. This play was nationally recognized and resulted in a visit from First Lady Laura Bush who attended a presentation of the play in Guadalupe.

- The Adult Probation Department recently formed a partnership with Capitol Elementary School to help students become successful in reading. Adult Probation staff help students with reading and other academic projects on a weekly basis. The school community faces significant social and academic challenges, mostly due to the underlying dynamics of poverty. Many students are far below grade level in reading. Research indicates that illiteracy is one of the many factors that contribute to juvenile crime. The help provided through this partnership will support efforts to reduce and prevent crime and help students complete their education.
- Public Works has established an internship program to provide opportunities for students in a variety of disciplines to obtain real-world experience in the workplace. Students are recruited from a variety of local colleges and universities to reach a diverse population of students. Public Works has been successful in filling more than half of the internships available, and the majority of qualified students hired are female or minority students.
- The Juvenile Probation Department has been awarded funding to support a Justice Involved Youth with Children education and mentoring program for teen parents brought to the detention facilities. This program, funded by the Governor's Division for Children and the Arizona Parents Commission, will provide opportunities for teen parents to participate in educational programs that can improve their ability to succeed in the community. Detention staff will develop a curriculum designed to address parenting and life skills training, mentoring, and community-based referrals for service. Community partners include City of Phoenix Human Services, Planned Parenthood, and Girl Scouts – Cactus Pine Council.

STRATEGIC PRIORITY

4 SUSTAINABLE DEVELOPMENT

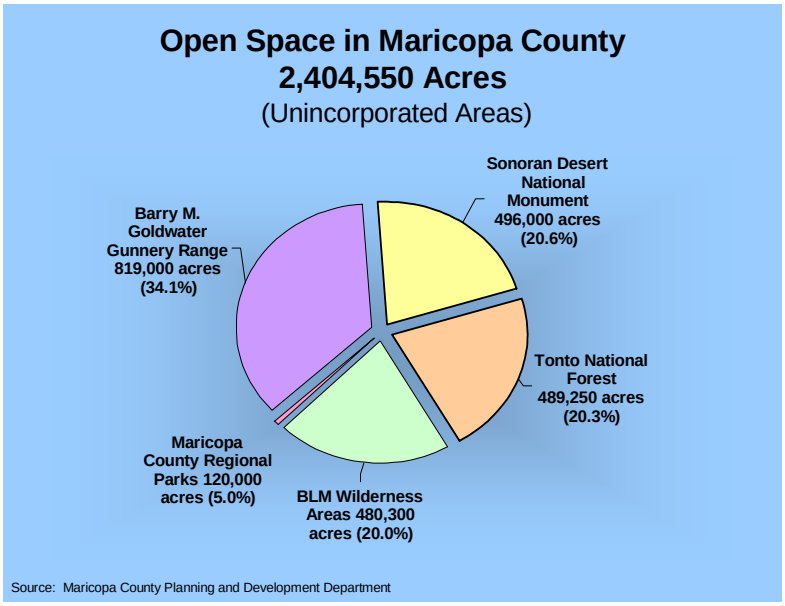
CAREFULLY PLAN AND MANAGE LAND USE IN MARICOPA COUNTY TO PROMOTE SUSTAINABLE DEVELOPMENT AND TO PRESERVE AND STRENGTHEN OUR ENVIRONMENT



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

LEAD/SUPPORT DEPARTMENTS

- Planning and Development
- Parks and Recreation
- Air Quality
- Facilities Management
- Equipment Services



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

Sustainable Development Strategic Goal 1

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

FY06 County Progress/Achievements:

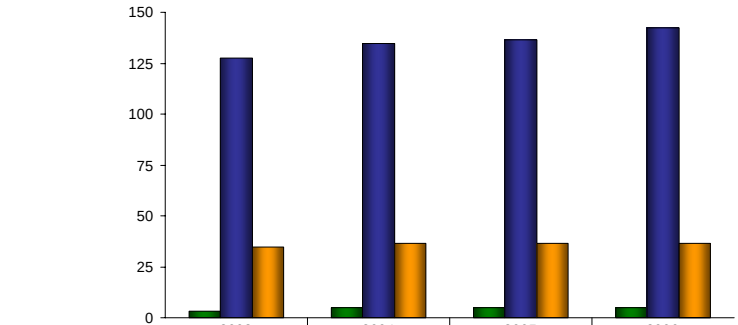
- Beginning in January 2006, the County increased the Development Master Plan voluntary stipulation from $150 per unit to $250 per unit, with revenues dedicated to park and trail development.
- Progress is being made on a land transfer transaction regarding Dunnivant Park under State Parks guidelines in exchange for a new property acquisition for the Maricopa Trail.

Sustainable Development Strategic Goal 2

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

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

Maricopa County Miles of Recreation Trails by Trail Type



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

Source: Maricopa County Parks and Recreation Department

FY06 County Progress/Achievements:

- The Board of Supervisors approved a resolution on December 7, 2005, outlining the County conservation goals. Facilities Management initiated two *Leadership in Energy and Environmental Design* (LEED) projects—San Tan Consolidated Justice Courts and Downtown Justice Center—that are aiding in the outline of policy requirements. LEED emphasizes state-of-the-art strategies for sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality.
- Planning and Development staff drafted a Noise Ordinance, which was adopted by the Board of Supervisors on December 21, 2005.

NATIONAL ASSOCIATION OF COUNTIES (NACo)
CENTER FOR SUSTAINABLE COMMUNITIES
2005-2006 AWARD WINNER*

Human Services Campus

*Recognizing innovative counties for creative county-led partnerships to develop sustainable communities

- Air quality continues to be a major problem in the Valley. The newly formed Air Quality Department is designing a website to ensure public and business awareness of air quality information, programs, issues and regulations so that the public can effectively contribute to the attainment of the national ambient air standards.
- Planning and Development is conducting preliminary research to prepare a report on potential eco-friendly building codes, and to draft a design manual for eco-friendly building guidelines for voluntary compliance by developers.

- Parks and Recreation received a $250,000 grant from the Gila River Indian Community to be used for the protection of the parks' boundaries. In FY06, Solid Waste Department disposed of 58,083 tons of waste tires dropped off at designated Maricopa County facilities; 100% of the tires were properly recycled.
- In FY06, Solid Waste Department disposed of 58,083 tons of waste tires dropped off at designated Maricopa County facilities; 100% of the tires were properly recycled.
- In August 2005, Parks and Recreation participated in the State Land Auction and purchased .79 acres of land for the regional trail system.
- Planning and Development has initiated a Regional Coordination Program with the Town of Buckeye in regard to land use, infrastructure and service planning for the area between Buckeye and Tonopah. Three coordination meetings have been held to date. Noticeable progress is being made by the Environmental Services Department toward regional water and sewer planning.
- On September 21, 2005, the Board approved $3.1 million for the initial four revitalization projects in the regional park system.

Sustainable Development Strategic Goal 3

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

Progress/Achievements:

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

Military Installations in Maricopa County

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

Sustainable Development Strategic Goal 4

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

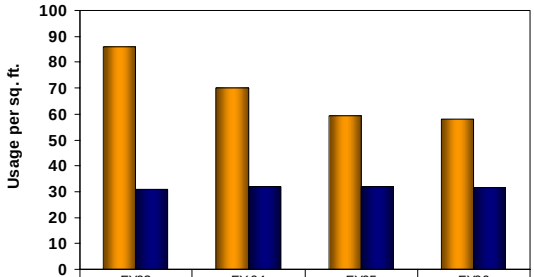


FY06 Goal Status: Partially complete. Facilities Management and Equipment Services have integrated conservation strategies into ongoing operations and factored them into capital projects, while balancing costs and benefits. Efforts to enhance and expand conservation programs will continue.

ANNUAL VALLEY METRO CLEAN AIR AWARDS

In October 2005, Maricopa County won four Annual Valley Metro Clean Air Awards. The awards recognize individuals and organizations that help improve air quality and reduce traffic congestion. The County was recognized for the following: Outstanding Trip Reduction Program over 500; Outstanding Vanpool Program; and Outstanding Site Coordinator; and in the category for individuals recognition, Margie Rutigliano, who works for Superior Court, was named outstanding bus rider.

Maricopa County Facilities Energy and Water Conservation



	FY03	FY 04	FY05	FY06
Water Use (gal.) per sq. ft.	85.9	70.0	59.4	58.0
Energy Use (kWh) per sq. ft.	30.8	32.0	31.9	31.7

Source: Maricopa County Facilities Management

FY06 County Progress/Achievements:

Fast Facts

✓ 58,083 tons of waste tires were dropped off at a designated Maricopa County facility in FY06; 100% of the tires were properly recycled.

- The Maricopa County Board of Supervisors approved the installation of a state-of-the-art, flat-panel solar thermal system at the Desert Outdoor Center at Lake Pleasant. The project, in cooperation with Arizona Public Service, is the first of its kind in Arizona, and one of a handful in the United States. The panel will provide solar energy for the Desert Outdoor Center to power the heating and cooling system, reducing overall electrical consumption by more than 25%.
- On an on-going basis, Facilities Management is completing projects for lighting retrofits, window film, building commissioning, building automation control upgrades and replacements, LEED Building programs, and water conservation projects with targeted conservation goals.
- In an effort to enhance water conservation, Planning and Development has prepared a plant palette geared toward indigenous plant species and appropriate habitat types that is being used to review landscape plans for projects within designated scenic corridors.
- Equipment Services implemented bio-diesel fuel into Maricopa County's fleet increasing the alternative-fueled fleet by 430 on-road vehicles, an increase from 15% to 37% of the County's total fleet.
- An irrigation system designed to increase efficiency and reduce waste is under construction at Estrella Mountain Regional Park; it is scheduled to be completed in December 2006.

NATIONAL ASSOCIATION OF COUNTIES (NACO)
2006 ACHIEVEMENT AWARD WINNER

Environmental Standards for Construction of Reclaimed Water Liens;
Cultural Competence for Hispanic/Chinese Specialty;
West Nile Virus Fight the Bite '05 Campaign;
Intergovernmental Mobile Food Compliance Sweeps
Environmental Services

GOVERNOR'S ENERGY EFFICIENCY AWARDS

In March 2006, Maricopa County received three 2005 Governor's Awards of Merit for Energy Efficiency. The Governor's Awards recognize the energy conservation and renewable energy projects of organizations in Arizona. The County received awards for the new Downtown Justice Center, which has several energy-efficient elements, such as fluorescent lighting, a foam roof, and an energy-efficient HVAC system; for the Department of Transportation (MCDOT) warehouse lighting retrofit, which included replacement of fixtures with energy-efficient lamps and electronic ballasts and motion sensors; and for the County's conversion from traditional cathode ray tube (CRT) computer monitors to liquid crystal display (LCD) screens that have lower energy usage requirements and greater functionality.

STRATEGIC PRIORITY

5 FISCAL STRENGTH

CONTINUE TO EXERCISE SOUND FINANCIAL MANAGEMENT AND BUILD THE COUNTY'S FISCAL STRENGTH WHILE MINIMIZING THE PROPERTY TAX BURDEN

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

Prudent spending plans and responsible spending are keys in minimizing the overall tax burden of our citizens. Maricopa County's property taxes are charged for each $100 of assessed value of property. The Primary Tax supports the County General Fund, which pays for the general operations of the County. This indicator measures the County's fiscal strength based on its ability to keep the property tax from increasing.

LEAD/SUPPORT DEPARTMENTS

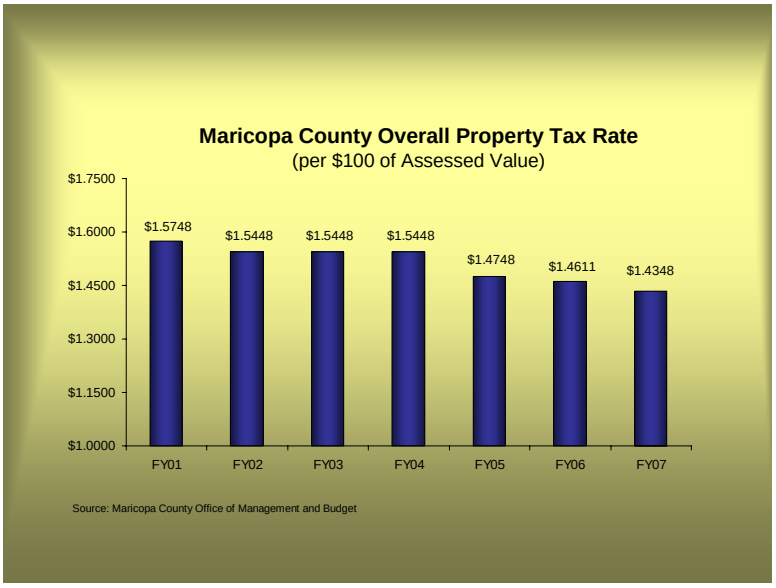
- Office of Management and Budget
- Library District
- Flood Control District
- Stadium District
- County Manager (Government Relations)
- Facilities Management
- Finance
- Elected Officials
- Parks and Recreation
- Materials Management

Fiscal Strength Strategic Goal 1

Continue to strive to reduce the overall property tax rate.

FY06 County Progress/Achievements:

- Maricopa County's overall property tax rate—which includes the Primary Tax, and secondary tax rates for the Flood Control District and the Library District—held flat at $1.5448 per $100 of assessed value for three years in a row, but has declined for the past three years, to $1.4748 per $100 of assessed value in FY05, $1.4611 in FY06, and $1.4348 in FY07.
- The Board of Supervisors approved Budgeting for Results Guidelines and Priorities for FY2006-2007 for the County and Stadium District on December 5, 2005, and for the Flood Control and Library Districts on January 4, 2006. These guidelines provide direction to the Office of Management and Budget and all departments so they can develop a sustainable, structurally balanced budget that achieves, within available resources, the County's mission and goals. As part of the guidelines, the Board established self-imposed limits (2%) on the Flood Control and Library District property tax levies. In June 2006, the Board of Supervisors approved the FY 2006-07 Final Budget which called for a combined tax rate reduction of $0.0263.



- The Department of Finance County Collections Unit (CCU)—which collects post-sentence fines, fees and restitution, and Superior Court Deferral Filing Fees, Jury Fees, Complex Litigation Fees, Failure to Appear for Jury Duty Fines, and Indigent Defense Reimbursement Fees—implemented several initiatives to enhance collections and realized a 35% increase, from $2,820,510 in FY05 to $3,818,590 in FY06.
- In the FY 2006-2007 Adopted Budget, the County increased non-tax revenues to the General Fund by $17.8 million (33%), which would have been comparable to five additional cents in the property tax rate.

Fiscal Strength Strategic Goal 2

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

FY06 County Progress/Achievements:

- The Governor of Arizona signed legislation (HB 2819), which Maricopa County supported, that will permanently shift funding responsibility for Juvenile and Adult Probation to Maricopa County in exchange for reductions in County fixed contributions to the State.
- With the adoption of the FY2006-07 budget and signing of HB 2819, mandated fixed contributions to the State have been reduced from 20.2% in the FY2005-06 Adopted Budget to 18.7%.

Fiscal Strength Strategic Goal 3

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

FY06 County Progress/Achievements:

- With the Board's approval of the FY2006-07 Budgeting for Results Guidelines on December 5, 2005, the Office of Management and Budget will begin working with Facilities Management on developing a Five-Year Capital Improvement Program for adoption with the FY2006-07 Budget.

CAPITAL PROJECTS COMPLETED IN FY2006

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

Fiscal Strength Strategic Goal 4

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

FY06 Goal Status: Partially complete. Some strategies have been adopted and implemented; others remain under consideration.

Fast Fact

✓ As of June 2006, the Finance Department has generated more than $4.3 million in revenue from the sale of surplus real estate assets.

FY06 County Progress/Achievements:

- The County has awarded a contract to Front Row Marketing to investigate sponsorship opportunities in the form of naming rights, licensing of intellectual property, and commercial advertising on County sites, etc., that would result in additional revenue to the County.
- The Board of Supervisors approved an initiative to begin construction of a public marina at Lake Pleasant Regional Park. The privately funded, $20 million project began construction in mid-2006, and is scheduled to open to the public in January 2007. Lake Pleasant Marina Partners has been awarded the 35-year contract,

which is estimated to bring nearly $5 million in revenue to the Maricopa County Parks and Recreation Department.

- The Board of Supervisors approved the purchase of the 7,000-seat Sundome Center for Performing Arts in November for $10 to transfer ownership from Arizona State University to the County. The center, renamed the Maricopa County Events Center, is broadening its appeal by offering acts to attract residents from throughout the County. Los Angeles-based Nederlander Downtown Inc., which operates several theaters worldwide, is paying the County to manage the facility.



Maricopa County Events Center

- The Stadium District has increased overall revenues for the ballpark through Day Use and District Events sales and by developing several new entrepreneurial revenue streams. The District also has increased marketing revenues by selling advertising on the in-stadium LED Boards.



STRATEGIC PRIORITY

6 QUALITY WORKFORCE

MAINTAIN A QUALITY WORKFORCE AND EQUIP COUNTY EMPLOYEES WITH THE TOOLS, SKILLS, WORKSPACE, AND RESOURCES THEY NEED TO DO THEIR JOBS SAFELY AND WELL

Maricopa County recognizes the important role its employees have in the success of its operation. Their contribution is valuable in the provision of quality services to citizens. The County has established a strategic priority to maintain a quality workforce and equip County employees with the tools, skills, workspace and resources they need to do their jobs safely and well. Through this strategic priority the County strives to become an "Employer of Choice" as measured by increasing retention rates, increasing the pool of qualified applicants, and ensuring employee satisfaction on human resources issues such as morale, compensation, training, and management practices.

Quality Workforce Strategic Goal 1

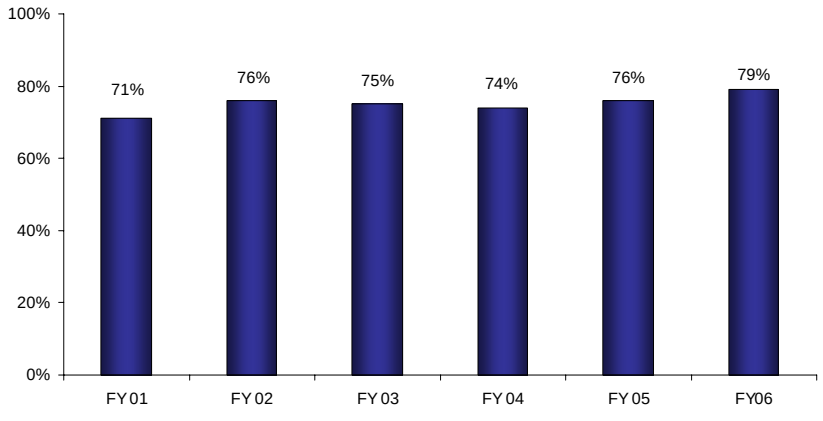
By January 2008, adopt and implement a competitive total compensation package and a workforce development plan to enhance recruitment, retention, and advancement that results in improved customer service to Maricopa County citizens.

LEAD/SUPPORT DEPARTMENTS

- Office of Management and Budget
- Human Resources
- Employee Health Initiatives
- County Manager (Diversity)
- County Manager (Communications)
- All Departments

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

Maricopa County Employee Satisfaction with Job



Source: Maricopa County Employee Satisfaction Survey

Employee satisfaction predictors measure employee perceptions and attitudes along several dimensions that have been identified through research as having a direct influence on overall job satisfaction. When employees perceive these dimensions favorably, they tend to have higher morale and are more satisfied with their jobs.

According to an annual survey conducted by Maricopa County Research and Reporting, all of the predictors have shown increases in satisfaction in the six-year period from FY01 to FY06. Employee satisfaction with Pay and Benefits and with Working Conditions have shown the greatest increases, while Communication has remained relatively level during this period.

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

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

Source: Maricopa County Research and Reporting

FY06 County Progress/Achievements:

- In FY06, Employee Compensation completed market studies for approximately 30% of positions Countywide. Work is underway in the Countywide administration, information technology, general maintenance, and executive market studies, which include more than 3,500 positions.
- In the Fall 2005, the County began examining the process to establish Maricopa County as one of the "best places to work." Representatives from the Great Places to Work Institute (GPTW), the organization that produces *Fortune Magazine*'s annual ranking of the "100 Best Places to Work," visited the County in March 2006 to discuss steps Maricopa County can take to understand how it fares as a best place to work in comparison to other organizations—public and private. GPTW representatives conducted focus groups with management team members, employees, and first-level supervisors to learn more about employee perceptions of working for the County.
- Maricopa County Staff Development partnered with Rio Salado College to provide an on-site program for County employees. Nearly 30 employees participated in the first cohort in the Certificate in Public Administration program, which graduated in May 2006.
- Human Resources management has initiated a Countywide process improvement initiative to develop an automated solution for the process of completing personnel actions, such as hiring an employee or making changes to an employee's status. This process affects every Maricopa County department and each employee. Currently, these personnel actions are accomplished using a paper Personnel Action Form (PAF) that requires time-consuming routing and approval. A Countywide PAF process improvement team is working on creating a more efficient process that will lead to more timely personnel actions.

NATIONAL ASSOCIATION OF COUNTIES (NACO)
2006 ACHIEVEMENT AWARD WINNER

Educational Assistance Program
Human Resources

AZSHRM WORKFORCE DIVERSITY AWARDS

In October 2005, Maricopa County received two Arizona Society for Human Resource Management (AZSHRM) Workforce Diversity Awards. The AZSHRM gives annual awards representative of best practices in diversity and inclusion for the entire State of Arizona. This year, the Maricopa County Diversity Office won the Government Award, and Maricopa County Diversity Director Tony Lopez won the Diversity Champion Award.

- In FY06, 223 employees received training through the County's supervisory and leadership development programs. Overall, Staff Development offered 471 classes for employees and had nearly 8,000 total attendees.
- In collaboration with Human Resources, the Office of the Chief Information Officer completed implementation of PeopleSoft e-Recruit, which enables the public to search and apply for County employment opportunities online.
- The Department of Finance has initiated a Finance Professional Certificate Program, designed to provide Maricopa County employees with the knowledge, skills, and competencies necessary to conduct the financial business of the County.
- Employee Compensation completed a market study of shift differentials and other forms of premium pay, and an updated premium pay schedule was approved by the Board of Supervisors.

Quality Workforce Strategic Goal 2

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

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

Maricopa County Employee Diversity
(percent of County total workforce by race/ethnicity)

	County Workforce 2005	County Workforce 2006
White	69.4%	66.3%
Hispanic	20.1%	21.4%
Black	5.9%	7.6%
Asian/Pacific Islander	2.8%	2.6%
Am. Indian/Alaskan	1.6%	1.7%
Some Other Race	0.2%	0.4%

Source: Maricopa County Diversity Office

FY06 County Progress/Achievements:

- The County is making progress toward its goal of creating a workforce that is representative of the population. According to the Maricopa County Diversity Office, between April 2004 and June 2006, the County has

increased the diversity of its employee base, i.e., all minority categories have increased their percent of total employees, which makes the County more reflective of the overall population.

- In October 2005, the Maricopa County Diversity Office established the 25-member County Diversity Council that includes staff from many different departments. The Diversity Council's purpose is to plan and publicize events and celebrations, to be diversity advocates within their own departments, and to offer ideas to Human Resources, the Diversity Office, and the County Manager regarding diversity enhancement both internally and externally.

Fast Fact

✓ Overall employee satisfaction Countywide increased from 76% in FY05 to 79% in FY06.

- In FY06, more than 22 departments hired or appointed diversity-related coordinators/consultants or have official committees/groups focused on promoting inclusivity and fair practices.
- Human Resources Recruiting and Selection Unit met with staff from the Phoenix Indian Center to discuss strategies for promoting job openings at the County to the local Native American community. As a result of the meeting, the County participated in the Center's 2-6 Summer Youth Project.
- Human Resources purchased diversity advertisements in *Latino Perspectives*, *Arizona Informant*, and *Indian Country Today*, presenting the County as a diverse organization that values differences among its employees. Human Resources also attended 30 community-based diversity events and job fairs to promote the County as a diverse employer of choice.
- Public Works has initiated an interview process that incorporates diverse interview panels, i.e., all of the interview panels for all positions include either female and/or minority representation. The hiring managers have found that making the interview panels more diverse brings another perspective to the hiring decision where it may not have been considered in the past.

Fast Fact

✓ 80% of employees who have used the Tuition Reimbursement (TR) Program report they now have the education they need to compete for promotions in the County.

Quality Workforce Strategic Goal 3

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

FY06 Goal Status: Complete. Implementation of recommendations to be addressed in FY07.

FY06 County Progress/Achievements:

- In the Spring 2006, the County partnered with the Arizona State University W.P. Carey School of Business to involve a team of students from the "Changing Business Process" class to assist in an assessment of the employee suggestion program. The team completed their assessment and provided recommendations to the "Rewarding Ideas" Committee from the County Manager's Office for consideration in FY07.

NATIONAL ASSOCIATION OF COUNTIES (NACO)
2006 ACHIEVEMENT AWARD WINNER

SMART Script Saver
Employee Health Initiatives

NATIONAL ASSOCIATION OF COUNTIES (NACO)
2006 ACHIEVEMENT AWARD WINNER

Info Tech Review (ITR) & Supporting Web Application
Department of Transportation

NATIONAL ASSOCIATION OF COUNTIES (NACO)
2006 ACHIEVEMENT AWARD WINNER

Desktop Refresh Process
Office of the Chief Information Officer

STRATEGIC PRIORITY

7 CITIZEN SATISFACTION

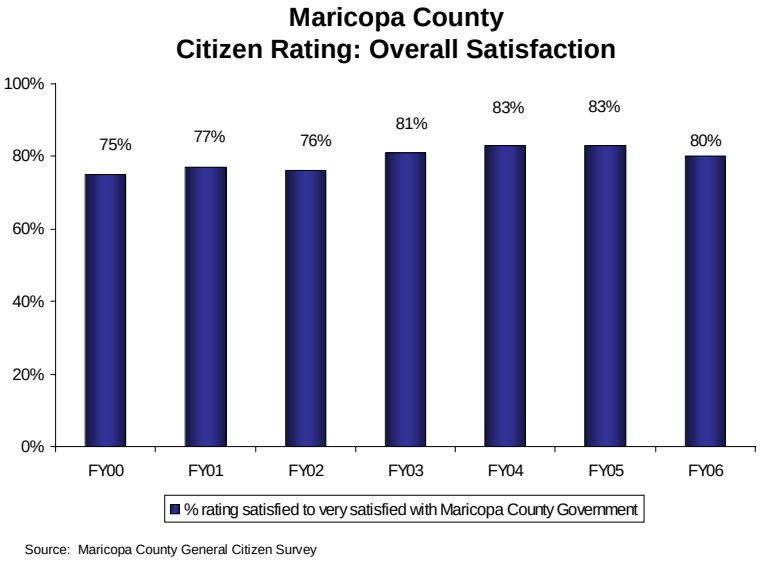
CONTINUE TO IMPROVE THE COUNTY'S PUBLIC IMAGE BY INCREASING CITIZEN SATISFACTION WITH THE QUALITY AND COST-EFFECTIVENESS OF SERVICES PROVIDED BY THE COUNTY

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

LEAD/SUPPORT DEPARTMENTS

- All Departments
- Chief Information Officer
- Integrated Criminal Justice Information System
- County Manager (Communications/Public Information Officer)
- Office of Management and Budget

Understanding how the County's performance is viewed by its customers is paramount to improving the quality of service delivery. According to responses from the General Citizen Survey, satisfaction rating with County government has remained relatively high with more than three out of four citizens surveyed satisfied or very satisfied with County government. In FY06, 80% of the respondents indicated they were satisfied or very satisfied with County government, which is down from the 83% in FY05.



Source: Maricopa County General Citizen Survey

Citizen Satisfaction Strategic Goal 1

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

FY06 County Progress/Achievements:

- In preparation for the FY2006-2007 budget development, the Office of Management and Budget worked with 29 departments to update the strategic elements of their strategic plans (mission, vision, goals) to ensure closer alignment with the overall County plan. In addition, OMB worked with several agencies, including Trial Courts and Medical Examiner, to redefine the program/activity structure and associated family of measures.
- The Office of Management and Budget's Managing for Results Team published the *2005 Maricopa County Indicators Report*, which provides accountability to citizens by presenting information on how the County is doing in achieving its strategic goals and priorities based on a variety of indicators.
- The MFR Team initiated a strategic quarterly MFR review to test a framework for supporting performance discussions with leadership and management on a regular basis. In FY06, four departments participated in the pilot; in FY07, an additional five to 10 departments will be added to the program.
- The County actively supports the Arizona Quality Awards program as a means of enhancing organizational performance and recognizing performance accomplishments. In FY05, four departments earned Showcase Awards, and one department won the Quality Award. For FY06, eight departments completed Showcase Award applications and one department completed the Quality Award application.

Citizen Satisfaction Strategic Goal 2

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

FY06 County Progress/Achievements:

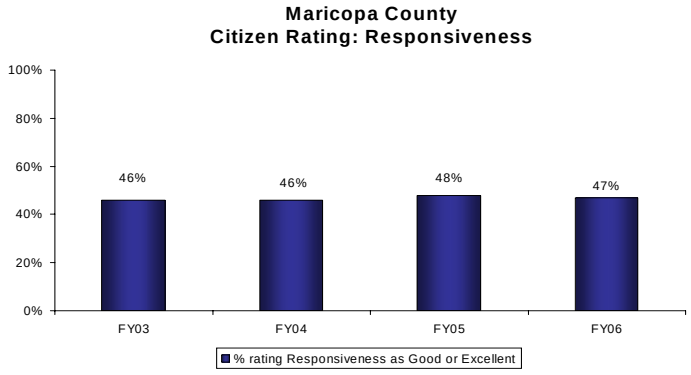
- As a first step in developing a County IT strategy, the Office of Enterprise Technology (OET) is completing an assessment of the County's IT capacity and future needs, beginning with an evaluation of the County's telecommunications operations and network security.
- An IT Security Subcommittee composed of IT managers from County departments has been formed to establish IT security standards associated with a revised enterprise IT security policy.
- The Office of Enterprise Technology staff worked with the Office of Management and Budget Managing for Results Team to review and revise the IT Program performance metrics required in departmental Managing for Results plans. The new metrics will be implemented starting in FY07 and will provide a common framework for reporting IT metrics across all County departments.

NATIONAL ASSOCIATION OF COUNTIES (NACO)
2006 ACHIEVEMENT AWARD WINNER

Internet Usage Risk Management
Internal Audit

Citizen Satisfaction Strategic Goal 3

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



Source: Maricopa County General Citizen Survey

The County recognizes the importance of being responsive to customer needs and delivering services in a timely manner. To be effective, services should be available when they are needed or requested. The ability to meet this demand is a key component of service delivery. In FY06, 47% of Citizen Survey respondents indicated that the County's responsiveness was good to excellent, a slight decrease from the FY05 (48%) rating.

FY06 County Progress/Achievements:

- In FY06, the Library District instituted a 24/7 online live chat reference service for all County residents, allowing customers to ask questions during live chat sessions from their home, workplace, or any other location with Internet access.
- Department of Transportation (MCDOT) held over 30 public meetings to inform constituents of upcoming projects and to gather public input. MCDOT has established an internal communication process to ensure project status information is readily available. Additionally, MCDOT participated in a community event in Gila Bend and at the Northwest Valley Expo reaching more than 1,500 citizens.
- The Library District began to implement a plan for the District to access the Internet directly and provide branch phone service via the Internet. It is expected this will save money and provide better and faster service to customers. When fully implemented, the Library District will have one phone number for all 15 buildings and operators answering the phone rather than citizens connecting to a machine.
- On an annual basis, Maricopa County probation officers visit more than 40,000 homes. Many of these homes consist of individuals or families who are in need of services offered by the County but are unaware the services are available. The Adult Probation Department has created an internal committee that focuses on and encourages working relationships between County agencies to efficiently utilize resources. Probation Officers receive the information they need for their clients while also helping the other agencies reach this targeted audience and improving overall access to services.

Fast Facts

- ✓ 948,470 calls were received by the STAR Call Center in FY06.
- ✓ 76% of calls received were answered within 30 seconds.

- Human Services Department Workforce Development brought services to the Center for Hope in Mesa providing General Equivalency Diploma (GED) classes and job training/job readiness to young mothers who are dealing with addiction issues. In FY06, 25 young mothers were served, eight of them received their GEDs, ten are in job training activities, and several are ready to transition into mainstream housing with their infants as a result of employment.
- The Public Health Department's Women, Infants and Children (WIC) activity implemented a successful customer service initiative called STARS to improve service to WIC clients. In Fall 2005, WIC opened a new clinic (Thunderbird in Glendale) as a model STARS clinic, optimizing both business processes and customer service.
- The Office of the Medical Examiner created a new position to serve as the next-of-kin liaison with various agencies, e.g., consulates, federal government, etc., to better serve citizens.
- The Office of the Chief Information Officer (OCIO) installed Interactive Voice Response (IVR) functionality for Northeast and Northwest Trial Court locations enabling the public to get answers to frequently asked questions through a telephone menu. The OCIO also implemented Call Center and IVR technology for residents using the County's Planning and Development permits programs.
- The Library District implemented a customer comment process through which all customers are encouraged to comment on services provided, and all comments are reviewed and placed into a District-wide database for tracking.



- Human Services Department provides an Internet-accessible database, HSDOnline, for caseworkers to provide faster services to their constituency. The database has shortened day-to-day processes, enabling teams to increase customer/client support.
- Parks and Recreation has created an Internet-based e-mail system for Parks and Recreation Department users, and the Department is actively promoting the County's *m-info* service to park visitors.
- Planning and Development has hired a consultant, FM Solutions, to conduct a management study to evaluate Planning and Development's business processes, including its One Stop Shop Program. Explosive growth in the building industry in Maricopa County has resulted in Planning and Development processing more than 18,000 building permits, 450 entitlement and variance cases and 225 enforcement cases annually. The study will provide recommendations for specific improvements in staffing levels, fee structures, and work process flows.

- Animal Care and Control upgraded its automated phone system to better serve the community through a more streamlined, interactive system in English and Spanish. The upgrade also includes procedures underway to take dog license renewal payments and make automated outbound calls related to adoptions, licensing, animal quarantine, and impoundment.

2005 Arizona Quality Service Award Winner

Showcase in Excellence Awards

Maricopa County Animal Care and Control
"License Renewal Process"

- The Office of the Medical Examiner has taken an active role in promoting inclusion and participation of the community. In addition to the development of the online search tool for partner agencies, the Medical Examiner currently is developing a system to place unidentified cases on the Medical Examiner website. A public information campaign is planned to coincide with the implementation of this system to help citizens help the Office in identifying these cases. Members of the public will be able to search the "unidentified" database and provide tips through a telephone line or an online form. Citizens may remain anonymous if they desire.
- The Parks and Recreation Department added diversity-sensitive interpretive programs to every park schedule. Programs included: Hike for the Visually Impaired, Wheelchair Stroll on the Merkle Trail, Adaptive Kayaking, Four Senses Blind/Disabled/Elderly Walk, Spanish History, and many more.
- In January 2006, Public Health's Office of Vital Registration moved to a new facility at 16th Street and Osborn in Phoenix. The new office provides easier access to clients, better client "flow" (i.e., speedier service), and private interview rooms for collecting sensitive information, such as death recording and paternity affidavits.

National Association of Counties (NACo)
2006 Achievement Award Winner

Digital Flood Insurance Rate Maps
Flood Control District

Citizen Satisfaction — Strategic Goal 4

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

FY06 County Progress/Achievements:

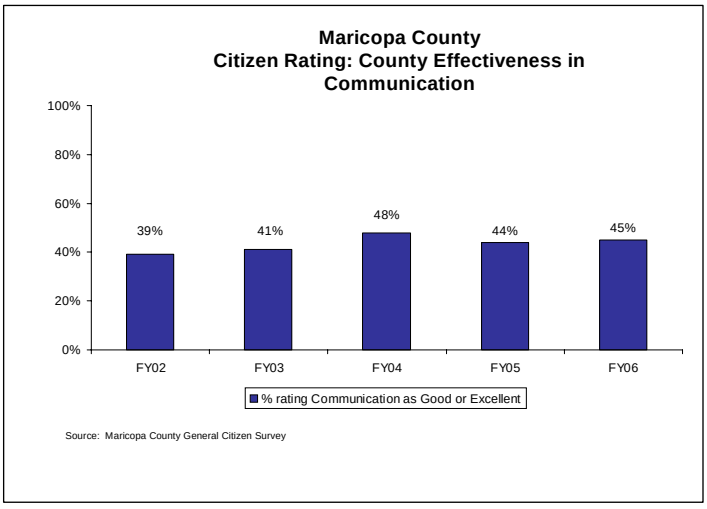
- The Budgeting for Results Guidelines and Priorities approved by the Board of Supervisors for FY2006-2007 included directions to identify non-essential programs and recommend their elimination. During the annual budget development process, the Office of Management and Budget seeks opportunities for cost savings.
- One of the key areas of focus for the Office of Management and Budget's Managing for Results Team is process improvement—providing assistance in analyzing results, identifying areas for improvement, and engaging in structured process improvement efforts. By the end of FY06, more than 50 process improvement efforts were identified throughout the County.

Examples of Business Process Improvement Efforts Underway or Completed in FY2006	
Department(s) Involved	**Process Improvement Effort**
Animal Care & Control	Animal Licensing Renewal Process
Air Quality	Improving Customer Communications
Clerk of Superior Court	Accelerated Transfers to Department of Corrections
Environmental Services Health Division	Food Establishment Placard Award Program
Equipment Services	Increasing Preventative Maintenance Compliance
Facilities Management	Asset Inventory Management System (AIMS)
Flood Control District	Sand & Gravel Permitting
Juvenile Probation	Restoration, Rehabilitation and Reunification at the Community Level
Legal Advocate, Public Defender	Case Management System for Felony Case Processing
Legal Defender	Expediting Early Disposition Court Cases
Dept of Transportation	Pavement Smoothness
Medical Examiner	Cycle Time Reduction - Release of Decedents and Death Certificates
Parks & Recreation	Improve Cash-Handling Process
Planning & Development	Improve One-Stop Shop and Business Processes
Public Fiduciary	Improve Estate Inventory Process
Trial Courts	Court Access for Self-Represented Litigants
Library District	Library Commons, Information Services; Materials, Programs, Outreach

Citizen Satisfaction Strategic Goal 5

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

Effectively communicating to citizens about services the County provides is key to increasing citizen awareness and understanding about the roles and responsibilities of County government. Through the annual citizen survey, the County asks citizens to rate the effectiveness of the County in communicating information about its services. In FY06, 45% of citizens responding to the General Citizen Survey rated the communication effectiveness of County government as good or excellent, an increase from the FY05 rating of 44%, but not quite to the 48% rating in FY04.



FY06 County Progress/Achievements:

- The Environmental Services Department updated their website to afford the public the opportunity to search for public record reports online, such as restaurants and other food establishment inspection ratings and awards, public swimming pool inspections, and environmental complaints. At the click of a mouse, residents can acquire public records that they once had to obtain at a County office. The website provides County residents insight into the health and safety of regulated facilities and it showcases restaurants that maintain safe food service practices.
- The Communications Office presented an initial outline to the County Manager to begin development of a new Maricopa County website and outreach program, which includes proposals to begin monthly "County Pages" in local publications, updating print publications, and developing Spanish-language video programs.
- Animal Care and Control writes a weekly column for La Voz "Classificados y Mas" regarding responsible pet ownership. The column also is featured prominently on the new Maricopa County Animal Care and Control website.
- The Communications Office has met with the Arizona State University KAET General Manager to discuss partnership opportunities related to KAET's new production facility to be located on Central Avenue as part of the new Arizona State University Downtown Campus.
- Parks and Recreation has implemented a simple web-based survey, which is gathering anecdotal feedback from visitors to the website for use in program development and improvement.
- The Department of Public Health, Office of Community Health Nursing's Community Relations Administrator produces a weekly, live call-in radio show on the leading Spanish-language radio station, "Radio Campesina." The Department of Environmental Services' Public Information Officer co-hosts this live broadcast with the Campesina show host. The unique show format gives callers an opportunity to talk with health and public safety professionals about issues affecting Maricopa County as well as how listeners may access County resources. This show has developed a rapport with the Hispanic community and has increased communication between Spanish-speaking residents and County government so that services are better utilized.


MARICOPA
1871
ARIZONA
COUNTY

Budget Policies and Process

Budgeting for Results Policy Guidelines

A. 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.

B. 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.

C. Policy Guidelines

1. General Guidelines for Budget Development:

a). The budget will be based on conservative revenue estimates and will be ***structurally balanced.*** The budget will be formulated in accordance with the *Reserve and Tax Reduction Policy Guidelines (B1007)*.

b). In accordance with the Board of Supervisors/Board of Directors' *Managing for Results Policy (B6001)*, Budgeting for Results is part of an overall management system that integrates planning, budgeting, reporting, evaluating and decision-making that is focused on achieving results and fulfilling public accountability. Departments/Special Districts are required to participate in the strategic planning process, and their plans and performance measures, along with strategic direction from the Board of Supervisors/Board of Directors, will be the primary basis for funding decisions.

c). The Office of Management and Budget will analyze all base budgets to identify possible reductions, and will analyze all results initiative requests in detail, with particular focus on their impact on results.

d) Directors and Program Managers will critically review new, unfunded or under-funded program mandates from the State and Federal governments in order to determine the fiscal impact to the County and to identify funding solutions.

e) All positions will be fully funded in the budget or designated for elimination in accordance with the *Funded Position Policy (B3001).*

f) Wherever possible, grants and other non-local revenue sources will be used before allocating General Fund resources or other local revenues. Grant and other special revenue budgets will be developed in accordance with the *Policy for Administering Grants (F2001)* and the *Indirect Cost Policy for Grant Programs (F2002)*. Matching funds will be budgeted only to the extent required by law or by contracts and agreements specifically approved by the Board of Supervisors/Board of Directors.

Budgeting for Results Policy Guidelines (continued)

g) Wherever possible, the annual budget will provide for the adequate and orderly replacement of facilities and major equipment from current revenues based on confirmed analytical review of need. Vehicle replacement will conform to the *Policy for Vehicle Replacement (B4002)*.

2. Revenue:

a) Existing grant agreements or grant applications must support budget requests for grants.
b) Where appropriate, services and programs will be supported by user fees. User fees will recover the County's full direct and indirect costs, unless market considerations dictate otherwise. All user fees will be reviewed annually in conjunction with the budget development process. Because expenditures supported by user fees are generally subject to the Constitutional expenditure limitation, such expenditures must be carefully reviewed, and user fee rates should be reduced if they can no longer be justified by actual expenditures.
c) Anticipated revenue to the County from fee increases will not be budgeted unless the Board of Supervisors/Board of Directors has approved such increases.
d) All Departments/Special Districts, including elected officials and the Judicial Branch, will report to the Board of Supervisors/Board of Directors via the Office of Management and Budget all non-appropriated funding sources available to support their operations and programs, either directly or indirectly. When investigatory or security issues are of concern, such issues will be addressed on an individual basis.

3. Expenditures:

a) Departments/Special Districts shall submit base expenditure requests within the budget target provided by the Office of Management and Budget. The Office of Management and Budget will develop targets for each fund budgeted by a Department/Special District according to its current budget, with adjustments as directed by the Board of Supervisors/Board of Directors.
b) Requests for funding above base level must be submitted as *Results Initiatives Requests*, and must be directed to achievement of approved strategic goals that align with the direction of the Board of Supervisors/Board of Directors. Requests for additional funding will be considered only if departments/special districts have met the requirements for “Planning for Results” under the *Managing for Results Policy (B6001)*. Results Initiative Requests must be supported by complete performance measures that can be used to monitor and evaluate the initiative’s success if funded. The Board of Supervisors/Board of Directors may annually adopt guidelines and priorities for results initiative requests. The Office of Management and Budget will review all results initiative requests and make recommendations according to the guidelines and priorities established by the board of supervisors/board of directors.
c) In order to promote consistent and realistic budgeting of personnel, all personal service budgets shall include a reasonable allowance for personnel savings due to natural staff turnover. The rate of personnel savings should be budgeted based on past experience. Budgeted personnel savings may be budgeted conservatively for smaller departments that are subject to greater variations in staff turnover.
d) No "carryover" capital outlay or capital improvements will be budgeted unless specifically approved by the Board of Supervisors/Board of Directors. Departments that do not identify and receive approval for carryover items will be required to eliminate them or fund them from within their operating budgets.

Budgeting for Results Policy Guidelines (continued)

e) Major Maintenance projects and Vehicle Replacement for General Fund Departments will be budgeted in General Government. All non-General Fund Departments will fund their own Major Maintenance projects and Vehicle Replacement.

4. Budget Process:

a) All Appointed, Elected and Judicial Branch Departments/Special Districts will follow these policy guidelines in preparing their Annual budget requests.
b) All Appointed, Elected, and Judicial Branch Departments/Special Districts will submit budget requests to the Office of Management and Budget (OMB) following the detailed timeline, directions and format prescribed by OMB.
c) Department/Special District financial reporting structures will be established by the Financial Reporting Review Committee and must be finalized prior to budget submission.
d) All budget requests will be submitted at a detailed level by department, fund, organization unit, Program/Activity, object/revenue source, and month. Departments/Special Districts will prepare their budget requests in the budget preparation system provided by the Office of Management and Budget, and will follow all system instructions.
e) The Deputy County Administrator (DCA) will negotiate budget recommendations with Elected Officials and Judicial Branch departments. If agreement cannot be reached with the DCA, the Presiding Judge and elected officials may first continue negotiation directly with the County Administrative Officer or, if agreement still cannot be reached, with the Board of Supervisors.

5. Capital Improvement Projects:

a) Upon recommendation of the Facilities Review Committee and identification of available funding, the Office of Management and Budget will recommend a five-year Capital Improvement Program to Board of Supervisors/Board of Directors in accordance with the Capital Improvement Program Policy.
b) The Board of Supervisors/Board of Directors may allocate carry-over fund balances to one-time capital items in accordance with the *Reserve and Tax Reduction Policy (B1007)*.
c) When requesting funding for capital improvement projects, Departments/Special Districts will provide estimates of increased operating costs associated with each individual project.
d) Capital improvement program budgets may include a contingency budget reserve to fund project overages of up to 10% or $1,000,000, whichever is less.

6. Internal Charges and Indirect Cost Allocations:

a) Internal service departments and County Counsel will develop estimates of base and discretionary charges for each Department/Special District they serve according to instructions and schedules provided by OMB. All estimates will be reviewed by the user departments, OMB and Finance.

Budgeting for Results Policy Guidelines (continued)

b) al charges will be based strictly on recovery of actual costs for providing services or sharing use of equipment or facilities; charges between Departments/Special Districts that are based on "market rates" and exceed actual costs are prohibited. Allocation of costs between funds for shared use of buildings or equipment will be determined consistent with the Central Service Cost Allocation plan prepared by the Department of Finance.

c) Base-level or non-discretionary internal services will be charged at the fund level. General Fund department charges will be budgeted in, and paid from, General Government. Discretionary internal service charges are the responsibility of the requesting Department/Special District.

d) The Department of Finance will assess Central Service Cost Allocation charges from all non-General Fund agencies except grants based on a full-cost allocation methodology. The Department of Finance will provide departments that administer grants with an indirect cost rate established according to the methodology allowable by the grantor.

e) Funding for the Self-Insurance Trust Fund will be assessed from all funds as a base-level charge based on a funding plan developed by the Risk Management Department. The funding plan will provide for an ending cash balance equal to the projected paid losses and claims-related expenses for the upcoming fiscal year.

Budgeting for Results Guidelines & Priorities – Maricopa County

(Approved by the Board of Supervisors on December 5, 2005.)

The purpose of these guidelines and priorities is to provide direction from the Board of Supervisors to the Office of Management and Budget and all departments so that they can develop a sustainable, structurally-balanced budget that achieves, within available resources, the County's mission and strategic goals as set forth in the 2005-10 Strategic Plan.

Property Taxes:

The budget will advance the strategic goal of reducing property tax rates by controlling expenditure increases. The targeted overall increase in operating expenditures should be less than the combined rate of increase in population and inflation (as measured by the GDP Price Deflator), currently estimated at 5.3% for FY 2006-07. This target is consistent with the County's constitutional expenditure limitation. To achieve this target, OMB is directed to fulfill the County strategic goal to identify non-essential programs and recommend their elimination.

Employee Compensation:

The budget should support progress toward achieving the strategic goal of competitive total compensation that results in improved customer service. The Office of Management and Budget is therefore directed to allocate funding for employee salary and benefit increases, including market and performance-based salary adjustments.

1. Department base budgets will include allocations for performance-based salary adjustments averaging 3.5% - 5% (subject to available funding) for employees eligible under the performance-based salary adjustment plan for FY 2006-07. The Employee Compensation Division of the Office of Management & Budget is directed to develop the FY 2006-07 Performance-Based Salary Advancement Plan consistent with FY 2005-06 and present it to the Board of Supervisors for review and approval.
2. The budget will include reserves in Contingency to implement ongoing and pending market compensation studies. Funding for market adjustments will be prioritized to proactively manage turnover, retention and recruitment issues that have a significant impact on critical public services. Departments may not include requests for new market compensation funding in their budget requests. The Employee Compensation Division of the Office of Management & Budget is directed to develop a policy on market-based salary adjustments and present it to the Board of Supervisors for review and approval.

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:

1. Annualized cost of FY 2005-06 approved Results Initiative Requests;
2. Annualized impact of FY 2005-06 mid-year appropriation adjustments;
3. Annualized impact of other items (including intergovernmental agreements) that were approved by the Board of Supervisors so long as the impact was disclosed at the time of Board approval.
4. Items required by State law, such as judges' and elected officials' salary increases and mandated contributions to AHCCCS, ALTCS and other programs.
5. Estimated cost of performance-based salary adjustments for FY 2006-07 at 3.5%.
6. Other technical adjustments as required.

All departments must submit base budget requests within their budget targets.

Requests for Additional Funding (Results Initiative Requests)

The Office of Management and Budget may only consider requests for additional funding that relate to critical public health, safety and justice priorities arising from current strategic goals. Any requests must be presented in "Budgeting for Results" format and fully supported by performance measures. Priorities for funding are as follows: • Reduce property and violent crime rates through evidence-based crime prevention strategies supported by empirical data. Funding requests under this priority should be part of the implementation plan developed by the inter-agency team chaired by the Criminal Justice Coordinator.

- Minimize jail overcrowding by reducing inmates' average length of stay in jail, or otherwise contribute to the efficient and timely operation of the criminal justice system.
- Integrate National Incident Management Systems (NIMS) best practices into a consistent approach to disaster and emergency management and build the County's capacity to rapidly respond to a bioterrorist attack or other public health emergency.
- Address mandated public health issues based on results supported by empirical data.
- Other priorities for funding from sources other than the General and Detention Funds that are directed to achieving strategic goals and meeting service demands, so long as they can be funded with recurring revenues and are consistent with the constitutional expenditure limitation.

Requests that do not meet the above criteria may only be considered upon direction by the Board of Supervisors.

Capital Improvement Program

The Office of Management and Budget is directed to work with departments to develop an updated Capital Improvement Program and Capital Projects budget for FY 2006-07 that meets the County strategic goal to develop, identify funding, and begin implementing a long-range plan for addressing the County's capital infrastructure needs in a manner consistent with the County's interests in strengthening its financial position, and enhances and expands conservation programs in order to reduce energy and water consumption. Requests should be supported by documented return-on-investment. The capital improvement program should be financed on a pay-as-you-go basis through a combination of operating revenues and nonrecurring resources.

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

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

Funds are used to account for revenue and expenditures with a specific purpose. The County reports and budgets for the following major governmental funds:

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.

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

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.

Detention Operations Fund – Accounts for the proceeds associated with the 1/5 of one cent Sales Tax approved by voters in 1998, and extended in 2002. The proceeds are for the construction and operation of adult and juvenile detention facilities. The Detention Operations Fund is used to account for operating activities.

Detention Capital Projects Fund – Accounts for Detention Operations Fund proceeds that are earmarked for capital improvement projects.

County Improvement Fund – Accounts for capital projects funded through the issuance of the Lease Revenue Bonds, Series 2001.

Prior to FY 2006-07, the County reported the following major enterprise funds:

Maricopa Health Plan Fund – Accounts for the operations of an ambulatory health care plan operated by Maricopa Managed Care System (MMCS) prior to October 1, 2005. MMCS contracted with the Arizona Health Care Cost Containment System (AHCCCS), which provided monthly capitation revenues based on MCHP plan enrollment. Ongoing operations were transferred to the Maricopa County Special Health Care District on October 1, 2005 but reporting and claims processing activities associated with liabilities accrued prior to that data will continue at least through June 30, 2006.

Arizona Long-Term Care System (ALTCS) Fund – Accounts for the operations of a managed care, long term care plan operated by Maricopa Managed Care Systems (MMCS) prior to October 1, 2005 under a contract with AHCCCS. Ongoing operations ceased on October 1, 2005 with termination of the contract by the County, and current plan members were transferred to other AHCCCS contractors. Reporting and claims processing activities associated with liabilities accrued prior to October 1, 2005 will continue at least through June 30, 2006.

Health Care Delivery System Fund – Accounted for the operations of the Maricopa Medical Center, which was transferred to the Maricopa County Special Health Care District as of January 1, 2005. This fund has been discontinued by the County.

The County reports the following fund types:

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.

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

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. In addition, Maricopa County prepares a budget for its Internal Service Funds. Arizona law further requires that no expenditure shall be made or liability incurred in excess of the amounts budgeted except as provided by law.

Appropriation levels are established 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:

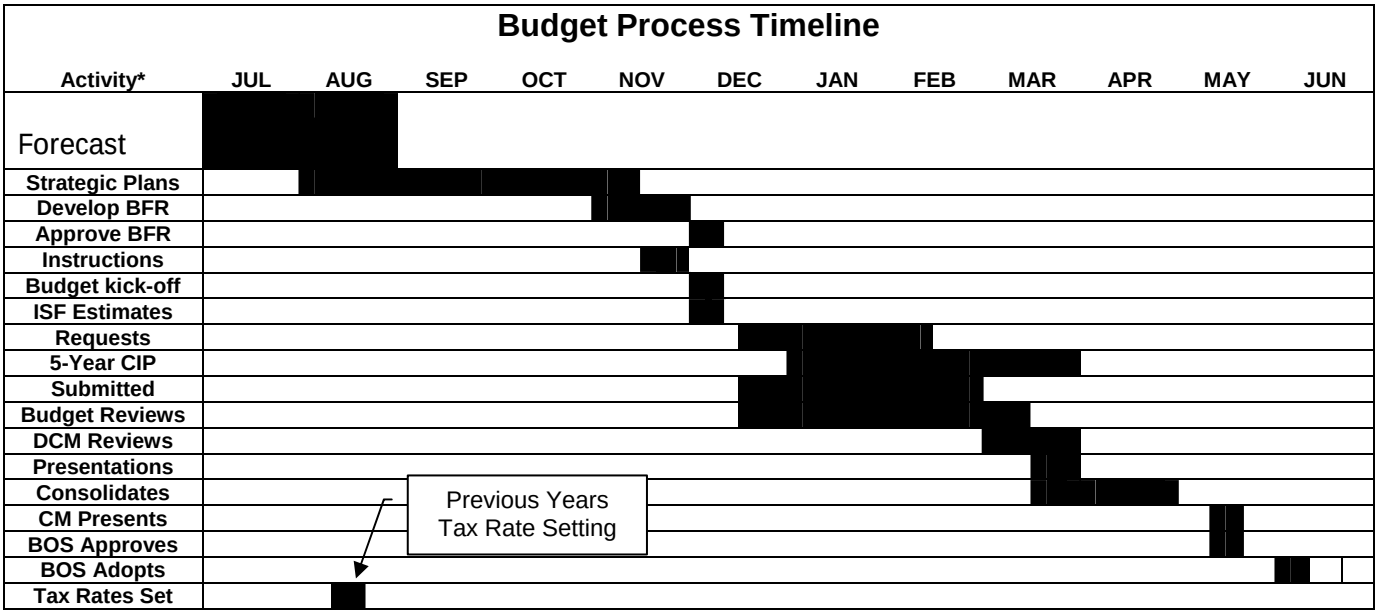
- Capital Lease Transactions – budgeted as expenditures

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

Budget Process

Introduction

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



***Activity Explanations**

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

The Annual Budget Process presented below is an example of the general tools that guide the budget process. It is intended to enhance the reader's understanding of the entire budget process. This overview does not replace the actual FY 2006-07 and FY 2007-08 budget processes that follow, or the actual FY 2006-07 budget calendar provided in the Attachments section of this document. Each year, certain circumstances, such as delays in the State of Arizona's budget approval process, may impact and alter certain dates.

Annual Budget Process

Financial Forecast Developed: The annual budget process begins in July of each fiscal year when the Office of Management and Budget develops a financial forecast. The forecast assists in both short and long range financial planning. This forecast provides a conservative estimate of the County's fiscal condition through the next ten years given realistic economic trends, current Board policies and existing laws. The forecast does not incorporate anticipated policy changes, spending priorities, or proposed new revenue sources. The resulting forecasts include revenues, expenditures and ending fund balances beginning with the current fiscal year for major funds.

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

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

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

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

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

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

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

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

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

Draft Results Initiatives Request (RIR) Submitted: RIR's must be drafted and submitted to the Office of Management and Budget for departments requiring funding above the budget base to support a program, activity and strategic goal identified in the strategic planning process. Results initiatives address mandates, demands for service caused by demographic changes, new programs, or expansion of existing programs. Results initiatives must clearly relate to the department's mission and be supported by relevant performance measures.

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

Deputy County Manager Reviews and Negotiates Budgets: After analyzing requested budgets, the Office of Management and Budget prepares budget recommendations for the Deputy County Manager's review. The Deputy County Manager 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 Manager 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 Manager for their adoption.

Property Tax Rates Approved: Maricopa County levies primary property taxes based on assessed valuations of personal and real property. Each year the primary tax levy limit is computed by the Assessor's Office and is confirmed by the State Property Tax Oversight Commission. The County also levies secondary property taxes for specific purposes, namely the Flood Control District and the Library District.

Fiscal Year 2006-07 Budget Process

The FY 2006-07 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 2006-07. 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). Several strategic plan updates occurred during the FY 2006-07 budget planning process.

On December 5, 2005, the Board of Supervisors approved the updated budget guidelines (see Budgeting For Results Policy Guidelines in the Attachment section) that incorporated the initiatives found in the Managing For Results Policy. OMB then developed the departmental expenditure levels (budget targets) and the instructions departments would use in developing their budget requests.

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

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

Through early June, the Office of Management and Budget consolidated the County's Tentative Budget which includes maximum expenditure limits. The County Manager presented the preliminary budget to the Board of Supervisors in late June.

The Board of Supervisors adopted the final budget on June 19, 2006. The property tax rate, which must cover the expenditure total in the approved annual budget, was set on August 21, 2006.

Fiscal Year 2007-08 Budget Process

The FY 2007-08 budget process will be similar to that of a normal budget year. Beginning in July 2006, 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 2007-08.

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 mid-November 2006. 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 Manager (DCM) 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 Recommended Tentative Budget, which includes the maximum expenditure limits. The County Manager 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 2007-08 Final Budget is scheduled for adoption by the Board of Supervisors in June 2007. 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 2007.

Statutory Requirements

The Maricopa County budget adoption process is guided by various Arizona statutes. According to A.R.S. §42-17101, “On or before the third Monday in July each year the governing body of each county and incorporated city or town shall prepare: 1. A full and complete statement of the political subdivision's financial affairs for the preceding fiscal year. 2. An estimate of the different amounts that will be required to meet the political subdivision's public expense for the current fiscal year entered in the minutes of the governing body and containing the items prescribed by section 42-17102. 3. A summary schedule of estimated expenditures and revenues that shall be: (a) Entered in the minutes of the governing body. (b) Prepared according to forms supplied by the auditor general."

A.R.S. §42-17102 states, “A. The annual estimate of expenses of each county, city and town shall include: 1. An estimate of the amount of money required for each item of expenditure necessary for county, city or town purposes. 2. The amounts necessary to pay the interest and principal of outstanding bonds. 3. The items and amounts of each special levy provided by law. 4. An amount for unanticipated contingencies or emergencies. 5. A statement of the receipts for the preceding fiscal year from sources other than direct property taxes. 6. The amounts that are estimated to be received during the current fiscal year from sources other than direct property taxes and voluntary contributions. 7. The amounts that were actually levied and the amounts that were actually collected for county, city or town purposes on the primary and secondary property tax rolls of the preceding fiscal year. 8. The amounts that were collected through primary property taxes and secondary property taxes levied for the years before the preceding fiscal year. 9. The amount that is proposed to be raised by direct property taxation for the current fiscal year for the general fund, bonds, special assessments and district levies. 10. The separate amounts to be raised by primary property tax levies and by secondary property tax levies for the current fiscal year. 11. The amount of voluntary contributions estimated to be received pursuant to section 48-242, based on the information transmitted to the governing body by the department of revenue. 12. The maximum amount that can be raised by primary property tax levies by the county, city or town pursuant to article 2 of this chapter for the current fiscal year. 13. The amount that the county, city or town proposes to raise by secondary property tax levies and the additional amounts, if any, that the county, city or town will levy pursuant to the authority given to the governing body by the voters at an election called pursuant to article 5 of this chapter. 14. The property tax rate for county, city or town purposes for the preceding fiscal year for the primary property tax and the secondary property tax. 15. The estimated property tax rate for county, city or town purposes for the current fiscal year for the primary property tax and the secondary property tax. 16. The expenditure limitation for the preceding fiscal year and the total amount that was proposed to be spent for the preceding fiscal year. 17. The total expenditure limitation for the current fiscal year. 18. The amount of monies received from primary property taxation in the preceding fiscal year in excess of the maximum allowable amount as computed pursuant to article 2 of this chapter. B. The estimate shall be fully itemized according to forms supplied by the auditor general showing under separate headings: 1. The amounts that are estimated as required for each department, public office or official. 2. A complete disclosure and statement of the contemplated expenditures for the current fiscal year, showing the amount proposed to be spent from each fund and the total amount of proposed public expense. C. The total of amounts proposed in the estimates to be spent shall not exceed the expenditure limitation established for the county, city or town.”

According to A.R.S. §42-17103, “A. The governing body of each county, city or town shall publish the estimates of expenses and a notice of a public hearing and special meeting of the governing body to hear taxpayers and make tax levies at designated times and places. B. The estimates and notice shall be published once a week for at least two consecutive weeks after the estimates are tentatively adopted in the official newspaper of the county, city or town, if there is one, and, if not, in a newspaper of general circulation in the county, city or town. C. If a truth in taxation notice and hearing is required under section 42-17107, the governing body may combine the notice under this section with the truth in taxation notice.”

A.R.S. §42-17104 states, “A. The governing body of each county, city or town shall hold a public hearing and special meeting on or before the seventh day before the day on which it levies taxes as stated in the notice

under section 42-17103. Any taxpayer may appear and be heard in favor of or against any proposed expenditure or tax levy. B. If a truth in taxation notice and hearing is required under section 42-17107, the governing body may combine the hearing under this section with the truth in taxation hearing."

The budget is adopted per A.R.S. §42-17105, "A. After the hearing on estimates under section 42-17104 is concluded, the governing body shall convene in a special meeting and finally determine and adopt estimates of proposed expenditures for the purposes stated in the published proposal. B. The adopted estimates constitute the budget of the county, city or town for the current fiscal year. C. The total amounts that are proposed to be spent in the budget shall not exceed the total of amounts that were proposed for expenditure in the published estimates."

Beginning with the Fiscal Year 1997-98 budget process, A.R.S. §42-17107, otherwise know as the "Truth in Taxation" legislation went into effect, which states that, "A. On or before July 1, the county assessor shall transmit to the county, city or town an estimate of the total net assessed valuation of the county, city or town, including an estimate of new property that has been added to the tax roll since the previous levy of property taxes in the county, city or town. If the proposed primary property tax levy, excluding amounts that are attributable to new construction, is greater than the amount levied by the county, city or town in the preceding tax year in the county, city or town: 1. The governing body shall publish a notice that meets the following requirements: (a) The notice shall be published twice in a newspaper of general circulation in the county, city or town. The first publication shall be at least fourteen but not more than twenty days before the date of the hearing. The second publication shall be at least seven but not more than ten days before the date of the hearing. (b) The notice shall be published in a location other than the classified or legal advertising section of the newspaper in which it is published. (c) The notice shall be at least one-fourth page in size and shall be surrounded by a solid black border at least one-eighth inch in width. (d) The notice shall be in the following form, with the "truth in taxation hearing - notice of tax increase" headline in at least eighteen point type:

Truth in Taxation Hearing

Notice of Tax Increase

In compliance with section 42-17107, Arizona Revised Statutes, _____ (name of county, city or town) is notifying its property taxpayers of _____'s (name of county, city or town) intention to raise its primary property taxes over last year's level. _____ (name of county, city or town) is proposing an increase in primary property taxes of $_____ or _____%.

For example, the proposed tax increase will cause _____'s (name of county, city or town) primary property taxes on a $100,000 home to increase from $_____ (total taxes that would be owed without the proposed tax increase) to $_____ (total proposed taxes including the tax increase).

This proposed increase is exclusive of increased primary property taxes received from new construction. The increase is also exclusive of any changes that may occur from property tax levies for voter approved bonded indebtedness or budget and tax overrides.

All interested citizens are invited to attend the public hearing on the tax increase that is scheduled to be held _____ (date and time) at _____ (location).

2. In lieu of publishing the truth in taxation notice, the governing body may mail the truth in taxation notice prescribed by paragraph 1, subdivision (d) to all registered voters in the county, city or town at least ten but not more than twenty days before the date of the hearing on the estimates pursuant to section 42-17104. 3. In addition to publishing the truth in taxation notice under paragraph 1 or mailing the notice under paragraph 2, the governing body shall issue a press release containing the truth in taxation notice. 4. The governing body shall consider a motion to levy the increased property taxes by roll call vote. 5. Within three days after the hearing, the governing body shall mail a copy of the truth in taxation notice, a statement of its publication or mailing and the result of the governing body's vote under paragraph 4 to the property tax oversight commission. 6. The governing body shall hold the truth in taxation hearing on or before the adoption of the

county, city or town budget under section 42-17105. B. For purposes of this section, "amount attributable to new construction" means the net assessed valuation of property added to the tax roll since the previous year multiplied by a property tax rate computed by dividing the primary property tax levy of the county, city or town in the preceding year by the estimate of the total net assessed valuation of the county, city or town for the current year, excluding the net assessed valuation attributable to new construction."

Tax rates are set according to A.R.S. §42-17151, which states that, "A. On or before the third Monday in August each year the governing body of each county, city, town, community college district and school district shall: 1. Fix, levy and assess the amount to be raised from primary property taxation and secondary property taxation. This amount, plus all other sources of revenue, as estimated, and unencumbered balances from the preceding fiscal year, shall equal the total of amounts proposed to be spent in the budget for the current fiscal year. 2. Designate the amounts to be levied for each purpose appearing in the adopted budget. 3. Fix and determine a primary property tax rate and a secondary property tax rate, each rounded to four decimal places on each one hundred dollars of taxable property shown by the finally equalized valuations of property, less exemptions, that appear on the tax rolls for the fiscal year and that when extended on those valuations will produce, in the aggregate, the entire amount to be raised by direct taxation for that year. B. The governing body of a county, city, town or community college district shall not fix, levy or assess an amount of primary property taxes in excess of the amount permitted by section 42-17051, subsection A, paragraph 7 or section 42-17005 as determined by the property tax oversight commission. C. Within three days after the final levies are determined for a county, city, town or community college district, the chief county fiscal officer shall notify the property tax oversight commission of the amount of the primary property tax levied."

Budget Adjustment Process

Any department requesting an adjustment to its budget must do so via a written request which must be approved by the Board of Supervisors. According to A.R.S. §42-17106, "A. Except as provided in subsection B, a county, city or town shall not: 1. Spend money for a purpose that is not included in its budget. 2. Spend money or incur or create a debt, obligation or liability in a fiscal year in excess of the amount stated for each purpose in the finally adopted budget for that year, except as provided by law, regardless of whether the county, city or town has received at any time, or has on hand, monies or revenue in excess of the amount required to meet expenditures, debts, obligations and liabilities that are incurred under the budget. B. A governing body may transfer monies between budget items if all of the following apply: 1. The monies are available. 2. The transfer is in the public interest and based on a demonstrated need. 3. The transfer does not result in a violation of the limitations prescribed in article IX, sections 19 and 20, Constitution of Arizona. 4. A majority of the members of the governing body votes affirmatively on the transfer at a public meeting."

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

Programmatic Budgeting

Maricopa County has been budgeting based on program since the early 1990's, but revised that process through the "Managing for Results" initiation. It provides a shift in the focus of financial planning from resource allocation (input) to service results (output). This budgetary policy is a focus which seeks to relate the consumption of financial resources to services provided. It allows for the modification of activities based on the prioritization's of strategic goals and objectives, as defined by departmental strategic plans, and reflects the financial conservatism of our community. A major benefit of activity based budgeting is the ability to track program performance. Department directors develop budget requests based on program priorities. The

involvement of service providers in the budget process ensures that priorities remain focused on the delivery of services to the community. By focusing on the service needs of County residents, and by developing strategic plans that take a systematic approach to meeting those needs, Maricopa County is better able to act as a steward of the public funds.

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

Policies and Their Budgetary Impact

Introduction

Since the financial turbulence of FY 1993-94, Maricopa County has reached financial recovery and stability. Over the past few years, a set of systems and policies have been developed and adopted to ensure that the fiduciary obligations as stewards of public monies are met. The policies deal with a wide range of areas that provide financial safeguards and policy direction to the organization on matters such as lump sum budgeting, budget development and reserves and tax reduction. In recent years, many of these policies have been updated to incorporate the new Managing for Results philosophy. All policies are updated as necessary to comply with changes in legislation and business practices. A discussion of key 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, in December 2000, and in March 2006, 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 and Budget and approved by the County Manager.)

Internal Service Fund and Cost Allocation

This section establishes the process to determine the charges for services and directs the departments to budget (according to those charges) for any discretionary services they may require. The Department of Finance will determine and charge the various funds for central service cost activities based on a full cost allocation methodology (and will include the base level service charges from Facilities, Materials, and Telecommunications).

Capital Improvements

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

Reserve and Tax Reduction Policy

Background

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

Intent

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

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

Main Provisions:

Reserves

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

The County Manager'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.

Maricopa County's Mission Statement

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

Maricopa County's Vision Statement

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

Maricopa County's Strategic Priorities

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

Maricopa County's Strategic Goals

1. **Ensure safe communities and a streamlined, integrated justice system.**
   - By June 2007, reduce property crime rates and violent crime rates in Maricopa County by establishing and implementing a crime-prevention strategy that encompasses evidence-based practices.
   - By July 2007, develop a plan to meet the demands placed upon law enforcement and detention operations due to population and business growth in Maricopa County.
   - By 2010, fully integrate National Incident Management Systems (NIMS) best practices into a consistent approach to disaster and emergency management throughout Maricopa County at all jurisdictional levels and across all related functional disciplines.

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

2. Promote and protect the public health of the community.

- By January 2010, in support of the public health and health education objectives of Healthy People 2010, increase the quality and years of healthy life (longevity) of Maricopa County residents and work to eliminate the health disparities that exist among the County's diverse populations.
- By July 2008, form successful community partnerships with health care providers and other governmental agencies throughout Maricopa County to cooperatively address public health issues.
- Educate the public about how to achieve a healthy lifestyle and increase participation in educational and recreational opportunities provided in the County.

3. Provide regional leadership in critical public policy areas.

- By June 2009, annually complete 85% of planned transportation infrastructure projects on-time and within budget.
- By January 2006, identify and recommend alternative strategies to increase the capacity and the ease of voting in the County.
- By July 2007, complete all phases, including fund-raising, for the regional human-services campus for the homeless and partner with other organizations working to prevent homelessness and support home ownership in the County.
- By July 2006, establish a policy to encourage Departments to seek opportunities to build partnerships and relationships with all area governments, including Tribal Nations, in order to create a fuller sense of community for all residents of Maricopa County.
- Promote, expand, and improve County-sponsored programs and activities for young people in Maricopa County to help them build their skills, develop a sense of civic involvement in the community, and successfully complete their education.

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

- Ensure that applications for development in the unincorporated areas of Maricopa County comply with state law, are consistent with open space initiatives, and allow for the continuation of highway and street corridors into and through new developments.
- Improve the quality of life in Maricopa County by building a regional trail system, enhancing our parks, supporting noise and pollution reduction efforts, and encouraging developers to construct environmentally friendly buildings.
- Continue to preserve military installations in Maricopa County, including Luke Air Force Base.
- By June 2006, enhance and expand conservation programs in order to reduce energy and water consumption.

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

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

- As part of the budget, by July 2007, develop, identify funding, and begin implementing a long-range plan for addressing the County's capital infrastructure needs in a manner consistent with the County's interests in strengthening its financial position.
- By July 2006, develop a plan and strategy for implementing new economic and contracted commercial ventures that will generate additional revenues for the County.

6. **Maintain a quality workforce and equip County employees with the tools, skills, workspace, and resources they need to do their jobs safely and well.**
   - By January 2008, adopt and implement a competitive total compensation package and a workforce development plan to enhance recruitment, retention, and advancement that results in improved customer service to Maricopa County citizens.
   - By July 2007, ensure that the ethnicity base of County employees is keeping pace with the changing demographics of our growing and diverse community.
   - By July 2006, complete a review of the employee suggestion program and recommend methods for increasing and promoting higher levels of participation by County employees in generating creative ideas that save the County money and/or improve program and service delivery.

7. **Continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided by the County.**
   - By December 2006, increase accountability to the public for results-oriented government by fully implementing the Managing for Results and performance-based budgeting initiatives.
   - By April 2008, develop a County-wide IT Strategic Plan, a set of County-wide IT Architecture Specifications, introduce an updated set of County-wide IT performance metrics, and develop and implement an IT governance review process.
   - By May 2010, improve access to the services offered by the County to ensure the inclusion and participation of our diverse community.
   - By July 2010, complete a review of county programs to delete non-essential services and improve the performance of other programs.
   - Establish a comprehensive public outreach and communication plan to increase the County's effectiveness in communicating about the services it provides so that by September 2008 the percentage of citizens who rate the County's communication effectiveness as poor in the Annual Population Satisfaction Survey will have decreased to 10% or less.

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 Manager, without any further Board approval.

General Obligation - Debt Service Fund (312)

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

Economic Development, Non-profits, and Agricultural Extension

Agency Supported	Program	FY 2005-06 Budget	FY 2006-07 Budget
Public Health Heat Advisory Allocations	Emergency Shelter	$ 50,000	$ -
Greater Phoenix Economic Council	Economic Development Action Plan	674,776	674,776
Phoenix Chamber of Commerce	Bid Source Program, APTAN	165,000	165,000
Greater Phoenix Convention & Visitors Bureau	Convention & Tourism Destination Marketing	250,000	250,000
Superbowl XLII	Enriching Our Community Through Sports	200,000	-
Maricopa County Sports Commission	Enriching Our Community Through Sports	25,000	25,000
East Valley Partnership	Williams Gateway Area Urban Land Institute Advisory Services Panel Study		20,000
Western Maricopa Enterprise Zone	Economic Development Support	15,000	15,000
Collaboration for a New Century	Improving the standard of living for the community by working with issues concerning children, housing, and health care	25,000	25,000
Insight Bowl	Enriching Our Community Through Sports	150,000	-
International Genomics Consortium	To put Maricopa County in the forefront of the bio-industry (Year 5 of 5)	1,000,000	1,000,000
Total Economic Development Funding		$ 2,554,776	$ 2,174,776
Central Arizona Shelter Services (CASS)	Emergency Shelter	$ 225,000	$ 225,000
Total General Non-Profit Funding		$ 225,000	$ 225,000
University of Arizona Cooperative Extension	Maricopa County Cooperative Extension	$ 230,000	$ 230,000
Total Agricultural Extension Funding		$ 230,000	$ 230,000
Maricopa County Regional Schools	Maricopa County Regional Schools	$ 530,000	$ -
Total Accommodation School Funding		$ 530,000	$ -


MARICOPA
1871
ARIZONA
COUNTY

Maricopa County and Districts Overview

Summary Schedules

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

MARICOPA COUNTY & DISTRICTS								
	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	ALL FUNDS
UNRESERVED/UNDESIGNATED BEGINNING FUND BALANCE	$ 212,381,047	$ 158,135,255	$ 16,124,463	$ 111,090,626	$ 43,144,725	$ 540,876,116	$ -	$ 540,876,116
REVENUES								
PROPERTY TAXES	$ 398,725,245	$ 85,498,032	$ -	$ -	$ -	$ 484,223,277	$ -	$ 484,223,277
TAX PENALTIES & INTEREST	12,700,000	-	-	-	-	12,700,000	-	12,700,000
SALES TAXES	-	143,738,033	5,215,094	-	-	148,953,127	-	148,953,127
LICENSES AND PERMITS	2,066,000	42,238,635	-	-	-	44,304,635	-	44,304,635
GRANTS	-	123,035,756	-	-	-	123,035,756	-	123,035,756
OTHER INTERGOVERNMENTAL	80,315,343	73,669,270	3,297,754	39,510,191	11,210,993	208,003,551	-	208,003,551
PAYMENTS IN LIEU OF TAXES	8,782,492	460,086	-	-	-	9,242,578	-	9,242,578
STATE SHARED SALES TAX	491,811,670	-	-	-	-	491,811,670	-	491,811,670
STATE SHARED HIGHWAY USER REV	-	99,100,000	-	-	-	99,100,000	-	99,100,000
STATE SHARED VEHICLE LICENSE	144,035,674	9,300,000	-	-	-	153,335,674	-	153,335,674
OTHER CHARGES FOR SERVICES	24,869,084	51,262,281	-	-	6,562,564	82,693,929	-	82,693,929
INTERNAL SERVICE CHARGES	5,732,994	-	-	-	62,207,630	67,940,624	(67,940,624)	-
PATIENT SERVICE REVENUE	46,237	979,740	-	-	-	1,025,977	-	1,025,977
FINES & FORFEITS	15,044,128	7,785,969	-	-	-	22,830,097	-	22,830,097
INTEREST EARNINGS	10,003,265	5,942,332	1,353,612	243,683	1,125,000	18,667,892	-	18,667,892
MISCELLANEOUS REVENUE	2,618,383	68,298,677	690,000	3,550,000	12,885	75,169,945	-	75,169,945
GAIN ON FIXED ASSETS	-	204,800	-	-	-	204,800	-	204,800
PROCEEDS OF FINANCING	-	-	-	40,930,000	-	40,930,000	-	40,930,000
TRANSFERS IN	7,022,061	161,460,770	9,337,196	231,098,467	-	408,918,494	(408,918,494)	-
TOTAL REVENUE	$ 1,203,772,576	$ 872,974,381	$ 19,893,656	$ 315,332,341	$ 81,119,072	$ 2,493,092,026	$ (476,859,118)	$ 2,016,232,908
TOTAL SOURCES	$ 1,416,153,623	$ 1,031,109,636	$ 36,018,119	$ 426,422,967	$ 124,263,797	$ 3,033,968,142	$ (476,859,118)	$ 2,557,109,024
EXPENDITURES								
PERSONAL SERVICES	$ 473,481,458	$ 414,342,986	$ -	$ 6,117,534	$ 8,703,225	$ 902,645,203	$ -	$ 902,645,203
SUPPLIES & SERVICES	531,290,349	259,481,753	-	24,393,500	70,651,071	885,816,673	(67,940,624)	817,876,049
CAPITAL OUTLAY	30,047,681	26,356,021	23,133,894	160,686,000	666,888	240,890,484	-	240,890,484
TRANSFERS OUT	168,953,088	153,011,645	482,500	-	811,209	323,258,442	(408,918,494)	(85,660,052)
EXPENDITURES SUBTOTAL	$ 1,203,772,576	$ 853,192,405	$ 23,616,394	$ 191,197,034	$ 80,832,393	$ 2,352,610,802	$ (476,859,118)	$ 1,875,751,684
APPROPRIATED BEGINNING FUND BALANCE	$ 212,381,047	$ 73,587,844	$ -	$ 97,675,894	$ -	$ 383,644,785	$ -	$ 383,644,785
TOTAL USES	$ 1,416,153,623	$ 926,780,249	$ 23,616,394	$ 288,872,928	$ 80,832,393	$ 2,736,255,587	$ (476,859,118)	$ 2,259,396,469
UNRESERVED/UNDESIGNATED ENDING FUND BALANCE	$ -	$ 104,329,387	$ 12,401,725	$ 137,550,039	$ 43,431,404	$ 297,712,555	$ -	$ 297,712,555
TOTAL USES AND ENDING FUND BALANCE	$ 1,416,153,623	$ 1,031,109,636	$ 36,018,119	$ 426,422,967	$ 124,263,797	$ 3,033,968,142	$ (476,859,118)	$ 2,557,109,024

Consolidated Revenues and Expenditures by Category
FY 2005-06 Revised Restated Budget

MARICOPA COUNTY & DISTRICTS									
	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	ALL FUNDS
UNRESERVED/UNDESIGNATED BEGINNING FUND BALANCE	$ 126,533,473	$ 173,102,192	$ 30,624,865	$ 113,528,221	$ 2,668	$ 29,527,729	$ 473,319,149	$ -	$ 473,319,149
REVENUES									
PROPERTY TAXES	$ 371,224,118	$ 79,975,968	$ -	$ -	$ -	$ -	$ 451,200,086	$ -	$ 451,200,086
TAX PENALTIES & INTEREST	11,834,653	-	-	-	-	-	11,834,653	-	11,834,653
SALES TAXES	-	121,632,044	5,215,094	-	-	-	126,847,138	-	126,847,138
LICENSES AND PERMITS	1,854,000	31,162,700	-	-	-	-	33,016,700	-	33,016,700
GRANTS	-	134,211,925	-	-	-	-	134,211,925	-	134,211,925
OTHER INTERGOVERNMENTAL	76,373,561	74,586,110	3,293,935	29,366,281	-	24,673,269	208,293,156	-	208,293,156
PAYMENTS IN LIEU OF TAXES	8,029,157	473,169	-	-	-	-	8,502,326	-	8,502,326
STATE SHARED SALES TAX	407,330,479	-	-	-	-	-	407,330,479	-	407,330,479
STATE SHARED HIGHWAY USER REV	-	94,948,883	-	-	-	-	94,948,883	-	94,948,883
STATE SHARED VEHICLE LICENSE	126,127,849	8,530,000	-	-	-	-	134,657,849	-	134,657,849
OTHER CHARGES FOR SERVICES	23,139,516	46,509,302	-	-	-	8,824,930	78,473,748	-	78,473,748
INTERNAL SERVICE CHARGES	4,579,754	-	-	-	-	66,416,107	70,995,861	(70,995,861)	-
PATIENT SERVICE REVENUE	46,237	1,198,557	-	-	81,569,822	-	82,814,616	-	82,814,616
FINES & FORFEITS	12,456,658	6,298,057	-	-	-	-	18,754,715	-	18,754,715
INTEREST EARNINGS	4,523,265	2,352,961	1,700,000	243,683	-	912,897	9,732,806	-	9,732,806
MISCELLANEOUS REVENUE	2,343,166	49,720,416	-	5,148,623	-	25,966	57,238,171	-	57,238,171
GAIN ON FIXED ASSETS	17,949	200,000	-	-	-	-	217,949	-	217,949
PROCEEDS OF FINANCING	-	-	-	39,000,000	-	-	39,000,000	-	39,000,000
TRANSFERS IN	7,451,655	146,632,663	2,571,736	167,074,246	39,938,573	-	363,668,873	(363,668,873)	-
TOTAL REVENUE	$ 1,057,332,017	$ 798,432,755	$ 12,780,765	$ 240,832,833	$ 121,508,395	$ 100,853,169	$ 2,331,739,934	$ (434,664,734)	$ 1,897,075,200
TOTAL SOURCES	$ 1,183,865,490	$ 971,534,947	$ 43,405,630	$ 354,361,054	$ 121,511,063	$ 130,380,898	$ 2,805,059,083	$ (434,664,734)	$ 2,370,394,349
EXPENDITURES									
PERSONAL SERVICES	$ 410,170,224	$ 407,060,234	$ -	$ 6,401,684	$ 9,395,511	$ 8,413,773	$ 841,441,425	$ -	$ 841,441,425
SUPPLIES & SERVICES	463,782,382	233,196,363	-	22,743,797	87,426,921	92,357,695	899,507,159	(70,995,861)	828,511,298
CAPITAL OUTLAY	24,085,836	33,535,578	34,130,775	151,415,528	15,645	1,804,147	244,987,509	-	244,987,509
TRANSFERS OUT	148,376,099	144,189,415	482,500	63,045	470,318	871,082	294,452,459	(363,668,873)	(69,216,414)
EXPENDITURES SUBTOTAL	$ 1,046,414,541	$ 817,981,590	$ 34,613,275	$ 180,624,054	$ 97,308,395	$ 103,446,697	$ 2,280,388,552	$ (434,664,734)	$ 1,845,723,818
APPROPRIATED BEGINNING FUND BALANCE	$ 137,234,312	$ 51,390,276	$ -	$ 117,090,529	$ -	$ -	$ 305,715,117	$ -	$ 305,715,117
TOTAL USES	$ 1,183,648,853	$ 869,371,866	$ 34,613,275	$ 297,714,583	$ 97,308,395	$ 103,446,697	$ 2,586,103,669	$ (434,664,734)	$ 2,151,438,935
UNRESERVED/UNDESIGNATED ENDING FUND BALANCE	$ 216,636	$ 102,163,081	$ 8,792,355	$ 56,646,471	$ 24,202,668	$ 26,934,201	$ 218,955,413	$ -	$ 218,955,414
TOTAL USES AND ENDING FUND BALANCE	$ 1,183,865,489	$ 971,534,947	$ 43,405,630	$ 354,361,054	$ 121,511,063	$ 130,380,898	$ 2,805,059,082	$ (434,664,734)	$ 2,370,394,349

Consolidated Revenues and Expenditures by Category
FY 2005-06 Adopted Restated Budget

MARICOPA COUNTY & DISTRICTS									
	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	ALL FUNDS
UNRESERVED/UNDESIGNATED BEGINNING FUND BALANCE	$ 102,333,473	$ 173,102,192	$ 30,624,865	$ 113,528,221	$ 2,668	$ 29,527,729	$ 449,119,149	$ -	$ 449,119,149
REVENUES									
PROPERTY TAXES	$ 371,224,118	$ 76,709,440	$ -	$ -	$ -	$ -	$ 447,933,558	$ -	$ 447,933,558
TAX PENALTIES & INTEREST	11,834,653	-	-	-	-	-	11,834,653	-	11,834,653
SALES TAXES	-	121,632,044	5,215,094	-	-	-	126,847,138	-	126,847,138
LICENSES AND PERMITS	1,854,000	29,775,980	-	-	-	-	31,629,980	-	31,629,980
GRANTS	-	129,482,238	-	-	-	-	129,482,238	-	129,482,238
OTHER INTERGOVERNMENTAL	75,225,413	73,612,490	3,293,935	29,366,281	-	24,626,060	206,124,179	-	206,124,179
PAYMENTS IN LIEU OF TAXES	8,029,157	419,975	-	-	-	-	8,449,132	-	8,449,132
STATE SHARED SALES TAX	407,330,479	-	-	-	-	-	407,330,479	-	407,330,479
STATE SHARED HIGHWAY USER REV	-	94,948,883	-	-	-	-	94,948,883	-	94,948,883
STATE SHARED VEHICLE LICENSE	126,127,849	8,530,000	-	-	-	-	134,657,849	-	134,657,849
OTHER CHARGES FOR SERVICES	23,125,479	45,651,982	-	-	-	8,863,604	77,641,065	-	77,641,065
INTERNAL SERVICE CHARGES	4,549,469	-	-	-	-	66,416,520	70,965,989	(70,965,989)	-
PATIENT SERVICE REVENUE	52,848	1,198,557	-	-	81,569,822	-	82,821,227	-	82,821,227
FINES & FORFEITS	12,457,158	5,792,797	-	-	-	-	18,249,955	-	18,249,955
INTEREST EARNINGS	4,503,265	2,028,590	1,700,000	243,683	-	900,000	9,375,538	-	9,375,538
MISCELLANEOUS REVENUE	2,336,555	51,853,983	-	4,398,623	-	12,885	58,602,046	-	58,602,046
GAIN ON FIXED ASSETS	-	200,000	-	-	-	-	200,000	-	200,000
PROCEEDS OF FINANCING	-	-	-	39,000,000	-	-	39,000,000	-	39,000,000
TRANSFERS IN	7,451,655	146,287,361	2,571,736	163,459,138	5,971,135	-	325,741,025	(325,741,025)	-
REVENUES SUBTOTAL	$ 1,056,102,098	$ 788,124,320	$ 12,780,765	$ 236,467,725	$ 87,540,957	$ 100,819,069	$ 2,281,834,934	$ (396,707,014)	$ 1,885,127,920
TOTAL SOURCES	$ 1,158,435,571	$ 961,226,512	$ 43,405,630	$ 349,995,946	$ 87,543,625	$ 130,346,798	$ 2,730,954,083	$ (396,707,014)	$ 2,334,247,069
EXPENDITURES									
PERSONAL SERVICES	$ 405,417,975	$ 395,086,546	$ -	$ 6,401,784	$ 5,417,588	$ 8,011,058	$ 820,334,951	$ -	$ 820,334,951
SUPPLIES & SERVICES	467,682,868	237,524,370	-	22,048,032	81,590,471	92,579,381	901,425,122	(70,965,989)	830,459,133
CAPITAL OUTLAY	23,851,829	28,586,836	22,859,496	144,266,193	62,580	1,594,715	221,221,649	-	221,221,649
TRANSFERS OUT	148,376,099	146,404,005	482,500	63,045	470,318	871,082	296,667,049	(325,741,025)	(29,073,976)
EXPENDITURES SUBTOTAL	$ 1,045,328,771	$ 807,601,757	$ 23,341,996	$ 172,779,054	$ 87,540,957	$ 103,056,236	$ 2,239,648,771	$ (396,707,014)	$ 1,842,941,757
APPROPRIATED BEGINNING FUND BALANCE	$ 113,106,801	$ 51,463,954	$ -	$ 105,428,056	$ -	$ -	$ 269,998,811	$ -	$ 269,998,811
TOTAL USES	$ 1,158,435,572	$ 859,065,711	$ 23,341,996	$ 278,207,110	$ 87,540,957	$ 103,056,236	$ 2,509,647,582	$ (396,707,014)	$ 2,112,940,568
UNRESERVED/UNDESIGNATED ENDING FUND BALANCE	$ -	$ 102,160,801	$ 20,063,634	$ 71,788,836	$ 2,668	$ 27,290,562	$ 221,306,502	$ -	$ 221,306,501
TOTAL USES AND ENDING FUND BALANCE	$ 1,158,435,572	$ 961,226,512	$ 43,405,630	$ 349,995,946	$ 87,543,625	$ 130,346,798	$ 2,730,954,084	$ (396,707,014)	$ 2,334,247,069

Comparative Property 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 Board of Supervisors sits as the Board of Directors for the Special Districts and levies secondary property taxes for a specific purpose, i.e. the Flood Control District, and Library District.

FY 2006-07 PRELIMINARY PROPERTY TAX LEVY
Primary, 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)	Other Payments in Lieu (PILT)	Total Tax Levy & PILT
MARICOPA COUNTY PRIMARY:									
FY 2006-07 Adopted	$ 33,807,465,267	$ 542,156,376	$ 34,349,621,643	$ 3,434,962	$ 1.1794	$ 398,725,245	$ 6,394,192	$ 2,388,300	$ 407,507,737
FY 2005-06 Final	31,010,284,705	542,156,376	31,552,441,081	3,155,244	1.1971	371,224,118	6,490,154	1,539,003	379,253,275
Variance	*$ 2,797,180,562*	*$ -*	*$ 2,797,180,562*	*$ 279,718*	*$ (0.0177)*	*$ 27,501,127*	*$ (95,962)*	*$ 849,297*	*$ 28,254,462*
FLOOD CONTROL DISTRICT:									
FY 2006-07 Adopted	32,778,027,362	$ 90,480,096	$ 32,868,507,458	$ 3,286,851	$ 0.2047	$ 67,096,622	$ 185,213	$ -	$ 67,281,835
FY 2005-06 Final	29,605,196,407	90,480,096	29,695,676,503	2,969,568	0.2119	62,733,411	191,727	-	62,925,138
Variance	*$ 3,172,830,955*	*$ -*	*$ 3,172,830,955*	*$ 317,283*	*$ (0.0072)*	*$ 4,363,211*	*$ (6,514)*	*$ -*	*$ 4,356,697*
LIBRARY DISTRICT:									
FY 2006-07 Adopted	$ 36,294,693,601	$ 542,156,376	$ 36,836,849,977	$ 3,683,685	$ 0.0507	$ 18,401,410	$ 274,873	$ -	$ 18,676,283
FY 2005-06 Final	33,197,218,398	542,156,376	33,739,374,774	3,373,937	0.0521	17,295,751	282,463	-	17,578,214
Variance	*$ 3,097,475,203*	*$ -*	*$ 3,097,475,203*	*$ 309,748*	*$ (0.0014)*	*$ 1,105,659*	*$ (7,590)*	*$ -*	*$ 1,098,069*
GRAND TOTALS:									
FY 2006-07 Adopted					$ 1.4348	$ 484,223,277	$ 6,854,278	$ 2,388,300	$ 493,465,855
FY 2005-06 Final					1.4611	451,253,280	6,964,344	1,539,003	459,756,627
Variance					*$ (0.0263)*	*$ 32,969,997*	*$ (110,066)*	*$ 849,297*	*$ 33,709,228*

Budget Summary Schedules

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

MARICOPA COUNTY							
	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	ALL FUNDS
UNRESERVED/UNDESIGNATED BEGINNING FUND BALANCE	$ 212,381,047	$ 140,902,871	$ 14,582,325	$ 78,731,692	$ 43,144,725	$ 489,742,660	$ -	$ 489,742,660
REVENUES								
PROPERTY TAXES	$ 398,725,245	$ -	$ -	$ -	$ -	$ 398,725,245	$ -	$ 398,725,245
TAX PENALTIES & INTEREST	12,700,000	-	-	-	-	12,700,000	-	12,700,000
SALES TAXES	-	143,738,033	-	-	-	143,738,033	-	143,738,033
LICENSES AND PERMITS	2,066,000	41,238,635	-	-	-	43,304,635	-	43,304,635
GRANTS	-	123,010,756	-	-	-	123,010,756	-	123,010,756
OTHER INTERGOVERNMENTAL	80,315,343	52,525,210	3,297,754	39,510,191	11,210,993	186,859,491	-	186,859,491
PAYMENTS IN LIEU OF TAXES	8,782,492	-	-	-	-	8,782,492	-	8,782,492
STATE SHARED SALES TAX	491,811,670	-	-	-	-	491,811,670	-	491,811,670
STATE SHARED HIGHWAY USER REV	-	99,100,000	-	-	-	99,100,000	-	99,100,000
STATE SHARED VEHICLE LICENSE	144,035,674	9,300,000	-	-	-	153,335,674	-	153,335,674
OTHER CHARGES FOR SERVICES	24,869,084	51,192,281	-	-	6,562,564	82,623,929	-	82,623,929
INTERNAL SERVICE CHARGES	5,732,994	-	-	-	62,207,630	67,940,624	(67,940,624)	-
PATIENT SERVICE REVENUE	46,237	979,740	-	-	-	1,025,977	-	1,025,977
FINES & FORFEITS	15,044,128	7,235,969	-	-	-	22,280,097	-	22,280,097
INTEREST EARNINGS	10,003,265	5,444,582	1,053,612	-	1,125,000	17,626,459	-	17,626,459
MISCELLANEOUS REVENUE	2,618,383	42,636,075	690,000	3,300,000	12,885	49,257,343	-	49,257,343
GAIN ON FIXED ASSETS	-	204,800	-	-	-	204,800	-	204,800
PROCEEDS OF FINANCING	-	-	-	40,930,000	-	40,930,000	-	40,930,000
TRANSFERS IN	7,022,061	160,978,270	9,337,196	152,222,613	-	329,560,140	(329,560,140)	-
TOTAL REVENUE	$ 1,203,772,576	$ 737,584,351	$ 14,378,562	$ 235,962,804	$ 81,119,072	$ 2,272,817,365	$ (397,500,764)	$ 1,875,316,601
TOTAL SOURCES	$ 1,416,153,623	$ 878,487,222	$ 28,960,887	$ 314,694,496	$ 124,263,797	$ 2,762,560,025	$ (397,500,764)	$ 2,365,059,261
EXPENDITURES								
PERSONAL SERVICES	$ 473,481,458	$ 390,343,596	$ -	$ 4,057,534	$ 8,703,225	$ 876,585,813	$ -	$ 876,585,813
SUPPLIES & SERVICES	531,290,349	229,504,822	-	21,419,500	70,651,071	852,865,742	(67,940,624)	784,925,118
CAPITAL OUTLAY	30,047,681	24,213,992	17,691,300	93,717,000	666,888	166,336,861	-	166,336,861
TRANSFERS OUT	168,953,088	74,135,791	-	-	811,209	243,900,088	(329,560,140)	(85,660,052)
EXPENDITURES SUBTOTAL	$ 1,203,772,576	$ 718,198,201	$ 17,691,300	$ 119,194,034	$ 80,832,393	$ 2,139,688,504	$ (397,500,764)	$ 1,742,187,740
APPROPRIATED BEGINNING FUND BALANCE	$ 212,381,047	$ 73,587,844	$ -	$ 97,675,894	$ -	$ 383,644,785	$ -	$ 383,644,785
TOTAL USES	$ 1,416,153,623	$ 791,786,045	$ 17,691,300	$ 216,869,928	$ 80,832,393	$ 2,523,333,289	$ (397,500,764)	$ 2,125,832,525
UNRESERVED/UNDESIGNATED ENDING FUND BALANCE	$ -	$ 86,701,177	$ 11,269,587	$ 97,824,568	$ 43,431,404	$ 239,226,736	$ -	$ 239,226,736
TOTAL USES AND ENDING FUND BALANCE	$ 1,416,153,623	$ 878,487,222	$ 28,960,887	$ 314,694,496	$ 124,263,797	$ 2,762,560,025	$ (397,500,764)	$ 2,365,059,261

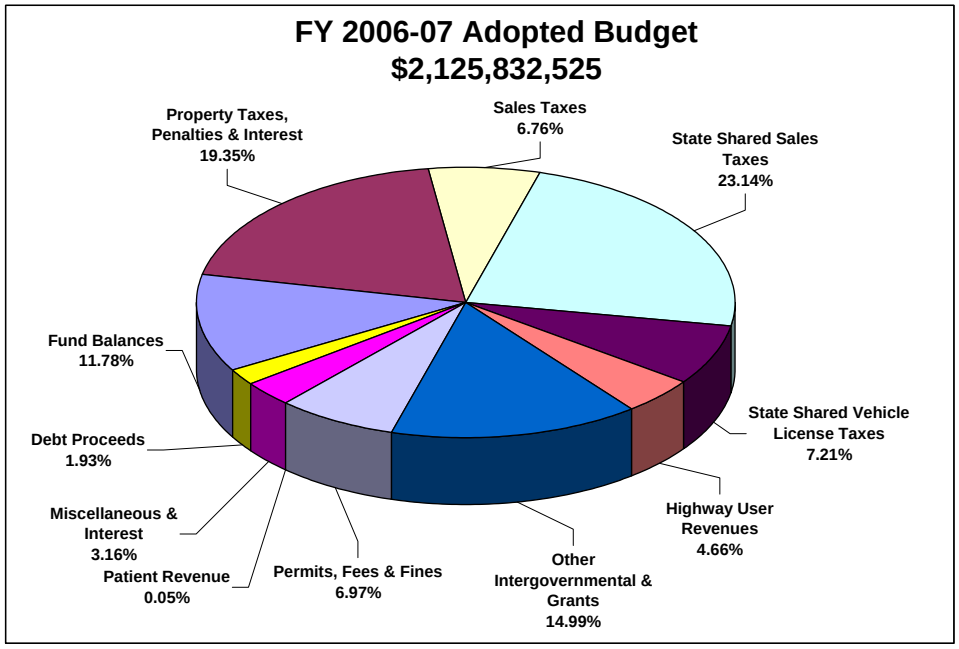
Consolidated Revenues and Expenditures by Category
FY 2005-06 Revised Restated Budget

MARICOPA COUNTY									
	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	ALL FUNDS
UNRESERVED/UNDESIGNATED BEGINNING FUND BALANCE	$ 126,533,473	$ 156,251,461	$ 28,408,184	$ 96,868,602	$ 2,668	$ 29,527,729	$ 437,592,117	$ -	$ 437,592,117
REVENUES									
PROPERTY TAXES	$ 371,224,118	$ -	$ -	$ -	$ -	$ -	$ 371,224,118	$ -	$ 371,224,118
TAX PENALTIES & INTEREST	11,834,653	-	-	-	-	-	11,834,653	-	11,834,653
SALES TAXES	-	121,632,044	-	-	-	-	121,632,044	-	121,632,044
LICENSES AND PERMITS	1,854,000	30,657,700	-	-	-	-	32,511,700	-	32,511,700
GRANTS	-	134,044,445	-	-	-	-	134,044,445	-	134,044,445
OTHER INTERGOVERNMENTAL	76,373,561	50,671,648	3,293,935	29,366,281	-	24,673,269	184,378,694	-	184,378,694
PAYMENTS IN LIEU OF TAXES	8,029,157	-	-	-	-	-	8,029,157	-	8,029,157
STATE SHARED SALES TAX	407,330,479	-	-	-	-	-	407,330,479	-	407,330,479
STATE SHARED HIGHWAY USER REV	-	94,948,883	-	-	-	-	94,948,883	-	94,948,883
STATE SHARED VEHICLE LICENSE	126,127,849	8,530,000	-	-	-	-	134,657,849	-	134,657,849
OTHER CHARGES FOR SERVICES	23,139,516	46,440,662	-	-	-	8,824,930	78,405,108	-	78,405,108
INTERNAL SERVICE CHARGES	4,579,754	-	-	-	-	66,416,107	70,995,861	(70,995,861)	-
PATIENT SERVICE REVENUE	46,237	1,198,557	-	-	81,569,822	-	82,814,616	-	82,814,616
FINES & FORFEITS	12,456,658	5,789,377	-	-	-	-	18,246,035	-	18,246,035
INTEREST EARNINGS	4,523,265	1,902,961	1,400,000	-	-	912,897	8,739,123	-	8,739,123
MISCELLANEOUS REVENUE	2,343,166	34,596,917	-	4,148,623	-	25,966	41,114,672	-	41,114,672
GAIN ON FIXED ASSETS	17,949	200,000	-	-	-	-	217,949	-	217,949
PROCEEDS OF FINANCING	-	-	-	39,000,000	-	-	39,000,000	-	39,000,000
TRANSFERS IN	7,451,655	146,150,163	2,571,736	96,469,183	39,938,573	-	292,581,310	(292,581,310)	-
TOTAL REVENUE	$ 1,057,332,017	$ 676,763,357	$ 7,265,671	$ 168,984,087	$ 121,508,395	$ 100,853,169	$ 2,132,706,696	$ (363,577,171)	$ 1,769,129,525
TOTAL SOURCES	$ 1,183,865,490	$ 833,014,818	$ 35,673,855	$ 265,852,689	$ 121,511,063	$ 130,380,898	$ 2,570,298,813	$ (363,577,171)	$ 2,206,721,642
EXPENDITURES									
PERSONAL SERVICES	$ 410,170,224	$ 384,796,744	$ -	$ 3,959,684	$ 9,395,511	$ 8,413,773	$ 816,735,935	$ -	$ 816,735,935
SUPPLIES & SERVICES	463,782,382	203,240,295	-	18,814,797	87,426,921	92,357,695	865,622,091	(70,995,861)	794,626,230
CAPITAL OUTLAY	24,085,836	28,416,624	28,688,181	87,796,528	15,645	1,804,147	170,806,961	-	170,806,961
TRANSFERS OUT	148,376,099	73,584,352	-	63,045	470,318	871,082	223,364,896	(292,581,310)	(69,216,414)
EXPENDITURES SUBTOTAL	$ 1,046,414,541	$ 690,038,015	$ 28,688,181	$ 110,634,054	$ 97,308,395	$ 103,446,697	$ 2,076,529,883	$ (363,577,171)	$ 1,712,952,712
APPROPRIATED BEGINNING FUND BALANCE	$ 137,234,312	$ 51,390,276	$ -	$ 117,090,529	$ -	$ -	$ 305,715,117	$ -	$ 305,715,117
TOTAL USES	$ 1,183,648,853	$ 741,428,291	$ 28,688,181	$ 227,724,583	$ 97,308,395	$ 103,446,697	$ 2,382,245,000	$ (363,577,171)	$ 2,018,667,829
UNRESERVED/UNDESIGNATED ENDING FUND BALANCE	$ 216,636	$ 91,586,527	$ 6,985,674	$ 38,128,106	$ 24,202,668	$ 26,934,201	$ 188,053,812	$ -	$ 188,053,813
TOTAL USES AND ENDING FUND BALANCE	$ 1,183,865,489	$ 833,014,818	$ 35,673,855	$ 265,852,689	$ 121,511,063	$ 130,380,898	$ 2,570,298,812	$ (363,577,171)	$ 2,206,721,642

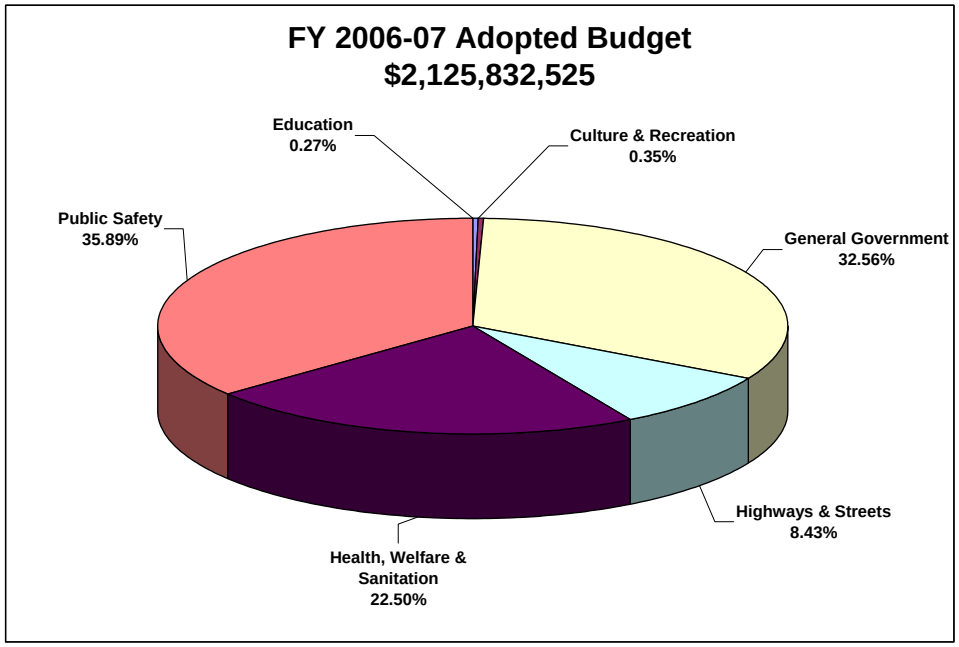
Consolidated Revenues and Expenditures by Category
FY 2005-06 Adopted Restated Budget

MARICOPA COUNTY									
	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	ALL FUNDS
UNRESERVED/UNDESIGNATED BEGINNING FUND BALANCE	$ 102,333,473	$ 156,251,461	$ 28,408,184	$ 96,868,602	$ 2,668	$ 29,527,729	$ 413,392,117	$ -	$ 413,392,117
REVENUES									
PROPERTY TAXES	$ 371,224,118	$ -	$ -	$ -	$ -	$ -	$ 371,224,118	$ -	$ 371,224,118
TAX PENALTIES & INTEREST	11,834,653	-	-	-	-	-	11,834,653	-	11,834,653
SALES TAXES	-	121,632,044	-	-	-	-	121,632,044	-	121,632,044
LICENSES AND PERMITS	1,854,000	29,270,980	-	-	-	-	31,124,980	-	31,124,980
GRANTS	-	129,457,238	-	-	-	-	129,457,238	-	129,457,238
OTHER INTERGOVERNMENTAL	75,225,413	50,311,730	3,293,935	29,366,281	-	24,626,060	182,823,419	-	182,823,419
PAYMENTS IN LIEU OF TAXES	8,029,157	-	-	-	-	-	8,029,157	-	8,029,157
STATE SHARED SALES TAX	407,330,479	-	-	-	-	-	407,330,479	-	407,330,479
STATE SHARED HIGHWAY USER REV	-	94,948,883	-	-	-	-	94,948,883	-	94,948,883
STATE SHARED VEHICLE LICENSE	126,127,849	8,530,000	-	-	-	-	134,657,849	-	134,657,849
OTHER CHARGES FOR SERVICES	23,125,479	45,593,913	-	-	-	8,863,604	77,582,996	-	77,582,996
INTERNAL SERVICE CHARGES	4,549,469	-	-	-	-	66,416,520	70,965,989	(70,965,989)	-
PATIENT SERVICE REVENUE	52,848	1,198,557	-	-	81,569,822	-	82,821,227	-	82,821,227
FINES & FORFEITS	12,457,158	5,312,377	-	-	-	-	17,769,535	-	17,769,535
INTEREST EARNINGS	4,503,265	1,578,590	1,400,000	-	-	900,000	8,381,855	-	8,381,855
MISCELLANEOUS REVENUE	2,336,555	36,725,388	-	4,148,623	-	12,885	43,223,451	-	43,223,451
GAIN ON FIXED ASSETS	-	200,000	-	-	-	-	200,000	-	200,000
PROCEEDS OF FINANCING	-	-	-	39,000,000	-	-	39,000,000	-	39,000,000
TRANSFERS IN	7,451,655	145,804,861	2,571,736	91,042,530	5,971,135	-	252,841,917	(252,841,917)	-
REVENUES SUBTOTAL	$ 1,056,102,098	$ 670,564,561	$ 7,265,671	$ 163,557,434	$ 87,540,957	$ 100,819,069	$ 2,085,849,790	$ (323,807,906)	$ 1,762,041,884
TOTAL SOURCES	$ 1,158,435,571	$ 826,816,022	$ 35,673,855	$ 260,426,036	$ 87,543,625	$ 130,346,798	$ 2,499,241,907	$ (323,807,906)	$ 2,175,434,001
EXPENDITURES									
PERSONAL SERVICES	$ 405,417,975	$ 374,915,289	$ -	$ 3,959,784	$ 5,417,588	$ 8,011,058	$ 797,721,694	$ -	$ 797,721,694
SUPPLIES & SERVICES	467,682,868	211,514,819	-	18,716,032	81,590,471	92,579,381	872,083,571	(70,965,989)	801,117,582
CAPITAL OUTLAY	23,851,829	24,812,210	17,416,902	87,895,193	62,580	1,594,715	155,633,429	-	155,633,429
TRANSFERS OUT	148,376,099	73,987,397	-	63,045	470,318	871,082	223,767,941	(252,841,917)	(29,073,976)
EXPENDITURES SUBTOTAL	$ 1,045,328,771	$ 685,229,715	$ 17,416,902	$ 110,634,054	$ 87,540,957	$ 103,056,236	$ 2,049,206,635	$ (323,807,906)	$ 1,725,398,729
APPROPRIATED BEGINNING FUND BALANCE	$ 113,106,801	$ 51,463,954	$ -	$ 105,428,056	$ -	$ -	$ 269,998,811	$ -	$ 269,998,811
TOTAL USES	$ 1,158,435,572	$ 736,693,669	$ 17,416,902	$ 216,062,110	$ 87,540,957	$ 103,056,236	$ 2,319,205,446	$ (323,807,906)	$ 1,995,397,540
UNRESERVED/UNDESIGNATED ENDING FUND BALANCE	$ -	$ 90,122,353	$ 18,256,953	$ 44,363,926	$ 2,668	$ 27,290,562	$ 180,036,462	$ -	$ 180,036,461
TOTAL USES AND ENDING FUND BALANCE	$ 1,158,435,572	$ 826,816,022	$ 35,673,855	$ 260,426,036	$ 87,543,625	$ 130,346,798	$ 2,499,241,908	$ (323,807,906)	$ 2,175,434,001

Sources of Funds



Uses of Funds



Reconciliation of Expenditures FY 2005-06 Adopted to FY 2005-06 Adopted Restated Budget

FUND	FY 2005-06 ADOPTED BUDGET	FY 2005-06 ADOPTED RESTATED	$ VARIANCE	% VARIANCE
General Fund	$ 1,158.4	$ 1,158.4	$ -	0.00%
Special Revenue Funds	736.2	736.7	(0.5)	(0.07%)
Debt Service Funds	17.4	17.4	-	0.00%
Capital Projects Funds	216.1	216.1	-	0.00%
Enterprise Funds	88.3	87.5	0.8	0.91%
Internal Service Funds	103.1	103.1	-	0.00%
Eliminations	(330.8)	(323.8)	(7.0)	2.12%
	$ 1,988.8	$ 1,995.4	$ (6.6)	(0.33%)

	Fund Type							
Description	General	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Eliminations	All Funds
Restatement of Solid Waste from Enterprise Funds	$ -	$ (0.8)	$ -	$ -	$ 0.8	$ -	$ -	$ -
Restatement of Research and Reporting to General Fund	-	0.3	-	-	-	-	(0.3)	-
Restatement of District Transactions from Internal Service to Intergovernmental	-	-	-	-	-	-	(6.6)	(6.6)
	$ -	$ (0.5)	$ -	$ -	$ 0.8	$ -	$ (7.0)	$ (6.6)

Reconciliation of Expenditures FY 2005-06 Adopted Restated to FY 2005-06 Revised Budget

FUND	FY 2005-06 ADOPTED RESTATED	FY 2005-06 REVISED RESTATED	$ VARIANCE	% VARIANCE
General Fund	$ 1,158.4	$ 1,183.6	$ (25.2)	(2.18%)
Special Revenue Funds	736.7	741.4	(4.7)	(0.64%)
Debt Service Funds	17.4	28.7	(11.3)	(64.94%)
Capital Projects Funds	216.1	227.7	(11.6)	(5.37%)
Enterprise Funds	87.5	97.3	(9.8)	(11.20%)
Internal Service Funds	103.1	103.4	(0.3)	(0.29%)
Eliminations	(323.8)	(363.6)	39.8	(12.29%)
	$ 1,995.4	$ 2,018.7	$ (23.1)	(1.16%)

	Fund Type							
Description	General	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Eliminations	All Funds
Change in Expenditures and Fund Transfers related to the Health Plans	$ (24.2)	-	$ -	$ -	(9.8)	$ -	34.0	$ 0.1
Increase in Expenditures Related to Sheriff IGA's	(0.3)	-	-	-	-	-	-	(0.3)
Increase in Expenditures Related to Sheriff Federal disaster reimbursements	(1.4)	-	-	-	-	-	-	(1.4)
Increase in RICO and Jail Enhancement Expenditure Authority	-	(0.9)	-	-	-	-	-	(0.9)
Net Change in Elected Official Grants	-	(2.0)	-	-	-	-	-	(2.0)
Net Change in Judicial Department Grants	-	(1.9)	-	-	-	-	-	(1.9)
Net Change in Appointed Department Grants	-	(1.4)	-	-	-	-	-	(1.4)
Decrease in Expenditures for Carryover projects	0.1	(0.1)	-	-	-	-	-	-
Decrease in Expenditures related to SHCD discontinuing Benefits	0.5	-	-	-	-	-	-	0.5
Net Change related to Pay-For-Performance	-	0.7	-	-	-	(0.1)	-	0.6
Defeasance of Debt- Medical Center Building	-	-	(11.3)	-	-	-	-	(11.3)
Increase in Capital Project spending	-	-	-	(11.6)	-	-	6.2	(5.5)
Increase in Materials Management's Spending Related to Capital Equipment	-	0.2	-	-	-	(0.2)	-	0.0
Decrease in Transportation Fund Transfer to Captial Fund	-	0.7	-	-	-	-	(0.7)	-
Transfer from Trial Courts to Judicial Enhancement	-	-	-	-	-	-	0.3	0.3
	$ (25.2)	$ (4.7)	$ (11.3)	$ (11.6)	$ (9.8)	$ (0.3)	$ 39.8	$ (23.1)

Reconciliation of Expenditures FY 2005-06 Revised to FY 2006-07 Adopted Budget

FUND	FY 2005-06 REVISED RESTATED	FY 2006-07 ADOPTED	$ VARIANCE	% VARIANCE
General Fund	$ 1,183.6	$ 1,416.1	$ (232.5)	(19.6%)
Special Revenue Funds	741.4	791.8	(50.4)	(6.8%)
Debt Service Funds	28.7	17.7	11.0	38.3%
Capital Projects Funds	227.7	216.9	10.8	4.7%
Enterprise Funds	97.3	-	97.3	100.0%
Internal Service Funds	103.4	80.8	22.6	21.9%
Eliminations	(363.6)	(397.5)	33.9	(9.3%)
	$ 2,018.7	$ 2,125.8	$ (107.3)	(5.3%)

Source of Change	All Funds $ Variance	All Funds % Variance	General Fund $ Variance	General Fund % Variance
Non-Recurring				
Appropriated Fund Balance (Net of Fund Transfers)	$ (54.6)	(2.7%)	$ (55.5)	(4.7%)
Capital Improvement Programs	(38.8)	1.9%	(79.3)	(6.7%)
Other	7.6	0.4%	2.1	0.2%
Primary/General Election Costs	(5.8)	(0.3%)	(5.8)	(0.5%)
Software	(16.5)	(0.8%)	(11.4)	(1.0%)
Termination of Managed Care System	-	0.0%	39.9	3.4%
Non-Recurring Total	$ (108.1)	(5.4%)	$ (110.0)	(9.3%)
Recurring				
Non-Discretionary				
Mandated Health Care	$ (14.9)	(0.7%)	$ (14.9)	(1.3%)
Other Mandates	(11.9)	(0.6%)	(23.1)	(2.0%)
Non-Discretionary Total	$ (26.8)	(1.3%)	$ (38.0)	(3.2%)
Discretionary				
Annualizations and Rate/Volume Adjustments	$ 16.4	0.8%	$ (13.6)	(1.1%)
Compensation	(69.7)	(3.5%)	(54.5)	(4.6%)
New Initiatives	(26.5)	(1.3%)	(15.0)	(1.3%)
Other Adjustments	119.3	5.9%	10.5	0.9%
Technology	(12.0)	(0.6%)	(12.0)	(1.0%)
Discretionary Total	$ 27.6	1.4%	$ (84.6)	(7.1%)
Recurring Total	$ 0.8	0.0%	$ (122.58)	(10.4%)
Total	$ (107.3)	(5.3%)	$ (232.5)	(19.6%)

Reconciliation of Expenditures FY 2005-06 Revised to FY 2006-07 Adopted Budget (Continued)

	Fund Type							
Description	**General**	**Special Revenue**	**Debt Service**	**Capital Projects**	**Enterprise**	**Internal Service**	**Eliminations**	**All Funds**
Annualizations and Rate/Volume Adjustments								
Base-Level Operating Adjustments	$ 8.9	$ 16.0	$ -	$ -	$ -	$ (0.1)	$ (0.8)	$ 24.1
Desktop PC Replacement	(0.5)	-	-	-	-	-	-	(0.5)
Employee Benefits Volume Change Due to Special Health Care District Discontinuing Benefits with County	-	-	-	-	-	12.4	-	12.4
External Health Care Costs	-	(1.0)	-	-	-	-	-	(1.0)
Fuel	(0.5)	(0.2)	-	-	-	(1.5)	1.5	(0.7)
FY 2006 Initiatives	(0.5)	(0.2)	-	-	-	-	-	(0.7)
General Liability Claims Rate Increase	-	-	-	-	-	(1.0)	1.0	-
Indigent Representation - Outside Contracts	(2.8)	-	-	-	-	-	-	(2.8)
Internal Service Charges	(3.0)	(0.4)	-	-	-	-	-	(3.4)
Juvenile Probation (HB 2819)	(7.4)	7.6	-	-	-	-	-	0.1
Malpractice Claims Rate Increase	-	-	-	-	-	(2.0)	2.0	-
Mental Health Services	(0.4)	0.5	-	-	-	-	-	0.1
Mid-Year Adjustments	(1.5)	(1.0)	-	-	-	-	-	(2.4)
Nursing Registry	-	0.4	-	-	-	-	-	0.4
On-Call Plan Review/ Orthophotography Aerial Services	-	(0.4)	-	-	-	-	-	(0.4)
Rule 11 Mental Health Exams	0.8	-	-	-	-	-	-	0.8
Sheriff's Office IGA's	(2.2)	-	-	-	-	-	-	(2.2)
Staffing Increases	(2.7)	(2.5)	-	-	-	-	-	(5.1)
Tuberculosis Services	(0.2)	-	-	-	-	-	-	(0.2)
Utilities	(1.4)	-	-	-	-	-	-	(1.4)
Vehicles	-	(0.5)	-	-	-	-	-	(0.5)
West Nile Virus	(0.2)	-	-	-	-	-	-	(0.2)
Annualizations and Rate/Volume Adjustments Total	**$ (13.6)**	**$ 18.4**	**$ -**	**$ -**	**$ -**	**$ 7.8**	**$ 3.7**	**$ 16.4**
Capital Improvement Projects								
Capital Improvement Projects (See Schedule)	$ (22.2)	$ (26.0)	$ -	$ 21.3	$ -	$ -	$ 46.3	$ 19.4
CIP-Related Debt Service	(38.1)	(1.3)	-	-	-	-	-	(39.4)
Lease Terminations	1.0	0.2	-	-	-	-	-	1.2
Parks Capital Projects	-	-	-	(10.5)	-	-	10.5	-
Property Acquisition	(20.0)	-	-	-	-	-	-	(20.0)
Capital Improvement Projects Total	**$ (79.3)**	**$ (27.1)**	**$ -**	**$ 10.8**	**$ -**	**$ -**	**$ 56.7**	**$ (38.8)**
Compensation								
Employee Benefits Rate/Volume Changes	$ (1.9)	$ (2.1)	$ -	$ -	$ -	$ 13.9	$ (6.7)	$ 3.1
Market-Based Salary Adjustments	(41.3)	(11.2)	-	-	-	-	-	(52.5)
Pay for Performance	(11.3)	(9.0)	-	-	-	(0.2)	0.2	(20.3)
Compensation Total	**$ (54.5)**	**$ (22.3)**	**$ -**	**$ -**	**$ -**	**$ 13.7**	**$ (6.5)**	**$ (69.7)**
Mandated Health Care								
AHCCCS Contribution Change (HB 2819)	$ 7.4	$ -	$ -	$ -	$ -	$ -	$ -	$ 7.4
ALTCS Contribution Change	(20.3)	-	-	-	-	-	-	(20.3)
Arnold vs. Sarn IGA Increase	(2.0)	-	-	-	-	-	-	(2.0)
Mandated Health Care Total	**$ (14.9)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ (14.9)**
New Initiatives								
Adult Probation Initiatives	$ (2.4)	$ (0.9)	$ -	$ -	$ -	$ -	$ -	$ (3.3)
Correctional Health: Sick Call Treatment	-	(0.6)	-	-	-	-	-	(0.6)
Court Initiatives	(5.6)	-	-	-	-	-	-	(5.6)
Election-Related Increases	(4.5)	-	-	-	-	-	-	(4.5)
Inmate Addiction Recovery	-	(1.0)	-	-	-	-	-	(1.0)
Inmate Fingerprint Identification	-	(0.4)	-	-	-	-	-	(0.4)
Inmate-Related Mandates - Laundry	-	(0.4)	-	-	-	-	-	(0.4)
Justice Reserve	-	(5.0)	-	-	-	-	-	(5.0)
Planning & Development Contracted Plan Services	-	(0.5)	-	-	-	-	-	(0.5)
Property and Evidence Bar Coding System	(0.1)	-	-	-	-	-	-	(0.1)
Seriously Mentally Ill Intervention Pilot Project	(1.2)	-	-	-	-	-	-	(1.2)
Sexually Transmitted Disease Testing/Treatment	(0.8)	-	-	-	-	-	-	(0.8)
Sheriff Criminal Investigation Bureau	(0.4)	-	-	-	-	-	-	(0.4)
Waste Tire Collection/Disposal	-	(2.6)	-	-	-	-	-	(2.6)
New Initiatives Total	**$ (15.0)**	**$ (11.5)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ (26.5)**

Reconciliation of Expenditures FY 2005-06 Revised to FY 2006-07 Adopted Budget (Continued)

	Fund Type							
Description	**General**	**Special Revenue**	**Debt Service**	**Capital Projects**	**Enterprise**	**Internal Service**	**Eliminations**	**All Funds**
Other Adjustments								
Debt Service Payments	$ 5.5	$ -	$ 11.0	$ -	$ -	$ -	$ 6.7	$ 23.2
Fund Transfers (See Schedule)	1.7	(0.8)	-	-	-	-	(0.9)	-
Grant Awards and Carry-Over	-	3.2	-	-	-	-	-	3.2
New Facility Operating Costs	(7.2)	-	-	-	-	-	-	(7.2)
Other General Government Adjustments (See Schedule)	(0.6)	(5.4)	-	-	-	-	-	(6.1)
Revenue Changes	-	(3.1)	-	-	-	-	-	(3.1)
Special Health Care District Loan	15.0	-	-	-	-	-	-	15.0
Termination of Managed Care Systems	(2.4)	-	-	-	97.3	-	-	94.9
Transfer Operating Expenditures Between Funds	(1.6)	1.0	-	-	-	-	-	(0.6)
Other Adjustments Total	**$ 10.5**	**$ (5.2)**	**$ 11.0**	**$ -**	**$ 97.3**	**$ -**	**$ 5.8**	**$ 119.3**
Other Mandates								
Elected Official Pay Increases	$ (0.6)	$ -	$ -	$ -	$ -	$ -	$ -	$ (0.6)
Jail Excise Tax Maintenance of Effort	(15.2)	-	-	-	-	-	15.2	-
Retirement Plan Increases	(7.4)	(3.9)	-	-	-	(0.1)	0.1	(11.3)
Other Mandates	**$ (23.1)**	**$ (3.9)**	**$ -**	**$ -**	**$ -**	**$ (0.1)**	**$ 15.3**	**$ (11.9)**
Other Non-Recurring Adjustments								
Crime Prevention	$ (6.0)	$ -	$ -	$ -	$ -	$ -	$ -	$ (6.0)
Meth Project	(2.5)	-	-	-	-	-	-	(2.5)
Non-Recurring Expenditures	15.2	5.5	-	-	-	1.2	(1.2)	20.6
Other Appropriated Fund Balance Adjustments (See Schedule)	(55.5)	0.9	-	-	-	-	-	(54.6)
Primary/General Election Costs	(5.8)	-	-	-	-	-	-	(5.8)
Regional Schools Deficit	(4.5)	-	-	-	-	-	-	(4.5)
Software Purchases	(11.4)	(5.1)	-	-	-	-	-	(16.5)
Termination of Managed Care Systems	39.9	-	-	-	-	-	(39.9)	-
Other Non-Recurring Adjustments Total	**$ (30.6)**	**$ 1.3**	**$ -**	**$ -**	**$ -**	**$ 1.2**	**$ (41.1)**	**$ (69.3)**
Technology								
Technology Purchases and Maintenance	$ (12.0)	$ -	$ -	$ -	$ -	$ -	$ -	$ (12.0)
Technology Total	**$ (12.0)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ (12.0)**
Total	**$ (232.5)**	**$ (50.4)**	**$ 11.0**	**$ 10.8**	**$ 97.3**	**$ 22.6**	**$ 33.9**	**$ (107.3)**

Consolidated Revenues by Fund Type

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
ALL FUNDS							
JUDICIAL BRANCH							
110 ADULT PROBATION	$ 14,228,159	$ 14,482,944	$ 14,489,781	$ 15,409,205	$ 14,742,007	$ 252,226	1.7%
270 JUVENILE PROBATION	15,423,960	15,493,533	17,486,532	15,908,315	7,421,459	(10,065,073)	-57.6%
800 TRIAL COURTS	33,023,676	31,702,506	31,941,146	33,476,511	35,220,627	3,279,481	10.3%
SUBTOTAL	$ 62,675,795	$ 61,678,983	$ 63,917,459	$ 64,794,031	$ 57,384,093	$ (6,533,366)	-10.2%
ELECTED OFFICIAL							
120 ASSESSOR	$ 247,790	$ 133,669	$ 133,669	$ 189,012	$ 150,000	$ 16,331	12.2%
160 CLERK OF THE SUPERIOR COURT	14,206,032	13,984,742	14,702,202	16,180,003	16,073,385	1,371,183	9.3%
190 COUNTY ATTORNEY	16,520,684	17,366,694	17,490,893	17,563,930	17,760,612	269,719	1.5%
210 ELECTIONS	4,883,967	1,048,100	1,048,100	1,076,100	2,579,500	1,531,400	146.1%
250 CONSTABLES	1,821,749	1,771,057	1,771,057	1,983,416	1,985,000	213,943	12.1%
360 RECORDER	22,331,212	17,463,600	17,463,600	23,471,538	19,546,000	2,082,400	11.9%
370 SUPERINTENDENT OF SCHOOLS	196,702	155,000	155,000	208,399	3,858,304	3,703,304	2389.2%
430 TREASURER	4,530	4,000	4,000	3,853	4,000	-	0.0%
500 SHERIFF	44,820,453	55,194,291	58,900,197	52,429,295	57,582,359	(1,317,838)	-2.2%
SUBTOTAL	$ 105,033,120	$ 107,121,153	$ 111,668,718	$ 113,105,547	$ 119,539,160	$ 7,870,442	7.0%
APPOINTED DEPARTMENT							
060 CLERK OF THE BOARD	$ 5	$ -	$ -	$ -	$ -	$ -	
150 EMERGENCY MANAGEMENT	1,000,035	855,797	948,776	1,002,550	1,203,087	254,311	26.8%
170 COMMUNITY DEVELOPMENT	3,279,133	15,997,531	15,997,531	8,222,216	13,544,325	(2,453,206)	-15.3%
180 FINANCE	585,922	-	125,647	547,441	375,932	250,285	199.2%
200 COUNTY MANAGERS OFFICE	10,534	-	-	-	-	-	
220 HUMAN SERVICES	33,566,400	37,977,848	37,767,603	36,309,866	37,826,442	58,839	0.2%
230 INTERNAL AUDIT	925	85	85	205	85	-	0.0%
260 CORRECTIONAL HEALTH	94,865	522,795	522,795	574,304	708,360	185,565	35.5%
290 MEDICAL EXAMINER	240,145	162,689	162,689	173,285	123,974	(38,715)	-23.8%
300 PARKS & RECREATION	5,372,236	4,712,780	5,068,386	5,051,131	5,071,355	2,969	0.1%
310 HUMAN RESOURCES	44,051	36,350	36,350	39,789	57,410	21,060	57.9%
340 PUBLIC FIDUCIARY	757,955	750,000	750,000	784,022	750,000	-	0.0%
350 EMPLOYEE HEALTH INITIATIVES	50,209,346	52,565,987	52,017,240	48,118,393	25,114,253	(26,902,987)	-51.7%
390 HEALTH CARE MANDATES	83,560,420	63,419,448	63,419,448	63,419,448	63,419,448	-	0.0%
410 ENTERPRISE TECHNOLOGY	16,677,036	15,232,361	15,232,361	16,408,352	16,557,997	1,325,636	8.7%
440 PLANNING & DEVELOPMENT	13,135,973	12,252,430	13,444,466	14,110,745	18,276,178	4,831,712	35.9%
460 RESEARCH & REPORTING	118,483	-	-	20,085	-	-	
470 GENERAL GOVERNMENT	1,162,948,747	1,235,672,749	1,234,287,570	1,329,012,268	1,425,488,701	191,201,131	15.5%
480 APPROPRIATED FUND BALANCE	98,376,340	66,746,348	72,921,348	34,773,908	130,069,052	57,147,704	78.4%
520 PUBLIC DEFENDER	2,119,050	2,279,664	2,485,181	3,238,551	2,652,570	167,389	6.7%
540 LEGAL DEFENDER	84,805	125,242	132,242	134,012	151,594	19,352	14.6%
550 LEGAL ADVOCATE	35,995	39,500	39,500	16,000	37,500	(2,000)	-5.1%
560 CONTRACT COUNSEL	27,899	40,000	40,000	419,855	419,900	379,900	949.8%
600 MARICOPA MANAGED CARE SYSTEMS	383,430,003	87,540,957	121,508,395	129,609,235	-	(121,508,395)	-100.0%
620 MARICOPA EVENTS CENTER	-	-	-	-	75,000	75,000	
640 TRANSPORTATION	113,376,684	137,326,586	137,326,586	126,486,252	155,149,452	17,822,866	13.0%
670 SOLID WASTE	5,496,111	4,815,000	4,815,000	5,449,319	5,644,500	829,500	17.2%
700 FACILITIES MANAGEMENT	99,219	95,555	95,555	100,441	95,555	-	0.0%
730 MATERIALS MANAGEMENT	1,576,743	1,018,844	1,018,844	1,045,667	1,018,844	-	0.0%
740 EQUIPMENT SERVICES	10,528,464	10,596,904	10,631,004	12,706,435	12,280,301	1,649,297	15.5%
750 RISK MANAGEMENT	26,734,933	23,116,120	23,116,120	24,879,229	26,750,000	3,633,880	15.7%
790 ANIMAL CARE & CONTROL	8,662,637	8,665,674	8,755,116	8,942,561	10,639,396	1,884,280	21.5%
850 AIR QUALITY	10,075,971	10,840,375	10,985,275	13,544,098	15,946,494	-	0.0%
860 PUBLIC HEALTH	43,163,336	44,943,109	44,900,956	45,550,234	47,702,445	2,801,489	6.2%
880 ENVIRONMENTAL SERVICES	13,308,656	11,190,138	11,806,009	12,295,574	12,322,401	516,392	4.4%
980 ELIMINATIONS	(361,724,432)	(256,297,118)	(296,814,730)	(306,793,110)	(331,079,203)	(34,264,473)	-11.5%
SUBTOTAL	$ 1,726,974,626	$ 1,593,241,748	$ 1,593,543,348	$ 1,636,192,363	$ 1,698,393,348	$ 104,850,000	6.6%
MARICOPA COUNTY	**$ 1,894,683,540**	**$ 1,762,041,884**	**$ 1,769,129,525**	**$ 1,814,091,941**	**$ 1,875,316,601**	**$ 106,187,076**	**6.0%**

Consolidated Revenues by Fund Type / Department (Continued)

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY2006-07 ADOPTED	ADOPTED VS. REVISED VAR	ADOPTED VS. REVISED %
GENERAL FUND							
JUDICIAL BRANCH							
270 JUVENILE PROBATION	$ 25,071	$ 14,000	$ 14,000	$ 14,938	$ 14,000	$ -	0.0%
800 TRIAL COURTS	17,612,064	15,028,261	15,028,261	16,845,199	18,162,083	3,133,822	20.9%
SUBTOTAL	$ 17,637,135	$ 15,042,261	$ 15,042,261	$ 16,860,136	18,176,083	3,133,822	20.8%
ELECTED OFFICIAL							
120 ASSESSOR	$ 247,790	$ 133,669	$ 133,669	$ 189,012	$ 150,000	$ 16,331	12.2%
160 CLERK OF THE SUPERIOR COURT	7,717,360	6,105,265	6,105,265	7,588,843	7,766,749	1,661,484	27.2%
190 COUNTY ATTORNEY	4,166,227	5,082,022	5,082,022	5,008,053	5,842,476	760,454	15.0%
210 ELECTIONS	4,883,967	1,048,100	1,048,100	1,076,100	2,579,500	1,531,400	146.1%
250 CONSTABLES	1,821,749	1,771,057	1,771,057	1,983,416	1,985,000	213,943	12.1%
360 RECORDER	15,360,664	12,093,600	12,093,600	17,125,843	13,246,000	1,152,400	9.5%
370 SUPERINTENDENT OF SCHOOLS	196,702	155,000	155,000	208,399	210,000	55,000	35.5%
430 TREASURER	4,530	4,000	4,000	3,853	4,000	-	0.0%
500 SHERIFF	5,817,551	5,947,027	7,600,046	7,516,894	9,066,716	1,466,670	19.3%
SUBOTAL	$ 40,216,541	$ 32,339,740	$ 33,992,759	$ 40,700,414	$ 40,850,441	$ 6,857,682	20.2%
APPOINTED DEPARTMENT							
060 CLERK OF THE BOARD	$ 5	$ -	$ -	$ -	$ -	$ -	
150 EMERGENCY MANAGEMENT	-	-	-	209	-	-	
180 FINANCE	585,922	-	125,647	547,441	375,932	250,285	199.2%
200 COUNTY MANAGERS OFFICE	1,521	-	-	-	-	-	
230 INTERNAL AUDIT	925	85	85	205	85	-	0.0%
290 MEDICAL EXAMINER	198,338	150,000	150,000	124,001	123,974	(26,026)	-17.4%
310 HUMAN RESOURCES	44,051	36,350	36,350	39,789	57,410	21,060	57.9%
340 PUBLIC FIDUCIARY	757,955	750,000	750,000	784,022	750,000	-	0.0%
350 EMPLOYEE HEALTH INITIATIVES	25,889	1,594,188	1,045,441	1,455,905	485,364	(560,077)	-53.6%
390 HEALTH CARE MANDATES	83,560,420	63,419,448	63,419,448	63,419,448	63,419,448	-	0.0%
460 RESEARCH & REPORTING	118,483	-	-	20,085	-	-	
470 GENERAL GOVERNMENT	903,319,297	942,368,829	942,368,829	1,017,896,779	1,078,737,888	136,369,059	14.5%
480 APPROPRIATED FUND BALANCE	40,921,798	30,983	30,983	35,958	-	(30,983)	-100.0%
520 PUBLIC DEFENDER	85,785	52,000	52,000	105,994	125,737	73,737	141.8%
540 LEGAL DEFENDER	6,300	19,700	19,700	16,800	16,800	(2,900)	-14.7%
550 LEGAL ADVOCATE	21,000	20,000	20,000	16,000	20,000	-	0.0%
560 CONTRACT COUNSEL	27,899	40,000	40,000	419,855	419,900	379,900	949.8%
700 FACILITIES MANAGEMENT	99,219	95,555	95,555	100,441	95,555	-	0.0%
730 MATERIALS MANAGEMENT	461,681	116,959	116,959	116,959	116,959	-	0.0%
880 ENVIRONMENTAL SERVICES	-	26,000	26,000	-	1,000	(25,000)	-96.2%
SUBTOTAL	$ 1,030,236,487	$ 1,008,720,097	$ 1,008,296,997	$ 1,085,099,890	$ 1,144,746,052	$ 136,449,055	13.5%
MARICOPA COUNTY	**$ 1,088,090,163**	**$ 1,056,102,098**	**$ 1,057,332,017**	**$ 1,142,660,440**	**$ 1,203,772,576**	**$ 146,440,559**	**13.9%**

Consolidated Revenues by Fund Type / Department (Continued)

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
SPECIAL REVENUE							
JUDICIAL BRANCH							
110 ADULT PROBATION	$ 14,228,159	$ 14,482,944	$ 14,489,781	$ 15,409,205	$ 14,742,007	$ 252,226	1.7%
270 JUVENILE PROBATION	15,398,889	15,479,533	17,472,532	15,893,377	7,407,459	145,659	0.9%
800 TRIAL COURTS	15,411,612	16,674,245	16,912,885	16,631,312	17,058,544	(10,065,073)	-57.6%
SUBTOTAL	$ 45,038,660	$ 46,636,722	$ 48,875,198	$ 47,933,895	$ 39,208,010	$ (9,667,188)	-19.8%
ELECTED OFFICIAL							
160 CLERK OF THE SUPERIOR COURT	$ 6,488,673	$ 7,879,477	$ 8,596,937	$ 8,591,160	$ 8,306,636	$ (290,301)	-3.4%
190 COUNTY ATTORNEY	12,354,457	12,284,672	12,408,871	12,555,877	11,918,136	(490,735)	-4.0%
360 RECORDER	6,970,548	5,370,000	5,370,000	6,345,695	6,300,000	930,000	17.3%
370 SUPERINTENDENT OF SCHOOLS	-	-	-	-	3,648,304	3,648,304	
500 SHERIFF	39,002,902	49,247,264	51,300,151	44,912,401	48,515,643	(2,784,508)	-5.4%
SUBTOTAL	$ 64,816,579	$ 74,781,413	$ 77,675,959	$ 72,405,133	$ 78,688,719	$ 1,012,760	1.3%
APPOINTED DEPARTMENT							
150 EMERGENCY MANAGEMENT	$ 1,000,035	$ 855,797	$ 948,776	$ 1,002,341	$ 1,203,087	$ 254,311	26.8%
170 COMMUNITY DEVELOPMENT	3,279,133	15,997,531	15,997,531	8,222,216	13,544,325	(2,453,206)	-15.3%
220 HUMAN SERVICES	33,566,400	37,977,848	37,767,603	36,309,866	37,826,442	58,839	0.2%
260 CORRECTIONAL HEALTH	94,865	522,795	522,795	574,304	708,360	185,565	35.5%
290 MEDICAL EXAMINER	41,807	12,689	12,689	49,284	-	(12,689)	-100.0%
300 PARKS & RECREATION	5,408,233	4,747,780	5,103,386	5,086,131	5,109,355	5,969	0.1%
440 PLANNING & DEVELOPMENT	13,135,973	12,252,430	13,444,466	14,110,745	18,276,178	4,831,712	35.9%
470 GENERAL GOVERNMENT	253,466,896	286,038,249	284,653,070	301,831,172	332,372,251	47,719,181	16.8%
480 APPROPRIATED FUND BALANCE	-	-	-	1,297,752	-	-	
520 PUBLIC DEFENDER	2,033,266	2,227,664	2,433,181	3,132,557	2,526,833	93,652	3.8%
540 LEGAL DEFENDER	78,505	105,542	112,542	117,212	134,794	22,252	19.8%
550 LEGAL ADVOCATE	14,995	19,500	19,500	-	17,500	(2,000)	-10.3%
620 MARICOPA EVENTS CENTER	-	-	-	-	75,000	75,000	
640 TRANSPORTATION	104,166,278	107,960,305	107,960,305	109,862,694	115,639,261	7,678,956	7.1%
670 SOLID WASTE	5,496,111	4,815,000	4,815,000	5,449,319	5,644,500	829,500	17.2%
790 ANIMAL CARE & CONTROL	8,662,637	8,665,674	8,755,116	8,942,561	10,639,396	1,884,280	21.5%
850 AIR QUALITY	10,075,971	10,840,375	10,985,275	13,544,098	15,946,494	4,961,219	45.2%
860 PUBLIC HEALTH	43,163,336	44,943,109	44,900,956	45,550,234	47,702,445	2,801,489	6.2%
880 ENVIRONMENTAL SERVICES	13,308,656	11,164,138	11,780,009	12,295,574	12,321,401	541,392	4.6%
SUBTOTAL	$ 496,993,096	$ 549,146,426	$ 550,212,200	$ 567,378,061	$ 619,687,622	$ 69,475,422	12.6%
						-	
MARICOPA COUNTY	**$ 606,848,335**	**$ 670,564,561**	**$ 676,763,357**	**$ 687,717,089**	**$ 737,584,351**	**$ 60,820,994**	**9.0%**

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
DEBT SERVICE							
APPOINTED DEPARTMENT							
470 GENERAL GOVERNMENT	$ 6,162,554	$ 7,265,671	$ 7,265,671	$ 9,284,317	$ 14,378,562	$ 7,112,891	97.9%
SUBTOTAL	$ 6,162,554	$ 7,265,671	$ 7,265,671	$ 9,284,317	$ 14,378,562	$ 7,112,891	97.9%
MARICOPA COUNTY	**$ 6,162,554**	**$ 7,265,671**	**$ 7,265,671**	**$ 9,284,317**	**$ 14,378,562**	**$ 7,112,891**	**97.9%**

Consolidated Revenues by Fund Type / Department (Continued)

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
CAPITAL PROJECTS							
APPOINTED DEPARTMENT							
480 APPROPRIATED FUND BALANCE	$ 57,454,542	$ 66,715,365	$ 72,890,365	$ 33,440,199	$ 130,069,052	$ 57,178,687	78.4%
640 TRANSPORTATION	70,452,504	96,842,069	96,093,722	83,350,999	105,893,752	9,800,030	10.2%
SUBTOTAL	$ 127,907,046	$ 163,557,434	$ 168,984,087	$ 116,791,198	$ 235,962,804	$ 66,978,717	39.6%
MARICOPA COUNTY	**$ 127,907,046**	**$ 163,557,434**	**$ 168,984,087**	**$ 116,791,198**	**$ 235,962,804**	**$ 66,978,717**	**39.6%**

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
ENTERPRISE							
APPOINTED DEPARTMENT							
600 MARICOPA MANAGED CARE SYSTEMS	$ 383,430,003	$ 87,540,957	$ 121,508,395	$ 129,609,235	$ -	$ (121,508,395)	-100.0%
SUBTOTAL	$ 383,430,003	$ 87,540,957	$ 121,508,395	$ 129,609,235	$ -	$ (121,508,395)	-100.0%
MARICOPA COUNTY	**$ 383,430,003**	**$ 87,540,957**	**$ 121,508,395**	**$ 129,609,235**	**$ -**	**$ (121,508,395)**	**-100.0%**

INTERNAL SERVICE							
APPOINTED DEPARTMENT							
200 COUNTY MANAGERS OFFICE	$ 9,014	$ -	$ -	$ -	$ -	$ -	
350 EMPLOYEE HEALTH INITIATIVES	50,183,456	50,971,799	50,971,799	46,662,488	24,628,889	(26,342,910)	-51.7%
410 ENTERPRISE TECHNOLOGY	16,677,036	15,232,361	15,232,361	16,408,352	16,557,997	1,325,636	8.7%
730 MATERIALS MANAGEMENT	1,115,062	901,885	901,885	928,708	901,885	-	0.0%
740 EQUIPMENT SERVICES	10,528,464	10,596,904	10,631,004	12,706,435	12,280,301	1,649,297	15.5%
750 RISK MANAGEMENT	26,734,933	23,116,120	23,116,120	24,879,229	26,750,000	3,633,880	15.7%
SUBTOTAL	$ 105,247,966	$ 100,819,069	$ 100,853,169	$ 101,585,212	$ 81,119,072	$ (19,734,097)	-19.6%
MARICOPA COUNTY	**$ 105,247,966**	**$ 100,819,069**	**$ 100,853,169**	**$ 101,585,212**	**$ 81,119,072**	**$ (19,734,097)**	**-19.6%**

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
ELIMINATIONS							
APPOINTED DEPARTMENT							
300 PARKS & RECREATION	$ (35,997)	$ (35,000)	$ (35,000)	$ (35,000)	$ (38,000)	$ (3,000)	-8.6%
640 TRANSPORTATION	(61,242,098)	(67,475,788)	(66,727,441)	(66,727,441)	(66,383,561)	343,880	0.5%
980 ELIMINATIONS	(361,724,432)	(256,297,118)	(296,814,730)	(306,793,110)	(331,079,203)	(34,264,473)	-11.5%
SUBTOTAL	$ (423,002,527)	$ (323,807,906)	$ (363,577,171)	$ (373,555,551)	$ (397,500,764)	$ (33,923,593)	-9.3%
MARICOPA COUNTY	**$ (423,002,527)**	**$ (323,807,906)**	**$ (363,577,171)**	**$ (373,555,551)**	**$ (397,500,764)**	**$ (33,923,593)**	**-9.3%**

Consolidated Revenues by Department

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	ALL FUNDS
JUDICIAL								
110 ADULT PROBATION	$ -	$ 14,742,007	$ -	$ -	$ -	$ 14,742,007	$ -	$ 14,742,007
270 JUVENILE PROBATION	14,000	7,407,459	-	-	-	7,421,459	-	7,421,459
800 TRIAL COURTS	18,162,083	17,058,544	-	-	-	35,220,627	-	35,220,627
SUBTOTAL	$ 18,176,083	$ 39,208,010	$ -	$ -	$ -	$ 57,384,093	$ -	$ 57,384,093
ELECTED								
120 ASSESSOR	$ 150,000	$ -	$ -	$ -	$ -	$ 150,000	$ -	$ 150,000
160 CLERK OF THE SUPERIOR COURT	7,766,749	8,306,636	-	-	-	16,073,385	-	16,073,385
190 COUNTY ATTORNEY	5,842,476	11,918,136	-	-	-	17,760,612	-	17,760,612
210 ELECTIONS	2,579,500	-	-	-	-	2,579,500	-	2,579,500
250 CONSTABLES	1,985,000	-	-	-	-	1,985,000	-	1,985,000
360 RECORDER	13,246,000	6,300,000	-	-	-	19,546,000	-	19,546,000
370 SUPERINTENDENT OF SCHOOLS	210,000	3,648,304	-	-	-	3,858,304	-	3,858,304
430 TREASURER	4,000	-	-	-	-	4,000	-	4,000
500 SHERIFF	9,066,716	48,515,643	-	-	-	57,582,359	-	57,582,359
SUBTOTAL	$ 40,850,441	$ 78,688,719	$ -	$ -	$ -	$ 119,539,160	$ -	$ 119,539,160
APPOINTED								
150 EMERGENCY MANAGEMENT	$ -	$ 1,203,087	$ -	$ -	$ -	$ 1,203,087	$ -	$ 1,203,087
170 COMMUNITY DEVELOPMENT	-	13,544,325	-	-	-	13,544,325	-	13,544,325
180 FINANCE	375,932	-	-	-	-	375,932	-	375,932
220 HUMAN SERVICES	-	37,826,442	-	-	-	37,826,442	-	37,826,442
230 INTERNAL AUDIT	85	-	-	-	-	85	-	85
260 CORRECTIONAL HEALTH	-	708,360	-	-	-	708,360	-	708,360
290 MEDICAL EXAMINER	123,974	-	-	-	-	123,974	-	123,974
300 PARKS & RECREATION	-	5,109,355	-	-	-	5,109,355	(38,000)	5,071,355
310 HUMAN RESOURCES	57,410	-	-	-	-	57,410	-	57,410
340 PUBLIC FIDUCIARY	750,000	-	-	-	-	750,000	-	750,000
350 EMPLOYEE HEALTH INITIATIVES	485,364	-	-	-	24,628,889	25,114,253	-	25,114,253
390 HEALTH CARE MANDATES	63,419,448	-	-	-	-	63,419,448	-	63,419,448
410 ENTERPRISE TECHNOLOGY	-	-	-	-	16,557,997	16,557,997	-	16,557,997
440 PLANNING & DEVELOPMENT	-	18,276,178	-	-	-	18,276,178	-	18,276,178
470 GENERAL GOVERNMENT	1,078,737,888	332,372,251	14,378,562	-	-	1,425,488,701	-	1,425,488,701
480 APPROPRIATED FUND BALANCE	-	-	-	130,069,052	-	130,069,052	-	130,069,052
520 PUBLIC DEFENDER	125,737	2,526,833	-	-	-	2,652,570	-	2,652,570
540 LEGAL DEFENDER	16,800	134,794	-	-	-	151,594	-	151,594
550 LEGAL ADVOCATE	20,000	17,500	-	-	-	37,500	-	37,500
560 CONTRACT COUNSEL	419,900	-	-	-	-	419,900	-	419,900
620 MARICOPA EVENTS CENTER	-	75,000	-	-	-	75,000	-	75,000
640 TRANSPORTATION	-	115,639,261	-	105,893,752	-	221,533,013	(66,383,561)	155,149,452
670 SOLID WASTE	-	5,644,500	-	-	-	5,644,500	-	5,644,500
700 FACILITIES MANAGEMENT	95,555	-	-	-	-	95,555	-	95,555
730 MATERIALS MANAGEMENT	116,959	-	-	-	901,885	1,018,844	-	1,018,844
740 EQUIPMENT SERVICES	-	-	-	-	12,280,301	12,280,301	-	12,280,301
750 RISK MANAGEMENT	-	-	-	-	26,750,000	26,750,000	-	26,750,000
790 ANIMAL CARE & CONTROL	-	10,639,396	-	-	-	10,639,396	-	10,639,396
850 AIR QUALITY	-	15,946,494	-	-	-	15,946,494	-	15,946,494
860 PUBLIC HEALTH	-	47,702,445	-	-	-	47,702,445	-	47,702,445
880 ENVIRONMENTAL SERVICES	1,000	12,321,401	-	-	-	12,322,401	-	12,322,401
980 ELIMINATIONS	-	-	-	-	-	-	(331,079,203)	(331,079,203)
SUBTOTAL	$ 1,144,746,052	$ 619,687,622	$ 14,378,562	$ 235,962,804	$ 81,119,072	$ 2,095,894,112	$ (397,500,764)	$ 1,698,393,348
MARICOPA COUNTY	**$ 1,203,772,576**	**$ 737,584,351**	**$ 14,378,562**	**$ 235,962,804**	**$ 81,119,072**	**$ 2,272,817,365**	**$ (397,500,764)**	**$ 1,875,316,601**

Revenue Sources and Variance Commentary

Maricopa County collects revenues within the following general categories:

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

Basis for Estimating Revenue

According to the *Budgeting for Results Budget Policy Guidelines*, revenues are estimated conservatively for budgetary purposes, because it is preferable to err by under-estimating revenues than by over-estimating them. For major tax-based revenues, economic forecasting models are applied. The following sections describe the major revenue sources for the County, as well as the estimated collections for FY 2006-07.

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	ALL FUNDS
UNRESERVED/UNDESIGNATED BEGINNING FUND BALANCE	$ 212,381,047	$ 140,902,871	$ 14,582,325	$ 78,731,692	$ 43,144,725	$ 489,742,660	$ -	$ 489,742,660
REVENUES								
PROPERTY TAXES	$ 398,725,245	$ -	$ -	$ -	$ -	$ 398,725,245	$ -	$ 398,725,245
TAX PENALTIES & INTEREST	12,700,000	-	-	-	-	12,700,000	-	12,700,000
SALES TAXES	-	143,738,033	-	-	-	143,738,033	-	143,738,033
LICENSES AND PERMITS	2,066,000	41,238,635	-	-	-	43,304,635	-	43,304,635
GRANTS	-	123,010,756	-	-	-	123,010,756	-	123,010,756
OTHER INTERGOVERNMENTAL	80,315,343	52,525,210	3,297,754	39,510,191	11,210,993	186,859,491	-	186,859,491
PAYMENTS IN LIEU OF TAXES	8,782,492	-	-	-	-	8,782,492	-	8,782,492
STATE SHARED SALES TAX	491,811,670	-	-	-	-	491,811,670	-	491,811,670
STATE SHARED HIGHWAY USER REV	-	99,100,000	-	-	-	99,100,000	-	99,100,000
STATE SHARED VEHICLE LICENSE	144,035,674	9,300,000	-	-	-	153,335,674	-	153,335,674
OTHER CHARGES FOR SERVICES	24,869,084	51,192,281	-	-	6,562,564	82,623,929	-	82,623,929
INTERNAL SERVICE CHARGES	5,732,994	-	-	-	62,207,630	67,940,624	(67,940,624)	-
PATIENT SERVICE REVENUE	46,237	979,740	-	-	-	1,025,977	-	1,025,977
FINES & FORFEITS	15,044,128	7,235,969	-	-	-	22,280,097	-	22,280,097
INTEREST EARNINGS	10,003,265	5,444,582	1,053,612	-	1,125,000	17,626,459	-	17,626,459
MISCELLANEOUS REVENUE	2,618,383	42,636,075	690,000	3,300,000	12,885	49,257,343	-	49,257,343
GAIN ON FIXED ASSETS	-	204,800	-	-	-	204,800	-	204,800
PROCEEDS OF FINANCING	-	-	-	40,930,000	-	40,930,000	-	40,930,000
TRANSFERS IN	7,022,061	160,978,270	9,337,196	152,222,613	-	329,560,140	(329,560,140)	-
TOTAL REVENUE	$ 1,203,772,576	$ 737,584,351	$ 14,378,562	$ 235,962,804	$ 81,119,072	$ 2,272,817,365	$ (397,500,764)	$ 1,875,316,601
TOTAL SOURCES	$ 1,416,153,623	$ 878,487,222	$ 28,960,887	$ 314,694,496	$ 124,263,797	$ 2,762,560,025	$ (397,500,764)	$ 2,365,059,261

Revenue Sources and Variance Commentary (Continued)

Taxes

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

Taxes

Fiscal Year	General Fund	Debt Service	Total
1996-97	$ 172,143,843	$ 23,628,785	$ 195,772,628
1997-98	184,371,372	22,510,213	206,881,585
1998-99	198,905,506	22,783,249	221,688,755
1999-00	222,975,967	21,008,968	243,984,935
2000-01	239,737,516	24,148,892	263,886,408
2001-02	259,584,026	21,368,629	280,952,655
2002-03	288,869,601	24,594,477	313,464,078
2003-04	319,350,322	24,485,207	343,835,529
2004-05	351,342,206	-	351,342,206
2005-06*	383,920,741	-	383,920,741
2006-07**	411,425,245	-	411,425,245

* Projected Actual
** Budget

Property Taxes

Property taxes are imposed on both real and personal property. Primary property taxes finance the County's general operations through its General Fund. Prior to FY 2004-05, the County also assessed a secondary tax to finance repayment of outstanding voter-approved General Obligation bonds. These bonds were fully repaid at the end of FY 2003-04. The rate of growth in the tax base for primary tax purposes is limited, and primary property tax levies are subject to a stringent constitutional limitation. If the property tax levy is at the limit, it may increase by only 2% per year on property taxed in the prior year. The FY 2006-07 taxes are levied on assessed values as of 2004.

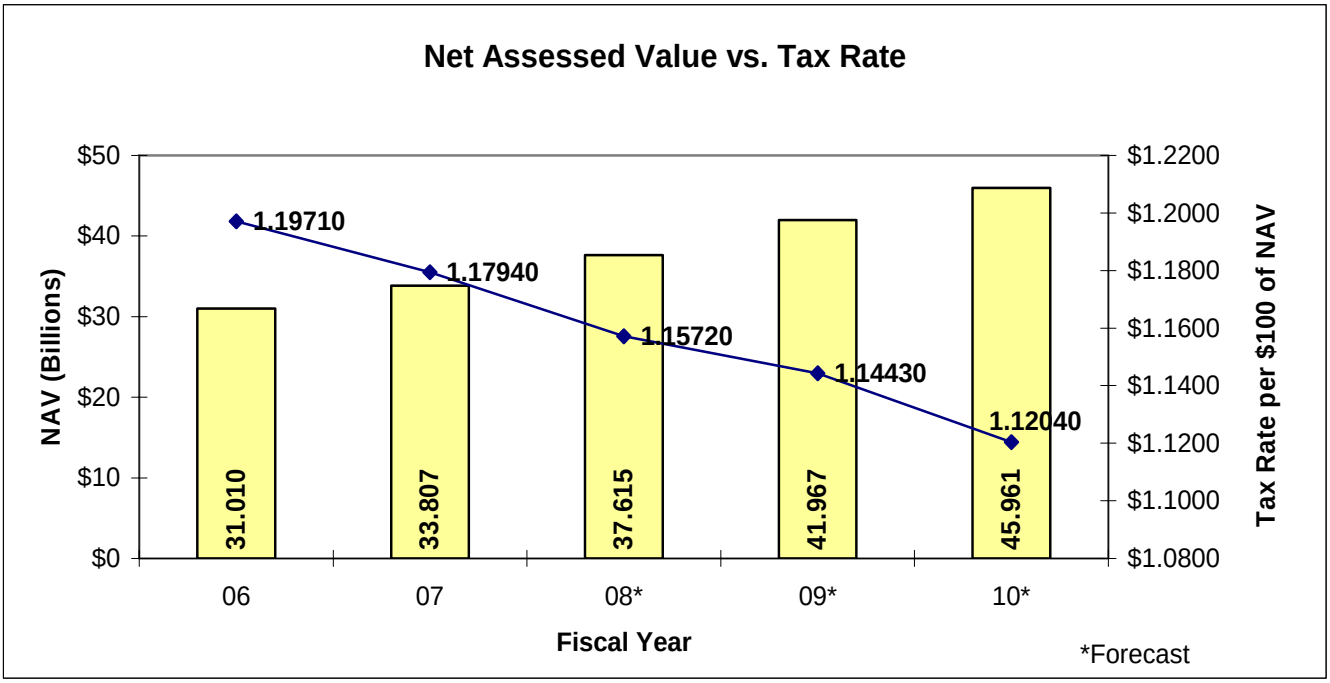
The Board of Supervisors must adopt the property tax levies for all taxing jurisdictions within the County on or before the third Monday in August for the fiscal year that begins on the previous July 1. Real property taxes are paid in arrears in two installments, due November 1 and May 1. Personal property taxes have historically been collected on a different schedule, but collection dates have been shifted to align with the real property tax collection cycle. Personal property taxes are levied only for the General Fund.

Revenue Sources and Variance Commentary (Continued)

The following schedule lists the overall primary net assessed values and tax rates for the last ten fiscal years, plus the assessed values and the preliminary tax rates for FY 2006-07.

Preliminary Tax Levy					
	Primary		Secondary		
Fiscal Year	Net Assessed Value (Thousands)	Primary Tax Rate (per $100 N.A.V.)	Net Assessed Value (Thousands)	Debt Service Tax Rate (per $100 N.A.V.)	Combined Rate
1996-97	$ 13,975,668	$ 1.1054	$ 14,343,156	$ 0.1575	$ 1.2629
1997-98	15,006,270	1.1265	15,723,498	0.1364	1.2629
1998-99	16,017,265	1.1472	16,813,017	0.1312	1.2784
1999-00	17,463,875	1.1884	18,676,830	0.1085	1.2969
2000-01	19,362,298	1.1641	20,877,716	0.1152	1.2793
2001-02	21,355,326	1.1832	22,913,134	0.0876	1.2708
2002-03	22,955,865	1.2108	24,457,047	0.0800	1.2908
2003-04	25,447,851	1.2108	27,477,988	0.0700	1.2808
2004-05	28,070,870	1.2108	30,066,987	-	1.2108
2005-06	31,010,284	1.1971	33,197,218	-	1.1971
2006-07	33,807,465	1.1794	36,294,693	-	1.1794

The FY 2006-07 property tax rate for Maricopa County will be reduced to $1.1794 per $100 net assessed value as a result of the levy hitting the constitutional levy limit. The chart below illustrates that although assessed values will continue to increase, the tax rate will naturally decline as a result of the constitutional limitation.



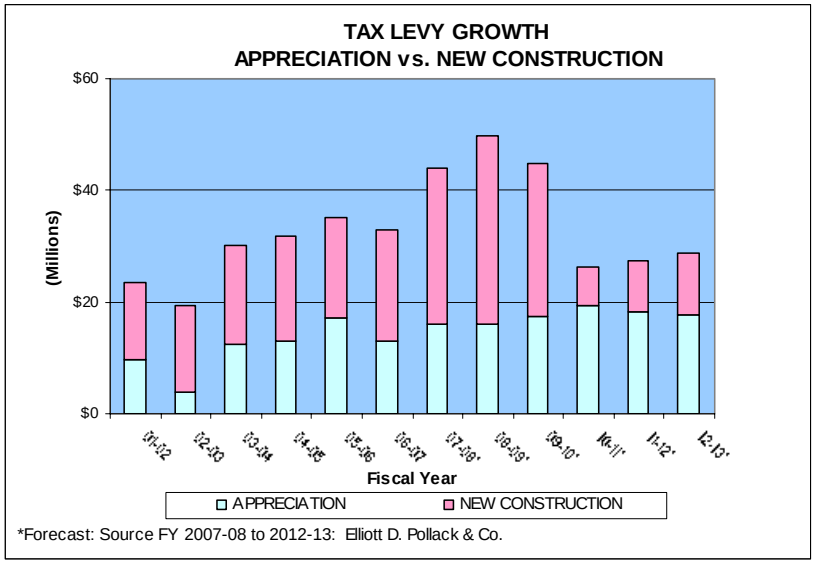
Revenue Sources and Variance Commentary (Continued)

The following table and chart below depict the primary property tax levies for the last ten fiscal years, plus the preliminary levies for FY 2006-07:

Tax Levy			
Fiscal Year	Primary General Fund	Secondary Debt Service	Total
1996-97	$154,487,036	$ 22,590,472	**$177,077,508**
1997-98	169,045,638	21,446,852	**190,492,490**
1998-99	183,750,071	22,058,679	**205,808,750**
1999-00	207,540,697	20,264,361	**227,805,058**
2000-01	225,396,514	24,037,880	**249,434,394**
2001-02	252,676,223	20,071,906	**272,748,129**
2002-03	276,640,863	19,354,444	**295,995,307**
2003-04	307,700,421	18,928,489	**326,628,910**
2004-05	338,311,249	-	**338,311,249**
2005-06	371,224,118	-	**371,224,118**
2006-07 **	398,725,245	-	**398,725,245**
** Budget			
Note: Excludes SRP, Payments in Lieu of Taxes			

The FY 2006-07 Budget includes an estimated primary property tax levy (excluding Salt River Project) of $398,725,245, an increase of $27,501,127 (7.4%) from the FY 2005-06 adopted primary levy. The increase is due to the growth in net assessed value, of which slightly more than half is a result of new construction. The remaining change in net assessed value is on existing property, which is partly attributable to the impact of biannual property valuation by the County Assessor. Beginning in FY 2006-07, the County Assessor plans to value property on an annual basis. This change will serve to normalize the annual growth in assessed values.

Forecasts indicate a continued upward trend in annual growth rates over the next several years. For further information, refer to the "Comparative Tax Data" schedule, as well as the Levy Limit and Truth in Taxation comparisons found later in this section.



As reflected in the graph to the left, new construction is expected to significantly increase the levy amount through FY 2010

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 2005-06 projections are higher than the budget for the same period. The FY 2006-07 budget is a conservative estimate based on historical collection trends.

Special Sales Taxes

The special sales tax levied by Maricopa County is the Jail Excise Tax, which is collected by the State of Arizona and transmitted to the County Treasurer monthly.

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 $143,738,033 in FY 2006-07, an increase of $8,523,501 (6.3%) from the FY 2005-06 projected amount. Jail Excise Tax revenue is budgeted based on the pessimistic forecast.

Special Sales Tax

Fiscal Year	Jail Excise Tax	Growth Rate
1998-99	$41,477,224	
1999-00	91,984,716	121.77%
2000-01	97,752,375	6.27%
2001-02	98,029,348	0.28%
2002-03	98,932,138	0.92%
2003-04	107,441,209	8.60%
2004-05	119,143,064	10.89%
2005-06 *	135,214,532	13.49%
2006-07 **	143,738,033	6.30%

* Projected Actual
** Budget

Jail Excise Tax Forecasts

Fiscal Year	"Pessimistic Scenario" Annual Collections	% Chg.	"Most Likely" Scenario Annual Collections	% Chg.
2006-07	$ 143,738,033	7.0%	$ 148,342,953	9.0%
2007-08	150,206,244	4.5%	158,726,960	7.0%
2008-09	158,016,970	5.2%	168,568,032	6.2%
2009-10	165,917,818	5.0%	179,019,250	6.2%
2010-11	173,881,873	4.8%	189,760,405	5.6%
2011-12	181,706,558	4.5%	200,386,987	5.6%
2012-13	189,883,353	4.5%	211,608,659	5.6%
2013-14	198,428,104	4.5%	233,458,743	5.6%
2014-15	207,357,368	4.5%	235,972,433	5.6%
2015-16	216,688,450	4.5%	249,186,889	5.6%

Source: Elliott D. Pollack & Co.

Revenue Sources and Variance Commentary (Continued)

Licenses and Permits

Maricopa County collects revenue from a variety of licenses and permits that are issued through various County departments. Rates for licenses and permits are approved by the Board of Supervisors, unless otherwise set forth in State statutes. The revenue generated from licenses and permits is generally used to offset the cost of issuing the permits. Examples of licenses and permits include building permits, marriage licenses, dog licenses, and environmental health permits. Listed below are the actual license and permit revenues recorded for the last nine fiscal years, along with projected actual collections for FY 2005-06 and estimated revenues for FY 2006-07.

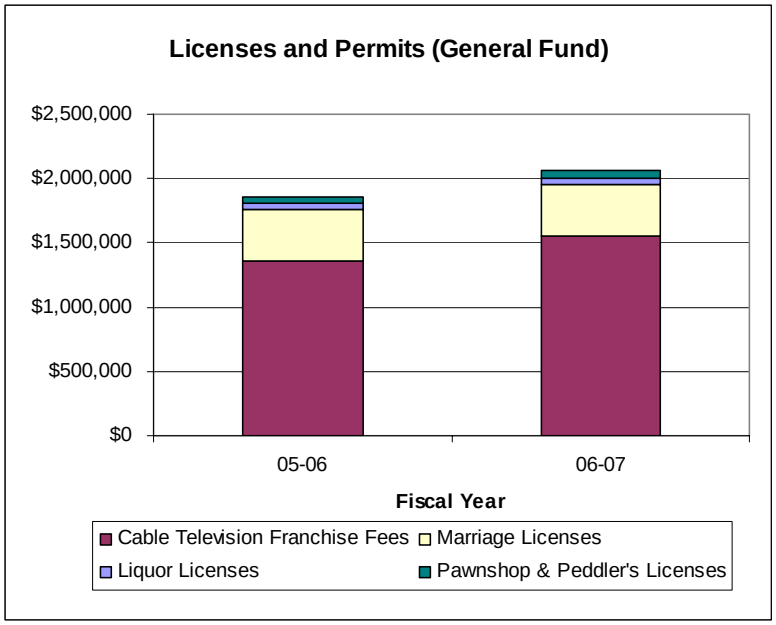
Licenses & Permits Revenues

Fiscal Year	General Fund	Special Revenue Fund	Total
1996-97	$ 2,380,622	$ 10,583,976	$ 12,964,598
1997-98	2,248,372	12,258,022	14,506,394
1998-99	2,839,905	13,641,882	16,481,787
1999-00	271,025	21,014,930	21,285,955
2000-01	501,811	22,004,141	22,505,952
2001-02	415,821	23,930,149	24,345,970
2002-03	52,000	26,381,649	26,433,649
2003-04	1,306,694	28,322,351	29,629,045
2004-05	1,494,043	30,955,888	32,449,930
2005-06*	2,067,143	35,034,743	37,101,886
2006-07**	2,066,000	41,238,635	43,304,635

* Projected Actual
** Budget

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

Major sources of Special Revenue Fund license and permit revenue include Planning and Development fees, Environmental Health permits, and Air Quality permits. The Planning and Development permit revenue continues to increase as the construction market remains strong. Increases in permits for Air Quality are anticipated due to an increase in enforcement from an increase in staff in this area.



Revenue Sources and Variance Commentary (Continued)

Intergovernmental Revenues

Intergovernmental revenues are amounts received by the County from other government or public entities, and include 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.

Transactions from FY 2004-05 forward between the Flood Control, Library and Stadium Districts previously recorded as fund transfers and internal service charges have been reclassified as Intergovernmental Revenue, as they are separate governmental entities.

Listed below are the actual intergovernmental and grant revenues recorded for the last nine fiscal years, projected actual collections for FY 2005-06, and the amounts budgeted for FY 2006-07.

Intergovernmental Revenues

Fiscal Year	General Fund	Special Revenue Funds	Debt Service	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
1996-97	$ 340,111,217	$ 66,260,764	279,935	96,058,302	$ -	$ -	$ 502,710,218
1997-98	342,821,757	163,585,398	262,793	42,238,451	13,010,680	-	561,919,079
1998-99	380,989,403	218,432,298	-	1,335,329	-	-	600,757,030
1999-00	402,400,291	304,279,055	-	859,370	-	-	707,538,716
2000-01	421,036,415	261,793,910	-	278,259	8,093,439	34,434	691,236,457
2001-02	439,548,553	270,074,384	399,224	12,784,358	93,391,643	873,340	817,071,502
2002-03	486,655,500	257,064,915	339,376	7,320,885	3,062,855	1,118,844	755,562,375
2003-04	489,807,845	259,928,320	339,376	9,384,689	5,302,492	1,215,513	765,978,235
2004-05	626,232,433	250,103,881	2,036,360	8,820,531	-	9,647,024	896,840,230
2005-06*	681,211,484	274,278,480	3,569,464	15,332,656	-	23,928,852	998,320,935
2006-07**	724,945,179	283,935,966	3,297,754	39,510,191	-	11,210,993	1,062,900,083

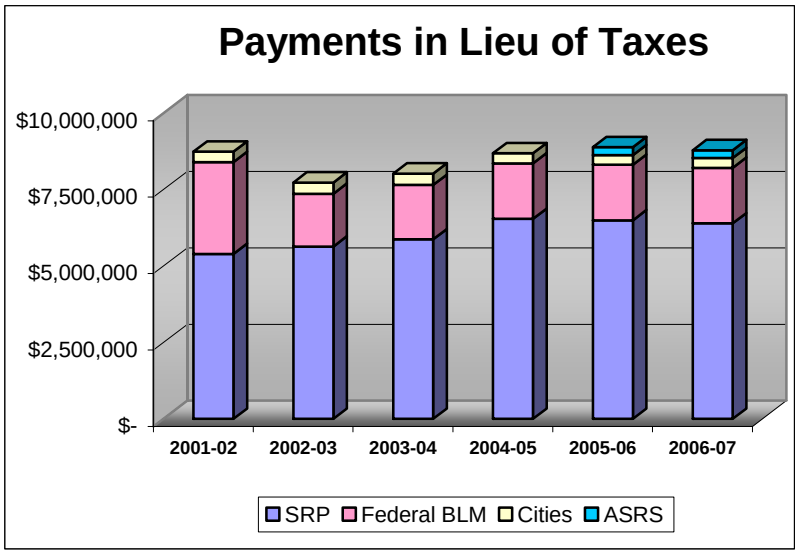
* Projected Actual
** Budget

The additional Capital Projects funds revenue is due to an increase in transportation project partnerships. The increase in Debt Service funds is attributed to the Special Health Care District. Beginning in FY 2005-06, Maricopa County will make the payments for the Health Care District debt and be reimbursed by the district through Intergovernmental Revenue. Prior to the formation of the District, payments would have been handled as a fund transfer.

Revenue Sources and Variance Commentary (Continued)

Payments in Lieu of Taxes

Payments in lieu of taxes are collected from the Salt River Project (SRP), the Federal Government, the Arizona State Retirement System (ASRS) for property it owns and from municipalities for rental income received on property owned by the jurisdiction. SRP estimates their net assessed value and makes payments in lieu of property taxes to each taxing jurisdiction based on its property tax rates. Payments in Lieu of Taxes are included on the Comparative Tax Data schedule found later in this document.



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 formula that distributes the funds determined by 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. Counties also 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.

Revenue Sources and Variance Commentary (Continued)

Listed below are the actual state shared sales tax collections for the last nine fiscal years, projected totals for FY 2005-06 plus the budget for FY 2006-07. State Shared Sales Tax collections have increased dramatically over the last two years due to consumer spending driven by capital gains and construction sales tax. Collections for FY 2005-06 are projected to exceed the budget, ending 15.25% higher than FY 2004-05 collections. Both of these economic drivers are considered transitory in nature. As a result, sales tax revenue growth is expected to flatten in FY 2007-08 and beyond. Therefore, State Shared Sales Taxes are budgeted for the upcoming fiscal year at the "pessimistic" forecast scenario. The FY 2006-07 Budget for the General Fund estimates a 7.3% growth rate over the FY 2005-06 projected actuals, resulting in $33,447,668 additional revenue.

State Shared Sales Tax Collections

Fiscal Year	General Fund	Growth Rate
1996-97	$ 242,352,311	
1997-98	257,643,630	6.3%
1998-99	279,386,536	8.4%
1999-00	309,009,200	10.6%
2000-01	322,429,593	4.3%
2001-02	325,728,202	1.0%
2002-03	330,260,143	1.4%
2003-04	357,526,559	8.3%
2004-05	397,712,843	11.2%
2005-06*	458,364,002	15.2%
2006-07**	491,811,670	7.3%

* Projected Actual
** Budget

The 10-year forecast for State Shared Sales Tax revenue is shown in the following table. Over the past two years annual growth rates have been largely fueled by revenues that are non-recurring in nature, primarily consumer spending as a result of capital gains and construction sales tax. Growth rates are expected to normalize beginning in FY 2006-07.

Revenue Sources and Variance Commentary (Continued)

State Shared Sales Tax Forecast

Fiscal Year	"Pessimistic Scenario" Annual Collections	% Chg.	"Most Likely" Scenario Annual Collections	% Chg.
2006-07	$ 491,811,670	8.0%	$ 502,868,086	9.0%
2007-08	513,943,195	4.5%	538,068,852	7.0%
2008-09	540,668,241	5.2%	571,429,121	6.2%
2009-10	567,701,653	5.0%	606,857,726	6.2%
2010-11	594,951,332	4.8%	643,269,190	6.0%
2011-12	621,724,142	4.5%	679,292,265	5.6%
2012-13	649,701,729	4.5%	717,332,632	5.6%
2013-14	678,938,307	4.5%	757,503,259	5.6%
2014-15	709,490,530	4.5%	799,923,441	5.6%

Source: Elliott D. Pollack & Company

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. The table at the right shows actual and projected vehicle license tax collections from FY 1996-97 to FY 2006-07.

In FY 2005-06, VLT collections have been strong, and projected actual revenue is anticipated to exceed budget by 8.3%. This is partially attributable to the temporary increase in consumer spending due to capital gains. The FY 2006-07 budget reflects the pessimistic forecast, as consumer spending growth is expected to slow in the near future.

State Shared Vehicle License Tax

Fiscal Year	General Fund	Growth Rate
1996-97	$ 64,600,858	
1997-98	67,164,259	4.0%
1998-99	81,053,747	20.7%
1999-00	88,147,523	8.8%
2000-01	93,389,137	5.9%
2001-02	99,372,045	6.4%
2002-03	122,637,827	23.4%
2003-04	116,054,332	-5.4%
2004-05	122,637,827	5.7%
2005-06*	136,618,538	11.4%
2006-07**	144,035,674	5.4%

* Projected Actual
** Budget

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.
2006-07	$ 144,035,674	6.5%	$ 148,342,714	7.5%
2007-08	148,356,744	3.0%	155,759,850	5.0%
2008-09	154,291,013	4.0%	166,663,039	7.0%
2009-10	160,462,654	4.0%	178,329,452	7.0%
2010-11	166,881,160	4.0%	190,812,514	7.0%
2011-12	173,556,407	4.0%	204,169,389	7.0%
2012-13	180,498,663	4.0%	218,461,247	7.0%
2013-14	187,718,609	4.0%	233,753,534	7.0%
2014-15	195,227,354	4.0%	250,116,281	7.0%

Source: Elliott D. Pollack & Co.

State Shared Highway User Revenues

The State of Arizona collects highway user revenue from a variety of sources, principally from a $0.18 per gallon tax on the motor fuel sold within the State. The primary purpose required by constitution of highway user revenue is to fund construction and maintenance of streets and highways. The State distributes these highway user funds in approximately the following proportions: 50 percent to the State Highway Fund, 30 percent to cities and towns and 20 percent to counties. The highway user revenues distributed to the counties are allocated based upon fuel sales by county, estimated mileage of interstate trucking and population. Maricopa County highway user revenue funds (HURF) are deposited in the Transportation Operations Fund to support the Maricopa County Department of Transportation.

Revenue Sources and Variance Commentary (Continued)

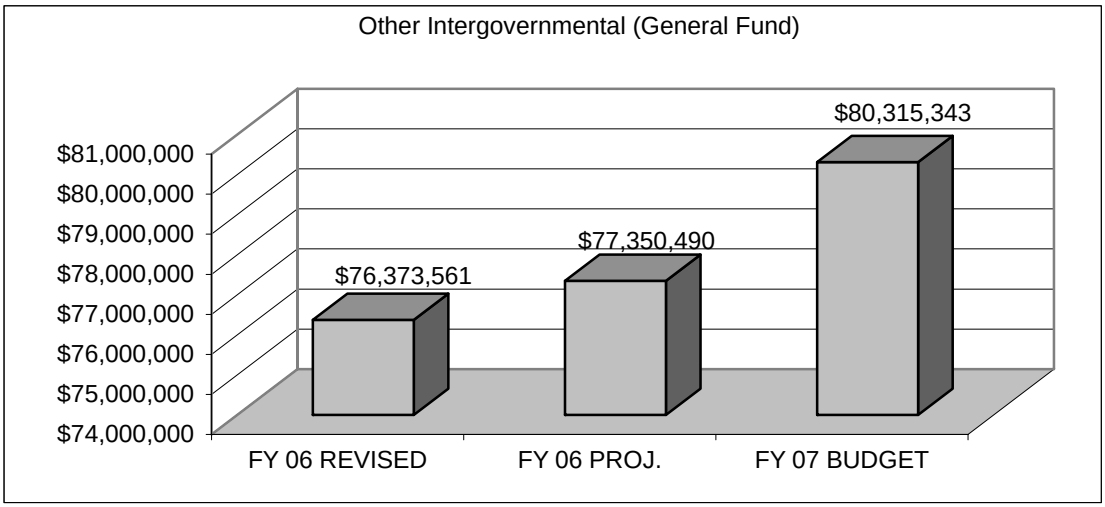
Listed below are the actual collections of State Shared Highway User Revenues for the last nine fiscal years, projected totals for FY 2005-06, and the budget for FY 2006-07.

Fiscal Year	State Shared Highway User Revenues	Growth Rate
1996-97	$ 73,249,850	
1997-98	67,408,288	-8.0%
1998-99	72,392,313	7.4%
1999-00	77,317,632	6.8%
2000-01	78,243,269	1.2%
2001-02	78,285,212	0.1%
2002-03	82,153,375	4.9%
2003-04	86,598,735	5.4%
2004-05	90,566,135	4.6%
2005-06*	94,948,883	4.8%
2006-07**	99,100,000	4.4%

* Projected Actual
** Budget

Other Intergovernmental Revenue

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



Revenue Sources and Variance Commentary (Continued)

Detail of General Fund Other Intergovernmental Revenue is shown in the following table. Revenue is projected to increase by $3.9 million (5.1%) in FY 2006-07 due primarily to a one-time increase in election-related revenue.

Other Intergovernmental Revenue
General Fund

Department	FY 2005-06 Budget	FY 2006-07 Budget	Description
Contract Counsel	$ 40,000	$ 419,900	State Grand Jury Reimbursements
County Attorney	838,861	529,076	Legal Services to Housing Authority and Special Health Care District
Elections	1,031,000	2,550,000	Election Services
Employee Health Initiatives	613,328	8,064	Contract Premium, Administrative Fee
Environmental Services	1,000	1,000	IGA with City of Peoria
General Government	2,339,401	2,230,746	Shared State Lottery Sales; District Reimbursements
Finance	107,698	331,559	Lease Revenue, Reimbursement from Industrial Development Authority
Health Care Mandates	63,366,600	63,366,600	Disproportionate Share Pass Through
Human Resources	-	18,800	Training purchased by Housing Authority and Special Health Care District
Juvenile Probation	5,999	5,999	Reimbursement from U.S. Marshals for housing of federal juvenile prisoners
Legal Defender	19,700	16,800	State Grand Jury Reimbursements
Legal Advocate	20,000	20,000	State Grand Jury Reimbursements
Public Defender	44,000	48,600	State Grand Jury Reimbursements
Sheriff's Office	6,968,246	8,453,616	Patrol Services, Social Security Administration pay for inmate information
Superintendent of Schools	120,000	120,000	National Forest Fees for Schools
Trial Courts	857,728	2,194,583	IGA with City of El Mirage for use of court space; State Reimbursement for JP Salaries and IGA Revenue from Gila Bend for Lease Space
Total	$76,373,561	$80,315,343	

Charges for Services

Maricopa County charges fees for various services when a fee is appropriate. County policy is to fully recover the cost for providing services. When setting fees, care is exercised in establishing charges for services so that they do not unfairly discriminate against those most in need of services. The County Board of Supervisors approves all fee schedules, unless fees are specifically set forth in state statute. Charges for service are also levied internally within Maricopa County government for internal services provided by one County department to another department, but are eliminated within the overall County budget.

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

Revenue Sources and Variance Commentary (Continued)

Listed below are the revenues recorded for the last nine fiscal years, projected revenue for FY 2005-06, and the budget amount for FY 2006-07 for other charges for service, internal service charges, patient service charges, and fines and fees. Beginning in FY 2006-07, the County will no longer have Enterprise Funds due to the discontinuation of the Maricopa Managed Care System and the reclassification of the Solid Waste operating fund from Enterprise to Special Revenue.

Charges for Service

Fiscal Year	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Elimination Fund	Total
1996-97	$ 21,498,899	$ 17,178,339	$ 302,898	$ 64,018	$ 459,442,809	$ 85,204,601	$ -	$583,691,564
1997-98	23,285,414	30,598,649	180,180	231,215	465,456,904	66,587,939	-	586,340,301
1998-99	23,282,041	33,611,232	352,643	16,630	498,120,261	70,147,479	-	625,530,286
1999-00	20,744,303	40,987,616	280,976	13,389	545,219,766	87,758,508	-	695,004,558
2000-01	22,344,319	43,356,914	125,432	1,526	582,350,811	47,269,363	-	695,448,365
2001-02	23,066,442	31,204,270	-	-	577,445,943	48,199,803	(138,734,084)	541,182,374
2002-03	25,932,256	36,564,318	-	-	695,504,915	73,435,665	(74,326,480)	757,110,673
2003-04	30,266,056	41,510,912	-	-	773,743,235	86,558,352	(161,468,141)	770,610,414
2004-05	29,955,025	46,588,972	-	-	355,475,219	86,706,148	(76,001,438)	442,723,926
2005-06*	33,292,535	49,539,951	-	-	81,997,448	75,035,352	(72,263,473)	83,649,906
2006-07**	30,648,315	52,172,021	-	-	-	68,770,194	(67,940,624)	83,649,906

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

Patient Charges

Patient Charges and Patient Care – Revenue Allowances

Fiscal Year	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Capital Projects Funds	Eliminations	Total
1997-98	$2,444,637	$ 532,007	$ 323,663,351	$ -	$ -	$ (54,232,273)	$ 272,408,322
1998-99	647,580	602,542	508,799,795	-	-	(40,707,215)	469,342,702
1999-00	87,872	1,060,650	584,897,791	-	-	(47,811,146)	538,106,404
2000-01	101,118	1,242,215	187,203,802	-	-	-	188,547,135
2001-02	66,046	1,228,270	577,401,082	-	-	(91,278,716)	487,416,682
2002-03	49,448	1,142,428	695,449,087	12,424,598	-	(5,248,439)	703,817,091
2003-04	18,746	1,504,145	773,534,090	7,871,064	-	(79,149,895)	703,778,150
2004-05	29,583	905,752	355,475,219	-	-	-	356,410,554
2005-06*	46,237	1,037,884	81,997,448	-	-	-	83,081,569
2006-07**	46,237	979,740	-	-	-	-	1,025,977

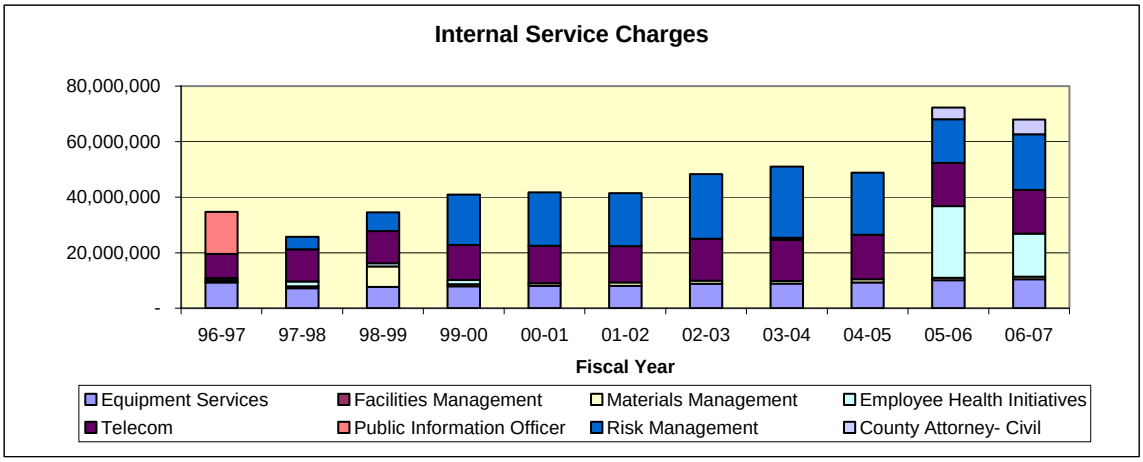
* Projected Actual
** Budget

In the General Fund, the residual long-term care program from the patient's share of costs generates patient service revenues.

Revenue Sources and Variance Commentary (Continued)

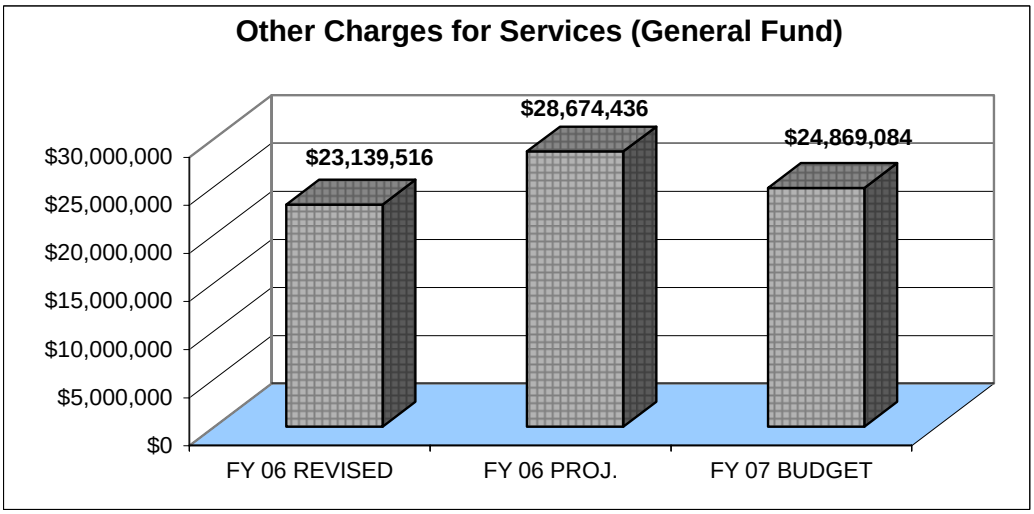
Internal Service Charges

Internal Service Charges are established each fiscal year. Internal service fee rates are intended to recover from the appropriate user the full cost of the services provided. Internal charges for services are usually recorded in Internal Service Funds. The largest decrease in FY 2006-07 Internal Service Charges is in Employee Health Initiatives, resulting from employees selecting a fully insured health provider (Cigna) instead of a self insured health program (Health Select). This decrease was mitigated by a change in the way transactions are being recorded between the Districts and the County contributed to the change in Internal Service Charges revenue. These transactions are now recorded as Intergovernmental Revenues instead of Internal Service Fund transactions.



Other Charges for Services

Actual collections of Other Charges for Service are anticipated to exceed budget in FY 2005-06 by $5.5 million. $4.8 million of this increase are document recording fees collected by the Recorder. FY 2006-07 General Fund Other Charges for Services are budgeted conservatively and are anticipated to increase $1,729,568 above the FY 2005-06 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 2005-06 budget, Recorder charges continue to reflect a notable increase resulting from the ongoing increase in the number of documents filed. As the real estate market cools and interest rates rise, recordings are expected to decrease. The FY 2006-07 revenue budget for the Recorder anticipates this change.

FY 2006-07 Other Charges for Service Summary
General Fund

Department	FY 2005-06	FY 2006-07	Description
Clerk of the Superior Court	$ 3,500,000	$ 4,111,256	Filing Fees
Constables	1,771,057	1,985,000	Writ & Restitution Collection Fees
Elections	3,500	2,500	Certifications
General Government	2,075,000	1,730,000	Tax Sale Fees and Cable TV Franchise Fees
Human Resources	35,950	38,210	Garnishments, Copies and Lost Bus Card Fees
Juvenile Probation	8,001	8,001	Miscellaneous Charges and Indian Ward Custody Reimbursements
Medical Examiner	150,000	123,974	Cremation Certificate Fees and Transport Fees
Public Defender	8,000	77,137	Miscellaneous Charges
Public Fiduciary	750,000	750,000	Fiduciary Fees and Probate Fees
Recorder	11,000,000	12,000,000	Document Recording Fees
Sheriff	465,500	466,000	Other Tax Sales Fees and Various Civil Fees
Superintendent of Schools	35,000	90,000	Garnishment & Support Processing Fees
Employee Health Initiatives	39,249	6,006	Employee contributions for contract administration
Treasurer	4,000	4,000	Miscellaneous Charges
Trial Courts	3,294,259	3,477,000	Defensive Driving Fees and Other Miscellaneous Court Fees; Civil Trial Jury Fees
Total	**$ 23,139,516**	**$ 24,869,084**	

Fines and Forfeits

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

Fines & Forfeits

Fiscal Year	General Fund	Special Revenue Funds	Total
1996-97	$ 9,552,255	$ 1,947,305	$ 11,499,560
1997-98	10,552,336	1,762,158	12,314,494
1998-99	10,954,594	2,317,300	13,271,894
1999-00	10,871,790	3,507,213	14,379,003
2000-01	11,989,817	2,698,524	14,688,341
2001-02	12,886,929	3,201,902	16,088,831
2002-03	11,940,884	4,051,596	15,992,480
2003-04	12,858,597	3,828,653	16,687,250
2004-05	15,719,102	5,612,192	21,331,294
2005-06*	14,836,017	7,122,177	21,958,194
2006-07**	15,044,128	7,235,969	22,280,097

* Projected Actual
** Budget

Revenue Sources and Variance Commentary (Continued)

In the General Fund, the Trial Courts (Superior Court and Justice Courts) and the Elections Department collect fines and forfeits. Based on collections through March, the forecasted revenue is expected to exceed budget in FY 2005-06. The FY 2006-07 budget anticipates General Fund Fines and Forfeits above the FY 2005-06 budgeted collections.

The largest source of General Fund fine revenue is the Justice Court fines in Trial Courts, comprising 78%. The budgeted Superior Court fines for the Clerk of the Superior Court are anticipated to increase in FY 2006-07 based on the projected increase in the number of cases filed. The table below summarizes the sources of General Fund Fines and Forfeits.

FY 2006-07 Fines and Forfeits Summary
General Fund

Department	FY 2005-06 Budget	FY 2006-07 Budget	Description
Clerk of the Superior Court	$ 2,180,000	$ 3,217,228	Superior Court Fines
Elections	3,100	15,000	Campaign Finance Penalty Fees
Environmental Services	25,000	-	Code Enforcement Fines
Sheriff	1,400	700	Civil Sanctions and Traffic Fines
Trial Courts	10,247,158	11,811,200	Justice Court Traffic and Misdemeanor Fines
Total	$ 12,456,658	$ 15,044,128	

Miscellaneous Revenue

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

Listed below are the combined miscellaneous revenues and interest earnings recorded for the last nine fiscal years, projected amounts for FY 2005-06, plus the budget for FY 2006-07. Miscellaneous revenues are recorded in all of the fund types.

Miscellaneous Revenue

Fiscal Year	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
1996-97	$ 12,052,384	$ 8,167,807	$ 622,445	$ 10,056,965	$ 5,221,705	$ 741,659	$ 48,038,622
1997-98	10,170,063	18,290,032	524,591	100,241,220	1,292,308	269,866	130,788,080
1998-99	12,514,416	16,762,720	400,000	407,093	78,878,826	2,594,804	111,557,859
1999-00	13,968,176	15,978,606	400,000	1,325,000	21,320,726	941,625	53,934,133
2000-01	20,448,749	30,668,984	4,927,850	113,020,718	26,279,616	2,344,981	197,690,898
2001-02	16,376,321	18,781,108	5,913,617	12,369,884	8,543,553	2,230,495	64,214,978
2002-03	11,657,516	16,902,830	3,193,710	5,994,977	4,857,068	1,672,982	44,279,083
2003-04	9,818,704	15,901,534	1,586,395	10,505,604	7,081,380	625,811	45,519,428
2004-05	15,154,769	19,078,397	1,289,686	6,483,550	591,581	1,345,006	43,942,989
2005-06*	20,233,598	40,465,042	1,485,819	2,204,360	52,011	2,621,009	67,061,839
2006-07**	12,621,648	48,285,457	1,743,612	3,300,000	-	1,137,885	67,088,602

* 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 $10 million in FY 2006-07.

FY 2006-07 Miscellaneous Revenue
General Fund

Department	FY 2005-06	FY 2006-07	Description
Assessor	$ 133,669	$ 150,000	Sale of Maps, Copies, Etc.
Clerk of the Superior Court	25,265	38,265	Sale of Copies & Bad Check Fees, Interest
County Attorney	36,271	51,700	Fees to Private Defense for Discovery Information
Elections	10,000	12,000	Sale of Copies and Maps
Employee Health Initaitives	20,000	-	COBRA Administration
Facilities Management	95,555	95,555	Parking fees
Finance	-	44,373	Security Building Rental
General Government	4,580,000	10,100,000	Interest Income
Health Care Mandates	6,611	6,611	Restitution Payments
Human Resources	400	400	Sale of Copies, W-2 fees
Internal Audit	85	85	Sale of Instructional Videos
Materials Management	116,959	116,959	Vendor Rebates & Copy Sales
Recorder	1,093,600	1,246,000	Micrographics & Photocopy Sales
Sheriff	118,400	80,400	Sale of Copies and Reimbursement for ID Cards
Trial Courts	629,616	679,300	Sale of Copies
Total General Fund Miscellaneous Revenue	$ 6,866,431	$ 12,621,648	

Other Financing Sources

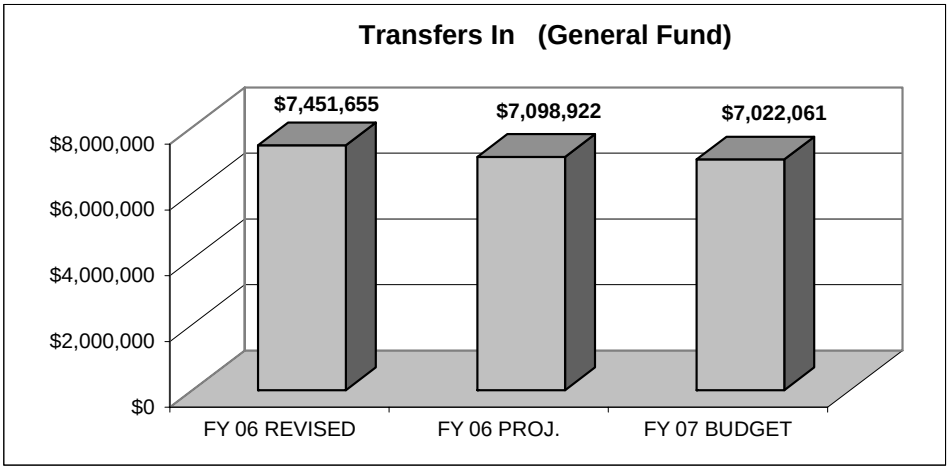
Other Financing Sources include Proceeds of Financing (debt) and Fund Transfers In.

Proceeds of Financing

Proceeds of Financing are used to fund capital projects. Of the $40,930,000 in Proceeds from Financing budgeted for FY 2006-07, $24,000,000 will be used for capital projects to be repaid through General Fund Appropriated Fund Balance and $16,930,000 will be used for projects to be repaid with Special Revenue Funds.

Fund Transfers In

Details on Fund Transfers In and Out are included later in this document. Fund transfers in to the General Fund are comprised solely of Central Service Allocation charges to non-General Fund departments.



Comparative Property Tax Data

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

FY 2006-07 PRELIMINARY PROPERTY TAX LEVY
Primary Levy

Description	Assessed Value	Salt River Proj. Effective Assessed Value	Total Assessed Value w/SRP	Revenue from 1-cent Levy	Tax Rates	Property Tax Levy	SRP Payments in Lieu (PILT)	Other Payments in Lieu (PILT)	Total Tax Levy & PILT
MARICOPA COUNTY PRIMARY:									
FY 2006-07 Adopted	$ 33,807,465,267	$ 542,156,376	$ 34,349,621,643	$ 3,434,962	$ 1.1794	$ 398,725,245	$ 6,394,192	$ 2,388,300	$ 407,507,737
FY 2005-06 Final	31,010,284,705	542,156,376	31,552,441,081	3,155,244	1.1971	371,224,118	6,490,154	1,539,003	379,253,275
Variance	*$ 2,797,180,562*	*$ -*	*$ 2,797,180,562*	*$ 279,718*	*$ (0.0177)*	*$ 27,501,127*	*$ (95,962)*	*$ 849,297*	*$ 28,254,462*

Property Tax Levy Limit and Truth-In-Taxation Comparisons

PRELIMINARY LEVY VS. FY 2006-07 LIMIT	
FY 2006-07 Adjusted Allowable Levy Limit	$ 398,725,245
Maximum Rate	*$ 1.1794*
FY 2006-07 Preliminary Primary Levy (excluding SRP):	$ 398,725,245
Primary Levy Rate	*$ 1.1794*
Amount Under/(Over) Limit:	*$ -*

PRELIMINARY FY 2006-07 LEVY VS. TRUTH-IN-TAXATION LEVY		
Current NAV Subject to Taxation in Prior Year		$ 32,106,496,747
FY 2005-06 Primary Levy	$	371,224,118
FY 2006-07 Truth-in-Taxation Rate	$	1.1562
FY 2006-07 Current Net Assessed Value		$ 33,807,465,267
FY 2006-07 Truth-in-Taxation Levy	**$**	**390,881,913**
FY 2006-07 Preliminary Primary Levy (excluding SRP)	$	398,725,245
FY 2006-07 Preliminary Primary Rate	$	1.1794
Amount Under/(Over) Truth-in-Taxation Levy	$	(7,843,332)
Amount Under/(Over) Truth-in-Taxation Rate	$	(0.0232)
Truth-in-Taxation Assessment on a $250,000 Home:	$	289.05
Recommended Primary Levy on a $250,000 Home:	$	294.85
(Increase)/Decrease	$	(5.80)
		-2.0%
Impact of County Rate on a $250,000 home:		
FY 2005-06	$	299.28
FY 2006-07	$	294.85
Net Impact on Taxpayer	$	4.43
		1.5%

Beginning Fund Balance Variance Commentary

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

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

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

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

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

In addition to the grant fund, the following funds are projected to have a deficit fund balance at the end of FY 2006-07:

Equipment Services (Fund 654)

The existing fund deficit is due to various management and business process deficiencies. In FY 2003-04, the Office of Management and Budget (OMB) and Equipment Services engaged the services of Eclipse Consulting to assist in identifying business process improvements. Equipment Services and OMB began implementing the consultant's recommendations in FY 2004-05 and updated fees to reflect the recommendations in FY 2005-06 and again in FY 2006-07. It is anticipated that the deficit will decrease in FY 2005-06. The FY 2006-07 budget continues to address the negative fund balance and further improvement is expected by the end of the fiscal year.

Emergency Management (215)

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

Beginning Fund Balance and Variance Commentary (Continued)

	Unreserved/ Undesignated Beginning Fund Balance	Revenue & Transfers In	Expenditures & Transfers Out	Appropriated Fund Balance	Operating Expenditures	Unreserved/ Undesignated Ending Fund Balance	
GENERAL FUND	**$ 212,381,047**	**$ 1,203,772,576**	**$ 1,416,153,623**	**$ 212,381,047**	**$ 1,203,772,576**	**$ -**	*1,*2
SPECIAL REVENUE							
NON-GRANT FUNDS							
201 ADULT PROBATION FEES	$ 5,438,900	$ 10,595,574	$ 11,986,437	$ -	$ 11,986,437	$ 4,048,037	*1
203 SHERIFF DONATIONS	38,033	16,400	16,400	-	16,400	38,033	
204 JUSTICE CT JUDICIAL ENHANCEMNT	2,211,148	650,000	1,484,000	-	1,484,000	1,377,148	*1
205 COURT DOCUMENT RETRIEVAL	119,452	1,098,925	1,218,377	-	1,218,377	-	*1
207 PALO VERDE	214,304	309,161	309,161	-	309,161	214,304	
208 JUDICIAL ENHANCEMENT	1,503,418	1,368,192	2,046,784	-	2,046,784	824,826	*1
209 PUBLIC DEFENDER TRAINING	43,432	659,774	659,774	-	659,774	43,432	
210 WASTE MANAGEMENT	583,994	83,410	555,007	-	555,007	112,397	
212 SHERIFF RICO FUND	28,884	1,100,000	1,100,000	-	1,100,000	28,884	
213 COUNTY ATTORNEY RICO	-	1,600,000	1,600,000	-	1,600,000	-	
214 SHERIFF JAIL ENHANCEMENT FUND	699,946	2,050,000	2,050,000	-	2,050,000	699,946	
215 EMERGENCY MANAGEMENT	(316,163)	893,926	1,015,733	-	1,015,733	(437,970)	
218 CLERK OF COURT FILL THE GAP	108,571	1,783,651	1,892,222	-	1,892,222	-	*1
220 DIVERSION	1,038,704	1,000,000	1,000,000	-	1,000,000	1,038,704	
221 COUNTY ATTORNEY FILL THE GAP	841,680	1,266,624	1,266,624	-	1,266,624	841,680	
225 SPUR CROSS RANCH CONSERVATION	316,629	452,500	699,359	-	699,359	69,770	*1
226 PLANNING AND DEVELOPMENT FEES	6,626,699	18,078,228	17,608,732	-	17,608,732	7,096,195	
228 JUVENILE PROBATION SPECIAL FEE	926,621	900,000	900,000	-	900,000	926,621	
229 JUVENILE RESTITUTION FUND	62,190	10,000	50,000	-	50,000	22,190	*1
232 TRANSPORTATION OPERATIONS	10,756,246	113,655,039	124,411,285	-	124,411,285	-	*2
235 DEL WEBB SPECIAL FUND	655,388	197,950	194,328	-	194,328	659,010	
236 RECORDERS SURCHARGE	9,132,526	6,300,000	6,435,103	-	6,435,103	8,997,423	
239 PARKS SOUVENIR FUND	44,916	105,000	105,000	-	105,000	44,916	
240 LAKE PLEASANT RECREATION SVCS	1,845,489	1,421,647	1,418,033	-	1,418,033	1,849,103	
241 PARKS ENHANCEMENT FUND	2,299,802	2,501,917	2,611,117	-	2,611,117	2,190,602	
243 PARKS DONATIONS FUND	1,184,965	160,000	160,000	-	160,000	1,184,965	
245 JUSTICE COURTS SPECIAL REVENUE	3,115,766	3,000,000	3,000,000	-	3,000,000	3,115,766	
252 INMATE SERVICES	17,844,846	13,581,552	11,192,105	-	11,192,105	20,234,293	3
254 INMATE HEALTH SERVICES	339,472	149,715	489,187	-	489,187	-	*1
255 DETENTION OPERATIONS	45,355,700	332,356,544	377,712,244	73,587,844	304,124,400	-	*2
256 PROBATE FEES	201,573	372,000	372,000	-	372,000	201,573	
257 CONCILIATION COURT FEES	272,783	1,630,000	1,630,000	-	1,630,000	272,783	
259 TRIAL COURTS SPECIAL REVENUE	2,624,927	5,478,677	5,478,677	-	5,478,677	2,624,927	
260 RESEARCH & REPORTING	117,401	-	-	-	-	117,401	
261 LAW LIBRARY FEES	416,352	885,000	885,000	-	885,000	416,352	
262 PUBLIC DEFENDER FILL THE GAP	1,344,793	1,582,065	1,582,065	-	1,582,065	1,344,793	
263 LEGAL DEFENDER FILL THE GAP	11,111	59,000	59,000	-	59,000	11,111	
264 SUPERIOR COURT FILL THE GAP	297,139	1,783,651	1,783,651	-	1,783,651	297,139	
265 PUBLIC HEALTH FEES	395,118	3,523,807	3,520,656	-	3,520,656	398,269	
266 CHECK ENFORCEMENT PROGRAM	236,872	720,031	720,031	-	720,031	236,872	
267 CRIM JUSTICE ENHANCEMENT	916,363	1,488,700	1,488,700	-	1,488,700	916,363	
268 VICTIM COMP AND ASSISTANCE	290,742	100,000	100,000	-	100,000	290,742	
269 VICTIM COMP RESTITUTION INT	343,483	40,000	40,000	-	40,000	343,483	
270 CHILD SUPPORT ENHANCEMENT	164,078	60,000	145,000	-	145,000	79,078	*1
271 EXPEDITED CHILD SUPPORT	218,881	425,000	425,000	-	425,000	218,881	
273 VICTIM LOCATION	47,633	3,300	39,901	-	39,901	11,032	*1
274 CLERK OF THE COURT EDMS	721,005	2,900,000	3,126,435	-	3,126,435	494,570	*1
275 JUVENILE PROBATION DIVERSION	532,962	284,629	284,629	-	284,629	532,962	
276 SPOUSAL MAINT ENF ENHANCEMENT	104,963	111,750	111,750	-	111,750	104,963	
281 CHILDRENS ISSUES EDUCATION	208,607	110,000	110,000	-	110,000	208,607	
282 DOM REL MEDIATION EDUCATION	200,773	182,335	182,335	-	182,335	200,773	
290 WASTE TIRE	6,627,940	4,840,000	6,327,487	-	6,327,487	5,140,453	*1
292 CORRECTIONAL HEALTH GRANT	6,001	699,460	699,460	-	699,460	6,001	
375 EVENTS CENTER	-	75,000	75,000	-	75,000	-	
504 AIR QUALITY FEES	5,102,082	11,797,481	9,665,175	-	9,665,175	7,234,388	*3
506 ENVIRONMTL SVCS ENV HEALTH	4,205,705	12,321,401	12,318,321	-	12,318,321	4,208,785	
572 ANIMAL CONTROL LICENSE/SHELTER	1,212,255	7,198,642	7,045,839	-	7,045,839	1,365,058	
574 ANIMAL CONTROL FIELD OPERATION	761,663	2,994,586	2,994,586	-	2,994,586	761,663	
580 SOLID WASTE MANAGEMENT	13,754,358	804,500	1,687,262	-	1,687,262	12,871,596	
780 SCHOOL TRANSPORTATION FUND	-	702,258	702,258	-	702,258	-	
782 SCHOOL COMMUNICATION FUND	-	24,795	24,795	-	24,795	-	
795 COUNTY SCHOOL INDIRECT COST	-	380,534	380,534	-	380,534	-	
SUBTOTAL NON-GRANT FUNDS	$ 154,399,121	$ 580,924,331	$ 639,192,559	$ 73,587,844	$ 565,604,715	$ 96,130,893	

Beginning Fund Balance and Variance Commentary (Continued)

	Unreserved/ Undesignated Beginning Fund Balance	Revenue & Transfers In	Expenditures & Transfers Out	Appropriated Fund Balance	Operating Expenditures	Unreserved/ Undesignated Ending Fund Balance	
SPECIAL REVENUE (continued)							
GRANT FUNDS							
211 ADULT PROBATION GRANTS	$ (474,724)	$ 4,146,433	$ 4,146,433	$ -	$ 4,146,433	$ (474,724)	
216 CLERK OF THE COURT GRANTS	(144,277)	1,592,568	1,592,568	-	1,592,568	(144,277)	
217 CDBG, HOUSING TRUST	(5,072,139)	13,544,325	13,544,325	-	13,544,325	(5,072,139)	
219 COUNTY ATTORNEY GRANTS	(322,782)	5,702,781	5,702,781	-	5,702,781	(322,782)	
222 HUMAN SERVICES GRANTS	(2,996,571)	37,826,442	37,826,442	-	37,826,442	(2,996,571)	
223 TRANSPORTATION GRANTS	(349,784)	1,984,222	1,984,222	-	1,984,222	(349,784)	
224 MEDICAL EXAMINER GRANT FUND	(214,661)	-	-	-	-	(214,661)	
227 JUVENILE PROBATION GRANTS	(732,468)	6,212,830	6,212,830	-	6,212,830	(732,468)	
230 PARKS & REC. GRANTS	150,047	468,291	563,291	-	563,291	55,047	
233 PUBLIC DEFENDER GRANTS	-	378,288	378,288	-	378,288	-	
238 TRIAL COURTS GRANTS	(14,300)	1,930,131	1,930,131	-	1,930,131	(14,300)	
249 GENERAL GOVERNMENT GRANTS	4,436,785	25,255,538	21,094,004	-	21,094,004	8,598,319	
251 SHERIFF GRANTS	(747,526)	6,303,635	6,303,635	-	6,303,635	(747,526)	
503 AIR QUALITY GRANT	(1,308,244)	4,149,013	4,149,013	-	4,149,013	(1,308,244)	
505 ENVIRONMENTAL SERVICES GRANT	(373,540)	-	-	-	-	(373,540)	
532 PUBLIC HEALTH GRANTS	(5,554,850)	44,178,638	44,178,638	-	44,178,638	(5,554,850)	
573 ANIMAL CONTROL GRANTS	222,785	446,168	446,168	-	446,168	222,785	
715 SCHOOL GRANT FUND	-	2,540,717	2,540,717	-	2,540,717	-	
SUBTOTAL GRANTS	(13,496,249)	156,660,020	152,593,486	-	152,593,486	(9,429,715)	
SPECIAL REVENUE	**$ 140,902,872**	**$ 737,584,351**	**$ 791,786,045**	**$ 73,587,844**	**$ 718,198,201**	**$ 86,701,178**	
DEBT SERVICE							
320 COUNTY IMPROVEMENT DEBT	$ 14,582,325	$ 14,378,562	$ 17,691,300	$ -	$ 17,691,300	$ 11,269,587	
DEBT SERVICE	**$ 14,582,325**	**$ 14,378,562**	**$ 17,691,300**	**$ -**	**$ 17,691,300**	**$ 11,269,587**	
CAPITAL PROJECTS							
234 TRANSPORTATION CAPITAL PROJECT	$ 29,249,892	$ 105,893,752	$ 119,194,034	$ -	$ 119,194,034	$ 15,949,610	*4
422 INTERGOVERNMENTAL CAP PROJ	8,971,769	3,479,000	7,954,616	7,954,616	-	4,496,153	*4
435 COUNTY IMPROVEMENT FUND	567,430	40,930,000	34,489,709	34,489,709	-	7,007,721	*4
445 GENERAL FUND CTY IMPROV	20,430,290	46,989,577	35,680,782	35,680,782	-	31,739,085	*4
455 DETENTION CAPITAL PROJECTS	19,512,311	38,670,475	19,550,787	19,550,787	-	38,631,999	*4
CAPITAL PROJECTS	**$ 78,731,692**	**$ 235,962,804**	**$ 216,869,928**	**$ 97,675,894**	**$ 119,194,034**	**$ 97,824,568**	
INTERNAL SERVICE							
652 HS SELF-INSURED TRUST FUND	$ 6,073,210	$ 2,929,163	$ 2,854,163	$ -	$ 2,854,163	$ 6,148,210	
654 EQUIPMENT SERVICES	(1,902,245)	12,280,301	12,160,677	-	12,160,677	(1,782,621)	
673 REPROGRAPHICS	540,452	901,885	1,056,316	-	1,056,316	386,021	*1
675 RISK MANAGEMENT	16,368,598	26,750,000	29,284,590	-	29,284,590	13,834,008	*1
681 TELECOMMUNICATIONS	4,934,494	16,557,997	14,076,921	-	14,076,921	7,415,570	*1
685 BENEFITS TRUST	17,130,216	21,699,726	21,399,726	-	21,399,726	17,430,216	
INTERNAL SERVICE	**$ 43,144,725**	**$ 81,119,072**	**$ 80,832,393**	**$ -**	**$ 80,832,393**	**$ 43,431,404**	
ELIMINATIONS	**$ -**	**$ (389,672,783)**	**$ (389,672,783)**	**$ -**	**$ (389,672,783)**	**$ -**	
ALL FUNDS	**$ 489,742,661**	**$ 2,272,817,365**	**$ 2,523,333,289**	**$ 383,644,785**	**$ 2,139,688,504**	**$ 239,226,737**	

*1: Decrease due to planned one-time expenditures from fund balance
*2: Transfer remaining balance of funds to capital fund
*3: Revenue growth exceeding expenditures

*4: Expenditures based on 5-year Capital Spending plan

Beginning Fund Balance and Variance Commentary (Continued)

Fund Designations

The following schedule lists amounts designated for future purposes within the estimated balances of various funds. Designations are the County's self-imposed limitation on financial resources that would otherwise be available for use. The primary fund balance designation is for budget stabilization. For the County General Fund, this includes an amount designated to cover cash shortfalls during the fiscal year due to the property tax collection cycle, as well as a reserve or "rainy day" fund. Combined, these two elements equal 15% of the operating budget. The designation in the Detention Fund includes funds for years 2-5 of the Detention Capital Improvement Program. Amounts are also designated in Planning and Development, Public Health, and Air Quality Special Revenue funds for capital improvement projects spending that will not occur until after FY 2006-07.

FY 2006-07 Fund Balance Designations

Fund/Designation	FY 2005-06	FY 2006-07	(Inc.)/Dec.	
General Fund (Fund 100)				
Budget Stabilization:				
Cash Flow/Property Tax	*$ 85,471,404*	*$ 94,019,106*	*$ (8,547,702)*	(1)
Reserve	*80,010,234*	*86,231,942*	*(6,221,708)*	(2)
Budget Stabilization Total	$ 165,481,638	$ 180,251,048	$ (14,769,410)	
MHP Equity	6,114,413	-	6,114,413	(5)
MLTCP Equity	12,249,508	-	12,249,508	(5)
Benefits Self-Funding Reserve	-	34,300,000	(34,300,000)	(6)
Future Capital Projects	-	107,968,183	(107,968,183)	(3)
	$ 183,845,559	$ 322,519,231	$ (138,673,672)	
Planning and Development Fees (Fund 226)				
Future Capital Projects	$ -	$ 10,000,000	$ (10,000,000)	(3)
Detention Fund (Fund 255)				
Future Capital Projects	$ -	$ 75,000,000	$ (75,000,000)	(3)
Public Health Fees (Fund 265)				
Future Capital Projects	$ 700,000	$ 634,000	$ 66,000	(3)
Air Quality Fees (Fund 504)				
Future Capital Projects	$ 2,400,000	$ 3,000,000	$ (600,000)	(3)
Environmental Health (Fund 506)				
Future Capital Projects	$ 2,200,000	$ -	$ 2,200,000	(3)
Animal Care and Control License/Shelter (Fund 572)				
Future Capital Projects	$ 100,000	$ -	$ 100,000	(3)
Animal Care and Control Field Operations (Fund 574)				
Future Capital Projects	$ 70,000	$ -	$ 70,000	(3)
Risk Management (Fund 675)				
Future Year Liabilities	$ 5,150,000	$ -	$ 5,150,000	(4)

(1) Based on estimate of the amount needed to eliminate the need for Tax Anticipation Notes or other forms of short-term borrowing to finance current operations.

(2) This reserve has been established to be utilized for economic downturns or unexpected financial losses.

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

(4) Amount needed to fund future year one-time potential liabilities. These liabilities are budgeted to be paid in FY 2006-07.

(5) Amounts needed to cover equity requirements associated with the Health Plans. The Health Plans ceased operation on September 30, 2005.

(6) Amount reserved to support County's migration to fully self-insured employee benefits.

Expenditure Limitation

Maricopa County expenditures are subject to limitation according to Article 9, Section 20 of the Arizona Constitution. The Expenditure Limitation is calculated annually by the Economic Estimates Commission based on Maricopa County's actual expenditures in FY 1979-80, with base adjustments approved by County voters or by the Legislature as functions are transferred to or from the County. The Commission makes annual adjustments to reflect changes in population and in inflation, as measured by the Gross Domestic Product Price Deflator. The normal annual expenditure limitation for Maricopa County will be further adjusted for FY 2006-07 for Disproportionate Share payments to the Special Health Care District.

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 2006-07 Expenditure Limitation*	$	866,814,454
Est. Adjustment for Disproportionate Share Payments		(63,366,600)
FY 2006-07 Adjusted Limitation	$	803,447,854
FY 2006-07 Expenditures Subject to Limitation	$	803,447,853
Expenditures (Over)/Under Limitation	$	1

**Expenditure limitation not adjusted for Maricopa Health Care System transition to Special Health Care District.*

Consolidated Expenditures by Fund Type and Department

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
ALL FUNDS							
JUDICIAL BRANCH							
110 ADULT PROBATION	$ 60,085,514	$ 64,839,938	$ 67,254,435	$ 64,812,498	$ 71,413,272	$ (4,158,837)	-6.2%
270 JUVENILE PROBATION	49,951,804	57,672,053	60,959,835	56,330,258	61,258,726	(298,891)	-0.5%
800 TRIAL COURTS	77,210,152	83,809,808	89,128,339	86,721,859	95,708,074	(6,579,735)	-7.4%
SUBTOTAL	$ 187,247,470	$ 206,321,799	$ 217,342,609	$ 207,864,615	$ 228,380,072	$ (11,037,463)	-5.1%
ELECTED OFFICIAL							
010 BOARD OF SUPERVISORS DIST 1	$ 254,584	$ 306,515	$ 319,055	$ 285,314	$ 341,043	$ (21,988)	-6.9%
020 BOARD OF SUPERVISORS DIST 2	267,307	306,515	319,055	306,041	341,043	(21,988)	-6.9%
030 BOARD OF SUPERVISORS DIST 3	243,011	306,515	319,055	293,286	341,043	(21,988)	-6.9%
040 BOARD OF SUPERVISORS DIST 4	216,345	306,515	319,055	291,603	341,043	(21,988)	-6.9%
050 BOARD OF SUPERVISORS DIST 5	254,058	306,515	319,055	296,072	341,043	(21,988)	-6.9%
120 ASSESSOR	16,233,444	18,118,945	20,249,744	18,095,702	22,979,361	(2,729,617)	-13.5%
140 CALL CENTER	1,337,185	1,555,385	1,611,454	1,506,676	1,686,973	(75,519)	-4.7%
160 CLERK OF THE SUPERIOR COURT	29,779,236	35,257,413	38,712,082	36,653,875	41,651,484	(2,939,402)	-7.6%
190 COUNTY ATTORNEY	67,429,681	70,320,166	74,677,421	71,509,278	79,446,348	(4,768,927)	-6.4%
210 ELECTIONS	13,082,478	7,255,771	7,369,567	7,089,294	19,040,514	(11,670,947)	-158.4%
250 CONSTABLES	1,815,868	1,908,645	1,968,615	1,968,615	2,126,145	(157,530)	-8.0%
360 RECORDER	6,909,247	9,623,982	9,740,259	9,402,935	8,784,277	955,982	9.8%
370 SUPERINTENDENT OF SCHOOLS	1,920,744	2,165,072	2,210,611	1,987,365	5,781,100	(3,570,489)	-161.5%
430 TREASURER	3,955,477	4,147,293	4,425,400	4,303,107	4,668,836	(243,436)	-5.5%
500 SHERIFF	190,333,951	221,160,795	238,598,364	230,481,910	256,806,241	(18,207,877)	-7.6%
SUBTOTAL	$ 334,032,616	$ 373,046,042	$ 401,158,792	$ 384,471,073	$ 444,676,494	$ (43,517,702)	-10.8%
APPOINTED DEPARTMENT							
060 CLERK OF THE BOARD	$ 453,457	$ 536,893	$ 592,931	$ 546,647	$ 623,410	$ (30,479)	-5.1%
150 EMERGENCY MANAGEMENT	1,073,878	1,127,297	1,431,514	1,491,458	1,560,667	(129,153)	-9.0%
170 COMMUNITY DEVELOPMENT	8,459,885	15,997,531	15,997,531	8,097,283	13,544,325	2,453,206	15.3%
180 FINANCE	2,343,595	3,086,638	3,194,316	3,113,487	4,442,521	(1,248,205)	-39.1%
200 COUNTY MANAGERS OFFICE	1,796,732	1,996,561	2,062,134	2,014,830	2,667,353	(605,219)	-29.3%
220 HUMAN SERVICES	37,774,006	40,045,082	39,938,754	37,062,265	40,528,820	(590,066)	-1.5%
230 INTERNAL AUDIT	1,311,570	1,349,254	1,413,227	1,382,493	1,897,474	(484,247)	-34.3%
260 CORRECTIONAL HEALTH	39,981,405	43,214,810	43,636,580	44,190,925	45,557,676	(1,921,096)	-4.4%
290 MEDICAL EXAMINER	4,986,795	4,983,648	5,947,939	5,797,183	6,677,385	(729,446)	-12.3%
300 PARKS & RECREATION	5,748,502	7,231,594	7,681,449	6,576,940	7,284,829	396,620	5.2%
310 HUMAN RESOURCES	2,903,538	2,954,676	3,038,329	2,887,162	3,182,409	(144,080)	-4.7%
340 PUBLIC FIDUCIARY	2,031,014	2,186,245	2,275,920	2,205,915	2,256,900	19,020	0.8%
350 EMPLOYEE HEALTH INITIATIVES	37,614,828	52,922,832	52,965,670	47,014,555	26,711,848	26,253,822	49.6%
390 HEALTH CARE MANDATES	307,920,688	301,233,694	301,245,683	300,389,667	317,896,691	(16,651,008)	-5.5%
410 ENTERPRISE TECHNOLOGY	21,605,805	20,705,798	20,919,545	21,062,545	21,581,725	(662,180)	-3.2%
420 INTEGRATED CRIMINAL JUST INFO	1,102,059	1,766,906	1,791,345	1,309,627	1,817,932	(26,587)	-1.5%
440 PLANNING & DEVELOPMENT	12,644,820	13,698,701	14,894,373	13,907,291	17,803,060	(2,908,687)	-19.5%
460 RESEARCH & REPORTING	357,216	330,806	330,806	389,111	349,072	(18,266)	-5.5%
470 GENERAL GOVERNMENT	244,754,382	421,986,601	385,428,033	276,076,469	460,817,654	(75,389,621)	-19.6%
480 APPROPRIATED FUND BALANCE	202,289,544	269,998,811	305,715,117	145,644,500	383,644,785	(77,929,668)	-25.5%
490 MANAGEMENT & BUDGET	2,214,355	2,777,491	3,061,734	2,627,931	3,232,305	(170,571)	-5.6%
520 PUBLIC DEFENDER	33,061,883	35,059,060	39,413,161	37,778,516	39,135,824	277,337	0.7%
540 LEGAL DEFENDER	6,832,447	7,536,962	8,269,291	7,779,710	8,594,257	(324,966)	-3.9%
550 LEGAL ADVOCATE	6,398,659	6,813,749	7,516,495	7,054,883	7,769,803	(253,308)	-3.4%
560 CONTRACT COUNSEL	15,316,527	14,162,317	14,040,266	16,913,211	16,768,051	(2,727,785)	-19.4%
600 MARICOPA MANAGED CARE SYSTEMS	409,414,399	87,540,957	97,308,395	101,707,143	-	97,308,395	100.0%
620 MARICOPA EVENTS CENTER	-	-	-	-	75,000	(75,000)	
640 TRANSPORTATION	102,686,169	166,238,564	166,986,911	141,049,573	179,205,980	(12,219,069)	-7.3%
670 SOLID WASTE	4,769,271	4,881,379	4,984,850	5,250,961	8,014,749	(3,029,899)	-60.8%
700 FACILITIES MANAGEMENT	11,714,860	13,639,025	14,256,841	13,152,287	16,014,707	(1,757,866)	-12.3%
730 MATERIALS MANAGEMENT	2,483,434	2,356,381	2,822,602	2,831,068	3,017,581	(194,979)	-6.9%
740 EQUIPMENT SERVICES	11,132,225	10,575,177	10,631,004	12,123,704	12,160,677	(1,529,673)	-14.4%
750 RISK MANAGEMENT	25,830,089	26,130,901	26,130,901	26,130,836	29,284,590	(3,153,689)	-12.1%
790 ANIMAL CARE & CONTROL	8,355,145	9,039,506	9,133,646	8,521,853	10,862,575	(1,728,929)	-18.9%
850 AIR QUALITY	9,125,407	10,798,684	13,147,602	11,348,371	14,361,087	(1,213,485)	-9.2%
860 PUBLIC HEALTH	52,777,640	54,127,904	54,865,146	54,240,935	59,773,722	(4,908,576)	-8.9%
880 ENVIRONMENTAL SERVICES	12,477,964	13,294,382	13,911,117	13,387,610	14,737,718	(826,601)	-5.9%
980 ELIMINATIONS	(361,724,432)	(256,297,118)	(296,814,730)	(306,793,110)	(331,079,203)	34,264,473	11.5%
SUBTOTAL	$ 1,290,019,762	$ 1,416,029,699	$ 1,400,166,428	$ 1,076,265,836	$ 1,452,775,959	$ (52,609,531)	-3.8%
MARICOPA COUNTY	**$ 1,811,299,848**	**$ 1,995,397,540**	**$ 2,018,667,829**	**$ 1,668,601,524**	**$ 2,125,832,525**	**$ (107,164,696)**	**-5.3%**

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

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
GENERAL FUND							
JUDICIAL BRANCH							
110 ADULT PROBATION	$ 46,957,508	$ 50,303,044	$ 52,136,037	$ 49,903,089	$ 55,280,402	$ (3,144,365)	-6.0%
270 JUVENILE PROBATION	12,111,279	11,680,865	12,348,117	11,824,691	21,320,911	(8,972,794)	-72.7%
800 TRIAL COURTS	63,488,628	67,135,563	72,215,454	70,456,267	77,815,530	(5,600,076)	-7.8%
SUBTOTAL	$ 122,557,416	$ 129,119,472	$ 136,699,608	$ 132,184,047	$ 154,416,843	$ (17,717,235)	-13.0%
ELECTED OFFICIAL							
010 BOARD OF SUPERVISORS DIST 1	$ 254,584	$ 306,515	$ 319,055	$ 285,314	$ 341,043	$ (21,988)	-6.9%
020 BOARD OF SUPERVISORS DIST 2	267,307	306,515	319,055	306,041	341,043	(21,988)	-6.9%
030 BOARD OF SUPERVISORS DIST 3	243,011	306,515	319,055	293,286	341,043	(21,988)	-6.9%
040 BOARD OF SUPERVISORS DIST 4	216,345	306,515	319,055	291,603	341,043	(21,988)	-6.9%
050 BOARD OF SUPERVISORS DIST 5	254,058	306,515	319,055	296,072	341,043	(21,988)	-6.9%
120 ASSESSOR	16,233,444	18,118,945	20,249,744	18,095,702	22,979,361	(2,729,617)	-13.5%
140 CALL CENTER	1,337,185	1,555,385	1,611,454	1,506,676	1,686,973	(75,519)	-4.7%
160 CLERK OF THE SUPERIOR COURT	24,019,012	26,383,155	29,120,364	27,574,168	32,090,197	(2,969,833)	-10.2%
190 COUNTY ATTORNEY	55,511,795	57,520,494	61,753,550	59,090,730	67,528,212	(5,774,662)	-9.4%
210 ELECTIONS	13,082,478	7,255,771	7,369,567	7,089,294	19,040,514	(11,670,947)	-158.4%
250 CONSTABLES	1,815,868	1,908,645	1,968,615	1,968,615	2,126,145	(157,530)	-8.0%
360 RECORDER	1,826,134	2,114,696	2,165,996	2,113,969	2,349,174	(183,178)	-8.5%
370 SUPERINTENDENT OF SCHOOLS	1,920,744	2,165,072	2,210,611	1,987,365	2,132,796	77,815	3.5%
430 TREASURER	3,955,477	4,147,293	4,425,400	4,303,107	4,668,836	(243,436)	-5.5%
500 SHERIFF	50,327,584	54,730,461	60,176,842	58,105,319	67,507,004	(7,330,162)	-12.2%
SUBTOTAL	$ 171,265,026	$ 177,432,492	$ 192,647,418	$ 183,307,262	$ 223,814,427	$ (31,167,009)	-16.2%
APPOINTED DEPARTMENT							
060 CLERK OF THE BOARD	$ 453,457	$ 536,893	$ 592,931	$ 546,647	$ 623,410	$ (30,479)	-5.1%
150 EMERGENCY MANAGEMENT	149,454	233,760	236,087	225,321	235,773	314	0.1%
180 FINANCE	2,343,595	3,086,638	3,194,316	3,113,487	4,442,521	(1,248,205)	-39.1%
200 COUNTY MANAGERS OFFICE	1,789,585	1,996,561	2,062,134	2,014,830	2,667,353	(605,219)	-29.3%
220 HUMAN SERVICES	2,024,890	2,067,234	2,171,151	2,345,578	2,702,378	(531,227)	-24.5%
230 INTERNAL AUDIT	1,311,570	1,349,254	1,413,227	1,382,493	1,897,474	(484,247)	-34.3%
260 CORRECTIONAL HEALTH	2,967,243	3,580,435	3,625,413	2,393,468	3,719,176	(93,763)	-2.6%
290 MEDICAL EXAMINER	4,913,447	4,970,959	5,935,250	5,782,251	6,677,385	(742,135)	-12.5%
300 PARKS & RECREATION	1,390,848	1,692,756	1,785,381	1,604,482	1,766,029	19,352	1.1%
310 HUMAN RESOURCES	2,903,538	2,954,676	3,038,329	2,887,162	3,182,409	(144,080)	-4.7%
340 PUBLIC FIDUCIARY	2,031,014	2,186,245	2,275,920	2,205,915	2,256,900	19,020	0.8%
350 EMPLOYEE HEALTH INITIATIVES	1,861,201	2,326,033	2,368,871	2,129,487	2,457,959	(89,088)	-3.8%
390 HEALTH CARE MANDATES	307,920,688	301,233,694	301,245,683	300,389,667	317,896,691	(16,651,008)	-5.5%
410 ENTERPRISE TECHNOLOGY	5,990,369	5,819,236	5,958,951	5,776,409	7,504,804	(1,545,853)	-25.9%
460 RESEARCH & REPORTING	357,216	330,806	330,806	389,111	349,072	(18,266)	-5.5%
470 GENERAL GOVERNMENT	188,123,202	316,563,025	285,664,440	219,028,196	364,029,991	(78,365,551)	-27.4%
480 APPROPRIATED FUND BALANCE	73,672,665	113,106,801	137,234,312	74,044,458	212,381,047	(75,146,735)	-54.8%
490 MANAGEMENT & BUDGET	2,214,355	2,777,491	3,061,734	2,627,931	3,232,305	(170,571)	-5.6%
520 PUBLIC DEFENDER	30,914,580	32,831,396	36,979,980	35,816,937	36,608,991	370,989	1.0%
540 LEGAL DEFENDER	6,750,554	7,431,420	8,156,749	7,667,169	8,459,463	(302,714)	-3.7%
550 LEGAL ADVOCATE	6,394,354	6,794,249	7,496,995	7,044,883	7,752,303	(255,308)	-3.4%
560 CONTRACT COUNSEL	15,316,527	14,162,317	14,040,266	16,913,211	16,768,051	(2,727,785)	-19.4%
700 FACILITIES MANAGEMENT	10,081,234	11,460,411	11,962,305	11,212,591	12,932,897	(970,592)	-8.1%
730 MATERIALS MANAGEMENT	1,402,243	1,489,584	1,695,203	1,681,676	1,961,265	(266,062)	-15.7%
790 ANIMAL CARE & CONTROL	385,122	375,193	379,891	380,151	375,982	3,909	1.0%
850 AIR QUALITY	-	-	544,023	364,680	546,899	(2,876)	-0.5%
860 PUBLIC HEALTH	7,119,410	8,788,496	9,080,045	8,560,764	12,074,428	(2,994,383)	-33.0%
880 ENVIRONMENTAL SERVICES	1,163,561	1,738,045	1,771,434	1,689,629	2,419,397	(647,963)	-36.6%
SUBTOTAL	$ 681,945,923	$ 851,883,608	$ 854,301,827	$ 720,218,584	$ 1,037,922,353	$ (183,620,526)	-21.5%
MARICOPA COUNTY	**$ 975,768,365**	**$ 1,158,435,572**	**$ 1,183,648,853**	**$ 1,035,709,893**	**$ 1,416,153,623**	**$ (232,504,770)**	**-19.6%**

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

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
SPECIAL REVENUE							
JUDICIAL BRANCH							
110 ADULT PROBATION							
201 ADULT PROBATION FEES	$ 7,921,696	$ 8,896,950	$ 9,838,158	$ 9,839,888	$ 11,986,437	$ (2,148,279)	-22%
211 ADULT PROBATION GRANTS	5,206,310	5,639,944	5,280,240	5,069,520	4,146,433	1,133,807	21%
DEPT. TOTAL	$ 13,128,006	$ 14,536,894	$ 15,118,398	$ 14,909,409	$ 16,132,870	$ (1,014,472)	-7%
270 JUVENILE PROBATION							
227 JUVENILE PROBATION GRANTS	$ 14,149,027	$ 14,284,904	$ 16,277,903	$ 14,764,495	$ 6,212,830	$ 10,065,073	62%
228 JUVENILE PROBATION SPECIAL FEE	916,150	900,000	900,000	840,237	900,000	-	0%
229 JUVENILE RESTITUTION FUND	27,240	50,000	50,000	34,436	50,000	-	0%
255 DETENTION OPERATIONS	22,237,473	30,471,655	31,099,186	28,609,781	32,490,356	(1,391,170)	-4%
275 JUVENILE PROBATION DIVERSION	184,469	284,629	284,629	256,618	284,629	-	0%
DEPT. TOTAL	$ 37,514,359	$ 45,991,188	$ 48,611,718	$ 44,505,567	$ 39,937,815	$ 8,673,903	18%
800 TRIAL COURTS							
204 JUSTICE CT JUDICIAL ENHANCEMNT	$ 766,220	$ 608,704	$ 608,704	$ 494,140	$ 1,484,000	$ (875,296)	-144%
208 JUDICIAL ENHANCEMENT	358,470	600,000	600,000	561,828	500,000	100,000	17%
238 SUPERIOR COURT GRANTS	1,481,295	1,930,131	1,930,131	1,900,199	1,930,131	-	0%
245 JUSTICE COURTS SPECIAL REVENUE	1,300,199	2,062,052	2,062,052	2,201,940	3,000,000	(937,948)	-45%
256 PROBATE FEES	310,191	372,000	372,000	382,142	372,000	-	0%
257 CONCILIATION COURT FEES	1,570,495	1,545,000	1,545,000	1,669,409	1,630,000	(85,000)	-6%
259 SUPERIOR COURT SPECIAL REVENUE	4,906,033	6,307,262	6,307,262	5,643,074	5,478,677	828,585	13%
261 LAW LIBRARY FEES	810,661	875,000	875,000	820,043	885,000	(10,000)	-1%
264 SUPERIOR COURT FILL THE GAP	1,456,332	1,547,846	1,783,651	1,782,228	1,783,651	-	0%
271 EXPEDITED CHILD SUPPORT	407,136	444,500	444,500	441,719	425,000	19,500	4%
276 SPOUSAL MAINT ENF ENHANCEMENT	84,192	111,750	111,750	98,538	111,750	-	0%
281 CHILDREN'S ISSUES EDUCATION	89,228	100,000	100,000	89,178	110,000	(10,000)	-10%
282 DOM REL MEDIATION EDUCATION	181,072	170,000	172,835	181,156	182,335	(9,500)	-5%
DEPT. TOTAL	$ 13,721,524	$ 16,674,245	$ 16,912,885	$ 16,265,592	$ 17,892,544	$ (979,659)	-6%
JUDICIAL BRANCH TOTAL	**$ 64,363,889**	**$ 77,202,327**	**$ 80,643,001**	**$ 75,680,568**	**$ 73,963,229**	**$ 6,679,772**	**8%**
ELECTED							
160 CLERK OF THE SUPERIOR COURT							
205 COURT DOCUMENT RETRIEVAL	$ 1,057,556	$ 1,223,925	$ 1,223,925	$ 1,164,639	$ 1,218,377	$ 5,548	0%
208 JUDICIAL ENHANCEMENT	489,984	1,161,555	1,423,555	1,092,105	1,546,784	(123,229)	-9%
216 CLERK OF THE COURT GRANTS	1,277,729	1,476,516	1,592,567	1,478,298	1,592,568	(1)	0%
218 CLERK OF COURT FILL THE GAP	1,392,234	1,527,544	1,783,651	1,783,646	1,892,222	(108,571)	-6%
259 SUPERIOR COURT SPECIAL REVENUE	99,786	262,000	345,302	345,302	-	345,302	100%
270 CHILD SUPPORT ENHANCEMENT	26,453	85,000	85,000	85,000	145,000	(60,000)	-71%
273 VICTIM LOCATION	17,547	37,718	37,718	30,718	39,901	(2,183)	-6%
274 CLERK OF THE COURT EDMS	1,398,935	3,100,000	3,100,000	3,100,000	3,126,435	(26,435)	-1%
DEPT. TOTAL	$ 5,760,224	$ 8,874,258	$ 9,591,718	$ 9,079,707	$ 9,561,287	$ 30,431	0%
190 COUNTY ATTORNEY							
213 COUNTY ATTORNEY RICO	$ 1,164,060	$ 1,300,000	$ 1,300,000	$ 1,300,000	$ 1,600,000	$ (300,000)	-23%
219 COUNTY ATTORNEY GRANTS	6,614,812	6,560,517	6,684,716	6,684,716	5,702,781	981,935	15%
220 DIVERSION	999,000	1,000,000	1,000,000	1,000,000	1,000,000	-	0%
221 COUNTY ATTORNEY FILL THE GAP	1,264,421	1,266,624	1,266,624	1,266,624	1,266,624	-	0%
266 CHECK ENFORCEMENT PROGRAM	719,031	720,031	720,031	626,285	720,031	-	0%
267 CRIM JUSTICE ENHANCEMENT	1,154,573	1,361,500	1,361,500	1,271,186	1,488,700	(127,200)	-9%
268 VICTIM COMP AND ASSISTANCE	-	126,000	126,000	98,309	100,000	26,000	21%
269 VICTIM COMP RESTITUTION INT	1,989	465,000	465,000	171,428	40,000	425,000	91%
DEPT. TOTAL	$ 11,917,886	$ 12,799,672	$ 12,923,871	$ 12,418,548	$ 11,918,136	$ 1,005,735	8%
360 RECORDER							
236 RECORDER'S SURCHARGE	$ 5,083,113	$ 7,509,286	$ 7,574,263	$ 7,288,965	$ 6,435,103	$ 1,139,160	15%
DEPT. TOTAL	$ 5,083,113	$ 7,509,286	$ 7,574,263	$ 7,288,965	$ 6,435,103	$ 1,139,160	15%
370 SUPERINTENDENT OF SCHOOLS							
715 SMALL SCHOOL SERVICE	$ -	$ -	$ -	$ -	$ 2,540,717	$ (2,540,717)	
780 SCHOOL-SPECIAL COUNTY RESERVE	-	-	-	-	702,258	(702,258)	
782 SCHOOL-COMMUNICATION EXPENSE	-	-	-	-	24,795	(24,795)	
795 COUNTY SCHOOL INDIRECT COST	-	-	-	-	380,534	(380,534)	
DEPT. TOTAL	$ -	$ -	$ -	$ -	$ 3,648,304	$ (3,648,304)	
500 SHERIFF							
203 SHERIFF DONATIONS	$ 12,223	$ 16,400	$ 16,400	$ 12,682	$ 16,400	$ -	0%
212 SHERIFF RICO FUND	829,565	745,000	1,250,000	948,783	1,100,000	150,000	12%
214 SHERIFF JAIL ENHANCEMENT FUND	1,416,889	2,050,000	2,050,000	1,458,707	2,050,000	-	0%
251 SHERIFF GRANTS	3,588,615	4,739,549	6,287,436	5,539,440	6,303,635	(16,199)	0%
252 INMATE SERVICES	7,862,411	10,058,412	10,265,186	6,514,575	11,192,105	(926,919)	-9%
254 INMATE HEALTH SERVICES	19,612	301,738	301,738	-	489,187	(187,449)	-62%
255 DETENTION OPERATIONS	125,439,576	148,519,235	158,250,762	157,902,404	168,147,910	(9,897,148)	-6%
DEPT. TOTAL	$ 139,168,891	$ 166,430,334	$ 178,421,522	$ 172,376,591	$ 189,299,237	$ (10,877,715)	-6%
ELECTED TOTAL	**$ 161,930,115**	**$ 195,613,550**	**$ 208,511,374**	**$ 201,163,811**	**$ 220,862,067**	**$ (12,350,693)**	**-6%**

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

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
SPECIAL REVENUE (Continued)							
APPOINTED							
150 EMERGENCY MANAGEMENT							
207 PALO VERDE	$ 210,117	$ 337,366	$ 337,366	$ 307,655	$ 309,161	$ 28,205	8%
215 EMERGENCY MANAGEMENT	714,307	556,171	858,061	958,482	1,015,733	(157,672)	-18%
DEPT. TOTAL	$ 924,424	$ 893,537	$ 1,195,427	$ 1,266,136	$ 1,324,894	$ (129,467)	-11%
170 COMMUNITY DEVELOPMENT							
217 CDBG, HOUSING TRUST	$ 8,459,885	$ 15,997,531	$ 15,997,531	$ 8,097,283	$ 13,544,325	$ 2,453,206	15%
DEPT. TOTAL	$ 8,459,885	$ 15,997,531	$ 15,997,531	$ 8,097,283	$ 13,544,325	$ 2,453,206	15%
220 HUMAN SERVICES							
222 HUMAN SERVICES GRANTS	$ 35,749,116	$ 37,977,848	$ 37,767,603	$ 34,716,687	$ 37,826,442	$ (58,839)	0%
DEPT. TOTAL	$ 35,749,116	$ 37,977,848	$ 37,767,603	$ 34,716,687	$ 37,826,442	$ (58,839)	0%
260 CORRECTIONAL HEALTH							
255 DETENTION OPERATIONS	$ 36,848,017	$ 39,120,480	$ 39,497,272	$ 41,270,895	$ 41,139,040	$ (1,641,768)	-4%
292 CORRECTIONAL HEALTH GRANT	49,546	513,895	513,895	526,562	699,460	(185,565)	-36%
DEPT. TOTAL	$ 36,897,562	$ 39,634,375	$ 40,011,167	$ 41,797,457	$ 41,838,500	$ (1,827,333)	-5%
290 MEDICAL EXAMINER							
224 MEDICAL EXAMINER GRANT FUND	$ 73,348	$ 12,689	$ 12,689	$ 14,932	$ -	$ 12,689	100%
DEPT. TOTAL	$ 73,348	$ 12,689	$ 12,689	$ 14,932	$ -	$ 12,689	100%
300 PARKS & RECREATION							
225 SPUR CROSS RANCH CONSERVATION	$ 323,739	$ 683,000	$ 683,000	$ 513,845	$ 699,359	$ (16,359)	-2%
230 PARKS & REC. GRANTS	87,586	357,839	715,069	373,606	563,291	151,778	21%
239 PARKS SOUVENIR FUND	112,063	105,000	105,000	91,805	105,000	-	0%
240 LAKE PLEASANT RECREATION SVCS	1,302,482	1,383,951	1,383,951	1,305,307	1,418,033	(34,082)	-2%
241 PARKS ENHANCEMENT FUND	2,291,427	2,773,048	2,773,048	2,465,405	2,611,117	161,931	6%
243 PARKS DONATIONS FUND	276,353	271,000	271,000	257,491	160,000	111,000	41%
DEPT. TOTAL	$ 4,393,651	$ 5,573,838	$ 5,931,068	$ 5,007,458	$ 5,556,800	$ 374,268	6%
420 INTEGRATED CRIMINAL JUST INFO							
255 DETENTION OPERATIONS	$ 1,102,059	$ 1,766,906	$ 1,791,345	$ 1,309,627	$ 1,817,932	$ (26,587)	-1%
DEPT. TOTAL	$ 1,102,059	$ 1,766,906	$ 1,791,345	$ 1,309,627	$ 1,817,932	$ (26,587)	-1%
440 PLANNING & DEVELOPMENT							
226 PLANNING AND DEVELOPMENT FEES	$ 12,484,443	$ 13,527,517	$ 14,715,242	$ 13,737,366	$ 17,608,732	$ (2,893,490)	-20%
235 DEL WEBB SPECIAL FUND	160,377	171,184	179,131	169,925	194,328	(15,197)	-8%
DEPT. TOTAL	$ 12,644,820	$ 13,698,701	$ 14,894,373	$ 13,907,291	$ 17,803,060	$ (2,908,687)	-20%
470 GENERAL GOVERNMENT							
210 WASTE MANAGEMENT	$ 67,284	$ 564,274	$ 564,274	$ 10,323	$ 555,007	$ 9,267	2%
249 GENERAL GOVERNMENT GRANTS	9,981	18,391,844	12,371,429	14,391,247	21,094,004	(8,722,575)	-71%
255 DETENTION OPERATIONS	8,402,641	69,050,556	58,139,709	12,301,224	57,447,352	692,357	1%
DEPT. TOTAL	$ 8,479,906	$ 88,006,674	$ 71,075,412	$ 26,702,794	$ 79,096,363	$ (8,020,951)	-11%
480 APPROPRIATED FUND BALANCE							
255 DETENTION OPERATIONS	$ 63,378,648	$ 51,463,954	$ 51,390,276	$ 21,112,778	$ 73,587,844	$ (22,197,568)	-43%
DEPT. TOTAL	$ 63,378,648	$ 51,463,954	$ 51,390,276	$ 21,112,778	$ 73,587,844	$ (22,197,568)	-43%
520 PUBLIC DEFENDER							
209 PUBLIC DEFENDER TRAINING	$ 392,394	$ 433,637	$ 433,637	$ 433,637	$ 571,480	$ (137,843)	-32%
233 PUBLIC DEFENDER GRANTS	401,666	401,661	353,441	353,441	373,288	(19,847)	-6%
262 PUBLIC DEFENDER FILL THE GAP	1,353,243	1,392,366	1,646,103	1,174,501	1,582,065	64,038	4%
DEPT. TOTAL	$ 2,147,303	$ 2,227,664	$ 2,433,181	$ 1,961,579	$ 2,526,833	$ (93,652)	-4%
540 LEGAL DEFENDER							
209 PUBLIC DEFENDER TRAINING	$ 37,208	$ 59,157	$ 59,157	$ 59,157	$ 75,794	$ (16,637)	-28%
263 LEGAL DEFENDER FILL THE GAP	44,685	46,385	53,385	53,385	59,000	(5,615)	-11%
DEPT. TOTAL	$ 81,893	$ 105,542	$ 112,542	$ 112,541	$ 134,794	$ (22,252)	-20%
550 LEGAL ADVOCATE							
209 PUBLIC DEFENDER TRAINING	$ 4,305	$ 14,500	$ 14,500	$ 10,000	$ 12,500	$ 2,000	14%
233 PUBLIC DEFENDER GRANTS	-	5,000	5,000	-	5,000	-	0%
DEPT. TOTAL	$ 4,305	$ 19,500	$ 19,500	$ 10,000	$ 17,500	$ 2,000	10%
620 MARICOPA EVENTS CENTER							
375 EVENTS CENTER	$ -	$ -	$ -	$ -	$ 75,000	$ (75,000)	
DEPT. TOTAL	$ -	$ -	$ -	$ -	$ 75,000	$ (75,000)	
640 TRANSPORTATION							
223 TRANSPORTATION GRANTS	$ 498,236	$ 1,892,962	$ 1,892,962	$ 437,029	$ 1,984,222	$ (91,260)	-5%
232 TRANSPORTATION OPERATIONS	112,757,092	121,187,336	121,187,336	115,362,295	124,411,285	(3,223,949)	-3%
DEPT. TOTAL	$ 113,255,329	$ 123,080,298	$ 123,080,298	$ 115,799,324	$ 126,395,507	$ (3,315,209)	-3%
670 SOLID WASTE							
290 WASTE TIRE	$ 4,274,599	$ 4,075,553	$ 4,103,591	$ 4,051,603	$ 6,327,487	$ (2,223,896)	-54%
580 SOLID WASTE MANAGEMENT	494,672	805,826	881,259	1,199,358	1,687,262	(806,003)	-91%
DEPT. TOTAL	$ 4,769,271	$ 4,881,379	$ 4,984,850	$ 5,250,961	$ 8,014,749	$ (3,029,899)	-61%
700 FACILITIES MANAGEMENT							
255 DETENTION OPERATIONS	$ 1,633,625	$ 2,178,614	$ 2,294,536	$ 1,939,696	$ 3,081,810	$ (787,274)	-34%
DEPT. TOTAL	$ 1,633,625	$ 2,178,614	$ 2,294,536	$ 1,939,696	$ 3,081,810	$ (787,274)	-34%
790 ANIMAL CARE & CONTROL							
572 ANIMAL CONTROL LICENSE/SHELTER	$ 5,152,769	$ 5,436,355	$ 5,436,355	$ 5,210,553	$ 7,045,839	$ (1,609,484)	-30%
573 ANIMAL CONTROL GRANTS	247,100	356,726	446,168	322,094	446,168	-	0%
574 ANIMAL CONTROL FIELD OPERATION	2,570,154	2,871,232	2,871,232	2,609,055	2,994,586	(123,354)	-4%
DEPT. TOTAL	$ 7,970,023	$ 8,664,313	$ 8,753,755	$ 8,141,702	$ 10,486,593	$ (1,732,838)	-20%

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

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
SPECIAL REVENUE (Continued)							
850 AIR QUALITY							
504 AIR QUALITY FEES	$ 5,926,506	$ 7,163,459	$ 8,819,304	$ 7,513,938	$ 9,665,175	$ (845,871)	-10%
503 AIR QUALITY GRANT	3,198,902	3,635,225	3,784,275	3,469,753	4,149,013	(364,738)	-10%
DEPT. TOTAL	$ 9,125,407	$ 10,798,684	$ 12,603,579	$ 10,983,692	$ 13,814,188	$ (1,210,609)	-10%
860 PUBLIC HEALTH							
265 PUBLIC HEALTH FEES	$ 3,094,151	$ 3,747,060	$ 3,747,060	$ 3,663,115	$ 3,520,656	$ 226,404	6%
532 PUBLIC HEALTH GRANTS	42,564,080	41,592,348	42,038,041	42,017,057	44,178,638	(2,140,597)	-5%
DEPT. TOTAL	$ 45,658,230	$ 45,339,408	$ 45,785,101	$ 45,680,171	$ 47,699,294	$ (1,914,193)	-4%
880 ENVIRONMENTAL SERVICES							
505 ENVIRONMENTAL SERVICES GRANT	$ 938,720	$ -	$ -	$ -	$ -	$ -	
506 ENVIRONMTL SVCS ENV HEALTH	10,375,683	11,556,337	12,139,683	11,697,981	12,318,321	(178,638)	-1%
DEPT. TOTAL	$ 11,314,403	$ 11,556,337	$ 12,139,683	$ 11,697,981	$ 12,318,321	$ (178,638)	-1%
APPOINTED TOTAL	**$ 368,063,210**	**$ 463,877,792**	**$ 452,273,916**	**$ 355,510,091**	**$ 496,960,749**	**$ (44,686,833)**	**-10%**
TOTAL SPECIAL REVENUE FUNDS	**$ 594,357,213**	**$ 736,693,669**	**$ 741,428,291**	**$ 632,354,470**	**$ 791,786,045**	**$ (50,357,754)**	**-7%**

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
DEBT SERVICE FUNDS							
470 GENERAL GOVERNMENT							
320 COUNTY IMPROVEMENT DEBT	$ 48,151,274	$ 17,416,902	$ 28,688,181	$ 30,345,479	$ 17,691,300	$ 10,996,881	38%
DEPT. TOTAL	$ 48,151,274	$ 17,416,902	$ 28,688,181	$ 30,345,479	$ 17,691,300	$ 10,996,881	38%
APPOINTED TOTAL	**$ 48,151,274**	**$ 17,416,902**	**$ 28,688,181**	**$ 30,345,479**	**$ 17,691,300**	**$ 10,996,881**	**38%**
TOTAL DEBT SERVICE FUNDS	**$ 48,151,274**	**$ 17,416,902**	**$ 28,688,181**	**$ 30,345,479**	**$ 17,691,300**	**$ 10,996,881**	**38%**

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
CAPTIAL PROJECT FUNDS							
JUDICIAL BRANCH							
270 JUVENILE PROBATION							
455 DETENTION CAPITAL PROJECTS	$ 326,166	$ -	$ -	$ -	$ -	$ -	
DEPT. TOTAL	$ 326,166	$ -	$ -	$ -	$ -	$ -	
TOTAL JUDICIAL BRANCH	**$ 326,166**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	
ELECTED							
500 SHERIFF							
455 DETENTION CAPITAL PROJECTS	$ 837,475	$ -	$ -	$ -	$ -	$ -	
DEPT. TOTAL	$ 837,475	$ -	$ -	$ -	$ -	$ -	
TOTAL ELECTED	**$ 837,475**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	
APPOINTED							
260 CORRECTIONAL HEALTH							
455 DETENTION CAPITAL PROJECTS	$ 116,600	$ -	$ -	$ -	$ -	$ -	
DEPT. TOTAL	$ 116,600	$ -	$ -	$ -	$ -	$ -	
480 APPROPRIATED FUND BALANCE							
422 INTERGOVERNMENTAL CAP PROJ	$ 5,472,888	$ 5,691,348	$ 5,691,348	$ 495,682	$ 7,954,616	$ (2,263,268)	-40%
435 COUNTY IMPROVEMENT FUND	18,072,630	66,674,304	73,837,250	34,307,623	34,489,709	39,347,541	53%
445 GENERAL FUND CTY IMPROV	27,486,949	10,262,404	14,762,048	7,342,362	35,680,782	(20,918,734)	-142%
455 DETENTION CAPITAL PROJECTS	14,205,765	22,800,000	22,799,883	8,341,596	19,550,787	3,249,096	14%
DEPT. TOTAL	$ 65,238,231	$ 105,428,056	$ 117,090,529	$ 50,487,263	$ 97,675,894	$ 19,414,635	17%
640 TRANSPORTATION							
234 TRANSPORTATION CAPITAL PROJECT	$ 50,672,938	$ 110,634,054	$ 110,634,054	$ 91,977,691	$ 119,194,034	$ (8,559,980)	-8%
DEPT. TOTAL	$ 50,672,938	$ 110,634,054	$ 110,634,054	$ 91,977,691	$ 119,194,034	$ (8,559,980)	-8%
APPOINTED TOTAL	**$ 116,027,769**	**$ 216,062,110**	**$ 227,724,583**	**$ 142,464,954**	**$ 216,869,928**	**$ 10,854,655**	**5%**
TOTAL CAPITAL FUNDS	**$ 117,191,410**	**$ 216,062,110**	**$ 227,724,583**	**$ 142,464,954**	**$ 216,869,928**	**$ 10,854,655**	**5%**

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
ENTERPRISE FUNDS							
APPOINTED							
600 MARICOPA MANAGED CARE SYSTEMS							
540 HEALTH PLAN CLEARING	$ (319)	$ -	$ -	$ 12,666	$ -	$ -	
541 HEALTH PLAN	125,196,412	29,485,332	39,252,770	46,154,069	-	39,252,770	100%
550 LONG TERM CARE PLAN CLEARING	(296,384)	-	-	13,320	-	-	
551 LONG TERM CARE PLAN	256,814,431	58,055,625	58,055,625	55,489,335	-	58,055,625	100%
561 HEALTH SELECT	27,700,258	-	-	37,753	-	-	
DEPT. TOTAL	$ 409,414,399	$ 87,540,957	$ 97,308,395	$ 101,707,143	$ -	$ 97,308,395	100%
APPOINTED TOTAL	**$ 409,414,399**	**$ 87,540,957**	**$ 97,308,395**	**$ 101,707,143**	**$ -**	**$ 97,308,395**	**100%**
TOTAL ENTERPRISE FUNDS	**$ 409,414,399**	**$ 87,540,957**	**$ 97,308,395**	**$ 101,707,143**	**$ -**	**$ 97,308,395**	**100%**

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

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
INTERNAL SERVICE FUNDS							
APPOINTED							
200 COUNTY MANAGERS OFFICE							
681 TELECOMMUNICATIONS	$ 7,147	$ -	$ -	$ -	$ -	$ -	
DEPT. TOTAL	$ 7,147	$ -	$ -	$ -	$ -	$ -	
350 EMPLOYEE HEALTH INITIATIVES							
652 HS SELF-INSURED TRUST FUND	$ 15,731,502	$ 21,439,935	$ 21,439,935	$ 19,693,501	$ 2,854,163	$ 18,585,772	87%
685 BENEFITS TRUST	20,022,124	29,156,864	29,156,864	25,191,567	21,399,726	7,757,138	27%
DEPT. TOTAL	$ 35,753,626	$ 50,596,799	$ 50,596,799	$ 44,885,068	$ 24,253,889	$ 26,342,910	52%
410 CHIEF INFORMATION OFFICER							
681 TELECOMMUNICATIONS	$ 15,615,436	$ 14,886,562	$ 14,960,594	$ 15,286,136	$ 14,076,921	$ 883,673	6%
DEPT. TOTAL	$ 15,615,436	$ 14,886,562	$ 14,960,594	$ 15,286,136	$ 14,076,921	$ 883,673	6%
740 EQUIPMENT SERVICES							
654 EQUIPMENT SERVICES	$ 11,132,225	$ 10,575,177	$ 10,631,004	$ 12,123,704	$ 12,160,677	$ (1,529,673)	-14%
DEPT. TOTAL	$ 11,132,225	$ 10,575,177	$ 10,631,004	$ 12,123,704	$ 12,160,677	$ (1,529,673)	-14%
730 MATERIALS MANAGEMENT							
673 REPROGRAPHICS	$ 1,081,191	$ 866,797	$ 1,127,399	$ 1,149,392	$ 1,056,316	$ 71,083	6%
DEPT. TOTAL	$ 1,081,191	$ 866,797	$ 1,127,399	$ 1,149,392	$ 1,056,316	$ 71,083	6%
750 RISK MANAGEMENT							
675 RISK MANAGEMENT	$ 25,830,089	$ 26,130,901	$ 26,130,901	$ 26,130,836	$ 29,284,590	$ (3,153,689)	-12%
DEPT. TOTAL	$ 25,830,089	$ 26,130,901	$ 26,130,901	$ 26,130,836	$ 29,284,590	$ (3,153,689)	-12%
APPOINTED TOTAL	**$ 89,419,714**	**$ 103,056,236**	**$ 103,446,697**	**$ 99,575,136**	**$ 80,832,393**	**$ 22,614,304**	**22%**
TOTAL INTERNAL SERVICE FUNDS	**$ 89,419,714**	**$ 103,056,236**	**$ 103,446,697**	**$ 99,575,136**	**$ 80,832,393**	**$ 22,614,304**	**22%**

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
ELIMINATIONS							
APPOINTED							
300 PARKS & RECREATION							
900 ELIMINATIONS	$ (35,997)	$ (35,000)	$ (35,000)	$ (35,000)	$ (38,000)	$ 3,000	9%
DEPT. TOTAL	$ (35,997)	$ (35,000)	$ (35,000)	$ (35,000)	$ (38,000)	$ 3,000	9%
640 TRANSPORTATION							
900 ELIMINATIONS	$ (61,242,098)	$ (67,475,788)	$ (66,727,441)	$ (66,727,441)	$ (66,383,561)	$ (343,880)	-1%
DEPT. TOTAL	$ (61,242,098)	$ (67,475,788)	$ (66,727,441)	$ (66,727,441)	$ (66,383,561)	$ (343,880)	-1%
980 ELIMINATIONS							
900 ELIMINATIONS	$ (361,724,432)	$ (256,297,118)	$ (296,814,730)	$ (306,793,110)	$ (331,079,203)	$ 34,264,473	12%
DEPT. TOTAL	$ (361,724,432)	$ (256,297,118)	$ (296,814,730)	$ (306,793,110)	$ (331,079,203)	$ 34,264,473	12%
APPOINTED TOTAL	**$ (423,002,527)**	**$ (323,807,906)**	**$ (363,577,171)**	**$ (373,555,551)**	**$ (397,500,764)**	**$ 33,923,593**	**9%**
TOTAL ELIMINATIONS FUNDS	**$ (423,002,527)**	**$ (323,807,906)**	**$ (363,577,171)**	**$ (373,555,551)**	**$ (397,500,764)**	**$ 33,923,593**	**9%**

Consolidated Expenditures by Department and Fund Type

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	ALL FUNDS
JUDICIAL								
110 ADULT PROBATION	$ 55,280,402	$ 16,132,870	$ -	$ -	$ -	$ 71,413,272	$ -	$ 71,413,272
270 JUVENILE PROBATION	21,320,911	39,937,815	-	-	-	61,258,726	-	61,258,726
800 TRIAL COURTS	77,815,530	17,892,544	-	-	-	95,708,074	-	95,708,074
SUBTOTAL	$ 154,416,843	$ 73,963,229	$ -	$ -	$ -	$ 228,380,072.00	$ -	$ 228,380,072
ELECTED								
010 BOARD OF SUPERVISORS DIST 1	$ 341,043	$ -	$ -	$ -	$ -	341,043	$ -	$ 341,043
020 BOARD OF SUPERVISORS DIST 2	341,043	-	-	-	-	341,043	-	341,043
030 BOARD OF SUPERVISORS DIST 3	341,043	-	-	-	-	341,043	-	341,043
040 BOARD OF SUPERVISORS DIST 4	341,043	-	-	-	-	341,043	-	341,043
050 BOARD OF SUPERVISORS DIST 5	341,043	-	-	-	-	341,043	-	341,043
120 ASSESSOR	22,979,361	-	-	-	-	22,979,361	-	22,979,361
140 CALL CENTER	1,686,973	-	-	-	-	1,686,973	-	1,686,973
160 CLERK OF THE SUPERIOR COURT	32,090,197	9,561,287	-	-	-	41,651,484	-	41,651,484
190 COUNTY ATTORNEY	67,528,212	11,918,136	-	-	-	79,446,348	-	79,446,348
210 ELECTIONS	19,040,514	-	-	-	-	19,040,514	-	19,040,514
250 CONSTABLES	2,126,145	-	-	-	-	2,126,145	-	2,126,145
360 RECORDER	2,349,174	6,435,103	-	-	-	8,784,277	-	8,784,277
370 SUPERINTENDENT OF SCHOOLS	2,132,796	3,648,304	-	-	-	5,781,100	-	5,781,100
430 TREASURER	4,668,836	-	-	-	-	4,668,836	-	4,668,836
500 SHERIFF	67,507,004	189,299,237	-	-	-	256,806,241	-	256,806,241
SUBTOTAL	$ 223,814,427	$ 220,862,067	$ -	$ -	$ -	$ 444,676,494.00	$ -	$ 444,676,494
APPOINTED								
060 CLERK OF THE BOARD	$ 623,410	$ -	$ -	$ -	$ -	623,410	$ -	$ 623,410
150 EMERGENCY MANAGEMENT	235,773	1,324,894	-	-	-	1,560,667	-	1,560,667
170 COMMUNITY DEVELOPMENT	-	13,544,325	-	-	-	13,544,325	-	13,544,325
180 FINANCE	4,442,521	-	-	-	-	4,442,521	-	4,442,521
200 COUNTY MANAGERS OFFICE	2,667,353	-	-	-	-	2,667,353	-	2,667,353
220 HUMAN SERVICES	2,702,378	37,826,442	-	-	-	40,528,820	-	40,528,820
230 INTERNAL AUDIT	1,897,474	-	-	-	-	1,897,474	-	1,897,474
260 CORRECTIONAL HEALTH	3,719,176	41,838,500	-	-	-	45,557,676	-	45,557,676
290 MEDICAL EXAMINER	6,677,385	-	-	-	-	6,677,385	-	6,677,385
300 PARKS & RECREATION	1,766,029	5,556,800	-	-	-	7,322,829	(38,000)	7,284,829
310 HUMAN RESOURCES	3,182,409	-	-	-	-	3,182,409	-	3,182,409
340 PUBLIC FIDUCIARY	2,256,900	-	-	-	-	2,256,900	-	2,256,900
350 EMPLOYEE HEALTH INITIATIVES	2,457,959	-	-	-	24,253,889	26,711,848	-	26,711,848
390 HEALTH CARE MANDATES	317,896,691	-	-	-	-	317,896,691	-	317,896,691
410 ENTERPRISE TECHNOLOGY	7,504,804	-	-	-	14,076,921	21,581,725	-	21,581,725
420 INTEGRATED CRIMINAL JUST INFO	-	1,817,932	-	-	-	1,817,932	-	1,817,932
440 PLANNING & DEVELOPMENT	-	17,803,060	-	-	-	17,803,060	-	17,803,060
460 RESEARCH & REPORTING	349,072	-	-	-	-	349,072	-	349,072
470 GENERAL GOVERNMENT	364,029,991	79,096,363	17,691,300	-	-	460,817,654	-	460,817,654
480 APPROPRIATED FUND BALANCE	212,381,047	73,587,844	-	97,675,894	-	383,644,785	-	383,644,785
490 MANAGEMENT & BUDGET	3,232,305	-	-	-	-	3,232,305	-	3,232,305
520 PUBLIC DEFENDER	36,608,991	2,526,833	-	-	-	39,135,824	-	39,135,824
540 LEGAL DEFENDER	8,459,463	134,794	-	-	-	8,594,257	-	8,594,257
550 LEGAL ADVOCATE	7,752,303	17,500	-	-	-	7,769,803	-	7,769,803
560 CONTRACT COUNSEL	16,768,051	-	-	-	-	16,768,051	-	16,768,051
620 MARICOPA EVENTS CENTER	-	75,000	-	-	-	75,000	-	75,000
640 TRANSPORTATION	-	126,395,507	-	119,194,034	-	245,589,541	(66,383,561)	179,205,980
670 SOLID WASTE	-	8,014,749	-	-	-	8,014,749	-	8,014,749
700 FACILITIES MANAGEMENT	12,932,897	3,081,810	-	-	-	16,014,707	-	16,014,707
730 MATERIALS MANAGEMENT	1,961,265	-	-	-	1,056,316	3,017,581	-	3,017,581
740 EQUIPMENT SERVICES	-	-	-	-	12,160,677	12,160,677	-	12,160,677
750 RISK MANAGEMENT	-	-	-	-	29,284,590	29,284,590	-	29,284,590
790 ANIMAL CARE & CONTROL	375,982	10,486,593	-	-	-	10,862,575	-	10,862,575
850 AIR QUALITY	546,899	13,814,188	-	-	-	14,361,087	-	14,361,087
860 PUBLIC HEALTH	12,074,428	47,699,294	-	-	-	59,773,722	-	59,773,722
880 ENVIRONMENTAL SERVICES	2,419,397	12,318,321	-	-	-	14,737,718	-	14,737,718
980 ELIMINATIONS	-	-	-	-	-	-	(331,079,203)	(331,079,203)
SUBTOTAL	$ 1,037,922,353	$ 496,960,749	$ 17,691,300	$ 216,869,928	$ 80,832,393	$ 1,850,276,723	$ (397,500,764)	$ 1,452,775,959
MARICOPA COUNTY	$ 1,416,153,623	$ 791,786,045	$ 17,691,300	$ 216,869,928	$ 80,832,393	$ 2,523,333,289	$ (397,500,764)	$ 2,125,832,525

Consolidated Expenditures by Object Code and Fund Type

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
ALL FUNDS							
PERSONAL SERVICES							
701 REGULAR PAY	$ 487,713,244	$ 519,742,420	$ 570,793,034	$ 531,304,785	$ 598,304,183	$ (27,511,149)	-5%
705 TEMPORARY PAY	6,559,564	5,397,129	5,270,412	6,137,928	7,133,223	(1,862,811)	-35%
710 OVERTIME	14,432,751	6,257,585	7,048,771	13,318,114	7,231,854	(183,083)	-3%
750 FRINGE BENEFITS	140,642,520	181,354,184	187,473,587	171,067,737	202,213,205	(14,739,618)	-8%
790 OTHER PERSONNEL SERVICES	7,515,630	89,402,837	52,701,540	17,970,583	66,929,878	(14,228,338)	-27%
795 PERSONNEL SERVICES ALLOC OUT	(40,315,742)	(50,397,058)	(39,340,584)	(43,317,944)	(40,944,640)	1,604,056	4%
796 PERSONNEL SERVICES ALLOC IN	38,946,776	48,280,638	38,421,151	39,323,905	38,923,678	(502,527)	-1%
SUBTOTAL	$ 655,494,744	$ 800,037,735	$ 822,367,910	$ 735,805,108	$ 879,791,381	$ (57,423,471)	-7%
SUPPLIES & SERVICES							
801 GENERAL SUPPLIES	$ 47,636,850	$ 40,997,841	$ 37,357,993	$ 35,892,621	$ 36,526,305	$ 831,688	2%
802 MEDICAL SUPPLIES	25,320,614	20,587,409	17,848,668	19,694,146	17,593,311	255,357	1%
803 FUEL	4,101,234	8,182,486	8,031,203	11,361,972	5,742,587	2,288,616	28%
804 NON-CAPITAL EQUIPMENT	7,112,227	12,876,353	22,456,705	3,034,910	29,071,510	(6,614,805)	-29%
805 SUPPLIES - ALLOCATION OUT	(2,902,190)	(3,458,046)	(2,846,667)	(3,047,390)	(3,141,332)	-	0%
806 SUPPLIES - ALLOCATION IN	2,911,225	3,460,916	2,849,113	2,925,919	3,071,224	-	0%
810 LEGAL SERVICES	35,820,800	58,419,589	60,733,276	60,031,382	63,415,252	(2,681,976)	-4%
811 HEALTH CARE SERVICES	391,564,531	138,049,372	119,466,215	115,431,641	26,249,476	93,216,739	78%
812 OTHER SERVICES	114,400,063	277,312,199	239,305,976	142,695,331	344,554,501	(105,248,525)	-44%
820 RENT & OPERATING LEASES	21,546,739	22,583,802	22,510,851	20,376,375	23,644,351	(1,133,500)	-5%
825 REPAIRS AND MAINTENANCE	29,857,262	33,772,669	32,771,648	31,008,545	54,628,819	(21,857,171)	-67%
830 INTERGOVERNMENTAL PAYMENTS	316,125,871	295,313,043	292,204,721	279,615,469	304,988,070	(12,783,349)	-4%
839 INTERNAL SERVICE CHARGES	(15,554,128)	(37,885,941)	(9,251,906)	(12,305,239)	(7,689,959)	(1,561,947)	-17%
842 EDUCATION & TRAINING	7,430,703	8,336,464	8,252,903	8,008,409	7,802,704	450,199	5%
843 POSTAGE/FREIGHT/SHIPPING	5,828,422	5,239,950	5,276,803	5,258,067	6,133,409	(856,606)	-16%
845 SUPPORT AND CARE OF PERSONS	1,892,874	840,274	965,962	1,660,904	959,000	6,962	1%
850 UTILITIES	21,021,552	26,591,011	26,328,757	25,230,849	30,943,575	(4,614,818)	-18%
855 INTEREST EXPENSE	295,741	-	-	250,964	-	-	
865 DEPRECIATION	2,747,702	-	14,912	149,162	-	14,912	100%
872 SERVICES - ALLOCATION OUT	(18,629,720)	(11,798,525)	(9,120,584)	(7,745,741)	(3,687,104)	-	0%
873 SERVICES - ALLOCATION IN	9,745,058	8,206,127	9,080,372	6,791,951	3,809,583	-	0%
880 TRANSFERS OUT	(572,452)	-	-	-	-	-	
890 LOSS ON FIXED ASSETS	-	-	-	65,698	-	-	
SUBTOTAL	$ 1,007,700,978	$ 907,626,993	$ 884,236,922	$ 746,387,376	$ 945,990,021	$ (61,753,099)	-7%
CAPITAL OUTLAY							
910 LAND	$ 9,184,541	$ 3,234,310	$ 3,234,310	$ 4,795,228	$ 4,140,000	$ (905,690)	-28%
915 BUILDINGS AND IMPROVEMENTS	65,905,835	138,101,062	145,357,609	62,223,358	149,587,080	(4,229,471)	-3%
920 CAPITAL EQUIPMENT	10,414,513	4,947,203	8,433,950	6,921,689	5,888,740	2,545,210	30%
930 VEHICLES & CONSTRUCTION EQUIP	9,572,696	11,002,286	14,095,518	12,635,314	11,188,424	2,907,094	21%
940 INFRASTRUCTURE	32,390,811	83,930,883	82,887,133	62,774,150	91,379,000	(8,491,867)	-10%
950 DEBT SERVICE	20,635,741	46,517,107	58,072,488	37,054,577	37,818,423	20,254,065	35%
955 CAPITAL - ALLOCATION OUT	(759,198)	(504,355)	(472,243)	(313,456)	(877,966)	-	0%
956 CAPITAL - ALLOCATION IN	759,188	504,316	454,232	318,180	927,422	-	0%
SUBTOTAL	$ 148,104,126	$ 287,732,812	$ 312,062,997	$ 186,409,040	$ 300,051,123	$ 12,011,874	4%
FUND TOTAL	**$ 1,811,299,848**	**$ 1,995,397,540**	**$ 2,018,667,829**	**$ 1,668,601,524**	**$ 2,125,832,525**	**$ (107,164,696)**	**-5%**

Consolidated Expenditures by Fund Type / Object Code (Continued)

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
GENERAL FUND							
PERSONAL SERVICES							
701 REGULAR PAY	$ 261,342,697	$ 282,114,997	$ 306,622,694	$ 290,915,419	$ 337,259,922	$ (30,637,228)	-10.0%
705 TEMPORARY PAY	4,125,475	3,254,774	3,209,735	3,927,461	4,670,008	(1,460,273)	-45.5%
710 OVERTIME	3,821,467	2,403,917	2,977,754	4,175,938	3,189,512	(211,758)	-7.1%
750 FRINGE BENEFITS	74,158,603	91,477,871	96,855,338	89,295,049	110,513,632	(13,658,294)	-14.1%
790 OTHER PERSONNEL SERVICES	2,498,997	48,316,676	22,239,784	3,976,264	39,334,314	(17,094,530)	-76.9%
795 PERSONNEL SERVICES ALLOC OUT	(21,726,058)	(29,241,897)	(25,007,664)	(24,557,774)	(27,348,870)	2,341,206	9.4%
796 PERSONNEL SERVICES ALLOC IN	5,426,744	8,091,637	7,547,352	6,840,728	7,917,230	(369,878)	-4.9%
SUBTOTAL	$ 329,647,924	$ 406,417,975	$ 414,444,993	$ 374,573,085	$ 475,535,748	$ (61,090,755)	-14.7%
SUPPLIES & SERVICES							
801 GENERAL SUPPLIES	$ 13,467,478	$ 13,046,355	$ 11,619,101	$ 11,806,503	$ 10,935,569	$ 683,532	5.9%
802 MEDICAL SUPPLIES	719,648	498,491	509,836	553,625	690,911	(181,075)	-35.5%
803 FUEL	2,229,601	1,958,095	1,677,714	2,623,297	2,209,256	(531,542)	-31.7%
804 NON-CAPITAL EQUIPMENT	2,200,958	5,514,577	14,216,879	465,062	26,209,544	(11,992,665)	-84.4%
805 SUPPLIES - ALLOCATION OUT	(1,283,182)	(1,782,983)	(1,659,580)	(1,666,135)	(1,636,860)	-	0.0%
806 SUPPLIES - ALLOCATION IN	537,276	118,365	143,718	189,007	159,843	-	0.0%
810 LEGAL SERVICES	30,385,482	53,701,419	56,280,941	56,052,383	57,160,481	(879,540)	-1.6%
811 HEALTH CARE SERVICES	2,349,455	2,522,855	8,447,366	2,741,547	3,098,765	5,348,601	63.3%
812 OTHER SERVICES	36,030,063	140,368,285	99,885,790	41,173,408	198,819,837	(98,934,047)	-99.0%
820 RENT & OPERATING LEASES	10,548,804	13,290,816	13,283,267	10,895,044	13,978,968	(695,701)	-5.2%
825 REPAIRS AND MAINTENANCE	11,426,812	14,218,215	14,427,042	13,690,924	30,201,686	(15,774,644)	-109.3%
830 INTERGOVERNMENTAL PAYMENTS	299,844,891	271,788,612	270,701,591	267,793,118	287,894,801	(17,193,210)	-6.4%
839 INTERNAL SERVICE CHARGES	18,310,625	18,090,424	19,288,163	18,030,353	21,554,285	(2,266,122)	-11.7%
841 TRAVEL	-	-	-	-	430,624	(430,624)	
842 EDUCATION & TRAINING	3,600,074	3,808,413	4,236,855	4,159,202	3,766,366	470,489	11.1%
843 POSTAGE/FREIGHT/SHIPPING	4,122,081	3,709,559	3,909,061	4,266,166	5,036,038	(1,126,977)	-28.8%
845 SUPPORT AND CARE OF PERSONS	325,804	563,774	659,462	458,158	728,000	(68,538)	-10.4%
850 UTILITIES	10,127,058	11,514,535	11,467,788	11,441,130	14,541,298	(3,073,510)	-26.8%
855 INTEREST EXPENSE	1,480	-	-	-	-	-	
872 SERVICES - ALLOCATION OUT	(2,498,871)	(2,826,217)	(3,012,793)	(2,786,610)	(2,850,433)	-	0.0%
873 SERVICES - ALLOCATION IN	82,541	384,700	588,086	223,833	218,004	-	0.0%
880 TRANSFERS OUT	188,349,747	162,472,234	202,614,672	204,271,970	215,942,665	(13,327,993)	-6.6%
SUBTOTAL	$ 630,877,823	$ 712,960,524	$ 729,284,959	$ 646,381,986	$ 889,089,648	$ (159,804,689)	-21.9%
CAPITAL OUTLAY							
915 BUILDINGS AND IMPROVEMENTS	$ 7,472,295	$ 16,339,390	$ 16,339,390	$ 4,895,831	$ 29,746,836	$ (13,407,446)	-82.1%
920 CAPITAL EQUIPMENT	1,004,229	416,140	692,451	779,149	279,697	412,754	59.6%
930 VEHICLES & CONSTRUCTION EQUIP	3,708,461	4,866,500	5,188,600	5,192,989	4,832,750	355,850	6.9%
950 DEBT SERVICE	3,338,246	17,615,965	17,897,354	3,998,120	16,931,721	965,633	5.4%
955 CAPITAL - ALLOCATION OUT	(527,445)	(196,824)	(214,796)	(193,184)	(289,079)	-	0.0%
956 CAPITAL - ALLOCATION IN	246,832	15,902	15,902	81,917	17,592	-	0.0%
SUBTOTAL	$ 15,242,617	$ 39,057,073	$ 39,918,901	$ 14,754,823	$ 51,519,517	$ (11,600,616)	-29.1%
FUND TOTAL	**$ 975,768,365**	**$ 1,158,435,572**	**$ 1,183,648,853**	**$ 1,035,709,893**	**$ 1,416,144,913**	**$ (232,496,060)**	**-19.6%**

Consolidated Expenditures by Fund Type / Object Code (Continued)

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
SPECIAL REVENUE							
PERSONAL SERVICES							
701 REGULAR PAY	$ 198,605,312	$ 231,043,299	$ 252,230,371	$ 229,826,794	$ 254,670,050	$ (2,439,679)	-1.0%
705 TEMPORARY PAY	2,330,293	2,126,186	2,003,508	2,103,745	2,409,046	(405,538)	-20.2%
710 OVERTIME	10,055,635	3,652,107	3,893,976	8,887,985	3,904,212	(10,236)	-0.3%
750 FRINGE BENEFITS	61,222,710	83,275,291	87,097,803	77,378,516	89,672,500	(2,574,697)	-3.0%
790 OTHER PERSONNEL SERVICES	4,848,412	40,956,091	28,242,798	12,889,522	27,558,063	684,735	2.4%
795 PERSONNEL SERVICES ALLOC OUT	(16,031,786)	(16,216,383)	(12,891,534)	(12,436,052)	(13,595,770)	704,236	5.5%
796 PERSONNEL SERVICES ALLOC IN	26,750,628	31,394,739	25,577,028	25,823,551	26,839,063	(1,262,035)	-4.9%
SUBTOTAL	$ 287,781,203	$ 376,231,330	$ 386,153,950	$ 344,474,062	$ 391,457,164	$ (5,303,214)	-1.4%
SUPPLIES & SERVICES							
801 GENERAL SUPPLIES	$ 24,174,898	$ 24,326,805	$ 22,759,452	$ 21,294,603	$ 22,909,649	$ (150,197)	-0.7%
802 MEDICAL SUPPLIES	16,823,295	16,563,215	16,469,121	17,817,232	16,902,400	(433,279)	-2.6%
803 FUEL	1,840,390	1,684,891	1,879,889	2,466,228	2,614,593	(734,704)	-39.1%
804 NON-CAPITAL EQUIPMENT	4,812,625	7,304,039	8,189,123	2,536,439	2,820,652	5,368,471	65.6%
805 SUPPLIES - ALLOCATION OUT	(1,549,577)	(1,562,387)	(1,158,918)	(1,347,945)	(1,504,472)	-	0.0%
806 SUPPLIES - ALLOCATION IN	2,304,518	3,229,874	2,677,226	2,701,875	2,911,381	-	0.0%
810 LEGAL SERVICES	269,670	1,283,562	1,017,727	259,731	936,939	80,788	7.9%
811 HEALTH CARE SERVICES	16,750,346	12,738,700	12,746,390	18,650,763	15,486,229	(2,739,839)	-21.5%
812 OTHER SERVICES	40,558,316	92,973,840	91,424,047	52,285,209	103,831,155	(12,407,108)	-13.6%
820 RENT & OPERATING LEASES	7,523,953	6,893,049	6,884,065	6,864,298	7,813,282	(929,217)	-13.5%
825 REPAIRS AND MAINTENANCE	14,889,293	16,802,424	15,532,890	14,779,447	21,856,549	(6,323,659)	-40.7%
830 INTERGOVERNMENTAL PAYMENTS	15,440,839	23,172,431	21,052,326	11,067,377	16,661,269	4,391,057	20.9%
839 INTERNAL SERVICE CHARGES	14,147,192	12,922,802	13,235,269	13,534,662	15,291,196	(2,055,927)	-15.5%
841 TRAVEL	-	-	-	1,432	944,115	(944,115)	
842 EDUCATION & TRAINING	3,578,995	3,781,906	3,750,419	3,594,450	3,987,228	(236,809)	-6.3%
843 POSTAGE/FREIGHT/SHIPPING	1,228,779	831,791	1,166,860	751,947	1,089,171	77,689	6.7%
845 SUPPORT AND CARE OF PERSONS	1,567,070	276,500	306,500	1,202,746	231,000	75,500	24.6%
850 UTILITIES	5,444,618	9,535,263	9,579,081	8,274,021	11,175,847	(1,596,766)	-16.7%
855 INTEREST EXPENSE	23	-	-	-	-	-	
872 SERVICES - ALLOCATION OUT	(3,893,599)	(5,242,413)	(5,175,317)	(3,363,438)	(836,671)	-	0.0%
873 SERVICES - ALLOCATION IN	5,875,343	7,702,516	7,597,020	5,978,075	3,591,579	-	0.0%
880 TRANSFERS OUT	114,907,194	88,965,238	88,562,193	88,347,193	112,806,266	(24,244,073)	-27.4%
SUBTOTAL	$ 286,694,178	$ 324,184,046	$ 318,510,275	$ 267,696,346	$ 361,519,357	$ (43,009,082)	-13.5%
CAPITAL OUTLAY							
915 BUILDINGS AND IMPROVEMENTS	$ 3,872,608	$ 14,885,616	$ 9,696,435	$ 5,483,284	$ 22,193,350	$ (12,496,915)	-128.9%
920 CAPITAL EQUIPMENT	8,207,619	3,717,813	6,713,566	4,900,397	5,384,248	1,329,318	19.8%
930 VEHICLES & CONSTRUCTION EQUIP	5,628,274	5,902,997	8,692,421	7,278,250	6,299,274	2,393,147	27.5%
940 INFRASTRUCTURE	-	450,000	304,915	-	1,802,000	(1,497,085)	-491.0%
950 DEBT SERVICE	1,892,729	11,140,984	11,175,846	2,410,910	2,809,709	8,366,137	74.9%
955 CAPITAL - ALLOCATION OUT	(231,753)	(276,241)	(249,624)	(117,221)	(588,887)	-	0.0%
956 CAPITAL - ALLOCATION IN	512,355	457,124	430,507	228,442	909,830	-	0.0%
SUBTOTAL	$ 19,881,832	$ 36,278,293	$ 36,764,066	$ 20,184,062	$ 38,809,524	$ (2,045,458)	-5.6%
FUND TOTAL	**$ 594,357,213**	**$ 736,693,669**	**$ 741,428,291**	**$ 632,354,470**	**$ 791,786,045**	**$ (50,357,754)**	**-6.8%**

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
DEBT SERVICE							
SUPPLIES & SERVICES							
880 TRANSFERS OUT	$ 33,008,452	$ -	$ -	$ -	$ -	$ -	
SUBTOTAL	$ 33,008,452	$ -	$ -	$ -	$ -	$ -	
CAPITAL OUTLAY							
950 DEBT SERVICE	$ 15,142,822	$ 17,416,902	$ 28,688,181	$ 30,345,479	$ 17,691,300	$ 10,996,881	38.3%
SUBTOTAL	$ 15,142,822	$ 17,416,902	$ 28,688,181	$ 30,345,479	$ 17,691,300	$ 10,996,881	38.3%
FUND TOTAL	**$ 48,151,274**	**$ 17,416,902**	**$ 28,688,181**	**$ 30,345,479**	**$ 17,691,300**	**$ 10,996,881**	**38.3%**

Consolidated Expenditures by Fund Type / Object Code (Continued)

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
CAPITAL PROJECTS							
PERSONAL SERVICES							
701 REGULAR PAY	$ 776,078	$ -	$ -	$ -	$ -	$ -	
710 OVERTIME	41,067	-	-	(3,045)	-	-	
750 FRINGE BENEFITS	196,544	-	-	(358)	-	-	
790 OTHER PERSONNEL SERVICES	9,336	-	-	-	-	-	
796 PERSONNEL SERVICES ALLOC IN	4,044,854	3,959,784	3,959,684	3,613,622	4,086,534	(126,850)	-3.2%
SUBTOTAL	$ 5,067,880	$ 3,959,784	$ 3,959,684	$ 3,610,220	$ 4,086,534	$ (126,850)	-3.2%
SUPPLIES & SERVICES							
801 GENERAL SUPPLIES	$ 121,377	$ -	$ 15,000	$ 15,148	$ -	$ 15,000	100.0%
802 MEDICAL SUPPLIES	5,932	-	-	-	-	-	
803 FUEL	1,214	-	-	-	-	-	
804 NON-CAPITAL EQUIPMENT	9,924	-	-	-	-	-	
810 LEGAL SERVICES	24,318	-	-	-	-	-	
812 OTHER SERVICES	5,131,018	18,716,032	18,814,797	19,079,087	21,004,500	(2,189,703)	-11.6%
820 RENT & OPERATING LEASES	52,872	-	-	-	-	-	
825 REPAIRS AND MAINTENANCE	652,545	-	-	(1,407)	-	-	
839 INTERNAL SERVICE CHARGES	802,450	-	-	479,684	415,000	(415,000)	
842 EDUCATION & TRAINING	1,422	-	-	-	-	-	
850 UTILITIES	6,751	-	-	-	-	-	
880 TRANSFERS OUT	9,186,823	63,045	63,045	63,045	-	63,045	100.0%
SUBTOTAL	$ 15,996,646	$ 18,779,077	$ 18,892,842	$ 19,635,557	$ 21,419,500	$ (2,526,658)	-13.4%
CAPITAL OUTLAY							
910 LAND	$ 9,184,541	$ 3,234,310	$ 3,234,310	$ 4,795,228	$ 4,140,000	$ (905,690)	-28.0%
915 BUILDINGS AND IMPROVEMENTS	54,543,970	106,608,056	119,055,529	51,649,799	97,646,894	21,408,635	18.0%
940 INFRASTRUCTURE	32,390,811	83,480,883	82,582,218	62,774,150	89,577,000	(6,994,782)	-8.5%
950 DEBT SERVICE	7,563	-	-	-	-	-	
SUBTOTAL	$ 96,126,885	$ 193,323,249	$ 204,872,057	$ 119,219,177	$ 191,363,894	$ 13,508,163	6.6%
FUND TOTAL	**$ 117,191,410**	**$ 216,062,110**	**$ 227,724,583**	**$ 142,464,954**	**$ 216,869,928**	**$ 10,854,655**	**4.8%**

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
ENTERPRISE							
PERSONAL SERVICES							
701 REGULAR PAY	$ 21,719,802	$ 706,260	$ 5,804,227	$ 5,007,937	$ -	$ 5,804,227	100.0%
705 TEMPORARY PAY	91,089	12,000	3,000	79,293	-	3,000	100.0%
710 OVERTIME	402,516	69,200	40,736	70,910	-	40,736	100.0%
750 FRINGE BENEFITS	3,508,761	4,712,960	1,600,565	2,622,957	-	1,600,565	100.0%
790 OTHER PERSONNEL SERVICES	64,044	86,000	2,115,813	1,046,980	-	2,115,813	100.0%
795 PERSONNEL SERVICES ALLOC OUT	(2,557,898)	(4,938,778)	(1,441,386)	(6,324,118)	-	(1,441,386)	-100.0%
796 PERSONNEL SERVICES ALLOC IN	2,668,057	4,769,946	1,272,555	2,957,610	-	1,272,555	100.0%
SUBTOTAL	$ 25,896,371	$ 5,417,588	$ 9,395,511	$ 5,461,569	$ -	$ 9,395,511	100.0%
SUPPLIES & SERVICES							
801 GENERAL SUPPLIES	$ 1,786,626	$ 1,034,299	$ 274,561	$ 109,562	$ -	$ 274,561	100.0%
802 MEDICAL SUPPLIES	7,771,699	3,525,703	869,711	1,323,288	-	869,711	100.0%
803 FUEL	511	-	-	199	-	-	
804 NON-CAPITAL EQUIPMENT	5,189	3,000	750	750	-	750	100.0%
805 SUPPLIES - ALLOCATION OUT	(69,431)	(112,676)	(28,169)	(33,310)	-	-	0.0%
806 SUPPLIES - ALLOCATION IN	69,431	112,677	28,169	35,037	-	-	0.0%
810 LEGAL SERVICES	453	-	-	-	-	-	
811 HEALTH CARE SERVICES	362,861,741	74,813,733	77,634,826	77,106,605	-	77,634,826	100.0%
812 OTHER SERVICES	13,634,545	3,276,213	7,206,143	8,819,588	-	7,206,143	100.0%
820 RENT & OPERATING LEASES	1,515,832	782,540	726,206	766,387	-	726,206	100.0%
825 REPAIRS AND MAINTENANCE	(3,485)	119,900	179,975	31,457	-	179,975	100.0%
830 INTERGOVERNMENTAL PAYMENTS	392,915	-	96,664	284,032	-	96,664	100.0%
839 INTERNAL SERVICE CHARGES	261,976	167,914	41,979	159,331	-	41,979	100.0%
842 EDUCATION & TRAINING	216,022	688,435	208,885	220,490	-	208,885	100.0%
843 POSTAGE/FREIGHT/SHIPPING	467,494	690,300	195,075	236,540	-	195,075	100.0%
850 UTILITIES	27,171	99,417	29,354	41,488	-	29,354	100.0%
855 INTEREST EXPENSE	230,477	-	-	250,964	-	-	
865 DEPRECIATION	2,747,702	-	-	149,162	-	-	
872 SERVICES - ALLOCATION OUT	(12,237,250)	(3,729,895)	(932,474)	(1,595,693)	-	-	0.0%
873 SERVICES - ALLOCATION IN	3,787,175	118,911	895,266	590,043	-	-	0.0%
880 TRANSFERS OUT	34,272	470,318	470,318	7,738,788	-	470,318	100.0%
SUBTOTAL	$ 383,501,065	$ 82,060,789	$ 87,897,239	$ 96,234,708	$ -	$ 87,897,239	100.0%
CAPITAL OUTLAY							
915 BUILDINGS AND IMPROVEMENTS	$ 16,963	$ -	$ -	$ -	$ -	$ -	
930 VEHICLES & CONSTRUCTION EQUIP	-	24,389	6,097	6,096	-	6,097	100.0%
950 DEBT SERVICE	-	38,191	9,548	-	-	9,548	100.0%
955 CAPITAL - ALLOCATION OUT	-	(31,290)	(7,823)	(3,051)	-	-	0.0%
956 CAPITAL - ALLOCATION IN	-	31,290	7,823	7,821	-	-	0.0%
SUBTOTAL	$ 16,963	$ 62,580	$ 15,645	$ 10,866	$ -	$ 15,645	100.0%
FUND TOTAL	**$ 409,414,399**	**$ 87,540,957**	**$ 97,308,395**	**$ 101,707,143**	**$ -**	**$ 97,308,395**	**100.0%**

Consolidated Expenditures by Fund Type / Object Code (Continued)

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
INTERNAL SERVICE							
PERSONAL SERVICES							
701 REGULAR PAY	$ 5,269,356	$ 5,877,864	$ 6,135,741	$ 5,554,635	$ 6,374,211	$ (238,470)	-3.9%
705 TEMPORARY PAY	12,707	4,169	54,169	27,429	54,169	-	0.0%
710 OVERTIME	112,066	132,361	136,305	186,326	138,130	(1,825)	-1.3%
750 FRINGE BENEFITS	1,555,902	1,888,062	1,919,881	1,771,573	2,018,363	(98,482)	-5.1%
790 OTHER PERSONNEL SERVICES	94,842	44,070	103,145	57,816	37,501	65,644	63.6%
796 PERSONNEL SERVICES ALLOC IN	56,493	64,532	64,532	88,394	80,851	(16,319)	-25.3%
SUBTOTAL	$ 7,101,366	$ 8,011,058	$ 8,413,773	$ 7,686,173	$ 8,703,225	$ (289,452)	-3.4%
SUPPLIES & SERVICES							
801 GENERAL SUPPLIES	$ 8,086,472	$ 2,590,382	$ 2,689,879	$ 2,666,805	$ 2,681,087	$ 8,792	0.3%
802 MEDICAL SUPPLIES	40	-	-	-	-	-	
803 FUEL	29,519	4,539,500	4,473,600	6,272,247	5,990,336	(1,516,736)	-33.9%
804 NON-CAPITAL EQUIPMENT	83,531	54,737	49,953	32,660	41,314	8,639	17.3%
810 LEGAL SERVICES	5,140,879	3,434,608	3,434,608	3,719,268	5,317,832	(1,883,224)	-54.8%
811 HEALTH CARE SERVICES	33,327,051	47,974,084	47,917,269	42,785,980	23,302,059	24,615,210	51.4%
812 OTHER SERVICES	20,699,703	21,977,829	21,975,199	21,338,039	20,879,009	1,096,190	5.0%
820 RENT & OPERATING LEASES	1,905,279	1,617,397	1,617,313	1,850,645	1,852,101	(234,788)	-14.5%
825 REPAIRS AND MAINTENANCE	2,892,096	2,632,130	2,631,741	2,508,125	2,570,584	61,157	2.3%
830 INTERGOVERNMENTAL PAYMENTS	447,225	352,000	354,140	470,943	452,000	(97,860)	-27.6%
839 INTERNAL SERVICE CHARGES	1,547,423	1,898,908	1,898,908	1,900,949	2,281,009	(382,101)	-20.1%
842 EDUCATION & TRAINING	34,190	57,710	56,744	34,267	49,110	7,634	13.5%
843 POSTAGE/FREIGHT/SHIPPING	10,067	8,300	5,807	3,413	8,200	(2,393)	-41.2%
850 UTILITIES	5,415,954	5,441,796	5,252,534	5,474,209	5,226,430	26,104	0.5%
855 INTEREST EXPENSE	63,762	-	-	-	-	-	
880 TRANSFERS OUT	942,150	871,082	871,082	871,082	811,209	59,873	6.9%
890 LOSS ON FIXED ASSETS	-	-	-	65,698	-	-	
SUBTOTAL	$ 80,625,340	$ 93,450,463	$ 93,228,777	$ 89,994,330	$ 71,462,280	$ 21,766,497	23.3%
CAPITAL OUTLAY							
915 BUILDINGS AND IMPROVEMENTS	$ -	$ 268,000	$ 266,255	$ 194,443	$ -	$ 266,255	100.0%
920 CAPITAL EQUIPMENT	1,202,664	813,250	1,027,933	1,242,143	224,795	803,138	78.1%
930 VEHICLES & CONSTRUCTION EQUIP	235,961	208,400	208,400	157,979	56,400	152,000	72.9%
950 DEBT SERVICE	254,382	305,065	301,559	300,068	385,693	(84,134)	-27.9%
SUBTOTAL	$ 1,693,007	$ 1,594,715	$ 1,804,147	$ 1,894,633	$ 666,888	$ 1,137,259	63.0%
FUND TOTAL	**$ 89,419,714**	**$ 103,056,236**	**$ 103,446,697**	**$ 99,575,136**	**$ 80,832,393**	**$ 22,614,304**	**21.9%**

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
ELIMINATIONS							
SUPPLIES & SERVICES							
803 FUEL	$ -	$ -	$ -	$ -	$ (5,071,598)	$ 5,071,598	
811 HEALTH CARE SERVICES	(23,724,061)	-	(27,279,636)	(25,853,255)	(15,637,577)	(11,642,059)	-42.7%
812 OTHER SERVICES	(1,653,582)	-	-	-	-	-	
839 INTERNAL SERVICE CHARGES	(50,623,794)	(70,965,989)	(43,716,225)	(46,410,218)	(47,231,449)	3,515,224	8.0%
880 TRANSFERS OUT	(347,001,089)	(252,841,917)	(292,581,310)	(301,292,078)	(329,560,140)	36,978,830	12.6%
SUBTOTAL	$ (423,002,527)	$ (323,807,906)	$ (363,577,171)	$ (373,555,551)	$ (397,500,764)	$ 33,923,593	9.3%
FUND TOTAL	**$ (423,002,527)**	**$ (323,807,906)**	**$ (363,577,171)**	**$ (373,555,551)**	**$ (397,500,764)**	**$ 33,923,593**	**9.3%**

General Government Expenditure Summary

DESCRIPTION	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE
General Fund (100)					
4711 - General Contingency (unreserved)					
General Contingency	$ 23,644,626	$ 19,936,065	$ -	$ 23,410,172	$ (3,474,107)
4711 - General Contingency (reserved)					
Compensation Reserve	$ 32,693,265	$ 9,859,167	$ -	$ 33,561,414	$ (23,702,247)
CASS	-	-	-	-	-
Debt Service Reserve	-	-	-	33,312,867	(33,312,867)
Health Reserve	4,088,812	4,010,843	-	-	4,010,843
Health/Dental Premium Increase (unallocated)	4,788,838	2,893,513	-	-	2,893,513
Justice Reserve	6,549,271	3,402,454	-	1,882,928	1,519,526
Medical Examiner: Critical Physician Coverage	-	142,000	-	142,000	-
Pappas Debt Service	-	-	-	78,464	(78,464)
Public Fiduciary Computer Software	14,000	14,000	-	14,000	-
Sheriff Overtime	300,000	300,000	-	-	300,000
Special Needs Transportation	325,000	325,000	-	230,000	95,000
Technology Reserve	10,000,000	10,000,000	-	18,166,850	(8,166,850)
Subtotal	$ 82,403,812	$ 50,883,042	$ -	$ 110,798,695	$ (59,915,653)
4712 - Other General Fund Programs					
Article V Procurement/SBE	$ 83,880	$ 83,880	$ 83,880	$ 193,366	$ (109,486)
Board NW Regional Service Charges	5,280	5,280	5,280	5,280	-
Board Resolution (9/11 Reward Fund)	10,000	10,000	-	-	10,000
Citizens Tax Education	200,000	200,000	200,000	200,000	-
Desktop/Laptop Refresh Program	347,351	25,141	-	920,025	(894,884)
Downtown Juror/Employee Parking Shuttle	200,000	200,000	200,000	230,000	(30,000)
Emergency Management: Disaster Fund	50,000	50,000	-	50,000	-
Human Resources Peak Performers	650,000	650,000	289,038	650,000	-
Improvement District Allocation	-	-	-	129,566	(129,566)
Jail Excise Tax, Maintenance of Effort (MOE)	145,724,861	145,724,861	145,724,861	160,895,270	(15,170,409)
Master Plans	500,000	500,000	500,000	900,000	(400,000)
New Facility Operating Costs	-	-	-	5,500,000	(5,500,000)
Orthophotography Program	-	264,654	264,654	288,579	(23,925)
Outsourcing of Mail and Ballots	-	-	-	-	-
Probation Recruitment	-	-	-	200,000	(200,000)
Real Estate Evaluation, Acquisition & Divestiture	94,275	94,275	73,398	119,275	(25,000)
Regional Development Services	-	-	-	71,443	(71,443)
Special Health Care District Loan	15,000,000	15,000,000	15,000,000	-	15,000,000
Special Health Care District Performance Bond	-	100,000	35,331	50,000	50,000
Vehicle Replacement	4,828,600	4,869,100	4,869,100	4,383,700	485,400
Subtotal	$ 167,694,247	$ 167,777,191	$ 167,245,542	$ 174,786,504	$ (7,009,313)
4714 - Central Service Costs					
Annual County Wide Operational Maintenance Program	$ 3,600,000	$ 3,600,000	$ 3,600,000	$ 4,094,500	$ (494,500)
Automated Inventory Management	-	-	-	180,000	(180,000)
Base-Level Internal Service Charges	15,119,810	15,119,810	15,119,810	18,079,938	(2,960,128)
Combined Charitable Campaign	6,500	6,500	6,438	6,500	-
Enterprise Software License	2,339,967	2,339,967	2,339,967	2,339,967	-
Internet Search Engine	-	-	-	30,000	(30,000)
Lobbyist Contracts	392,727	392,727	392,727	397,727	(5,000)
Maintenance Contracts	5,373,912	5,373,912	5,373,912	6,239,456	(865,544)
New Building Utilities	-	-	-	1,667,273	(1,667,273)
Ombudsman	43,489	43,489	43,489	43,489	-
Security Building Parking Spaces	200,000	200,000	200,000	200,000	-
Utilities	10,783,848	10,783,848	10,783,848	12,174,359	(1,390,511)
Subtotal	$ 37,860,253	$ 37,860,253	$ 37,860,191	$ 45,453,209	$ (7,592,956)
4716 - Debt Service/Cap. Lease					
16.8m COP	$ 2,382,857	$ 2,382,857	$ 2,382,857	$ 1,001,243	$ 1,381,614
Admin. Fee	15,000	15,000	15,000	15,000	-
Arbitrage	25,000	25,000	25,000	25,000	-
Bond Attorney	40,000	40,000	40,000	40,000	-
Current CIP Debt	-	-	-	4,742,824	(4,742,824)
Debt Financing	12,985,504	12,985,504	-	-	12,985,504
Financial Advisor	60,000	60,000	60,000	60,000	-
Human Service Campus Debt Financing	-	-	-	2,200,000	(2,200,000)
Subtotal	$ 15,508,361	$ 15,508,361	$ 2,522,857	$ 8,084,067	$ 7,424,294
4721 - Dues and Memberships					
Arizona Association of Counties	$ 54,730	$ 54,730	$ 54,730	$ 57,467	$ (2,737)
Arizona-Mexican Commission	-	-	-	10,000	-
County Supervisors Association	151,235	151,235	151,235	158,797	(7,562)
Maricopa Association of Government	44,611	43,787	43,386	44,855	(1,068)
National Association of Counties	44,778	44,778	43,653	44,778	-
Subtotal	$ 295,354	$ 294,530	$ 293,004	$ 315,897	$ (21,367)

General Government Expenditure Summary (Continued)

DESCRIPTION	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE
4722 - Taxes and Assessments					
City of Phx. Downtown Mun. Serv. Dist.	$ 111,804	$ 162,469	$ 162,469	$ 162,469	$ -
4724 - Consultants	$ 790,272	$ 829,672	$ 806,752	$ 4,374,374	$ (3,544,702)
4726 - Tuition Reimbursement	$ 1,750,000	$ 1,750,000	$ 1,750,000	$ 1,750,000	$ -
4732 - Major Maintenance	$ 2,434,146	$ 2,434,146	$ 1,522,605	$ 10,000,000	$ (7,565,854)
4741 - Tax Appeal Cases	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 2,600,000	$ (1,100,000)
4742 - Judgments	$ 500,000	$ 500,000	$ -	$ 500,000	$ -
4743 - Outside Legal Counsel	$ 2,000,000	$ 2,000,000	$ 2,000,000	$ 2,400,000	$ (400,000)
4771 - Indigent Burial	$ 400,000	$ 400,000	$ 200,000	$ 400,000	$ -
4774 - Non-Profit Funding	$ 2,554,776	$ 2,554,776	$ 2,404,776	$ 2,174,776	$ 380,000
4775 - Accommodation Schools	$ 530,000	$ 980,000	$ 530,000	$ -	$ 980,000
4776 - Cooperative Extension	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ -
Total General Fund	$ 316,563,025	$ 285,664,440	$ 219,028,196	$ 364,029,991	$ (78,365,551)
Waste Management Fund (210)					
4751 - Dist. 1 Unincorp. Area Comm. Proj.	$ 65,535	$ 65,535	$ 10,323	$ 73,540	$ (8,005)
4752 - Dist. 2 Unincorp. Area Comm. Proj.	105,833	105,833	-	47,515	58,318
4753 - Dist. 3 Unincorp. Area Comm. Proj.	55,954	55,954	-	72,636	(16,682)
4754 - Dist. 4 Unincorp. Area Comm. Proj.	110,035	110,035	-	126,717	(16,682)
4755 - Dist. 5 Unincorp. Area Comm. Proj.	70,171	70,171	-	80,853	(10,682)
4756 - Dust Control	-	-	-	73,472	(73,472)
4757 - Illegal Dumping Program	100,000	100,000	-	26,528	73,472
4758 - Mobile Comm. Council Requests	56,746	56,746	-	53,746	3,000
Total Waste Management Fund	$ 564,274	$ 564,274	$ 10,323	$ 555,007	$ 9,267
General Government Grant Fund (249)					
4711 - Expenditure Authority Reserve					
Compensation Reserve	$ 7,500,000	$ 5,168,534	$ 5,168,534	$ 5,168,534	$ -
Internal Audit Grant	15,000	-	-	-	-
Kids Vote	35,000	-	-	-	-
Potential Fee Increases	10,841,844	6,158,594	8,152,162	15,872,970	(9,714,376)
Subtotal	$ 18,391,844	$ 11,327,128	$ 13,320,696	$ 21,041,504	$ (9,714,376)
4712 - Pass Through Grants					
ASU College of Law	$ -	$ 101,350	$ 101,350	$ -	$ 101,350
Florence Crittenden Group Home	-	50,000	50,000	50,000	-
Fountain Hills School District No. 98	-	114,000	114,000	-	114,000
Human Services Campus	-	224,280	245,516	-	224,280
Internal Audit Grant	-	15,000	20,014	-	15,000
Kids Vote	-	35,000	35,000	-	35,000
Los Niños Hospital	-	45,000	45,000	-	45,000
Maricopa Community College	-	193,671	193,671	-	193,671
Mesa Unified School District	-	70,000	70,000	-	70,000
NACO for SMI	-	5,000	5,000	2,500	2,500
National Farm Workers	-	175,000	175,000	-	175,000
Tempe Accelerated High School	-	16,000	16,000	-	16,000
Subtotal	$ -	$ 1,044,301	$ 1,070,551	$ 52,500	$ 991,801
Total Grant Fund	$ 18,391,844	$ 12,371,429	$ 14,391,247	$ 21,094,004	$ (8,722,575)

General Government Expenditure Summary (Continued)

DESCRIPTION	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE
Detention Fund (255)					
4711 - Unreserved Contingency	$ 9,381,000	$ 10,467,864	$ -	$ 14,084,233	$ (3,616,369)
4711 - Reserved Contingency					
Compensation Reserve	$ 10,283,948	$ 6,181,666	$ -	$ 14,918,882	$ (8,737,216)
Detention Utility Increase Contingency	-	-	-	1,110,584	(1,110,584)
Health Reserve	7,000,000	6,630,245	-	-	6,630,245
Health/Dental Premium Increase (unallocated)	2,317,824	1,462,848	-	-	1,462,848
Justice Reserve	-	-	-	5,000,000	(5,000,000)
New Facilities Operating Costs	10,000,000	3,329,302	-	-	3,329,302
Sheriff Overtime	300,000	300,000	-	-	300,000
Technology Reserve	6,400,000	6,400,000	-	1,000,000	5,400,000
Subtotal	$ 45,682,772	$ 34,771,925	$ -	$ 36,113,699	$ (1,341,774)
4712 - Other Programs					
Debt Financing	$ 8,003,066	$ 8,003,066	$ -	$ -	$ 8,003,066
Desktop/Laptop Refresh Program	4,592	4,592	4,592	-	4,592
Master Plans	500,000	500,000	500,000	600,000	(100,000)
Sheriff Recruiting	500,000	500,000	500,000	500,000	-
Vehicle Replacement	952,900	952,900	952,900	283,600	669,300
Youth Supervisor Recruitment	-	-	-	50,000	(50,000)
Subtotal	$ 9,960,558	$ 9,960,558	$ 1,957,492	$ 1,433,600	$ 8,526,958
4714 - Central Service Costs					
Annual Detention Facilities Operational Program	$ 1,400,000	$ 1,400,000	$ 1,307,810	$ 2,725,000	$ (1,325,000)
FMD - Electrical Technicians for Security Maintenance	-	-	-	150,000	(150,000)
Maintenance Contracts	1,491,126	1,491,126	1,231,286	1,196,510	294,616
Utilities	7,810,000	7,810,000	6,689,867	8,328,543	(518,543)
Subtotal	$ 10,701,126	$ 10,701,126	$ 9,228,963	$ 12,400,053	$ (1,698,927)
4732 - Major Maintenance	$ 2,706,100	$ 2,706,100	$ 1,114,769	$ 7,500,000	$ (4,793,900)
Total Detention Fund	$ 69,050,556	$ 58,139,709	$ 12,301,224	$ 57,447,352	$ 692,357
County Improvement Debt Fund (320)					
4710 - County Improvement Debt	$ 17,416,902	$ 28,688,181	$ 30,345,479	$ 17,691,300	$ 10,996,881
Total All Funds	$ 421,986,601	$ 385,428,033	$ 276,076,469	$ 460,817,654	$ (75,389,621)

Appropriated Fund Balance Expenditure Summary

DESCRIPTION	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE
General Fund (100)					
4811 - General Contingency (unreserved)					
General Contingency	$ 23,552,218	$ 15,886,631	$ 3,075,000	$ 24,811,916	$ (8,925,285)
4811 - Reserved Contingency Items					
CIP Contingency	$ 6,342,658	$ 6,342,658	$ -	$ -	$ 6,342,658
FMLA Post Employment Health Plan Payout	-	-	-	1,000,000	(1,000,000)
Health Care Consultant Reserve	1,500,000	1,500,000	-	-	1,500,000
Health Plan Subsidy	2,618,626	1,570,525	-	-	1,570,525
Health Reserve	1,510,878	1,510,878	-	-	1,510,878
HR Liaison Certification	-	11,200	-	-	11,200
Justice Reserve	4,476,716	3,849,887	-	-	3,849,887
Long Term Care Operating Subsidy	11,476,484	1,305,784	-	-	1,305,784
Probation Office Security Modifications	-	-	-	1,200,000	(1,200,000)
Property Acquisition	-	-	-	20,000,000	(20,000,000)
Regional Schools Deficit Transfer	-	-	-	4,514,269	(4,514,269)
Technology Reserve	15,000,000	13,582,634	-	25,000,000	(11,417,366)
Subtotal	$ 66,477,580	$ 45,560,197	$ 3,075,000	$ 76,526,185	$ (30,965,988)
4812 - Other Programs					
ASRS Contributions Not Withheld	$ 500,000	$ 1,500,000	$ 733,727	$ 1,500,000	$ -
Automated Inventory Management	-	110,000	110,000	-	110,000
Claims Tail End	-	264,365	264,365	-	264,365
Compensation Project	500,000	500,000	-	-	500,000
County Contribution: Mid-Decade Special Census Survey	231,600	231,600	231,600	231,600	-
Crime Prevention Grants	-	-	-	6,000,000	(6,000,000)
eCivis	-	48,700	48,700	-	48,700
Constables Protective Vests	-	13,710	13,710	-	13,710
Emotional Intelligence Testing	-	5,000	5,000	-	5,000
FMD- Floor Care	-	71,773	71,773	-	71,773
FMD- Vehicle Replacement	-	72,000	72,000	-	72,000
Gain sharing Program Awards	-	37,104	35,237	-	37,104
Hall Settlement	-	12,000	12,000	-	12,000
Health Plan FY 2004-05 Subsidy Carryover	-	24,200,000	24,200,000	-	24,200,000
Health Plan Retention Incentive	-	1,451,363	-	-	1,451,363
Health Plans Operating Subsidy	1,162,374	10,665,447	10,665,447	-	10,665,447
Human Services: SAIL Relocation	-	260,721	260,721	-	260,721
Long Term Care Plan B39Operating Subsidy	4,808,761	4,808,761	4,808,761	-	4,808,761
Meth Project	-	-	-	2,500,000	(2,500,000)
NE Justice Court Move	55,000	55,000	39,729	-	55,000
One-Time Performance Awards	-	350,000	300,000	500,000	(150,000)
Parks & Rec: Guadalupe Road Bridge Grant Match	56,809	56,809	-	56,809	-
Parks Revitalization Plan	-	3,100,000	3,100,000	-	3,100,000
Pest Abatement	-	-	-	188,084	(188,084)
Public Health Preventative Medicine Residency	-	-	-	63,000	(63,000)
Public Health Relocation	-	570,401	177,638	347,763	222,638
Relocations/New Facility Start-Up	1,500,000	227,878	-	1,500,000	(1,272,122)
Transfer to CIP funds	-	-	-	36,531,812	(36,531,812)
Sheriff Central Service Complex Voice System	614,433	614,433	-	614,433	-
Sheriff Records Management System	348,436	348,436	157,258	191,178	157,258
Sheriff's Helicopter Overhaul/FLIR Replacement	-	626,829	28,306	598,523	28,306
Special Health Care District IGA	-	2,625,000	2,625,000	-	2,625,000
Succession Planning Program	-	-	-	150,000	(150,000)
Superintendent of Schools Move	-	211,000	-	211,000	-
Superintendent of Schools Move Related Costs (Furniture)	-	120,000	-	120,000	-
Transfer to General Fund Cty. Improv. (445)	8,125,000	8,125,000	8,125,000	-	8,125,000
Transfer for Parks Capital Projects	-	-	-	10,457,765	(10,457,765)
Unfunded Liabilities	3,897,400	3,842,400	2,250,687	39,542,235	(35,699,835)
UPS for Forensic Science Center	-	50,000	50,000	-	50,000
West Nile Virus	3,289,122	3,289,122	1,910,596	3,289,122	-
Subtotal	$ 25,088,935	$ 68,464,852	$ 60,297,255	$ 104,593,324	$ (36,128,472)

Appropriated Fund Balance Expenditure Summary (Continued)

DESCRIPTION	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE
4813 - Infrastructure/CIP					
Buckeye Hills Public Shooting Range Design	$ 25,341	$ 25,341	$ 25,328	$ -	$ 25,341
CIO Chambers Lease	274,306	274,306	274,306	274,306	-
Corporate Sponsorship	-	92,000	92,000	-	92,000
Debt Service Transfer	-	-	1,657,298	-	-
Emergency Operations Center	-	20,000	-	-	20,000
Glendale RCC/EDC	-	-	-	786,791	(786,791)
Lease Terminations	-	-	-	3,490,806	(3,490,806)
Public Health Lease	2,500,000	2,500,000	534,127	2,027,954	472,046
Trial Courts: New Facility Start-Up Equipment	204,092	204,092	204,092	-	204,092
Subtotal	$ 3,003,739	$ 3,115,739	$ 2,787,151	$ 6,579,857	$ (3,464,118)
4814 - Technology Projects					
Assessor CAMA	$ -	$ 220,000	$ 220,000	$ -	$ 220,000
Assessor GDAC	-	-	-	200,000	(200,000)
Assessor Modeler	-	60,800	60,800	-	60,800
CIO Server Upgrade	-	289,636	289,636	-	289,636
Clerk of the Superior Court Financial System	571,085	571,085	61,130	509,955	61,130
HR Imaging System	509,705	509,705	294,180	215,525	294,180
MCSO Technology (LANDesk)	320,000	320,000	313,696	-	320,000
Pathlore Renewal	-	183,209	183,209	-	183,209
Pathlore Servers	-	45,821	45,821	-	45,821
Public Health Digital X-Ray Equipment	-	510,000	494,261	-	510,000
Public Wireless Access	-	20,000	-	-	20,000
Schools New Financial System	430,513	358,024	39,880	284,365	73,659
Subtotal	$ 1,831,303	$ 3,088,280	$ 2,140,777	$ 1,209,845	$ 1,878,435
4824 - Consultants	$ 1,500,000	$ 1,800,000	$ 756,668	$ 2,000,000	$ (200,000)
4832 - Major Maintenance	$ 15,205,244	$ 15,205,244	$ 4,987,608	$ 21,471,836	$ (6,266,592)
Total General Fund	$ 113,106,801	$ 137,234,312	$ 74,044,458	$ 212,381,047	$ (75,146,735)
Detention Fund (255)					
4811 - General Contingency (unreserved)					
General Contingency	$ 9,190,489	$ 13,493,589	$ -	$ 14,885,300	$ (1,391,711)
4811 - Reserved Contingency Items					
Justice Reserve	$ 725,000	$ 725,000	$ -	$ -	$ 725,000
Health Reserve	50,000	50,000	-	-	50,000
Technology Reserve	5,000,000	5,000,000	-	-	5,000,000
Subtotal	$ 14,965,489	$ 19,268,589	$ -	$ 14,885,300	$ 4,383,289
4812 - Other Programs					
Correctional Health New Facility Start-Up	$ 809,511	$ 809,511	$ 209,511	$ 600,000	$ 209,511
Detention Fund CIP Transfer	14,977,841	14,977,841	14,977,841	38,670,475	(23,692,634)
FMD - Electrical Technicians for Security Maintenance	-	-	-	114,700	(114,700)
FMD - Vehicle Replacement	-	192,000	-	-	192,000
One-Time Performance Awards	-	75,000	68,678	-	75,000
Sheriff Carryover Vehicles	-	919,900	124,596	398,000	521,900
Sheriff Central Service Complex Voice System	2,764,565	2,764,565	1,134,459	1,630,106	1,134,459
Sheriff Jail Surveillance System	488,492	389,141	-	-	389,141
Sheriff New Detention Facility Start-Up	2,894,306	2,894,306	195,633	546,052	2,348,254
Sheriff New Jail Pre-Booking System	16,465	16,465	381	-	16,465
Sheriff Records Management System	459,979	451,016	-	451,016	-
	$ 22,411,159	$ 23,489,745	$ 16,711,099	$ 42,410,349	$ (18,920,604)
4832 - Major Maintenance	$ 11,456,000	$ 5,966,000	$ 3,518,468	$ 14,115,600	$ (8,149,600)
4834 - ICJIS					
Data Exchanges	$ 1,653,900	$ 1,670,281	$ 647,673	1,410,948	259,333
Project Overhead	977,406	995,661	235,538	765,647	230,014
Subtotal	$ 2,631,306	$ 2,665,942	$ 883,212	$ 2,176,595	$ 489,347
Total Detention Fund	$ 51,463,954	$ 51,390,276	$ 21,112,778	$ 73,587,844	$ (22,197,568)

Appropriated Fund Balance Expenditure Summary (Continued)

DESCRIPTION		FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE
Intergovernmental Capital Projects (422)						
4813 - Intergovernmental Capital Projects		$ 5,227,447	$ 5,227,447	$ 287,582	$ 7,775,616	$ (2,548,169)
4833 - Parks		$ 463,901	$ 463,901	$ 208,100	$ 179,000	$ 284,901
	Total Fund 422	$ 5,691,348	$ 5,691,348	$ 495,682	$ 7,954,616	$ (2,263,268)
County Improvement Fund (435)						
4813 - Capital Projects		$ 66,674,304	$ 73,837,250	$ 34,307,623	$ 34,489,709	$ 39,347,541
Capital Improvement Fund (445)						
4813 - Capital Projects		$ 8,320,128	$ 9,672,912	$ 6,190,258	$ 21,420,983	$ (11,748,071)
4833 - Parks		$ 1,942,276	$ 5,089,136	$ 1,152,104	$ 14,259,799	$ (9,170,663)
	Total Fund 445	$ 10,262,404	$ 14,762,048	$ 7,342,362	$ 35,680,782	$ (20,918,734)
Detention Capital Projects (455)		$ 22,800,000	$ 22,799,883	$ 8,341,596	$ 19,550,787	$ 3,249,096
	Total All Funds	$ 269,998,811	$ 305,715,117	$ 145,644,500	$ 383,644,785	$ (77,929,668)

Health Care Mandates Revenue and Expenditure Detail Report

Description	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE
REVENUES						
Administration	$ 29,583	$ -	$ -	$ -	$ -	$ -
Disproportionate Share Refund	83,530,100	63,366,600	63,366,600	63,366,600	63,366,600	-
Pre-AHCCCS Liability Refund	737	-	-	6,611	-	-
Long Term Care Residual	-	52,848	52,848	46,237	52,848	-
TOTAL GENERAL FUND REVENUE	**$ 83,560,420**	**$ 63,419,448**	**$ 63,419,448**	**$ 63,419,448**	**$ 63,419,448**	**$ -**
EXPENDITURES						
Administration	$ 7,764,991	$ 2,561,085	$ 3,649,967	$ 2,992,881	$ 5,142,783	$ (1,492,816)
Indigent Behavioral Health						
Arnold v. Sarn	$ 29,601,729	$ 32,089,626	$ 31,232,833	$ 31,194,319	$ 33,232,833	$ (2,000,000)
General Mental Health	4,856,576	5,099,404	4,856,580	4,856,580	4,856,580	-
SUBTOTAL	$ 34,458,305	$ 37,189,030	$ 36,089,413	$ 36,050,899	$ 38,089,413	$ (2,000,000)
Disproportionate Share Match	$ 83,530,100	$ 63,366,600	$ 63,366,600	$ 63,366,600	$ 63,366,600	$ -
Indigent Health Care						
AHCCCS Contribution	$ 45,813,477	$ 31,959,200	$ 31,959,200	$ 31,959,200	$ 24,523,800	$ 7,435,400
Pre-AHCCCS Liability	4,558,763	25,000,000	25,000,000	25,000,000	25,000,000	-
SUBTOTAL	$ 50,372,240	$ 56,959,200	$ 56,959,200	$ 56,959,200	$ 49,523,800	$ 7,435,400
Pre-AHCCCS Liability Management						
Litigation Support	$ 1,905,888	$ 6,588,317	$ 6,614,857	$ 6,538,642	$ 6,442,960	$ 171,897
Arbitration	345,171	-	-	0	-	-
SUBTOTAL	$ 2,251,058	$ 6,588,317	$ 6,614,857	$ 6,538,643	$ 6,442,960	$ 171,897
Indigent Long Term Health Care						
ALTCS Contribution	$ 125,610,000	$ 130,003,100	$ 130,003,100	$ 130,003,100	$ 150,313,300	$ (20,310,200)
Long Term Care Residual	69,282	180,462	193,046	180,462	276,388	(83,342)
SUBTOTAL	$ 125,679,282	$ 130,183,562	$ 130,196,146	$ 130,183,562	$ 150,589,688	$ (20,393,542)
Medical Education	$ 3,547,901	$ 3,547,900	$ 3,547,900	$ 3,547,896	$ 3,547,900	$ -
Trial Delivery						
Mental Health Orders	$ 15,875	$ 50,000	$ 50,000	$ 26,636	$ 50,000	$ -
Mental Health Testimony	217,875	288,000	288,000	239,750	643,547	(355,547)
SUBTOTAL	$ 233,750	$ 338,000	$ 338,000	$ 266,386	$ 693,547	$ (355,547)
Infectious Disease Control & Treatment						
Tuberculosis Hospitalization	$ 83,062	$ 500,000	$ 483,600	$ 483,600	$ 500,000	$ (16,400)
SUBTOTAL	$ 83,062	$ 500,000	$ 483,600	$ 483,600	$ 500,000	$ (16,400)
TOTAL GENERAL FUND EXPENDITURES	**$ 307,920,688**	**$ 301,233,694**	**$ 301,245,683**	**$ 300,389,667**	**$ 317,896,691**	**$ (16,651,008)**

Results Initiatives Summary

		FY 2006-07 ADOPTED	FY 2007-08 ADOPTED
ALL FUNDS			
110 ADULT PROBATION			
Communications Center		$ 769,438	$ 439,438
Fugitive Apprehension		257,315	200,683
Presentence Division		1,140,745	1,140,745
Pretrial Initial Appearance Release Staffing		197,854	196,054
Standard Probation		512,674	874,748
	SUBTOTAL	**$ 2,878,026**	**$ 2,851,668**
160 CLERK OF THE SUPERIOR COURT			
Comprehensive Mental Health Court		$ 101,152	$ 96,152
Courtroom Clerk Staffing Study		736,563	699,063
Critical Calendar Caseflow		302,289	287,289
Family Court Night Court (Northeast)		64,041	118,081
Juvenile Night Court (Durango)		94,446	168,888
New Criminal Trial Division		101,152	96,152
Settlement Conference Division (Criminal Dept)		101,961	96,961
9th Grand Jury		99,339	94,339
	SUBTOTAL	**$ 1,600,943**	**$ 1,656,925**
190 COUNTY ATTORNEY			
Auto Theft Bureau		$ 872,337	$ 872,337
Crime Prevention Education Program		299,759	299,759
Fraud and Identity Theft Bureau Expansion		1,017,675	1,017,675
Meth and Illegal Drug Bureau		837,423	837,423
	SUBTOTAL	**$ 3,027,194**	**$ 3,027,194**
210 ELECTIONS			
Elections Reg Voters Inc, HAVA, DOJ, Prop 200		$ 2,229,862	$ 1,097,017
	SUBTOTAL	**$ 2,229,862**	**$ 1,097,017**
230 INTERNAL AUDIT			
New Audit Staff		$ 357,561	$ 355,771
	SUBTOTAL	**$ 357,561**	**$ 355,771**
270 JUVENILE PROBATION			
Expansion of Juvenile Court Services Activity		$ 1,141,357	$ 1,129,431
	SUBTOTAL	**$ 1,141,357**	**$ 1,129,431**
360 RECORDER			
Technology Upgrades		$ 2,843,650	$ 2,843,650
Volume Increase		89,973	89,973
	SUBTOTAL	**$ 2,933,623**	**$ 2,933,623**
440 PLANNING & DEVELOPMENT			
Contracted Plan Review Services		$ 500,000	$ 1,500,000
Vehicles		207,790	-
Vehicles and Two Way Radios		276,238	-
Field Supervisor and Resource Unit		244,413	235,113
Planning Services Branch		245,361	236,961
	SUBTOTAL	**$ 1,473,802**	**$ 1,972,074**

Results Initiatives Requests Summary (Continued)

		FY 2006-07 ADOPTED	FY 2007-08 ADOPTED
500 SHERIFF			
Property and Evidence Bar Coding System		$ 66,279	$ 66,279
Seriously Mentally Ill Intervention Pilot Program		1,175,991	949,054
Sheriff Technology - Equipment and Cost Increases		208,465	208,465
Sheriff's Civil Division		89,878	86,492
Sheriff's Criminal Investigations Bureau		419,178	419,178
Sheriff's Training Department Vehicle		4,000	4,000
	SUBTOTAL	**$ 1,963,791**	**$ 1,733,468**
670 SOLID WASTE			
W. Valley Waste Tire Collection		$ 1,622,823	$ 194,125
Disposal of Legacy Stockpile Tires at CRM		585,000	-
Morristown Transfer Station		408,092	36,540
	SUBTOTAL	**$ 2,615,915**	**$ 230,665**
800 TRIAL COURTS			
Civil Admin Case Processing Personnel		$ 87,875	$ 85,075
Commissioner Trial Division in Criminal Dept		289,915	211,215
Comprehensive Mental Health Court		323,218	314,818
Continuation of Family Drug Court		68,076	42,076
Critical Calendar Case flow Support Team		240,128	228,928
Family Court Night Court (Northeast)		227,614	455,233
In Home Intervention - Juvenile Justice Programs		77,239	74,439
Juvenile Night Court (Durango)		213,992	427,988
New Criminal Trial Division		102,853	163,007
Self Service Center (Downtown CCC and San Tan RCC)		199,038	483,740
Settlement Conference Division (Criminal Dept)		289,915	211,215
	SUBTOTAL	**$ 2,119,863**	**$ 2,697,734**
850 AIR QUALITY			
Air Monitoring		$ 168,000	$ -
Dust Control/Earth Moving		38,300	38,300
Media and Com Outreach Program		65,281	55,031
Media and Com Outreach Prg. - Training		65,281	55,031
	SUBTOTAL	**$ 336,862**	**$ 148,362**
860 PUBLIC HEALTH			
Sexually Transmitted Disease Testing & Treatment		$ 751,045	$ 726,545
West Nile Virus		198,200	-
	SUBTOTAL	**$ 949,245**	**$ 726,545**
	TOTAL INITIATIVES	**$ 23,628,044**	**$ 20,560,477**

Results Initiatives Requests Summary (Continued)

		FY 2006-07 ADOPTED	FY 2007-08 ADOPTED
GENERAL FUNDS			
110 ADULT PROBATION			
Communications Center		$ 439,438	$ 439,438
Fugitive Apprehension		200,683	200,683
Presentence Division		1,140,745	1,140,745
Pretrial Initial Appearance Release Staffing		196,054	196,054
Standard Probation		417,924	874,748
	SUBTOTAL	**$ 2,394,844**	**$ 2,851,668**
160 CLERK OF THE SUPERIOR COURT			
Comprehensive Mental Health Court		$ 101,152	$ 96,152
Courtroom Clerk Staffing Study		736,563	699,063
Critical Calendar Caseflow		302,289	287,289
Family Court Night Court (Northeast)		64,041	118,081
Juvenile Night Court (Durango)		94,446	168,888
New Criminal Trial Division		101,152	96,152
Settlement Conference Division (Criminal Dept)		101,961	96,961
9th Grand Jury		99,339	94,339
	SUBTOTAL	**$ 1,600,943**	**$ 1,656,925**
190 COUNTY ATTORNEY			
Auto Theft Bureau		$ 872,337	$ 872,337
Crime Prevention Education Program		299,759	299,759
Fraud and Identity Theft Bureau Expansion		1,017,675	1,017,675
Meth and Illegal Drug Bureau		837,423	837,423
	SUBTOTAL	**$ 3,027,194**	**$ 3,027,194**
210 ELECTIONS			
Elections Reg Voters Inc, HAVA, DOJ, Prop 200		$ 2,229,862	$ 1,097,017
	SUBTOTAL	**$ 2,229,862**	**$ 1,097,017**
230 INTERNAL AUDIT			
New Audit Staff		$ 357,561	$ 355,771
	SUBTOTAL	**$ 357,561**	**$ 355,771**
270 JUVENILE PROBATION			
Expansion of Juvenile Court Services Activity		$ 1,141,357	$ 1,129,431
	SUBTOTAL	**$ 1,141,357**	**$ 1,129,431**
360 RECORDER			
Volume Increase		$ 89,973	$ 89,973
	SUBTOTAL	**$ 89,973**	**$ 89,973**
500 SHERIFF			
Property and Evidence Bar Coding System		$ 66,279	$ 66,279
Seriously Mentally Ill Intervention Pilot Program		1,175,991	949,054
Sheriff Technology - Equipment and Cost Increases		208,465	208,465
Sheriff's Civil Division		89,878	86,492
Sheriff's Criminal Investigations Bureau		419,178	419,178
	SUBTOTAL	**$ 1,959,791**	**$ 1,729,468**

Results Initiatives Requests Summary (Continued)

	FY 2006-07 ADOPTED	FY 2007-08 ADOPTED
800 TRIAL COURTS		
Civil Admin Case Processing Personnel	$ 87,875	$ 85,075
Commissioner Trial Division in Criminal Dept	289,915	211,215
Comprehensive Mental Health Court	323,218	314,818
Continuation of Family Drug Court	68,076	42,076
Critical Calendar Case flow Support Team	240,128	228,928
Family Court Night Court (Northeast)	227,614	455,233
In Home Intervention - Juvenile Justice Programs	77,239	74,439
Juvenile Night Court (Durango)	213,992	427,988
New Criminal Trial Division	102,853	163,007
Self Service Center (Downtown CCC and San Tan RCC)	199,038	483,740
Settlement Conference Division (Criminal Dept)	289,915	211,215
SUBTOTAL	**$ 2,119,863**	**$ 2,697,734**
860 PUBLIC HEALTH		
Sexually Transmitted Disease Testing & Treatment	$ 751,045	$ 726,545
West Nile Virus	198,200	-
SUBTOTAL	**$ 949,245**	**$ 726,545**
TOTAL GENERAL FUND INITIATIVES	**$ 15,870,633**	**$ 15,361,726**

Results Initiatives Requests Summary (Continued)

		FY 2006-07 ADOPTED	FY 2007-08 ADOPTED
SPECIAL REVENUE			
110 ADULT PROBATION			
Communications Center		$ 330,000	$ -
Fugitive Apprehension		56,632	-
Pretrial Initial Appearance Release Staffing		1,800	-
Standard Probation		94,750	-
	SUBTOTAL	**$ 483,182**	**$ -**
360 RECORDER			
Technology Upgrades		$ 2,843,650	$ 2,843,650
	SUBTOTAL	**$ 2,843,650**	**$ 2,843,650**
440 PLANNING & DEVELOPMENT			
Contracted Plan Review Services		$ 500,000	$ 1,500,000
Vehicles		207,790	-
Vehicles and Two Way Radios		276,238	-
Field Supervisor and Resource Unit		244,413	235,113
Planning Services Branch		245,361	236,961
	SUBTOTAL	**$ 1,473,802**	**$ 1,972,074**
500 SHERIFF			
Sheriff's Training Department Vehicle		$ 4,000	$ 4,000
	SUBTOTAL	**$ 4,000**	**$ 4,000**
670 SOLID WASTE			
W. Valley Waste Tire Collection		$ 1,622,823	$ 194,125
Disposal of Legacy Stockpile Tires at CRM		585,000	-
Morristown Transfer Station		408,092	36,540
	SUBTOTAL	**$ 2,615,915**	**$ 230,665**
850 AIR QUALITY			
Air Monitoring		$ 168,000	$ -
Dust Control/Earth Moving		38,300	38,300
Media and Com Outreach Program		65,281	55,031
Media and Com Outreach Prg. - Training		65,281	55,031
	SUBTOTAL	**$ 336,862**	**$ 148,362**
TOTAL SPECIAL REVENUE FUND INITIATIVES		**$ 7,757,411**	**$ 5,198,751**

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 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
Maricopa County:						
Fund Transfers (see schedule)	$ 252,841,917	$ 292,581,310	$ 301,292,078	$ 329,560,140	$ 36,978,830	12.6%
Internal Service Charges	70,965,989	70,995,861	72,263,473	67,940,624	(3,055,237)	-4.3%
Total Maricopa County	$ 323,807,906	$ 363,577,171	$ 373,555,551	$ 397,500,764	$ 33,923,593	9.3%

Transfers In by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
GENERAL FUND	**$ 7,451,655**	**$ 7,451,655**	**$ 7,098,922**	**$ 7,022,061**
Central Service Allocation	*7,420,672*	*7,420,672*	*7,067,939*	*7,022,061*
Transfer from Parks Donation Fund	*25,500*	*25,500*	*25,500*	-
Transfer from Park Enhancement Fund	*5,483*	*5,483*	*5,483*	-
SPECIAL REVENUE	**$ 145,804,861**	**$ 146,150,163**	**$ 146,150,163**	**$ 160,978,270**
208 JUDICIAL ENHANCEMENT	$ -	$ 345,302	$ 345,302	$ -
Transfer fund balance from Trial Courts Special Revenue Fund	-	*345,302*	*345,302*	-
241 PARKS ENHANCEMENT FUND	$ 35,000	$ 35,000	$ 35,000	$ 38,000
Transfer from Parks Souvenir Fund	*35,000*	*35,000*	*35,000*	*38,000*
255 DETENTION OPERATIONS	$ 145,724,861	$ 145,724,861	$ 145,724,861	$ 160,895,270
Jail Excise Tax Maintenance of Effort	*145,724,861*	*145,724,861*	*145,724,861*	*160,895,270*
265 PUBLIC HEALTH FEES	$ 45,000	$ 45,000	$ 45,000	$ 45,000
Vital Statistics	*45,000*	*45,000*	*45,000*	*45,000*
DEBT SERVICE	**$ 2,571,736**	**$ 2,571,736**	**$ 4,229,034**	**$ 9,337,196**
320 COUNTY IMPROVEMENT DEBT	$ 2,571,736	$ 2,571,736	$ 4,229,034	$ 9,337,196
COPS and Capital Lease Refinancing	*2,571,736*	*2,571,736*	*4,229,034*	*1,069,994*
CIP Debt Service				*8,267,202*
CAPITAL PROJECTS	**$ 91,042,530**	**$ 96,469,183**	**$ 96,254,183**	**$ 152,222,613**
234 TRANSPORTATION CAPITAL PROJECT	$ 67,475,788	$ 66,727,441	$ 66,727,441	$ 66,383,561
Transfer from Transportaiton Operating Fund	*67,475,788*	*66,727,441*	*66,727,441*	*66,383,561*
422 INTERGOVERNMENTAL CAP PROJ	$ 463,901	$ 463,901	$ 248,901	$ 179,000
Transfer from Parks Grant Fund	*150,000*	*150,000*	-	*150,000*
Transfer from Parks Enhancement Fund	*250,901*	*250,901*	*185,901*	*29,000*
Transfer from Parks Donation Fund	*63,000*	*63,000*	*63,000*	-
445 GENERAL FUND CTY IMPROV	$ 8,125,000	$ 14,300,000	$ 14,300,000	$ 46,989,577
Transfer from General Fund Project Reserve	*8,125,000*	*14,300,000*	*14,300,000*	-
Transfer from General Fund Appropriated Fund Balance				*46,989,577*
455 DETENTION CAPITAL PROJECTS	$ 14,977,841	$ 14,977,841	$ 14,977,841	$ 38,670,475
Transfer from Detention Operations Fund	*14,977,841*	*14,977,841*	*14,977,841*	*38,670,475*
ENTERPRISE	**$ 5,971,135**	**$ 39,938,573**	**$ 47,559,776**	**$ -**
541 HEALTH PLAN	$ 1,162,374	$ 35,129,812	$ 36,070,695	$ -
Transfer from General Fund to Cover Deficit	*1,162,374*	*35,129,812*	*35,129,812*	-
Transfer Balance From Health Plan Fund	-	-	*11,955*	-
Transfer from Long Term Care Fund to Cover Deficit	-	-	*928,928*	-
551 LONG TERM CARE PLAN	$ 4,808,761	$ 4,808,761	$ 10,663,802	$ -
Transfer from General Fund to Cover Deficit	*4,808,761*	*4,808,761*	*4,808,761*	-
Transfer from Health Plan Fund to Cover Deficit	-	-	*5,842,076*	-
Tranfer Balance from Health Plan Fund	-	-	*12,965*	-
561 SENIOR SELECT	$ -	$ -	$ 825,279	$ -
Transfer from Health Plan Fund to Cover Deficit	-	-	*825,279*	-
TOTAL BEFORE ELIMINATIONS	**$ 252,841,917**	**$ 292,581,310**	**$ 301,292,078**	**$ 329,560,140**
ELIMINATIONS	**$ (252,841,917)**	**$ (292,581,310)**	**$ (301,292,078)**	**$ (329,560,140)**

Transfers Out by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
GENERAL FUND	**$ 162,472,234**	**$ 202,614,672**	**$ 204,271,970**	**$ 215,942,665**
Jail Excise Tax Maintenance of Effort	*145,724,861*	*145,724,861*	*145,724,861*	*160,895,270*
Public Health Vital Statistics	*45,000*	*45,000*	*45,000*	*45,000*
Transfer to Health Plans to Cover Deficit	*1,162,374*	*10,665,447*	*10,665,447*	*-*
Transfer to ALTCS to Cover Deficit	*4,808,761*	*4,808,761*	*4,808,761*	*-*
General Govn't COPS/Capital Lease Refinancing	*2,382,857*	*2,382,857*	*2,382,857*	*1,001,243*
MCSO COPS/Capital Lease Refinancing	*141,659*	*141,659*	*141,659*	*51,563*
Medical Examiner COPS/Capital Lease Refinancing	*47,220*	*47,220*	*47,220*	*17,188*
Transfer to Debt Service/Human Service Campus	*-*	*-*	*-*	*2,200,000*
Transfer to Debt Service/Current CIP	*-*	*-*	*-*	*4,742,824*
Transfer to General Fund County Improvement Cap. Fund	*8,125,000*	*8,125,000*	*8,125,000*	*-*
Transfer to Gen. Fund County Improvement/Parks CIP	*-*	*3,100,000*	*3,100,000*	*10,457,765*
Transfer to Gen. Fund County Improvement/CIP	*-*	*3,075,000*	*3,075,000*	*-*
Transfer to Health Plans/Claims Tail	*-*	*264,365*	*264,365*	*-*
Transfer to Health Plans/Carryover FY 2004-05 Subsidy	*-*	*24,200,000*	*24,200,000*	*-*
Transfer to Debt Service/lease reversion savings	*-*	*-*	*1,657,298*	*-*
Central Service Allocation - Research and Reporting Restated	*34,502*	*34,502*	*34,502*	*-*
Transfer to County Improvement Fund for Capital Projects	*-*	*-*	*-*	*36,531,812*
SPECIAL REVENUE	**$ 88,965,238**	**$ 88,562,193**	**$ 88,347,193**	**$ 112,806,266**
207 PALO VERDE	$ 24,282	$ 24,282	$ 24,282	$ 17,646
Central Service Allocation - General Fund	*24,282*	*24,282*	*24,282*	*17,646*
215 EMERGENCY MANAGEMENT	$ 62,952	$ 62,952	$ 62,952	$ 57,101
Central Service Allocation - General Fund	*62,952*	*62,952*	*62,952*	*57,101*
217 CDBG, HOUSING TRUST	$ 26,537	$ 26,537	$ 26,537	$ 25,380
Central Service Allocation - General Fund	*26,537*	*26,537*	*26,537*	*25,380*
222 HUMAN SERVICES GRANTS	$ 845,243	$ 845,243	$ 845,243	$ 934,317
Central Service Allocation - General Fund	*845,243*	*845,243*	*845,243*	*934,317*
226 PLANNING AND DEVELOPMENT FEES	$ 371,093	$ 371,093	$ 371,079	$ 369,758
Central Service Allocation - General Fund	*371,093*	*371,093*	*371,079*	*369,758*
230 PARKS & REC. GRANTS	$ 150,000	$ 150,000	$ -	$ 150,000
Transfer to Intergovernmental Cap. Projects	*150,000*	*150,000*	*-*	*150,000*
232 TRANSPORTATION OPERATIONS	$ 69,060,233	$ 68,311,886	$ 68,311,886	$ 68,093,970
Central Service Allocation - General Fund	*1,584,445*	*1,584,445*	*1,584,445*	*1,710,409*
Transportation CIP Transfer	*67,475,788*	*66,727,441*	*66,727,441*	*66,383,561*
235 DEL WEBB SPECIAL FUND	$ 7,586	$ 7,586	$ 7,600	$ 5,147
Central Service Allocation - General Fund	*7,586*	*7,586*	*7,600*	*5,147*
239 PARKS SOUVENIR FUND	$ 35,000	$ 35,000	$ 35,000	$ 38,000
Transfer to Parks Enhancement Fund	*35,000*	*35,000*	*35,000*	*38,000*
241 PARKS ENHANCEMENT FUND	$ 256,384	$ 256,384	$ 191,384	$ 29,000
Transfer to Intergovernmental Cap. Projects	*250,901*	*250,901*	*185,901*	*29,000*
Transfer to General Fund for Entry Station Project	*5,483*	*5,483*	*5,483*	*-*
243 PARKS DONATIONS FUND	$ 88,500	$ 88,500	$ 88,500	$ -
Transfer to Intergovernmental Cap. Projects	*63,000*	*63,000*	*63,000*	*-*
Transfer to General Fund for Entry Station Project	*25,500*	*25,500*	*25,500*	*-*
255 DETENTION OPERATIONS	$ 14,977,841	$ 14,977,841	$ 14,977,841	$ 38,670,475
Transfer to Detention Capital Projects	*14,977,841*	*14,977,841*	*14,977,841*	*38,670,475*
259 TRIAL COURTS SPECIAL REVENUE	$ -	$ 345,302	$ 345,302	$ -
Transfer to Judicial Enhancement Fund	*-*	*345,302*	*345,302*	*-*
265 PUBLIC HEALTH FEES	$ 202,918	$ 202,918	$ 202,918	$ 186,278
Central Service Allocation - General Fund	*202,918*	*202,918*	*202,918*	*186,278*

Transfers Out by Fund (Continued)

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
290 WASTE TIRE	$ 38,660	$ 38,660	$ 38,660	$ 39,845
Central Service Allocation - General Fund	*38,660*	*38,660*	*38,660*	*39,845*
503 AIR QUALITY GRANT	$ 69,102	$ 69,102	$ 69,102	$ 69,018
Central Service Allocation - General Fund	*69,102*	*69,102*	*69,102*	*69,018*
504 AIR QUALITY FEES	$ 259,522	$ 259,522	$ 259,522	$ 234,784
Central Service Allocation - General Fund	*259,522*	*259,522*	*259,522*	*234,784*
506 ENVIRONMTL SVCS ENV HEALTH	$ 322,066	$ 322,066	$ 322,066	$ 378,412
Central Service Allocation - General Fund	*322,066*	*322,066*	*322,066*	*378,412*
532 PUBLIC HEALTH GRANTS	$ 1,564,748	$ 1,564,748	$ 1,564,748	$ 1,512,162
Central Service Allocation - General Fund	*1,564,748*	*1,564,748*	*1,564,748*	*1,512,162*
572 ANIMAL CONTROL LICENSE/SHELTER	$ 368,797	$ 368,797	$ 368,797	$ 1,683,050
Central Service Allocation - General Fund	*368,797*	*368,797*	*368,797*	*436,898*
Transfer to Debt Service Fund	-	-	-	*1,246,152*
573 ANIMAL CONTROL GRANTS	$ 14,275	$ 14,275	$ 14,275	$ 14,168
Central Service Allocation - General Fund	*14,275*	*14,275*	*14,275*	*14,168*
574 ANIMAL CONTROL FIELD OPERATION	$ 169,118	$ 169,118	$ 169,118	$ 261,917
Central Service Allocation - General Fund	*169,118*	*169,118*	*169,118*	*183,691*
Transfer to Debt Service Fund	-	-	-	*78,226*
580 SOLID WASTE MANAGEMENT	$ 50,381	$ 50,381	$ 50,381	$ 35,838
Central Service Allocation - General Fund	*50,381*	*50,381*	*50,381*	*35,838*
CAPITAL PROJECTS	**$ 63,045**	**$ 63,045**	**$ 63,045**	**$ -**
234 TRANSPORTATION CAPITAL PROJECT	$ 63,045	$ 63,045	$ 63,045	$ -
Central Service Allocation - General Fund	*63,045*	*63,045*	*63,045*	-
ENTERPRISE	**$ 470,318**	**$ 470,318**	**$ 7,738,788**	**$ -**
540 HEALTH PLAN-OLD	$ -	$ -	$ 11,955	$ -
Transfer balance to Health Plan Fund	-	-	*11,955*	-
541 HEALTH PLAN	$ 235,325	$ 235,325	$ 6,726,188	$ -
Central Service Allocation - General Fund	*235,325*	*235,325*	*58,833*	-
Transfer to Long Term Care Fund Deficit	-	-	*5,842,076*	-
Transfer to Senior Select Deficit	-	-	*825,279*	-
550 LONG TERM CARE PLAN-OLD	$ -	$ -	$ 12,965	$ -
Transfer balance to Long Term Care Fund	-	-	*12,965*	-
551 LONG TERM CARE PLAN	$ 234,993	$ 234,993	$ 987,680	$ -
Central Service Allocation - General Fund	*234,993*	*234,993*	*58,752*	-
Transfer to Health Plan Fund Deficit	-	-	*928,928*	-
INTERNAL SERVICE	**$ 871,082**	**$ 871,082**	**$ 871,082**	**$ 811,209**
654 EQUIPMENT SERVICES	$ 403,417	$ 403,417	$ 403,417	$ 356,086
Central Service Allocation - General Fund	*403,417*	*403,417*	*403,417*	*356,086*
673 REPROGRAPHICS	$ 54,836	$ 54,836	$ 54,836	$ 50,483
Central Service Allocation - General Fund	*54,836*	*54,836*	*54,836*	*50,483*
675 RISK MANAGEMENT	$ 119,335	$ 119,335	$ 119,335	$ 117,932
Central Service Allocation - General Fund	*119,335*	*119,335*	*119,335*	*117,932*
681 TELECOMMUNICATIONS	$ 293,494	$ 293,494	$ 293,494	$ 286,708
Central Service Allocation - General Fund	*293,494*	*293,494*	*293,494*	*286,708*
TOTAL BEFORE ELIMINATIONS	**$ 252,841,917**	**$ 292,581,310**	**$ 301,292,078**	**$ 329,560,140**
ELIMINATIONS	**$ (252,841,917)**	**$ (292,581,310)**	**$ (301,292,078)**	**$ (329,560,140)**

Summary of Budgeted Positions by Full-Time Equivalents

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 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	FY 2003-04 Acutal	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Adopted
ADULT PROBATION	851.00	937.00	949.00	1,045.00	1,120.50	1,175.00	1,092.00	1,144.00	1,166.00	1,169.00	1,237.00
AIR QUALITY	-	-	-	-	-	-	-	-	134.00	142.00	164.00
ANIMAL CARE & CONTROL	120.00	125.00	135.00	130.00	146.00	132.50	140.00	143.60	151.00	149.00	158.00
APPROPRIATED FUND BALANCE	-	-	-	-	1.00	-	-	-	-	-	-
ASSESSOR	297.00	334.00	329.00	325.00	326.00	321.80	322.00	321.00	321.00	365.00	358.00
CLERK OF THE BOARD	7.00	7.00	7.00	7.00	7.00	7.80	8.00	7.00	7.00	8.35	9.00
BOARD OF SUPERVISORS DIST 1	4.00	4.00	4.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00
BOARD OF SUPERVISORS DIST 2	3.00	4.00	3.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00
BOARD OF SUPERVISORS DIST 3	3.00	4.00	4.00	4.00	4.00	4.00	3.50	3.50	3.00	3.00	3.00
BOARD OF SUPERVISORS DIST 4	3.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	3.00	3.00	3.00
BOARD OF SUPERVISORS DIST 5	4.00	4.00	3.00	4.00	4.00	3.50	3.50	3.50	3.00	3.00	3.00
CALL CENTER	10.00	20.00	20.00	32.00	33.00	33.00	34.00	33.00	33.00	33.00	33.00
CHIEF INFORMATION OFFICER	106.00	70.00	64.00	62.00	67.00	67.00	66.50	62.00	106.17	108.00	109.00
CLERK OF THE SUPERIOR COURT	596.25	589.00	596.00	599.00	620.00	666.00	689.00	695.00	683.00	736.50	771.50
COMMUNICATIONS	-	-	-	-	-	-	7.50	9.00	-	-	-
COMMUNITY DEVELOPMENT	10.00	11.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	7.00
CONSTABLES	26.00	27.00	29.00	29.00	30.00	30.00	30.00	30.00	30.00	31.00	31.00
CONTRACT COUNSEL	-	-	-	-	-	8.25	7.25	7.25	9.50	11.50	11.50
CORRECTIONAL HEALTH	135.78	165.00	177.00	223.00	220.40	263.75	264.78	363.75	380.63	357.20	367.95
COUNTY MANAGERS OFFICE	12.00	13.00	15.00	13.00	16.00	18.00	11.33	13.50	21.00	21.50	25.50
COUNTY ATTORNEY	737.30	742.00	796.00	831.00	850.00	828.50	917.25	987.55	996.50	998.80	1,036.65
ELECTIONS	57.00	55.00	53.00	54.00	54.00	54.00	54.00	54.00	55.00	61.00	58.00
EMERGENCY MANAGEMENT	14.00	14.00	14.00	14.00	15.00	15.00	15.00	15.00	16.00	15.00	14.50
EMPLOYEE HEALTH INITIATIVES	-	-	-	-	-	15.00	16.00	24.00	30.00	23.00	24.00
ENVIRONMENTAL SERVICES	238.60	245.00	272.00	267.00	266.75	283.00	273.50	300.50	194.84	202.84	204.75
EQUIPMENT SERVICES	63.00	65.00	60.00	60.00	62.00	63.00	63.00	60.75	59.75	55.75	55.00
FACILITIES MANAGEMENT	183.40	158.00	158.00	192.00	202.50	235.00	248.25	269.00	301.00	262.00	264.00
FINANCE	53.00	49.00	46.00	42.00	36.00	43.00	44.00	42.00	44.00	48.00	56.00
GENERAL GOVERNMENT	7.00	7.00	1.00	11.00	9.00	1.00	1.00	-	-	-	-
HEALTH CARE DELIVERY SYSTEM	2,630.50	2,099.00	1,812.00	1,766.00	3,013.25	3,326.01	3,326.01	3,528.29	3,691.44	-	-
HEALTH CARE MANDATES	1.00	1.00	1.00	1.00	46.00	41.00	34.00	31.00	31.00	34.00	43.00
HOUSING	64.00	63.00	64.00	64.00	64.00	64.00	64.00	-	-	-	-
HUMAN RESOURCES	96.00	81.00	82.00	79.00	81.00	67.25	66.20	51.00	55.00	55.00	53.00
HUMAN SERVICES	256.00	286.00	281.00	295.00	287.00	368.00	369.00	436.00	478.20	474.75	470.75
INDIGENT REPRESENTATION	349.19	421.00	459.00	446.00	466.25	-	-	-	-	-	-
INTEGRATED CRIMINAL JUST INFO	-	-	-	-	1.00	14.00	15.00	21.00	18.00	16.00	16.00
INTERNAL AUDIT	8.00	10.00	12.00	16.00	15.00	16.00	16.00	15.00	15.00	15.00	20.00
JUDICIAL MANDATES	-	-	-	36.00	-	-	-	-	-	-	-
JUSTICE COURTS	228.75	244.00	294.00	280.00	287.01	300.06	-	-	-	-	-
JUVENILE PROBATION	540.00	589.00	679.00	794.00	784.00	827.50	868.50	919.00	962.00	951.00	951.00
LEGAL ADVOCATE	-	-	-	-	-	53.00	60.50	63.50	78.50	80.00	82.00
LEGAL DEFENDER	-	-	-	-	-	69.00	74.75	79.00	96.00	96.00	96.00
MANAGEMENT & BUDGET	22.00	21.00	22.00	24.00	18.00	22.00	22.00	21.00	25.00	32.50	35.30
MARICOPA MANAGED CARE SYSTEMS	377.50	444.00	361.00	353.00	345.70	357.47	357.47	415.43	364.49	403.67	-
MATERIALS MANAGEMENT	53.00	47.00	38.00	39.00	38.00	39.00	40.00	35.00	35.00	35.00	37.00
MEDICAL ELIGIBILITY	337.50	342.00	263.00	298.00	292.50	291.50	-	-	-	-	-
MEDICAL EXAMINER	45.50	47.00	50.00	52.00	54.00	64.00	63.00	66.00	66.00	70.00	73.00
PARKS & RECREATION	76.84	77.00	74.00	80.00	86.50	98.46	104.00	87.00	88.00	88.00	90.00
PLANNING & DEVELOPMENT	54.00	66.00	65.00	93.00	108.00	115.00	125.00	159.00	185.00	190.00	214.00
PUBLIC DEFENDER	-	-	-	-	-	433.30	430.30	435.80	470.10	475.50	476.60
PUBLIC FIDUCIARY	41.00	37.00	33.00	33.00	35.00	35.00	35.00	34.00	37.00	36.00	36.00
PUBLIC HEALTH	503.25	460.00	441.00	479.00	459.24	523.48	534.89	567.60	564.05	558.50	587.46
RECORDER	63.00	66.00	65.00	69.00	69.00	71.25	71.25	70.25	80.25	82.25	84.25
RESEARCH & REPORTING	14.50	14.00	8.00	7.00	34.50	9.50	6.75	8.75	8.75	7.25	6.50
RISK MANAGEMENT	12.00	19.00	19.00	19.00	19.00	20.00	19.00	19.00	20.00	21.00	21.00
SHERIFF	2,108.00	2,188.00	2,235.00	2,428.00	2,482.50	2,465.00	2,487.75	2,731.50	3,223.50	3,782.00	3,835.00
SOLID WASTE	45.00	19.00	17.00	18.00	18.00	12.00	14.00	13.00	12.00	13.00	18.00
SUPERINTENDENT OF SCHOOLS	28.00	29.00	29.00	29.00	30.00	30.00	30.00	32.00	32.00	33.00	33.00
SUPERIOR COURT	677.60	764.00	819.00	873.00	910.20	981.00	-	-	-	-	-
TELECOMMUNICATIONS	42.00	45.00	41.00	42.00	42.00	42.00	43.00	42.00	-	-	-
TRANSPORTATION	511.00	522.00	512.00	511.00	511.50	504.00	477.75	479.00	477.00	479.00	484.00
TREASURER	66.00	64.00	64.00	64.00	64.00	64.00	64.00	57.00	59.75	60.75	62.75
TRIAL COURTS	-	-	-	-	-	-	1,273.31	1,247.33	1,376.03	1,463.51	1,523.51
Total Departments	12,792.46	12,717.00	12,588.00	13,253.00	14,773.30	15,611.88	15,423.79	16,273.35	17,313.45	14,376.12	14,359.47

Significant Staffing Variances

Adult Probation: Increase in staff to address increased demand as demonstrated by increased caseloads in Standard Probation.

Air Quality: Increase in staff to address demand for permitting and enforcement activities.

Animal Care and Control: Increase in staff to address unmet demand for service for verification and follow-up on dog vaccinations and licenses.

Clerk of the Court: Increase in staff to address increase demand as demonstrated by an increase in caseload and implement process improvements such as court decentralization.

Correctional Health: Increase in staff to meet unmet demand due to increase in inmate population.

Health Care Mandates: Increase in staff to address the run-out operations of Maricopa Managed.

Finance: Increase in staffing to support document imaging process improvement, cash management function and overall improved customer service.

Maricopa Managed Care: Reduction in staff as a result of Maricopa Managed Care ceasing operations on Sept 30, 2005.

Planning and Development: Increase in staff to improve results in the Code Enforcement, Inspection and Planning activities.

Public Health: Increase in staff to address unmet demand in addressing Sexually Transmitted Disease Testing and Treatment, West Nile Virus; Tuberculosis Services, HIV Surveillance, HIV Counseling & Testing.

Sheriff: Increase in staff to address demand in Law Enforcement; expand output and improve results in the Inmate Fingerprinting Activity; support the process improvement of a Bar Coding System in the Property and Evidence Activity; improve results and output associated with investigating abuse cases in the Investigations Activity; and for process improvement and improved results associated with the SMI Intervention pilot program in the SMI Apprehension Intervention Activity.

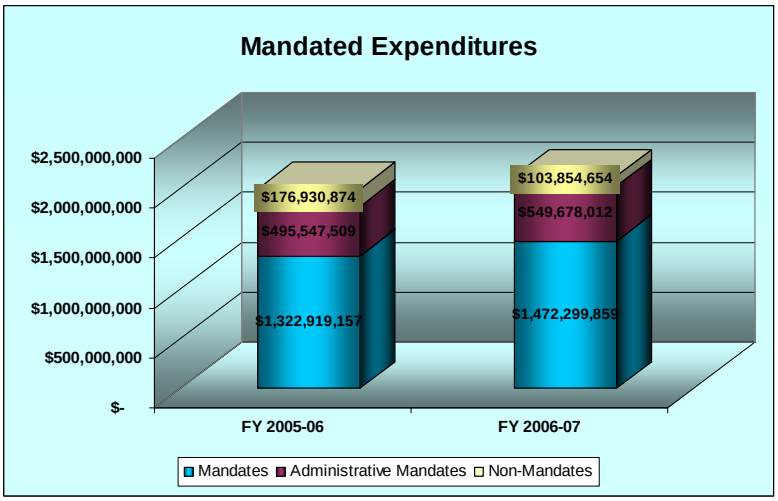
Trial Courts: Increase in staff to meet increased demand demonstrated by increased cases and implement process improvements to insure compliance with standards developed by the Arizona Supreme Court.


MARICOPA
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Mandates

Introduction

Although approximately 95% of the services provided by Maricopa County government are mandated, a significant portion of these are unfunded mandates from the State and Federal governments. Mandated services drive Maricopa County's strategic planning process, operating policies and financial structure.



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

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

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

Executive Summary

Maricopa County remains one of the fastest growing counties in the nation in terms of population, employment and personal income. While the population growth, which hovers around 3.5% annually, directly impacts the demand for County services, its impact on primary County revenues (such as property, sales and vehicle license taxes) is less direct. As a result, growth in demand for County services often outpaces revenue growth. In addition, County property tax revenue, which currently comprises one-third of the County's General Fund revenue, is artificially limited and controlled by State Statute. Property taxes on existing property are capped at an annual growth rate of 2%.

The population growth rate for FY 2006-07 is projected at just below 3%. During that same period, total expenditures are increasing 6.5% and mandated expenditures are anticipated to increase 11.2%.

Throughout this section, expenditures are categorized into the functional areas of Education, Culture and Recreation, General Government, Highways and Streets, Health, Welfare and Sanitation, or Public Safety so that readers have a broad sense of the types of services provided. Detailed descriptions of specific services provided by County departments can be found in Program and Activity Purpose Statements schedule in the Attachments section, which lists the purpose statements for all of the County's programs and activities.

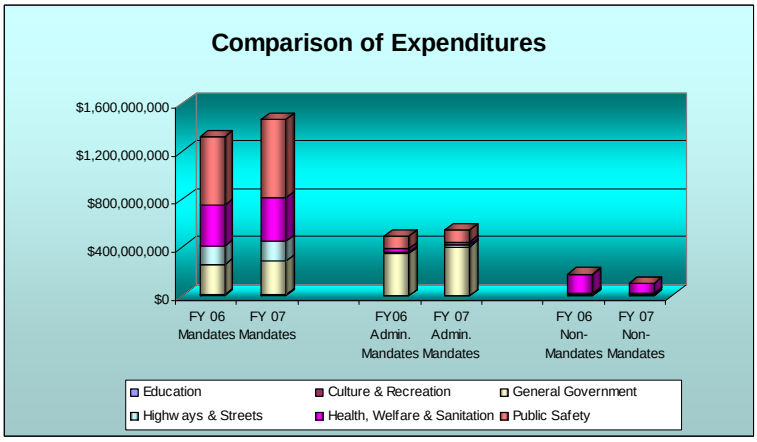
As illustrated in the table below, over $1.47 billion (69%) of Maricopa County's budget directly supports mandated services. $550 million in expenditures is associated with administrative mandates and 4.9% of the County's budget (approximately $104 million) supports non-mandated services.

Summary of FY 2006-07 Expenditures

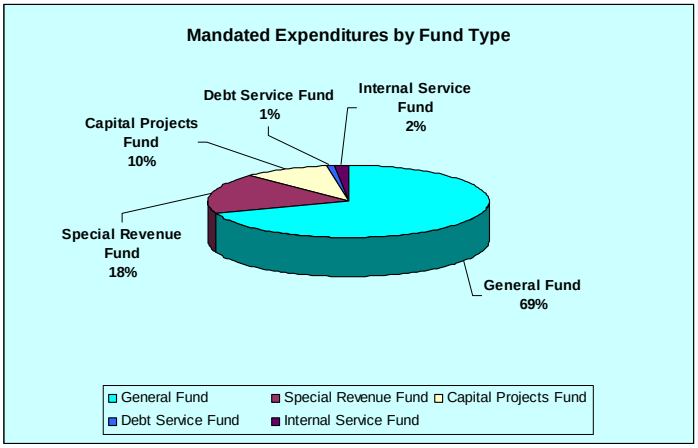
	Mandates	% of Budget	Administrative Mandates	% of Budget	Non-Mandates	% of Budget
Education	$ 10,577,651	0.5%	$ 457,766	0.0%	$ 105,317	0.0%
Culture & Recreation	-	0.0%	-	0.0%	11,161,863	0.5%
General Government	272,375,466	12.8%	404,657,935	19.0%	6,797,244	0.3%
Highways & Streets	167,648,467	7.9%	11,687,079	0.5%	-	0.0%
Health, Welfare & Sanitation	361,472,347	17.0%	30,765,099	1.4%	85,565,636	4.0%
Public Safety	660,225,928	31.1%	102,110,134	4.8%	224,594	0.0%
	$ 1,472,299,859	69.3%	$ 549,678,012	25.9%	$ 103,854,654	4.9%

Note: Nearly 89% of non-mandated Health, Welfare and Sanitation expenditures are funded through grants.

The chart to the right reflects the distribution of mandated and non-mandated expenditures by these categories. Public safety comprises the largest portion of the budget, followed by health, welfare and sanitation. The distribution of the budget by category is relatively consistent year-to-year.



Mandated expenditures are distributed among all fund types within the County. However, as shown in the graph below, the General Fund accounts for more than 2/3 of all mandated expenditures. Special revenue funds, including the Detention Fund, comprise 18% of mandated services, while capital project, debt service and internal service funds comprise the remaining 13%. The table below provides some additional detail on mandated expenditures by fund type.



Consolidated Mandates - By Fund Type

Expenditure Type	FY 2006-07 Budgeted Expenditures	FY 2006-07 Mandated Expenditures	Percent of Budget	FY 2006-07 Non-Mandated Expenditures	Percent of Budget
General Fund	$ 1,416,153,623	$ 1,401,345,084	99.0%	$ 14,808,539	1.0%
Special Revenue Fund	441,846,419	366,145,149	82.9%	75,701,270	17.1%
Capital Projects	216,869,928	203,525,083	93.8%	13,344,845	6.2%
Debt Service Fund	17,691,300	17,691,300	100.0%	-	0.0%
Internal Service Fund	33,271,255	33,271,255	100.0%	-	0.0%
Totals	$ 2,125,832,525	$ 2,021,977,871	95.1%	$ 103,854,654	4.9%

Education Mandates

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

Mandated expenditures for Education activities total $11 million, less than 0.6% of the County's total mandated expenditures. The distribution of mandates versus non-mandates for Education in FY 2005-06 and FY 2006-07 is shown in the table below.

Education	**FY 2005-06**	**FY 2006-07**	**% Change**
Mandates	$ 2,690,378	$ 10,577,651	293%
Administrative Mandates	485,354	457,766	-6%
Non-Mandates	179,853	105,317	-41%
Total	$ 3,355,585	$ 11,140,734	232%

Overall expenditures in the Education area are increasing due to the decision to budget special revenue funds within the Superintendent of Schools office that were not previously budgeted. The decrease in the non-mandated expenditures is attributed to a reduction in budgeted Public Information Services.

Culture and Recreation Mandates

The quality of life in Maricopa County is enhanced by the Cultural and Recreational services offered by the 11 park facilities, extensive trail system and entertainment venue operated by the County. Maricopa County provides summer recreation programs, interpretive programs, community service opportunities, and facilities that can be rented for special uses. Archery ranges, ball fields, equestrian facilities, trails, competitive tracks, camping and picnicking facilities, and special events are also provided by the Parks and Recreation Department and the Maricopa Events Center.

None of the activities in the category of Culture and Recreation are mandated. Less than 1% of the County's total budget is spent in this functional area. The table below reflects the FY 2005-06 and 2006-07 expenditures for Culture and Recreation.

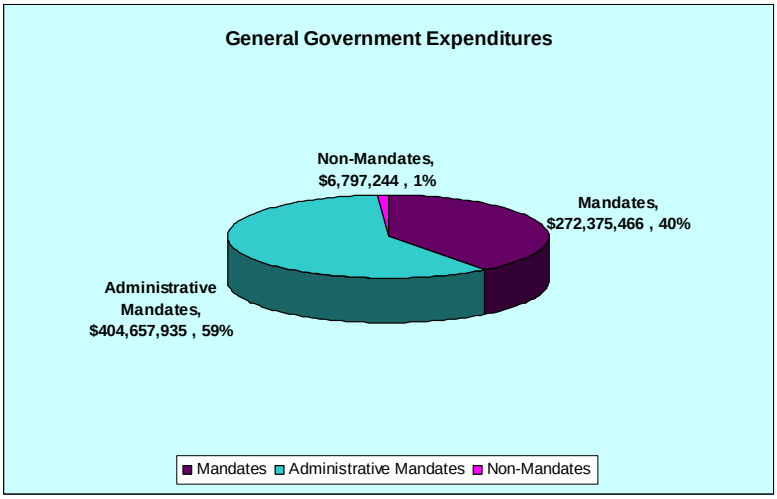
Culture & Recreation	**FY 2005-06**	**FY 2006-07**	**% Change**
Mandates	$ -	$ -	0%
Administrative Mandates	-	-	0%
Non-Mandates	9,173,870	11,161,863	22%
Total	$ 9,173,870	$ 11,161,863	22%

The increase in expenditures for Culture and Recreation activities is primarily associated with Capital Improvement Program projects to develop the Maricopa Trail System and enhance the County's parks. Project details can be found in the Major Maintenance and Capital Improvement Program section of this document.

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.

Of the $684 million budgeted for General Government expenditures, $677 million is mandated. General Government mandates comprise 33.5% of the total County Mandates. The table below illustrates the mandated versus non-mandated expenditures in FY 2005-06 and FY 2006-07.



General Government	FY 2005-06	FY 2006-07	% Change
Mandates	$ 254,025,104	$ 272,375,466	7%
Administrative Mandates	346,427,322	404,657,935	17%
Non-Mandates	4,373,002	6,797,244	55%
Total	$ 604,825,428	$ 683,830,644	13%

The increase in General Government mandated services is primarily due to mid-term elections and improvements in the property valuation process and system in the Assessor's Office. The General Government Schedule in the Budget Summary Schedules and the Assessor and Elections department reports in the Departmental Strategic Plan and Budget section provide additional information on the changes in these areas. General Government administrative mandated services are increasing due to the rise in expenditures for major maintenance, building and grounds, and energy management. There is also a substantial increase in funding reserved for debt service for future capital construction. These amounts are mitigated to a degree by the decrease in budgeted expenditures related to employee benefits, which is the direct result of enrollment changes and the loss of participants from the Special Health Care District, which no longer purchases benefits from the County. The General Government spending for non-mandated activities is associated with matching funds for grants for county-wide initiatives. The schedule of expenditures for General Government in the Budget Summary Schedules section of this document provides detailed information of these expenditures.

Highways and Streets Mandates

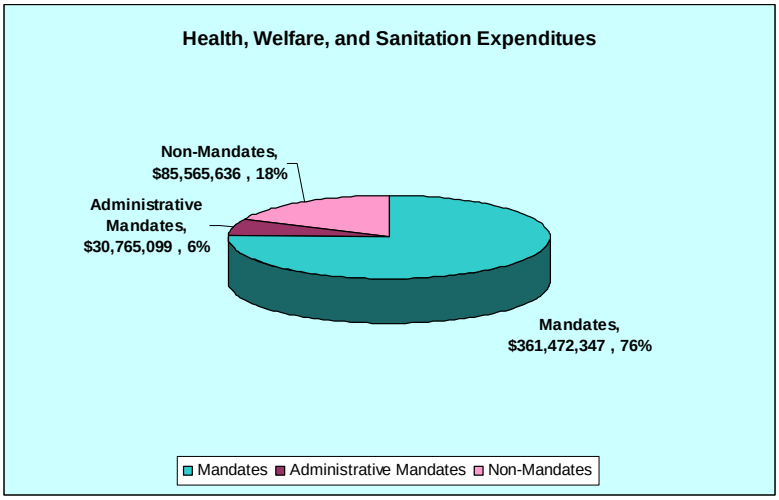
The Maricopa County Department of Transportation is responsible to design, construct, and maintain roads and bridges, coordinate traffic information, and provide emergency and event control services.

All of the activities in the category of Highways and Streets are mandated. The expenditures for these mandates total more than $179 million or approximately 9% of the County's mandated expenditures. The table on the following page reflects the FY 2005-06 and 2006-07 expenditures for Highways and Streets.

Highways & Streets	FY 2005-06	FY 2006-07	% Change
Mandates	$ 151,991,775	$ 167,648,467	10%
Administrative Mandates	14,246,789	11,687,079	-18%
Non-Mandates	-	-	0%
Total	$ 166,238,564	$ 179,335,546	8%

Mandated expenditures are increasing as a result of increased expenditures in the Roadway Construction activity. Details on each of the construction projects can be found in the Major Maintenance and Capital Improvement Program section of this document. The increase in mandated activity spending is partially mitigated by a reduction in expenditures associated with administrative services. More information can be found in the Department of Transportation section within the Departmental Strategic Plan and Budget section of this document.

Health, Welfare & Sanitation Mandates



Maricopa County is responsible for providing a broad range of health-related services. The Public Health Department provides testing and treatment for communicable diseases, immunizations, lab and pharmacy services. In addition, this department is responsible for aggregating and reporting disease and health statistics, and maintaining birth and death records. The Air Quality and Environmental Services departments enforce standards related to air pollution, water contamination, and food handling, and provide preventative health services such as mosquito abatement and trip reduction coordination. The Animal Care and Control Department provides enforcement, shelter, licensing and animal adoption services. Expenditures for the Medical Examiner's Office, which provides medicolegal investigations, and the Health Care Mandates Department, which provides indigent and inmate health-related risk management services, are also included in this category.

The FY 2006-07 budget includes over $85 million for non-mandated Health, Welfare and Sanitation services. These services are primarily (89%) grant-funded, and include community development, Head Start, workforce development, HIV/AIDS services, tobacco cessation, and nutrition.

Mandated expenditures for Health, Welfare and Sanitation activities total $392.2 million or 19.4% of the County's total mandated expenditures. The distribution of mandates versus non-mandates for Health, Welfare & Sanitation in the FY 2005-06 and FY 2006-07 budgets is shown in the table below.

Health, Welfare & Sanitation	FY 2005-06	FY 2006-07	% Change
Mandates	$ 340,625,501	$ 361,472,347	6%
Administrative Mandates	26,871,921	30,765,099	14%
Non-Mandates	162,951,053	85,565,636	-47%
Total	$ 530,448,475	$ 477,803,082	-10%

The decrease in the non-mandated expenditures is the result of the County no longer operating its managed care plans. These services are now being provided by other vendors. Moderate increases in the administrative mandated expenditures can be attributed to the increase in the administration in the various departments delivering the services. The largest mandated expenditure increase is the County's mandated contribution to the ALTCS program.

Public Safety Mandates

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

Public Safety mandates total $762.3 million or 37.7% of total the County's mandated expenditures. Less than 3/100th of one percent of Public Safety expenditures are for non-mandated activities. The table below illustrates the distribution of Public Safety expenditures for Fiscal Years 2005-06 and 2006-07.

Public Safety	**FY 2005-06**	**FY 2006-07**	**% Change**
Mandates	$ 573,586,399	$ 660,225,928	15%
Administrative Mandates	107,516,123	102,110,134	-5%
Non-Mandates	253,096	224,594	-11%
Total	$ 681,355,618	$ 762,560,656	12%

Administrative mandate expenditures are decreasing due to reductions in the Court Security and Sheriff Intelligence activities. This is offset to a degree by increases in departmental administration. Mandated expenditures are increasing due to numerous new and ongoing initiatives throughout the criminal justice system, such as patrol activities (these expenses are reimbursed to the County from other local governments), intervention for seriously mentally ill offenders, criminal investigations, inmate addiction recovery, juror-related services, and a variety of specialty courts. Market-based salary increases for prosecuting and defense attorneys have also contributed to the overall increase in mandated expenditures.

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 2006-07 version forecasts revenues, expenditures and ending fund balances for five years, beginning with the FY 2006-07 Adopted Budget. Following is a summary and detailed narrative description of the assumptions used in this forecast. Also included are graphs and narratives discussing the primary economic drivers on which the forecasts are based. Although two forecast scenarios, "Most Likely" and "Pessimistic," are developed each year, this document only includes the "Most Likely" scenario for the funds listed below. "Pessimistic" versions and years 6-10 for both versions of these schedules are not published in this document, but may be provided on request.

Forecasted funds:

General Fund

Transportation - Operating and Capital Projects

Detention (Jail Excise Tax) Fund

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 possible policy changes, out of pattern spending priorities, or proposed new revenue sources; as such, the forecast provides the County with a useful assessment of the long-term impact of current policies.

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" or "optimistic" scenario is provided in some instances, but is not considered in the County's financial plan.

Key to this forecast are the following assumptions:

- Continued steady growth in assessed values, but at lower levels than current. As Maricopa County's primary (general operating) property tax levy hit its constitutional limit in FY 2005-06, increases in assessed values due to market appreciation have and will continue to drive reductions in the primary property tax rate.
- Normalized revenue growth in other State Shared Sales Tax, Vehicle License Tax, and Sales Tax (Detention Fund) revenues. These revenue sources have seen unprecedented growth over the last year, but this growth is not sustainable. Revenues will continue to grow, but at a more moderate pace.
- Discontinuation of Maricopa County's role as a managed care plan provider for the Arizona Health Care Cost Containment System (AHCCCS) and Arizona Long Term Care System (ALTCS) health plans, and no further patient care liabilities for these plans beyond FY 2006-07. The County will, nonetheless, continue to make mandated contributions to the State to fund the non-Federal match for these programs overall. The County's discontinuation of its ALTCS plan will cause an increase in capitation rates, which will drive up County contributions in the near term.
- The County's continued policy of "pay-as-you-go" financing of capital improvements. In the Most Likely scenario, a substantial portion of General Fund operating surpluses are applied to debt service payments associated with funding the Capital Improvement Program in lieu of a bond issue supported by dedicated taxes.
- Escalating costs associated with jail and juvenile detention operations due to opening of new facilities,

as well as the general impact of criminal justice system caseloads that are increasing faster than the growth in the overall population.

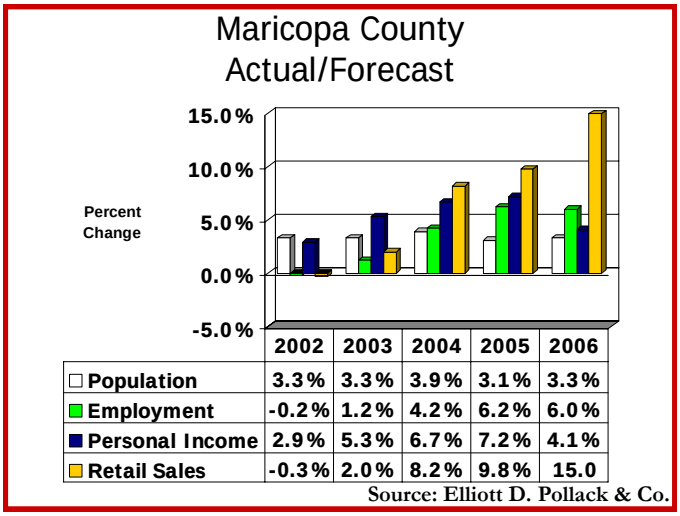
- Sizable increases in mandated payments to the State of Arizona for health care, in particular the ALTCS program. On a positive note, the FY 2006-07 budget reflects permanent reductions in the base AHCCCS contribution. These reductions were made in exchange for Maricopa County's assumption of funding responsibility for Juvenile Probation. Nonetheless, the growth in these programs, will continue to strain County resources.
- Steady increases in employee compensation and health care, including continuing efforts to restore salary levels to market-competitive levels.
- Funding requirements for the Capital Improvement Program.

The Most Likely scenario in this year's forecast indicates that the health of the General Fund will decline throughout this forecast period, as property tax levy limits do not meet increasing service demands and cost drivers. The General Fund forecast reflects modest operating surpluses through the forecast period, though one-time expenditures (largely associated with capital projects and major maintenance) are projected to contribute to a decline in the unreserved fund balance. The Pessimistic scenario indicates a General Fund operating deficit beginning in FY 2008-09, with the fund balance exhausted the following year. In the Most Likely scenario, annual General Fund revenue growth declines slightly over the five year period, while expenditures and fund transfers increase by 6.6%-9.0%. In the Pessimistic scenario, General Fund revenue growth rates are lower, ranging from 3.8% to 4.7%, while expenditure increases are higher.

The Detention Fund Most Likely scenario projects operating surpluses to continue throughout the forecast period, while continuing to support the detention capital program though annual fund transfers. The Pessimistic scenario also maintains a positive position throughout the forecast period, but less is available for capital construction. The County is in the process of updating its detention capital improvement plan, so fund transfers identified in the forecasts may or may not be sufficient to cover associated costs. If shortfalls were to occur in the Detention Fund, they would likely need to be offset by additional transfers from the General Fund, if available. If not, there could be a need to research other funding sources not available today.

Economy

After more than two years of continued improvement the Maricopa County economy is starting to show signs of a slowing growth. During the past two years, local residents have tapped into their newly found housing wealth which has pushed retail sales to unsustainable levels according to local economist Elliott D. Pollack. Increasing interest rates have caused a slowing in the housing market which is expected to continue, and is causing a modest decrease in housing appreciation. This will likely limit household spending and as a result will decrease the amount of sales tax collections. On the other hand, the local employment market remains strong and people continue to prefer Greater Phoenix as a place to relocate. Job and wage gains should soften the impact of a slower local residential real estate market..



	2002	2003	2004	2005	2006
Population	3.3%	3.3%	3.9%	3.1%	3.3%
Employment	-0.2%	1.2%	4.2%	6.2%	6.0%
Personal Income	2.9%	5.3%	6.7%	7.2%	4.1%
Retail Sales	-0.3%	2.0%	8.2%	9.8%	15.0

Source: Elliott D. Pollack & Co.

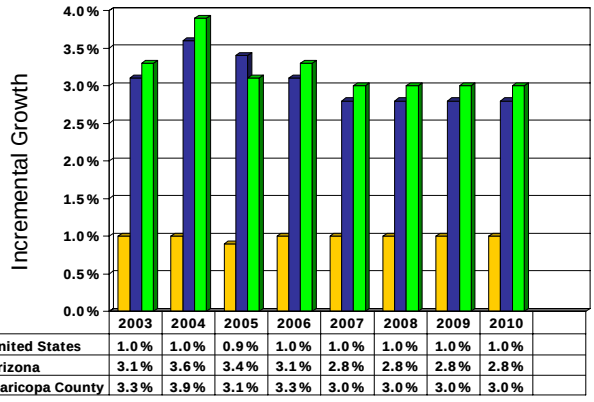
Factors affecting the County's current economic condition include population, employment, personal income and retail sales. The growth of these indicators is shown in the chart at the right. Population continues to grow at a steady pace while local employment increased significantly in 2006 and retail sales showed a considerable increase, which is expected to slow somewhat in the remainder of 2006.

Population Projections

According to a statewide economic study prepared by Eller College of Business & Public Administration at the University of Arizona, annual population and employment growth is expected to be 3.3% and 3.4% respectively. The state's employment to population ratio will continue to increase.

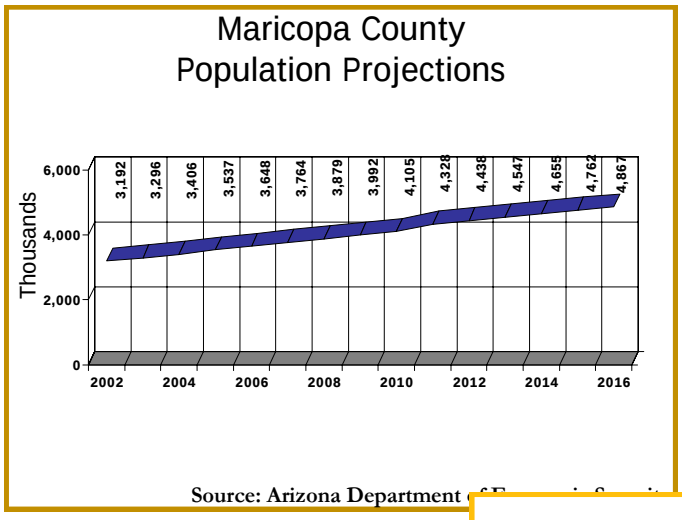
The chart at the right compares Maricopa County's incremental population growth to that of Arizona and the United States. Population growth in Maricopa County is expected to continue to outpace that of Arizona and the nation as a whole. Maricopa County is expected to gain 75,198 citizens in the coming year, reflecting a 2.2% increase in population.

Incremental Population Growth Comparison



	2003	2004	2005	2006	2007	2008	2009	2010
United States	1.0%	1.0%	0.9%	1.0%	1.0%	1.0%	1.0%	1.0%
Arizona	3.1%	3.6%	3.4%	3.1%	2.8%	2.8%	2.8%	2.8%
Maricopa County	3.3%	3.9%	3.1%	3.3%	3.0%	3.0%	3.0%	3.0%

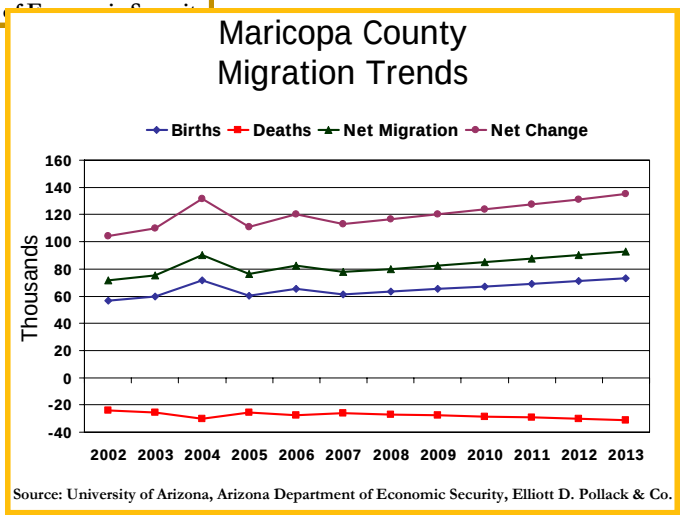
Source: U.S. Census Bureau, Arizona Department of Economic Security, Elliott D. Pollack & Co.



Source: Arizona Department of Economic Security

Maricopa County's current population and population projections through the year 2014 are displayed in the chart to the left. Projections are based on estimated births, deaths and net migration. The County's growth reflects a national trend of population shifts to the Sunbelt states. Employment opportunity is the most significant migration driver in Maricopa County.

According to the economic consulting firm, Elliott D. Pollack & Company, the number of births in Maricopa County is expected to rise due to the increase in net migration, which is projected to rise over the next 10 years due to the increases in the national population and changes in the age structure of the population.



Source: University of Arizona, Arizona Department of Economic Security, Elliott D. Pollack & Co.

Net migration, as used within this document, represents the sum of number of people moving into County and those moving out of the Migration flows to and from County are primarily with other U.S. mainly California and other neighboring states, or more distant populous states such as New York Illinois.

As provided in the chart to the right, largest portion of our current population lies in the 25-34 and 35- groups. Significant growth is in the 35-44 and the 45-54 age 2010. Such trends must be considered in the County's long range financial forecast, as average citizen age may impact revenues (through changes in consumer spending patterns) and expenditures (as a result of services needs).

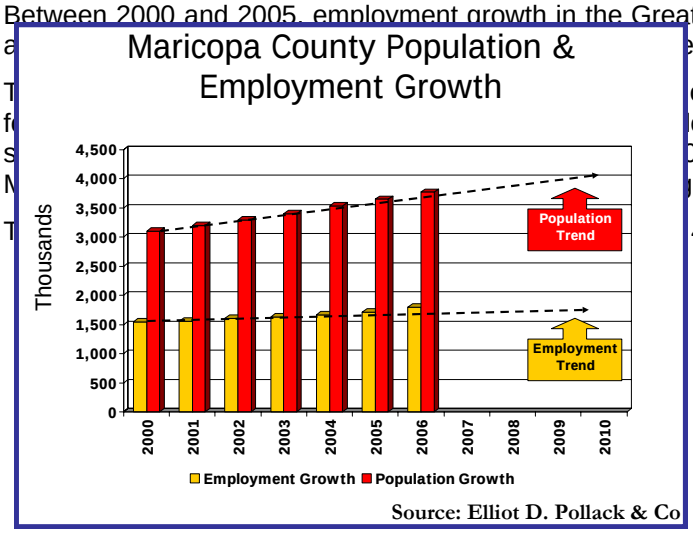
the Maricopa County. Maricopa states, but and the 44 age projected groups by

Employment Projections

Between 2000 and 2005, employment growth in the Greater Phoenix area exceeded that for the nation as a ent growth exceeds the nation by a factor of 2.5.

T office recently revised its employment estimates f loyment grew by 6.2%, the highest rate of growth s 000 local jobs in 2006. Additionally, the Phoenix- M e employment center in the nation.

T 4.2% growth in wage and salary employment in

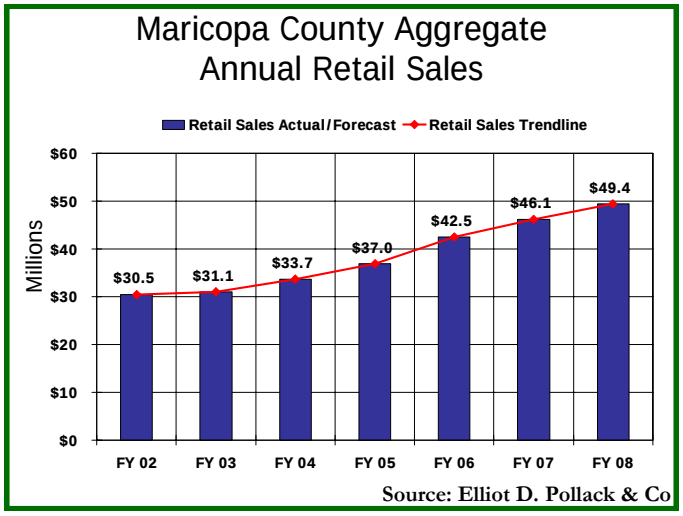


Source: Elliot D. Pollack & Co

employment in 2006. However, this estimate is likely conservative given recent historical trends. Wage and salary employment in Greater Phoenix grew by an estimated 6.2% in 2005, 3.9% in 2004, 1.5% in 2003, and declined by 0.1% in 2002.

The trends in population and employment growth, shown at the left, continue to increase, although at a slower rate than that of a decade ago.

Retail Sales Projections



Maricopa County's retail sales continue to increase at a greater rate than that of Arizona as a whole. Maricopa County's total retail sales represent nearly 70% of annual sales in the state. Aggregate provided retail sales for Maricopa County are over-year in the chart at the right. The year-moderate retail sales growth trend line shows growth through FY 2007-08.

A portion of the surge in County sales tax revenues is related to the rapid growth in the local housing market. Unfortunately, this activity will not continue forever. In 2005, housing activity exceeded the underlying trend in Maricopa County by between 5,000 to 10,000 units. As a result, this many fewer units will be constructed in the County in FY 2007. Greater Phoenix will slow by even more units because a large portion of the metro area's housing market is outside of Maricopa County.

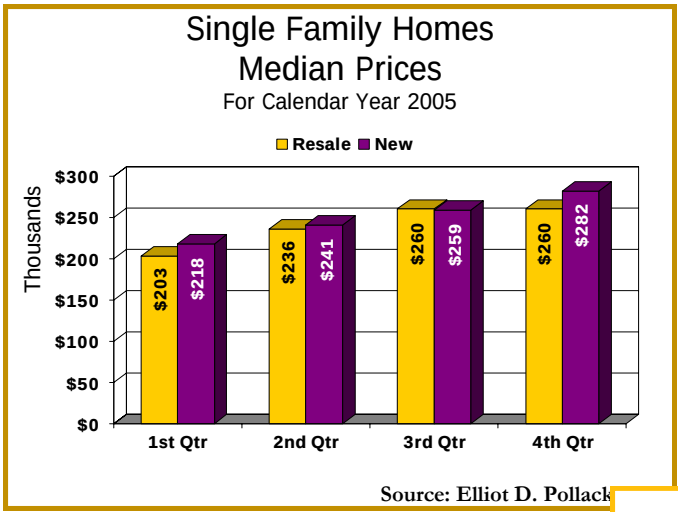
In addition, homeowners have been drawing on the equity in their appreciated home values to a significant degree. It is reported that nationally, more than $200 billion of home equity was "cashed out" during mortgage refinancing in 2005. This is up from about $142 billion in 2004 and an average of about $20 billion through most of the 1990's. This extraordinary inflow of cash into consumers' pockets has not only increased confidence but provided the funds necessary to push retail sales to the highest level in twenty years in Maricopa County. As home appreciation rates slow, or even decline, fewer dollars will be spent and taxed.

Maricopa County's contracted economist, Elliott D. Pollack, analyzed the transitory or one-time revenue collection resulting from growth in the local housing market. Using an economic and fiscal impact model that captures both direct and indirect effects of reductions in economic activity, it was determined that $10 to $20 million of FY 2006 sales tax collections were transitory and may not be collected in FY 2007 specifically due to weaker housing development and housing price appreciation. This analysis only captures the portion of County receipts pertaining to state-shared sales tax receipts and may be conservative.

Construction and Real Estate Market Projections

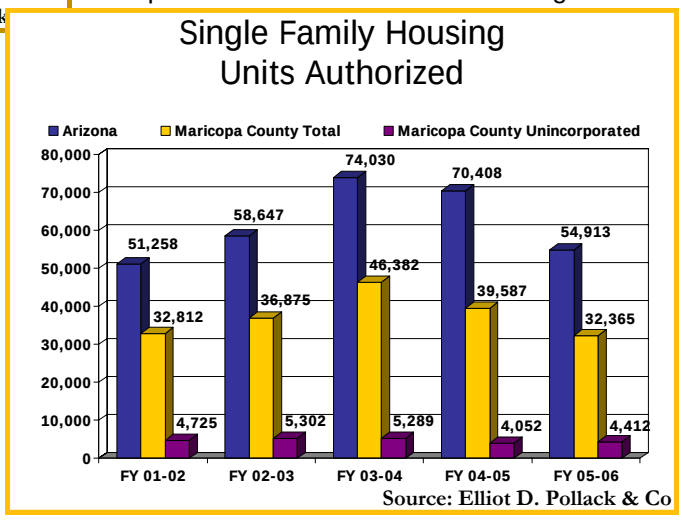
Maricopa County residents continue to benefit from low interest rates and affordable housing. Maricopa

County is part of the Arizona Affordable Housing Profile which determines the affordability of housing and identifies efforts undertaken to produce new affordable units by community, county and statewide. One of the objectives in the housing profile is to identify the "affordability gap" for the State. The "gap" is the difference between the number of households within each income range and the number of housing units affordable to the households. It typically occurs at the lower end of the income range where there are more households than affordable units. For these households to find housing in the community, they must invest more than 28% of their income in shelter. For the first quarter in 2005, the Housing Opportunity Index indicates that Phoenix-Mesa is at 60.1% of the share of homes affordable for median income of $58,300 which is ranked 87th compared to other cities in the United States.



As indicated in the chart at the left, the median price of single-family homes (resale and new) have increased by $27,789 since last year, an average of $6,947 per quarter. Home sales continued to grow as well. The increase in single-family home sales may be due to the continually low interest rates and the relative ease of obtaining a mortgage. According to Elliott D. Pollack & Company "as much as 25% of the recent housing market activity can be attributed to investors, second home purchases, and those moving from apartments or double occupancies.

Elliott D. Pollack & Company further states "despite concerns about the housing bubble bursting in the Greater Phoenix Area, the County can consider this a low probability event. Current supply/demand imbalances would assure that even if large quantities of investor homes enter the market at the same time, the excess supply would be consumed within a matter of months, rather than years."



Maricopa County's housing permits continue to increase at record levels. As indicated on the chart to the right, of the 70,408 single-family housing units authorized in Arizona during FY 2004-05*, 39,587 or 56% were authorized for Maricopa County. 4,052 County units, or nearly 6% of Maricopa County's total single-family housing units, were authorized for unincorporated areas.

Recent numbers also show that Maricopa County still has a strong forward momentum in home sales, housing starts and house prices. Housing permits for the first quarter of FY 2004-05 were only 3,622 less than the total number issued for FY 2003-04.

Revenues

Property Taxes: Property taxes are based on Net Assessed Values, which include:

- 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.

In February, the Maricopa County Assessor's office released property valuation notices that reflect values for tax year 2007. Residential market values increased between 23% for manufactured housing and 51% for single family residential. The full cash value of vacant land increased 30% while commercial property increased an average of 12% over tax year 2006. Although forecasted assessed valuations have been revised to reflect these tremendous increases, Property tax revenue growth is statutorily restricted. The primary property tax levy on existing property cannot grow by more than 2% each year. The County has reduced its primary property tax rate for the last two fiscal years due to this restriction, and will need to continue to do so over the forecast period. Continued growth and new construction throughout the County will help to buoy property tax growth despite these rate reductions.

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

Licenses and Permits: Overall, license and permit revenue is forecast to grow in line with the Consumer Price Index. General Fund license and permit revenue sources include liquor licenses, fiber optic franchise permits, and permits for peddlers and pawnbrokers.

Intergovernmental Revenue (Excluding State Shared Sales Tax and Vehicle License Tax): Intergovernmental revenue is projected to grow in line with inflation; where appropriate, population growth is also considered. The major sources of intergovernmental revenue are Sheriff's Office Patrol Service reimbursements, election reimbursements, Justice of the Peace salary reimbursements, and Disproportionate Share (though this revenue is essentially a pass-through between the State and the Special Health Care District). Election reimbursements are adjusted to coincide with the timing of primary and general elections.

State Shared Sales Taxes: Sales tax revenue is projected to grow over 15% in FY 2005-06. This growth is unprecedented, and is not expected to continue. Historically, sales tax collection boom periods following recessions producing rapid rates of growth often end quickly. It is possible that the double digit rates of growth will disappear by FY 2007, FY 2008 at the latest. The financial forecast shows State-shared sales tax revenue growth declining to 6-7% beginning in FY 2007-08.

State Shared Vehicle License Taxes: Vehicle license tax collections have seen growth similar to that of Stated Shared Sales Taxes over the last year. However, concerns about rising short term interest rates and their direct impact on automobile loan rates is expected to temper this growth in the coming years. Because the existing stock of vehicles continually depreciates, growth in VLT is dependent on sales of new vehicles and importation of existing vehicles from out of state by new residents. Movements to cut or eliminate VLT by the State Legislature could reduce the amount of revenue to Maricopa County.

Charges for Services: Major sources of charges for services are recording fees, court fees, and tax sale fees. Most charges for service are expected to increase in line with County population growth.

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

Patient Revenue: Patient charges collected in the General Fund consist of partial reimbursements by County residual long-term care patients for their cost of care. These revenues are projected to decline gradually in line with expenditures for residual long-term care, which are decreasing as the capped patient population decreases.

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

Miscellaneous Revenue: Major sources of miscellaneous revenue include Trial Courts fees for copies and other miscellaneous services, Recorder fees for micro-graphics, and Assessor Map and Copy fees. The

forecast assumes no change in current miscellaneous fee rates.

Sale of Fixed Assets: No major property liquidations are anticipated through the forecast period. No revenue is projected through the forecast period.

Operating Transfers-In: Operating transfers-in represent General Fund Departments' central service cost allocation. Prior years also reflected the reimbursement from the Maricopa Integrated Health System for Disproportionate Share withholding, which is now reflected as an Intergovernmental Revenue as a result of the creation of the Special Health Care District. The forecast assumes that Central Service transfers-in will increase with inflation.

Expenditures

Wages & Salaries: Wages and salaries include the performance pay increases of 3.5% in FY 2006-07, and similar levels annually thereafter.

Employee Benefits: Fiscal Year 2006-07 forecasted benefit costs are predicated upon known and projected increases in all retirement plans. Annual increases to all retirement plans are assumed to continue for several more fiscal years thereafter. The forecast also predicts the continuing rise in employee health and dental insurance costs based on recent historical trends.

Supplies and Services: Supplies and services are projected to increase at the anticipated rates of inflation and 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 2006-07 General Fund budget of approximately $23.4 million increases each year at 5%, similar to the increases in the overall General Fund budget.
- Ongoing major maintenance for current facilities continues through the end of the forecast period. FY 2006-07 is projected to be the last year of deferred major maintenance, which has been covered with non-recurring revenue sources historically.
- Vehicle Replacement - replacement of vehicles operated by General Fund departments is projected to increase with inflation and population growth through the forecast period.
- Debt service payments are included in the Most Likely scenario to support "pay-as-you-go" financing of capital improvement projects.

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

Election Costs: The incremental cost of administering primary and general elections is forecasted based on a four year recurring cycle.

Health Care Mandates: Health Care Mandates include a variety of mandated and Board-sponsored health care related costs: the *Arnold v. Sarn* 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.

Capital Projects

Capital Project expenditures are forecasted based on the current approved Five-Year Capital Improvement Program for the Detention Fund, Transportation, and Flood Control District. The Board of Supervisors will be revising the County's Capital Improvement Plan and the Jail Master Plan during FY 2006-07 to address needs for a new downtown criminal court tower and regional court facilities, major park improvements, downtown office space for attorneys, administrative and support buildings for the Sheriff's Office to replace leased space and clear the First Avenue Jail site for other uses, and future detention space. Given the uncertain nature of these plans at this date, detailed capital forecasts are not included in this section. However, funding has been set aside in the General Fund forecast to cover ongoing debt service payments associated with capital construction, and funds are projected to be transferred each year from the Detention Fund to the Detention Capital Improvement fund to cover future construction.

General Fund Forecast

	Adopted FY 2006-07	2 FY 2007-08	3 FY 2008-09	4 FY 2009-10	5 FY 2010-11
Most Likely					
Sources of Funds:					
Revenue					
Property Taxes	$ 398,725,245	$ 433,152,559	$ 460,492,577	$ 496,501,323	$ 520,643,311
Tax Penalties & Interest	12,700,000	13,641,000	14,819,000	15,754,000	16,986,000
Licenses & Permits	2,066,000	2,112,434	2,163,121	2,216,671	2,273,224
Other Intergovernmental	80,315,343	80,970,446	80,969,846	79,618,346	81,911,146
Payments in Lieu of Taxes	8,782,492	9,011,644	9,157,358	9,300,008	9,465,889
State Shared Sales Tax	491,811,670	526,568,330	559,215,566	593,886,932	629,520,147
State Shared Vehicle License Tax	144,035,674	157,944,493	169,000,608	180,830,650	193,488,796
Internal Service Charges	5,732,994	5,366,934	5,485,007	5,611,162	5,745,830
Other Charges for Services	24,869,084	25,944,497	27,352,863	28,842,588	30,129,093
Patient Service Revenue	46,237	39,636	-	-	-
Fines & Forfeits	15,044,128	15,494,900	15,959,300	16,437,600	16,930,300
Interest Earnings	10,003,265	4,641,424	4,244,671	4,070,657	4,484,981
Miscellaneous Revenue	2,618,383	2,600,150	2,679,051	2,762,505	2,847,551
Total Revenue	$ 1,196,750,515	$ 1,277,488,448	$ 1,351,538,969	$ 1,435,832,441	$ 1,514,426,268
Net Growth Rate		6.7%	5.8%	6.2%	5.5%
Fund Transfers-In					
Central Service Allocation	$ 7,022,061	$ 7,160,000	$ 7,320,000	$ 7,490,000	$ 7,670,000
Total Transfers In	$ 7,022,061	$ 7,160,000	$ 7,320,000	$ 7,490,000	$ 7,670,000
Total Sources	$ 1,203,772,576	$ 1,284,648,448	$ 1,358,858,969	$ 1,443,322,441	$ 1,522,096,268
Net Growth Rate		6.7%	5.8%	6.2%	5.5%
Uses of Funds:					
Expenditures:					
Personal Services	$ 435,982,313	$ 484,560,058	$ 531,964,857	$ 573,055,316	$ 623,200,894
Supplies & Services	78,623,898	83,942,715	88,478,800	87,675,732	95,607,170
Capital Outlay	7,239,683	7,495,244	7,775,041	8,073,175	8,390,935
General Government	203,134,721	212,400,525	218,476,816	224,905,541	231,758,977
AHCCCS/ALTCS Contributions	174,837,100	185,674,060	195,210,585	204,222,601	213,865,458
Transfer Out to Detention Fund	160,895,270	170,332,201	174,079,509	178,083,338	182,357,338
Other Mandated Health Care	79,692,991	59,092,322	52,899,440	55,528,865	58,315,162
Disproportionate Share Match	63,366,600	63,366,600	63,366,600	63,366,600	63,366,600
Total Uses	$ 1,203,772,576	$ 1,266,863,724	$ 1,332,251,649	$ 1,394,911,167	$ 1,476,862,534
Net Growth Rate		5.2%	5.2%	4.7%	5.9%
Projected Operating Surplus/Deficit:	$ -	$ 17,784,724	$ 26,607,320	$ 48,411,274	$ 45,233,734
Percent of Total Expenditures	0.0%	1.4%	2.0%	3.5%	3.1%
Fund Balance:					
Beg. Unreserved Balance	$ 396,226,606	$ 183,845,559	$ 168,130,283	$ 161,237,603	$ 177,648,877
Designation for Cash Flow	(85,471,404)	(92,900,000)	(98,800,000)	(106,500,000)	(111,700,000)
Designation for Budget Stabilization	(80,010,234)	(63,343,186)	(66,612,582)	(69,745,558)	(73,843,127)
Designation for Health Plans	(18,363,921)	-	-	-	-
Unreserved/Undesig. Balance	$ 212,381,047	$ 27,602,373	$ 2,717,701	$ (15,007,955)	$ (7,894,250)
Net Surplus/Deficit	-	17,784,724	26,607,320	48,411,274	45,233,734
Appropriated Fund Balance	(212,381,047)	(33,500,000)	(33,500,000)	(32,000,000)	(32,000,000)
Ending Unres./Undesig. Fund Bal.	$ -	$ 11,887,097	$ (4,174,979)	$ 1,403,319	$ 5,339,484
Ending Unres. Fund Balance	$ 183,845,559	$ 168,130,283	$ 161,237,603	$ 177,648,877	$ 190,882,611

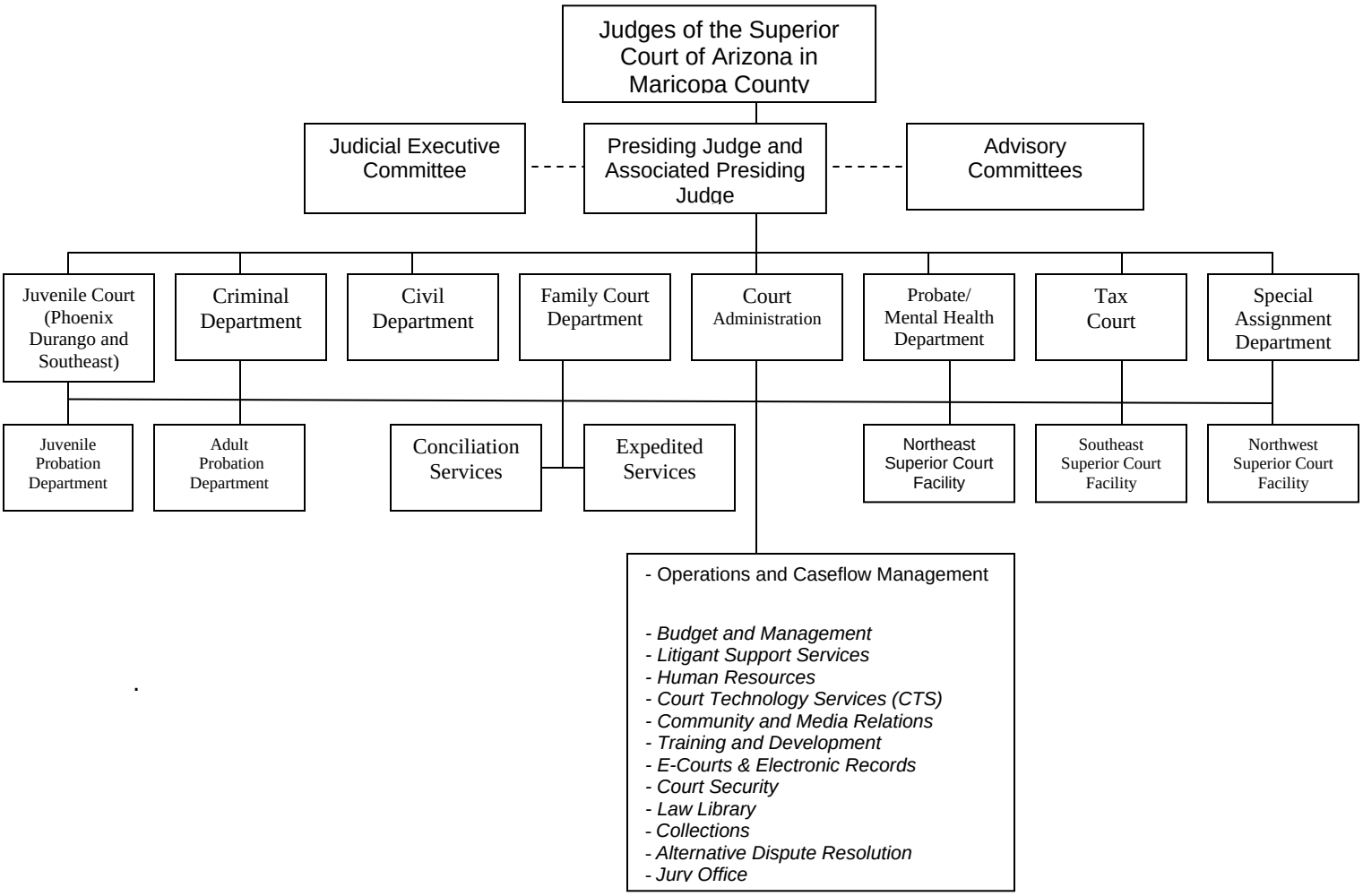
Detention Fund Forecast

	Adopted FY 2006-07	2 FY 2007-08	3 FY 2008-09	4 FY 2009-10	5 FY 2010-11
Most Likely					
Sources of Funds					
Revenues:					
Jail Excise Tax	$ 143,738,033	$ 158,592,628	$ 168,425,371	$ 178,867,744	$ 189,599,809
Jail Per Diem & Miscellaneous	25,314,341	26,595,247	27,995,752	29,498,844	31,113,021
Charges for Services	8,900	9,078	9,278	9,491	9,719
Interest Income	2,400,000	-	76,425	194,713	331,683
Total Revenues	$ 171,461,274	$ 185,196,953	$ 196,506,826	$ 208,570,793	$ 221,054,232
Fund Transfers In:					
Base Maintenance of Effort	$ 160,895,270	$ 170,332,201	$ 174,079,509	$ 178,083,338	$ 182,357,338
Total Transfers In	$ 160,895,270	$ 170,332,201	$ 174,079,509	$ 178,083,338	$ 182,357,338
Total sources	$ 332,356,544	$ 355,529,154	$ 370,586,335	$ 386,654,131	$ 403,411,570
Uses of Funds:					
Operating Expenditures					
Personal Services	$ 199,640,515	$ 216,685,155	$ 227,244,297	$ 238,320,116	$ 249,937,984
Supplies & Services	45,706,511	48,019,260	50,547,955	53,261,874	56,176,364
Capital Outlay	1,330,022	1,397,321	1,470,904	1,549,877	1,634,686
Subtotal - Current Operations	$ 246,677,048	$ 266,101,736	$ 279,263,155	$ 293,131,867	$ 307,749,034
Non-Departmental/Contingencies (Includes Major Maintenance)	$ 57,447,352	$ 42,783,122	$ 43,587,750	$ 45,033,769	$ 46,523,379
Total Operating Expenditures	$ 304,124,400	$ 308,884,858	$ 322,850,906	$ 338,165,636	$ 354,272,414
Operating Surplus/(Deficit)	$ 28,232,144	$ 46,644,296	$ 47,735,429	$ 48,488,495	$ 49,139,157
Non-Recurring Expenditures					
Appropriated Fund Balance	$ 32,740,774	$ 15,200,000	$ 15,500,000	$ 15,900,000	$ 16,300,000
Integ. Crim. Justice Info. Sys. Projects	$ 2,176,595	$ -	$ -	$ -	$ -
Sub-Total Non-Recurring	$ 34,917,369	$ 15,200,000	$ 15,500,000	$ 15,900,000	$ 16,300,000
Transfer to Detention Cap. Projects	$ 38,670,475	$ 30,000,000	$ 30,000,000	$ 30,000,000	$ 30,000,000
Total Non-Operating Expenditures	$ 73,587,844	$ 45,200,000	$ 45,500,000	$ 45,900,000	$ 46,300,000
Total Expenditures (Operating Plus Non-Operating)	$ 377,712,244	$ 354,084,858	$ 368,350,906	$ 384,065,636	$ 400,572,414
Total Projected Surplus/Deficit *(Operating Plus Non-Operating)*	$ (45,355,700)	$ 1,444,296	$ 2,235,429	$ 2,588,495	$ 2,839,157
Fund Balance:					
Beginning Fund Balance	$ 45,355,700	$ -	$ 1,444,296	$ 3,679,725	$ 6,268,220
Projected Surplus/Deficit	(45,355,700)	1,444,296	2,235,429	2,588,495	2,839,157
Ending Fund Balance	$ -	$ 1,444,296	$ 3,679,725	$ 6,268,220	$ 9,107,377

Transportation Forecast

	Adopted FY 2006-07	2 FY 2007-08	3 FY 2008-09	4 FY 2009-10	5 FY 2010-11
OPERATIONS (FUND 232)					
Most Likely					
Sources of Funds:					
Revenue					
Licenses & Permits	$ 3,351,416	$ 3,520,998	$ 3,706,413	$ 3,905,411	$ 4,119,115
Other Intergovernmental	320,990	327,410	334,613	342,309	350,524
State Shared Highway User Rev.	99,100,000	104,602,889	108,834,097	113,340,128	118,425,923
State Shared Vehicle License Taxes	9,300,000	9,951,000	10,647,570	11,392,900	12,190,403
Interest Earnings	1,147,042	1,105,933	1,153,672	1,204,560	1,261,476
Miscellaneous Revenue	230,791	235,407	240,586	246,119	252,026
Gain on Fixed Assets	204,800	208,896	213,492	218,402	223,644
Total Sources	$ 113,655,039	$ 119,952,533	$ 125,130,443	$ 130,649,829	$ 136,823,111
Net Growth Rate	7.15%	5.54%	4.32%	4.41%	4.73%
Uses of Funds:					
Expenditures					
Personal Services	$ 26,242,211	$ 28,106,787	$ 30,136,852	$ 32,312,603	$ 34,644,438
Supplies & Services	26,798,760	28,154,777	29,637,408	31,228,640	32,937,471
Capital Outlay	3,276,344	3,341,871	3,415,392	3,493,946	3,577,801
Total Expenditures	$ 56,317,315	$ 59,603,435	$ 63,189,651	$ 67,035,189	$ 71,159,710
Net Growth Rate	8.04%	5.84%	6.02%	6.09%	6.15%
Fund Transfers Out					
Gen. Fund-Central Service Alloc.	$ 1,710,409	$ 1,846,416	$ 2,000,576	$ 2,171,139	$ 2,360,037
Capital Projects Fund	66,383,561	58,502,682	59,940,216	61,443,501	63,303,364
Total Transfers Out	$ 68,093,970	$ 60,349,098	$ 61,940,792	$ 63,614,639	$ 65,663,401
Total Uses	$ 124,411,285	$ 119,952,533	$ 125,130,443	$ 130,649,829	$ 136,823,111
Projected Surplus/Deficit:	$ (10,756,246)	$ -	$ -	$ -	$ -
Fund Balance:					
Beginning Unreserved Balance	$ 10,756,246	$ -	$ -	$ -	$ -
Net Surplus/Deficit	(10,756,246)	-	-	-	-
Ending Balance	$ -	$ -	$ -	$ -	$ -
CAPITAL PROJECTS (FUND 234)					
Most Likely					
Sources of Funds:					
Revenue	$ 39,513,191	$ 40,303,455	$ 41,190,131	$ 42,137,504	$ 43,148,804
Fund Transfers In	66,383,561	58,502,682	59,940,216	61,443,501	63,303,364
Total Sources	$ 105,896,752	$ 98,806,137	$ 101,130,347	$ 103,581,005	$ 106,452,168
Uses of Funds:	$ 119,194,034	$ 69,711,346	$ 70,811,346	$ 51,406,346	$ 81,356,346
Fund Balance:					
Beginning Unreserved Balance	$ 29,249,892	$ 15,952,610	$ 45,047,401	$ 75,366,402	$ 127,541,060
Sources Less Uses	(13,297,282)	29,094,791	30,319,001	52,174,659	25,095,822
Ending Unreserved Fund Balance	$ 15,952,610	$ 45,047,401	$ 75,366,402	$ 127,541,060	$ 152,636,882

INTEGRATED JUDICIAL BRANCH OF ARIZONA IN MARICOPA COUNTY



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Court Jurisdiction

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

Maricopa County

Over 3.8 million of Arizona's 6.2 million people reside in Maricopa County. The land mass of Maricopa County is approximately 10,000 square miles and has the largest population of the 15 counties in Arizona. The Court has five facilities and is located throughout Maricopa County, the locations are; downtown Phoenix (four buildings), Durango (Phoenix, juvenile cases only), Southeast (Mesa), Northwest (Surprise) and Northeast (Scottsdale).

Judges of the Court

Superior Court's judicial bench is comprised of 94 judges and 52 commissioners. Under the Merit Selection System, patterned after the 'Missouri Plan', judges are appointed by the governor and must stand for retention every four years. During local elections voters must decide, in addition to voting for local politicians or officials, which judges should retain their position by a simple yes-no vote. The Court also utilizes volunteer judges called 'pro tempores' who are attorneys in good standing with the Arizona Bar. These attorneys are utilized on an 'as needed' basis.

Court Judicial Departments

The Court is comprised of five departments; family, criminal, tax, probate/mental health, and civil. Each department has an assigned presiding judge and administrator. The departmental presiding judges generally serve in that assignment for two to four years. The Court rotates judges' calendar assignments approximately every two years. After the filing process, cases are assigned to a calendar and will remain with that calendar until adjudication. When a judge leaves a calendar for rotation purposes, already assigned cases will remain with the calendar and not the judge.

The Presiding Judge

The Court's presiding judge oversees the Trial Courts, Adult and Juvenile Probation departments in Maricopa County, both the Superior Court and the justice courts (limited jurisdiction courts). The presiding judge is appointed by, and serves at the pleasure of, the Arizona Supreme Court. Associate presiding judges are selected by the presiding judge to assist with administrative duties.

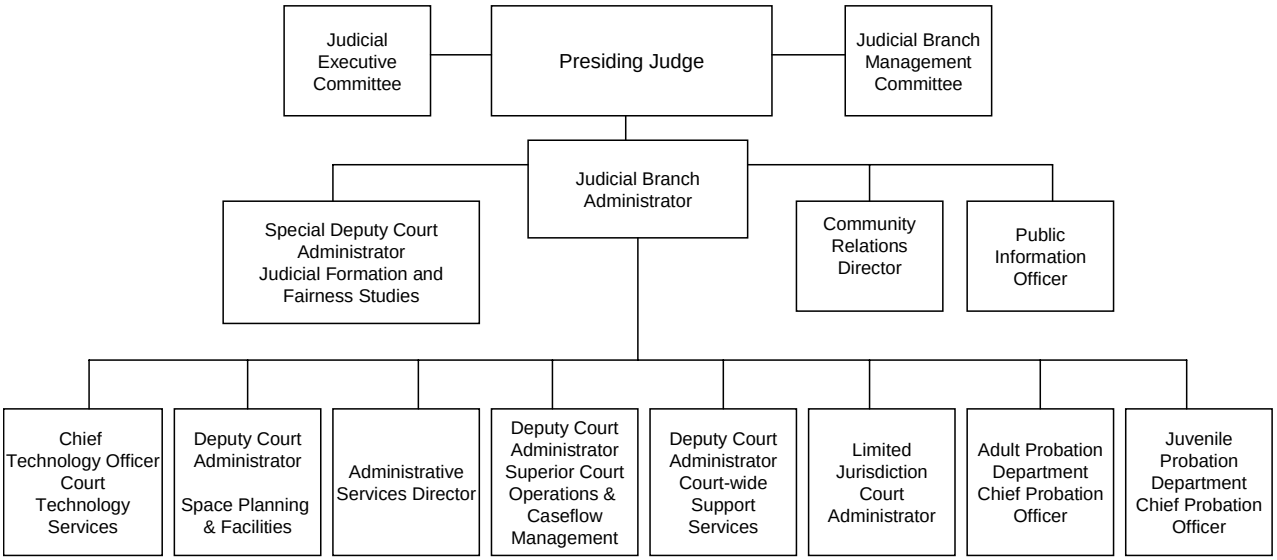
The Court Administrator

The Court Administrator functions in the capacity of assisting the Presiding Judge charged with the responsibility of overseeing non-judicial personnel for the Superior Court, long-term future growth, caseflow management and is involved with many national and statewide committees committed to sharing information and pursuing excellence in the field of court administration.

Non-Judicial Staffing

Court Administration, Adult Probation, Juvenile Probation, and the Clerk of the Court comprise the four groups of non-judicial staff. Within the Court Administration ancillary services such as Court Technical Services, Human Resources, Budget and Finance, Community and Media Relations, Court Security, Jury Administration, Law Library, Conciliation Services, Collections, and Alternate Dispute Resolution provides needed services to the Court and the public.

INTEGRATED JUDICIAL BRANCH OF MARICOPA COUNTY



Presiding Superior Court Judge – Biography

HON. BARBARA RODRIGUEZ MUNDELL

Hon. Barbara Rodriquez Mundell, Presiding Judge – Superior Court



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

Maricopa County Judges and Justices of the Peace

Judge	Judge	Judge
Thomas W. O'Toole	Robert H. Oberbillig	David K. Udall
Ronald S. Reinstein	Peter C. Reinstein	Connie Contes
Ruth H. Hilliard	David M. Talamante	Craig Blakey
Barry C. Schneider	Bethany G. Hicks	Linda H. Miles
Jeffrey A. Hotham	F. Pendleton Gaines, III	Margaret R. Mahoney
Michael O. Wilkinson	Edward O. Burke	Robert C. Houser
Kenneth L. Fields	Cathy M. Holt	Harriett Chavez
Pamela J. Franks	Maria del Mar Verdin	Larry Grant
David R. Cole	Arthur T. Anderson	George H. Foster, Jr.
Thomas Dunevant, III	Joseph B. Heilman	Peter B. Swann
Gregory H. Martin	Eileen S. Willett	Raymond Lee
Paul A. Katz	Alfred M. Fenzel	Sally S. Duncan
Steven D. Sheldon	Karen L. O'Connor	John Rea
Colin F. Campbell	Warren J. Granville	Rosa Mroz
Silvia R. Arellano	John M. Gaylord	Jeanne M. Garcia
J. Kenneth Mangum	Margaret H. Downie	Michael W. Kemp
Johnathan H. Schwartz	Emmet J. Ronan	Helene F. Abrams
Brian R. Hauser	Douglas L. Rayes	Bruce R. Cohen
Barbara R. Mundell	J. Richard Gama	Jo Lynn Gentry-Lewis
Dennis W. Dairman	Gary E. Donahoe	Kristin C. Hoffman
Michael R. McVey	Janet E. Barton	Timothy J. Ryan
Louis A. Araneta	Robert A. Budoff	Michael D. Gordon
Anna M. Baca	Carey Snyder Hyatt	Paul J. McMurdie
Brian K. Ishikawa	Colleen A. McNally	John R. Hannah, Jr.
Norman J. Davis	Roland J. Steinle, III	Robert E. Miles
Mark F. Aceto	John R. Ditsworth	Glenn M. Davis
Michael D. Jones	John A. Buttrick	Lisa Daniel Flores
Marion J. Hoag	Cari A. Harrison	Jose S. Padilla
James H. Keppel	Sherry K. Stephens	Karen A. Potts
Linda A. Akers	Andrew G. Klein	Christopher T. Whitten
Crane McClennen	Teresa A. Sanders	
Eddward P. Ballinger, Jr.	Richard J. Trujillo	

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

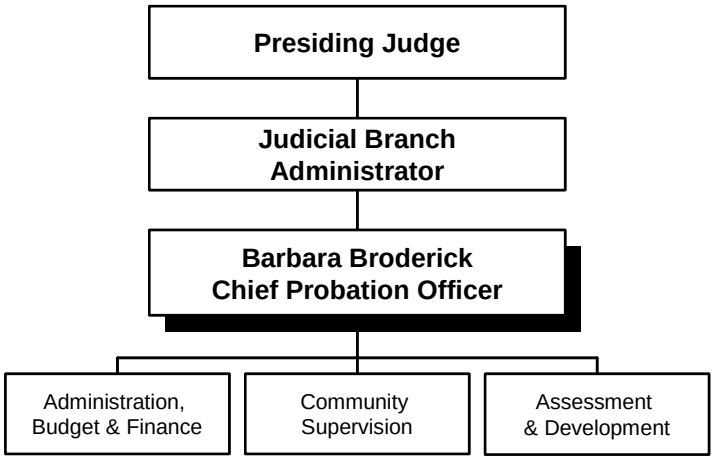
Justice of the Peace	Precinct	Justice of the Peace	Precinct
G Michael Osterfeld	Estrella Mountain	John Keegan	Lake Pleasant
C Steven McMurry	Encanto	Sam Goodman	San Tan
Keith Frankel	San Marcos	Pamela C Gutierrez	South Mountain
Mark Chiles	East Mesa	Joe "Pep" Guzman	Agua Fria
Carlos Mendoza	Downtown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

Adult Probation

Analysis by Ryan Wimmer, Senior Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

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

Vision

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

Strategic Goals

Crime Reduction By the end of FY 2006-07, Adult Probation will enhance public safety by:	Actual FY2004-05	Projected FY2005-06	Projected FY2006-07
Reducing the number of probationers committed to the Department of Corrections to 20%	25%	22.5%	20%
Reducing the number of probationers convicted of a new felony offense to 10%	11%	10.4%	10%
Increase the rate of successful completions from probation to 65%	66%	65.5%	65%
Increase the rate of successful completions from Pretrial Supervision to 80%	79%	79.5%	80%

Compensation/Retention By the end of FY 2006-07,	Actual FY2004-05	Projected FY2005-06	Projected FY2006-07
Employee resignations from Adult Probation because of pay will be reduced to 30%	34%	32%	30%

Comment: Resignations due to pay declined from 47% in FY 2004 to 34% in FY 2005.

Process Improvement By the end of FY 2006-07, Adult Probation will improve case processing as evidenced by:	Actual FY2004-05	Projected FY2005-06	Projected FY2006-07
Maintaining at least a 97% on-time rate for submitting pre-sentence reports to the Court without a continuance	98%	97.5%	97%
Increasing the rate of restitution collected to 80%	85%	82.5%	80%
Increasing the rate of community work service completed to 50%	50%	49.5%	50%
Increasing use of the Offender Screening Tool to 75% for newly sentenced probationers	n/a	100%	100%
Making use of the Field Reassessment Offender Screening Tool to develop case management plans at least 67% of the time	n/a	see comment	67%

Comment: The Field Reassessment Offender Screening Tool (FROST) was fully implemented department-wide in the 2nd quarter of FY 2005-06.

Customer Satisfaction By the end of FY 2006-07, Adult Probation improve customer satisfaction as evidenced by increases in customer satisfaction:	Actual FY2004-05	Projected FY2005-06	Projected FY2006-07
60% of victims will be satisfied with services provided by Adult Probation	65%	62.5%	60%
67% of offenders will be satisfied with services provided by Adult Probation	n/a	see comment	67%
75% of criminal court judges will be satisfied with services provided by Adult Probation	n/a	see comment	75%
Staff satisfied with Adult Probation will improve to an overall satisfaction score of 5.50 on the Employee Satisfaction Survey	5.47	5.47	5.50
The percentage of community and criminal justice partners satisfied with Adult Probation will be maintained at 90% or higher	n/a	see comment	90%

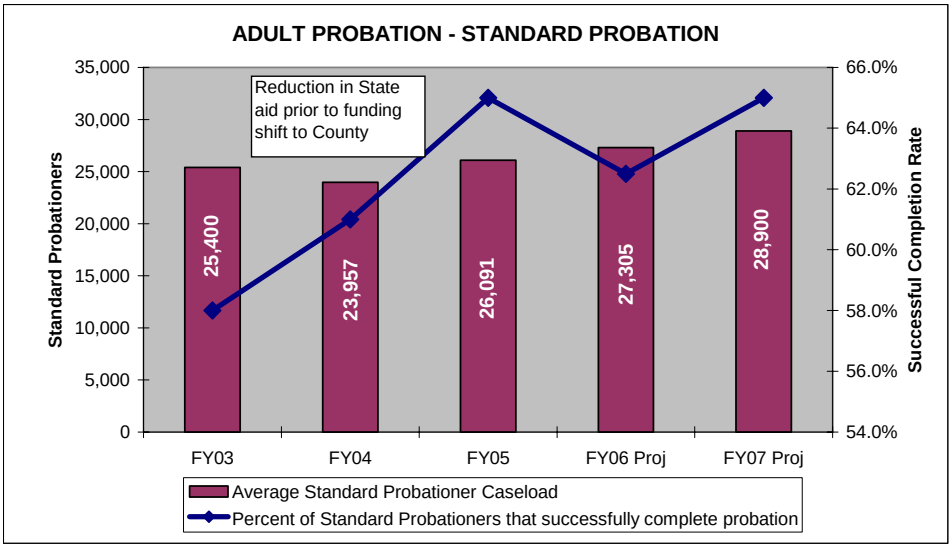
Comment: Baselines for these surveys have not yet been established. The Offender Satisfaction Survey and the Judicial Satisfaction Survey are under development it is anticipated that both surveys will be administered at the end of FY 2005-06. It is anticipated that the Community Partners Survey will be completed by the end of FY 2005-06.

Infrastructure By the end of FY 2006-07, Adult Probation 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:	Actual FY2004-05	Projected FY2005-06	Projected FY2006-07
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	5.0+	Equip: 5.93 Safety: 5.41	5.00
Attaining 100% of technology standards and replacement schedules recommended by the County Chief Information Officer	n/a	65%	100%

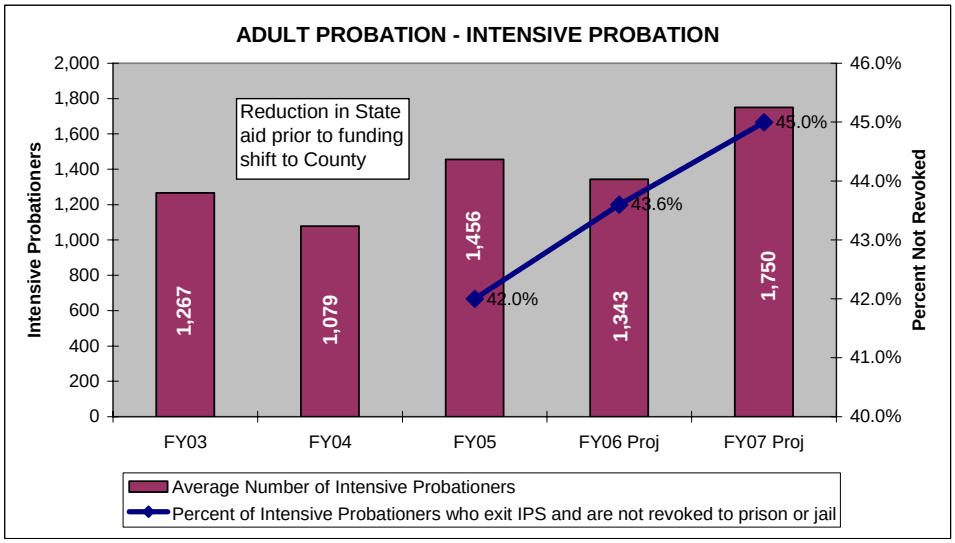
Comment: The Department continues to upgrade its IT capabilities, as seen in the following areas: Completion of the Arizona Department of Corrections Interface (DOC Offender Release Data Feed); Upgraded Arizona Criminal Justice Information System (ACJIS) and the Justice Web Interface to more efficiently share information with other Maricopa County municipalities and police justice agencies; Improved booking efficiency with an upgrade of the Maricopa County Sheriff's Office Pre-Booking Application; Improved officer safety with new Dispatch Call Center emergency procedures; Urinalysis testing accounts with a private vendor via an electronic feed; improvements to the interface with Value Options.

Department Performance Information

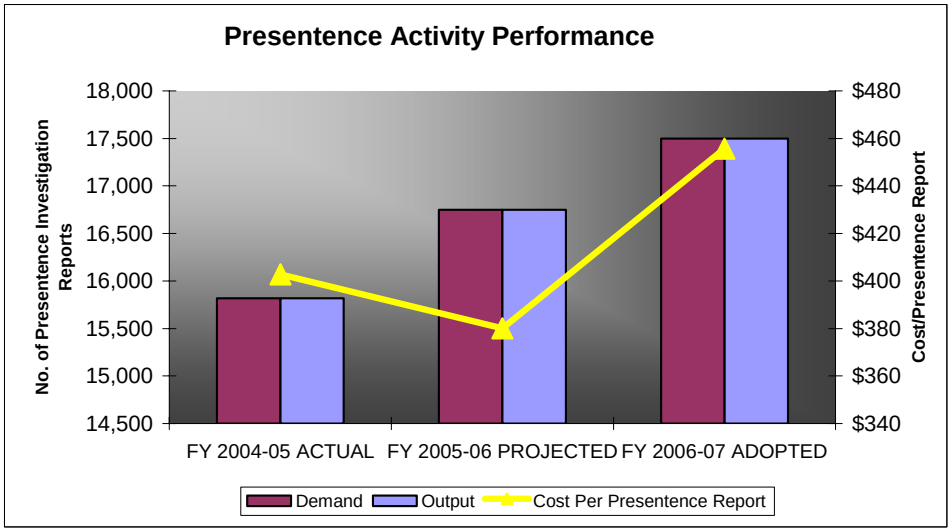
The Standard Probation, Intensive Probation, and Presentence Activities are the three largest Activities in the Adult Probation budget. Historical performance data for these Activities and commentary on significant variances is included below.



In January 2003, the State Supreme Court reduced State Aid for Standard Probation positions, reducing probationer caseload capacity significantly. During FY 2003-04, primary funding for Standard Probation shifted to Maricopa County, including the responsibility to restore the January 2003 reduction in State funding. Subsequently, the number of individuals on Standard Probation status has increased steadily each fiscal year. Increased funding for additional Probation Officers was included in the FY 2006-07 Adopted budget to reduce average caseloads sizes, which is projected to improve the successful completion rate of probationers.



As with Standard Probation, in January 2003 the State Supreme Court reduced State Aid for Intensive Probation positions, reducing caseload capacity from approximately 1,700 to about 900 probationers. During FY 2003-04, primary funding for Intensive Probation shifted to Maricopa County, including the responsibility to restore the January 2003 reduction in State funding. Subsequently, the number of individuals on Intensive Probation status initially increased in FY 2004-05, but is projected to decrease from FY 2004-05 to FY 2005-06 by 4%. The Court has not placed individuals on Intensive Probation as rapidly as the Department had forecasted. The Department expects that the number of individuals placed on Intensive Probation will increase significantly in FY 2006-07.



Adult Probation Presentence screeners conduct investigation, screening, and assessments of offenders for judges so that the Court can make informed sentencing decisions. The number of Presentence reports ordered by the Court is projected to continue to increase steadily. Since the Department has not been able to keep up with the increasing demand in a timely manner, the FY 2006-07 Adopted budget includes 8.0 additional Presentence screeners, driving up the average cost per Presentence report.

Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
11BC - BEHAVIORAL CHANGE	$ 4,744,845	$ 4,112,317	$ 3,752,611	$ 4,450,545	$ 3,821,403	$ 68,792	1.8%
EDUC - EDUCATION ACTIVITY	1,323,171	480,066	480,066	654,938	455,926	(24,140)	-5.0%
PRES - PRESENTENCE ACTIVITY	1,077,259	833,393	833,393	406,335	888,435	55,042	6.6%
PTRI - PRETRIAL INIT AP RELEASE INFO	-	-	-	195,694	150,000	150,000	
PTSV - PRETRIAL SUPERVISION ACTIVITY	96,003	218,858	218,856	208,256	175,000	(43,856)	-20.0%
TTAC - TRANSITION & TREATMNT ACTIVITY	2,248,412	2,580,000	2,220,296	2,985,322	2,152,042	(68,254)	-3.1%
11CJ - COMMUNITY JUSTICE	$ 9,592,126	$ 10,370,627	$ 10,737,170	$ 10,217,711	$ 10,168,291	$ (568,879)	-5.3%
CMRS - COMMUNITY RESTORATION ACTIVITY	147,313	191,830	191,899	111,607	72,000	(119,899)	-62.5%
ICMA - IN-CUSTODY MANAGEMENT ACTIVITY	760,856	753,370	753,653	1,082,057	1,035,000	281,347	37.3%
INPB - INTENSIVE PROBATION ACTIVITY	1,670,906	1,983,950	2,083,950	1,709,219	1,763,000	(320,950)	-15.4%
STDP - STANDARD PROBATION ACTIVITY	7,013,050	7,441,477	7,707,668	7,313,827	7,296,660	(411,008)	-5.3%
WARR - WARRANTS ACTIVITY	-	-	-	1,000	1,631	1,631	
99AS - ADMINISTRATIVE SERVICES PROG	$ 65,127	$ -	$ -	$ -	$ 56,739	$ 56,739	
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 19,125	$ -	$ -	$ 45,375	$ -	$ -	
99GV - GENERAL GOVERNMENT	$ (193,063)	$ -	$ -	$ 695,574	$ 695,574	$ 695,574	
TOTAL PROGRAMS	$ 14,228,159	$ 14,482,944	$ 14,489,781	$ 15,409,205	$ 14,742,007	$ 252,226	1.7%
EXPENDITURES							
11BC - BEHAVIORAL CHANGE	$ 14,674,175	$ 15,988,088	$ 15,933,525	$ 14,684,687	$ 16,407,400	$ (473,875)	-3.0%
EDUC - EDUCATION ACTIVITY	694,409	755,121	743,394	759,926	762,840	(19,446)	-2.6%
PRES - PRESENTENCE ACTIVITY	6,371,125	6,416,596	6,786,097	6,366,472	7,974,683	(1,188,586)	-17.5%
PTBB - PRETRIAL BAIL/BOND REVIEW	-	172,830	173,503	50,653	183,396	(9,893)	-5.7%
PTRI - PRETRIAL INIT AP RELEASE INFO	-	-	1,018,134	1,236,519	1,263,726	(245,592)	-24.1%
PTSV - PRETRIAL SUPERVISION ACTIVITY	3,154,999	3,822,018	2,986,659	2,768,434	3,125,255	(138,596)	-4.6%
TTAC - TRANSITION & TREATMNT ACTIVITY	4,453,642	4,821,523	4,225,738	3,502,683	3,097,500	1,128,238	26.7%
11CJ - COMMUNITY JUSTICE	$ 40,281,829	$ 44,192,322	$ 46,020,123	$ 44,192,226	$ 49,861,381	$ (3,841,258)	-8.3%
CMRS - COMMUNITY RESTORATION ACTIVITY	2,363,378	2,337,501	2,508,619	2,368,446	2,979,265	(470,646)	-18.8%
ICMA - IN-CUSTODY MANAGEMENT ACTIVITY	2,102,973	2,079,917	2,292,027	2,376,979	2,571,764	(279,737)	-12.2%
INDS - INDIRECT SERVICES ACTIVITY	598,936	1,048,333	988,755	742,041	695,775	292,980	29.6%
INPB - INTENSIVE PROBATION ACTIVITY	8,320,687	9,374,692	9,405,492	9,059,013	10,322,791	(917,299)	-9.8%
STDP - STANDARD PROBATION ACTIVITY	25,939,874	28,040,237	29,302,808	28,658,011	31,640,822	(2,338,014)	-8.0%
WARR - WARRANTS ACTIVITY	955,981	1,311,642	1,522,422	987,735	1,650,964	(128,542)	-8.4%
99AS - ADMINISTRATIVE SERVICES PROG	$ 3,395,705	$ 3,123,144	$ 3,644,654	$ 3,324,816	$ 3,231,524	$ 413,130	11.3%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 1,733,805	$ 1,536,384	$ 1,656,133	$ 2,610,768	$ 1,609,212	$ 46,921	2.8%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 303,755	$ (303,755)	
TOTAL PROGRAMS	$ 60,085,514	$ 64,839,938	$ 67,254,435	$ 64,812,498	$ 71,413,272	$ (4,158,837)	-6.2%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 4,751,660	$ 5,499,944	$ 5,140,240	$ 4,853,711	$ 4,001,433	$ (1,138,807)	-22.2%
CHARGES FOR SERVICES	9,281,757	8,843,000	9,209,541	9,646,269	9,830,000	620,459	6.7%
FINES & FORFEITS	107,898	90,000	90,000	795,224	800,574	710,574	789.5%
MISCELLANEOUS REVENUE	86,844	50,000	50,000	114,000	110,000	60,000	120.0%
TOTAL REVENUE	**$ 14,228,159**	**$ 14,482,944**	**$ 14,489,781**	**$ 15,409,205**	**$ 14,742,007**	**$ 252,226**	**1.7%**
EXPENDITURES							
PERSONAL SERVICES	$ 52,902,521	$ 59,222,994	$ 60,717,785	$ 58,856,550	$ 65,358,634	$ (4,640,849)	-7.6%
SUPPLIES	1,438,440	586,580	1,075,601	970,047	1,248,848	(173,247)	-16.1%
SERVICES	5,436,761	4,422,575	4,495,611	4,128,277	3,771,843	723,768	16.1%
CAPITAL OUTLAY	307,792	607,789	965,438	857,624	1,033,947	(68,509)	-7.1%
TOTAL EXPENDITURES	**$ 60,085,514**	**$ 64,839,938**	**$ 67,254,435**	**$ 64,812,498**	**$ 71,413,272**	**$ (4,158,837)**	**-6.2%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
201 ADULT PROBATION FEES	$ 9,349,420	$ 8,843,000	$ 9,209,541	$ 10,349,685	$ 10,595,574	$ 1,386,033	15.0%
211 ADULT PROBATION GRANTS	4,878,739	5,639,944	5,280,240	5,059,520	4,146,433	(1,133,807)	-21.5%
ALL FUNDS	**$ 14,228,159**	**$ 14,482,944**	**$ 14,489,781**	**$ 15,409,205**	**$ 14,742,007**	**$ 252,226**	**1.7%**
EXPENDITURES							
100 GENERAL	$ 46,957,508	$ 50,303,044	$ 52,136,037	$ 49,903,089	$ 55,280,402	$ (3,144,365)	-6.0%
201 ADULT PROBATION FEES	7,921,696	8,896,950	9,838,158	9,839,888	11,986,437	(2,148,279)	-21.8%
211 ADULT PROBATION GRANTS	5,206,310	5,639,944	5,280,240	5,069,520	4,146,433	1,133,807	21.5%
ALL FUNDS	**$ 60,085,514**	**$ 64,839,938**	**$ 67,254,435**	**$ 64,812,498**	**$ 71,413,272**	**$ (4,158,837)**	**-6.2%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	915.80	905.80	966.80	61.00	7%
201 ADULT PROBATION FEES	178.70	182.70	189.70	7.00	4%
211 ADULT PROBATION GRANTS	98.50	80.50	80.50	-	0%
TOTAL FUNDS	**1,193.00**	**1,169.00**	**1,237.00**	**68.00**	**6%**

- 7.0 additional Probation Officer Supervisor positions are included in the Fees Fund (201) to staff the Quality Assurance Project.
- 14.0 additional Dispatcher positions are included in the General Fund (100) to staff the Communications Center Results Initiative.
- 4.0 additional Probation Officer positions are included in the General Fund (100) to staff the Pretrial Initial Appearance Release Staffing Activity Results Initiative.
- 18.0 additional positions are included in the General Fund (100) to staff the Standard Probation Activity Results Initiative.
- 4.0 additional positions are included in the General Fund (100) to expand the Warrants Activity Results Initiative to seek out high-risk offenders.
- 21.0 additional positions are included in the General Fund (100) for the Presentence Activity Results Initiative to replace grant positions and expand the Presentence capacity.

Base Adjustments

- **Shift Standard Probation Activity to Probation Fees Fund ($695,574):** Beginning in FY 2005-06, the proceeds of a five-dollar probation surcharge assessed on civil and criminal traffic violations are deposited in the Adult Probation Fees Fund (201) General Government Activity. This revenue increase allows $695,574 in budgeted expenditures for the Standard Probation Activity to be shifted from the General Fund (100) to the Fees Fund.

- **In-Custody Management and Standard Probation Fee Revenue Increase ($690,459):** As Standard Probation caseloads continue to increase, In-Custody Management and Standard Probation Activities fee revenue collected from probationers is increasing proportionately. The Adopted budget includes additional fee revenue of $690,459 in the Probation Fees Fund (201).

- **Reduced Grant Funding in Transition and Treatment, In-Custody Management, Indirect Services, Intensive Probation, and Standard Probation Activities ($-1,493,511):** Reduced funding from various grants in FY 2006-07 requires a $1,493,511 reduction from FY 2005-06 in

budgeted Grants Fund (227) revenue and expenditures. The Adopted budget includes a reduction in revenue and expenditure appropriation in the Transition and Treatment, In-Custody Management, Indirect Services, Intensive Probation, and Standard Probation Activities.

- **Compensation Market Adjustments ($11,153):** A market adjustment completed in FY 2005-06 for Presentence Screeners was revised. The Adopted budget includes $5,732 in the FY 2006-07 General Fund (100) Presentence Activity to complete funding of the market adjustment. A market adjustment completed in FY 2005-06 for Case Administrators was revised. The Adopted budget includes $5,421 in the FY 2006-07 General Fund Standard Probation Activity to complete funding of the market adjustment.

- **Pay for Performance Funding ($264,705):** Since the Adopted budget includes an increase in budgeted Fees Fund (201) revenue, an expenditure appropriation increase of $264,705 is included to fund Pay for Performances increases.

- **Standard Probation and Intensive Probation Capital Leases ($143,587):** Since the Adopted budget includes an increase in budgeted Fees Fund (201) revenue, an expenditure appropriation increase of $143,587 is included to fund Intensive Probation computer replacement costs.

- **Quality Assurance Project - Fund Balance ($407,681):** The Adopted budget includes funding of $407,681 to implement a three-year Quality Assurance Project to train staff to deliver more effective probation services and achieve improved results. Since the Quality Assurance Project is limited to a defined period of three years, it will be funded from fund balance in the Probation Fees Fund (201).

- **Reserve for FY 2006-07 Market Increases ($494,522):** The Adopted budget includes a reserve of $494,522 in expenditure authority in the Fees Fund (201) Office of the Director Activity to fund market increases in FY 2006-07. This funding will be necessary in the event that salary market increases are recommended during FY 2006-07.

- **Non-Recurring Equipment Replacement - Fund Balance ($500,000):** Funding of $500,000 from Probation Fees Fund (201) fund balance is included in the Office of the Director Activity to allow the Department to fund the move of wireless equipment to its new Communications Center at an estimated cost of between $250,000 and $400,000. Funding is also included to replace outdated equipment such as copiers, computers, printers, etc. that were purchased with Fees funding and have become obsolete.

- **Increase Budgeted Personnel Savings ($-1,258,775):** The Adopted budget includes increased General Fund (100) savings of ($1,046,420) to 6.5% of pay and benefits funding and of ($212,355) to 8.0% of pay and benefits funding in the Probation Fees Fund (201). Increased Personnel Savings will more accurately reflect current actual expenditure patterns in the Department. Future market increases, especially for the Probation Officer range, would reduce the vacancy rate and could require additional funding to reduce personnel savings.

Results Initiatives

The following Results Initiatives were included in the FY 2005-06 Adopted budget:

- **Standard Probation Field Services - $783,092 ($860,949 annualized)**
  Initiative added 19.0 FTE to meet current and projected increases in demand. Expected Result: The percentage of offenders who successfully complete probation will be maintained, and slightly increased to 64%.
  Actual Result: Through the first two quarters of FY 2005-06, 62.5% of offenders successfully completed probation.

- **Pre-trial Supervision and Electronic Monitoring Services - $558,486 ($543,006 annualized)**
  Initiative added 12.0 FTE and associated supplies and equipment to meet increased demand in the Pre-trial Supervision Activity. Expected Result: The percentage of defendants who successfully complete release conditions without termination during the reporting period will be increased from a projected 78 percent in FY 2004-05 to 81 percent in FY 2005-06 and 82 percent in FY 2006-07.
  Actual Result: During the second quarter of FY 2005-06, 80% of defendants who successfully complete release conditions without termination (first quarter data is unavailable).

- **Pre-trial Services Bail/Bond Unit - $172,830 ($164,980 annualized)**
  Initiative added 4.0 FTE to start a new Bail/Bond Review Activity. The new Activity will allow for review of in-custody defendants who are awaiting adjudication to determine if there is a change in status that would allow a modification to their release decision. Expected Result: 25% of inmates reviewed will be appropriately released from custody, thereby relieving jail overcrowding.
  Actual Result: The Department is waiting for the Court's approval to begin this Activity.

The following Results Initiatives are included in the FY 2006-07 Adopted budget:

- **Communications Center - $769,438 ($439,438 General Fund annualized; $330,000 Probation Fees Fund non-recurring):** Initiative replaces existing radio equipment and to expand the Communications Center. The Center is used to maintain radio contact with officers in the field. The Adopted budget includes annualized funding in the amount of $439,438 from the General Fund and non-recurring funding of $330,000 from Adult Probation Fees Fund fund balance.
  Expected Result: The Department will be able to maintain radio contact with field officers and expand coverage to all Adult Probation and Juvenile Probation field officers, contributing to their safety and well-being.

- **Presentence Division - $1,140,745 annualized, General Fund:** Initiative replaces a federal Drug Enforcement Agency (DEA) pass-through grant to fund 9.0 Probation Officers and 4.0 Judicial Clerks that conduct Drug Court drug testing. Citing County Internal Audit and a federal OMB circular, the Department asserts that federal regulations prohibit the use of federal funds for services mandated by State law or Administrative Order and that the funding will be reduced and likely eliminated. Initiative also adds 8.0 additional Presentence Screeners due to increased demand. The Adopted budget includes annualized funding in the amount of $1,140,745 in the General Fund (100) for expansion of the Presentence Activity.

Expected Result: The percent of presentence investigation reports submitted to the Court for which the Department did not request a continuance will be increased from 97% in FY 2005-06 to 99% in FY 2006-07.

- **Pretrial Initial Appearance Release Staffing - $197,854 ($196,054 General Fund annualized; $1,800 Probation Fees Fund non-recurring):** Initiative adds 4.0 additional Probation Officers and associated equipment due to an increase in demand for Initial Appearance defendant packets resulting from a number of rule changes in the Court. The Adopted budget includes annualized funding in the amount of $196,054 from the General Fund and non-recurring funding of $1,800 from Adult Probation Fees Fund fund balance.
  Expected Result: The Department will increase the percent of Pretrial Initial Appearance Defendant Packets submitted to the Court within the 24-hour statutory mandate to 100% in FY 2006-07 from 99% in FY 2005-06.

- **Standard Probation - $930,594 ($874,820 General Fund annualized; $94,750 Probation Fees Fund non-recurring):** Initiative adds two Probation Officer/Surveillance Officer teams (4.0 FTE) for the sex offender cases, 7.0 Standard Field Probation Officers, one Probation Officer/Case Administrator team (2.0 FTE) for Report and Review, and 2.0 Probation Officers for Interstate Compact. Initiative also adds one Probation Officer Supervisor and two Justice System Clerks as support staff. The additional positions are necessary because of increased demand in Sex Offender, Standard Field, Report and Review, and Interstate Compact cases. The Adopted budget includes six months of funding to phase in officers in FY 2006-07 in the amount of $417,924 ($874,748 annualized) from the General Fund and non-recurring funding of $94,750 from Adult Probation Fees Fund fund balance. OMB recommends that the current Standard Probation Activity be broken into multiple Activities to reflect the differentiated case management used by the Department. Furthermore, OMB recommends reviewing possible revisions to and updates of caseload ratios based on the Department's implementation of evidence-based practices.
  Expected Result: The Department will increase the percentage of Standard Probationers who successfully complete probation to 65% in FY 2006-07 from 62.5% in FY 2005-06.

- **Fugitive Apprehension - $257,315 ($200,683 General Fund annualized; $56,632 Probation Fees Fund non-recurring):** Initiative adds 2.0 Probation Officers and 2.0 Surveillance Officers to remove more of the growing number of probation fugitives from the community and return them to the Court. The Adopted budget includes annualized funding in the amount of $200,683 from the General Fund (100) and non-recurring funding of $56,632 from Adult Probation Fees Fund (201) fund balance. OMB intends to work with the Department to revise the performance measures in the Warrants Activity to better reflect its purpose.
  Expected Result: The Department will increase the percent of warrants cleared during the reporting period to 89% in FY 2006-07 from 86% in FY 2005-06.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 50,303,044**	**$ -**
MID-YEAR ADJUSTMENTS:		
FY 2005-06 Pay for Performance Adjustment	$ 1,233,472	$ -
Instructor, Judicial Assistant, CIP, and Judicial Court Clerk Market Adjustment	315,247	-
Case Administrator and Presentence Screener Market Adjustment	74,144	-
Collector and Collections Supervisor Market Adjustment	18,622	-
Subtotal	**$ 1,641,485**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 51,944,529**	**$ -**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 398,552	$ -
Retirement Contributions	616,941	-
Annualization of FY 2006 Initiatives	(23,330)	-
FY 2005-06 Pay for Performance Annualization	134,112	-
Annualization of Market Adjustments	187,049	-
FY 2006-07 Pay for Performance	1,358,546	-
Subtotal	**$ 2,671,870**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 54,616,399**	**$ -**
BASE ADJUSTMENTS:		
Compensation Market Adjustments	$ 11,153	$ -
Shift Standard Probation Activity to Probation Fees Fund	(695,574)	-
Increase Budgeted Personnel Savings	(1,046,420)	-
Subtotal	**$ (1,730,841)**	**$ -**
FY 2006-07 ADOPTED BASE:	**$ 52,885,558**	**$ -**
RESULTS INITIATIVES:		
Communications Center	$ 439,438	$ -
Fugitive Apprehension	200,683	-
Presentence Division	1,140,745	-
Pretrial Initial Appearance Release Staffing	196,054	-
Standard Probation	417,924	-
Subtotal	**$ 2,394,844**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 55,280,402**	**$ -**

General Fund Non-Recurring Items – Appropriated Fund Balance

Recruitment, $125,000

Adult Probation Fees (201) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 8,896,950**	**$ 8,843,000**
MID-YEAR ADJUSTMENTS:		
Mid-Year Adjustments	$ 366,541	$ 366,541
FY 2005-06 REVISED RESTATED BUDGET:	**$ 9,263,491**	**$ 9,209,541**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 80,388	$ -
Retirement Contributions	118,538	-
Structural Balance	(590,394)	-
Annualization of FY 2006 Initiatives	(53,950)	-
FY 2005-06 Pay for Performance Annualization	25,582	-
Annualization of Market Adjustments	101,181	-
FY 2006-07 Pay for Performance	264,705	-
Subtotal	**$ (53,950)**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 9,209,541**	**$ 9,209,541**
BASE ADJUSTMENTS:		
In-Custody Management and Standard Probation Fee Revenue Increase	$ -	$ 690,459
Standard Probation and Intensive Probation Capital Leases	143,587	-
Pay for Performance Funding	264,705	-
Shift Standard Probation Activity to Probation Fees Fund	695,574	695,574
Quality Assurance Project - Fund Balance	407,681	-
Reserve for FY 2006-07 Market Increases	494,522	-
Non-Recurring Equipment Replacement - Fund Balance	500,000	-
Increase Budgeted Personnel Savings	(212,355)	-
Subtotal	**$ 2,293,714**	**$ 1,386,033**
FY 2006-07 ADOPTED BASE:	**$ 11,503,255**	**$ 10,595,574**
RESULTS INITIATIVES:		
Communications Center (non-recurring)	$ 330,000	$ -
Fugitive Apprehension (non-recurring)	56,632	-
Pretrial Initial Appearance Release Staffing (non-recurring)	1,800	-
Standard Probation (non-recurring)	94,750	-
Subtotal	**$ 483,182**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 11,986,437**	**$ 10,595,574**

Adult Probation Fees (201) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 3,501,347	$ 3,861,921	$ 3,861,921	$ 4,929,104	$ 5,438,900
Revenue	$ 9,349,420	$ 8,843,000	$ 9,209,541	$ 10,349,685	$ 10,595,574
Expenditures	7,921,696	8,896,950	9,838,158	9,839,888	11,986,437
Net Operating	$ 1,427,724	$ (53,950)	$ (628,617)	$ 509,796	$ (1,390,863)
Ending Fund Balance	$ 4,929,071	$ 3,807,971	$ 3,233,304	$ 5,438,900	$ 4,048,037

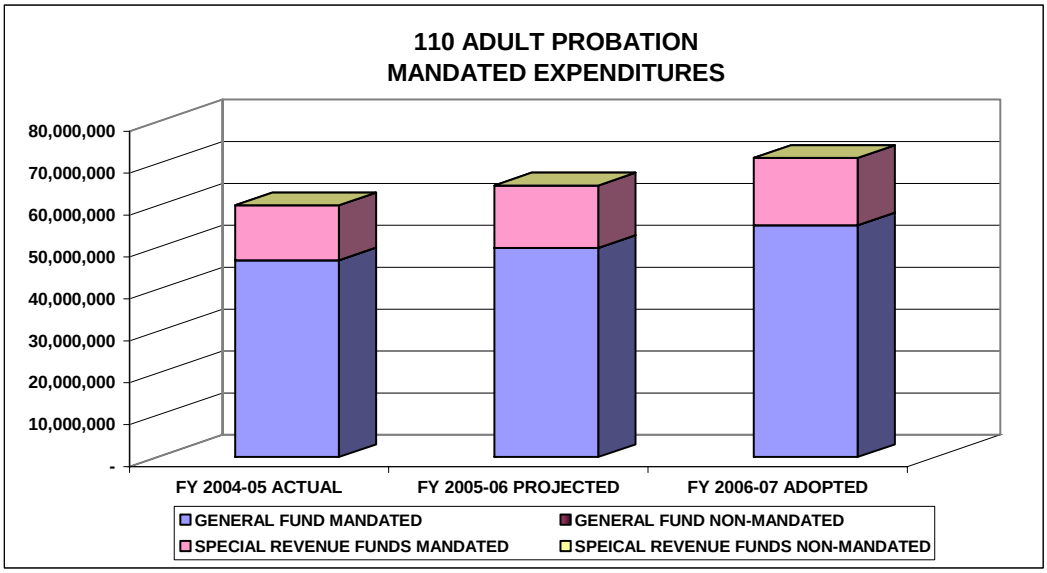
Adult Probation Grants (211) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 5,639,944**	**$ 5,639,944**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 5,639,944**	**$ 5,639,944**
FY 2006-07 BUDGET TARGET:	**$ 5,639,944**	**$ 5,639,944**
BASE ADJUSTMENTS:		
Reduced Grant Funding in Transition and Treatment, In-Custody Management, Indirect Services, Intensive Probation, and Standard Probation Activities	$ (1,493,511)	$ (1,493,511)
Subtotal	**$ (1,493,511)**	**$ (1,493,511)**
FY 2006-07 ADOPTED BUDGET:	**$ 4,146,433**	**$ 4,146,433**

Adult Probation Grants (211) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ (137,158)	$ -	$ -	$ (464,724)	$ (474,724)
Revenue	$ 4,878,739	$ 5,639,944	$ 5,280,240	$ 5,059,520	$ 4,146,433
Expenditures	5,206,310	5,639,944	5,280,240	5,069,520	4,146,433
Net Operating	$ (327,571)	$ -	$ -	$ (10,000)	$ -
Ending Fund Balance	$ (464,729)	$ -	$ -	$ (474,724)	$ (474,724)

Mandates



Mandated expenditure levels vary year-to-year based on factors including recent shifts from State to County funding in several Activities. See the Base Adjustments section above for additional detail.

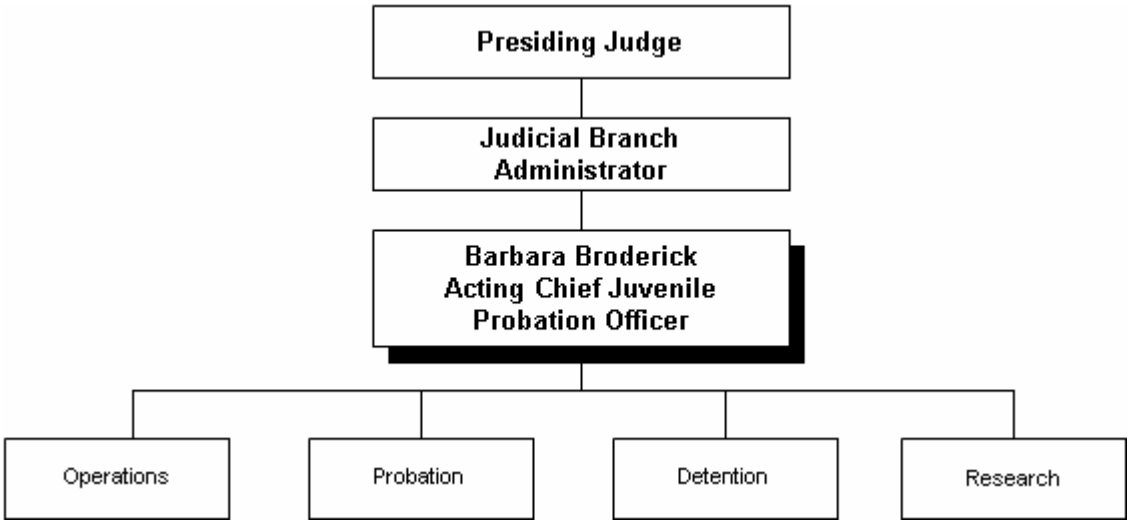
Program Activity	Purpose	Mandate
BEHAVIORAL CHANGE	The purpose of the Behavioral Change Program is to provide assessment, treatment and education services to offenders so that they can experience positive behavioral change.	
EDUCATION ACTIVITY	The purpose of the Education Activity is to provide education classes and services for adult students so that they can develop new life skills as evidenced by their successful completion of the education program.	A.R.S. §12-299
PRESENTENCE ACTIVITY	The purpose of the Presentence Activity is to provide timely investigation, screening and assessments of offenders for judges so that they (judges) can make informed sentencing decisions	A.R.S. §12-251; A.R.S. §12-253; A.R.S. §13-701; A.R.S. §13-914; A.R.S. §13-4410; A.R.S. §13-4424
PRETRIAL BAIL/BOND REVIEW	The purpose of the Pretrial Bail/Bond Review Activity is to provide the court with a review and report of the defendant's bail/bond and custody status so that the court can modify the bail/bond custody status, if appropriate.	A.R.S. §13-3967
PRETRIAL INIT AP RELEASE INFO	The purpose of the Pretrial Jail Initial Appearance Release Information Activity is to provide information on arrested defendants to the Initial Appearance Court so that the court can make appropriate release decisions in a timely manner.	A.R.S. §13-3967
PRETRIAL SUPERVISION ACTIVITY	The purpose of the Pretrial Supervision Activity is to provide supervision of conditionally released defendants so they can successfully complete release conditions without termination.	A.R.S. §13-3967
TRANSITION & TREATMNT ACTIVITY	The purpose of the Transition and Treatment Activity is to provide treatment services to probationers so that they can make behavioral change as evidenced by successful completion of the treatment program.	A.R.S. §12-299; A.R.S. §13-3422; A.R.S. §13-901
COMMUNITY JUSTICE	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.	
COMMUNITY RESTORATION ACTIVITY	The purpose of the Community Restoration Activity is to provide services to victims and members of the community so that they can recover from the financial and emotional harm caused by crime	A.R.S. §12-299; A.R.S. §13-914; A.R.S. §916; A.R.S. §13-3825; A.R.S. §13-4415
IN-CUSTODY MANAGEMENT ACTIVITY	The purpose of the In-Custody Management Activity is to provide case management of jailed probationers for field probation officers so that they can be relieved of community supervision responsibility while the probationer is incarcerated.	A.R.S. §13-901
INDIRECT SERVICES ACTIVITY	The purpose of the Indirect Services Activity is to provide administrative services for probationers who reside outside the county or in prison, so that their cases can be monitored and processed until returned to active supervision or terminated from supervision	A.R.S. §31-461 through A.R.S. §31-467
INTENSIVE PROBATION ACTIVITY	The purpose of the Intensive Probation Activity is to provide community supervision of high-risk probationers so that they can be held accountable and not be committed to the Department of Corrections	A.R.S. §13-913 through A.R.S. §13-920
STANDARD PROBATION ACTIVITY	The purpose of the Standard Probation Activity is to provide community supervision of probationers so that they can be held accountable and not be committed to the Department of Corrections.	A.R.S. §12-251; A.R.S. §3422
WARRANTS ACTIVITY	The purpose of the Warrants Activity is to provide investigation and apprehension services for the Court so that absconded probationers are returned to the Court.	A.R.S. §13-901; A.R.S. §916

Juvenile Probation

Analysis by Ryan Wimmer, Senior Management & Budget Analyst

Departmental Information

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.

Strategic Goals

- To reduce the dangers to children and staff and the increased expenses resulting from overcrowding, by July 2006 our detention facilities will be at or below capacity every day. **Status**: The department continues to address overcrowding by expanding alternatives to secure care detention to their funded capacity. During the first quarter of FY 2005-06, the Durango Center was over capacity 81 of 92 days (88%) and the Southeast Facility was over capacity 14 days (15%). The Department forecasts that in FY 2005-06, through continued focus on alternatives to detention, the detention facilities will be at or below capacity on 20% of the days. The Department anticipates that the detention facilities will be at or below capacity 45% of the days in FY 2006-07.

- To provide high quality services to juveniles, and to provide awareness of that to the public, by July 2006 our detention facilities will be accredited by the American Correctional Association. **Status**: Due to the resignations of the past two American Correctional Association (ACA) Coordinators, the Department does not anticipate that it will achieve the goal by July 2006. The Department projects that a new ACA Coordinator will be hired by April 1, 2006 and progress toward achievement of the goal will be much more rapid.

- We will retain and develop staff positions to achieve the following retention rates by July 2006:

	Goal	FY06 - Q1	FY06 - Q2
Youth Supervisors:			
0 - 2 years	85%	51%	59%
3 - 5 years	90%	70%	82%
Over 5 years	95%	95%	87%
All Other Positions:			
0 - 2 years	90%	64%	60%
3 - 5 years	90%	100%	58%
Over 5 years	95%	89%	89%
Average positions filled	96.5%	86.4%	85.4%

- **Status**: The department continues to experience significant difficulties surrounding the recruiting, hiring and retaining of Youth Supervisors for the Juvenile Detention Program and in other areas. Although several recent market adjustments will help the retention rate improve in some areas, the Department does not expect to achieve the retention rates stated in the goal by July 2006. The Department anticipates an average staffing retention rate of 75% in FY 2005-06 and 70% in FY 2006-07.

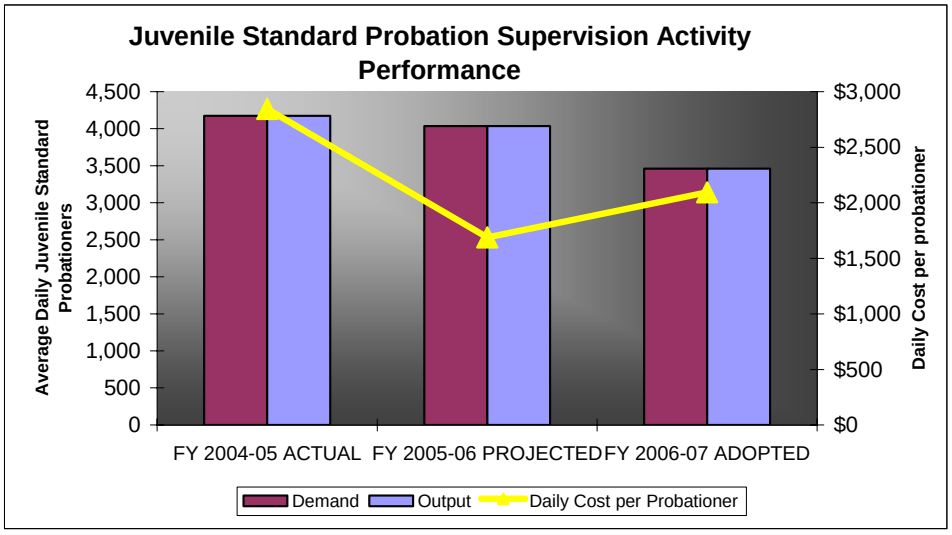
- To provide a higher level of service to those families whose primary language is Spanish, by July 2006 all documents used by the public will be printed in both Spanish and English; 15% of our staff will be proficient in Spanish. **Status**: The Juvenile Probation Department is presently involved in a project with Juvenile Court Administration and the Office of the Court Interpreter to review all department documents used by the public to ensure their correct translation into the appropriate foreign language. In the first quarter of FY 2005-06, 13.6% of department staff received a language differential. The Department anticipates that it will achieve the goal within the stated time

- To provide judicial officers with reliable and validated information about a juvenile's risk to the community, and to facilitate the use of the Risk/Needs instrument as a casework tool for probation officers, by July 2007 computer programs will be written that incorporate the Risk/Needs Instrument required by statute in all probation officer reports and case plans. **Status**: The Department continues to work with Court Technology to define and refine business rules. This includes the conversion of data and processing platforms from the Juvenile On-Line Tracking System (JOLTS) to the Integrated Court Information System (iCIS). With the conversion complete, Risk/Needs results will be automatically included within the reports provided to the Court. The Department anticipates achieving this goal in FY 2006-07.

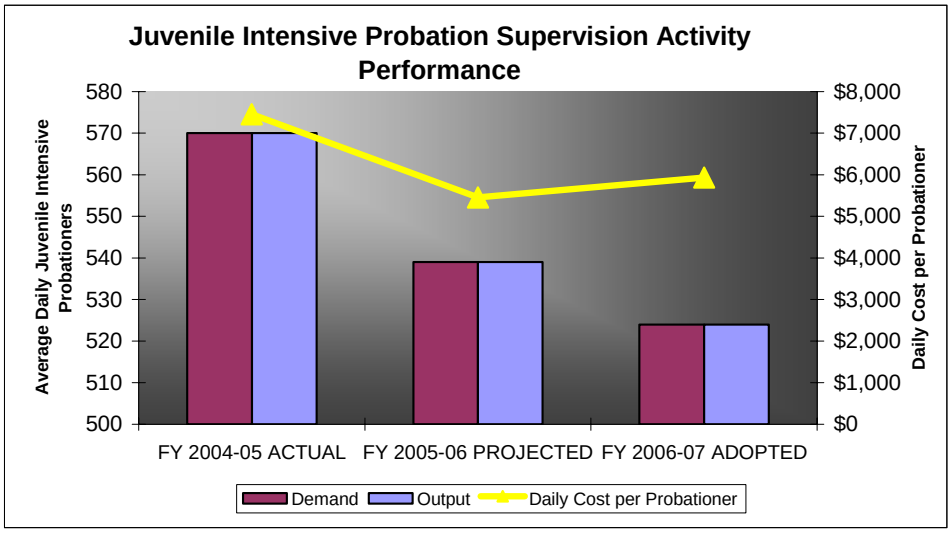
- By July 2006 we will have reviewed all our programs and practices based on risk, needs, and benchmarks for successful outcomes. We will also match them to one or more of the competing needs of our stakeholders, including juveniles and their families. **Status**: Department staff is focusing on establishing baseline data for new FY 2005-06 performance measures. The Department is aggressively moving toward achieving this goal by reviewing processes and practices, particularly within the Prevention and Early Intervention Programs. As new programs are developed, the department will focus on evidenced-based programs that reflect best-practices.

Department Performance Information

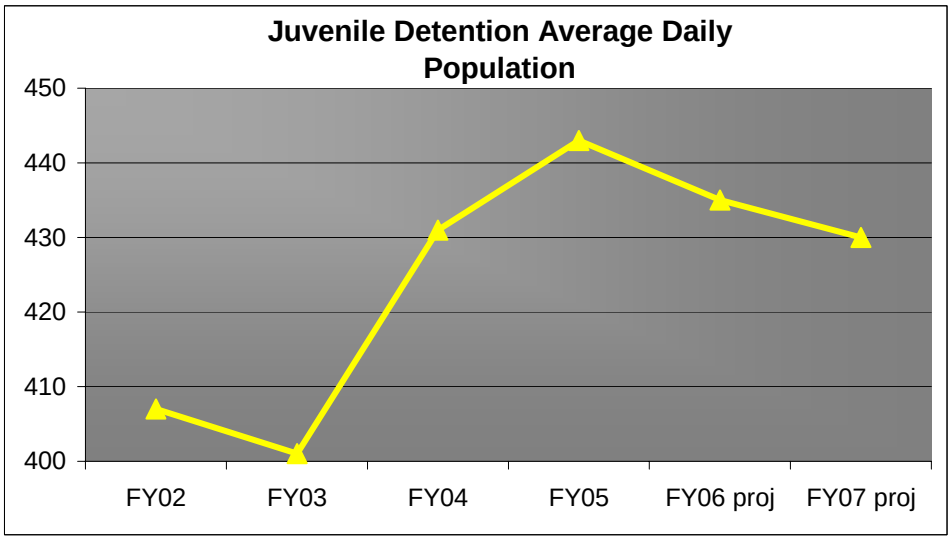
The Juvenile Standard Probation Supervision Activity, Juvenile Intensive Probation Supervision Activity, and the Juvenile Secure Care (Detention) Activities are significant Activities in the Adult Probation budget. Historical performance data for these Activities and commentary on significant variances is included below.



The number of juveniles placed on Juvenile Standard Probation Supervision by the Court (demand) has declined each year since FY 2001-02. The demand is forecasted to continue to decline in FY 2006-07.



The number of juveniles placed on Intensive Probation by the Court (demand) has declined each year since FY 2001-02. The demand is forecasted to continue to decline in FY 2006-07.



Juvenile Detention Average Daily Population is projected to decrease in FY 2005-06 and in FY 2006-07 due, in part, to increased funding for various methods of Treatment and for Alternatives to Juvenile Secure Care (Detention).

Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
27EN - JUVENILE EARLY INTERVENTION	$ 5,063,929	$ 5,596,985	$ 7,858,130	$ 6,201,322	$ 4,399,075	$ (3,459,055)	-44.0%
DVRN - DIVERSION	4,009,495	1,980,382	2,309,933	2,038,217	2,369,530	59,597	2.6%
JVCP - JUVENILE CRIME PREVENTION	1,054,434	3,616,603	5,548,197	4,163,105	2,029,545	(3,518,652)	-63.4%
27JT - JUVENILE TREATMENT	$ -	$ -	$ 218,618	$ 98,428	$ 394,904	$ 176,286	80.6%
CMDV - COMPETENCY DEVELOPMENT	-	-	218,618	98,428	128,330	(90,288)	-41.3%
RTCA - RESIDENTIAL TREATMENT	-	-	-	-	266,574	266,574	
27JP - JUVENILE PROBATION SUPERVISION	$ 9,052,664	$ 9,048,637	$ 8,656,489	$ 8,837,817	$ 1,541,884	$ (7,114,605)	-82.2%
JCSA - JUV COURT SERVICES	813,784	125,624	135,799	52,341	131,605	(4,194)	-3.1%
JIPS - JUV INTENSIVE PROB SUPERVISION	236,423	3,538,371	3,609,556	3,323,800	273,814	(3,335,742)	-92.4%
JSTD - JUV STANDARD PROB SUPERVISION	8,002,457	5,384,642	4,911,134	5,461,676	1,136,465	(3,774,669)	-76.9%
27JD - JUVENILE DETENTION	$ -	$ 786,634	$ 714,636	$ 697,213	$ 967,244	$ 252,608	35.3%
DALT - ALTERNATIVE TO JUV SECURE CARE	-	-	-	209,426	196,178	196,178	
PDIS - JUV PRE-DISPO SECURE CARE	-	686,634	664,634	446,122	771,066	106,432	16.0%
PSYC - JUV DET BEHAVIORAL HEALTH	-	100,000	50,002	41,665	-	(50,002)	-100.0%
99AS - ADMINISTRATIVE SERVICES PROG	$ 2,920,462	$ 8,001	$ 12,019	$ 51,339	$ 118,352	$ 106,333	884.7%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 53,276	$ 53,276	$ 26,640	$ 22,196	$ -	$ (26,640)	-100.0%
99GV - GENERAL GOVERNMENT	$ (1,666,371)	$ -	$ -	$ -	$ -	$ -	
TOTAL PROGRAMS	$ 15,423,960	$ 15,493,533	$ 17,486,532	$ 15,908,315	$ 7,421,459	$ (10,065,073)	-57.6%
EXPENDITURES							
27EN - JUVENILE EARLY INTERVENTION	$ 6,255,789	$ 6,217,691	$ 8,004,373	$ 6,830,123	$ 6,269,726	$ 1,734,647	21.7%
DVRN - DIVERSION	1,828,811	2,366,229	2,353,037	2,340,917	2,246,758	106,279	4.5%
JVCP - JUVENILE CRIME PREVENTION	4,426,978	3,851,462	5,488,977	4,186,094	3,568,566	1,920,411	35.0%
TEEN - TEEN COURT	-	-	162,359	303,112	454,402	(292,043)	-179.9%
27JT - JUVENILE TREATMENT	$ 1,684,753	$ 4,378,188	$ 4,653,018	$ 4,122,656	$ 5,104,633	$ (451,615)	-9.7%
CMDV - COMPETENCY DEVELOPMENT	-	436,004	542,485	542,458	597,422	(54,937)	-10.1%
DRUG - DRUG TREATMENT	-	321,380	316,172	287,410	323,537	(7,365)	-2.3%
NRTA - NON-RESIDENTIAL TREATMENT	-	167,367	211,239	216,208	316,545	(105,306)	-49.9%
RTCA - RESIDENTIAL TREATMENT	-	237,874	280,086	286,719	252,748	27,338	9.8%
SEXT - SEX OFFENDER TREATMENT	-	36,773	126,762	41,853	57,982	68,780	54.3%
YRAA - YOUTH RECOVERY	1,684,753	3,178,790	3,176,274	2,748,008	3,556,399	(380,125)	-12.0%
27JP - JUVENILE PROBATION SUPERVISION	$ 34,527,144	$ 14,642,099	$ 15,496,720	$ 14,835,346	$ 16,023,134	$ (526,414)	-3.4%
JCMP - JUV COMP RESTORATION ACTIVITY	-	600,000	600,000	581,890	531,406	68,594	11.4%
JCSA - JUV COURT SERVICES	18,027,338	4,113,231	4,348,060	4,264,077	4,848,570	(500,510)	-11.5%
JIPS - JUV INTENSIVE PROB SUPERVISION	4,248,828	3,039,445	3,415,899	2,941,574	3,109,778	306,121	9.0%
JSTD - JUV STANDARD PROB SUPERVISION	12,250,978	6,889,423	7,132,761	7,047,805	7,533,380	(400,619)	-5.6%
27JD - JUVENILE DETENTION	$ 1,645,262	$ 26,583,257	$ 27,197,987	$ 25,153,682	$ 28,314,333	$ (1,116,346)	-4.1%
DALT - ALTERNATIVE TO JUV SECURE CARE	-	1,774,431	1,864,559	1,602,379	2,063,496	(198,937)	-10.7%
JDAC - JUV DETENTION ASSESSMENT	-	1,026,621	1,073,602	813,900	952,969	120,633	11.2%
JMED - JUV DETENTION MEDICAL HEALTH	1,645,262	2,165,446	2,309,734	2,357,307	2,960,746	(651,012)	-28.2%
PDIS - JUV PRE-DISPO SECURE CARE	-	20,009,056	19,847,497	19,798,073	20,288,281	(440,784)	-2.2%
PDOS - JUV POST-DISPO SECURE CARE	-	886,837	1,366,371	46,018	1,327,242	39,129	2.9%
PSYC - JUV DET BEHAVIORAL HEALTH	-	720,866	736,224	536,004	721,599	14,625	2.0%
27JI - JUVENILE INFORMATION	$ -	$ 408,444	$ 475,856	$ 451,641	$ -	$ 475,856	100.0%
FILE - JUVENILE INFO SYSTEM MGMNT	-	408,444	475,856	451,641	-	475,856	100.0%
99AS - ADMINISTRATIVE SERVICES PROG	$ 4,011,628.23	$ 3,687,408.00	$ 3,325,499.00	$ 3,317,047.04	$ 3,197,022	$ 128,477	3.9%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 1,827,229	$ 1,754,966	$ 1,806,382	$ 1,619,762	$ 2,052,830	$ (246,448)	-13.6%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 297,048	$ (297,048)	
TOTAL PROGRAMS	$ 49,951,804	$ 57,672,053	$ 60,959,835	$ 56,330,258	$ 61,258,726	$ (298,891)	-0.5%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 14,222,017	$ 14,290,903	$ 16,007,654	$ 14,761,300	$ 6,218,829	$ (9,788,825)	-61.2%
CHARGES FOR SERVICES	1,164,645	1,192,630	1,192,630	1,108,678	1,192,630	-	0.0%
MISCELLANEOUS REVENUE	37,298	10,000	286,248	38,337	10,000	(276,248)	-96.5%
TOTAL REVENUE	**$ 15,423,960**	**$ 15,493,533**	**$ 17,486,532**	**$ 15,908,315**	**$ 7,421,459**	**$ (10,065,073)**	**-57.6%**
EXPENDITURES							
PERSONAL SERVICES	$ 42,364,270	$ 48,192,650	$ 49,730,376	$ 47,008,334	$ 50,394,955	$ (664,579)	-1.3%
SUPPLIES	2,355,303	1,496,664	2,402,720	1,882,331	2,073,165	329,555	13.7%
SERVICES	4,877,798	7,470,748	8,182,583	6,988,872	8,105,578	77,005	0.9%
OTHER FINANCING USES	50,045	-	-	-	-	-	
CAPITAL OUTLAY	304,388	511,991	644,156	450,720	685,028	(40,872)	-6.3%
TOTAL EXPENDITURES	**$ 49,951,804**	**$ 57,672,053**	**$ 60,959,835**	**$ 56,330,258**	**$ 61,258,726**	**$ (298,891)**	**-0.5%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 25,071	$ 14,000	$ 14,000	$ 14,938	$ 14,000	$ -	0.0%
227 JUVENILE PROBATION GRANTS	14,197,482	14,284,904	16,277,903	14,764,493	6,212,830	(10,065,073)	-61.8%
228 JUVENILE PROBATION SPECIAL FEE	882,272	900,000	900,000	860,681	900,000	-	0.0%
229 JUVENILE RESTITUTION FUND	16,227	10,000	10,000	9,877	10,000	-	0.0%
275 JUVENILE PROBATION DIVERSION	302,909	284,629	284,629	258,327	284,629	-	0.0%
ALL FUNDS	**$ 15,423,960**	**$ 15,493,533**	**$ 17,486,532**	**$ 15,908,315**	**$ 7,421,459**	**$ (10,065,073)**	**-57.6%**
EXPENDITURES							
100 GENERAL	$ 12,111,279	$ 11,680,865	$ 12,348,117	$ 11,824,691	$ 21,320,911	$ (8,972,794)	-72.7%
227 JUVENILE PROBATION GRANTS	14,149,027	14,284,904	16,277,903	14,764,495	6,212,830	10,065,073	61.8%
228 JUVENILE PROBATION SPECIAL FEE	916,150	900,000	900,000	840,237	900,000	-	0.0%
229 JUVENILE RESTITUTION FUND	27,240	50,000	50,000	34,436	50,000	-	0.0%
255 DETENTION OPERATIONS	22,237,473	30,471,655	31,099,186	28,609,781	32,490,356	(1,391,170)	-4.5%
275 JUVENILE PROBATION DIVERSION	184,469	284,629	284,629	256,618	284,629	-	0.0%
455 DETENTION CAPITAL PROJECTS	326,166	-	-	-	-	-	
ALL FUNDS	**$ 49,951,804**	**$ 57,672,053**	**$ 60,959,835**	**$ 56,330,258**	**$ 61,258,726**	**$ (298,891)**	**-0.5%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	219.00	181.00	362.00	181.00	100%
227 JUVENILE PROBATION GRANTS	262.00	262.00	90.00	(172.00)	-66%
228 JUVENILE PROBATION SPECIAL FEE	17.00	16.00	16.00	-	0%
255 DETENTION OPERATIONS	464.00	487.00	478.00	(9.00)	-2%
275 JUVENILE PROBATION DIVERSION	4.00	5.00	5.00	-	0%
TOTAL FUNDS	**966.00**	**951.00**	**951.00**	**-**	**0%**

- 3.0 positions were added in the General Fund (100) during FY 2005-06 to expand Teen Court
- 7.0 Probation Officers and 1.0 Probation Officer Supervisor were eliminated from the Detention Operations Fund (255) after Youth Supervisor IV and Youth Supervisor V positions were created as a result of the Detention Staffing Plan and filled at the Durango Detention facility.
- 1.0 contract Licensed Practical Nurse in the Detention Operations Fund was replaced with a temporary position, which is not reflected as an FTE.
- 7.0 positions were shifted from the Grants Fund (227) to the General Fund (100) due to a reduction in grant funding from the State that was shifted to the General Fund.
- 12.0 Grants Fund (227) positions were eliminated due to reduced Federal and State Grant funding.
- 18.0 positions were added to the General Fund (100) to support the creation of a Pre-adjudication Investigative Unit as part of the Juvenile Court Services Activity Results Initiative.

- 153.0 positions were shifted from the Grants Fund (227) to the General Fund (100) as a result of the General Fund funding shift from AHCCCS to Juvenile Probation approved in House Bill (HB) 2819.

Base Adjustments

- **HB 2819 – Shift Juvenile Standard and Intensive Probation from State Grants to General Fund (-$125,810):** House Bill (HB) 2819 approved the shift of State funding for Standard and Intensive Probation to the County in exchange for a corresponding reduction in the County AHCCCS contribution. The FY 2006-07 General Fund (100) shift from AHCCCS to Juvenile Probation is $7,435,400. The FY 2006-07 Juvenile Probation Grants Fund (227) revenue and expenditure appropriations are reduced by $7,561,210 to remove State funding that had been anticipated prior to the passage of the bill.

- **Shift of Grant Expenditures to General Fund ($485,981):** Beginning in FY 2005-06, a five-dollar probation surcharge assessed on civil and criminal traffic violations is deposited in the Adult Probation Fees Fund (201). The resulting reduction of funding from the State to Juvenile Probation is estimated to be $485,981. Expenditure authority in the General Fund (100) has been increased by $485,981 to fund the positions that had been supported by the grant funding. 7.0 positions in the GIS Application Development, Juvenile Court Services, Juvenile Standard Probation, and Office of the Director Activities are shifted from the Grants Fund (227) to the General Fund.

- **Non-Recurring Diversion Activity Spending - Fund Balance ($40,000):** The Adopted budget includes non-recurring expenditure authority of $40,000 in the Juvenile Restitution Fund (229) for the Department to spend fund balance on non-recurring payments to crime victims.

- **Reduced Grant Funding in Juvenile Crime Prevention, Juvenile Intensive Probation Supervision, Juvenile Standard Probation Supervision, Alternatives to Juvenile Secure Care Activities (-$510,864):** Reduced funding from various grants in FY 2006-07 requires a $510,864 reduction from FY 2005-06 in budgeted Grants Fund (227) revenue and expenditures. The Adopted budget includes a reduction in expenditure appropriation in the Juvenile Crime Prevention, Juvenile Intensive Probation Supervision, Juvenile Standard Probation Supervision, and Alternatives to Juvenile Secure Care Activities.

- **Adjust Budgeted Personnel Savings (-$902,030):** The Adopted budget includes savings in the General Fund (100) increased by ($395,766) to 7.5% and by ($506,264) to 10.0% in the Detention Fund (255). Increasing Personnel Savings will more accurately reflect current actual expenditure patterns in the Department. Future market increases, especially for Juvenile Probation Officer and Youth Supervisor positions, would reduce the vacancy rate and could require additional funding to reduce personnel savings. Furthermore, 12.0 vacant positions in the Grants Fund (227) are eliminated due to insufficient grant funding to support the positions. The removal of the positions is offset by a reduction of $636,072 in Grants Fund personnel savings.

Results Initiatives

The following Results Initiatives were included in the FY 2005-06 Adopted budget:

- **Juvenile Competency Restoration - $600,000 ($600,000 annualized) General Fund:** Initiative added $600,000 to fund competency restoration services for juveniles that are not wards of the Court. Expected Result: 70% of juveniles receiving services will attain competency within 180 days.
  Actual Result: In FY 2004-05, 81% of juveniles were restored to competency. In the first quarter of FY 2005-06, the Department reports that 87% of juveniles receiving services attained competency within 180 days. However, the Department did not track results for all juveniles that completed restoration. Data collection for this Activity has yet to be standardized.

- **Youth Recovery Academy Expansion - $1,511,096 ($1,700,350 annualized) Detention Fund:** Initiative added 1.0 FTE and expanded the Youth Recovery Academy (formerly called the "Residential Treatment Center") to operate an additional 24 beds, specifically for female offenders. The additional funding allows for gender-specific, family-based programming to include physical, emotional, psychiatric, substance abuse and academic services. Expected Result: 70% of juveniles will successfully complete treatment and not receive a new delinquent referral within 6 months.
  Actual Result: The Department does not yet have results data for the expansion of the Youth Recovery Activity to include the second 24 beds. However, for FY 2004-05 and 2005-06, the Department reports that 65% of juvenile offenders who successfully complete the Youth Recovery Academy within the prior 12 months were not referred to the juvenile court for a delinquent offense.

- **Alternatives to Juvenile Secure Care - $483,585 ($660,127 annualized) Detention Fund:** Initiative added 3.0 FTE to expand community-based alternatives to detention. Expected Result: 89% of juveniles ordered to Alternatives to Juvenile Secure Care Detention will not receive a new delinquent referral while in the program.
  Actual Result: The Department reports that during the first half of FY 2005-06, 83% of juveniles ordered to Alternatives to Juvenile Secure Care Detention did not receive a new delinquent referral while in the program. The Department maintains contact with service providers and places juveniles into the programs that best meet their needs. The Department continues to monitor the juvenile and his or her progress while participating in the alternative programs. The Department files reports on the success or failure of the juvenile in completing the terms of his or her participation in the programs and takes the appropriate follow-up action.

The following Results Initiatives are included in the FY 2006-07 Adopted budget:

- **Expansion of Juvenile Court Services Activity - Investigative Unit - $1,141,357 ($1,129,431 annualized) General Fund:** Initiative adds 15.0 Juvenile Probation Officer, 1.0 Juvenile Probation Officer Supervisor, and 2.0 Justice Court Clerk positions and associated equipment to create an Investigative Unit to create pre-adjudication and pre-disposition reports for the Court. Prior to making decisions in a juvenile case, the Court requests that the Department investigate the circumstances of the case and to make recommendations regarding disposition. Currently, Juvenile Probation Officers with Standard Probation caseloads also develop the pre-adjudication report ordered by the Court. Requiring Standard Probation Officers to perform pre-adjudication and pre-disposition investigative duties makes both the reports and the supervision of juveniles less effective. The Adopted budget includes funding in the amount of $1,141,357

($1,129,431 annualized) in the General Fund (100) for the expansion of the Juvenile Court Services Activity. A new Juvenile Investigative Report Activity may be necessary in order to measure performance and track costs in this area.

Expected Result: The percent of pre-adjudication/pre-disposition reports completed on time during the reporting period will increase to 92% in FY 2006-07 from 90% in FY 2005-06. The percentage of probationers successfully released from Standard Probation in the prior 12 months that did not have a new delinquent referral by the end of the reporting period will increase from 89% in FY 2005-06 to 91% in FY 2006-07.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 11,680,865**	**$ 14,000**
MID-YEAR ADJUSTMENTS:		
FY06 Pay for Performance Adjustment	$ 270,115	$ -
Court Information Processor, Judicial Court Clerk Market Adjustment	198,584	-
Collector Market Adjustment	2,179	-
Subtotal	**$ 470,878**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 12,151,743**	**$ 14,000**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 77,649	$ -
Retirement Contributions	129,778	-
Annualization of Mid-Year Adjustments	168,523	-
Reallocations	(434,540)	-
FY 2005-06 Pay for Performance Annualization	11,170	-
Annualization of FY 2005-06 DRP/LRP (12 month)	176,089	-
Annualization of Market Adjustments	87,679	-
FY 2006-07 Pay for Performance	285,848	-
Subtotal	**$ 502,196**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 12,653,939**	**$ 14,000**
BASE ADJUSTMENTS:		
Shift of Grant Expenditures to General Fund	$ 485,981	$ -
Adjust Budgeted Personnel Savings	(395,766)	-
HB 2819 - Shift Juvenile Standard and Intensive Probation from State Grants to General Fund	7,435,400	-
Subtotal	**$ 7,525,615**	**$ -**
FY 2006-07 ADOPTED BASE:	**$ 20,179,554**	**$ 14,000**
RESULTS INITIATIVES:		
Expansion of Juvenile Court Services Activity - Investigative Unit	$ 1,141,357	$ -
Subtotal	**$ 1,141,357**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 21,320,911**	**$ 14,000**

Juvenile Probation Grants (227) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 14,284,904**	**$ 14,284,904**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 14,284,904**	**$ 14,284,904**
FY 2006-07 BUDGET TARGET:	**$ 14,284,904**	**$ 14,284,904**
BASE ADJUSTMENTS:		
Reduced Grant Funding in Juvenile Crime Prevention, Juvenile Intensive Probation Supervision, Juvenile Standard Probation Supervision, Alternatives to Juvenile Secure Care Activities	$ (510,864)	$ (510,864)
HB 2819 - Shift Standard and Intensive Probation State Grants to Juvenile Probation General Fund	(7,561,210)	(7,561,210)
Subtotal	**$ (8,072,074)**	**$ (8,072,074)**
FY 2006-07 ADOPTED BUDGET:	**$ 6,212,830**	**$ 6,212,830**

Juvenile Probation Grants (227) Appropriated Budget Reconciliation

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ (780,885)	$ (780,885)	$ (780,885)	$ (732,467)	$ (732,468)
Revenue	$ 14,197,482	$ 14,284,904	$ 16,277,903	$ 14,764,493	$ 6,212,830
Expenditures	14,149,027	14,284,904	16,277,903	14,764,495	6,212,830
Net Operating	$ 48,455	$ -	$ -	$ (1)	$ -
Ending Fund Balance	$ (732,430)	$ (780,885)	$ (780,885)	$ (732,468)	$ (732,468)

Juvenile Probation Special Fees (228) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 900,000**	**$ 900,000**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 900,000**	**$ 900,000**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 6,864	$ -
Retirement Contributions	10,743	-
Structural Balance	(46,217)	-
FY 2005-06 Pay for Performance Annualization	1,246	-
Annualization of Market Adjustments	5,679	-
FY 2006-07 Pay for Performance	21,685	-
Subtotal	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 900,000**	**$ 900,000**
FY 2006-07 ADOPTED BUDGET:	**$ 900,000**	**$ 900,000**

Juvenile Probation Special Fees (228) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 926,621	$ 853,666	$ 853,666	$ 892,749	$ 926,621
Revenue	$ 882,272	$ 900,000	$ 900,000	$ 860,681	$ 900,000
Expenditures	916,150	900,000	900,000	840,237	900,000
Net Operating	$ (33,878)	$ -	$ -	$ 20,443	$ -
Ending Fund Balance	$ 892,743	$ 853,666	$ 853,666	$ 913,192	$ 926,621

Juvenile Restitution (229) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 50,000**	**$ 10,000**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 50,000**	**$ 10,000**
TARGET ADJUSTMENTS:		
One-Time Diversion Spending	$ (40,000)	$ -
FY 2006-07 BUDGET TARGET:	**$ 10,000**	**$ 10,000**
BASE ADJUSTMENTS:		
Non-Recurring Diversion Activity Spending - Fund Balance	$ 40,000	$ -
Subtotal	**$ 40,000**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 50,000**	**$ 10,000**

Juvenile Restitution (229) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 97,763	$ 65,396	$ 65,396	$ 86,750	$ 62,190
Revenue	$ 16,227	$ 10,000	$ 10,000	$ 9,877	$ 10,000
Expenditures	27,240	50,000	50,000	34,436	50,000
Net Operating	$ (11,013)	$ (40,000)	$ (40,000)	$ (24,560)	$ (40,000)
Ending Fund Balance	$ 86,750	$ 25,396	$ 25,396	$ 62,190	$ 22,190

Juvenile Probation Detention Operations (255) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 30,471,655**	**$ -**
MID-YEAR ADJUSTMENTS:		
FY06 Pay for Performance Adjustment	$ 496,831	$ -
Court Information Processor, Judicial Court Clerk Market Adjustment	28,435	-
Subtotal	**$ 525,266**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 30,996,921**	**$ -**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 208,923	$ -
Retirement Contributions	297,542	-
Annualization of FY 2006 Initiatives	365,796	-
Adjustment of Department Overhead	434,540	-
FY 2005-06 Pay for Performance Annualization	104,855	-
Annualization of Market Adjustments	12,190	-
FY 2006-07 Pay for Performance	575,853	-
Subtotal	**$ 1,999,699**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 32,996,620**	**$ -**
BASE ADJUSTMENTS:		
Adjust Budgeted Personnel Savings	$ (506,264)	$ -
Subtotal	**$ (506,264)**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 32,490,356**	**$ -**

Detention Operations Fund Non-Recurring Items – Appropriated Fund Balance
Recruitment, $125,000

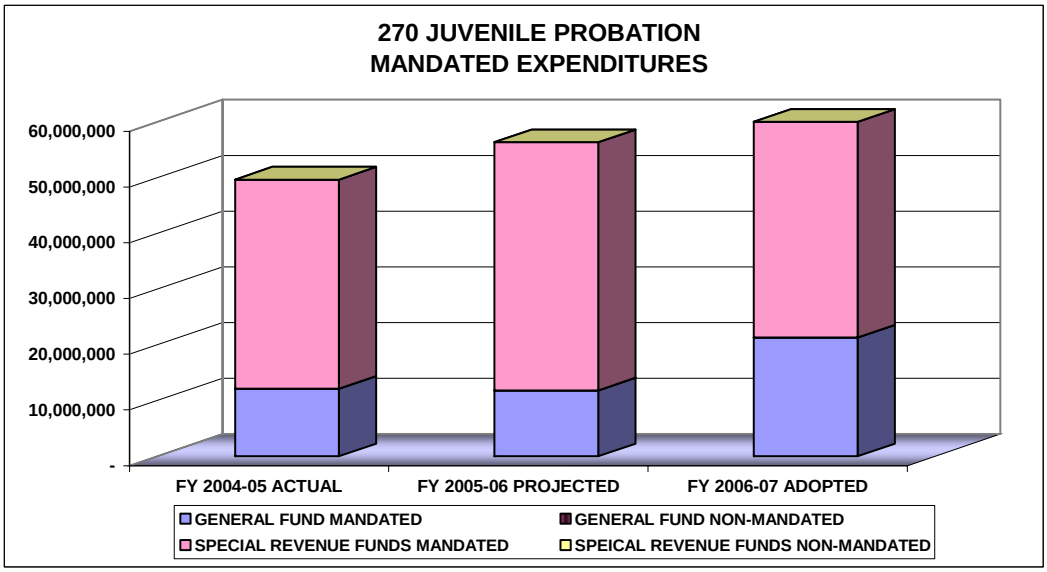
Juvenile Probation Diversion (275) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 284,629**	**$ 284,629**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 284,629**	**$ 284,629**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 2,145	$ -
Retirement Contributions	3,592	-
Structural Balance	(14,125)	-
FY 2006-07 Pay for Performance	8,388	-
Subtotal	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 284,629**	**$ 284,629**
FY 2006-07 ADOPTED BUDGET:	**$ 284,629**	**$ 284,629**

Juvenile Probation Diversion (275) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 412,814	$ 472,835	$ 472,835	$ 531,254	$ 532,962
Revenue	$ 302,909	$ 284,629	$ 284,629	$ 258,327	$ 284,629
Expenditures	184,469	284,629	284,629	256,618	284,629
Net Operating	$ 118,440	$ -	$ -	$ 1,708	$ -
Ending Fund Balance	$ 531,254	$ 472,835	$ 472,835	$ 532,962	$ 532,962

Mandates



Mandated expenditure levels vary year-to-year based on grant funding shifts and reductions in several Activities. See the Base Adjustment section above for additional detail.

Mandates (Continued)

Program Activity	Purpose	Mandate
JUVENILE EARLY INTERVENTION	The purpose of the Juvenile Early Intervention Program is to provide Prevention and Diversion opportunities to juveniles and families to prevent juvenile crime.	
DIVERSION	The purpose of the Juvenile Court Diversion Activity is to divert juvenile offenders from the formal court process by providing alternatives to formal court intervention for juvenile offenders and their families so that they can avoid future entry into juvenile justice processes.	A.R.S. § 8-234; 8-321; 8-322; 8-388
JUVENILE CRIME PREVENTION	The purpose of the Crime & Truancy Prevention Activity is to provide crisis counseling and referral services, delinquency and truancy prevention information, and law-related education to juveniles and their families to prevent juvenile crime.	A.R.S. § 8-205; 8-321; 8-322; 8-381; 8-382; 8-383; 8-384; 8-385; 8-386; 8-387; 8-388; 8-389; 8-390; 8-391; 8-392; 8-393; 8-394; 8-395; 8-396; 8-397; 8-398; 8-399; 8-400; 8-401; 8-402; 8-403; 8-404; 8-405; 8-406; 8-407; 8-408; 8-409; 8-410; 8-411; 8-412; 8-413; 8-414; 8-415; 8-416; 8-417; 8-418; 23; 25; 33;
TEEN COURT	The purpose of the Teen Court Activity is to provide educational courtroom simulations as a community-based alternative to formal court intervention to juveniles and families so that they can avoid future offenses.	A.R.S. § 8-231; 8-388
JUVENILE DETENTION	The purpose of the Juvenile Detention Program is to provide a structured detention setting for juvenile offenders so that they can appear for court hearings and not re-offend upon release into the community.	
ALTERNATIVE TO JUV SECURE CARE	The purpose of the Alternatives to Juvenile Secure Care Activity is to provide community-based alternatives to secure care detention for juvenile offenders so that they can remain in their community while ensuring their appearance in court and do not commit further offenses.	A.R.S. § 8-307; 8-321; 8-322
JUV DETENTION ASSESSMENT	The purpose of the Juvenile Detention Assessment (JDAC) Activity is to assess and recommend initial placement for juvenile offenders presented to detention so that they can be placed in an environment that best meets the needs of the juvenile and the community thus ensuring that the juvenile shows up for court and community safety is enhanced.	A.R.S. § 8-303; 15-1372
JUV DETENTION MEDICAL HEALTH	The purpose of the Juvenile Detention Medical Health Activity is to provide mandated medical treatment and services to juveniles placed in detention so that they can maintain and/or improve their physical well-being.	A.R.S. § 8-236; 8-245; 8-271; 8-272; 8-303; 8-341; 8-342; 13-3620; 36-2152; 36-2271; 36-2904; 44-132; 44-132; 44-133; 44-133; 44-134
JUV PRE-DISPO SECURE CARE	The purpose of the Juvenile Detention Pre-Disposition Secure Care Activity is to provide a safe, healthy environment for juveniles so that their physical, emotional and educational needs are met while ensuring their appearance in court.	A.R.S. § 8-305; 8-306; 8-341; 8-393; 8-394; 8-401; 8-402
JUV POST-DISPO SECURE CARE	The purpose of the Juvenile Detention Post-Disposition Secure Care Activity is to provide secure detention for adjudicated juveniles so that they meet legal obligations and not re-offend.	A.R.S. § 8-249; 8-305; 8-306; 8-341; 8-371; 8-393; 8-394; 8-401; 8-402
JUV DET BEHAVIORAL HEALTH	The purpose of the Juvenile Detention Behavioral Health Activity is to provide mandated behavioral health care for juvenile offenders placed in detention so that they can maintain and/or improve their mental well-being.	A.R.S. § 8-236; 8-245; 8-249; 8-271; 8-272; 8-303; 8-305; 8-306; 8-341; 8-342; 13-3620; 36-2152; 36-2271; 36-2904; 44-132; 44-132; 44-133; 44-134

Mandates (Continued)

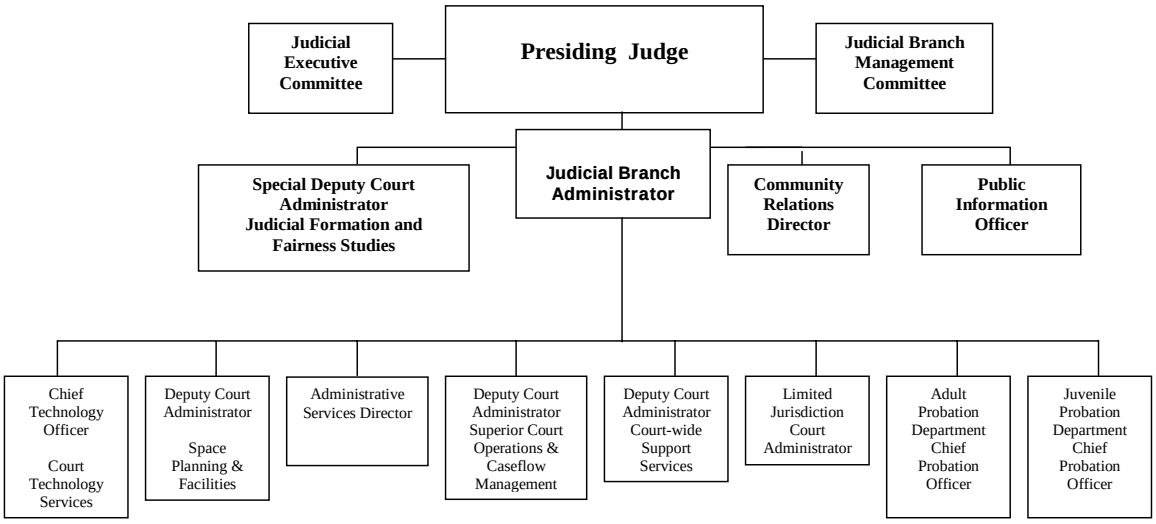
Program Activity	Purpose	Mandate
JUVENILE INFORMATION	The purpose of the Juvenile Information Program is to provide accurate juvenile case record information for the Court so that they can make informed decisions regarding the disposition of juvenile offenders.	
JUVENILE INFO SYSTEM MGMNT	The purpose of the Juvenile Information System Management Activity is to provide accurate juvenile case record information for the Court so that they can make informed decisions regarding the disposition of juvenile offenders.	A.R.S. § 25-502; 41-1750
JUVENILE PROBATION SUPERVISION	The purpose of the Juvenile Probation Supervision Program is to provide appropriate levels of community supervision to adjudicated juveniles who have been placed on probation so that they can become law abiding members of the community.	
JUV COMP RESTORATION ACTIVITY	The purpose of the Juvenile Offender Competency Restoration Activity is to provide psychological assessment and restoration services to juvenile offenders so that they can become legally competent to participate in their court proceedings.	A.R.S. § 8-291
JUV COURT SERVICES	The purpose of the Juvenile Court Services Activity is to provide information to the Court, Juvenile Probation clients, and victims so that all parties have the necessary information to make informed decisions.	A.R.S. § 8-322; 8-381; 8-382; 8-383; 8-384; 8-385; 8-386; 8-387; 8-388; 8-389; 8-390; 8-391; 8-392; 8-393; 8-394; 8-395; 8-396; 8-397; 8-398; 8-399; 8-400; 8-401; 8-402; 8-403; 8-404; 8-405; 8-406; 8-407; 8-408; 8-409; 8-410; 8-411; 8-412; 8-413; 8-414; 8-415; 8-416; 8-417; 8-418
JUV INTENSIVE PROB SUPERVISION	The purpose of the Juvenile Intensive Probation Supervision Activity is to provide statutorily mandated supervision to juveniles so that they can comply with the orders of the Court and avoid future criminal behavior.	A.R.S. § 8-203; 8-205; 8-239; 8-322; 8-341; 8-351; 8-352; 8-353; 8-354; 8-355, 8-356; 8-357; 8-358; 8-406; 8-407; 13-501
JUV STANDARD PROB SUPERVISION	The purpose of the Juvenile Standard Supervision Activity is to provide the appropriate level of supervision to adjudicated juveniles so that they can comply with the orders of the Court and avoid future criminal behavior.	A.R.S. § 8-203; 8-205; 8-239; 8-322; 8-341; 8-355, 8-404; 8-406; 8-407; 13-501
JUVENILE TREATMENT	The purpose of the Juvenile Treatment Program is to provide individualized treatment to juvenile offenders so that they can meet their legal obligations and avoid future criminal behavior.	
COMPETENCY DEVELOPMENT	The purpose of the Juvenile Skills Development Activity is to provide vocational rehabilitation and community service opportunities to juvenile offenders so that they can satisfy legal obligations while learning job skills.	A.R.S. § 8-234; 8-321; 8-344; 8-346; 8-355
DRUG TREATMENT	The purpose of the Drug Treatment Activity is to provide substance abuse based treatment to juvenile offenders so that they can become law-abiding citizens and avoid future criminal behavior.	A.R.S. § 8-234
NON-RESIDENTIAL TREATMENT	The purpose of the Non-Residential Treatment Activity is to provide therapeutic sessions and structured activities to juvenile offenders so that they can become accountable for their own behavior and avoid future criminal involvement.	A.R.S. § 8-234
RESIDENTIAL TREATMENT	The purpose of the Residential Treatment Activity is to provide therapy and structured activities in a residential environment for juvenile offenders so that they can become accountable for their own behavior and avoid future criminal involvement.	A.R.S. § 8-234; 8-350
SEX OFFENDER TREATMENT	The purpose of the Sex Offender Treatment Activity is to provide specialized treatment to juvenile offenders so that they can become law-abiding citizens, thereby avoiding future court involvement.	A.R.S. § 8-234; 8-342; 8-350
YOUTH RECOVERY	The purpose of the Youth Recovery Academy is to provide specialized behavioral and substance abuse therapy to juvenile offenders so that they can become law-abiding citizens and avoid future criminal behavior.	A.R.S. § 8-234

Trial Courts

Analysis by Wendy Johnson, Management & Budget Analyst

Departmental Information

Organizational Chart



The commitment and mission of the Superior Court of Arizona in Maricopa County and the Maricopa County Justice Courts is to provide justice to litigants, defendants, victims, and the public so that they can obtain legal resolution that is timely, fair, and impartial.

Vision

The Superior Court of Arizona in Maricopa County and the Maricopa County Justice Courts are committed to continually striving to improve services through innovation and better business practices to resolve disputes and design programs that address family, civil, and criminal issues fairly and without undue delay. We are committed to be the best at what we do, whether providing a judicial forum or specific customer-centered programs and how to position ourselves to anticipate change, rather than react to it.

Strategic Goals

- By June 2007, the Superior Court and Justice Courts will provide timely, fair, and impartial justice in case processing by resolving 95% of all Court cases in compliance with established trial court and limited jurisdiction court standards. **Status**: The Civil Justice Program meets this standard, Family Adjudication is at 92%, and the Criminal Justice Program is at 85%. The iCIS migration will allow Justice Court cases to measure time standards in FY 2006-07.

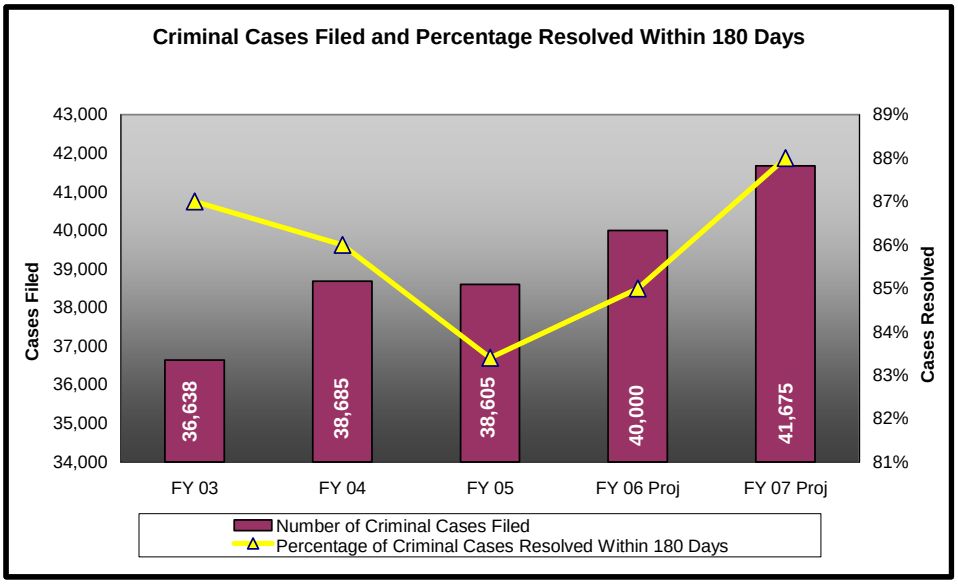
- Litigants, defendants, and the public will benefit from a Mental Health Court where legal services are coordinated for those with mental health and competency issues. By June 2007, the case clearance rate in Mental Health Court will average 95%. **Status**: The Comprehensive Mental Health Court was formed in September 2005 and will begin hearing comprehensive mental health cases during FY 2006-07 which will allow for the case clearance rate to be measured.

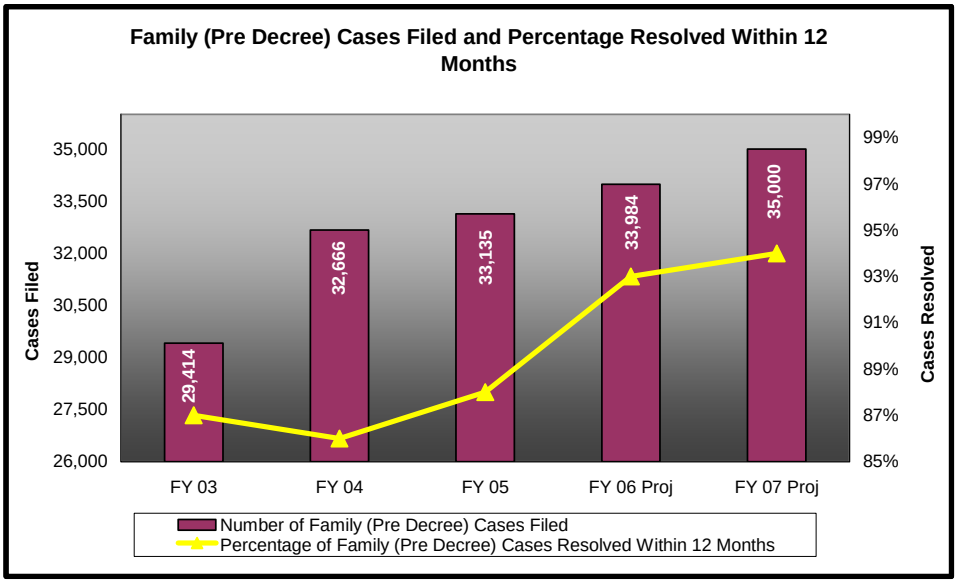
- The public will experience increased access to the court system and availability of information and court forms through expanded development of the court website. By June 2007, 90% of website visitors will report satisfaction with the services and information provided. **Status**: Additional Court forms will be added in 2006 as well as an on-line customer survey to help determine customer satisfaction.

- The courts and justice agencies will expand their ability to make informed decisions using timely, accurate, and coordinated information provided through the enhanced, integrated Court Information System (iCIS). By July 2006, all 23 Maricopa County Justice Courts will have implemented iCIS as their case and financial management database system. By October 2006, the Juvenile Probation Department and Juvenile Court will be fully integrated with iCIS and by March 2007, the Adult Probation Department will be fully integrated with iCIS. **Status**: All Justice Courts will have implemented iCIS by April 2006. The Juvenile Probation Department, Juvenile Justice Program, and the Adult Probation Department will be integrated with iCIS as scheduled during FY 2006-07.

Department Performance Information

Criminal Case and Family Pre Decree filings have increased since FY 2002-03. While caseloads have increased, the Court's ability to resolve these cases within the time standard, set by the Supreme Court, has also increased. This trend is expected to continue in FY 2006-07 as a result of adding criminal divisions and extended Family Court evening hours as approved by the Board of Supervisors in the FY 2006-07 Adopted Budget.





Department Budget Information

Total Revenue by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
SUPERIOR COURT							
80CJ - CRIMINAL JUSTICE PROGRAM	$ 27,041,705	$ 9,084,778	$ 8,853,531	$ 11,628,427	$ 6,751,207	$ (2,102,324)	-23.7%
CPAD - CAPITAL ADJUDICATION	-	-	-	-	67,866	67,866	
CTRF - CRIMINAL TRAFFIC	-	-	-	-	1,845,411	1,845,411	
FELA - GENERAL FELONY ADJUDICATION	27,041,705	9,084,778	8,853,531	11,628,427	4,837,930	(4,015,601)	-45.4%
80FA - FAMILY ADJUDICATION PROGRAM	$ -	$ -	$ -	$ -	$ 3,751,502	$ 3,751,502	
FPRE - FAMILY PRE DECREE	-	-	-	-	3,049,894	3,049,894	
FPST - FAMILY POST DECREE	-	-	-	-	701,608	701,608	
80JJ - JUVENILE JUSTICE PROGRAM	$ 432,081	$ 463,831	$ 498,266	$ 544,113	$ 844,347	$ 346,081	69.5%
JDEP - JUVENILE DEPENDENCY ADJUD	432,081	463,831	498,266	544,113	844,347	346,081	69.5%
80PC - PROBATE COURT PROGRAM	$ -	$ -	$ -	$ -	$ 372,097	$ 372,097	
EPTA - ESTATE PROBATES & TRUST ADMIN	-	-	-	-	372,097	372,097	
TOTAL PROGRAMS	$ 27,473,786	$ 9,548,609	$ 9,351,797	$ 12,172,540	$ 11,719,153	$ 2,367,356	25.3%
JUSTICE COURTS							
80CJ - CRIMINAL JUSTICE PROGRAM	$ 63,932	$ 16,415,157	$ 16,454,913	$ 15,367,057	$ 3,030,073	$ (13,424,840)	-81.6%
MCAD - MISDEMEANOR CRIM ADJUDICATION	63,932	16,415,157	16,454,913	15,367,057	2,156,712	(14,298,201)	-86.9%
MDUI - MISDEMEANOR DUI	-	-	-	-	873,361	873,361	
80CV - CIVIL JUSTICE PROGRAM	$ 1,930,384	$ 1,787,450	$ 1,893,329	$ 1,986,872	$ 16,150,595	$ 14,257,266	753.0%
CIVT - CIVIL TRAFFIC	-	-	-	-	5,797,919	5,797,919	
CVAD - GENERAL CIVIL ADJUDICATION	1,930,384	1,787,450	1,893,329	1,986,872	3,128,969	1,235,640	65.3%
CVSC - CIVIL SMALL CLAIMS	-	-	-	-	1,340,028	1,340,028	
FDET - FORCIBLE DETAINER	-	-	-	-	2,332,447	2,332,447	
INJH - INJUNCTIONS AGAINST HARASS	-	-	-	-	591,985	591,985	
ORDP - ORDERS OF PROTECTION	-	-	-	-	1,061,536	1,061,536	
SMCV - SMALL CIVIL (JUSTICE COURTS)	-	-	-	-	1,897,711	1,897,711	
TOTAL PROGRAMS	$ 1,994,316	$ 18,202,607	$ 18,348,242	$ 17,353,929	$ 19,180,668	$ 832,426	4.5%
COURT ADMINISTRATION							
80OS - COURT OPERATIONS SUPPORT PROG	$ 2,472,246	$ 2,371,279	$ 2,519,141	$ 2,343,597	$ 2,602,066	$ 82,925	3.3%
CINT - COURT INTERPRETATION	-	-	-	-	500	500	
CSEC - COURT SECURITY	697,130	699,102	895,131	757,809	1,276,272	381,141	42.6%
JURR - JURORS	549,789	509,177	461,010	443,230	440,294	(20,716)	-4.5%
PICO - PUB INFORM & COMMUNITY OUTRCH	1,225,326	1,163,000	1,163,000	1,142,557	885,000	(278,000)	-23.9%
99AS - ADMINISTRATIVE SERVICES PROG	$ 347,354	$ 495,518	$ 460,114	$ 480,669	$ 458,388	$ (1,726)	-0.4%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 782,327	$ 1,084,493	$ 1,261,852	$ 1,125,777	$ 1,260,352	$ (1,500)	-0.1%
99GV - GENERAL GOVERNMENT	$ (46,354)	$ -	$ -	$ -	$ -	$ -	
TOTAL PROGRAMS	$ 3,555,573	$ 3,951,290	$ 4,241,107	$ 3,950,043	$ 4,320,806	$ 79,699	1.9%
TOTAL REVENUE	$ 33,023,676	$ 31,702,506	$ 31,941,146	$ 33,476,511	$ 35,220,627	$ 3,279,481	10.3%

Note: Trial Courts has implemented a new Program/Activity structure for FY 2006-07 that aligns better with its strategic plan and services provided. In most Programs and Activities, the prior year budget data is not available.

Total Expenditures by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
SUPERIOR COURT							
80CJ - CRIMINAL JUSTICE PROGRAM	$ 34,889,411	$ 38,508,398	$ 39,867,946	$ 38,624,501	$ 20,173,345	$ 19,694,601	49.4%
CPAD - CAPITAL ADJUDICATION	-	-	-	-	310,932	(310,932)	
CTRF - CRIMINAL TRAFFIC	-	-	-	-	2,125,217	(2,125,217)	
FDAD - FELONY DUI ADJUDICATION	-	-	-	-	670,912	(670,912)	
FELA - GENERAL FELONY ADJUDICATION	34,889,411	38,508,398	39,867,946	38,624,501	17,066,284	22,801,662	57.2%
80TA - TAX ADJUDICATION PROGRAM	$ -	$ -	$ -	$ -	$ 503,854	$ (503,854)	
LRTA - LARGE RECORD TAX ADJUD	-	-	-	-	317,554	(317,554)	
SRTA - SMALL RECORD TAX ADJUD	-	-	-	-	186,300	(186,300)	
80FA - FAMILY ADJUDICATION PROGRAM	$ -	$ 468,866	$ 407,864	$ 238,168	$ 14,938,578	$ (14,530,714)	-3562.6%
FPRE - FAMILY PRE DECREE	-	283,801	210,273	118,250	10,884,467	(10,674,194)	-5076.4%
FPST - FAMILY POST DECREE	-	185,065	197,591	119,918	4,054,111	(3,856,520)	-1951.8%
80MH - MENTAL HEALTH COURT PROGRAM	$ 279,087	$ 264,625	$ 250,577	$ 432,397	$ 881,865	$ (631,288)	-251.9%
MENT - MENTAL HEALTH	279,087	264,625	250,577	432,397	881,865	(631,288)	-251.9%
80JJ - JUVENILE JUSTICE PROGRAM	$ 577,341	$ 585,433	$ 658,829	$ 624,249	$ 6,319,137	$ (5,660,308)	-859.1%
JDEL - JUVENILE DELINQUENCY ADJUD	-	-	-	-	2,855,130	(2,855,130)	
JDEP - JUVENILE DEPENDENCY ADJUD	577,341	585,433	658,829	624,249	3,464,007	(2,805,178)	-425.8%
80PC - PROBATE COURT PROGRAM	$ -	$ -	$ -	$ -	$ 2,182,916	$ (2,182,916)	
EPTA - ESTATE PROBATES & TRUST ADMIN	-	-	-	-	2,182,916	(2,182,916)	
TOTAL PROGRAMS	$ 35,745,838	$ 39,827,322	$ 41,185,216	$ 39,919,315	$ 44,999,695	$ (3,814,479)	-9.3%
JUSTICE COURTS							
80CJ - CRIMINAL JUSTICE PROGRAM	$ 9,375,671	$ 9,241,976	$ 10,977,444	$ 10,801,627	$ 2,336,583	$ 8,640,861	78.7%
MCAD - MISDEMEANOR CRIM ADJUDICATION	9,375,671	9,241,976	10,977,444	10,801,627	1,516,410	9,461,034	86.2%
MDUI - MISDEMEANOR DUI	-	-	-	-	820,173	(820,173)	
80CV - CIVIL JUSTICE PROGRAM	$ 2,454,070	$ 2,396,748	$ 2,788,742	$ 2,695,652	$ 17,915,463	$ (15,126,721)	-542.4%
CIVT - CIVIL TRAFFIC	-	-	-	-	4,303,401	(4,303,401)	
CVAD - GENERAL CIVIL ADJUDICATION	2,454,070	2,396,748	2,788,742	2,695,652	6,909,248	(4,120,506)	-147.8%
CVSC - CIVIL SMALL CLAIMS	-	-	-	-	1,163,353	(1,163,353)	
FDET - FORCIBLE DETAINER	-	-	-	-	2,456,557	(2,456,557)	
INJH - INJUNCTIONS AGAINST HARASS	-	-	-	-	456,549	(456,549)	
ORDP - ORDERS OF PROTECTION	-	-	-	-	821,785	(821,785)	
SMCV - SMALL CIVIL (JUSTICE COURTS)	-	-	-	-	1,804,570	(1,804,570)	
TOTAL PROGRAMS	$ 11,829,741	$ 11,638,724	$ 13,766,186	$ 13,497,279	$ 20,252,046	$ (6,485,860)	-47.1%
COURT ADMINISTRATION							
80OS - COURT OPERATIONS SUPPORT PROG	$ 15,761,662	$ 18,011,121	$ 19,253,693	$ 19,266,617	$ 15,500,663	$ 3,753,030	19.5%
CINT - COURT INTERPRETATION	-	-	-	-	2,855,318	(2,855,318)	
CSEC - COURT SECURITY	10,026,626	11,779,343	13,213,767	13,019,158	6,661,606	6,552,161	49.6%
CTRN - COURT TRANSLATION	-	-	-	-	231,441	(231,441)	
INDG - INDIGENT DEFENSE REIMBURSE	70,460	220,181	216,095	226,830	244,040	(27,945)	-12.9%
JURR - JURORS	3,100,748	3,321,121	3,004,141	3,223,849	3,423,156	(419,015)	-13.9%
PICO - PUB INFORM & COMMUNITY OUTRCH	2,563,828	2,690,476	2,819,690	2,796,780	2,085,102	734,588	26.1%
99AS - ADMINISTRATIVE SERVICES PROG	$ 9,069,321	$ 9,937,419	$ 9,892,343	$ 9,695,541	9,827,757	64,586	0.7%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 4,803,590	$ 4,395,222	$ 5,030,901	$ 4,343,107	5,127,913	(97,012)	-1.9%
TOTAL PROGRAMS	$ 29,634,573	$ 32,343,762	$ 34,176,937	$ 33,305,265	$ 30,456,333	$ 3,720,604	10.9%
TOTAL EXPENDITURES	$ 77,210,152	$ 83,809,808	$ 89,128,339	$ 86,721,859	$ 95,708,074	$ (6,579,735)	-7.4%

Note: Trial Courts has implemented a new Program/Activity structure for FY 2006-07 that aligns better with its strategic plan and services provided. In most Programs and Activities, the prior year budget data is not available.

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 5,183,838	$ 5,668,560	$ 6,085,622	$ 5,997,948	6,599,721	514,099	8.4%
CHARGES FOR SERVICES	13,792,949	14,391,262	14,250,217	14,097,700	15,333,400	1,083,183	7.6%
FINES & FORFEITS	12,993,787	10,833,027	10,832,527	12,408,260	12,420,365	1,587,838	14.7%
MISCELLANEOUS REVENUE	1,053,102	809,657	772,780	972,603	867,141	94,361	12.2%
TOTAL REVENUE	**$ 33,023,676**	**$ 31,702,506**	**$ 31,941,146**	**$ 33,476,511**	**$ 35,220,627**	**$ 3,279,481**	**10.3%**
EXPENDITURES							
PERSONAL SERVICES	$ 63,166,809	$ 70,492,786	$ 77,015,864	$ 73,640,049	$ 84,529,858	$ (7,513,994)	-9.8%
SUPPLIES	3,497,939	2,358,840	2,287,412	2,685,130	3,347,947	(1,060,535)	-46.4%
SERVICES	9,343,494	9,971,096	8,911,671	9,492,677	6,736,066	2,175,605	24.4%
CAPITAL OUTLAY	1,201,911	987,086	913,392	904,004	1,094,203	(180,811)	-19.8%
TOTAL EXPENDITURES	**$ 77,210,152**	**$ 83,809,808**	**$ 89,128,339**	**$ 86,721,859**	**$ 95,708,074**	**$ (6,579,735)**	**-7.4%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 17,612,064	$ 15,028,261	$ 15,028,261	$ 16,845,199	$ 18,162,083	$ 3,133,822	20.9%
204 JUSTICE CT JUDICIAL ENHANCEMNT	673,930	608,704	608,704	639,984	650,000	41,296	6.8%
208 JUDICIAL ENHANCEMENT	407,568	600,000	600,000	396,579	500,000	(100,000)	-16.7%
238 TRIAL COURTS GRANTS	1,454,649	1,930,131	1,930,131	1,929,590	1,930,131	-	0.0%
245 JUSTICE COURTS SPECIAL REVENUE	2,455,914	2,062,052	2,062,052	2,304,031	3,000,000	937,948	45.5%
256 PROBATE FEES	394,995	372,000	372,000	373,673	372,000	-	0.0%
257 CONCILIATION COURT FEES	1,638,848	1,545,000	1,545,000	1,617,658	1,630,000	85,000	5.5%
259 TRIAL COURTS SPECIAL REVENUE	5,227,808	6,307,262	6,307,262	5,862,379	5,478,677	(828,585)	-13.1%
261 LAW LIBRARY FEES	902,655	875,000	875,000	885,683	885,000	10,000	1.1%
264 SUPERIOR COURT FILL THE GAP	1,476,643	1,547,846	1,783,651	1,783,651	1,783,651	-	0.0%
271 EXPEDITED CHILD SUPPORT	377,378	444,500	444,500	425,958	425,000	(19,500)	-4.4%
276 SPOUSAL MAINT ENF ENHANCEMENT	107,735	111,750	111,750	117,006	111,750	-	0.0%
281 CHILDRENS ISSUES EDUCATION	110,208	100,000	100,000	112,307	110,000	10,000	10.0%
282 DOM REL MEDIATION EDUCATION	183,281	170,000	172,835	182,814	182,335	9,500	5.5%
ALL FUNDS	**$ 33,023,676**	**$ 31,702,506**	**$ 31,941,146**	**$ 33,476,511**	**$ 35,220,627**	**$ 3,279,481**	**10.3%**
EXPENDITURES							
100 GENERAL	$ 63,488,628	$ 67,135,563	$ 72,215,454	$ 70,456,267	$ 77,815,530	$ (5,600,076)	-7.8%
204 JUSTICE CT JUDICIAL ENHANCEMNT	766,220	608,704	608,704	494,140	1,484,000	(875,296)	-143.8%
208 JUDICIAL ENHANCEMENT	358,470	600,000	600,000	561,828	500,000	100,000	16.7%
238 TRIAL COURTS GRANTS	1,481,295	1,930,131	1,930,131	1,900,199	1,930,131	-	0.0%
245 JUSTICE COURTS SPECIAL REVENUE	1,300,199	2,062,052	2,062,052	2,201,940	3,000,000	(937,948)	-45.5%
256 PROBATE FEES	310,191	372,000	372,000	382,142	372,000	-	0.0%
257 CONCILIATION COURT FEES	1,570,495	1,545,000	1,545,000	1,669,409	1,630,000	(85,000)	-5.5%
259 TRIAL COURTS SPECIAL REVENUE	4,906,033	6,307,262	6,307,262	5,643,074	5,478,677	828,585	13.1%
261 LAW LIBRARY FEES	810,661	875,000	875,000	820,043	885,000	(10,000)	-1.1%
264 SUPERIOR COURT FILL THE GAP	1,456,332	1,547,846	1,783,651	1,782,228	1,783,651	-	0.0%
271 EXPEDITED CHILD SUPPORT	407,136	444,500	444,500	441,719	425,000	19,500	4.4%
276 SPOUSAL MAINT ENF ENHANCEMENT	84,192	111,750	111,750	98,538	111,750	-	0.0%
281 CHILDRENS ISSUES EDUCATION	89,228	100,000	100,000	89,178	110,000	(10,000)	-10.0%
282 DOM REL MEDIATION EDUCATION	181,072	170,000	172,835	181,156	182,335	(9,500)	-5.5%
ALL FUNDS	**$ 77,210,152**	**$ 83,809,808**	**$ 89,128,339**	**$ 86,721,859**	**$ 95,708,074**	**$ (6,579,735)**	**-7.4%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	1,170.53	1,217.51	1,297.51	80.00	7%
204 JUSTICE CT JUDICIAL ENHANCEMNT	5.00	5.00	9.00	4.00	80%
208 JUDICIAL ENHANCEMENT	7.00	9.00	8.00	(1.00)	-11%
238 TRIAL COURTS GRANTS	33.00	33.00	31.00	(2.00)	-6%
245 JUSTICE COURTS SPECIAL REVENUE	21.00	35.00	35.00	-	0%
256 PROBATE FEES	9.00	8.00	7.00	(1.00)	-13%
257 CONCILIATION COURT FEES	30.00	24.00	25.00	1.00	4%
259 TRIAL COURTS SPECIAL REVENUE	72.50	83.00	61.00	(22.00)	-27%
264 SUPERIOR COURT FILL THE GAP	33.00	32.00	33.00	1.00	3%
271 EXPEDITED CHILD SUPPORT	11.00	10.00	10.00	-	0%
276 SPOUSAL MAINT ENF ENHANCEMENT	2.00	2.00	2.00	-	0%
281 CHILDRENS ISSUES EDUCATION	2.00	2.00	2.00	-	0%
282 DOM REL MEDIATION EDUCATION	3.00	3.00	3.00	-	0%
TOTAL FUNDS	**1,399.03**	**1,463.51**	**1,523.51**	**60.00**	**4%**

Several positions were transferred by the Department between funds throughout FY 2005-06. The following is list of changes that will occur as a result of OMB's FY 2006-07 Adopted Budget:

- 6.0 FTEs added in the General Fund (100) for Interpretation and Translation Staffing
- 6.0 FTEs added in the General Fund (100) for Justice Clerk Staffing
- 24.0 FTEs transferred from the Trial Courts Special Revenue Fund (259) to the General Fund (100) for IGA Security
- Results Initiative – Court Expansion - Civil Admin Case Processing Personnel - 2.0 FTEs (General Fund)
- Results Initiative – Court Expansion - Commissioner Trial Division - 3.0 FTEs (General Fund)
- Results Initiative – Court Expansion - Comprehensive Mental Health Court - 5.0 FTEs (General Fund)
- Results Initiative – Court Expansion - Continuation of Family Drug Court - 1.0 FTE (General Fund)
- Results Initiative – Court Expansion - Critical Calendar Caseflow Support Team - 6.0 FTEs (General Fund)
- Results Initiative – Court Expansion - Family Court Night Court (Northeast) - 8.0 FTEs (General Fund)
- Results Initiative – Court Expansion - Civil In Home Intervention, Juvenile Justice Programs - 2.0 FTEs (General Fund)
- Results Initiative – Court Expansion - Juvenile Night Court (Durango) - 8.0 FTEs (General Fund)
- Results Initiative – Court Expansion - New Criminal Trial Division - 3.0 FTEs (General Fund)
- Results Initiative – Court Expansion - Self Service Center (Downtown RCC and San Tan RCC) - 8.0 FTEs (General Fund)

Base Adjustments

- **Transfer Court (IGA) Security from Trial Courts Special Revenue Fund to General Fund ($0):** Transfer $828,585 in Revenue and $984,799 in Expenditures from the Trial Courts Special Revenue Fund (Fund 259) to the General Fund in order to align total IGA Security Revenue ($1,276,092) with total Expenditures, including direct and indirect costs associated with the 24.0 FTEs that were transferred to the General Fund.

- **Right-size Special Revenue and Expenditures for Each Fund and Activity:** These adjustments, as noted below, allow additional capacity which remains to be allocated. These funds could be used to offset future cost increases as appropriate.

  - Increase Business Applications Activity expenditures by $156,214 in the Trial Courts Special Revenue Fund. This adjustment is based on an analysis of FY 2005-06 trends.

  - Increase Misdemeanor Criminal Adjudication Activity in the Justice Court Judicial Enhancement Fund to reflect an increase of $41,296 in both revenue and expenditures. This adjustment is based on an analysis of FY 2005-06 trends.

  - Right-size the General Felony Adjudication Activity in the Judicial Enhancement Fund to reflect an appropriation decrease of $100,000 in both revenue and expenditures. This adjustment is based on an analysis of FY 2005-06 trends.

  - Right-size the various activities in the Justice Courts Special Revenue Fund to reflect an overall appropriation increase of $937,948 in both revenue and expenditures. This adjustment is based on an analysis of FY 2005-06 trends.

  - Increase revenue and expenditures in the Family Pre Decree Activity by $85,000 in the Conciliation Court Fees Fund and by $10,000 in the Children's Issues Education Fund. This adjustment is based on an analysis of FY 2005-06 trends and results in a net increase of $95,000 to the Family Pre Decree Activity.

  - Decrease revenue and expenditures by $19,500 in the Expedited Child Support Fund and increasing revenue and expenditures by $9,500 in the Domestic Relations Mediation Education Fund. This adjustment is based on an analysis of FY 2005-06 trends and results in a net reduction of $10,000 to the Family Post Decree Activity.

  - Right-size the Information and Community Outreach Activity in the Law Library Fees Fund to reflect an increase of $10,000 in both revenue and expenditures. This adjustment is based on an analysis of FY 2005-06 trends.

- **Right-size Revenue, Various Activities ($1,796,977):** Increase General Fund Revenue by $1,796,977. This adjustment affects various Activities and is based on projected actual FY 2005-06 revenues received.

- **Right-size Personal Services (-$1,956,360):** Right-size Personal Services in the General Fund Personal Services by ($1,956,360) to include the following adjustments:

    - Increase Personnel Savings – Increase savings by ($2,252,128) to 5%. Increasing Personnel Savings will more accurately reflect current actual expenditure patterns for the Courts. Future market increases could reduce the vacancy rate and could require additional funding. Contingency will be recommended if the vacancy savings is not achieved.

    - Commissioners' Salary Increase – Increase Personal Services by $295,768 to allow for sufficient funding of Commissioners' salary (and associated benefits) increases planned to take effect in January 2007.

- **Increase Juror Activity ($492,817):** Increase the General Fund Juror Activity by $492,817 to allow for trial juror mileage rate increases, Grand Juror mileage rate increases, increased fee and transcript costs due to the addition of County Grand Juries and jury summons postage rate increases.

- **Increase Interpretation and Translation Staffing ($0):** Increase Interpretation and Translation staffing by 6.0 FTEs (3.0 FTEs in FY 2005-06). This change has no net effect on the General Fund budget as Legal Services was reduced by an equal amount ($400,763). Based on data provided to OMB, the amount allocated for Legal Services is sufficient for non-Spanish contract Interpreters. OMB will continue to monitor the demand and output and provide additional funding if necessary during FY 2006-07.

- **Add 6.0 FTE Justice Court Clerks ($248,043):** Increase Justice Clerk staffing by 6.0 FTEs. This results in an increase to Personnel Services in the General Fund by $248,043.

- **Increase Public Information and Community Outreach Activity ($42,616):** Increase salary and benefits to cover the Market Adjustment for Library Clerks, Paraprofessionals, Supervisors, and Managers. This results in an increase to Personnel Services in the General Fund by $42,616.

- **Right-size Supplies and Services, Various Activities ($110,729):** Increase General Fund Supplies and Services by $110,729. This adjustment affects various Activities and is based on projected actual FY 2005-06 expenditures.

Results Initiatives

- The following Results Initiative Requests have been adopted for FY 2006-07 to address caseload increases in the General Felony Adjudication Activity. Court Administration estimates the growth in case filings since FY 2003 to be 15%. The initiatives adopted will allow the Courts to increase the number of cases resolved by an additional 700. This will increase cases resolved within 180 days from 85% to 88% (refer to chart on page 3). This improved result will contribute toward the goal of minimizing the average length of stay of pre-trial defendants in county jails thereby reducing jail overcrowding.

New Criminal Trial Division - $102,853 ($163,007 annualized): Initiative adds 3.0 FTEs, including a judge and associated support staff, beginning January 1, 2007. Expected Result: Resolve an additional 200 felony cases for defendants, victims, and the public within the 180 day time standard developed by the Arizona Supreme Court.

Commissioner Trial Division in Criminal Department - $289,915 ($211,215 annualized): Initiative adds 3.0 FTEs, including a Commissioner and associated support staff. Expected Result: Resolve an additional 200 felony cases for defendants, victims, and the public within the 180 day time standard developed by the Arizona Supreme Court.

Critical Calendar Caseflow Support Team - $240,128 ($228,928 annualized): Initiative adds 6.0 FTEs, including three Judicial Assistants and three Bailiffs, to expand the General Felony Adjudication Activity. Expected Result: Resolve an additional 200 felony cases within the 180 day time standard thereby reducing the average length of stay and overall jail population.

Settlement Conference Division - $289,915 ($211,215 annualized): Initiative adds 3.0 FTEs, including a Commissioner, Judicial Assistant, and Bailiff. Expected Result: Resolve an additional 100 felony cases for defendants, victims, and the public within the 180 day time standard developed by the Arizona Supreme Court.

- **Civil Admin Case Processing Personnel - $87,875 ($85,075 annualized):** Initiative adds 2.0 FTE Senior Judicial Clerks. Expected Result: An additional .25% of General Civil Adjudication cases will be resolved within the time standard of 180 days.

- **Comprehensive Mental Health Court - $323,218 ($314,818 annualized):** Initiative adds 5.0 FTEs, including a Commissioner, associated support staff and a Social Worker to expand the Mental Health Activity. Expected Result: Administer additional serious mental illness cases to ensure continuity of care and timely case management thereby improving the delivery of mental health services to persons involved with the Justice System, and reducing the amount of repeat involvement in the Justice System for persons with serious mental illnesses. This initiative will be able to resolve 100% of the anticipated increase of 300 case filings.

- **Continuation of Family Drug Court - $68,076 ($42,076 annualized):** Initiative adds 1.0 Administrative Coordinator FTE to expand the Family Pre Decree Activity. Expected Result: A 45% reduction in case filings by participants of the Family Drug Court Program and a 42% reduction in costs to the Court. An additional 100 Family Drug Court cases will be resolved through this initiative.

- **Family Court Night Court (Northeast) - $227,617 ($455,233 annualized):** Initiative adds 8.0 FTEs, including one Commissioner and associated support staff, one Counselor, two Justice System Clerks and two Court Security Officers beginning January 1, 2007 to expand the Family Pre Decree Activity. Expected Result: Accommodate the rapid and continued growth and demand for Family Court Services by better utilizing the limited court facility space and increasing access and participation in court proceedings so that the twelve month time standard is met. An additional 500 Family Court cases will be resolved through this initiative.

- **In Home Intervention, Juvenile Justice Programs - $77,239 ($74,439 annualized):** Initiative adds 2.0 Administrative Specialist FTEs to expand the Juvenile Dependency Adjudication Activity.

Expected Result: Juvenile Court will be able to effectively handle the increase in the legislatively mandated In Home Intervention cases so that the family unit is preserved while ensuring the juvenile's well-being is maintained. It is anticipated that 25 additional Juvenile Dependency cases will be resolved as a result of this initiative.

- **Juvenile Night Court (Durango) - $213,992 ($427,988 annualized):** Initiative adds 8.0 FTEs, including one commissioner and associated support staff, two Justice System Clerks and two Court Security Officers beginning January 1, 2007 to expand the Juvenile Dependency Adjudication Activity. Expected Result: Accommodate the rapid and continued growth and demand for Juvenile Court Services by better utilizing the limited court facility space and increasing access and participation in court proceedings so that 50 additional Juvenile Dependency cases are resolved.

- **Self Service Center (Downtown RCC and San Tan RCC) - $199,038 ($483,740 annualized):** Initiative adds 8.0 FTEs, including four Administrative Office Support positions and four Justice System Clerks, to expand the Self Service Center Activity at both the Downtown Co-located Courts Center and the San Tan Regional Court Center. Expected Result: Provide court forms, instructions, and information to litigants who are representing themselves in cases so that court delays are reduced and time standards, as required by the Arizona Supreme Court, are met. With the addition of these two Self Service Centers, it is expected that 5,000 additional web sessions will occur.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 67,135,563**	**$ 15,028,261**
MID-YEAR ADJUSTMENTS:		
FY 2005-06 Pay for Performance	$ 1,228,264	$ -
FY 2005-06 Market Adjustments	3,141,201	-
Courtroom Clerk Special Assignment	27,833	-
FY 2005-06 Market Adjustments	10,183	-
Subtotal	**$ 4,407,481**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 71,543,044**	**$ 15,028,261**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 780,424	$ -
Retirement Contributions	1,916,276	-
Annualization of Mid-Year Adjustments	5,670	508,260
Commissioner for Northwest RCC	92,532	-
Court Security Staffing	(12,095)	-
Juror Shuttle Bus	(120,000)	-
FY 2005-06 Pay for Performance Annualization	142,429	-
Operational Savings due to RCCs	(678,300)	-
Annualization of FY 2005-06 DRP/LRP (12 month)	34,575	-
Elected Official Pay Increase	597,199	-
Annualization of Market Adjustments	1,796,189	-
FY 2006-07 Pay for Performance	1,466,398	-
Subtotal	**$ 4,229,982**	**$ 508,260**
FY 2006-07 BUDGET TARGET:	**$ 75,773,026**	**$ 15,536,521**
BASE ADJUSTMENTS:		
Transfer Court (IGA) Security from Trial Courts Special Revenue Fund (Fund 259)	984,799	828,585
Right-size Revenue, Various Activities	-	1,796,977
Right-size Personal Services (Personnel Savings, Commissioners' Salary Increase)	$ (1,956,360)	-
Increase Juror Activity (Mileage, Postage, Grand Jury)	492,817	-
Add 6.0 FTE Justice Court Clerks	248,043	-
Increase Public Information and Community Outreach Activity	42,616	
Right-size Supplies and Services, Various Activities	110,729	-
Subtotal	**$ (77,356)**	**$ 2,625,562**
FY 2006-07 ADOPTED BASE:	**$ 75,695,670**	**$ 18,162,083**

(Table continued on following page)

General Fund (100) Appropriated Budget Reconciliation (Continued)

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BASE:	**$ 75,695,670**	**$ 18,162,083**
RESULTS INITIATIVES:		
Civil Admin Case Processing Personnel	$ 87,875	$ -
Commissioner Trial Division in Criminal Dept	289,915	-
Comprehensive Mental Health Court	323,218	-
Continuation of Family Drug Court	68,076	-
Critical Calendar Case flow Support Team	240,128	-
Family Court Night Court (Northeast)	227,617	-
In Home Intervention - Juvenile Justice Programs	77,239	-
Juvenile Night Court (Durango)	213,992	-
New Criminal Trial Division	102,853	-
Security Staffing (Adult Probation Facilities)	TBD	-
Self Service Center (Downtown CCC and San Tan RCC)	199,038	-
Settlement Conference Division (Criminal Dept)	289,915	-
Subtotal	**$ 2,119,860**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 77,815,530**	**$ 18,162,083**

Justice Court Judicial Enhancement (204) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 608,704**	**$ 608,704**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 608,704**	**$ 608,704**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 3,205	$ -
Retirement Contributions	14,144	-
Structural Balance	(22,676)	-
FY 2006-07 Pay for Performance	5,327	-
Subtotal	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 608,704**	**$ 608,704**
BASE ADJUSTMENTS:		
Right-size Misdemeanor Criminal Adjudication Activity	$ 41,296	$ 41,296
Non-Recurring Expenditures from Fund Balance	834,000	-
Subtotal	**$ 875,296**	**$ 41,296**
FY 2006-07 ADOPTED BUDGET:	**$ 1,484,000**	**$ 650,000**

Justice Court Judicial Enhancement (204) Appropriated Budget Reconciliation (Continued)

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 2,157,600	$ 2,500,292	$ 2,500,292	$ 2,065,304	$ 2,211,148
Revenue	$ 673,930	$ 608,704	$ 608,704	$ 639,984	$ 650,000
Expenditures	766,220	608,704	608,704	494,140	1,484,000
Net Operating	$ (92,290)	$ -	$ -	$ 145,844	$ (834,000)
Ending Fund Balance	$ 2,065,310	$ 2,500,292	$ 2,500,292	$ 2,211,148	$ 1,377,148

Non-recurring expenditures from Fund Balance:

Fund	Summary of Request	Est. Avail. Fund Balance	Amount Adopted
Justice Ct Judicial Enhancement (204) Fund	Downtown Regional Technology	$ 2,211,148	$ 270,000
	Santan Regional Technology	-	270,000
	Southwest Avondale Regional Technology	-	270,000
	Panel Displays (Lobbies)	-	9,000
	Northeast Realtime Video	-	15,000
	Total Expenditures from Fund Balance	**$ 2,211,148**	**$ 834,000**

Judicial Enhancement (208) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 600,000**	**$ 600,000**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 600,000**	**$ 600,000**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 5,769	$ -
Retirement Contributions	18,273	-
Structural Balance	(37,191)	-
FY 2006-07 Pay for Performance	13,149	-
Subtotal	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 600,000**	**$ 600,000**
BASE ADJUSTMENTS:		
Right-size General Felony Adjudication Activity	$ (100,000)	$ -
Right-size Business Applications Activity	-	(100,000)
Subtotal	**$ (100,000)**	**$ (100,000)**
FY 2006-07 ADOPTED BUDGET:	**$ 500,000**	**$ 500,000**

Judicial Enhancement (208) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 1,442,726	$ 1,797,101	$ 1,797,101	$ 1,640,279	$ 1,503,418
Clerk of the Superior Court (160)					
Revenue	$ 638,449	$ 687,192	$ 1,213,494	$ 1,120,493	$ 868,192
Expenditures	489,984	1,161,555	1,423,555	1,092,105	1,546,784
Net Operating	$ 148,465	$ (474,363)	$ (210,061)	$ 28,388	$ (678,592)
Trial Courts (800)					
Revenue	$ 407,568	$ 600,000	$ 600,000	$ 396,579	$ 500,000
Expenditures	358,470	600,000	600,000	561,828	500,000
Net Operating	$ 49,098	$ -	$ -	$ (165,249)	$ -
Ending Fund Balance	$ 1,640,289	$ 1,322,738	$ 1,587,040	$ 1,503,418	$ 824,826

Trial Court Grants (238) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 1,930,131**	**$ 1,930,131**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 1,930,131**	**$ 1,930,131**
FY 2006-07 BUDGET TARGET:	**$ 1,930,131**	**$ 1,930,131**
FY 2006-07 ADOPTED BUDGET:	**$ 1,930,131**	**$ 1,930,131**

Justice Courts Special Revenue (245) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 2,062,052**	**$ 2,062,052**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 2,062,052**	**$ 2,062,052**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 22,435	$ -
Retirement Contributions	17,356	-
Structural Balance	(83,784)	-
FY 2006-07 Pay for Performance	43,993	-
Subtotal	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 2,062,052**	**$ 2,062,052**
BASE ADJUSTMENTS:		
Right-size Various Activities	$ 937,948	$ 937,948
FY 2006-07 ADOPTED BUDGET:	**$ 3,000,000**	**$ 3,000,000**

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 1,857,958	$ 2,712,036	$ 2,712,036	$ 3,013,675	$ 3,115,766
Revenue	$ 2,455,914	$ 2,062,052	$ 2,062,052	$ 2,304,031	$ 3,000,000
Expenditures	1,300,199	2,062,052	2,062,052	2,201,940	3,000,000
Net Operating	$ 1,155,715	$ -	$ -	$ 102,091	$ -
Ending Fund Balance	$ 3,013,673	$ 2,712,036	$ 2,712,036	$ 3,115,766	$ 3,115,766

Probate Fees (256) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 372,000**	**$ 372,000**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 372,000**	**$ 372,000**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 5,128	$ -
Retirement Contributions	4,714	-
Structural Balance	(20,782)	-
FY 2006-07 Pay for Performance	10,940	-
Subtotal	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 372,000**	**$ 372,000**
FY 2006-07 ADOPTED BUDGET:	**$ 372,000**	**$ 372,000**

Probate Fees (256) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 125,220	$ 172,280	$ 172,280	$ 210,042	$ 201,573
Revenue	$ 394,995	$ 372,000	$ 372,000	$ 373,673	$ 372,000
Expenditures	310,191	372,000	372,000	382,142	372,000
Net Operating	$ 84,803	$ -	$ -	$ (8,469)	$ -
Ending Fund Balance	$ 210,023	$ 172,280	$ 172,280	$ 201,573	$ 201,573

Conciliation Court Fees (257) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 1,545,000**	**$ 1,545,000**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 1,545,000**	**$ 1,545,000**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 15,384	$ -
Retirement Contributions	19,378	-
Structural Balance	(87,532)	-
FY 2006-07 Pay for Performance	50,662	-
Subtotal	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 1,545,000**	**$ 1,545,000**
BASE ADJUSTMENTS:		
Right-size Family Pre-Decree Activity	$ 85,000	$ 85,000
FY 2006-07 ADOPTED BUDGET:	**$ 1,630,000**	**$ 1,630,000**

Conciliation Court Fees (257) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 256,179	$ 204,969	$ 204,969	$ 324,534	$ 272,783
Revenue	$ 1,638,848	$ 1,545,000	$ 1,545,000	$ 1,617,658	$ 1,630,000
Expenditures	1,570,495	1,545,000	1,545,000	1,669,409	1,630,000
Net Operating	$ 68,353	$ -	$ -	$ (51,751)	$ -
Ending Fund Balance	$ 324,532	$ 204,969	$ 204,969	$ 272,783	$ 272,783

Trial Courts Special Revenue (259) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 6,307,262**	**$ 6,307,262**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 6,307,262**	**$ 6,307,262**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 53,203	$ -
Retirement Contributions	96,968	-
Structural Balance	(247,392)	-
FY 2006-07 Pay for Performance	97,221	-
Subtotal	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 6,307,262**	**$ 6,307,262**
BASE ADJUSTMENTS:		
Transfer Court (IGA) Security to Trial Courts General Fund (Fund 100)	$ (984,799)	$ (828,585)
Right-size Business Applications Activity	156,214	-
Subtotal	**$ (828,585)**	**$ (828,585)**
FY 2006-07 ADOPTED BUDGET:	**$ 5,478,677**	**$ 5,478,677**

Trial Courts Special Revenue (259) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 2,216,646	$ 2,332,523	$ 2,332,523	$ 2,599,924	$ 2,624,927
Revenue	$ 5,389,084	$ 6,488,262	$ 6,307,262	$ 6,013,379	$ 5,478,677
Expenditures	5,005,819	6,569,262	6,652,564	5,988,376	5,478,677
Net Operating	$ 383,265	$ (81,000)	$ (345,302)	$ 25,003	$ -
Ending Fund Balance	$ 2,599,911	$ 2,251,523	$ 1,987,221	$ 2,624,927	$ 2,624,927

Law Library Fees (261) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 875,000**	**$ 875,000**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 875,000**	**$ 875,000**
FY 2006-07 BUDGET TARGET:	**$ 875,000**	**$ 875,000**
BASE ADJUSTMENTS:		
Right-size Public Information and Community Outreach Activity	$ 10,000	$ 10,000
FY 2006-07 ADOPTED BUDGET:	**$ 885,000**	**$ 885,000**

Law Library Fees (261) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 258,707	$ 377,935	$ 377,935	$ 350,711	$ 416,352
Revenue	$ 902,655	$ 875,000	$ 875,000	$ 885,683	$ 885,000
Expenditures	810,661	875,000	875,000	820,043	885,000
Net Operating	$ 91,994	$ -	$ -	$ 65,641	$ -
Ending Fund Balance	$ 350,701	$ 377,935	$ 377,935	$ 416,352	$ 416,352

Superior Court Fill the Gap (264) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 1,547,846**	**$ 1,547,846**
MID-YEAR ADJUSTMENTS:		
Increase in Grant Revenue	$ 235,805	$ 235,805
FY 2005-06 REVISED RESTATED BUDGET:	**$ 1,783,651**	**$ 1,783,651**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 20,512	$ -
Retirement Contributions	46,966	-
Structural Balance	(110,835)	-
FY 2005-06 Pay for Performance Annualization	7,816	-
FY 2006-07 Pay for Performance	35,541	-
Subtotal	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 1,783,651**	**$ 1,783,651**
FY 2006-07 ADOPTED BUDGET:	**$ 1,783,651**	**$ 1,783,651**

Superior Court Fill the Gap (264) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 275,387	$ 253,964	$ 253,964	$ 295,715	$ 297,139
Revenue	$ 1,476,643	$ 1,547,846	$ 1,783,651	$ 1,783,651	$ 1,783,651
Expenditures	1,456,332	1,547,846	1,783,651	1,782,228	1,783,651
Net Operating	$ 20,311	$ -	$ -	$ 1,424	$ -
Ending Fund Balance	$ 295,698	$ 253,964	$ 253,964	$ 297,139	$ 297,139

Expedited Child Support (271) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 444,500**	**$ 444,500**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 444,500**	**$ 444,500**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 6,410	$ -
Retirement Contributions	5,297	-
Structural Balance	(23,728)	-
FY 2006-07 Pay for Performance	12,021	-
Subtotal	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 444,500**	**$ 444,500**
BASE ADJUSTMENTS:		
Right-size Family Post Decree Activity	$ (19,500)	$ (19,500)
FY 2006-07 ADOPTED BUDGET:	**$ 425,000**	**$ 425,000**

Expedited Child Support (271) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 264,383	$ 294,713	$ 294,713	$ 234,642	$ 218,881
Revenue	$ 377,378	$ 444,500	$ 444,500	$ 425,958	$ 425,000
Expenditures	407,136	444,500	444,500	441,719	425,000
Net Operating	$ (29,758)	$ -	$ -	$ (15,761)	$ -
Ending Fund Balance	$ 234,625	$ 294,713	$ 294,713	$ 218,881	$ 218,881

Spousal Maintenance Enforcement Enhancement (276) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 111,750**	**$ 111,750**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 111,750**	**$ 111,750**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 1,282	$ -
Retirement Contributions	1,058	-
Structural Balance	(4,884)	-
FY 2006-07 Pay for Performance	2,544	-
Subtotal	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 111,750**	**$ 111,750**
FY 2006-07 ADOPTED BUDGET:	**$ 111,750**	**$ 111,750**

Spousal Maintenance Enforcement Enhancement (276) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 62,951	$ 94,472	$ 94,472	$ 86,495	$ 104,963
Revenue	$ 107,735	$ 111,750	$ 111,750	$ 117,006	$ 111,750
Expenditures	84,192	111,750	111,750	98,538	111,750
Net Operating	$ 23,543	$ -	$ -	$ 18,468	$ -
Ending Fund Balance	$ 86,494	$ 94,472	$ 94,472	$ 104,963	$ 104,963

Children's Issues Education (281) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 100,000**	**$ 100,000**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 100,000**	**$ 100,000**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 1,282	$ -
Retirement Contributions	1,248	-
Structural Balance	(5,458)	-
FY 2006-07 Pay for Performance	2,928	-
Subtotal	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 100,000**	**$ 100,000**
BASE ADJUSTMENTS:		
Right-size Family Pre-Decree Activity	$ 10,000	$ 10,000
FY 2006-07 ADOPTED BUDGET:	**$ 110,000**	**$ 110,000**

Children's Issues Education (281)

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 164,500	$ 154,924	$ 154,924	$ 185,478	$ 208,607
Revenue	$ 110,208	$ 100,000	$ 100,000	$ 112,307	$ 110,000
Expenditures	89,228	100,000	100,000	89,178	110,000
Net Operating	$ 20,980	$ -	$ -	$ 23,129	$ -
Ending Fund Balance	$ 185,480	$ 154,924	$ 154,924	$ 208,607	$ 208,607

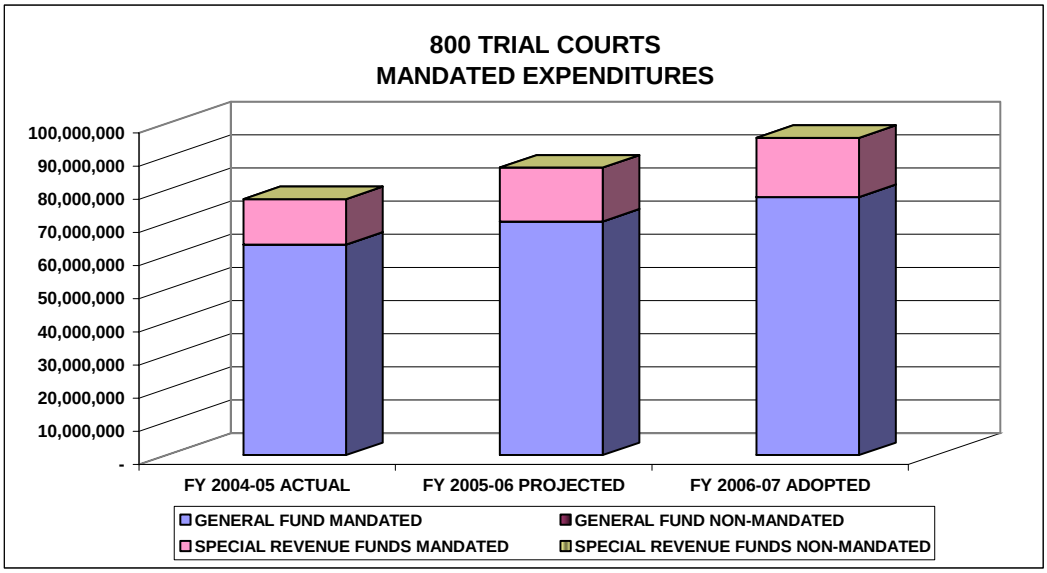
Domestic Relations Mediation Education (282) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 170,000**	**$ 170,000**
MID-YEAR ADJUSTMENTS:		
FY 2005-06 Pay for Performance	$ 2,835	$ 2,835
FY 2005-06 REVISED RESTATED BUDGET:	**$ 172,835**	**$ 172,835**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 1,923	$ -
Retirement Contributions	2,210	-
Structural Balance	(13,189)	-
FY 2005-06 Pay for Performance Annualization	3,140	-
FY 2006-07 Pay for Performance	5,916	-
Subtotal	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 172,835**	**$ 172,835**
BASE ADJUSTMENTS:		
Right-size Family Post Decree Activity	$ 9,500	$ 9,500
FY 2006-07 ADOPTED BUDGET:	**$ 182,335**	**$ 182,335**

Domestic Relations Mediation Education (282) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 196,895	$ 192,763	$ 192,763	$ 199,115	$ 200,773
Revenue	$ 183,281	$ 170,000	$ 172,835	$ 182,814	$ 182,335
Expenditures	181,072	170,000	172,835	181,156	182,335
Net Operating	$ 2,209	$ -	$ -	$ 1,658	$ -
Ending Fund Balance	$ 199,104	$ 192,763	$ 192,763	$ 200,773	$ 200,773

Mandates



Mandated expenditure levels vary year-to-year based on several factors including the right-sizing of Revenue and Supplies and Services in several Activities, and an increase in the Juror Activity. See the Base Adjustments section above for additional detail.

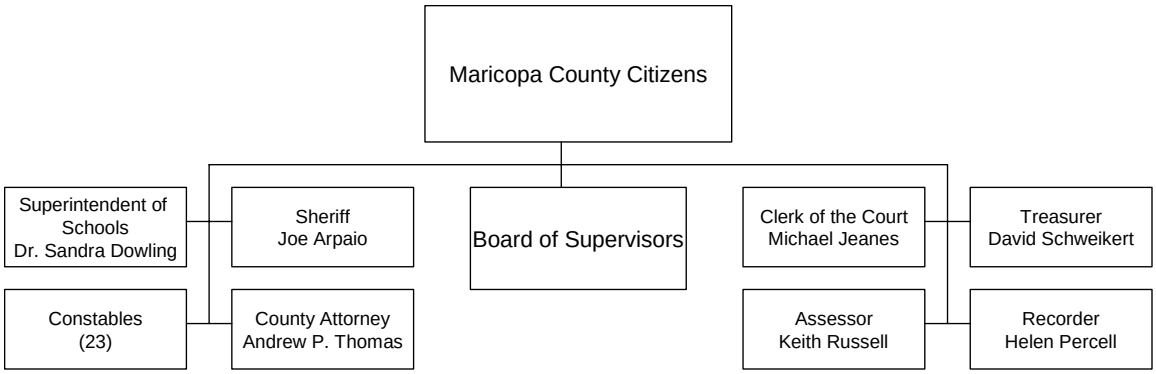
Program Activity	Purpose	Mandate
CRIMINAL JUSTICE	The purpose of the Criminal Justice Program is to resolve felony and misdemeanor cases for defendants, victims, and the public so that they are afforded timely and just legal resolutions.	
CAPITAL ADJUDICATION	The purpose of the Capital Adjudication Activity is to resolve capital cases for defendants and victims so that they are afforded timely and just legal resolutions.	A.R.S. 13-1105
CRIMINAL TRAFFIC	The purpose of the Criminal Traffic Adjudication Activity is to resolve criminal traffic cases for defendants and victims so that they are afforded timely and just legal resolutions.	Constitution Art 6, §32; A.R.S. §22-101 - 22-125; A.R.S. §22-201 - 22-284; A.R.S. §22-301 - 22-375; A.R.S. §22-501- 22-524
FELONY DUI ADJUDICATION	The purpose of the Felony DUI Adjudication Activity is to resolve felony DUI cases for defendants and victims so that they are afforded timely and just legal resolutions.	A.R.S. 13-601
GENERAL FELONY ADJUDICATION	The purpose of the General Felony Adjudication Activity is to resolve felony cases for defendants and victims so that they are afforded timely and just legal resolutions.	A.R.S. 13-601
MISDEMEANOR CRIM ADJUDICATION	The purpose of the Misdemeanor Criminal Adjudication Activity is to resolve misdemeanor cases for defendants and victims so that they are afforded timely and just legal resolutions.	Constitution Art 6, §32; A.R.S. §22-101 - 22-125; A.R.S. §22-201 - 22-284; A.R.S. §22-301 - 22-375; A.R.S. §22-501- 22-524
MISDEMEANOR DUI	The purpose of the Misdemeanor DUI Adjudication Activity is to resolve misdemeanor DUI cases for defendants and victims so that they are afforded timely and just legal resolutions.	Constitution Art 6, §32; A.R.S. §22-101 - 22-125; A.R.S. §22-201 - 22-284; A.R.S. §22-301 - 22-375; A.R.S. §22-501- 22-524
CIVIL JUSTICE	The purpose of the Civil Justice Program is to resolve civil cases for litigants so that they are afforded timely and just legal resolutions.	
CIVIL TRAFFIC	The purpose of the Civil Traffic Activity is to resolve civil traffic cases in Justice Courts for defendants and victims so that they are afforded timely and just legal resolutions.	Constitution Art 6, §32; A.R.S. §22-101 - 22-125; A.R.S. §22-201 - 22-284; A.R.S. §22-301 - 22-375; A.R.S. §22-501- 22-524
GENERAL CIVIL ADJUDICATION	The purpose of the General Civil Adjudication Activity is to resolve Superior Court civil cases for litigants so that they are afforded timely and just legal resolutions.	Constitution Art 6, §32; A.R.S. §22-101 - 22-125; A.R.S. §22-201 - 22-284; A.R.S. §22-301 - 22-375; A.R.S. §22-501- 22-524
CIVIL SMALL CLAIMS	The purpose of the Civil Small Claims Activity is to resolve small claims cases in Justice Courts for litigants so that they are afforded timely and just legal resolutions.	Constitution Art 6, §32; A.R.S. §22-101 - 22-125; A.R.S. §22-201 - 22-284; A.R.S. §22-301 - 22-375; A.R.S. §22-501- 22-524
FORCIBLE DETAINER	The purpose of the Forcible Detainer Activity is to resolve forcible detainer cases in Justice Courts for litigants so that they are afforded timely and just legal resolutions.	Constitution Art 6, §32; A.R.S. §22-101 - 22-125; A.R.S. §22-201 - 22-284; A.R.S. §22-301 - 22-375; A.R.S. §22-501- 22-524
INJUNCTIONS AGAINST HARASS	The purpose of the Injunctions Against Harassment Activity is to provide injunctions against harassment to litigants with cause so that they receive timely and just legal resolutions.	Constitution Art 6, §32; A.R.S. §22-101 - 22-125; A.R.S. §22-201 - 22-284; A.R.S. §22-301 - 22-375; A.R.S. §22-501- 22-524

Mandates (Continued)

Program Activity	Purpose	Mandate
ORDERS OF PROTECTION	The purpose of the Orders of Protection Activity is to provide orders of protection to litigants with cause so that they receive timely and just legal resolutions.	Constitution Art 6, §32; A.R.S. §22-101 - 22-125; A.R.S. §22-201 - 22-284; A.R.S. §22-301 - 22-375; A.R.S. §22-501- 22-524
SMALL CIVIL (JUSTICE COURTS)	The purpose of the Small Civil Activity is to resolve Justice Court civil cases for litigants so that they are afforded timely and just legal resolutions.	Constitution Art 6, §32; A.R.S. §22-101 - 22-125; A.R.S. §22-201 - 22-284; A.R.S. §22-301 - 22-375; A.R.S. §22-501- 22-524
FAMILY ADJUDICATION	The purpose of the Family Adjudication Program is to resolve pre-decree and post-decree Family Court matters for litigants so that they receive timely and just legal resolutions.	
FAMILY PRE DECREE	The purpose of the Family Pre-Decree Activity is to resolve pre-decree Family Court cases for litigants so that they receive timely and just legal resolutions.	A.R.S. 12-121
FAMILY POST DECREE	The purpose of the Family Post-Decree Activity is to resolve post-decree Family Court issues for litigants so that they receive timely and just legal resolutions.	A.R.S. 12-121
JUVENILE JUSTICE	The purpose of the Juvenile Justice Program is to adjudicate dependency and delinquency matters for juveniles so that they receive timely and just legal resolutions and their well-being is maintained.	
JUVENILE DELINQUENCY ADJUD	The purpose of the Juvenile Delinquency Activity is to adjudicate delinquency matters for juveniles so that they receive timely and just legal resolutions.	A.R.S. 8-201 - 8-202; A.R.S. 8-221; A.R.S. 8-231; A.R.S. 8-304 - 8-307
JUVENILE DEPENDENCY ADJUD	The purpose of the Juvenile Dependency Activity is to establish dependency for juveniles so that their well-being is maintained.	A.R.S. 8-201 - 8-202; A.R.S. 8-221- 8-230; A.R.S. 8-231; A.R.S. 8-304 - 8-307; A.R.S. 8-826; A.R.S. 8-841- 8-847; A.R.S. 8-891 - 8-892
MENTAL HEALTH COURT	The purpose of the Mental Health Court Program is to resolve mental health and competency issues for litigants and defendants so that they receive timely and just legal resolutions.	
MENTAL HEALTH	The purpose of the Mental Health Activity is to resolve mental health and competency issues for litigants and defendants so that they receive timely and just legal resolutions.	ADMINISTRATIVE
COURT OPERATIONS SUPPPORT	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.	
COURT INTERPRETATION	The purpose of the Court Interpretation Activity is to provide interpretation for litigants so that they understand court proceedings.	A.R.S. 12-241
COURT SECURITY	The purpose of the Court Security Activity is to provide physical and electronic deterrent services to the Court and the public so they can have a safe and secure environment in which to conduct judicial proceedings and other court business.	ADMINISTRATIVE
COURT TRANSLATION	The purpose of the Court Translation Activity is to provide non-English verbal and written translation from other languages for the judicial system so that they can effectively conduct court proceedings.	A.R.S. 12-241
INDIGENT DEFENSE REIMBURSE	The purpose of the Indigent Defense Reimbursement Activity is to screen indigent defendants for the Court to ensure that legal representation is provided at public expense only to those who are truly unable to pay.	ADMINISTRATIVE
JURORS	The purpose of the Juror Activity is to provide impartial jury panels to defendants and litigants so that they will render informed decisions in court cases.	A.R.S. 21-102; A.R.S. 21-121 - 21-122; A.R.S. 221-2; A.R.S. 21-402
PUB INFORM & COMMUNITY OUTRCH	The purpose of the Public Information and Community Outreach Activity is to provide website access to the public so that case information and court forms can be accessed by litigants without having to make a trip to a courthouse.	NONE
OFFICIAL COURT RECORD KEEPING	The purpose of the Official court Record Keeping Activity is to provide an official court case record for the Court so that they ensure impartial and fair adjudication.	A.R.S. §12-122, A.R.S. §12-223.A, A.R.S. §12-283.A.3 and F; A.R.S. §12-284.02, A.R.S. §21-411, A.R.S. §12-3952
PROBATE COURT	The purpose of the Probate Court Program is to ensure that probate case reviews are completed within required due dates so that litigants' property and rights are protected.	
ESTATE PROBATES & TRUST ADMIN	The purpose of the Estate Probates and Trust Administrations Activity is to ensure that case reviews are completed within required due dates so that litigants' property and rights are protected.	A.R.S. 14-1301
TAX ADJUDICATION	The purpose of the Tax Court Program is to provide property tax appeals to litigants so that they receive timely and just legal resolutions.	
LARGE RECORD TAX ADJUD	The purpose of the Large Record Tax Activity is to provide property tax appeals to litigants so that they receive timely and just legal resolutions.	A.R.S. §12-161 - 12-162
SMALL RECORD TAX ADJUD	The purpose of the Small Record Tax Activity is to provide property tax appeals to litigants so that they receive timely and just legal resolutions.	A.R.S. §12-161 - 12-162

Elected Officials

Organization Chart



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)

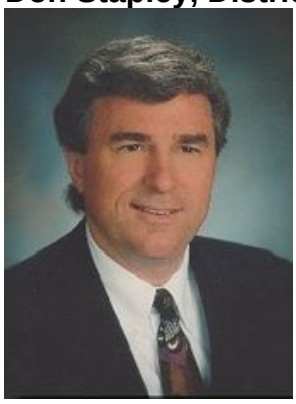
Biographies

Fulton Brock, District 1



(Republican) R. Fulton Brock was elected to the Maricopa County Board of Supervisors in 1996 and was reelected to the office in 2000 and 2004. Supervisor Brock has twice served as Chairman of the Board of Supervisors and three times as Vice Chairman. He has served as Chairman of Maricopa County Hospital Board. He currently serves on the Greater Phoenix Economic Council Board of Directors, the Maricopa Association of Governments' (MAG) Regional Aviation System Planning Committee and the Phoenix & Valley of the Sun Convention & Visitors Bureau. A former member of the Arizona House of Representatives, he also served on the Governor's Science and Technology Council. Other activities include the Governor's Merit Award; National Federation of Independent Business Guardian of Small Business Award; Arizona Management Society; Tempe YMCA fund-raiser; Boy Scouts of America Eagle Scout and Scoutmaster; Pop Warner and Little League sports, Mesa Rotary Club, and advisor to United Food Bank. Mr. Brock is active in private business as an investment advisor. Supervisor Brock, his wife of 23 years, Susan, and their three daughters are residents of Chandler.

Don Stapley, District 2 - Chairman



(Republican) Don Stapley was elected to his second term as Chairman of the Maricopa County Board of Supervisors in January 2002. Currently in his fourth term representing District 2, Mr. Stapley also served as chairman and vice-chairman in previous years. In addition, he served as the Chairman of the Maricopa County Board of Adjustments as a private citizen. Mr. Stapley was named County Leader of the Year in 2004 by the American City & County Magazine for his leadership locally and nationally. In July 2005, he was elected second vice-president of the National Association of Counties. Mr. Stapley is serving on the following NACO task forces: Medicaid/Medicare Reform, Homeland Security, and NACO Governance. In addition, Mr. Stapley was the past Chairman of the Large Urban County Caucus (LUCC). Mr. Stapley has also served as a member of the Board of Directors of the Lutheran Health Care Network for more than 10 years. Mr. Stapley is an honorary member of the Mesa Baseline Rotary Club. He is the owner of Stapley and Company, a real estate management firm and holds an active broker's license. Mr. Stapley lives in the East Valley. He is active in his church and the youth activities his church sponsors. Mr. Stapley is married to Kathy. They have four children and four grandchildren.

Elected Officials (Continued)

Andrew Kunasek, District 3



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

Max Wilson, District 4



(Republican) Max Wilson has lived and worked in Maricopa County for the past 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.

Elected Officials (Continued)

Mary Rose Garrido Wilcox, District 5



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

Keith Russell, Assessor



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

Elected Officials (Continued)

Andrew P Thomas, Attorney



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

Michael K Jeanes, Clerk of the Superior Court



(Republican) Michael K. Jeanes is the Clerk of the Superior Court in Maricopa County. He was elected to this position in November 1998 by the voters of Maricopa County. In November 2002, he was re-elected to the Office to serve a second four-year term. 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 26 years of court/county management and policy experience, which include 19 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. He is responsible for administering a $37+ million budget; processing over $10 5 million in victim restitution, trust monies, fines and fees and over 7.4 million new pieces of paper per year; overseeing 720 employees; and providing services to over 140 judges and commissioners. He leads an office that serves the fourth largest county in the nation. In effect, he is the public's liaison to the Superior Court in Maricopa County. Mr. Jeanes is active in many local and national professional organizations. Michael and his wife, Jill, have three sons.

Elected Officials (Continued)

Helen Purcell, Recorder



(Republican) Helen Purcell was elected to the Office of Maricopa County Recorder in November 1988, re-elected in 1992, 1996, and 2000. She has been a member of the Board of Directors of the National Association of Counties since 1997, and a member of the Board of Directors of the Kids Voting-Arizona. In 2002 she received three awards for her redistricting internet sites: a NACo eGovernance Award of Merit, a NACo Achievement Award, and a Special Achievement in GIS award from Environmental Systems Research Institute. In 2000 she was presented with an award designating the Elections Department Vote-by-Mail technology as part of the 2000 Computerworld Collection at the Smithsonian's National Museum of American History in Washington, D.C. In July of 2001 she received the NACo Achievement Award for Digital Recording. She was appointed to the U.S. Election Assistance Commission (EAC) Advisory Board and is the only County member appointed by the Chairman of the EAC to the Technical Guidelines Development Committee. She was recently appointed at NACO's 2005 Annual Conference as Vice Chair of NACO's Member Programs and Services Committee and Chair of the Technology Subcommittee of the Telecommunications & Technology Steering Committee. Her responsibilities include recording and maintaining 8,000 to 10,000 documents for public record per day and administering the Elections Department that conducts all national, state and county wide elections, and provide support for cities, towns, schools, and other jurisdictions. She has two sons, Mark and Todd, and four grandsons.

Joseph M Arpaio, Sheriff



(Republican) Joseph M. Arpaio took office as Sheriff of Maricopa County in January 1993 and won re-election in 1996, 2000 and again in 2004. Labeled "the toughest Sheriff in America" after he opened the largest tent city jail in the U.S. and demanded spartan conditions in all county jails, Sheriff Arpaio is equally renowned for his extensive use of posse volunteers in major law enforcement operations. He has enjoyed a distinguished law enforcement career spanning more than 45 years, primarily with the U.S. Drug Enforcement Administration. That experience shaped the philosophy that guides his actions today as Sheriff. Programs that have made him a national and international leader in the anti-crime movement have simultaneously saved the county taxpayers millions of dollars.

Elected Officials (Continued)

Sandra Dowling, Ed.D., Superintendent of Schools



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

David Schweikert, Treasurer



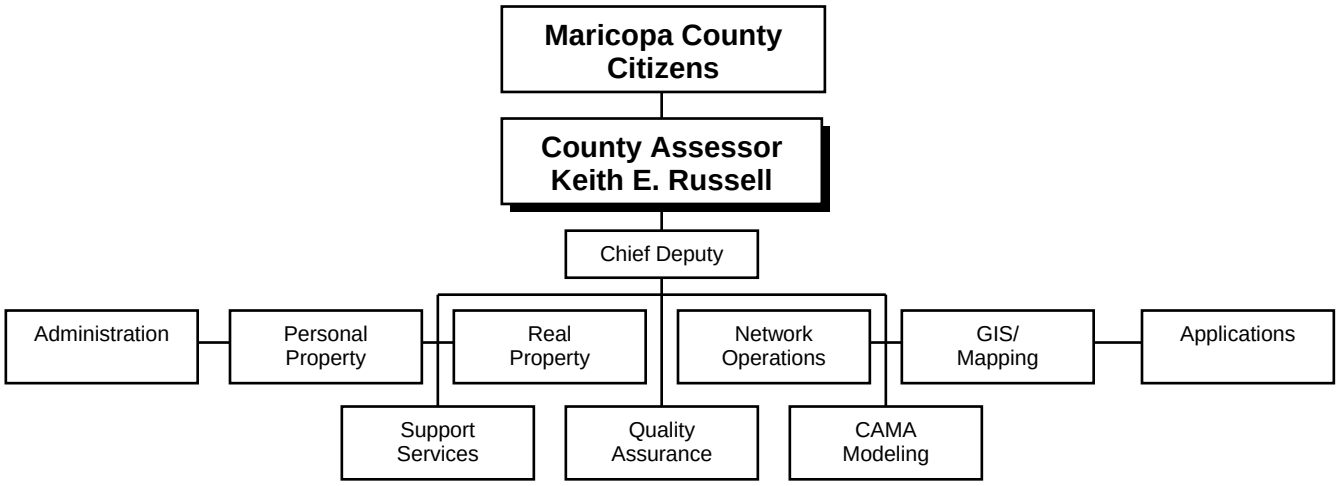
(Republican) Maricopa County is now the third most populated county in the United States, with over 1.5-million parcels. The Treasurer's Office maintains an investment pool that exceeds 3-billion dollars. In December 2004, David Schweikert was sworn-in as Maricopa County Treasurer. He has both a Bachelor's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

Assessor's Office

Analysis by Monica Staats, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The Mission of the Maricopa County Assessor's Office is to administer equitably all laws and regulations so that all ad valorem properties, both real and personal in Maricopa County are appropriately valued.

Vision

To efficiently and to effectively serve the citizens of Maricopa County. Furthermore, to foster the growth of our employees through education, training, and opportunities.

Strategic Goals

- "Process Improvement" -- By December 2006, examine current workflows to avoid duplication and improve the business process. **Status**: The department has procured services with Crew Providers to review the current system and to gather the process, activity, workflow, interactions and transactions to define client requirements. Crew Providers began analysis on February 21, 2006.

- "Process Improvement" -- By June 2006, review and establish internal written policies and procedures to ensure uniform application and understanding. **Status**: The department is currently in the process of recruiting for the newly approved position of Human Resource Manager. Responsibilities will include reviewing and establishing department's policies and procedures.

- "Staff Analysis" -- By June 2006, determine and develop a plan to address the necessary levels of staffing, compensation, and training required to ensure compliance with statutory mandates and to provide increased productivity and customer service. **Status**: The aforementioned Human Resource Manager will work in conjunction with an outsourced consultant. The consultant will audit personnel, resources, and placement/staffing levels necessary to accomplish assigned duties. This will enable the HR Manager to conduct training and identify those underperformers.

- "Backlog" -- By June 2007, eliminate all current backlogs to ensure a more accurate tax roll. **Status**: An inventory has begun to identify, categorize and quantify current backlogs.

- "Drawing Program" -- By December 2007, replace the existing drawing program to provide better accuracy and increased production. **Status**: As part of their contracted service, Crew Providers will develop a draft Request for Proposal (RFP) for the implementation process of the new Computer Assisted Mass Appraisal system (CAMA). The RFP will be based on client, software, hardware, organizational and operational requirements. Contracted service will also include defining the awarded CAMA vendor requisites to test and measure compliance of all the requirements.

- "Electronic Data Management" -- By December 2008, reduce future document paper dependency by 20% (based upon December 2005 paper dependency levels) office-wide by implementation of Electronic Data Management workflow. **Status**: Document management services to be procured through OSAM Document Solutions, Inc. once Crew Provider's workflow analysis is completed. It is projected that contracted services will begin in the fourth quarter of FY 2006.

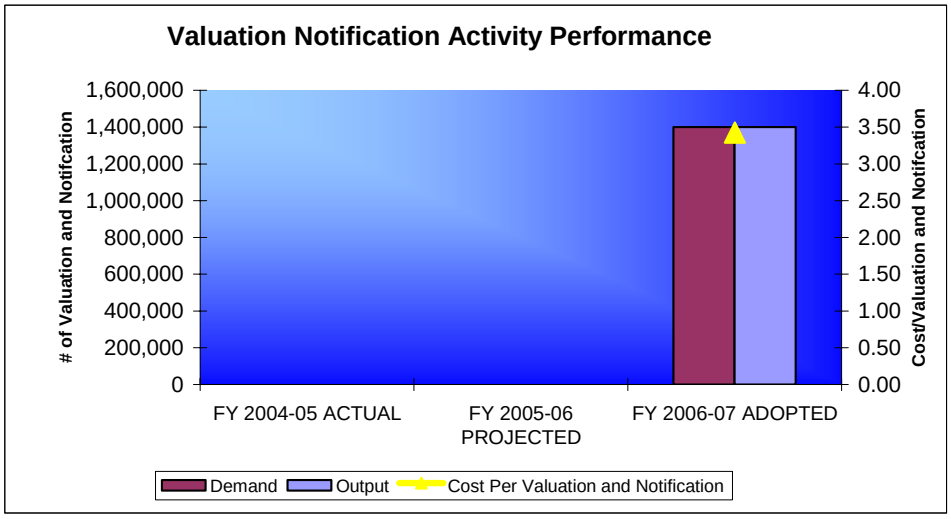
- "Computer Assisted Mass Appraisal" -- By December 2008, operate with new office Computer Assisted Mass Appraisal (CAMA) software to improve the function's processing and reporting. **Status**: As part of their contracted service, Crew Providers will develop a draft Request for Proposal (RFP) for the implementation process of the new CAMA system. The RFP will be based on client, software, hardware, organizational and operational requirements. Contracted service will also include defining the awarded CAMA vendor requirements to test and measure compliance of all the requirements.

- "Records Management" -- By June 2010, complete document scanning of 50% of the existing permanent files through implementation of Electronic Data Management workflow. **Status**: Document management services to be procured through OSAM Document Solutions, Inc. once Crew Provider's workflow analysis is completed. It is projected that contracted services will begin in the fourth quarter of FY 2006.

- "Canvassing Parcels" -- By June 2010, canvass the existing parcels to identify proper property characteristics. **Status**: Efforts to meet this goal are ongoing. The department is in the process of recruiting and training Appraiser I positions to canvass existing parcels.

Department Performance Information

The purpose of the Valuation and Notification Activity is to provide accurate data for every tax payer on their real or personal property account. In FY 2004-05 and FY 2005-06 the Assessor's Office did not track costs associated with production and distribution of proper notices to taxpayers. In FY 2005-06 the Assessor's Office developed a new program/activity structure that aligns better with its strategic plan. For FY 2006-07, the expected demand and output is 1,400,000 notifications at a budgeted amount of $3.43 per valuation and notification completed.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
12IR - INFORMATION RESOURCE	$ 247,790	$ 133,669	$ 133,669	$ 189,012	$ 150,000	$ (16,331)	-12.2%
DATA - DATA DISTRIBUTION AND SALES	247,790	133,669	133,669	189,012	150,000	(16,331)	-12.2%
TOTAL PROGRAMS	$ 247,790	$ 133,669	$ 133,669	$ 189,012	$ 150,000	$ (16,331)	-12.2%
EXPENDITURES							
12IR - INFORMATION RESOURCE	$ 884,072	$ 1,052,706	$ 1,119,675	$ 1,074,420	$ 1,109,543	$ 10,132	0.9%
CUST - CUSTOMER SERVICE	884,072	1,037,456	1,112,049	1,068,067	1,109,543	2,506	0.2%
DATA - DATA DISTRIBUTION AND SALES	-	15,250	7,626	6,353	-	7,626	100.0%
12PA - PROPERTY ASSESSMENT	$ 12,187,516	$ 13,920,035	$ 15,958,230	$ 13,948,807	$ 18,825,476	$ (2,867,246)	-18.0%
EDAT - EXCHANGE OF DATA	3,791,627	3,176,790	4,169,651	4,063,958	2,563,645	1,606,006	38.5%
EXMP - STATUTORY EXEMPTIONS	-	-	-	-	1,025,994	(1,025,994)	
PERS - PERSONAL PROP CHARACTERISTICS	-	-	-	-	2,229,502	(2,229,502)	
REAL - REAL PROP CHARACTERISTICS	3,611,406	3,643,285	3,651,476	3,863,573	8,210,922	(4,559,446)	-124.9%
VNOT - VALUATION NOTIFICATION	4,784,484	7,099,960	8,137,103	6,021,276	4,795,413	3,341,690	41.1%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 2,339,979	$ 2,247,734	$ 2,146,311	$ 2,221,348	$ 1,294,335	$ 851,976	39.7%
BUAS - BUSINESS APPLICATION DEVELOP	1,260,006	1,214,361	1,190,423	1,157,230	1,163,391	27,032	2.3%
DACR - DATA CENTER	379,824	391,560	359,643	368,211	-	359,643	100.0%
DESK - DESKTOP SUPPORT	517,501	500,416	499,552	520,748	-	499,552	100.0%
GISA - GIS APPLICATION DEVELOPMENT	182,648	141,397	96,693	175,159	130,944	(34,251)	-35.4%
99AS - ADMINISTRATIVE SERVICES PROG	$ 821,876	$ 898,470	$ 1,025,528	$ 851,126	$ 1,738,706	$ (713,178)	-69.5%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 11,301	$ (11,301)	
TOTAL PROGRAMS	$ 16,233,444	$ 18,118,945	$ 20,249,744	$ 18,095,702	$ 22,979,361	$ (2,729,617)	-13.5%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
MISCELLANEOUS REVENUE	$ 247,790	$ 133,669	$ 133,669	$ 189,012	$ 150,000	$ (16,331)	-12.2%
TOTAL REVENUE	**$ 247,790**	**$ 133,669**	**$ 133,669**	**$ 189,012**	**$ 150,000**	**$ (16,331)**	**-12.2%**
EXPENDITURES							
PERSONAL SERVICES	$ 13,644,136	$ 15,595,526	$ 17,696,431	$ 15,588,424	$ 20,465,593	$ (2,769,162)	-15.6%
SUPPLIES	609,155	302,034	343,655	386,375	510,775	(167,120)	-48.6%
SERVICES	1,807,592	1,988,127	1,958,212	1,893,235	1,762,809	195,403	10.0%
CAPITAL OUTLAY	172,561	233,258	251,446	227,667	240,184	11,262	4.5%
TOTAL EXPENDITURES	**$ 16,233,444**	**$ 18,118,945**	**$ 20,249,744**	**$ 18,095,702**	**$ 22,979,361**	**$ (2,729,617)**	**-13.5%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 247,790	$ 133,669	$ 133,669	$ 189,012	$ 150,000	$ (16,331)	-12.2%
ALL FUNDS	**$ 247,790**	**$ 133,669**	**$ 133,669**	**$ 189,012**	**$ 150,000**	**$ (16,331)**	**-12.2%**
EXPENDITURES							
100 GENERAL	$ 16,233,444	$ 18,118,945	$ 20,249,744	$ 18,095,702	$ 22,979,361	$ (2,729,617)	-13.5%
ALL FUNDS	**$ 16,233,444**	**$ 18,118,945**	**$ 20,249,744**	**$ 18,095,702**	**$ 22,979,361**	**$ (2,729,617)**	**-13.5%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	331.00	365.00	358.00	(7.00)	-1.9%
TOTAL FUNDS	**331.00**	**365.00**	**358.00**	**(7.00)**	**-1.9%**

- PeopleSoft error during Market Adjustment when changing working titles and market range titles. Temporary positions were converted to regular positions. Error has been corrected. – (14.0) FTE.

- Human Resource Administrator, Chief Appraiser and Management and Budget Analyst Initiative Request – 3.0 FTE were added..

- Specialized Modelers Initiative Request – 4.0 FTE were added to the Valuation Notification Activity.

Base Adjustments

Revenue

- **Adjustment to the Customer Service Activity ($16,331):** Revenue increase based on current and historical trend revenue figures.

Expenditures

- **Adjustment to the Customer Service Activity (-$2,506):** The adopted budget includes a reduction of $2,506 due to the right-sizing of various expenditure items.

- **General Technical Adjustments** (**$1,514,367):** The adopted budget includes an increase of $1,514,367 to fund personnel expenses related to the recent market based compensation adjustments and increased staffing.

- **Increase to the Real Property Characteristics Activity ($4,559,446):** The adopted budget includes an increase to the Real Property Characteristics Activity. This increase is due to Department's re-organization and the re-allocating of personnel costs and service charges.

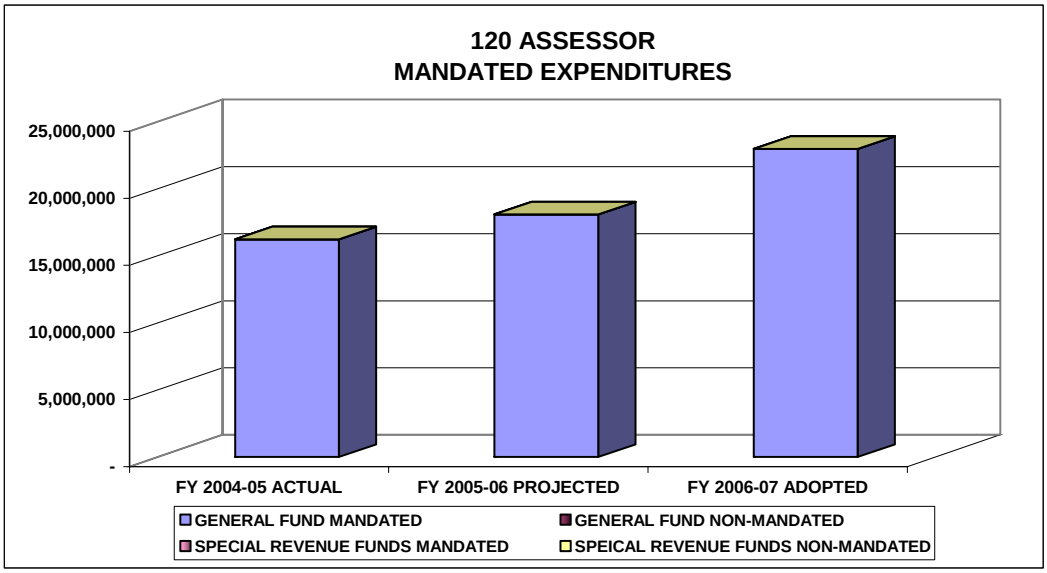
- **Decrease to the Valuation Notification Activity (-$3,341,690):** The adopted budget includes a decrease to the Valuation Notification Activity. This reduction was due to Department's re-organization and the re-allocating of personnel costs and service charges.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

		EXPENDITURES		REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 18,118,945**	**$**	**133,669**
MID-YEAR ADJUSTMENTS:				
20 additional staff		$ 866,817	$	-
Pay for Performance		450,168		-
Stop Gap Increase Admin		70,413		-
Relocation Westside Office		71,920		-
3 Appraisers Mrkt Adj		25,742		-
Lease renewal NW Office		48,890		-
Mrkt Adj Assessor Clerk, Title Examiner and GIS Series		468,805		-
	Subtotal	**$ 2,002,755**	**$**	**-**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 20,121,700**	**$**	**133,669**
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 month)		$ 177,390	$	-
Retirement Contributions		235,623		-
Annualization of FY 2006 Initiatives		33,345		-
One Time Expenses		(137,314)		-
FY 2005-06 Pay for Performance Annualization		12,006		-
Annualization of FY 2005-06 DRP/LRP (12 month)		30,253		-
FY 2005-06 Executive Compensation Increase (12 mo)		32,046		-
Annualization of Market Adjustments		1,026,257		-
FY 2006-07 Pay for Performance		488,705		-
	Subtotal	**$ 1,898,311**	**$**	**-**
FY 2006-07 BUDGET TARGET:		**$ 22,020,011**	**$**	**133,669**
Reduction to Current Revised Budget		$ (1,770,267)	$	-
BASE ADJUSTMENTS:				
Adjustment to the Customer Service Activity		$ (2,506)	$	16,331
General Technical Adjustments		1,514,367		-
Increase to the Real Property Characteristics Activity		4,559,446		-
Decrease to the Valuation Notification Activity		(3,341,690)		-
	Subtotal	**$ 2,729,617**	**$**	**16,331**
FY 2006-07 ADOPTED BUDGET:		**$ 22,979,361**	**$**	**150,000**

Mandates



Mandated expenditure levels vary year-to-year based on factors including the reorganization and redistribution of funds between Activities. See the Base Adjustment section above for additional detail.

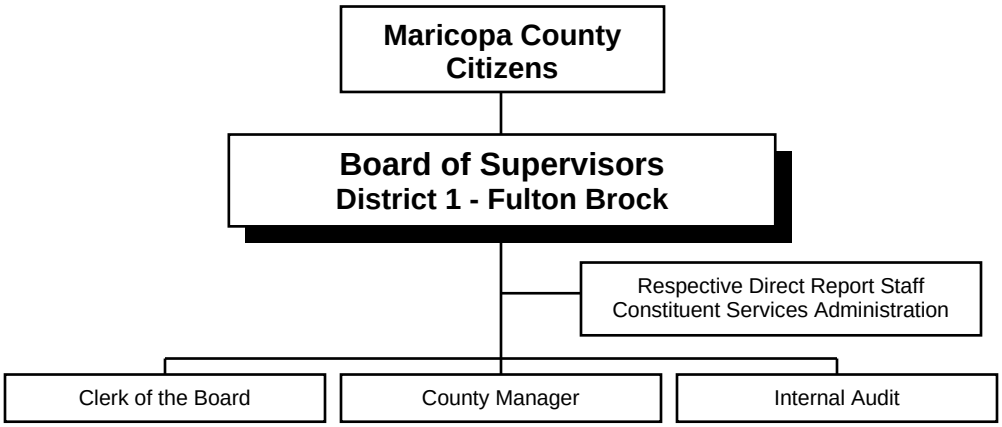
Program Activity	Purpose	Mandate
INFORMATION RESOURCE	The purpose of the Information Resource program is to provide quality customer service and reliable data to the public, government agencies and internal customers so that they can utilize our broad base of property information.	
CUSTOMER SERVICE	The purpose of the Customer Service activity is to provide quality, timely customer service to the public and government agencies so that they can be better informed.	A.R.S. §42-11009
DATA DISTRIBUTION AND SALES	The purpose of the Data Distribution and Sales activity is to provide quality, timely data to the public and government agencies so that they can utilize required and desired property information.	A.R.S. §42-11009
PROPERTY ASSESSMENT & VALUATION	The purpose of the Property Assessment & Valuation program is to provide ownership, mapping, property characteristics, and valuation information to external and internal customers to ensure valuations comply with Arizona Revised Statues.	
EXCHANGE OF DATA	The purpose of the Exchange of Data activity is to provide an appeal or correction opportunity for the taxpayer so that they can challenge or question their current value.	A.R.S. §42-16054; A.R.S. §42-16251; A.R.S. §42-16252; A.R.S. §42-16253; A.R.S. §42-16254; A.R.S. §42-16255; A.R.S. §42-16256; A.R.S. §42-16257; A.R.S. §42-16258
STATUTORY EXEMPTIONS	The purpose of the Statutory Exemptions activity is to provide an opportunity for the taxpayer to apply and receive any valuation adjustment or consideration in accordance to Arizona Revised Statues or the Constitution of Arizona.	A.R.S. §42-13401; A.R.S. §42-13402; A.R.S. §42-13403; A.R.S. §42-13404; A.R.S. §42-11101; A.R.S. §42-11155; A.R.S. §42-11127(B)
PERSONAL PROP CHARACTERISTICS	The purpose of the Personal Property Inspection & Collection activity is to provide accurate data on each account for the tax role.	A.R.S. §42-15053(A)
REAL PROP CHARACTERISTICS	The purpose of the Real Property Inspection & Collection activity is to provide accurate data on each parcel for the tax role.	A.R.S. §42-13051; A.R.S. §42-15052; A.R.S. §42-15054; A.R.S. §42-15057; A.R.S. §42-15151
VALUATION NOTIFICATION	The purpose of the Valuation and Notification activity is to provide accurate data for every tax payer on their real or personal property account.	A.R.S. §42-15101; A.R.S. §42-15105

Board of Supervisors District 1

Analysis by Marc Kuffner, Management & Budget Analyst

Departmental Information

Organization Chart



Mission

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

Vision

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

Strategic Priorities

- Ensure safe communities and a streamlined, integrated justice system.
- Promote and protect the public health of the community.
- Provide regional leadership in critical public policy areas.
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Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
99AS - ADMINISTRATIVE SERVICES PROG	$ 254,584	$ 306,515	$ 319,055	$ 285,314	$ 341,043	$ (21,988)	-6.9%
TOTAL PROGRAMS	$ 254,584	$ 306,515	$ 319,055	$ 285,314	$ 341,043	$ (21,988)	-6.9%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
PERSONAL SERVICES	$ 240,138	$ 277,967	$ 291,416	$ 264,272	$ 312,141	$ (20,725)	-7.1%
SUPPLIES	2,183	8,009	7,909	5,000	9,744	(1,835)	-23.2%
SERVICES	10,230	18,860	17,502	13,810	18,210	(708)	-4.0%
CAPITAL OUTLAY	2,033	1,679	2,228	2,232	948	1,280	57.5%
TOTAL EXPENDITURES	**$ 254,584**	**$ 306,515**	**$ 319,055**	**$ 285,314**	**$ 341,043**	**$ (21,988)**	**-6.9%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
100 GENERAL	$ 254,584	$ 306,515	$ 319,055	$ 285,314	$ 341,043	$ (21,988)	-6.9%

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
TOTAL FUNDS	3.00	3.00	3.00	-	0%

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

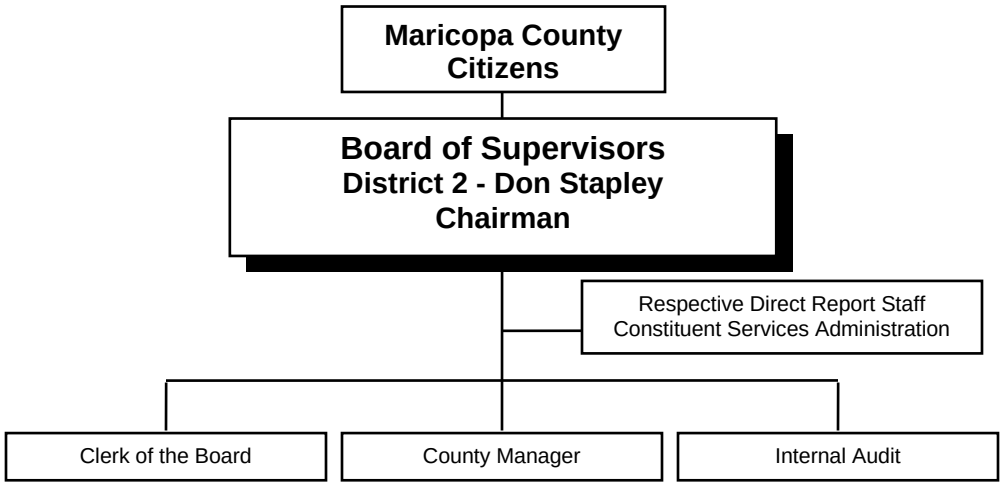
		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 306,515**	**$ -**
MID-YEAR ADJUSTMENTS:			
Pay for Performance		$ 7,771	$ -
	Subtotal	**$ 7,771**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 314,286**	**$ -**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (annualized)		$ 9,537	$ -
Retirement Contributions		10,232	-
Annualization of FY 2005-06 DRP/LRP (12 month)		762	-
FY 2006-07 Pay for Performance		6,226	-
	Subtotal	**$ 26,757**	**$ -**
FY 2006-07 ADOPTED BUDGET:		**$ 341,043**	**$ -**

Board of Supervisors District 2

Analysis by Marc Kuffner, Management & Budget Analyst

Departmental Information

Organization Chart



Mission

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Vision

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Strategic Priorities

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Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
99AS - ADMINISTRATIVE SERVICES PROG	$ 267,307	$ 306,515	$ 319,055	$ 306,041	$ 341,043	$ (21,988)	-6.9%
TOTAL PROGRAMS	$ 267,307	$ 306,515	$ 319,055	$ 306,041	$ 341,043	$ (21,988)	-6.9%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
PERSONAL SERVICES	$ 248,093	$ 277,048	$ 295,922	$ 281,646	$ 312,981	$ (17,059)	-5.8%
SUPPLIES	2,365	7,334	8,032	5,167	7,850	182	2.3%
SERVICES	14,809	19,983	13,002	16,923	19,467	(6,465)	-49.7%
CAPITAL OUTLAY	2,040	2,150	2,099	2,304	745	1,354	64.5%
TOTAL EXPENDITURES	$ 267,307	$ 306,515	$ 319,055	$ 306,041	$ 341,043	$ (21,988)	-6.9%

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
100 GENERAL	$ 267,307	$ 306,515	$ 319,055	$ 306,041	$ 341,043	$ (21,988)	-6.9%
TOTAL EXPENDITURES	$ 267,307	$ 306,515	$ 319,055	$ 306,041	$ 341,043	$ (21,988)	-6.9%

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
TOTAL FUNDS	3.00	3.00	3.00	-	0%

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

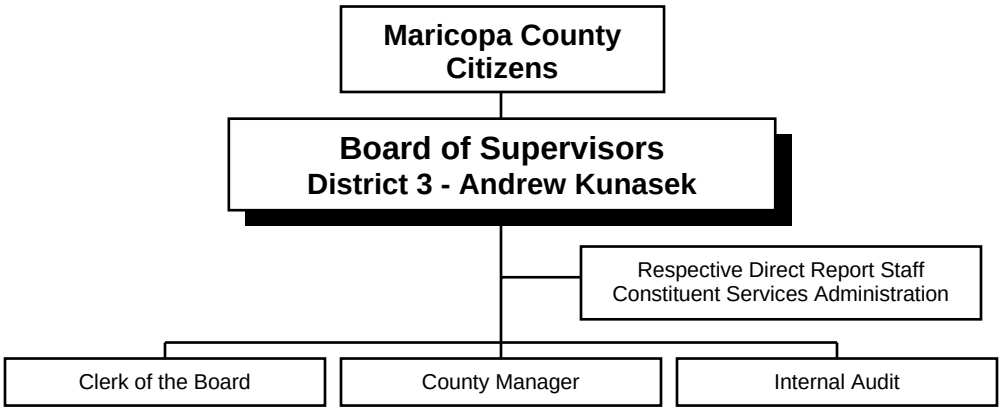
	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 306,515**	**$ -**
MID-YEAR ADJUSTMENTS:		
Pay for Performance	$ 7,771	$ -
Subtotal	**$ 7,771**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 314,286**	**$ -**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 9,537	$ -
Retirement Contributions	10,232	-
Annualization of FY 2005-06 DRP/LRP (12 month)	762	-
FY 2006-07 Pay for Performance	6,226	-
Subtotal	**$ 26,757**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 341,043**	**$ -**

Board of Supervisors District 3

Analysis by Marc Kuffner, Management & Budget Analyst

Departmental Information

Organization Chart



Mission

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Vision

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Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
99AS - ADMINISTRATIVE SERVICES PROG	$ 243,011	$ 306,515	$ 319,055	$ 293,286	$ 341,043	$ (21,988)	-6.9%
TOTAL PROGRAMS	$ 243,011	$ 306,515	$ 319,055	$ 293,286	$ 341,043	$ (21,988)	-6.9%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
PERSONAL SERVICES	$ 238,278	$ 289,066	$ 306,572	$ 279,212	$ 323,058	$ (16,486)	-5.4%
SUPPLIES	178	6,362	562	4,240	6,852	(6,290)	-1119.2%
SERVICES	3,715	9,532	10,944	8,474	10,158	786	7.2%
CAPITAL OUTLAY	841	1,555	977	1,360	975	2	0.2%
TOTAL EXPENDITURES	**$ 243,011**	**$ 306,515**	**$ 319,055**	**$ 293,286**	**$ 341,043**	**$ (21,988)**	**-6.9%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
100 GENERAL	$ 243,011	$ 306,515	$ 319,055	$ 293,286	$ 341,043	$ (21,988)	-6.9%

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
TOTAL FUNDS	3.00	3.00	3.00	-	0%

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

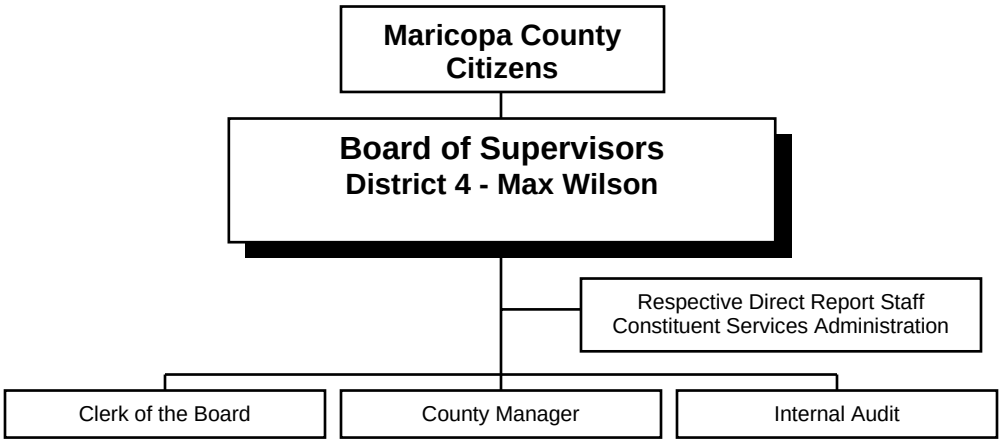
	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 306,515**	**$ -**
MID-YEAR ADJUSTMENTS:		
Pay for Performance	$ 7,771	$ -
Subtotal	**$ 7,771**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 314,286**	**$ -**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 9,537	$ -
Retirement Contributions	10,232	-
Annualization of FY 2005-06 DRP/LRP (12 month)	762	-
FY 2006-07 Pay for Performance	6,226	-
Subtotal	**$ 26,757**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 341,043**	**$ -**

Board of Supervisors District 4

Analysis by Marc Kuffner, Management & Budget Analyst

Departmental Information

Organization Chart



Mission

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Vision

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Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
99AS - ADMINISTRATIVE SERVICES PROG	$ 216,345	$ 306,515	$ 319,055	$ 291,603	$ 341,043	$ (21,988)	-6.9%
TOTAL PROGRAMS	$ 216,345	$ 306,515	$ 319,055	$ 291,603	$ 341,043	$ (21,988)	-6.9%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
PERSONAL SERVICES	$ 214,426	$ 272,739	$ 286,139	$ 267,242	$ 307,257	$ (21,118)	-7.4%
SUPPLIES	552	6,898	7,342	4,915	8,085	(743)	-10.1%
SERVICES	622	25,326	24,822	18,166	24,956	(134)	-0.5%
CAPITAL OUTLAY	745	1,552	752	1,280	745	7	0.9%
TOTAL EXPENDITURES	**$ 216,345**	**$ 306,515**	**$ 319,055**	**$ 291,603**	**$ 341,043**	**$ (21,988)**	**-6.9%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
100 GENERAL	$ 216,345	$ 306,515	$ 319,055	$ 291,603	$ 341,043	$ (21,988)	-6.9%

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
TOTAL FUNDS	3.00	3.00	3.00	-	0%

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

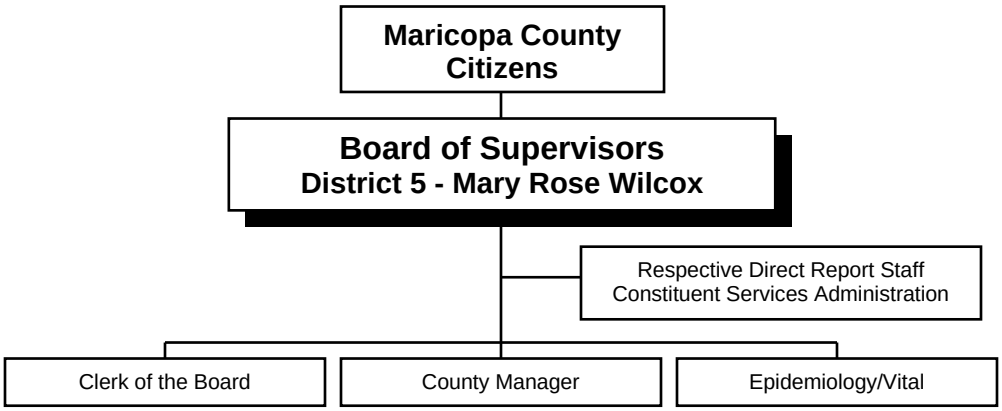
	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 306,515**	**$ -**
MID-YEAR ADJUSTMENTS:		
Pay for Performance	$ 7,771	$ -
Subtotal	**$ 7,771**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 314,286**	**$ -**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 9,537	$ -
Retirement Contributions	10,232	-
Annualization of FY 2005-06 DRP/LRP (12 month)	762	-
FY 2006-07 Pay for Performance	6,226	-
Subtotal	**$ 26,757**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 341,043**	**$ -**

Board of Supervisors District 5

Analysis by Marc Kuffner, Management & Budget Analyst

Departmental Information

Organization Chart



Mission

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Vision

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

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Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
99AS - ADMINISTRATIVE SERVICES PROG	$ 254,058	$ 306,515	$ 319,055	$ 296,072	$ 341,043	$ (21,988)	6.9%
TOTAL PROGRAMS	$ 254,058	$ 306,515	$ 319,055	$ 296,072	$ 341,043	$ (21,988)	6.9%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
PERSONAL SERVICES	$ 230,474	$ 279,298	$ 293,632	$ 276,271	$ 313,522	$ (19,890)	-6.8%
SUPPLIES	1,892	6,420	6,420	3,853	7,514	(1,094)	-17.0%
SERVICES	19,598	17,896	16,904	13,384	18,003	(1,099)	-6.5%
CAPITAL OUTLAY	2,094	2,901	2,099	2,563	2,004	95	4.5%
TOTAL EXPENDITURES	**$ 254,058**	**$ 306,515**	**$ 319,055**	**$ 296,072**	**$ 341,043**	**$ (21,988)**	**-6.9%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
100 GENERAL	$ 254,058	$ 306,515	$ 319,055	$ 296,072	$ 341,043	$ (21,988)	-6.9%

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
TOTAL FUNDS	3.00	3.00	3.00	-	0%

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

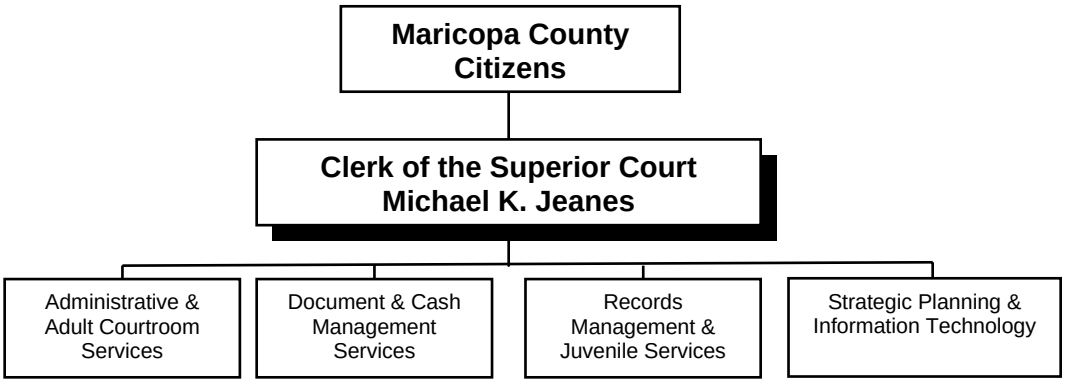
		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 306,515**	**$ -**
MID-YEAR ADJUSTMENTS:			
Pay for Performance		$ 7,771	$ -
	Subtotal	**$ 7,771**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 314,286**	**$ -**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 9,537	$ -
Retirement Contributions		10,232	-
Annualization of FY 2005-06 DRP/LRP (12 month)		762	-
FY 2006-07 Pay for Performance		6,226	-
	Subtotal	**$ 26,757**	**$ -**
FY 2006-07 ADOPTED BUDGET:		**$ 341,043**	**$ -**

Clerk of the Superior Court

Analysis by Wendy Johnson, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The mission of the Clerk of the Superior Court is to provide court-related records management, financial, and family support services to the public, the legal community, and the Superior Court so that they can have effective access to the legal process.

Vision

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

Strategic Goals

- By January 2007, the Clerk of the Superior Court will obtain the authority to rely solely on the electronic record for the purposes of case filing, maintenance, retrieval and storage. **Status**: 80% of the goal has been reached. The department has completed 95% of the compliance documentation and needs to establish a website for auditing purposes.

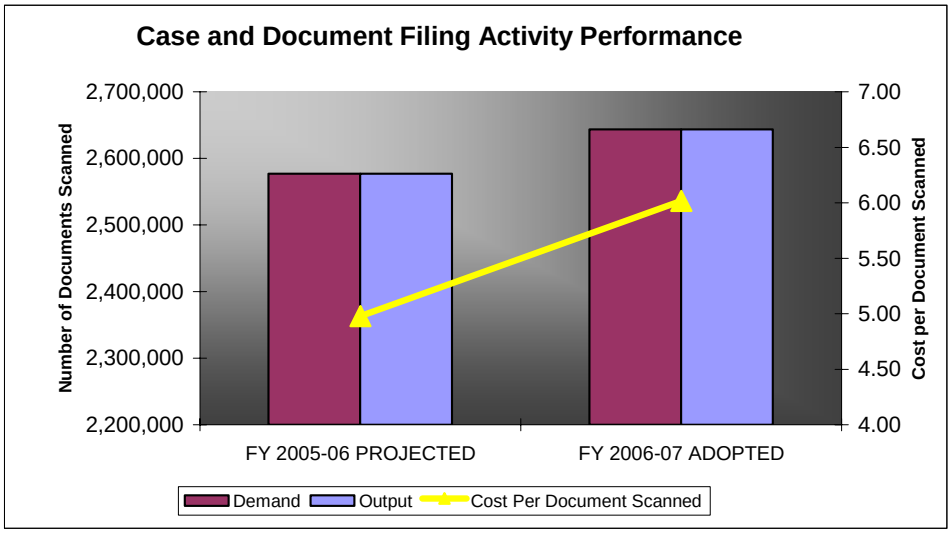
- By January 2007, the Clerk of the Superior Court's Human Resources program will have fully implemented their Four Star (Four Step Training, Advancement, and Retention) program to include all staff, offering essential training and expanding opportunities for personal and professional advancement, while encouraging greater retention and work schedule flexibility. **Status**: First-day and monthly New Employee Orientations were revised and augmented. Individual employee training plans and a Learning Resource Center were initiated.

- By March 2006, the Clerk of the Superior Court will have fully implemented the functionality to enable plaintiffs, defendants, petitioners, respondents, and their attorneys the ability to remotely access documents in their case. **Status**: An enterprise software license was obtained that will accommodate authorized remote access users. A duplicate database site was established to protect the integrity of the production database.

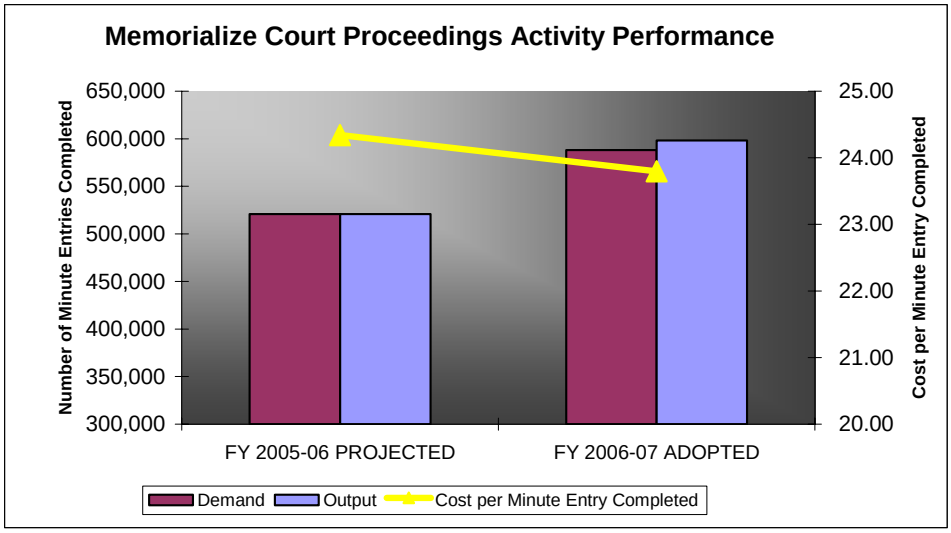
- By July 2007, the Clerk of the Superior Court will have drafted, proposed, and (if approved) implemented revisions to the Supreme Court Rule 123 to balance privacy concerns with public access needs. **Status**: The Supreme Court postponed the effective date of Rule 123, due to implementation issues raised by court agencies. The Clerk's Office will participate in a workgroup, which will be established by the Administrative Office of the Supreme Court, to address the implementation issues.

Department Performance Information

The Case and Document Filing and Memorialize Court Proceedings activities comprise 72% of Clerk of the Superior Court's budget in FY 2006-07. Both activities were created in FY 2005-06 so previous historical data is not available. FY 2005-06 and FY 2006-07 performance data for these activities and commentary on variances is included below.



The increase in demand, output, and cost in FY 2006-07 is a result of an increase in case filings. This trend in case filings is expected to continue as population increases and more cases continue to be filed. By January 2007, the Clerk of the Superior Court will obtain authority to rely solely on the electronic record for the purposes of case filing which will cause demand and output to continue to increase.



There is an increase in the demand, output, and cost per minute entry completed in FY 2006-07. This is a result of higher expenditures which are directly related to an increase in salaries and benefits. The volume change is a result of additional divisions being created by the Courts.

Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
16CR - COURT RECORDS	$ 5,493,767	$ 7,509,177	$ 7,881,335	$ 7,316,367	$ 7,936,336	$ 55,001	0.7%
CADF - CASE AND DOCUMENT FILING	2,982,260	3,998,925	3,998,925	3,998,925	3,998,925	-	0.0%
COUR - MEMORIALIZE COURT PROCEEDINGS	2,511,507	3,510,252	3,882,410	3,317,442	3,937,411	55,001	1.4%
16FS - FIDUCIARY SERVICES	$ 7,329,325	$ 5,494,565	$ 5,494,565	$ 6,935,971	$ 7,206,877	$ 1,712,312	31.2%
COCL - COURT ORDERED RECEIVABLES	-	-	-	6,935,971	7,206,877	7,206,877	
CODS - COURT ORDERED DISBURSEMENT	7,329,325	5,494,565	5,494,565	-	-	(5,494,565)	-100.0%
16PR - PUBLIC RECORDS	$ 444,741	$ 800,000	$ 800,000	$ 749,172	$ 749,172	$ (50,828)	-6.4%
PURE - PUBLIC REGISTRATIONS	444,741	800,000	800,000	749,172	749,172	(50,828)	-6.4%
99AS - ADMINISTRATIVE SERVICES PROG	$ 303,613	$ -	$ -	$ -	$ -	$ -	
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 858,572	$ 181,000	$ 526,302	$ 1,178,494	$ 181,000	$ (345,302)	-65.6%
99GV - GENERAL GOVERNMENT	$ (223,985)	$ -	$ -	$ -	$ -	$ -	
TOTAL PROGRAMS	**$ 14,206,032**	**$ 13,984,742**	**$ 14,702,202**	**$ 16,180,003**	**$ 16,073,385**	**$ 1,371,183**	**9.3%**
EXPENDITURES							
16CR - COURT RECORDS	$ 21,068,954	$ 25,913,399	$ 28,387,856	$ 25,504,327	$ 30,139,508	$ (1,751,652)	-6.2%
CADF - CASE AND DOCUMENT FILING	10,753,749	13,550,149	15,585,221	12,827,523	15,903,540	(318,319)	-2.0%
COUR - MEMORIALIZE COURT PROCEEDINGS	10,315,206	12,363,250	12,802,635	12,676,803	14,235,968	(1,433,333)	-11.2%
16FS - FIDUCIARY SERVICES	$ 1,782,844	$ 2,019,801	$ 1,966,195	$ 1,959,427	$ 2,027,126	$ (60,931)	-3.1%
COCL - COURT ORDERED RECEIVABLES	-	-	76,160	381,469	30,443	45,717	60.0%
CODS - COURT ORDERED DISBURSEMENT	1,782,844	2,019,801	1,890,035	1,483,541	1,903,670	(13,635)	-0.7%
COSO - COURT SUPPORT ORDERS	-	-	-	94,417	93,013	(93,013)	
16PR - PUBLIC RECORDS	$ 258,406	$ 317,305	$ 426,965	$ 522,689	$ 745,306	$ (318,341)	-74.6%
CDPS - COURT DOCUMENT PRESERVATION	-	-	-	194,339	272,848	(272,848)	
PURE - PUBLIC REGISTRATIONS	258,406	317,305	426,965	328,350	472,458	(45,493)	-10.7%
99AS - ADMINISTRATIVE SERVICES PROG	$ 3,192,257	$ 3,393,127	$ 3,737,985	$ 3,672,068	$ 3,560,938	$ 177,047	4.7%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 3,476,774	$ 3,613,781	$ 4,193,081	$ 4,995,364	$ 5,119,157	$ (926,076)	-22.1%
99GV - GENERAL GOVERNMENT	-	-	-	(0)	$ 59,449	$ (59,449)	
TOTAL PROGRAMS	**$ 29,779,236**	**$ 35,257,413**	**$ 38,712,082**	**$ 36,653,875**	**$ 41,651,484**	**$ (2,939,402)**	**-7.6%**

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
LICENSES & PERMITS	$ -	$ 400,000	$ 400,000	$ 400,000	400,000	-	0.0%
INTERGOVERNMENTAL REVENUES	1,875,707	2,265,345	2,423,567	2,254,420	2,647,935	224,368	9.3%
CHARGES FOR SERVICES	9,107,160	9,101,520	9,050,349	10,071,362	9,765,033	714,684	7.9%
FINES & FORFEITS	3,163,530	2,180,000	2,180,000	3,017,228	3,217,228	1,037,228	47.6%
MISCELLANEOUS REVENUE	59,636	37,877	302,984	91,691	43,189	(259,795)	-85.7%
OTHER FINANCING SOURCES	-	-	345,302	345,302	-	(345,302)	-100.0%
TOTAL REVENUE	**$ 14,206,032**	**$ 13,984,742**	**$ 14,702,202**	**$ 16,180,003**	**$ 16,073,385**	**$ 1,371,183**	**9.3%**
EXPENDITURES							
PERSONAL SERVICES	$ 26,438,994	$ 31,035,975	$ 34,498,016	$ 31,941,577	$ 37,110,865	$ (2,612,849)	-7.6%
SUPPLIES	1,234,134	1,222,056	999,367	1,120,411	1,094,245	(94,878)	-9.5%
SERVICES	1,551,468	2,376,302	2,187,646	2,630,474	2,765,815	(578,169)	-26.4%
OTHER FINANCING USES	-	-	345,302	345,302	-	345,302	100.0%
CAPITAL OUTLAY	554,640	623,080	681,751	616,110	680,559	1,192	0.2%
TOTAL EXPENDITURES	**$ 29,779,236**	**$ 35,257,413**	**$ 38,712,082**	**$ 36,653,875**	**$ 41,651,484**	**$ (2,939,402)**	**-7.6%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 7,717,360	$ 6,105,265	$ 6,105,265	$ 7,588,843	$ 7,766,749	$ 1,661,484	27.2%
205 COURT DOCUMENT RETRIEVAL	1,075,193	1,098,925	1,098,925	1,098,925	1,098,925	-	0.0%
208 JUDICIAL ENHANCEMENT	638,449	687,192	1,213,494	1,120,493	868,192	(345,302)	-28.5%
216 CLERK OF THE COURT GRANTS	1,282,522	1,476,516	1,592,567	1,469,640	1,592,568	1	0.0%
218 CLERK OF COURT FILL THE GAP	1,342,567	1,487,544	1,743,651	1,783,651	1,783,651	40,000	2.3%
259 TRIAL COURTS SPECIAL REVENUE	161,276	181,000	-	151,000	-	-	
270 CHILD SUPPORT ENHANCEMENT	76,981	45,000	45,000	64,151	60,000	15,000	33.3%
273 VICTIM LOCATION	4,619	3,300	3,300	3,300	3,300	-	0.0%
274 CLERK OF THE COURT EDMS	1,907,067	2,900,000	2,900,000	2,900,000	2,900,000	-	0.0%
ALL FUNDS	**$ 14,206,032**	**$ 13,984,742**	**$ 14,702,202**	**$ 16,180,003**	**$ 16,073,385**	**$ 1,371,183**	**9.3%**
EXPENDITURES							
100 GENERAL	$ 24,019,012	$ 26,383,155	$ 29,120,364	$ 27,574,168	$ 32,090,197	$ (2,969,833)	-10.2%
205 COURT DOCUMENT RETRIEVAL	1,057,556	1,223,925	1,223,925	1,164,639	1,218,377	5,548	0.5%
208 JUDICIAL ENHANCEMENT	489,984	1,161,555	1,423,555	1,092,105	1,546,784	(123,229)	-8.7%
216 CLERK OF THE COURT GRANTS	1,277,729	1,476,516	1,592,567	1,478,298	1,592,568	(1)	0.0%
218 CLERK OF COURT FILL THE GAP	1,392,234	1,527,544	1,783,651	1,783,646	1,892,222	(108,571)	-6.1%
259 TRIAL COURTS SPECIAL REVENUE	99,786	262,000	345,302	345,302	-	345,302	100.0%
270 CHILD SUPPORT ENHANCEMENT	26,453	85,000	85,000	85,000	145,000	(60,000)	-70.6%
273 VICTIM LOCATION	17,547	37,718	37,718	30,718	39,901	(2,183)	-5.8%
274 CLERK OF THE COURT EDMS	1,398,935	3,100,000	3,100,000	3,100,000	3,126,435	(26,435)	-0.9%
ALL FUNDS	**$ 29,779,236**	**$ 35,257,413**	**$ 38,712,082**	**$ 36,653,875**	**$ 41,651,484**	**$ (2,939,402)**	**-7.6%**

Note: Judicial Enhancement Fund FY 2005-06 Revised Revenue was increased by $345,302 due to consolidation of Trial Courts Special Revenue Fund.

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	614.00	618.50	653.50	35.00	6%
205 COURT DOCUMENT RETRIEVAL	29.00	23.00	23.00	-	0%
208 JUDICIAL ENHANCEMENT	5.00	6.00	6.00	-	0%
216 CLERK OF THE COURT GRANTS	5.00	5.00	5.00	-	0%
218 CLERK OF COURT FILL THE GAP	38.00	34.00	34.00	-	0%
273 VICTIM LOCATION	1.00	1.00	1.00	-	0%
274 CLERK OF THE COURT EDMS	51.00	49.00	49.00	-	0%
TOTAL FUNDS	**743.00**	**736.50**	**771.50**	**35.00**	**5%**

- 2.0 FTEs transferred from the General Fund (100) to the Judicial Enhancement Fund (208).
- Results Initiative Court Expansion - Mental Health Court - 2.0 FTEs (General Fund)
- Results Initiative Court Expansion - Critical Calendar Caseflow - 6.0 FTEs (General Fund)
- Results Initiative Court Expansion - Family Night Court (Northeast) – 2.5 FTEs (General Fund)
- Results Initiative Court Expansion - Juvenile Night Court (Durango) – 3.5 FTEs (General Fund)
- Results Initiative Court Expansion - New Criminal Trial Division - 2.0 FTEs (General Fund)
- Results Initiative Court Expansion - Settlement Conference Division - 2.0 FTEs (General Fund)
- Results Initiative Courtroom Clerks - Courtroom Clerk Staffing Study - 15.0 FTEs (General Fund)
- Results Initiative Court Expansion - 9th Grand Jury - 2.0 FTEs (General Fund)

Base Adjustments

- **Increased Memorialize Court Proceedings Activity ($15,000):** Increased Memorialize Court Proceedings Activity Revenue by $15,000 to reflect the anticipated increase of Charges for Service revenue in the Child Support Enhancement Fund.

- **Increased Public Registrations Activity ($349,172):** Increased Public Registrations Activity Revenue by $349,172 to reflect the anticipated increase of Other Charges for Service revenue in the General Fund.

- **Increased Court Ordered Receivables Activity ($1,192,312):** Increased Court Ordered Receivables Activity Revenue by $1,192,312 to reflect anticipated increase of grant monies and Fines & Forfeits revenue in the General Fund. Additionally, revenue for prior periods in the Court Ordered Disbursement Activity was transferred to the Court Ordered Receivables Activity.

- **Decreased Unemployment and Workers' Compensation (-$16,282):** Adjusted Internal Service Fund Charge and Office of the Director Activities by $59,449 and ($75,731) respectively to correctly budget FY 2006-07 Unemployment and Workers' Compensation charges. The net impact of these adjustments totals ($16,282).

- **Executive Compensation Increase ($19,136):** Increased Regular Pay and Benefits by $19,136 to include the full twelve month impact of FY 2005-06 Executive Compensation Pay increases.

- **Increased Personnel Savings (-$725,034):** Increased Personnel Savings in the General Fund by ($725,034) to 6.5%. Increasing Personnel Savings will more accurately reflect current actual expenditure patterns in the Department. Future market increases could reduce the vacancy rate and could require additional funding to reduce personnel savings. Contingency will be recommended if the vacancy savings is not achieved.

- **Allocate Personnel to Judicial Enhancement Fund ($0):** Allocate $148,872 in Personnel from the General Fund to the Judicial Enhancement Fund. This allocation will enable the IT staff to charge their costs to the appropriate funded projects.

Fund Balance (Non-Recurring Expenditures): The Amount Adopted includes multiple requests to spend from fund balance (see table, below.

Fund	Summary of Request	Est. Avail. Fund Balance	Amount Adopted
Court Document Retrieval Fund (205)	Scanning and Micrographic Film Operation Expansion	$ 119,452	$ 119,452
Judicial Enhancement Fund (208)	Carryover Projects and New One-time Technology Initiatives	1,503,418	696,345
Clerk of the Court Fill-the-Gap (218)	Financial System Integration and E-Filing (Criminal)	108,571	108,571
Child Support Enhancement (270)	One-time Technology Related Items	164,078	85,000
Victim Location Fund (273)	Temporary Clerical Position	47,633	36,601
Clerk of the Court EDMS Fund (274)	Public Access Hotsite and Developer and E-CRIS Programming	721,005	226,435
		$ 2,664,157	**$ 1,272,404**

Results Initiatives

The following Results Initiatives have been adopted for FY 2006-07 to address the Memorialize Court Proceedings Activity. The requested clerical support staff for the Case and Document Filing Activity related to new courts is not recommended at this time. OMB will work with the department to complete a clerical support staffing study that is based on caseload and volume as agreed upon last year.

The Courtroom Clerk Staffing Study Results Initiative Request addresses the baseline increase of 10,043 additional minute entries. The implementation of this initiative will increase the percentage of minute entries completed within the established timeframe from 80% to 83%.

- **Courtroom Clerk Staffing Study - $736,563 ($699,063 annualized):** Initiative adds 15.0 FTEs and associated supplies and in order to address the increased service demand from caseload growth, court decentralization, and related changes in court processes and operations. Recommended staffing is based on a new staffing model developed by the Clerk's office in cooperation with OMB. OMB will work with the department to further refine the Courtroom Clerk study that was created by the department. Expected Result: Memorialize court proceedings and events for the court and other interested parties so that they can have an objective record of those events in order to facilitate the judicial process and expedite resolution within time standards. This will allow the department to increase the amount of entries completed within the established timeframe from 80% to 83%, or an increase of 3.4%.

In addition, a number of new judicial divisions have been adopted for Trial Courts. Altogether, theses new Courts are expected to generate an increase of 38,347 minute entries while maintaining the 83% of minute entries completed with the established timeframe.

- **Comprehensive Mental Health Court - $101,152 ($96,152 annualized):** Initiative adds 2.0 FTEs and associated supplies and equipment in order to support one new Commissioner as requested by the Court. Expected Result: This will allow the department to meet additional demand of 3,967 minute entries as the result of a newly created Comprehensive Mental Health Court.

- **Critical Calendar Caseflow - $302,289 ($287,289 annualized):** Initiative adds 6.0 FTEs and associated supplies and equipment in order to support three new judicial officers (Pro Tempore or retired Judges) as requested by the Court. Expected Result: This will allow the department to meet additional demand of 11,900 minute entries..

- **Family Court Night Court (Northeast) - $64,041 ($118,081 annualized):** Initiative adds 2.5 FTEs and associated supplies and equipment in order to support one new Commissioner as requested by the Court. Expected Result: This will allow the department to meet additional demand of 10,401 minute entries as the result of a newly created Family Court Night Court.

- **Juvenile Night Court (Durango) - $94,446 ($168,888 annualized):** Initiative adds 3.5 FTEs and associated supplies and equipment in order to support one new Commissioner as requested by the Court. Expected Result: This will allow the department to meet additional demand of 4,166 minute entries as the result of a newly created Juvenile Night Court.

- **New Criminal Trial Division - $101,152 ($96,152 annualized):** Initiative adds 2.0 FTEs and associated supplies and in order to support one new judicial division as requested by the Court. Expected Result: Assist the Courts to meet felony case processing time standards developed by the Arizona Supreme Court thereby reducing jail overcrowding. This will allow the department to meet additional demand of 3,967 minute entries as the result of a new Criminal Trial Division.

- **Settlement Conference Division - $101,961 ($96,961 annualized):** Initiative adds 2.0 FTEs and associated supplies and equipment to support one new judicial division as requested by the Court. OMB reduced the amount as it is recommended the department purchase the computer equipment through the Technology Financing Program. Expected Result: This will allow the department to meet additional demand of 1,984 minute entries as the result of a newly created Settlement Conference Division.

The following Results Initiative has been adopted for FY 2006-07 to address the Memorialize Court Proceedings and Case and Document Filing Activities:

9th Grand Jury - $99,939 ($94,339 annualized): Initiative adds 2.0 FTEs to expand the Case and Document Filing and Memorialize Court Proceedings Activities in order to support the additional Grand Jury established in the fall of 2005. Expected Result: Increase the percentage of documents scanned from 85% to 87% and meet additional demand of 1,962 minute entries as the result of an additional Grand Jury.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 26,383,155**	**$ 6,105,265**
MID-YEAR ADJUSTMENTS:		
FY 2005-06 Pay for Performance	$ 730,798	$ -
FY 2005-06 Market Adjustments	1,845,077	-
Courtroom Clerk Special Work Assignment	(27,833)	-
Subtotal	**$ 2,548,042**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 28,931,197**	**$ 6,105,265**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 280,181	$ -
Retirement Contributions	377,190	-
Annualization of Mid-Year Adjustments	(5,670)	-
Annualization of FY 2006 Initiatives	38,705	-
FY 2005-06 Pay for Performance Annualization	53,998	-
One-Time Revenue	-	21,178
Annualization of FY 2005-06 DRP/LRP (12 month)	85,829	-
Annualization of Market Adjustments	784,797	-
FY 2006-07 Pay for Performance	814,079	-
Subtotal	**$ 2,429,109**	**$ 21,178**
FY 2006-07 BUDGET TARGET:	**$ 31,360,306**	**$ 6,126,443**
BASE ADJUSTMENTS:		
Increased Memorialize Court Proceedings Activity	$ -	$ 98,822
Increased Public Registration Activity	-	349,172
Increased Court Ordered Receivables Activity	-	1,192,312
Decreased Unemployment and Workers' Compensation	(16,282)	-
Executive Compensation Increase	19,136	-
Increased Personnel Savings	(725,034)	-
Allocate Out Personal Services expenditures to Judicial Enhancement Fund	(148,872)	-
Subtotal	**$ (871,052)**	**$ 1,640,306**
FY 2006-07 ADOPTED BASE:	**$ 30,489,254**	**$ 7,766,749**
RESULTS INITIATIVES:		
Comprehensive Mental Health Court	$ 101,152	$ -
Critical Calendar Caseflow	302,289	-
Family Court Night Court (Northeast)	64,041	-
Juvenile Night Court (Durango)	94,446	-
New Criminal Trial Division	101,152	-
Settlement Conference Division	101,961	-
Courtroom Clerk Staffing Study	736,563	-
9th Grand Jury	99,339	-
Subtotal	**$ 1,600,943**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 32,090,197**	**$ 7,766,749**

Court Document Retrieval (205) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 1,223,925**	**$ 1,098,925**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 1,223,925**	**$ 1,098,925**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 10,419	$ -
Retirement Contributions		12,413	-
Structural Balance		(48,758)	-
One Time Expenses		(125,000)	-
FY 2006-07 Pay for Performance		25,926	-
	Subtotal	**$ (125,000)**	**$ -**
FY 2006-07 BUDGET TARGET:		**$ 1,098,925**	**$ 1,098,925**
BASE ADJUSTMENTS:			
Non-Recurring Expenditures from Fund Balance		$ 119,452	$ -
FY 2006-07 ADOPTED BUDGET:		**$ 1,218,377**	**$ 1,098,925**

Court Document Retrieval (205) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 167,526	$ 133,795	$ 133,795	$ 185,166	$ 119,452
Revenue	$ 1,075,193	$ 1,098,925	$ 1,098,925	$ 1,098,925	$ 1,098,925
Expenditures	1,057,556	1,223,925	1,223,925	1,164,639	1,218,377
Net Operating	$ 17,637	$ (125,000)	$ (125,000)	$ (65,714)	$ (119,452)
Ending Fund Balance	$ 185,163	$ 8,795	$ 8,795	$ 119,452	$ (0)

Judicial Enhancement (208) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 1,161,555**	**$ 687,192**
MID-YEAR ADJUSTMENTS:		
Balance Transfer from the Court Automated Services Fund and Trial Courts Special Revenue Fund due to consolidation of funds	$ 262,000	$ 526,302
Subtotal	**$ 262,000**	**$ 526,302**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 1,423,555**	**$ 1,213,494**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 2,718	$ -
Retirement Contributions	6,524	-
One Time Expenses	(741,363)	-
One-Time Revenue	-	(345,302)
FY 2006-07 Pay for Performance	10,133	-
Subtotal	**$ (721,988)**	**$ (345,302)**
FY 2006-07 BUDGET TARGET:	**$ 701,567**	**$ 868,192**
BASE ADJUSTMENTS:		
Non-Recurring Expenditures from Fund Balance	$ 696,345	$ -
Allocate In Personal Services expenditures from General Fund	148,872	-
Subtotal	**$ 845,217**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 1,546,784**	**$ 868,192**

Judicial Enhancement (208) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 1,442,726	$ 1,797,101	$ 1,797,101	$ 1,640,279	$ 1,503,418
Clerk of the Superior Court (160)					
Revenue	$ 638,449	$ 687,192	$ 1,213,494	$ 1,120,493	$ 868,192
Expenditures	489,984	1,161,555	1,423,555	1,092,105	1,546,784
Net Operating	$ 148,465	$ (474,363)	$ (210,061)	$ 28,388	$ (678,592)
Trial Courts (800)					
Revenue	$ 407,568	$ 600,000	$ 600,000	$ 396,579	$ 500,000
Expenditures	358,470	600,000	600,000	561,828	500,000
Net Operating	$ 49,098	$ -	$ -	$ (165,249)	$ -
Ending Fund Balance	$ 1,640,289	$ 1,322,738	$ 1,587,040	$ 1,503,418	$ 824,826

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

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 1,476,516**	**$ 1,476,516**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 1,476,516**	**$ 1,476,516**
FY 2006-07 BUDGET TARGET:	**$ 1,476,516**	**$ 1,476,516**
BASE ADJUSTMENTS:		
Additional Grant Revenue in Memorialize Court Proceedings Activity	$ 116,052	$ 116,052
FY 2006-07 ADOPTED BUDGET:	**$ 1,592,568**	**$ 1,592,568**

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

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ (140,416)	$ -	$ -	$ (135,620)	$ (144,277)
Revenue	$ 1,282,522	$ 1,476,516	$ 1,592,567	$ 1,469,640	$ 1,592,568
Expenditures	1,277,729	1,476,516	1,592,567	1,478,298	1,592,568
Net Operating	$ 4,792	$ -	$ -	$ (8,657)	$ -
Ending Fund Balance	$ (135,624)	$ -	$ -	$ (144,277)	$ (144,277)

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

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 1,527,544**	**$ 1,487,544**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 1,527,544**	**$ 1,487,544**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 15,402	$ -
Retirement Contributions	26,320	-
Structural Balance	(83,485)	-
One Time Expenses	(40,000)	-
FY 2006-07 Pay for Performance	41,763	-
Subtotal	**$ (40,000)**	$ -
FY 2006-07 BUDGET TARGET:	**$ 1,487,544**	**$ 1,487,544**
BASE ADJUSTMENTS:		
	$ 296,107	$ 296,107
Increased Collections Trend in the Memorialize Court Proceedings Activity		
Non-Recurring Expenditures from Fund Balance	108,571	-
Subtotal	**$ 404,678**	**$ 296,107**
FY 2006-07 ADOPTED BUDGET:	**$ 1,892,222**	**$ 1,783,651**

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

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 158,238	$ 193,689	$ 193,689	$ 108,566	$ 108,571
Revenue	$ 1,342,567	$ 1,487,544	$ 1,743,651	$ 1,783,651	$ 1,783,651
Expenditures	1,392,234	1,527,544	1,783,651	1,783,646	1,892,222
Net Operating	$ (49,668)	$ (40,000)	$ (40,000)	$ 5	$ (108,571)
Ending Fund Balance	$ 108,570	$ 153,689	$ 153,689	$ 108,571	$ (0)

Child Support Enhancement (270) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 85,000**	**$ 45,000**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 85,000**	**$ 45,000**
TARGET ADJUSTMENTS:		
One Time Expenses	$ (40,000)	$ -
FY 2006-07 BUDGET TARGET:	**$ 45,000**	**$ 45,000**
BASE ADJUSTMENTS:		
Increased Collections Trend in Memorialize Court Proceedings Activity	$ 15,000	$ 15,000
Non-Recurring Expenditures from Fund Balance	85,000	
Subtotal	**$ 100,000**	**$ 15,000**
FY 2006-07 ADOPTED BUDGET:	**$ 145,000**	**$ 60,000**

Child Support Enhancement (270) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 134,392	$ 145,257	$ 145,257	$ 184,927	$ 164,078
Revenue	$ 76,981	$ 45,000	$ 45,000	$ 64,151	$ 60,000
Expenditures	26,453	85,000	85,000	85,000	145,000
Net Operating	$ 50,528	$ (40,000)	$ (40,000)	$ (20,849)	$ (85,000)
Ending Fund Balance	$ 184,920	$ 105,257	$ 105,257	$ 164,078	$ 79,078

Victim Location (273) Appropriated Budget Reconciliation

		EXPENDITURES		REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 37,718**	**$**	**3,300**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 37,718**	**$**	**3,300**
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 month)		$ 453	$	-
Retirement Contributions		461		-
Structural Balance		(13,775)		-
One Time Expenses		(21,557)		-
	Subtotal	**$ (34,418)**	**$**	**-**
FY 2006-07 BUDGET TARGET:		**$ 3,300**	**$**	**3,300**
BASE ADJUSTMENTS:				
Temporary Clerical Position in the Court Ordered Disbursement Activity from Fund Balance		$ 36,601	$	-
FY 2006-07 ADOPTED BUDGET:		**$ 39,901**	**$**	**3,300**

Victim Location (273) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 87,982	$ 79,148	$ 79,148	$ 75,051	$ 47,633
Revenue	$ 4,619	$ 3,300	$ 3,300	$ 3,300	$ 3,300
Expenditures	17,547	37,718	37,718	30,718	39,901
Net Operating	$ (12,928)	$ (34,418)	$ (34,418)	$ (27,418)	$ (36,601)
Ending Fund Balance	$ 75,054	$ 44,730	$ 44,730	$ 47,633	$ 11,032

Clerk of the Superior Court EDMS (274) Appropriated Budget Reconciliation

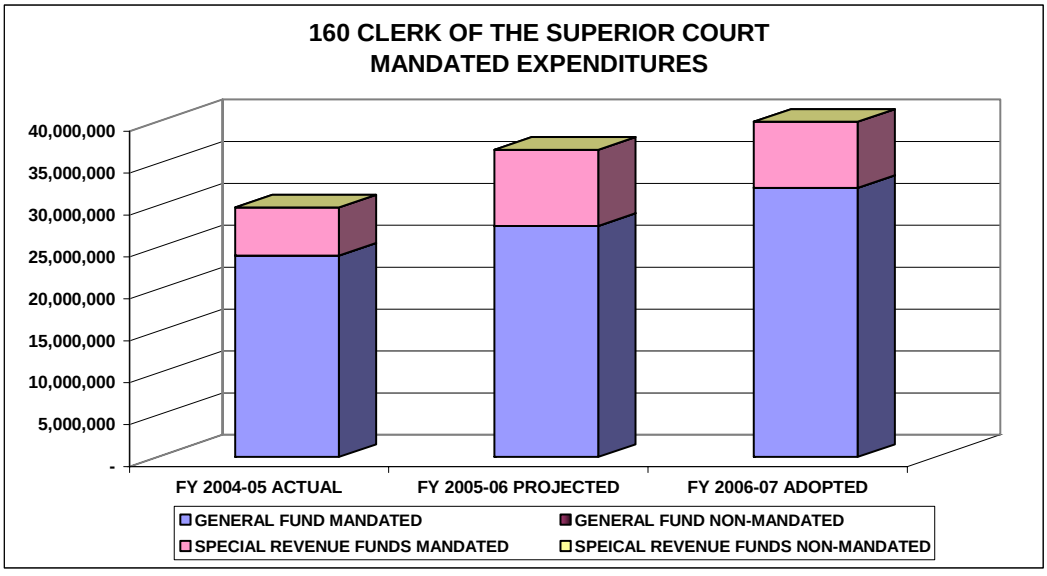
	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 3,100,000**	**$ 2,900,000**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 3,100,000**	**$ 2,900,000**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 22,197	$ -
Retirement Contributions	27,752	-
Structural Balance	(100,183)	-
One Time Expenses	(200,000)	-
FY 2006-07 Pay for Performance	50,234	-
Subtotal	**$ (200,000)**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 2,900,000**	**$ 2,900,000**
BASE ADJUSTMENTS:		
Non-Recurring Expenditures from Fund Balance	$ 226,435	$ -
FY 2006-07 ADOPTED BUDGET:	**$ 3,126,435**	**$ 2,900,000**

Clerk of the Superior Court EDMS (274) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 412,876	$ 583,932	$ 583,932	$ 921,005	$ 721,005
Revenue	$ 1,907,067	$ 2,900,000	$ 2,900,000	$ 2,900,000	$ 2,900,000
Expenditures	1,398,935	3,100,000	3,100,000	3,100,000	3,126,435
Net Operating	$ 508,131	$ (200,000)	$ (200,000)	$ (200,000)	$ (226,435)
Ending Fund Balance	$ 921,007	$ 383,932	$ 383,932	$ 721,005	$ 494,570

Mandates

Program Activity	Purpose	Mandate
COURT RECORDS	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, County and other governmental agencies so that they can pursue legal processes and/or obtain and maintain legal and financial records and information.	
CASE AND DOCUMENT FILING	The purpose of the Case and Document Filing Activity is to provide proof of the initiation of a case, filing of subsequent case documents, receipt of fees, and mandated processing services to the public, legal community, Courts, County and other governmental agencies so that they can have access to the judicial process and expedite resolution.	A.R.S. §12-284.01; A.R.S. §12-284.03
MEMORIALIZE COURT PROCEEDINGS	The purpose of the Memorialization of Court Proceedings Activity is to memorialize court proceedings and events for the court and other interested parties so that they can have an objective record of those events in order to facilitate the judicial process and expedite resolution.	A.R.S. §12-284.01; A.R.S. §12-284.03
FIDUCIARY SERVICES	The purpose of thd Clerk of Superior Court Fiduciary Services Program is to allocate and disburse court-ordered fees, provide account receivables and to execute court support orders to the public, legal community, courts, County and other governmental agencies so that they can be assured that all Superior Court monies are properly receipted, accounted for and disbursed.	
COURT ORDERED RECEIVABLES	The purpose of the Court Ordered Receivables Activity is to provide information to individuals and businesses regarding their financial obligation due to the Superior Court so that they can comply with state law and court order by executing payments timely and completely.	A.R.S. §12-302; A.R.S. §12-332
COURT ORDERED DISBURSEMENT	The purpose of the Court Ordered Disbursement Activity is to disburse trust monies to public agencies, businesses and individuals so that they can have access to monies as provided by court order.	A.R.S. §12-284.03
COURT SUPPORT ORDERS	The purpose of the Court Support Orders Activity is to execute Court-directed orders for the Court and the parties so that they can implement or obtain equities in the dissolution of marriages.	A.R.S. §25-501; A.R.S. §25-502; A.R.S. §25-503; A.R.S. §25-503-01; A.R.S. §25-504; A.R.S. §25-505; A.R.S. §25-505-01; A.R.S. §25-506; A.R.S. §25-510
PUBLIC RECORDS	The purpose of the Public Records Program is to register public applications and record legal documentation so that there is an accessible public record.	
COURT DOCUMENT PRESERVATION	The purpose of the Court Document Preservation Activity is to preserve legal documents for the citizens of Maricopa County and other governmental agencies so that documents can be retrieved upon request.	A.R.S. §12-282; A.R.S. §39-101; A.R.S. §41-1348
PUBLIC REGISTRATIONS	The purpose of the Public Registrations Activity is to register marriages, passport applications and process server certifications for the citizens of Maricopa County so that there is a legal, public record.	A.R.S. §25-101; A.R.S. §25-102; A.R.S. §25-103; A.R.S. §25-111; A.R.S. §25-112; A.R.S. §25-121; A.R.S. §25-122; A.R.S. §25-123; A.R.S. §25-124; A.R.S. §25-125; A.R.S. §25-126; A.R.S. §25-127; A.R.S. §25-128; A.R.S. §25-129

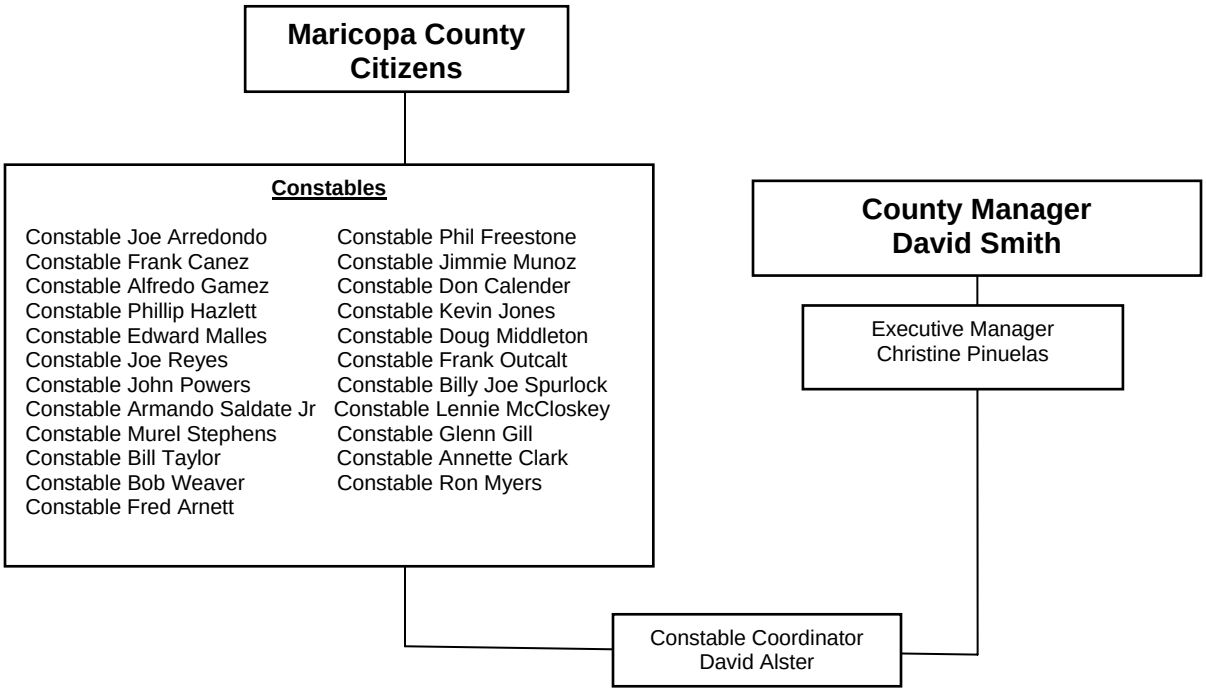


Constables

Analysis by Scott Rothe, Principal Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The Mission of the Constables is to provide execution of mandated civil and criminal process to citizens of Maricopa County so that they can receive timely, cost effective and professional service.

Vision

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

Strategic Goals

- By calendar year end 2006, all Writs of Restitution shall be served within 5 business days of issuance from the court. **Status**: This goal has (or is about to be) attained. The Constables Administrator notes that most Writs of Restitution are served within three days of issuance.

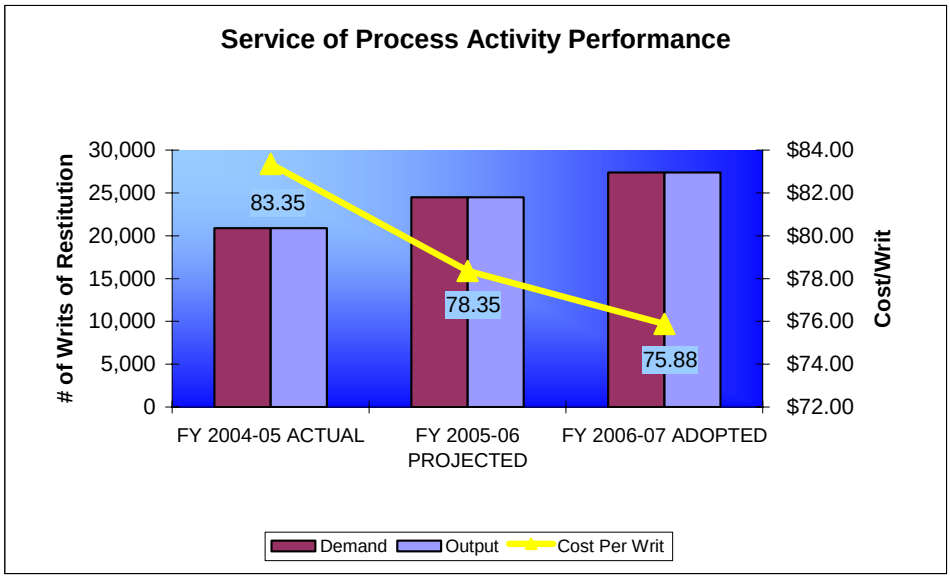
- By calendar year end 2006, all Writs of Execution shall be served within 60 working days of issuance from the court. **Status**: Though only one or two Writs of Execution are annually

served per Constable, no data has been reported to the Constable Administrator (who recommends that this goal be eliminated).

- By the end of FY 2006, all citizen concerns and complaints will be resolved within 3 days of receipt. **Status**: The status of complaints resolved has rarely been reported to the Constables Administrator, who typically refers complaints to the individual Constables. The Administrator recommends that this Goal be eliminated from the Constables MfR Plan.

Department Performance Information

The Service of Process Activity comprises 98 percent of the Constable's budget in FY 2006-07. Historical performance data for this activity and commentary on significant variances is included below.



In March 2005 the Board of Supervisors adopted Policy A1511, organizing the 23 Constables according to the six Justice of the Peace Precinct Court co-locations with each regional court center. The Board also approved funding for two additional Deputy Constables, ensuring the assignment of one Deputy for each of the six co-locations. Efficiencies gained from the reorganization and increase in staff are expected to result in the Constables continuing to serve 100 percent of the Writs of Restitution ordered while reducing the average cost to serve each Writ to $75.88 in FY 2006-07.

Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
25PS - SERVICE OF PROCESS	$ 1,808,815	$ 1,771,057	$ 1,771,057	$ 1,983,416	$ 1,985,000	$ 213,943	12.1%
SERV - SERVICE OF PROCESS ACTIVITY	1,808,815	1,771,057	1,771,057	1,983,416	1,985,000	213,943	12.1%
99AS - ADMINISTRATIVE SERVICES PROG	$ 12,934	$ -	$ -	$ -	$ -	$ -	
TOTAL PROGRAMS	$ 1,821,749	$ 1,771,057	$ 1,771,057	$ 1,983,416	$ 1,985,000	$ 213,943	12.1%
EXPENDITURES							
25PS - SERVICE OF PROCESS	$ 1,742,182	$ 1,865,075	$ 1,923,597	$ 1,918,726	$ 2,079,145	$ (155,548)	-8.1%
SERV - SERVICE OF PROCESS ACTIVITY	1,742,182	1,865,075	1,923,597	1,918,726	2,079,145	(155,548)	-8.1%
99AS - ADMINISTRATIVE SERVICES PROG	$ 73,686	$ 43,570	$ 45,018	$ 49,889	$ 47,000	$ (1,982)	-4.4%
TOTAL PROGRAMS	$ 1,815,868	$ 1,908,645	$ 1,968,615	$ 1,968,615	$ 2,126,145	$ (157,530)	-8.0%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
CHARGES FOR SERVICES	$ 1,821,749	$ 1,771,057	$ 1,771,057	$ 1,983,416	$ 1,985,000	$ 213,943	12.1%
TOTAL REVENUE	**$ 1,821,749**	**$ 1,771,057**	**$ 1,771,057**	**$ 1,983,416**	**$ 1,985,000**	**$ 213,943**	**12.1%**
EXPENDITURES							
PERSONAL SERVICES	$ 1,724,884	$ 1,816,756	$ 1,864,491	$ 1,876,453	$ 2,026,574	$ (162,083)	-8.7%
SUPPLIES	44,829	49,242	59,675	52,388	55,424	4,251	7.1%
SERVICES	40,840	36,590	38,240	33,937	38,090	150	0.4%
CAPITAL OUTLAY	5,316	6,057	6,209	5,837	6,057	152	2.4%
TOTAL EXPENDITURES	**$ 1,815,868**	**$ 1,908,645**	**$ 1,968,615**	**$ 1,968,615**	**$ 2,126,145**	**$ (157,530)**	**-8.0%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 1,821,749	$ 1,771,057	$ 1,771,057	$ 1,983,416	$ 1,985,000	$ 213,943	12.1%
ALL FUNDS	**$ 1,821,749**	**$ 1,771,057**	**$ 1,771,057**	**$ 1,983,416**	**$ 1,985,000**	**$ 213,943**	**12.1%**
EXPENDITURES							
100 GENERAL	$ 1,815,868	$ 1,908,645	$ 1,968,615	$ 1,968,615	$ 2,126,145	$ (157,530)	-8.0%
ALL FUNDS	**$ 1,815,868**	**$ 1,908,645**	**$ 1,968,615**	**$ 1,968,615**	**$ 2,126,145**	**$ (157,530)**	**-8.0%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 REQUESTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	30.00	31.00	31.00	31.00	-	0%
TOTAL FUNDS	**30.00**	**31.00**	**31.00**	**31.00**	**-**	**0%**

Base Adjustments

Expenditures

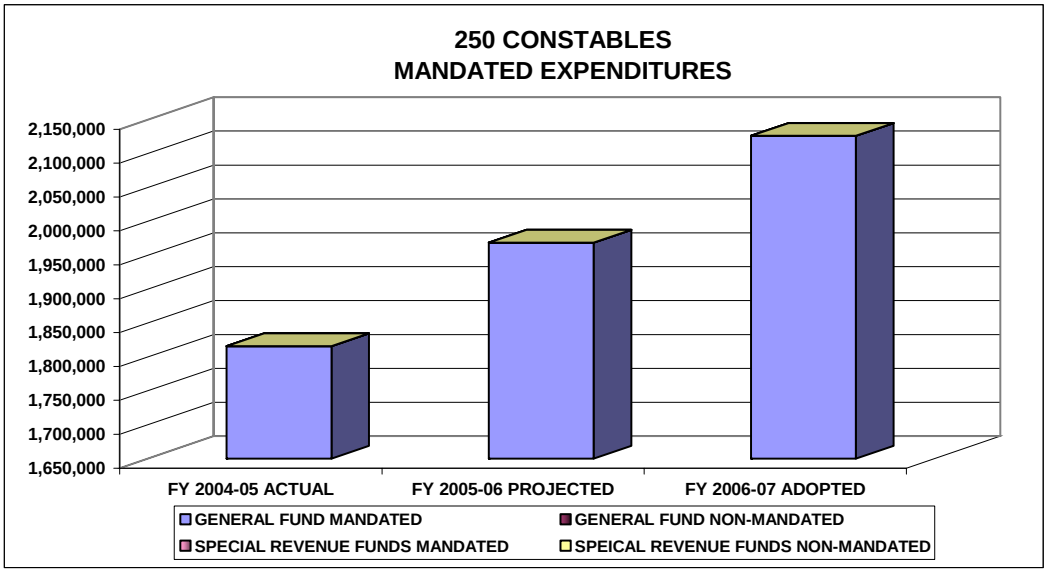
- **Volume Increase in Service of Process Activity ($213,943):** The Adopted Budget for FY 2006-07 includes an expected increase in Service of Process Activity revenue of $213,943 (4.8%) above FY 2005-06 budgeted revenue of $1,771,057. Continuing revenue growth could be attributed to a recent realignment of the 23 Constables according to the six Justice of the Peace Precinct Court co-locations along with the addition of a sixth Deputy Constable.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 1,908,645**	**$ 1,771,057**
MID-YEAR ADJUSTMENTS:			
FY 2005-06 Pay for Performance		$ 7,973	$ -
Add 1.0 FTE Deputy Constable (full year)		40,435	-
	Subtotal	**$ 48,408**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 1,957,053**	**$ 1,771,057**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 24,490	$ -
Retirement Contributions		130,778	-
FY 2005-06 Pay for Performance Annualization		2,291	-
Annualization of FY 2005-06 DRP/LRP (12 month)		332	-
FY 2006-07 Pay for Performance		11,201	-
	Subtotal	**$ 169,092**	**$ -**
FY 2006-07 BUDGET TARGET:		**$ 2,126,145**	**$ 1,771,057**
BASE ADJUSTMENTS:			
Volume Increase in Service of Process Activity		$ -	$ 213,943
	Subtotal	**$ -**	**$ 213,943**
FY 2006-07 ADOPTED BUDGET:		**$ 2,126,145**	**$ 1,985,000**

Mandates



Mandated expenditure levels vary year-to year based on factors such as the recent realignment of the 23 Constables. See the Base Adjustment section above for additional detail.

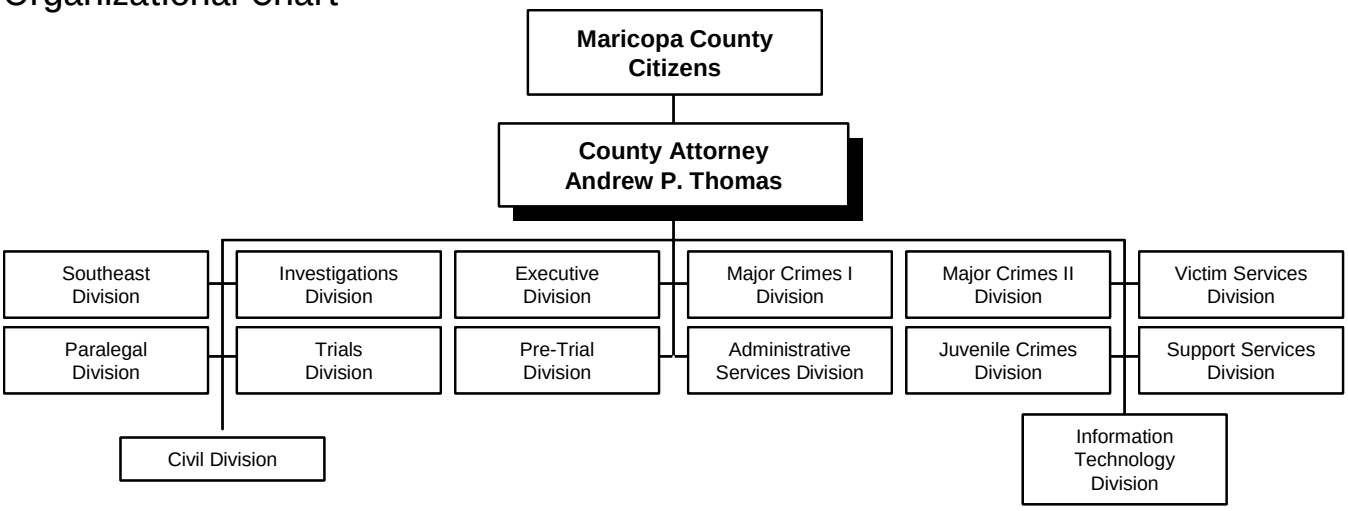
Program Activity	Purpose	Mandate
SERVICE OF PROCESS	The purpose of the Service of Process Program is to provide the distribution of court documents to public and governmental agencies so they can proceed with litigation.	
SERVICE OF PROCESS	The purpose of the Service of Process Activity is to provide timely, professional service of court process to the public and governmental agencies so they can proceed with litigation.	A.R.S. § 11-424.01; A.R.S. § 11-445; A.R.S. § 11-454; A.R.S. § 22-101; A.R.S § 22-102; A.R.S § 22-131; A.R.S § 22-132 to 136; A.R.S § 22-320

County Attorney

Analysis by Scott Rothe, Principal Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The Mission of the Maricopa County Attorney's Office is to provide quality prosecution, victim services, crime prevention, and legal counsel for county government on behalf of the people of Maricopa County so that they can live in a safe and well-governed community.

Vision

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

Strategic Goals

- Identify and implement strategies that provide market appropriate salaries for employees, salary advancements commensurate with performance and experience, training and other employee benefits and work/personal life balance issues to reduce turnover. This is ongoing. **Status**: A decline in average turnover rates from 21% in FY 2004-05 to approximately 12% in the first seven months of FY 2005-06 followed the implementation of attorney market pay increases in July and January of FY 2005-06. The turnover rates will continue to be analyzed. The County Attorney's Office is pursuing a market pay study for Investigators, and is working with the Indigent Representation System in determining the viability of implementing an Attorney Loan Repayment program to further address attorney turnover. A compressed work week policy was implemented early in the fiscal year, offering more flexible work schedules.

- In order to incorporate the following information into future strategic plans, annually assess crime distribution trends, rule changes, new case law, grant funding levels, and legislative changes to determine if additional enforcement initiatives and/or prosecution programs are needed, if staffing resources and facilities are required, if changes to state statutes or court rules are needed, and analyze the need for enhanced victim services and community interaction. **Status**: The County Attorney's Office reviewed and reported on crime trends and prosecution issues, and developed a legislative agenda for 2006.

- Reduce the percentage of non-complex criminal cases open longer than 180 days each year over the next five years while adhering to MCAO policies and procedures, quality standards, and attorney ethics. **Status**: Although this is a continuing effort, no new developments occurred in the first half of FY 2005-06.

- Implement computer applications that will integrate existing applications internal to MCAO in order to reduce redundant data entry, ensure data integrity, improve the MCAO's ability to adhere to statutory and county mandated deadlines, and enhance management processes and reports. This includes further enhancements to CAIS and VNS. This is ongoing. **Status**: The County Attorney's Office reports that approximately 800 system enhancements and modifications were completed during the first half of FY 2005-06.

- Implement designated projects in accordance with the Maricopa County Integrated Criminal Justice Information System (ICJIS) strategic business plan to share case information data with other criminal justice agencies in a timely, secured manner in order to increase data integrity and reduce redundant data entry. **Status**: The "ICJIS Return on Investment", approved by the ICJIS Executive Committee in August 2005, projects an annual expenditure avoidance of $498,481 for the County Attorney's Office associated with implementation of the Criminal History Worksheet Project and the following data exchanges: Schedule Court Event; File-a-Case; and, Warrants, Summons and Subpoenas. In the first half of FY 2005-06 the County Attorney's Office completed interfaces on Attorney Assignments, Electronic Filings, Bookings, Form IV, and Filing Subsequent Documents.

- By July, 2007, fully implement ProLaw, a case tracking system in the Civil Division, to track and report information concerning civil lawsuits and advisory matters for Maricopa County, which will enable the Division to measure the quantity and quality of legal services delivered. **Status**: ProLaw case management functions were implemented for the tax and condemnation practices. ProLaw timekeeping functions were implemented throughout the Civil Division. A testing phase for the Litigation group began in November 2005. Case Management functions will be completely implemented by June 30, 2006. The Civil Division is on track to fully implement ProLaw in the remaining practice groups of bankruptcy and Public Fiduciary by July 1, 2007.

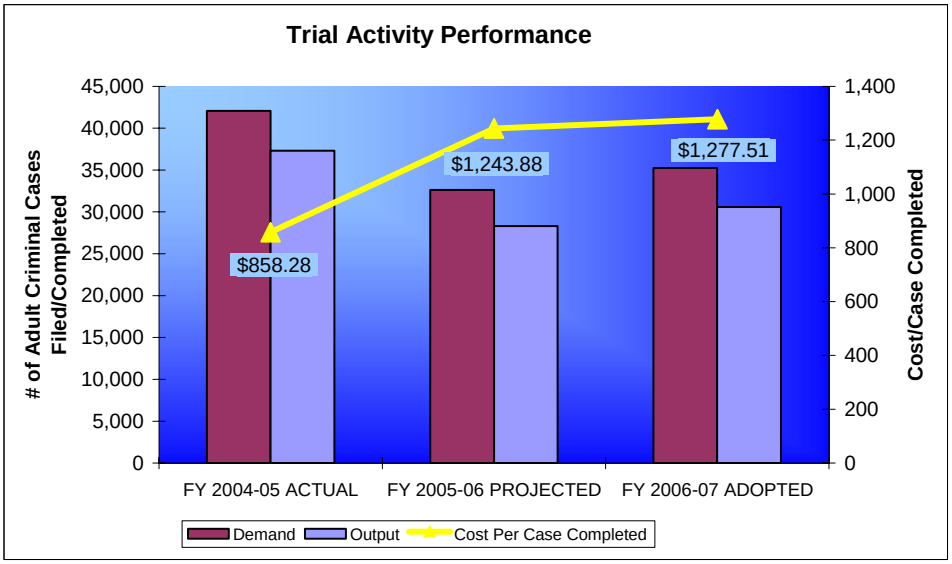
- By 2010, reduce the violent crime rate in Maricopa County by establishing a crime prevention strategy that targets prohibited possessors of firearms and domestic violence offenders and a cold case unit to increase the number of solved homicide cases and incarcerate killers. **Status**: The FY 2006-07 Adopted Budget establishes a Crime Prevention Education Program, with the addition of two positions and annualized expenditures of $287,937. By increasing the number of public service announcements, website content, and participation in special events with schools and police departments, the County Attorney's Office seeks to improve public awareness and crime reduction techniques to reduce crime and save money.

- By 2010, reduce the property crime rate in Maricopa County by establishing a crime prevention strategy that targets auto theft repeat offenders and identity theft repeat offenders. **Status**: The FY 2006-07 Adopted Budget establishes an Auto Theft Bureau to improve the detection of vehicle thefts, to increase the number and quality of investigations leading to the arrest and successful prosecution of auto thieves, and to concentrate auto theft prosecutions in one bureau using experienced, specialized prosecutors to handle the cases. The budget increases the number of auto theft prosecutors from five to ten and adds seven support staff, for additional annualized costs of $807,999. By concentrating the cases in one prosecution unit, performance measures are expected to be readily obtainable. The County Attorney's Office launched an Identity Theft Website and a media campaign to educate the public about identity theft. Further, an Identity Theft Protocol was established with other levels of government to improve interagency cooperation and procedures on identifying identity theft cases.

- By 2010, reduce the violent crime rate and property crime rate in Maricopa County by implementing an advanced crime scene investigation strategy that encompasses evidence based practices to increase the numbers of identified suspects and resulting prosecutions, implement a methamphetamine crime prevention strategy, and create partnerships with local, state and federal law enforcement to increase apprehension and subsequent prosecution of felons with outstanding warrants for serious crimes. **Status**: The FY 2006-07 Adopted Budget establishes a Methamphetamine and Illegal Drug Bureau to meet the demands of increased caseloads and aggressively assault new areas of illegal drug activity by concentrating drug prosecutions in one bureau using experienced, specialized prosecutors to handle the cases. The budget increases the number of drug prosecutors from five to ten and adds six support staff, for additional annualized costs of $778,095. By concentrating the cases in one prosecution unit, performance measures are expected to be readily obtainable. In the meantime, the County Attorney's Office began a publicity campaign to demonstrate the damaging physical effects of methamphetamine use to deter casual users from continuing to use the illegal drug.

Department Performance Information

The FY 2006-07 Adopted Budget for the Trial Activity of $39,073,833 comprises 49.2% of the County Attorney's budget. Historical performance data for this activity and commentary on significant variances is included below.



The County Attorney's Office reports that the number of Adult Criminal Cases filed will decline by 16.2% from FY 2004-05 to FY 2006-07, while the number of Adult Criminal Cases completed will decline by 18.0% over the same period. Based on this data, the average cost per Adult Criminal Case completed will increase from $858.28 in FY 2004-05 to $1,277.51 in FY 2006-07.

Note: Demand data reported for the Trial Activity by the County Attorney's Office has been inconsistent from year to year. The allocation of case data may have been made to one activity one year, and to another activity the next. Expenditure allocations by activity are similarly inconsistent. Pending a full update of the County Attorney's Managing for Results Strategic Plan (along with appropriate performance measures), OMB will continue to be limited in making budget recommendations based upon meaningful performance measures.

Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
19CL - CIVIL LEGAL SERVICES	$ 4,126,673	$ 5,045,751	$ 5,045,751	$ 4,956,353	$ 5,790,776	$ 745,025	14.8%
LAAC - LEGAL ADVICE ACTIVITY	4,126,673	5,045,751	5,045,751	4,956,353	5,790,776	745,025	14.8%
19CS - COMMUNITY SERVICES	$ 2,507,707	$ 2,219,602	$ 2,319,924	$ 2,037,862	$ 2,313,001	$ (6,923)	-0.3%
VCAC - VICTIM COMPENSATION ACTIVITY	2,507,707	2,219,602	2,319,924	2,037,862	2,313,001	(6,923)	-0.3%
19PP - PROSECUTION	$ 7,959,255	$ 10,101,341	$ 10,125,218	$ 10,569,715	$ 9,656,835	$ (468,383)	-4.6%
CHCK - CHECK ENFORCEMENT PROGRAM ACTV	700,756	720,031	720,031	626,285	720,031	-	0.0%
DIVN - DRUG DIVERSION ACTIVITY	925,071	-	-	1,000,000	1,000,000	1,000,000	
IVAC - COUNTY ATTORNEY INITIATED INV	49,020	-	-	30,229	-	-	
TRLA - TRIAL ACTIVITY	5,442,502	7,650,647	9,212,995	8,214,016	7,830,438	(1,382,557)	-15.0%
VTAA - VICTIM ASSISTANCE ACTIVITY	841,906	1,730,663	192,192	699,185	106,366	(85,826)	-44.7%
99AS - ADMINISTRATIVE SERVICES PROG	3,228,608	-	-	-	-	-	
99GV - GENERAL GOVERNMENT	(1,301,559)	-	-	-	-	-	
TOTAL PROGRAMS	$ 16,520,684	$ 17,366,694	$ 17,490,893	$ 17,563,930	$ 17,760,612	$ 269,719	1.5%
EXPENDITURES							
19CL - CIVIL LEGAL SERVICES	$ 6,245,601	$ 6,775,664	$ 7,138,541	$ 6,792,486	$ 7,611,616	$ (473,075)	-6.6%
LAAC - LEGAL ADVICE ACTIVITY	6,245,601	6,775,664	7,138,541	6,792,486	7,611,616	(473,075)	-6.6%
19CS - COMMUNITY SERVICES	$ 3,204,537	$ 2,932,191	$ 2,873,338	$ 2,836,313	$ 2,359,734	$ 513,604	17.9%
ADAC - ADOPTION ACTIVITY	123,675	-	-	(3,979)	-	-	
SVPA - SEXUALLY VIOLENT PREDATOR	376,148	-	-	(11,732)	-	-	
VCAC - VICTIM COMPENSATION ACTIVITY	2,704,714	2,932,191	2,873,338	2,852,024	2,359,734	513,604	17.9%
19PP - PROSECUTION	$ 48,570,907	$ 52,862,989	$ 55,550,831	$ 53,465,232	$ 60,758,133	$ (5,207,302)	-9.4%
APLA - APPELLATE ACTIVITY	1,350,636	-	-	(40,295)	-	-	
CHAC - CHARGING ACTIVITY	5,941,692	7,121,527	7,704,511	8,858,309	8,708,854	(1,004,343)	-13.0%
CHCK - CHECK ENFORCEMENT PROGRAM ACTV	689,109	716,288	716,288	625,038	720,031	(3,743)	-0.5%
DIVN - DRUG DIVERSION ACTIVITY	990,058	-	129,923	999,627	1,000,000	(870,077)	-669.7%
INVA - INVESTIGATION RELATED CASE	(263)	-	-	-	-	-	
INVN - PROSECUTION RELATED INVEST	63	3,892,222	57,700	-	-	57,700	100.0%
IVAC - COUNTY ATTORNEY INITIATED INV	3,927,749	-	4,036,505	4,046,304	4,281,444	(244,939)	-6.1%
TRLA - TRIAL ACTIVITY	32,027,637	37,362,890	38,981,263	35,226,586	39,073,833	(92,570)	-0.2%
VTAA - VICTIM ASSISTANCE ACTIVITY	3,644,226	3,770,062	3,924,641	3,749,663	4,246,536	(321,895)	-8.2%
19TD - EMPLOYEE TRNG AND DEVELOPMENT	$ 1,122,740	$ 1,217,823	$ 473,587	$ 193,906	$ 558,057	$ (84,470)	-17.8%
EMPT - EMPLOYEE TRAINING	1,122,740	1,217,823	473,587	193,906	558,057	(84,470)	-17.8%
99AS - ADMINISTRATIVE SERVICES PROG	4,673,438	3,415,515	4,975,053	4,950,568	4,342,054	632,999	12.7%
99IT - INFORMATION TECHNOLOGY PROGRAM	3,612,458	3,115,984	3,666,071	3,270,773	3,816,754	(150,683)	-4.1%
TOTAL PROGRAMS	$ 67,429,681	$ 70,320,166	$ 74,677,421	$ 71,509,278	$ 79,446,348	$ (4,768,927)	-6.4%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 8,861,232	$ 9,204,459	$ 9,328,658	$ 9,419,067	8,188,799	(1,139,859)	-12.2%
CHARGES FOR SERVICES	4,638,350	5,014,446	5,014,446	5,015,438	6,037,482	1,023,036	20.4%
FINES & FORFEITS	2,870,366	3,056,031	3,028,031	2,993,850	3,390,031	362,000	12.0%
MISCELLANEOUS REVENUE	150,737	91,758	119,758	135,575	144,300	24,542	20.5%
TOTAL REVENUE	**$ 16,520,684**	**$ 17,366,694**	**$ 17,490,893**	**$ 17,563,930**	**$ 17,760,612**	**$ 269,719**	**1.5%**
EXPENDITURES							
PERSONAL SERVICES	$ 54,673,151	$ 58,456,377	$ 63,024,620	$ 60,409,890	$ 67,479,261	$ (4,454,641)	-7.1%
SUPPLIES	2,554,575	1,624,221	1,531,238	1,358,702	1,631,951	(100,713)	-6.6%
SERVICES	9,257,834	9,643,202	9,503,562	9,214,611	9,739,689	(236,127)	-2.5%
CAPITAL OUTLAY	944,122	596,366	618,001	526,075	595,447	22,554	3.6%
TOTAL EXPENDITURES	**$ 67,429,681**	**$ 70,320,166**	**$ 74,677,421**	**$ 71,509,278**	**$ 79,446,348**	**$ (4,768,927)**	**-6.4%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 4,166,227	$ 5,082,022	$ 5,082,022	$ 5,008,053	$ 5,842,476	$ 760,454	15.0%
213 COUNTY ATTORNEY RICO	1,164,060	1,300,000	1,300,000	1,300,000	1,600,000	300,000	23.1%
219 COUNTY ATTORNEY GRANTS	6,753,159	6,560,517	6,684,716	6,684,716	5,702,781	(981,935)	-14.7%
220 DIVERSION	922,475	1,000,000	1,000,000	1,000,000	1,000,000	-	0.0%
221 COUNTY ATTORNEY FILL THE GAP	1,188,622	1,266,624	1,266,624	1,333,220	1,266,624	-	0.0%
266 CHECK ENFORCEMENT PROGRAM	703,352	720,031	720,031	626,285	720,031	-	0.0%
267 CRIM JUSTICE ENHANCEMENT	1,488,723	1,361,500	1,361,500	1,488,723	1,488,700	127,200	9.3%
268 VICTIM COMP AND ASSISTANCE	113,594	36,000	36,000	98,309	100,000	64,000	177.8%
269 VICTIM COMP RESTITUTION INT	20,472	40,000	40,000	24,624	40,000	-	0.0%
ALL FUNDS	**$ 16,520,684**	**$ 17,366,694**	**$ 17,490,893**	**$ 17,563,930**	**$ 17,760,612**	**$ 269,719**	**1.5%**
EXPENDITURES							
100 GENERAL	$ 55,511,795	$ 57,520,494	$ 61,753,550	$ 59,090,730	$ 67,528,212	$ (5,774,662)	-9.4%
213 COUNTY ATTORNEY RICO	1,164,060	1,300,000	1,300,000	1,300,000	1,600,000	(300,000)	-23.1%
219 COUNTY ATTORNEY GRANTS	6,614,812	6,560,517	6,684,716	6,684,716	5,702,781	981,935	14.7%
220 DIVERSION	999,000	1,000,000	1,000,000	1,000,000	1,000,000	-	0.0%
221 COUNTY ATTORNEY FILL THE GAP	1,264,421	1,266,624	1,266,624	1,266,624	1,266,624	-	0.0%
266 CHECK ENFORCEMENT PROGRAM	719,031	720,031	720,031	626,285	720,031	-	0.0%
267 CRIM JUSTICE ENHANCEMENT	1,154,573	1,361,500	1,361,500	1,271,186	1,488,700	(127,200)	-9.3%
268 VICTIM COMP AND ASSISTANCE	-	126,000	126,000	98,309	100,000	26,000	20.6%
269 VICTIM COMP RESTITUTION INT	1,989	465,000	465,000	171,428	40,000	425,000	91.4%
ALL FUNDS	**$ 67,429,681**	**$ 70,320,166**	**$ 74,677,421**	**$ 71,509,278**	**$ 79,446,348**	**$ (4,768,927)**	**-6.4%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	848.85	853.05	906.40	53.35	6%
219 COUNTY ATTORNEY GRANTS	72.65	74.25	58.75	(15.50)	-21%
220 DIVERSION	3.00	3.00	3.00	-	0%
221 COUNTY ATTORNEY FILL THE GAP	26.50	27.50	25.50	(2.00)	-7%
266 CHECK ENFORCEMENT PROGRAM	15.50	16.00	16.00	-	0%
267 CRIM JUSTICE ENHANCEMENT	26.00	25.00	27.00	2.00	8%
TOTAL FUNDS	**992.50**	**998.80**	**1,036.65**	**37.85**	**4%**

Base Adjustments

Revenue

- **Trial Activity Sales of Copies of Discovery ($15,429):** OMB forecasts an increase of $15,429 in General Fund Revenue from the sale of Copies of Discovery.

- **Legal Advice Activity – Increase Retainer Charges & Add 4.0 FTE Civil Division Staff ($865,480):** The Adopted Budget includes an increase of $865,480 in Civil Division Retainer Charges collected from County departments based upon forecast growth in demand for Legal Advice services. The Adopted Budget also includes an increase in annualized expenditure of $282,143 from the General Fund to add 2.0 FTE Attorneys, 1.0 FTE Legal Assistant and 1.0 FTE Administrative Office Assistant to support civil counsel services for County departments.

- **Amend Civil Division Retainer for the Health Care District (-$120,455):** An FY 2006-07 Health Care District -- Civil Division Retainer agreement reached late in the budget process nearly halves the retainer in effect for FY 2005-06. The Adopted Budget reduces the previously anticipated FY 2006-07 request by $143,803 in expenditures and $120,455 in revenue.

- **Increase Trial Activity Expenditures & Revenue to Reflect Forecasted Increase in RICO Revenue ($300,000):** A forecasted increase of $300,000 in annual Racketeer Influenced and

Corrupt Organizations Act (RICO) Revenue and associated expenditures is included in the Adopted RICO Fund (213) Budget.

- **Trial Activity Increase in Criminal Justice Enhancement Fund (CJEF) Revenue ($127,200):** A forecasted increase of $127,200 in annual CJEF Revenue is included in the Adopted Budget.

- **Forecasted Decline in Grant Revenue (Revised) in Multiple Activities (-$981,935):** The Adopted Budget includes total Grant Fund revenue of $5,702,781 for FY 2006-07, $981,935 below the amount budgeted for FY 2005-06 due to declining grant awards projected.

- **Increase Victim Compensation Activity Revenue and Expenditures in the Victim Compensation & Assistance Fund ($64,000):** Actual and projected revenue for the Victim Compensation and Assistance Fund (268) have totaled approximately $100,000 for the past two fiscal years. The Adopted Budget increases the Revenue and Expenditure budget by $64,000 to $100,000 for FY 2006-07.

Expenditures

- **Legal Advice Activity – Increase Retainer Charges & Add 4.0 FTE Civil Division Staff ($282,143):** The Adopted Budget includes an increase of $865,480 in Civil Division Retainer Charges collected from County departments based upon forecast growth in demand for Legal Advice services. The Adopted Budget also includes an increase in annualized expenditure of $282,143 from the General Fund to add 2.0 FTE Attorneys, 1.0 FTE Legal Assistant and 1.0 FTE Administrative Office Assistant to support civil counsel services for County departments.

- **Amend Civil Division Retainer for the Health Care District (-$143,803):** An FY 2006-07 Health Care District -- Civil Division Retainer agreement reached late in the budget process nearly halves the retainer in effect for FY 2005-06. The Adopted Budget reduces the previously anticipated FY 2006-07 request by $143,803 in expenditures and $120,455 in revenue.

- **Adjust Personnel Savings Rates in Multiple Activities (-$1,428,927):** The Adopted Budget reflects an adjustment in the budgeted Savings Rate from 3.5% to 6.0% in the General Fund (an expenditure reduction of $1,441,164), from 9.0% to 5.0% in the Fill the Gap Fund (an expenditure increase of $51,945), and from 3.8% to 6.0% in the Criminal Justice Enhancement Fund (an expenditure reduction of $39,708). Personnel Savings is running at an actual rate of 7.0% in FY 2005-06. OMB will monitor actual savings rates for the County Attorney's Office throughout FY 2006-07. Contingency will be recommended if the vacancy savings is not achieved.

- **Victim Assistance Activity Service Increase ($40,000):** The Adopted Budget increases General Fund expenditures for printing and mailing of Victims' Rights brochures, taxi services, and meals/parking for court dates.

- **Sexual Assault Exam Contract Fee Adjustment in Trials Activity ($40,000):** The Adopted Budget includes an increase of $40,000 from the General Fund for sexual assault exam expenditures, prompted by a requested fee increase of $25 per adult exams and $50 for adult lab tests.

- **Increased Charges for Computer Data Center Activity Hardware/Software Maintenance ($80,000):** Computer hardware and software costs are forecasted to increase between three to seven percent annually. The Adopted Budget increases General Fund expenditures by $80,000 for these charges in FY 2006-07.

- **Computer Server Replacement – First of Three Annual Technology Finance Program Payments in the Trials Activity ($65,000):** The Adopted Budget includes $65,000 for three annual payments from the General Fund through the Technology Finance Program to replace a computer server.

- **Increase Trial Activity Expenditures & Revenue to Reflect Forecasted Increase in RICO Revenue ($300,000):** A forecasted increase of $300,000 in annual Racketeer Influenced and Corrupt Organizations Act (RICO) Revenue and associated expenditures is included in the Adopted RICO Fund (213) Budget.

- **Transfer Trial Activity Temporary Pay & Education and Training Expenditures from the General Fund to CJEF ($0):** Due to a forecasted increase of $127,200 in annual CJEF revenue, the Adopted Budget transfers $41,530 in budget from the General Fund to CJEF for Temporary Pay ($21,543) and Education and Training ($20,000).

- **Increase Criminal Justice Enhancement Fund (CJEF) Trial Activity Expenditures to Restore 2.0 FTE Support Positions ($92,552):** Due to a forecasted increase of $127,200 in annual CJEF revenue, the Adopted Budget restores 1.0 FTE Administrative Office Support position that would otherwise have been deleted from CJEF in order to fully budget Pay for Performance expenditures for remaining positions. The Adopted Budget also restores 1.0 FTE Administrative Office Support Supervisor and shifts the position from the Fill the Gap Fund (221) to CJEF. Expenditures for the 2.0 FTE positions will total $92,552 in FY 2006-07.

- **Shift 1.0 FTE Trial Support Position to the Criminal Justice Enhancement Fund (CJEF) from the Fill the Gap Fund ($0):** To ensure structural balance within the Fill the Gap Fund (221), the Adopted Budget shifts 1.0 FTE Administrative Office Support position ($34,656) from the Fill the Gap Fund to CJEF.

- **Forecasted Decline in Grant Revenue (Revised) in Multiple Activities (-$981,935):** The Adopted Budget includes total Grant Fund revenue of $5,702,781 for FY 2006-07, $981,935 below the amount budgeted for FY 2005-06 due to declining grant awards projected.

- **Shift 10.5 FTE Positions from the Grants Fund (219) to the General Fund (100) to Support 6.0 FTE Attorneys and 4.5 FTE Support Staff who Provide Services of the Trial, County Attorney-Initiated Investigation, and Victim Assistance Activities (-$812,491):** As a consequence of the reduction in budgeted Grant Fund revenue for FY 2006-07, and in order to ensure the continuation of grant-funded services, the Adopted Grant Fund Budget includes a shift of 10.5 FTE positions to the General Fund, including 6.0 FTE Attorneys and 1.5 FTE support staff in the Trial Activity, 1.0 FTE Investigator in the County Attorney-Initiated Investigations Activity, and 2.0 FTE Victim Assistance Activity Social Workers. The Budget is adopted with the understanding that any future grant revenue increases will result in the movement of these positions back to the Grant Fund.

- **Adjust Other Operating Expenditures in the Trials and Victim Compensation Activities to Reflect Revised Grant Revenue Forecast ($812,491):** In association with reducing the FY

2006-07 Grant Revenue forecast to $5,702,781 and shifting 10.5 FTE Grant positions to the General Fund (discussed above), the Adopted Budget fully funds Supplies and Services at the revised request of $1,936,310. The Adopted Budget reduces Trial Activity expenditures by $152,833 based on expenditures projected for FY 2005-06, increases Charging Activity expenditures by $12,850 and increases Victim Compensation expenditures by $952,474.

- **Increase Victim Compensation Activity Revenue and Expenditures in the Victim Compensation & Assistance Fund ($64,000):** Actual and projected revenue for the Victim Compensation and Assistance Fund have totaled approximately $100,000 for the past two fiscal years. The Adopted Budget increases the Revenue and Expenditure budget by $64,000 to $100,000 for FY 2006-07.

- **Right-Size Operating Expenditures (Multiple Activities) (-$335,210):** The Adopted Budget includes a net reduction of $335,210 for a variety of increases and decreases in the General Fund ($316,078), the Fill the Gap Fund ($17,289), and the Criminal Justice Enhancement Fund ($1,843) to reflect historical trend and structurally balance each fund.

Results Initiatives

The following Results Initiatives were requested by the County Attorney's Office for FY 2006-07, and are included in the Adopted Budget. OMB will work closely with the County Attorney's Office to update and finalize the County Attorney Managing for Results Strategic Plan with associated performance measures.

- **Auto Theft Bureau -- $872,337 ($807,999 Annualized) General Fund:** Initiative would double the number of auto theft prosecutors from five to ten and would add seven support staff and associated supplies and equipment to support the positions as requested by the County Attorney's Office. **Expected Result**: To improve the detection of vehicle thefts, increase the numbers and quality of investigations leading to the arrest and successful prosecution of auto thieves, and enable the Office to concentrate auto theft prosecutions in one bureau using experienced, specialized prosecutors to handle the cases. A concentrated bureau is expected to make performance measure date more readily obtainable.

- **Crime Prevention Education Program -- $299,759 ($287,937 Annualized) General Fund:** Initiative would add a Program Coordinator and an Administrative Specialist and associated supplies and equipment to support the positions as requested by the County Attorney's Office. **Expected Result**: Reduce crime and save money through increased public service announcements, enhancement of Office website, and participation in special events with schools and police departments.

- **Fraud and Identity Theft Bureau Expansion -- $1,017,675 ($936,092 Annualized) General Fund:** Initiative would increase the number of identity theft prosecutors from ten to sixteen and would add eight support staff and associated supplies and equipment to support the positions as requested by the County Attorney's Office. **Expected Result**: More timely prosecutions, a possible reduction in the number of predisposition jail days along with the elimination of a backlog of cases. A concentrated bureau is expected to make performance measure date more readily obtainable.

- **Methamphetamine and Illegal Drug Bureau -- $837,423 ($778,095 Annualized) General Fund:** Initiative would increase the number of drug prosecutors from five to ten and would add six support staff and associated supplies and equipment to support the positions as requested by the County Attorney's Office. **Expected Result**: To meet the demands of increased caseloads and aggressively assault new areas of illegal drug activity by concentrating drug prosecutions in one bureau (making performance measure data more readily obtainable).

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 57,520,494**	**$ 5,082,022**
MID-YEAR ADJUSTMENTS:		
FY 2005-06 Pay for Performance	$ 536,847	$ -
Attorney Market Adjustments	3,363,756	-
Attorney Market Adjustments - Vacant Positions	75,859	-
Subtotal	**$ 3,976,462**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 61,496,956**	**$ 5,082,022**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 481,408	$ -
Retirement Contributions	742,738	-
FY 2005-06 Pay for Performance Annualization	35,937	-
Annualization of FY 2005-06 DRP/LRP (12 month)	51,923	-
Annualization of Market Adjustments	677,149	-
FY 2006-07 Pay for Performance	1,637,848	-
Subtotal	**$ 3,627,003**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 65,123,959**	**$ 5,082,022**
BASE ADJUSTMENTS:		
Trial Activity Sales of Copies of Discovery	$ -	$ 15,429
Legal Advice Activity - Incr. Retainer Charges & Add 4.0 FTE Civil Division Staff	282,143	865,480
Amend Civil Division Retainer for the Health Care District	(143,803)	(120,455)
Adjust Personal Services Savings Rate from 3.5% to 6.0% (Mult Activities)	(1,441,164)	-
Victim Assistance Activity Service Increase	40,000	-
Sexual Assault Exam Contract Fee Adjustment in Trial Activity	40,000	-
Increased Charges for Computer Data Center Activity Hardware/Software Maint	80,000	-
Computer Server Replacement - 1st of 3 Annual Technology Finance Program Payments in Trial Activity	65,000	-
Transfer Trial Activity Temporary Pay & Education and Training Costs from the General Fund to Criminal Justice Enhancement Fund (267)	(41,543)	-
Shift 10.5 FTE positions from the Grants Fund (219) to the General Fund to Support 6.0 FTE Attorneys & 4.5 FTE Support Staff who Provide Services of the Trial, County Attorney-Initiated Investigation, & Victim Assistance Activities	812,491	-
Right-Size Operating Expenditures (Multiple Activities)	(316,078)	-
Subtotal	**$ (622,954)**	**$ 760,454**
FY 2006-07 ADOPTED BASE BUDGET:	**$ 64,501,005**	**$ 5,842,476**
RESULTS INITIATIVE REQUESTS:		
Auto Theft Bureau ($807,999 Annualized)	$ 872,337	$ -
Crime Prevention Education Program ($287,937 Annualized)	299,759	-
Fraud & I.D. Theft Bureau Expansion ($936,092 Annualized)	1,017,675	-
Methamphetamine & Illegal Drug Bureau ($778,095 Annualized)	837,423	-
Subtotal	**$ 3,027,194**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 67,528,199**	**$ 5,842,476**

County Attorney RICO (213) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 1,300,000**	**$ 1,300,000**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 1,300,000**	**$ 1,300,000**
FY 2006-07 BUDGET TARGET:	**$ 1,300,000**	**$ 1,300,000**
BASE ADJUSTMENTS:		
Increase Trial Activity Expenditures & Revenue to Reflect Forecasted Increase in RICO Revenue	$ 300,000	$ 300,000
Subtotal	**$ 300,000**	**$ 300,000**
FY 2006-07 ADOPTED BUDGET:	**$ 1,600,000**	**$ 1,600,000**

County Attorney RICO (213) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -
Revenue	$ 1,164,060	$ 1,300,000	$ 1,300,000	$ 1,300,000	$ 1,600,000
Expenditures	1,164,060	1,300,000	1,300,000	1,300,000	1,600,000
Net Operating	$ -	$ -	$ -	$ -	$ -
Ending Fund Balance	$ -	$ -	$ -	$ -	$ -

County Attorney Grants (219) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 6,560,517**	**$ 6,560,517**
MID-YEAR ADJUSTMENTS:		
Grant Reconciliation (Multiple Agendas)	$ 124,199	$ 124,199
FY 2006-07 BUDGET TARGET:	**$ 6,684,716**	**$ 6,684,716**
BASE ADJUSTMENTS:		
Forecasted Decline in Grant Revenue (Revised) in Multiple Activities	$ (981,935)	$ (981,935)
Shift 10.5 FTE Positions from the Grants Fund to the General Fund to Support 6.0 FTE Attorneys & 4.5 FTE Support Staff who Provide Services of the Trial, County Attorney-Initiated Invest, & Victim Assist Activities	(812,491)	-
Adjust Other Operating Expenditures in the Trials, Charging & Victim Compensation Activities to Reflect Revised Grant Revenue Forecast	812,491	-
Subtotal	**$ (981,935)**	**$ (981,935)**
FY 2006-07 ADOPTED BUDGET:	**$ 5,702,781**	**$ 5,702,781**

County Attorney Grants (219) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ (461,130)	$ (461,130)	$ (461,130)	$ (322,782)	$ (322,782)
Revenue	$ 6,753,159	$ 6,560,517	$ 6,684,716	$ 6,684,716	$ 5,702,781
Expenditures	6,614,812	6,560,517	6,684,716	6,684,716	5,702,781
Net Operating	$ 138,347	$ -	$ -	$ -	$ -
Ending Fund Balance	$ (322,783)	$ (461,130)	$ (461,130)	$ (322,782)	$ (322,782)

County Attorney Diversion (220) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 1,000,000**	**$ 1,000,000**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 1,000,000**	**$ 1,000,000**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 1,695	$ -
Retirement Contributions	2,101	-
Structural Balance	(8,871)	-
FY 2005-06 Pay for Performance Annualization	25	-
FY 2006-07 Pay for Performance	5,050	-
Subtotal	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 1,000,000**	**$ 1,000,000**
FY 2006-07 ADOPTED BUDGET:	**$ 1,000,000**	**$ 1,000,000**

County Attorney Diversion (220) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 1,115,236	$ 1,115,236	$ 1,115,236	$ 1,038,704	$ 1,038,704
Revenue	$ 922,475	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
Expenditures	999,000	1,000,000	1,000,000	1,000,000	1,000,000
Net Operating	$ (76,525)	$ -	$ -	$ -	$ -
Ending Fund Balance	$ 1,038,711	$ 1,115,236	$ 1,115,236	$ 1,038,704	$ 1,038,704

County Attorney Fill the Gap (221) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 1,266,624**	**$ 1,266,624**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 1,266,624**	**$ 1,266,624**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 15,538	$ -
Retirement Contributions	16,956	-
Structural Balance	(74,160)	-
FY 2005-06 Pay for Performance Annualization	1,624	-
FY 2006-07 Pay for Performance	40,042	-
Subtotal	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 1,266,624**	**$ 1,266,624**
BASE ADJUSTMENTS:		
Shift 1.0 FTE Trial Activity Support Position to Criminal Justice Enhancement Fund from the Fill the Gap Fund	$ (34,656)	$ -
Reduce Personal Services Savings Rate from 9.0% to 5.0%	51,945	-
Right-Size Operating Expenditures (Multiple Activities)	(17,289)	-
Subtotal	**$ -**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 1,266,624**	**$ 1,266,624**

County Attorney Fill the Gap (221) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 850,884	$ 186,157	$ 186,157	$ 775,084	$ 841,680
Revenue	$ 1,188,622	$ 1,266,624	$ 1,266,624	$ 1,333,220	$ 1,266,624
Expenditures	1,264,421	1,266,624	1,266,624	1,266,624	1,266,624
Net Operating	$ (75,799)	$ -	$ -	$ 66,596	$ -
Ending Fund Balance	$ 775,085	$ 186,157	$ 186,157	$ 841,680	$ 841,680

Check Enforcement Program (266) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 720,031**	**$ 720,031**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 720,031**	**$ 720,031**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 9,040	$ -
Retirement Contributions	7,493	-
Structural Balance	(34,299)	-
FY 2005-06 Pay for Performance Annualization	312	-
FY 2006-07 Pay for Performance	17,454	-
Subtotal	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 720,031**	**$ 720,031**
BASE ADJUSTMENTS:		
Right-Size Operating Expenditures	$ -	$ -
Subtotal	**$ -**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 720,031**	**$ 720,031**

Check Enforcement Program (266) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 252,550	$ 252,550	$ 252,550	$ 236,872	$ 236,872
Revenue	$ 703,352	$ 720,031	$ 720,031	$ 626,285	$ 720,031
Expenditures	719,031	720,031	720,031	626,285	720,031
Net Operating	$ (15,679)	$ -	$ -	$ -	$ -
Ending Fund Balance	$ 236,871	$ 252,550	$ 252,550	$ 236,872	$ 236,872

Criminal Justice Enhancement (267) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 1,361,500**	**$ 1,361,500**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 1,361,500**	**$ 1,361,500**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 14,125	$ -
Retirement Contributions	17,100	-
Structural Balance	(71,835)	-
FY 2005-06 Pay for Performance Annualization	1,317	-
FY 2006-07 Pay for Performance	39,293	-
Subtotal	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 1,361,500**	**$ 1,361,500**
BASE ADJUSTMENTS:		
Trial Activity Increase in CJEF Revenue	$ -	$ 127,200
Increase Criminal Justice Enhancement Fund Trial Activity Expenditures to Restore 2.0 FTE Support Positions	92,552	-
Shift 1.0 FTE Trial Activity Support Position to the Criminal Justice Enhancement Fund from the Fill the Gap Fund (221)	34,656	-
Transfer Trial Activity Temporary Pay & Education and Training Expenditures from the General Fund	41,543	-
Increase Personal Services Savings Rate from 3.7% to 6.0%	(39,708)	-
Right-Size Operating Expenditures	(1,843)	-
Subtotal	**$ 127,200**	**$ 127,200**
FY 2006-07 ADOPTED BUDGET:	**$ 1,488,700**	**$ 1,488,700**

Criminal Justice Enhancement (267) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 364,677	$ 364,677	$ 364,677	$ 698,826	$ 916,363
Revenue	$ 1,488,723	$ 1,361,500	$ 1,361,500	$ 1,488,723	$ 1,488,700
Expenditures	1,154,573	1,361,500	1,361,500	1,271,186	1,488,700
Net Operating	$ 334,150	$ -	$ -	$ 217,537	$ -
Ending Fund Balance	$ 698,827	$ 364,677	$ 364,677	$ 916,363	$ 916,363

Victim Compensation Restitution (268) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 126,000**	**$ 36,000**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 126,000**	**$ 36,000**
TARGET ADJUSTMENTS:		
One Time Expenses	$ (90,000)	$ -
Subtotal	**$ (90,000)**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 36,000**	**$ 36,000**
BASE ADJUSTMENTS:		
Increase Victim Compensation Activity Revenue & Expenditures in the Victim Compensation and Assistance Fund	$ 64,000	$ 64,000
Subtotal	**$ 64,000**	**$ 64,000**
FY 2006-07 ADOPTED BUDGET:	**$ 100,000**	**$ 100,000**

Victim Compensation Restitution (268) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 177,149	$ 177,149	$ 177,149	$ 290,742	$ 290,742
Revenue	$ 113,594	$ 36,000	$ 36,000	$ 98,309	$ 100,000
Expenditures	-	126,000	126,000	98,309	100,000
Net Operating	$ 113,594	$ (90,000)	$ (90,000)	$ -	$ -
Ending Fund Balance	$ 290,743	$ 87,149	$ 87,149	$ 290,742	$ 290,742

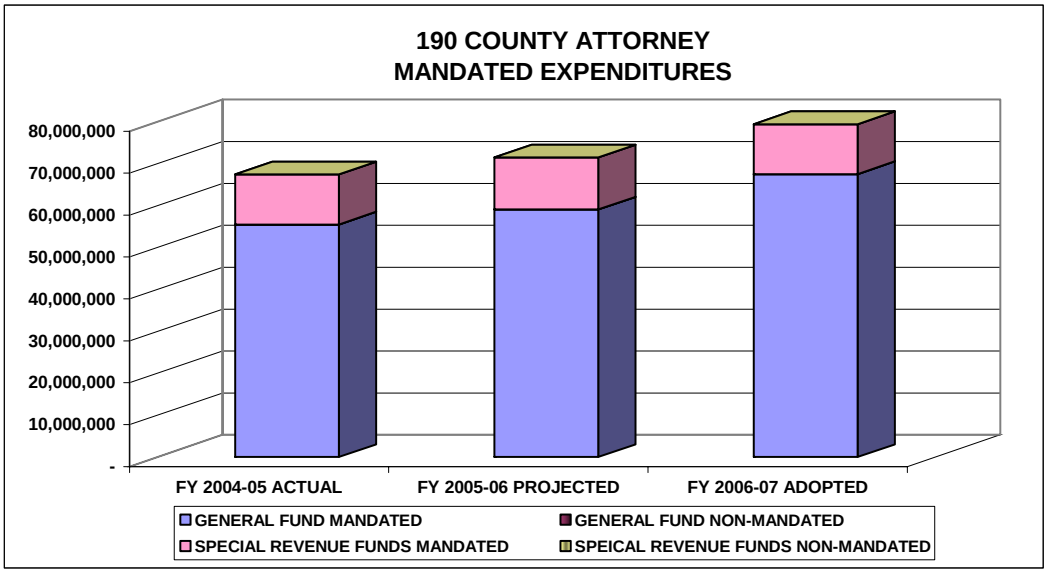
Victim Compensation Interest (269) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 465,000**	**$ 40,000**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 465,000**	**$ 40,000**
TARGET ADJUSTMENTS:		
One Time Expenses	$ (425,000)	$ -
FY 2006-07 BUDGET TARGET:	**$ 40,000**	**$ 40,000**
FY 2006-07 ADOPTED BUDGET:	**$ 40,000**	**$ 40,000**

Victim Compensation Interest (269) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 471,799	$ 471,799	$ 471,799	$ 490,287	$ 343,483
Revenue	$ 20,472	$ 40,000	$ 40,000	$ 24,624	$ 40,000
Expenditures	1,989	465,000	465,000	171,428	40,000
Net Operating	$ 18,484	$ (425,000)	$ (425,000)	$ (146,804)	$ -
Ending Fund Balance	$ 490,283	$ 46,799	$ 46,799	$ 343,483	$ 343,483

Mandates



Mandated expenditure levels vary year-to-year based on factors including the increase in retainer charges in the Legal Advice Activity, increased expenditures and revenue in the Trial Activity, and the decline in grant revenue in several Activities. See the Base Adjustment section for additional detail.

Program Activity	Purpose	Mandate
CIVIL LEGAL SERVICES	The purpose of the Civil Legal Services Program is to provide legal advice and representation to County officers, administrators and managers so that they can manage the affairs of the County with the benefit of timely and responsive legal advice and representation.	
CIVIL REPRESENTATION ACTIVITY	The purpose of the Civil Representation Activity is to provide a defense for claims filed against the County, or to initiate claims, protests, lawsuits and appeals for Maricopa County so that a timely and just result is achieved.	A.R.S. §11-532
LEGAL ADVICE ACTIVITY	The purpose of the Legal Advice Activity is to provide legal advice to county officers, administrators and managers so that they can have timely and quality advice to manage the affairs of county government.	A.R.S. §11-532
COMMUNITY SERVICES	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.	
ADOPTION ACTIVITY	The purpose of the Adoptions Activity is to provide information, free legal assistance and representation in uncontested adoptions to prospective adoptive parents so that they can legally adopt children in Maricopa County.	A.R.S. §8-127
SEXUALLY VIOLENT PREDATOR	The purpose of the Sexually Violent Predator Activity is to provide legal and civil commitment services on behalf of the citizens of Maricopa County so that the court can determine if sexually violent predators require additional confinement for rehabilitation purposes in order to protect the community.	A.R.S. §36-3704
VICTIM COMPENSATION ACTIVITY	The purpose of the Victim Compensation Activity is to provide financial reimbursement to victims of violent crimes so that they can recover eligible crime related financial loss.	A.R.S. §11-538

Mandates (Continued)

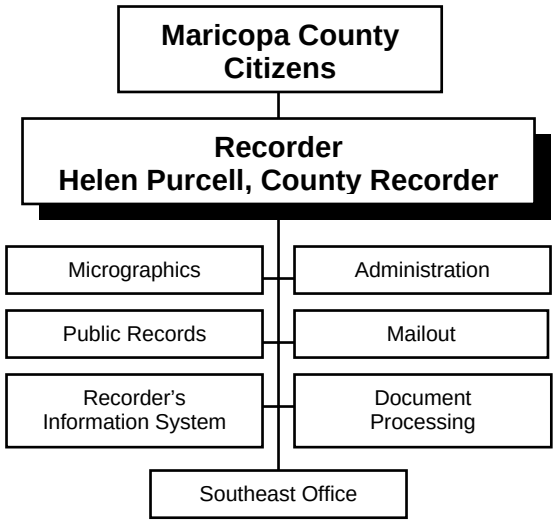
Program Activity	Purpose	Mandate
PROSECUTION	The purpose of the Prosecution Program is to provide comprehensive felony, misdemeanor, delinquency and incorrigibility prosecution in the adult and juvenile courts on behalf of the people of Maricopa County so that they can be assured that justice has been served and offenders are held accountable for their criminal or delinquent acts.	
APELLATE ACTIVITY	The purpose of the Appellate Activity is to provide post-conviction legal services on behalf of the people of Maricopa County so that they can be assured that justice is served.	A.R.S. §11-532
CHARGING ACTIVITY	The purpose of the Charging Activity is to provide prompt charging decisions, criminal filings and juvenile petitions for law enforcement agencies and victims so that they can see that offenders are held accountable and that justice is served.	A.R.S. §11-532
CHECK ENFORCEMENT PROGRAM ACTY	The purpose of the Check Enforcement Diversion Activity is to provide recovery of monies from bad check writers and to deter the writing of bad checks through prosecution, education and the assessment of fines, so that Maricopa County residents and businesses will see successful recovery of lost monies and that offenders are held accountable.	A.R.S. §13-1807
DRUG DIVERSION ACTIVITY	The purpose of the drug diversion activity is to provide alternatives to criminal prosecution to appropriate offenders so that they can receive drug rehabilitation services without the cost of prosecution.	A.R.S. §11-361
IDENTITY THEFT	The purpose of the Identity Theft Prosecution Activity is to provide prosecution of persons who commit identity theft to crime victims and the public so that they can be assured that offenders will receive just punishment and crime will be prevented.	A.R.S. §11-532
INVESTIGATION RELATED CASE	The purpose of the Investigations Related Case Support Activity is to provide pre and post file investigative services accompanied by accurate and complete reporting to Deputy County Attorneys so that they can successfully prosecute cases.	A.R.S. §11-532
PROSECUTION RELATED INVEST	The purpose of the Prosecution Related Investigation Activity is to provide investigative services accompanied by accurate and complete reporting to Deputy County Attorneys so that they can successfully prosecute cases.	A.R.S. §11-532
COUNTY ATTORNEY INITIATED INV	The purpose of the County Attorney Initiated Investigations Activity is to provide original investigative and surveillance findings to the County Attorney and Chief Deputy so that they can determine if further legal action is needed.	A.R.S. §11-532
METH & DANGEROUS DRUGS	The purpose of the Meth and Other Illegal Drugs Prosecution Activity is to provide prosecution of persons who commit meth and other illegal drug offenses to crime victims and the public so that they can be assured that offenders will receive just punishment and crime will be prevented.	A.R.S. §11-532
TRIAL ACTIVITY	The purpose of the Trial Activity is to provide criminal and juvenile prosecution of offenders to the people of Maricopa County so that they can live in a safer community.	A.R.S. §11-532
VICTIM ASSISTANCE ACTIVITY	The purpose of the Victim Assistance Activity is to provide victims' rights and victim assistance services to victims of crimes committed in Maricopa County so that they can experience a reduction in trauma, strive to "feel whole" again, and be informed of criminal or juvenile justice proceedings.	A.R.S. §8-381/A.R.S. §13-4401
EMPLOYEE TRAINING & DEVELOPMENT	The purpose of the Employee Training and Development Program is to provide training and education to MCAO employees so that they can have the training, skills, and support necessary to efficiently and effectively perform their job functions.	
CAREER DEVELOPMENT	The purpose of the Career Development Activity is to provide mentoring, career development and counseling opportunities to MCAO employees so that the Office retains employees for a longer period of time and enables employees to excel at their job functions and promote within the organization.	ADMINISTRATIVE
EMPLOYEE TRAINING	The purpose of the Employee Training Activity is to provide education, and self-development to MCAO employees so that they can have the knowledge and skills necessary to excel at their job functions.	ADMINISTRATIVE

Recorder's Office

Analysis by Monica Staats, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The mission of the Recorder's Office is to maintain a perpetual, comprehensive set of public records consisting of all documents appropriately presented for recording for the public so that any member of the public can readily access the information to conduct their personal and business activities with the assurance that, where appropriate, privacy will be protected and that their transactions were executed in accordance with the law.

Vision

Our vision is to be the most productive recording office with the best customer service and the best solutions for recording documents and accessing public records.

Strategic Goals

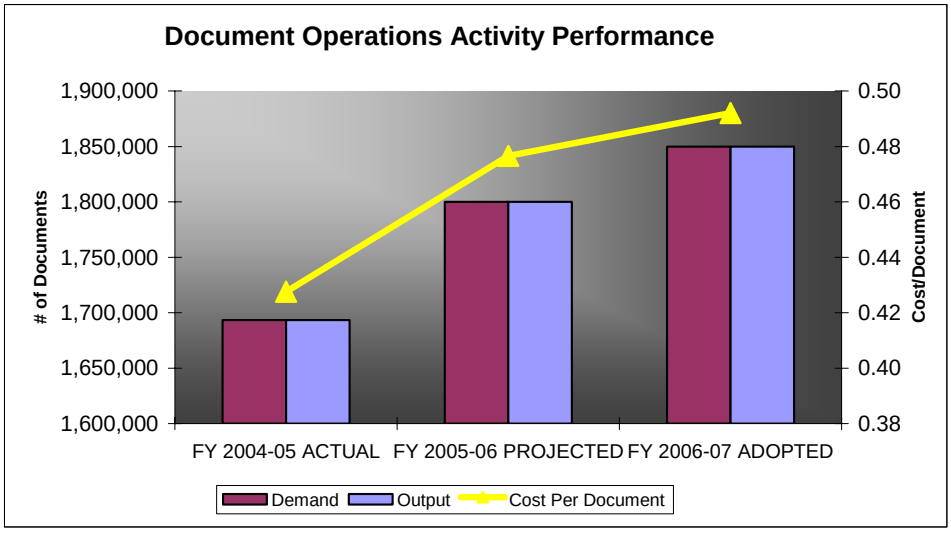
- "Digital Recording" -- Increase the percentage of documents recorded from digital and electronic sources to 55% by 2006. **Status**: As of the end of the second quarter in FY 2005-06, digital and electronic recordings totaled 475,710 documents, which accounted for 45.06% of total documents recorded.

- "Document Storage" -- Reduce the space needed for document storage by 50% by 2006. **Status**: The launching of the REDCAP (Recorder's Election's Document Conversion Archival Project) was designed to create digital images and indices of all documents recorded since 1871, and featured the conversion of approximately 68 million images. The REDCAP has

currently converted over 47 million documents, which will substantially reduce space needed for document storage.

Department Performance Information

The purpose of the Document Operations Activity is to provide a public record of transactions for the general public so that they can conduct their personal and business activities expeditiously with the assurance that their transactions were executed in accordance with the law. The total number of documents is projected to grow by 50,000 in FY 2006-07. The continued growth in Maricopa County brings an increase demand in document research requests. The Department's ability to meet the increased demand is primarily due to consistency in staffing levels. The Department has experienced low turnover which results in more experienced and efficient staff. However, postage costs, increased demand, and compensation increases contribute to the rise in cost per document.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
36RP - RECORDER'S PROGRAM	$ 15,360,664	$ 12,093,600	$ 12,093,600	$ 17,125,843	$ 13,246,000	$ (1,152,400)	-9.5%
DCOP - DOCUMENT OPERATIONS	14,031,248	11,003,600	11,003,600	15,836,393	12,001,000	(997,400)	-9.1%
MCRO - MICROGRAPHICS	97,652	100,000	100,000	91,916	95,000	5,000	5.0%
MOUT - MAILOUT	720,412	540,000	540,000	709,948	600,000	(60,000)	-11.1%
PASS - PUBLIC ASSISTANCE	511,352	450,000	450,000	487,586	550,000	(100,000)	-22.2%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 6,883,732	$ 5,370,000	$ 5,370,000	$ 6,345,695	$ 6,300,000	$ (930,000)	-17.3%
BUAS - BUSINESS APPLICATION DEVELOP	6,883,732	5,370,000	5,370,000	6,345,695	6,300,000	(930,000)	-17.3%
99AS - ADMINISTRATIVE SERVICES PROG	$ 86,816	$ -	$ -	$ -	$ -	$ -	
TOTAL PROGRAMS	**$ 22,331,212**	**$ 17,463,600**	**$ 17,463,600**	**$ 23,471,538**	**$ 19,546,000**	**$ (2,082,400)**	**-11.9%**
EXPENDITURES							
36RP - RECORDER'S PROGRAM	$ 2,115,999	$ 2,280,350	$ 2,330,246	$ 2,398,033	$ 2,475,653	$ (145,407)	-6.2%
DCOP - DOCUMENT OPERATIONS	723,997	862,647	879,216	857,937	910,293	(31,077)	-3.5%
MCRO - MICROGRAPHICS	741,056	744,510	749,733	822,433	724,966	24,767	3.3%
MOUT - MAILOUT	418,636	415,074	418,643	450,389	540,425	(121,782)	-29.1%
PASS - PUBLIC ASSISTANCE	232,310	258,119	282,654	267,273	299,969	(17,315)	-6.1%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 4,315,431	$ 6,740,329	$ 6,813,958	$ 6,459,413	$ 5,716,982	$ 1,096,976	16.1%
BUAS - BUSINESS APPLICATION DEVELOP	2,005,765	6,149,762	6,217,405	5,721,938	5,139,722	1,077,683	17.3%
DACR - DATA CENTER	2,301,162	590,567	596,553	737,475	577,260	19,293	3.2%
GISA - GIS APPLICATION DEVELOPMENT	8,503	-	-	-	-	-	
99AS - ADMINISTRATIVE SERVICES PROG	$ 477,818	$ 603,303	$ 596,055	$ 545,489	$ 584,060	$ 11,995	2.0%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 7,582	$ (7,582)	
TOTAL PROGRAMS	**$ 6,909,247**	**$ 9,623,982**	**$ 9,740,259**	**$ 9,402,935**	**$ 8,784,277**	**$ 955,982**	**9.8%**

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 45,398	$ -	$ -	$ -	$ -	$ -	
CHARGES FOR SERVICES	20,694,596	16,210,000	16,210,000	22,043,243	18,000,000	(1,790,000)	-11.0%
MISCELLANEOUS REVENUE	1,521,218	1,253,600	1,253,600	1,428,295	1,546,000	(292,400)	-23.3%
OTHER FINANCING SOURCES	70,000	-	-	-	-	-	
TOTAL REVENUE	**$ 22,331,212**	**$ 17,463,600**	**$ 17,463,600**	**$ 23,471,538**	**$ 19,546,000**	**$ (2,082,400)**	**-11.9%**
EXPENDITURES							
PERSONAL SERVICES	$ 3,451,339	$ 4,116,698	$ 4,399,155	$ 4,059,564	$ 4,482,129	$ (82,974)	-1.9%
SUPPLIES	1,396,565	637,300	621,947	640,716	1,383,400	(761,453)	-122.4%
SERVICES	1,508,437	4,294,984	4,144,157	4,213,074	1,408,748	2,735,409	66.0%
CAPITAL OUTLAY	552,907	575,000	575,000	489,581	1,510,000	(935,000)	-162.6%
TOTAL EXPENDITURES	**$ 6,909,247**	**$ 9,623,982**	**$ 9,740,259**	**$ 9,402,935**	**$ 8,784,277**	**$ 955,982**	**9.8%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 15,360,664	$ 12,093,600	$ 12,093,600	$ 17,125,843	$ 13,246,000	$ (1,152,400)	-9.5%
236 RECORDERS SURCHARGE	6,970,548	5,370,000	5,370,000	6,345,695	6,300,000	(930,000)	-17.3%
ALL FUNDS	**$ 22,331,212**	**$ 17,463,600**	**$ 17,463,600**	**$ 23,471,538**	**$ 19,546,000**	**$ (2,082,400)**	**-11.9%**
EXPENDITURES							
100 GENERAL	$ 1,826,134	$ 2,114,696	$ 2,165,996	$ 2,113,969	$ 2,349,174	$ (183,178)	-8.5%
236 RECORDERS SURCHARGE	5,083,113	7,509,286	7,574,263	7,288,965	6,435,103	1,139,160	15.0%
ALL FUNDS	**$ 6,909,247**	**$ 9,623,982**	**$ 9,740,259**	**$ 9,402,935**	**$ 8,784,277**	**$ 955,982**	**9.8%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	44.25	44.25	44.25	-	0.0%
236 RECORDERS SURCHARGE	36.00	38.00	40.00	2.00	5.3%
TOTAL FUNDS	**80.25**	**82.25**	**84.25**	**2.00**	**2.4%**

- Results Initiative Request for Program Coordinator for training and education program - (1.0) FTE (Recorder's Surcharge).

- Mid-year adjustment in FY 2005-06, Developer/Programmer Analysts added - (1.0) FTE (Recorder's Surcharge).

Base Adjustments

Revenue

General Fund (100)

- **Increase to the Document Operations Activity ($1,000,000):** The adopted budget includes an increase in Other Charges for Services. Adjustment based on department's projection on the increase in the amount of documents processed due to home sales and County population growth.

- **General Technical Adjustments ($152,400):** The adopted budget includes an increase of $152,400 across all activities as a result of increase in documents processed, copied and mailed.

Recorder's Surcharge Fund (236)

- **Increase to the Business Application Development Activity ($790,000):** The adopted budget includes a revenue increase of $790,000 in the Business Application Development Activity. This increase is due to the increased demand and output of document recordings.

- **General Technical Adjustments ($140,000):** The adopted budget includes increase in Interest Earnings to be more in line with actual interest earnings.

Results Initiatives

General Fund (100)

- **Volume Increase ($89,973):** The continued growth in Maricopa County has sustained a high volume in document recordings. With the additional increase in postage charges (5%), and the combined volume increase, the Recorder's Office is anticipating an increase to postage charges. The increased volume also impacts printing supplies, reprographic charges, and mailing supplies. **Expected Result**: The department will continue to meet the demand of Maricopa County's growing population for document recordings.

Recorder's Surcharge Fund (236)

- **Technology Upgrades ($2,843,650):** The Recorder's Office is currently in the process of digital imaging and indexing all recorded documents (REDCAP). To meet the demands on the services

provided, the Recorder's Office is requesting additional servers, a new back-up system, computers and printers, and quality control temporary staff. **Expected Result**: The department will complete REDCAP and meet its growing demand for faster access to process and collect data.

Reconciliation

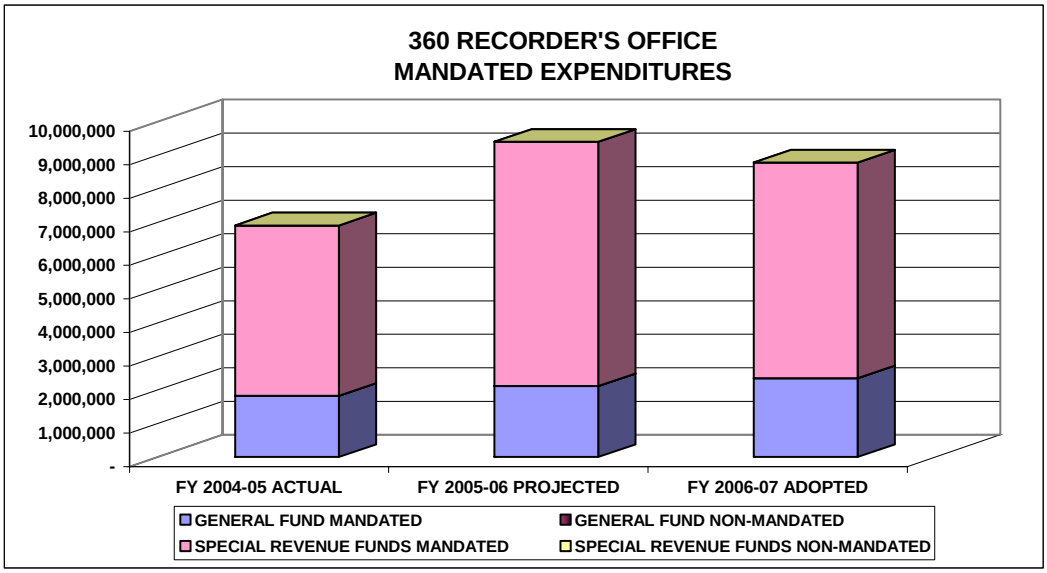
General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 2,114,696**	**$ 12,093,600**
MID-YEAR ADJUSTMENTS:		
Pay for Performance	$ 36,696	$ -
Subtotal	**$ 36,696**	**$ -**
FY 2005-06 REVISED BUDGET:	**$ 2,151,392**	**$ 12,093,600**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 30,179	$ -
Retirement Contributions	28,964	-
FY 2005-06 Pay for Performance Annualization	5,492	-
FY 2006-07 Pay for Performance	43,174	-
Subtotal	**$ 107,809**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 2,259,201**	**$ 12,093,600**
BASE ADJUSTMENTS:		
Increase to the Document Operations Activity	$ -	$ 1,000,000
General Technical Adjustments	-	152,400
Subtotal	**$ -**	**$ 1,152,400**
FY 2006-07 ADOPTED BASE:	**$ 2,259,201**	**$ 13,246,000**
RESULTS INITIATIVES:		
Volume Increase	$ 89,973	$ -
Subtotal	**$ 89,973**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 2,349,174**	**$ 13,246,000**

Recorder's Surcharge (236) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 7,509,286**	**$ 5,370,000**
MID-YEAR ADJUSTMENTS:			
Pay for Performance		$ 64,977	$ -
	Subtotal	**$ 64,977**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 7,574,263**	**$ 5,370,000**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 26,598	$ -
Retirement Contributions		32,587	-
One Time Expenses		(4,122,766)	-
FY 2005-06 Pay for Performance Annualization		6,515	-
FY 2006-07 Pay for Performance		74,256	-
	Subtotal	**$ (3,982,810)**	**$ -**
FY 2006-07 BUDGET TARGET:		**$ 3,591,453**	**$ 5,370,000**
BASE ADJUSTMENTS:			
Increase to the Business Application Development Activity		$ -	$ 790,000
General Technical Adjustments		-	140,000
	Subtotal	**$ -**	**$ 930,000**
FY 2006-07 ADOPTED BASE:		**$ 3,591,453**	**$ 6,300,000**
RESULTS INITIATIVES:			
Technology Upgrades		$ 2,843,650	$ -
	Subtotal	**$ 2,843,650**	**$ -**
FY 2006-07 ADOPTED BUDGET:		**$ 6,435,103**	**$ 6,300,000**

Mandates



Mandated expenditure levels vary year-to-year based on several factors including the increase in the Document Operations Activity that coincides with the increase in home sales in the County, and the increase in the Business Application Development Activity due to the increase in demand and output of document recordings. See the Base Adjustment section above for additional detail.

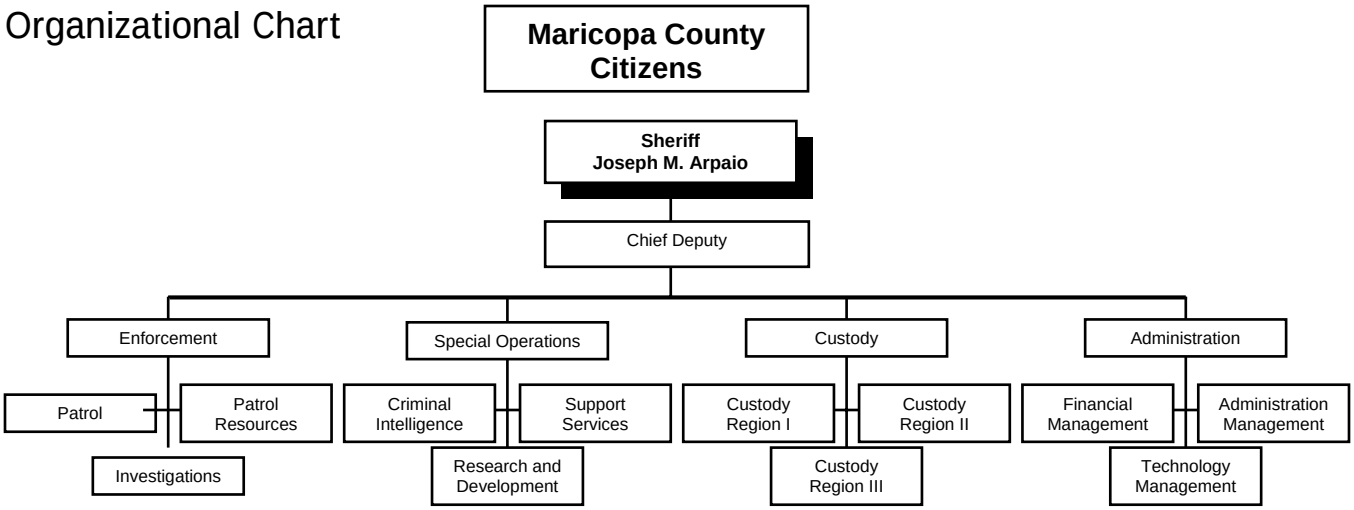
Program Activity	Purpose	Mandate
RECORDER'S	The purpose of the Recorders program is to maintain a perpetual, comprehensive set of public records consisting of all documents appropriately presented for recording for the public so that any member of the public can readily access the information to conduct 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.	
DOCUMENT OPERATIONS	The purpose of the Document Operations Activity is to provide a public record of transactions for the general public so that they can conduct their personal and business activities expeditiously with the assurance that their transactions were executed in accordance with the law.	A.R.S. §11-461 THRU A.R.S. §11-466, A.R.S. §11-468 THRU A.R.S. §11-483
MICROGRAPHICS	The purpose of the Micrographics Activity is to provide film and computer disks for the general public, vendors and title companies so that they may gain access to recorded documents.	A.R.S. §11-478
MAILOUT	The purpose of the Mailout activity is to provide and prepare outgoing recorded documents for businesses and the general public so that they can receive original documents in a timely manner for business and/or personal use.	A.R.S. §11-469
PUBLIC ASSISTANCE	The purpose of the Public Assistance Activity is to make copies of public records for the general public, title company and service companies so that they can quickly obtain copies of their recorded activities.	A.R.S. §11-472, A.R.S. §11-473

Sheriff

Analysis by Ryan Wimmer, Senior Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The mission of the Maricopa County Sheriff's Office is to provide law enforcement, detention and crime prevention services to the public so they can be safe and secure in our community.

Vision

The Maricopa County Sheriff's Office is a fully integrated law enforcement agency committed to being the leader in establishing the standards for providing professional quality law enforcement, detention, and support services to citizens of Maricopa County and to other criminal justice agencies.

Strategic Goals

- By 2008 the Sheriff's Office will increase recruitment and retention success percentages across the agency by increasing the competitiveness of its compensation and benefits packages for all classifications to be consistently within 10% of regional law enforcement average, to the extent that County funding is made available.
  Status: During FY 2005-06, market increases have been provided for Teaching Staff, Computer Forensics Staff, GIS Programmer/Analysts, Justice System Clerks (SIMS), Sheriff Records Specialists, and Telecommunications Staff.

- By June 2007, the Sheriff's Office will be an active participant in one to four technology project teams and will submit one to four supplemental funding requests (RIRs) to obtain funds for implementation of automated systems that promote interoperability, impact the rate of violent crime, or improve efficiency in detention or law enforcement operations.

Status: Supplemental funding is being considered for a mobile data computer program for use in marked vehicles; replacement of Computer Aided Dispatch (CAD) and Records Management System (RMS) with an integrated system from a single provider; replacement of the Jail Management System (JMS) to improve jail information. The Sheriff's Office continues to pursue alternative funding sources for new technology projects that improve efficiency such as a reliable and easy-to-use unique identifier for jail inmates.

- By July 2008, the Sheriff's Office will participate in at least six multi-agency partnerships that result in safer communities.
  Status: The Sheriff's Office is currently meeting this goal. Multi-agency partnerships have been formed through the following local, state, and federal initiatives: Bulletproof Vest partnerships; DUI abatement, anti-drug crime initiatives; and homeland security initiatives.

- By January 2007, the Sheriff's Office will increase the average annual clearance rate for investigations cases to 65% using innovative and cooperative (inter and intra agency) strategies.
  Status: In FY 2004-05, 54% of investigations cases were cleared. In the first half of FY 2005-06, an average of 51% of cases were cleared. The Sheriff's Office projects that it will achieve a 65% clearance rate in FY 2006-07.

- By January 2007, the Sheriff's Office will respond to 50% of Priority 1 calls within five minutes.
  Status: In the second quarter of FY 2005-06, the percentage of Priority 1 responses within 5 minutes or less increased from 31% to 35%. In FY 2006-07, the Sheriff's Office projects that it will be able to respond to 45% of Priority 1 calls within five minutes.

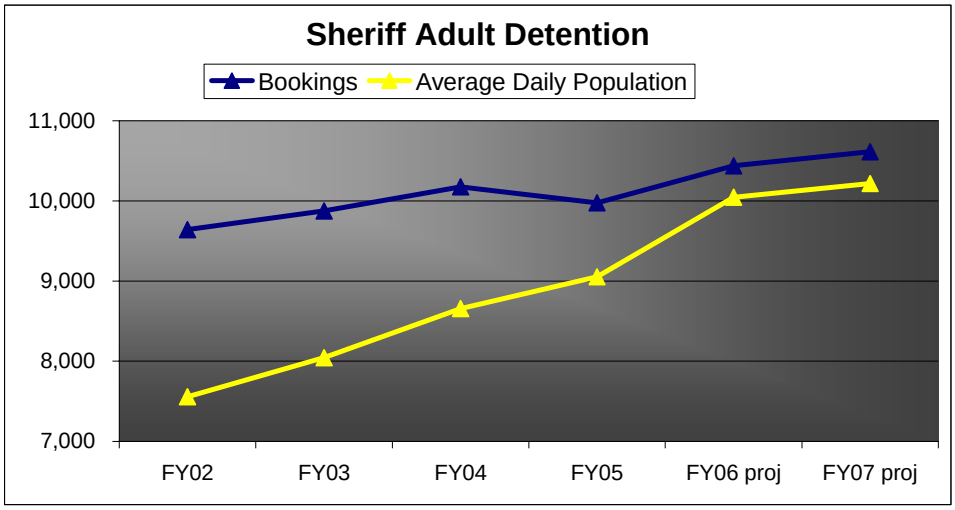
- The Maricopa County Sheriff's Office will always meet constitutional standards for care, custody and control of inmates as well as a safe environment for staff.
  Status: The Sheriff's Office continues to house, feed, and clothe the inmate population. The average daily population in the jails was 9,509 inmates in CY 2005, a 6% increase from CY 2004. Funding has been appropriated for hundreds of new detention positions in FY 2004-05 and FY 2005-06 in order to adequately staff existing and new detention facilities according to the County Detention Staffing Plan as recommended by the Leibert and Associates consultant study.

- By July 2006, the Maricopa County Sheriff's Office will recruit, hire and train 100% of the Detention staff recommended in the Detention Staffing Plan to maintain safety in the jails.
  Status: Through February 2006, 459 Detention Officers have been hired in FY 2005-06 and 220 Detention Officer positions remain vacant. A recommendation is pending to fund the final group of additional positions recommended in the County's Detention Staffing Plan. The Sheriff's Office projects that recruiting, hiring, and training for all new positions will not be possible until December 31, 2006.

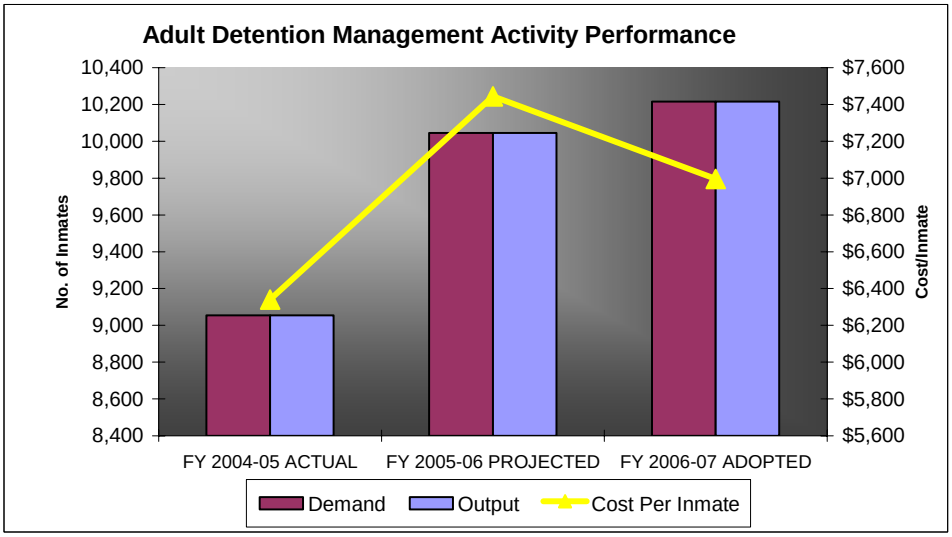
- By FY 2007, National Incident Management System training will be 100% incorporated into Sheriff's Office new and continuing employee training programs to enhance preparedness.
  Status: Incorporating National Incident Management System training into employee training is on schedule and is expected to be in place for FY 2006-07.

Department Performance Information

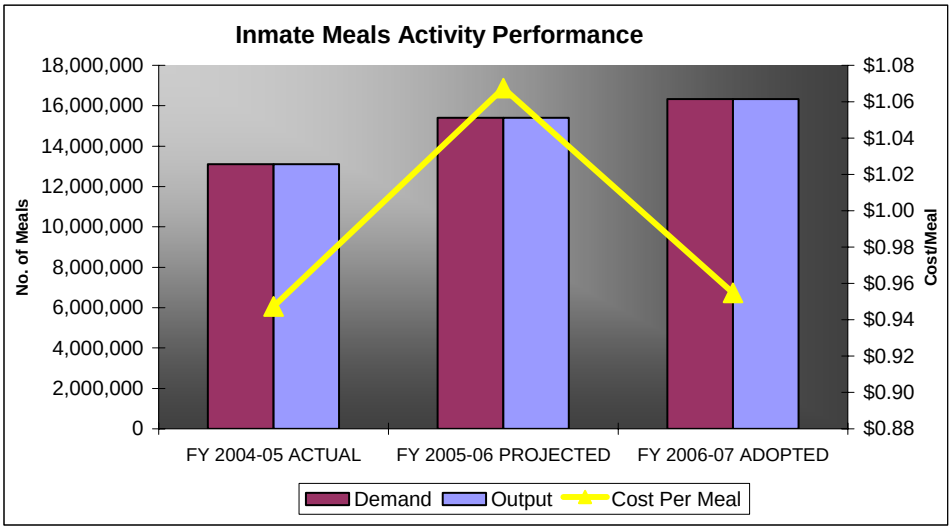
The Sheriff Adult Detention, Meals, and Patrol Activities are critical Activities in the Sheriff's Office budget. Historical performance data for these Activities and commentary on significant variances is included below.



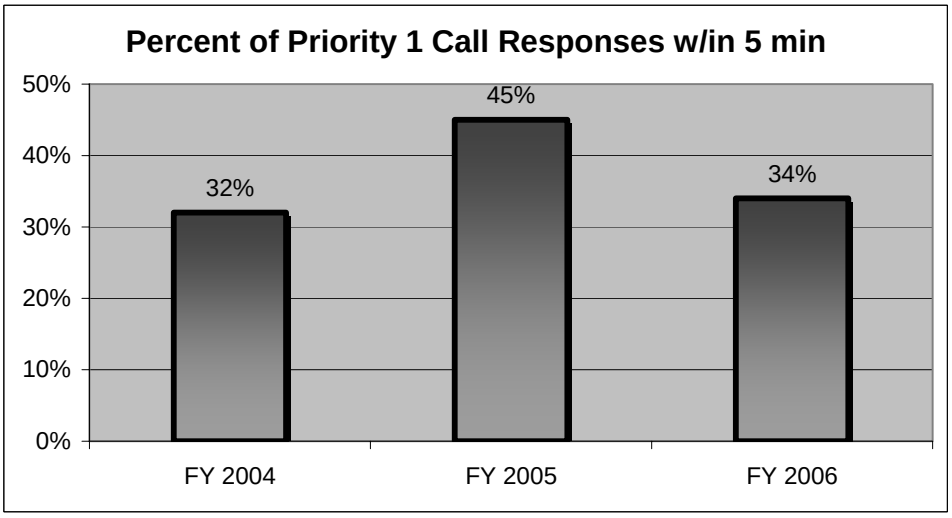
Since FY 2001-02, the Average Daily Population of inmates being detained by the Sheriff has increased more rapidly than bookings. This is largely due to an increase in inmate Average Length of Stay from 23.8 days in FY 2001-02 to 28.4 in FY 2005-06.



A 1.7% increase in the number of inmates to be detained is projected FY 2006-07. Increased costs associated with the opening of the new Lower Buckeye and 4th Avenue jails have contributed to increased cost per inmate in FY 2005-06. The cost per inmate is projected to decline in FY 2006-07 as the new jails become fully staffed and operational.



The cost per meal increased significantly in FY 2005-06 due to increased volume as well as reduced donations of raw food from local vendors. The reduction in donated food had two causes. In many cases, food donors shifted from delivering excess food to Sheriff facilities to requiring the Sheriff's Office to pick up the donated food. Also, during the FY 2005-06 hurricane season, several devastating hurricanes, most notably Katrina, diverted food donations from local vendors to relief efforts in the southern United States.



The Sheriff's Office reports that there was a 27% increase in Priority 1 Calls for Service from FY 2004-05 to FY 2005-06. The Sheriff's Office attributes the increase to the continuing population growth in unincorporated areas of the County. The increase in call volume contributed to the decrease in the number of Priority 1 Calls for Service responded to within the targeted time of five minutes.

Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
50CM - CUSTODY MANAGEMENT	$ 35,267,437	$ 44,667,541	$ 45,056,033	$ 39,835,445	$ 41,975,611	$ (3,080,422)	-6.8%
IARP - INMATE ADDICTIVE RECOVERY	-	-	243,498	213,251	348,477	104,979	43.1%
IEPA - INMATE EDUCATION	-	-	-	-	389,026	389,026	
INRL - INMATE RELEASE	-	-	-	-	130,500	130,500	
INSS - INMATE CANTEEN AND SPEC SVCS	11,443,102	15,283,653	15,283,653	12,900,420	13,581,552	(1,702,101)	-11.1%
MANS - INMATE RELATED MANDATES	737,305	719,059	321,853	318,625	12,000	(309,853)	-96.3%
MEAL - INMATE MEALS	6,510	-	-	14,929	-	-	
NTAK - INTAKE	120,225	120,225	130,500	130,500	-	(130,500)	-100.0%
PRDM - ADULT DETENTION MANAGEMENT	22,960,293	28,544,604	29,076,529	26,257,719	27,514,056	(1,562,473)	-5.4%
50EN - ENFORCEMENT	$ 8,471,446	$ 10,112,350	$ 13,429,764	$ 11,904,295	$ 15,091,831	$ 1,662,067	12.4%
CVPR - CIVIL PROCESS	-	-	-	-	532,000	532,000	
DSTR - DISASTER & DISRUPTION RESP	-	-	-	-	2,135,506	2,135,506	
ENFO - ENF SUPPORT AND SPEC RESPONSE	849,546	812,800	2,195,228	1,471,669	4,000	(2,191,228)	-99.8%
INTL - INTELLIGENCE	595,061	577,400	577,400	577,379	70,400	(507,000)	-87.8%
INVT - INVESTIGATIONS	1,824,580	2,898,657	3,271,871	2,857,517	3,652,821	380,950	11.6%
OUTR - COMMUNITY OUTREACH	-	-	-	-	73,123	73,123	
PATR - PATROL	5,202,259	5,823,493	7,385,265	6,997,731	8,623,981	1,238,716	16.8%
99AS - ADMINISTRATIVE SERVICES PROG	$ 1,118,337	$ 414,400	$ 414,400	$ 689,555	$ 514,917	$ 100,517	24.3%
99GV - GENERAL GOVERNMENT	$ (36,767)	$ -	$ -	$ -	$ -	$ -	
TOTAL PROGRAMS	$ 44,820,453	$ 55,194,291	$ 58,900,197	$ 52,429,295	$ 57,582,359	$ (4,235,202)	-3.0%
EXPENDITURES							
50CM - CUSTODY MANAGEMENT	$ 104,770,530	$ 128,155,644	$ 139,789,870	$ 133,768,853	$ 144,025,072	$ (4,235,202)	-3.0%
IARP - INMATE ADDICTIVE RECOVERY	-	1,549,966	1,622,897	631,072	1,892,773	(269,876)	-16.6%
IEPA - INMATE EDUCATION	-	-	-	-	1,225,714	(1,225,714)	
IFID - INMATE FINGERPRINT IDENTIFICATION	-	-	783,063	515,431	2,324,760	(1,541,697)	-196.9%
INLA - INMATE LABOR	403,109	400,980	388,786	338,024	424,876	(36,090)	-9.3%
INRL - INMATE RELEASE	-	-	-	-	3,476,116	(3,476,116)	
INSS - INMATE CANTEEN AND SPEC SVCS	6,056,779	4,651,551	4,234,747	4,893,880	4,516,602	(281,855)	-6.7%
INTR - INMATE TRANSPORT	-	-	-	-	15,622,888	(15,622,888)	
MANS - INMATE RELATED MANDATES	9,538,493	14,118,920	16,008,085	13,215,012	15,035,257	972,828	6.1%
MEAL - INMATE MEALS	12,409,717	14,699,887	14,050,036	16,448,785	15,596,053	(1,546,017)	-11.0%
NTAK - INTAKE	18,119,374	21,912,125	24,431,189	22,765,272	11,896,926	12,534,263	51.3%
PRDM - ADULT DETENTION MANAGEMENT	58,243,058	70,822,215	77,724,224	74,778,151	71,461,227	6,262,997	8.1%
SMIT - INMATE SMI ADDICTIVE RECOV	-	-	546,843	183,225	551,880	(5,037)	-0.9%
50CO - CENTRALIZED MCSO OPERATIONS	$ 12,799,021	$ 15,560,632	$ 16,366,730	$ 14,351,918	$ 17,556,000	$ (1,189,270)	-7.3%
FMGT - FLEET MANAGEMENT	372,745	386,879	320,927	362,725	340,167	(19,240)	-6.0%
MCSI - INFORMATION TECHNOLOGY	5,992,231	8,414,327	8,703,193	7,072,371	9,336,696	(633,503)	-7.3%
PROF - EMPLOYEE PROFESSIONAL STANDAI	1,461,014	1,570,669	1,715,034	1,310,486	1,769,048	(54,014)	-3.1%
TRAG - MANDATED ENF AND DET TRAINING	4,973,032	5,188,757	5,627,576	5,606,336	6,110,089	(482,513)	-8.6%
50EN - ENFORCEMENT	$ 53,445,761	$ 57,694,236	$ 61,506,262	$ 63,840,619	$ 70,664,259	$ (9,157,997)	-14.9%
CVPR - CIVIL PROCESS	-	-	-	-	3,832,216	(3,832,216)	
DISP - DISPATCH	1,981,369	2,410,667	2,326,797	2,138,288	2,604,447	(277,650)	-11.9%
DSTR - DISASTER & DISRUPTION RESP	-	-	-	-	2,150,282	(2,150,282)	
ENFO - ENF SUPPORT AND SPEC RESPONSE	6,819,608	7,632,027	13,301,306	13,678,283	10,834,205	2,467,101	18.5%
EXTR - EXTRADITIONS	-	-	-	-	976,914	(976,914)	
INTL - INTELLIGENCE	8,283,809	9,027,649	8,951,742	8,910,330	3,146,677	5,805,065	64.8%
INVT - INVESTIGATIONS	11,478,860	12,426,808	12,642,482	13,049,388	15,858,427	(3,215,945)	-25.4%
OUTR - COMMUNITY OUTREACH	-	-	-	-	79,835	(79,835)	
PATR - PATROL	24,882,115	26,197,085	23,172,223	24,711,508	27,135,446	(3,963,223)	-17.1%
PPEV - PROPERTY AND EVIDENCE	-	-	-	-	742,640	(742,640)	
SMIA - SMI APPREHEN INTERVEN	-	-	-	-	1,175,991	(1,175,991)	
WRNT - WARRANTS INFO PROCESSING	-	-	1,111,712	1,352,822	2,127,179	(1,015,467)	-91.3%
70OM - BLDG OPERATIONS & MAINTENANCE	$ 1,761,341	$ -	$ 760,154	$ -	$ 2,040,091	$ (1,279,937)	-168.4%
BLDR - BUILDINGS AND GROUNDS	1,761,341	-	760,154	-	2,040,091	(1,279,937)	-168.4%
99AS - ADMINISTRATIVE SERVICES PROG	$ 17,557,298	$ 19,750,283	$ 20,175,348	$ 18,520,520	$ 13,901,767	$ 6,273,581	31.1%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 8,619,052	$ (8,619,052)	
TOTAL PROGRAMS	$ 190,333,951	$ 221,160,795	$ 238,598,364	$ 230,481,910	$ 256,806,241	$ (18,207,877)	-7.6%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
TAXES	$ (3,100)	$ -	$ -	$ -	$ -	$ -	
LICENSES & PERMITS	66,150	46,500	46,500	68,000	66,000	19,500	41.9%
INTERGOVERNMENTAL REVENUES	31,420,927	38,367,723	41,568,629	37,517,232	42,121,592	552,963	1.3%
CHARGES FOR SERVICES	588,084	614,365	614,365	559,950	611,715	(2,650)	-0.4%
FINES & FORFEITS	835,571	746,400	1,251,400	1,024,529	1,100,700	(150,700)	-12.0%
MISCELLANEOUS REVENUE	11,912,821	15,419,303	15,419,303	13,259,583	13,682,352	(1,736,951)	-11.3%
TOTAL REVENUE	**$ 44,820,453**	**$ 55,194,291**	**$ 58,900,197**	**$ 52,429,295**	**$ 57,582,359**	**$ (1,317,838)**	**-2.2%**
EXPENDITURES							
PERSONAL SERVICES	$ 156,873,202	$ 180,991,960	$ 199,056,657	$ 192,615,888	$ 213,450,177	$ (14,393,520)	-7.2%
SUPPLIES	17,501,699	19,067,257	16,617,760	18,676,908	18,517,401	(1,899,641)	-11.4%
SERVICES	14,534,374	18,213,564	18,060,895	15,591,591	20,848,819	(2,787,924)	-15.4%
OTHER FINANCING USES	157,775	141,659	141,659	141,659	51,563	90,096	63.6%
CAPITAL OUTLAY	1,266,902	2,746,355	4,721,393	3,455,864	3,938,281	783,112	16.6%
TOTAL EXPENDITURES	**$ 190,333,951**	**$ 221,160,795**	**$ 238,598,364**	**$ 230,481,910**	**$ 256,806,241**	**$ (18,207,877)**	**-7.6%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 5,817,551	$ 5,947,027	$ 7,600,046	$ 7,516,894	$ 9,066,716	$ 1,466,670	19.3%
203 SHERIFF DONATIONS	15,919	16,400	16,400	18,297	16,400	-	0.0%
212 SHERIFF RICO FUND	825,820	745,000	1,250,000	1,003,200	1,100,000	(150,000)	-12.0%
214 SHERIFF JAIL ENHANCEMENT FUND	1,206,966	2,050,000	2,050,000	1,614,652	2,050,000	-	0.0%
251 SHERIFF GRANTS	3,945,153	4,739,549	6,287,436	5,539,440	6,303,635	16,199	0.3%
252 INMATE SERVICES	11,697,413	15,283,653	15,283,653	13,135,945	13,581,552	(1,702,101)	-11.1%
254 INMATE HEALTH SERVICES	141,192	149,715	149,715	140,952	149,715	-	0.0%
255 DETENTION OPERATIONS	21,170,438	26,262,947	26,262,947	23,459,916	25,314,341	(948,606)	-3.6%
ALL FUNDS	**$ 44,820,453**	**$ 55,194,291**	**$ 58,900,197**	**$ 52,429,295**	**$ 57,582,359**	**$ (1,317,838)**	**-2.2%**
EXPENDITURES							
100 GENERAL	$ 50,327,584	$ 54,730,461	$ 60,176,842	$ 58,105,319	$ 67,507,004	$ (7,330,162)	-12.2%
203 SHERIFF DONATIONS	12,223	16,400	16,400	12,682	16,400	-	0.0%
212 SHERIFF RICO FUND	829,565	745,000	1,250,000	948,783	1,100,000	150,000	12.0%
214 SHERIFF JAIL ENHANCEMENT FUND	1,416,889	2,050,000	2,050,000	1,458,707	2,050,000	-	0.0%
251 SHERIFF GRANTS	3,588,615	4,739,549	6,287,436	5,539,440	6,303,635	(16,199)	-0.3%
252 INMATE SERVICES	7,862,411	10,058,412	10,265,186	6,514,575	11,192,105	(926,919)	-9.0%
254 INMATE HEALTH SERVICES	19,612	301,738	301,738	-	489,187	(187,449)	-62.1%
255 DETENTION OPERATIONS	125,439,576	148,519,235	158,250,762	157,902,404	168,147,910	(9,897,148)	-6.3%
455 DETENTION CAPITAL PROJECTS	837,475	-	-	-	-	-	
ALL FUNDS	**$ 190,333,951**	**$ 221,160,795**	**$ 238,598,364**	**$ 230,481,910**	**$ 256,806,241**	**$ (18,207,877)**	**-7.6%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	998.00	997.81	1,012.81	15.00	2%
251 SHERIFF GRANTS	26.00	26.00	26.00	-	0%
252 INMATE SERVICES	37.05	71.25	73.25	2.00	3%
255 DETENTION OPERATIONS	2,496.95	2,686.94	2,722.94	36.00	1%
TOTAL FUNDS	**3,558.00**	**3,782.00**	**3,835.00**	**53.00**	**1%**

- 27.0 Fingerprinting FTE were transferred from the General Fund to the Detention Operations Fund during FY 2005-06
- 1.0 Law Enforcement Officer was added to the General Fund during FY 2005-06 for an expansion of the Law Enforcement Intergovernmental Agreement (IGA) with Litchfield Park
- 1.0 Teacher Assistant was transferred from the Detention Operations Fund to the Inmate Services Fund

- 1.0 Library Clerk was transferred from the Detention Operations Fund to the Inmate Services Fund
- 11.0 Detention Identification Technicians were added to the Detention Operations Fund to expand output and improve results in the Inmate Fingerprinting Activity
- 22.0 Law Enforcement personnel were added to the General Fund for FY 2006-07 for expansion of the Law Enforcement Intergovernmental Agreements (IGAs) with El Mirage, Queen Creek, and Fountain Hills
- 2.0 Sheriff Records Specialists were added to the General Fund to allow for Civil Process filings to begin at the Northeast Regional Court Center.
- 1.0 Detention Officer position was added to the General Fund to support the Bar Coding System funded in the Property and Evidence Activity Results Initiative
- 6.0 Law Enforcement positions were added to the General Fund to follow mandated protocol for investigating abuse cases in the Investigations Activity Results Initiative
- 10.0 positions were added to the General Fund to fund the SMI Intervention pilot program in the SMI Apprehension Intervention Activity

Base Adjustments

- **Increase Patrol, Civil Process, and Financial Services Activities Revenue ($594,837):** Increases in the cost of law enforcement coverage provided by the Sheriff's Office to cities and towns via intergovernmental agreements require an increase in General Fund (100) revenue. These cost increases are funded elsewhere as pay for performance and benefits increases, as well as annualization of adjustments to the amount of law enforcement coverage provided. Revenue in the Civil Process Activity has been increased due to increased civil filings. Also, increased Financial Services revenue is included due to higher collections of Social Security payments received for recipients detained in jail. The total General Fund revenue adjustment is an increase of $594,837.

- **Increase Investigations Activity Revenue ($355,000):** The Sheriff's Office receives RICO revenue from property and funding seized in law enforcement, specifically drug enforcement cases. Investigations Activity revenue in the RICO Fund (212) increased significantly in FY 2005-06 and is projected to continue to increase in FY 2006-07. Investigations Activity revenue is increased by $355,000 in the RICO Fund.

- **Increase Disaster and Disruption Response Activity and Investigations Activity Grants Revenue ($1,564,086):** The Department is receiving additional grant funding in FY 2006-07, especially Homeland Security funding from the Federal Government. The Adopted budget includes $1,564,086 in additional Disaster and Disruption Response and Investigations Activity revenue in the Sheriff Grants Fund (251).

- **Reduce Inmate Canteen and Special Services Activity Revenue ($-1,702,101):** Revenue in the Inmate Canteen and Special Services Activity is expected to decline in FY 2006-07 due to a switch to telephone calling cards for inmates to call long-distance rather than requiring inmates to make collect long-distance calls. The Adopted budget includes a reduction in budgeted revenue of $1,702,101 in the Inmate Services Fund (252).

- **Reduce Adult Detention Management Activity Revenue - Booking/Per Diem ($-948,606):** The booking and per diem rates charged to cities and towns to hold misdemeanor offenders in jail on city or town charges are increasing. However, actual revenue received in FY 2005-06 is

projected to be under budget since collections have not increased proportionately to increases in per diem and booking rates. Although there were significant increases to the per diem and booking rates in FY 2005-06, the volume of inmates booked into jail by cities and towns declined. The Adopted budget is based on OMB's forecast that FY 2006-07 jail booking and per diem revenue will be $25,314,341, which is $948,606 less revenue than was budgeted for FY 2005-06.

- **Budgeted Personnel Savings ($-957,807):** Actual personnel savings through February 2006 in the Sheriff's Office General Fund (100) and Detention Operations Fund (255) are 6.9% and 13.8%, respectively, while personnel savings in the Adopted budget is 4.1% and 6.5%, respectively. Funding was reduced by $577,807 in the General Fund (100) and $380,000 in the Detention Operations Fund (255) for the eight fewer hours in FY 2006-07 that will return in FY 2007-08. **OMB will recommend expenditure increases of at least these amounts in the FY 2007-08 General Fund and Detention Operations Fund expenditure targets.** FY 2006-07 funding is reserved in Appropriated Fund Balance (480) in the amount of $600,000 in the General Fund and $400,000 in the Detention Operations Fund for "Sheriff Tasers." Expenditures will be approved pending further review.

- **Compensation Market Adjustments ($223,532):** Market adjustments were completed in FY 2005-06 for:
    - Telecommunications Operators, Supervisors, and Manager, resulting in a $107,189 expenditure increase in the FY 2006-07 General Fund (100) Dispatch Activity;
    - GIS Programmer/Analysts and Technicians, resulting in a $6,945 expenditure increase in the FY 2006-07 General Fund (100) Information Technology Activity;
    - Aviation Mechanics and Mechanics Supervisor, resulting in a $32,419 expenditure increase in the FY 2006-07 General Fund (100) Enforcement Support and Specialized Response Activity;
    - Library Clerks, Library Paraprofessionals, and Librarians, resulting in a $31,835 expenditure increase in the FY 2006-07 Inmate Services Fund (252) Inmate Related Mandates Activity.
    - Environmental Specialists, resulting in a $45,144 expenditure increase in the FY 2006-07 Detention Operations Fund (255) Meals Activity.

- **Shift in Inmate Related Mandates Activity from Detention Operations Fund to Inmate Services Fund ($0):** Funding of $31,102 in the Inmate Related Mandates Activity for a Library Clerk position in the Detention Operations Fund (255) is shifted to the Inmate Services Fund (252).

- **Shift from Adult Detention Management Activity to Inmate Education Activity ($0):** In the FY 2005-06 Adopted budget, funding for all Teachers and Teacher Assistants was transferred from the Detention Operations Fund (255) to the Inmate Services Fund (252). In the FY 2006-07 Adopted budget, funding of $27,970 for the one remaining Teacher Assistant position is shifted from the Adult Detention Management Activity in the Detention Operations Fund to the Inmate Education Activity in the Inmate Services Fund.

- **Increase General Government Activity for Inmate Addictive Recovery Activity Reserve ($1,000,000):** Funding for the Inmate Addictive Recovery Activity from the federal Residential Substance Abuse Treatment Grant is being reduced significantly in FY 2006-07. In the FY 2005-06 Adopted budget and in FY 2006-07 expenditure target for the Inmate Services Fund (252), funding was included to cover the potential loss of all grant funding for the Inmate Addictive Recovery Activity. In the Adopted budget additional funding of $1,000,000 is reserved

in the Inmate Services Fund General Government Activity for the expansion of the Inmate Addictive Recovery Activity.

- **Non-Recurring Adult Detention Management Activity Expenditures - Fund Balance ($339,472):** The Adopted budget includes non-recurring expenditure authority of $339,472 in the Inmate Health Services Fund (254) Detention Management Activity for the purchase of medical equipment from existing fund balance.

- **Increase Inmate Fingerprint Identification Activity ($438,717):** Based on an FY 2005-06 mid-year request by the Sheriff's Office, the Adopted budget includes 11.0 additional Detention Identification Technicians (DITs) to fingerprint inmates at detention facilities. Funding of $438,717 ($436,517 annualized) in the Detention Operations Fund (255) is included to support the positions as well as funding for supplies, training, printers, a computer, etc. Once the positions are filled, the Sheriff's Office will meet demand by verifying 26,203 more fingerprint sets annually. There will be a gradual improvement from around 80% in FY 2005-06 to around 100% in FY 2007-08. OMB will continue to work with the Sheriff's Office to develop appropriate performances measures for the Inmate Fingerprint Identification Activity.

- **Increase for Fuel ($700,000):** The Adopted budget includes additional funding of $500,000 in the General Fund (100) for increased fuel costs, the largest increases being in the Civil Process, Enforcement Support and Specialized Response, Investigations, and Patrol Activities. Additional funding of $200,000 is also included in the Detention Operations Fund (255) for increased fuel costs, the largest increases being in the Inmate Labor, Inmate Transport, Inmate Meals, and Adult Detention Management Activities.

- **Increase Inmate Related Mandates Activity for Laundry ($375,000):** The Adopted budget includes $375,000 in the Detention Operations Fund (255) to fund the increase in laundry costs associated with increases in inmate population.

- **Increase Patrol Activity for Law Enforcement Intergovernmental Agreement Increases ($2,219,376):** Due to increases in the level of law enforcement coverage provided to El Mirage, Fountain Hills, and Queen Creek via intergovernmental agreements, the Adopted budget includes an increase to the General Fund Patrol Activity revenue appropriation of $2,219,376 and an increase to the expenditure appropriation of $2,199,774.

Results Initiatives

The following Results Initiatives were included in the FY 2005-06 Adopted budget:

- **Alpha Program - $716,362 ($922,724 annualized) Inmate Services Fund:** Initiative replaced reduced grant funding of substance abuse treatment in the Alpha Program and expands funding to meet the entire demand for the Activity. The program has been found to significantly reduce the rate of recidivism for participating offenders. Expected Result: 88% of Alpha program graduates will not return to jail within two years.
  Actual Result: FY 2005-06 year-to-date ALPHA program graduates not returning to jail within two years is 87%. The Sheriff's Office projects to end FY 2005-06 at 88%. The Sheriff's Office has experienced difficulty filling the additional funded positions due to the limited number of qualified counselors available. Therefore, the expansion of ALPHA in FY 2005-06 has been constrained and some eligible inmates are not yet able to participate in the program.

- **Jail Educator - $51,766 ($51,766 annualized) Inmate Services Fund:** Initiative added 1.0 GED Educator at Lower Buckeye Jail to offer educational programs to inmates. Expected Result: The percentage of inmates participating in education/rehabilitation programs will increase (by less than 1%).
  Actual Result: FY 2005-06 year-to-date there have been 361 participants in Juvenile Hard Knocks High, a 5% decrease from 393 participants last year at this time. Also, FY 2005-06 year-to-date there have been 82 adult participants in General Education (GED) programs; a 93% decrease from 1,085 adult participants last year at this time. The Sheriff's Office is finding it difficult to retain teachers: 12 of 16 (75%) Educator and 9 of 14 (64%) Educator Assistant positions are currently vacant.

The following Results Initiatives are included in the FY 2006-07 Adopted budget:

- **Technology – Equipment and Cost Increases - $208,465 annualized General Fund:** Initiative funds increases in technology and telecommunications software and hardware, each of which would improve efficiency and interoperability. The Adopted budget includes $208,465 in the General Fund (100) for the net increase to technology maintenance costs.

  Expected Result: The Department will maintain efficiencies provided by current technology applications and explore the benefits of implementing a Mobile Data Computer program.

- **Sheriff Training Department Vehicle - $67,000 ($4,000 annualized) Detention Operations Fund:** Initiative replaces a 1989 van that is too small and unreliable for continued use. The van is used to transport detention and law enforcement recruits as well as supplies. The Adopted budget includes $63,000 in Appropriated Fund Balance (480) in the Detention Operations Fund (255) and $4,000 annualized funding in the Sheriff's Office Detention Operations Fund (255) to purchase, operate, and maintain the vehicle.

  Expected Result: 100% of FTE mandated to meet proficiency standards will continue to do so.

- **Sheriff Criminal Investigations Bureau - $609,880 ($419,178 annualized) General Fund:** Initiative adds 6.0 FTE to follow standardized protocol (mandated by the State as of July 2004) when investigating cases involving sexual abuse, domestic violence, abuse, and child abuse. The Adopted budget includes $419,178 in the Sheriff's Office (500) General Fund (100) to fund 6.0 positions necessary to follow mandated protocol for investigating abuse cases. $190,702 is also included in Appropriated Fund Balance (480) General Fund for non-recurring costs. A staffing study will need to be conducted in order to recommend additional staff due to increased demand.

  Expected Result: Law Enforcement Officers will receive training for and follow standardized protocol when investigating abuse cases.

- **Property and Evidence Bar Coding System - $347,479 ($66,279 annualized) General Fund:** Initiative funds the purchase of a bar coding system at the Property and Evidence facility, including 1.0 FTE to support the system. The Adopted budget includes $281,200 in Appropriated Fund Balance (480) General Fund (100) to purchase the system and $66,279 of annualized funding in the Sheriff's Office (500) General Fund for ongoing operation and maintenance of the system.

Expected Result: The percent of item records handled with automation would increase from 0% in FY 2005-06 to 30% in FY 2006-07.

- **Seriously Mentally Ill Intervention Pilot Program - $1,175,991 ($949,054 annualized) General Fund:** Initiative establishes a pilot program to test the viability of a Mental Assessment Response Team. The objective is to provide intervention, referral, or placement for a mentally ill person without incarceration. The request includes 10.0 FTE and associated equipment and supplies. The Adopted budget includes $1,175,991 ($949,054 annualized) in the General Fund (100) to fund the Seriously Mentally Ill Intervention pilot program. OMB expects that the funding will be used according to recommendations from the SMI Commission and that operational protocol and an intergovernmental agreement with the City of Phoenix will be established for the program.

  Expected Result: The Sheriff's Office will perform 1,300 SMI Intervention evaluations so that SMI offenders are directed to the appropriate treatment facility. The result for the pilot program will be measured as the percent of calls for SMI evaluations resulting in transport to a non-jail facility. Based on rates achieved in other jurisdictions, the Sheriff's Office projects that 75% of calls for SMI evaluations will result in transport to a non-jail facility.

- **Sheriff Civil Process Activity - Expansion to Northeast Regional Court - $89,878 ($79,478 annualized) General Fund:** Initiative adds 2.0 FTE to allow Civil Process filings to begin at the Northeast Regional Court Center. Civil Process staffing will be evaluated further during FY 2006-07. The Adopted budget includes $89,878 in the Sheriff's Office (500) General Fund (100) to fund 2.0 positions necessary to begin Civil Process filings at the Northeast Regional Court Center. A staffing study will be conducted in order to evaluate the need for additional staff to meet increased demand.

  Expected Result: Civil Process filings will be available at the Northeast Regional Court Center.

Sheriff General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 54,730,461**	**$ 5,947,027**
MID-YEAR ADJUSTMENTS:		
FY06 Pay for Performance Adjustment	$ 1,763,720	$ -
Amendment to Queen Creek Patrol IGA	241,715	260,218
Sheriff Record Clerk Market Adjustment	514,884	-
SIMS Market Adjustment	43,578	-
Subtotal	**$ 2,563,897**	**$ 260,218**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 57,294,358**	**$ 6,207,245**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 508,394	$ -
Retirement Contributions	1,649,344	-
Amendment to Queen Creek Patrol IGA	(59,586)	(36,882)
Transfer of Fingerprinting Funding	1,086,864	-
Amendment to Litchfield Park Patrol IGA	82,140	82,140
Adjustment to Indirect Cost Allocation to Detention Fund	251,443	-
FY 2005-06 Pay for Performance Annualization	123,731	-
Annualization of FY 2005-06 DRP/LRP (12 month)	263,753	-
Annualization of Market Adjustments	135,496	-
FY 2006-07 Pay for Performance	1,942,756	
Subtotal	**$ 5,984,335**	**$ 45,258**
FY 2006-07 BUDGET TARGET:	**$ 63,278,693**	**$ 6,252,503**
BASE ADJUSTMENTS:		
Increase Patrol, Civil Process, and Financial Services Activities Revenue	$ -	$ 594,837
Compensation Market Adjustments	146,553	-
Budgeted Personnel Savings	(577,807)	-
Increase for Fuel	500,000	
Increase Patrol Activity for Law Enforcement Intergovernmental Agreement Increases	2,199,774	2,219,376
Subtotal	**$ 2,268,520**	**$ 2,814,213**
FY 2006-07 ADOPTED BASE:	**$ 65,547,213**	**$ 9,066,716**
RESULTS INITIATIVES:		
Property and Evidence Bar Coding System	$ 66,279	$ -
Seriously Mentally Ill Intervention Pilot Program	1,175,991	-
Technology - Equipment & Cost Increases	208,465	-
Sheriff Civil Process Activity - Expansion to Northeast Regional Court	89,878	-
Sheriff Criminal Investigations Bureau	419,178	-
Subtotal	**$ 1,959,791**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 67,507,004**	**$ 9,066,716**

General Fund Continuation of Operating Budget Items – General Government
Sheriff Overtime – Patrol, $300,000

Sheriff General Fund (100) Appropriated Budget Reconciliation (Continued)

General Fund Non-Recurring Items – Appropriated Fund Balance

- Sheriff Criminal Investigations Bureau, $190,702
- Property and Evidence Bar Coding System, $281,200
- 9-1-1 System Upgrade, $200,000
- Sheriff Tasers, $600,000

Sheriff Donation Fund (203) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 16,400**	**$ 16,400**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 16,400**	**$ 16,400**
FY 2006-07 BUDGET TARGET:	**$ 16,400**	**$ 16,400**
FY 2006-07 RECOMMENDED BUDGET:	**$ 16,400**	**$ 16,400**

Sheriff Donation Fund (203) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 28,720	$ 28,941	$ 28,941	$ 32,417	$ 38,033
Revenue	$ 15,919	$ 16,400	$ 16,400	$ 18,297	$ 16,400
Expenditures	12,223	16,400	16,400	12,682	16,400
Net Operating	$ 3,696	$ -	$ -	$ 5,616	$ -
Ending Fund Balance	$ 32,416	$ 28,941	$ 28,941	$ 38,033	$ 38,033

Sheriff RICO Fund (212) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 745,000**	**$ 745,000**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 745,000**	**$ 745,000**
FY 2006-07 BUDGET TARGET:	**$ 745,000**	**$ 745,000**
BASE ADJUSTMENTS:		
Increase Investigations Activity Revenue	$ 355,000	$ 355,000
Subtotal	**$ 355,000**	**$ 355,000**
FY 2006-07 ADOPTED BUDGET:	**$ 1,100,000**	**$ 1,100,000**

Sheriff RICO Fund (212) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ (21,787)	$ 21,787	$ 21,787	$ (25,532)	$ 28,884
Revenue	$ 825,820	$ 745,000	$ 1,250,000	$ 1,003,200	$ 1,100,000
Expenditures	829,565	745,000	1,250,000	948,783	1,100,000
Net Operating	$ (3,745)	$ -	$ -	$ 54,416	$ -
Ending Fund Balance	$ (25,532)	$ 21,787	$ 21,787	$ 28,884	$ 28,884

Sheriff Jail Enhancement Fund (214) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 2,050,000**	**$ 2,050,000**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 2,050,000**	**$ 2,050,000**
FY 2006-07 BUDGET TARGET:	**$ 2,050,000**	**$ 2,050,000**
FY 2006-07 ADOPTED BUDGET:	**$ 2,050,000**	**$ 2,050,000**

Sheriff Jail Enhancement Fund (214) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 753,922	$ (33,543)	$ (33,543)	$ 544,001	$ 699,946
Revenue	$ 1,206,966	$ 2,050,000	$ 2,050,000	$ 1,614,652	$ 2,050,000
Expenditures	1,416,889	2,050,000	2,050,000	1,458,707	2,050,000
Net Operating	$ (209,923)	$ -	$ -	$ 155,945	$ -
Ending Fund Balance	$ 543,999	$ (33,543)	$ (33,543)	$ 699,946	$ 699,946

Sheriff Grants Fund (251) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 4,739,549**	**$ 4,739,549**
FY 2005-06 REVISED BUDGET:	**$ 4,739,549**	**$ 4,739,549**
FY 2006-07 BUDGET TARGET:	**$ 4,739,549**	**$ 4,739,549**
BASE ADJUSTMENTS:		
Increase Disaster and Disruption Response Activity and Investigations Activity Grants Revenue	$ 1,564,086	$ 1,564,086
Subtotal	**$ 1,564,086**	**$ 1,564,086**
FY 2006-07 ADOPTED BUDGET:	**$ 6,303,635**	**$ 6,303,635**

Note: Budgeted expenditure allocations out from the Grants Fund into other Sheriff funds for Benefits/Salary shortfall should only be used if necessary and should not be used as the basis for additional funding requests.

Sheriff Grants Fund (251) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ (1,104,069)	$ 172,273	$ 172,273	$ (747,526)	$ (747,526)
Revenue	$ 3,945,153	$ 4,739,549	$ 6,287,436	$ 5,539,440	$ 6,303,635
Expenditures	3,588,615	4,739,549	6,287,436	5,539,440	6,303,635
Net Operating	$ 356,539	$ -	$ -	$ -	$ -
Ending Fund Balance	$ (747,530)	$ 172,273	$ 172,273	$ (747,526)	$ (747,526)

Inmate Services Fund (252) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 10,058,412**	**$ 15,283,653**
MID-YEAR ADJUSTMENTS:		
FY06 Pay for Performance Adjustment	$ 43,380	$ -
Teaching Staff Market Adjustment	31,772	-
Detention Staffing Plan Future Scenario	131,622	-
Subtotal	**$ 206,774**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 10,265,186**	**$ 15,283,653**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 36,266	$ -
Retirement Contributions	35,765	-
Detention Staffing Plan Future Scenario	5,327	-
Annualization of FY 2006 Initiatives	206,362	-
Inmate Accounting System	(500,000)	-
FY 2005-06 Pay for Performance Annualization	7,447	-
FY 2006-07 Pay for Performance	44,845	-
Subtotal	**$ (163,988)**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 10,101,198**	**$ 15,283,653**
BASE ADJUSTMENTS:		
Reduce Inmate Canteen and Special Services Activity Revenue	$ -	$ (1,702,101)
Increase General Government Activity for Inmate Addictive Recovery Activity Reserve	1,000,000	-
Shift from Adult Detention Management Activity to Inmate Education Activity	27,970	-
Compensation Market Adjustments	31,835	-
Shift in Inmate Related Mandates Activity from Detention Operations Fund to Inmate Services Fund	31,102	-
Subtotal	**$ 1,090,907**	**$ (1,702,101)**
FY 2006-07 ADOPTED BUDGET:	**$ 11,192,105**	**$ 13,581,552**

Inmate Services Fund (252) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 7,388,469	$ 13,215,322	$ 13,215,322	$ 11,223,476	$ 17,844,846
Revenue	$ 11,697,413	$ 15,283,653	$ 15,283,653	$ 13,135,945	$ 13,581,552
Expenditures	7,862,411	10,058,412	10,265,186	6,514,575	11,192,105
Net Operating	$ 3,835,002	$ 5,225,241	$ 5,018,467	$ 6,621,370	$ 2,389,447
Ending Fund Balance	$ 11,223,471	$ 18,440,563	$ 18,233,789	$ 17,844,846	$ 20,234,293

Inmate Health Services Fund (254) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 301,738**	**$ 149,715**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 301,738**	**$ 149,715**
TARGET ADJUSTMENTS:		
One-time Medical Expenses	$ (152,023)	$ -
FY 2006-07 BUDGET TARGET:	**$ 149,715**	**$ 149,715**
BASE ADJUSTMENTS:		
Non-recurring Adult Detention Management Activity Expenditures - Fund Balance	$ 339,472	$ -
Subtotal	**$ 339,472**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 489,187**	**$ 149,715**

Inmate Health Services Fund (254) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 76,937	$ 152,023	$ 152,023	$ 198,520	$ 339,472
Revenue	$ 141,192	$ 149,715	$ 149,715	$ 140,952	$ 149,715
Expenditures	19,612	301,738	301,738	-	489,187
Net Operating	$ 121,581	$ (152,023)	$ (152,023)	$ 140,952	$ (339,472)
Ending Fund Balance	$ 198,518	$ -	$ -	$ 339,472	$ -

Detention Operations Fund (255) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 148,519,235**	**$ 26,262,947**
MID-YEAR ADJUSTMENTS:			
FY06 Pay for Performance Adjustment		$ 2,878,498	$ -
Computer Forensic Market Increase		43,578	-
Detention Staffing Plan Future Scenario		6,670,698	-
Sheriff Record Clerk Market Adjustment		1,951	-
SIMS Market Adjustment		573,818	-
	Subtotal	**$ 10,168,543**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 158,687,778**	**$ 26,262,947**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 1,367,652	$ -
Risk Management Charge Increase		1,173,941	-
Workers Compensation and Unemployment Charges Increase		364,352	-
Retirement Contributions		1,683,033	-
Detention Staffing Plan Future Scenario		1,204,274	-
Transfer of Fingerprinting Funding		(1,086,864)	-
Reallocations		(251,443)	-
FY 2005-06 Pay for Performance Annualization		749,442	-
Annualization of Market Adjustments		173,112	-
FY 2006-07 Pay for Performance		3,458,844	
	Subtotal	**$ 8,836,343**	**$ -**
FY 2006-07 BUDGET TARGET:		**$ 167,524,121**	**$ 26,262,947**
BASE ADJUSTMENTS:			
Reduce Adult Detention Management Revenue-Booking/Per Diem		$ -	$ (948,606)
Shift from Adult Detention Management Activity to Inmate Education Activity		(27,970)	-
Shift in Inmate Related Mandates Activity from Detention Operations Fund to Inmate Services Fund		(31,102)	-
Increase Inmate Fingerprint Identification Activity		438,717	-
Budgeted Personnel Savings		(380,000)	-
Increase for Fuel		200,000	-
Increase Inmate Related Mandates Activity for Laundry		375,000	-
Environmental Specialist Compensation Market Adjustment		45,144	
	Subtotal	**$ 619,789**	**$ (948,606)**
FY 2006-07 ADOPTED BASE:		**$ 168,143,910**	**$ 25,314,341**
RESULTS INITIATIVES:			
Sheriff Training Department Vehicle		$ 4,000	$ -
	Subtotal	**$ 4,000**	**$ -**
FY 2006-07 ADOPTED BUDGET:		**$ 168,147,910**	**$ 25,314,341**

Detention Operations Fund Continuation of Operating Budget Items – General Government

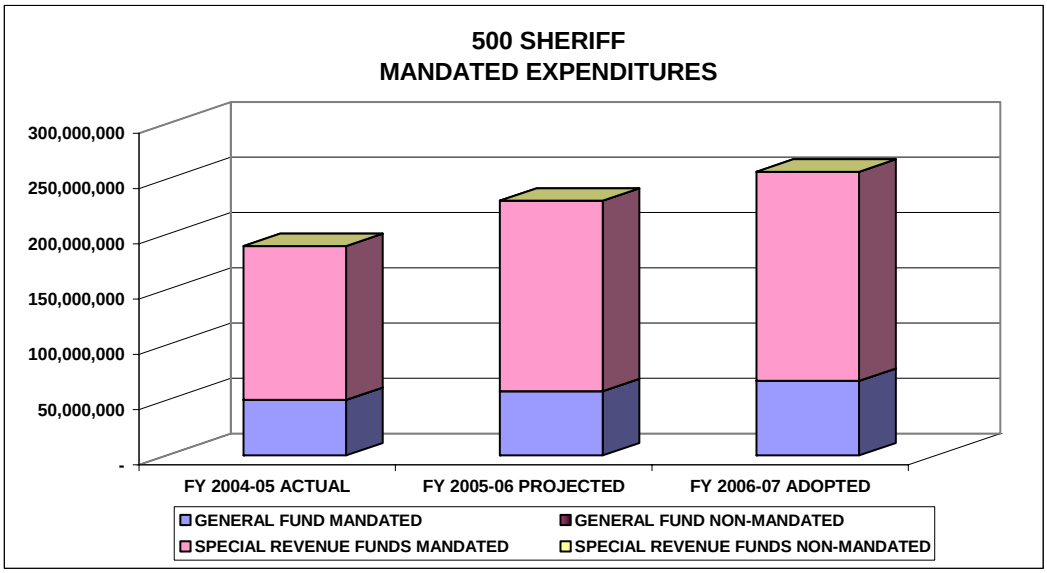
- Sheriff Recruitment, $500,000
- Sheriff Overtime – Detention, $300,000

Detention Operations Fund (255) Appropriated Budget Reconciliation (Continued)

Detention Operations Fund Non-Recurring Items – Appropriated Fund Balance

- Sheriff Training Department Vehicle, $63,000
- Sheriff Tasers, $400,00

Mandates



Mandated expenditure levels vary year-to-year based on many factors including the increased cost of law enforcement, several federal grant reductions that affect Activities including the Addictive Recovery Activity, and increased level of law enforcement in several valley cities. See the Base Adjustment section above for additional detail.

Mandates (Continued)

Program Activity	Purpose	Mandate
CUSTODY MANAGEMENT	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.	
INMATE ADDICTIVE RECOVERY	The purpose of the Inmate Addictive Recovery Activity is to provide addictive recovery treatment and rehabilitation services to adult and juvenile inmates so that they will not return to jail.	A.R.S. §31-121
INMATE EDUCATION	The purpose of the Inmate Education Activity is to provide classes to jailed juvenile and adult inmates so that qualifying juveniles receive special education and inmates participating in general education programs receive their GEDs.	A.R.S. §31-121K / A.R.S. §15-913.01
INMATE FINGERPRINT IDENTIFICATION	The purpose of the Inmate Fingerprint Identification Activity is to provide identification of individuals booked into Sheriff's Custody to law enforcement agencies so that they can be properly detained.	A.R.S. §31-121
INMATE LABOR	The purpose of the Inmate Labor Activity is to provide work management for fully sentenced inmates so that work can be credited toward reduced sentence time for eligible inmates and accomplished at a reduced cost to the public.	A.R.S. §31-141 - 146
INMATE RELEASE	The purpose of the Inmate Release Activity is to provide charge disposition services to inmates, criminal justice agencies, and the public so that inmates can be accurately and expeditiously released from custody	A.R.S. §36-3702
INMATE CANTEEN AND SPEC SVCS	The purpose of the Inmate Canteen and Special Services Activity is to provide a self-supporting program where toilet articles, candy, notions, and other sundries can be sold to inmates so that proceeds can be used to fund programs for inmate benefit and welfare.	A.R.S. §31-121G
INMATE TRANSPORT	The purpose of the Inmate Transport Activity is to provide confined and secured prisoner/inmate transportation, primarily to court, so they arrive at scheduled destination points without incident	A.R.S. §31-121
INMATE SKILLS TRAINING	The purpose of the Inmate Skills Training Activity is to provide opportunities to adult and juvenile inmates so they can learn vocational and coping skills	A.R.S. §31-121K / A.R.S. §15-913.01
INMATE RELATED MANDATES	The purpose of the Inmate Related Mandates Activity is to provide laundry and other services to inmates so that the Sheriff's Office is in compliance with constitutional, legislative, or judicial mandates	A.R.S. §31-121 - 132
INMATE MEALS	The purpose of the Inmate Meals Activity is to provide low cost meals to inmates so that minimum daily food requirements are met	A.R.S. §31-121A
INTAKE	The purpose of the Intake Activity is to properly and efficiently process prisoners so that they can be assigned and transferred to a Sheriff's Housing Facility	A.R.S. §31-101
ADULT DETENTION MANAGEMENT	The purpose of the Mandated Enforcement and Detention Training Activity is to provide mandated training to Maricopa County Sheriff's Office compensated and non-compensated sworn and detention personnel so that they can be prepared/certified to perform job and maintain proficiency standards	A.R.S. §31-101 - 107
INMATE SMI ADDICTIVE RECOV	The purpose of the Seriously Mentally Ill Addictive Treatment Activity is to provide addictive recovery programs similar to Alpha for seriously mentally ill inmates so that they won't return to jail.	A.R.S. §31-101

Mandates (Continued)

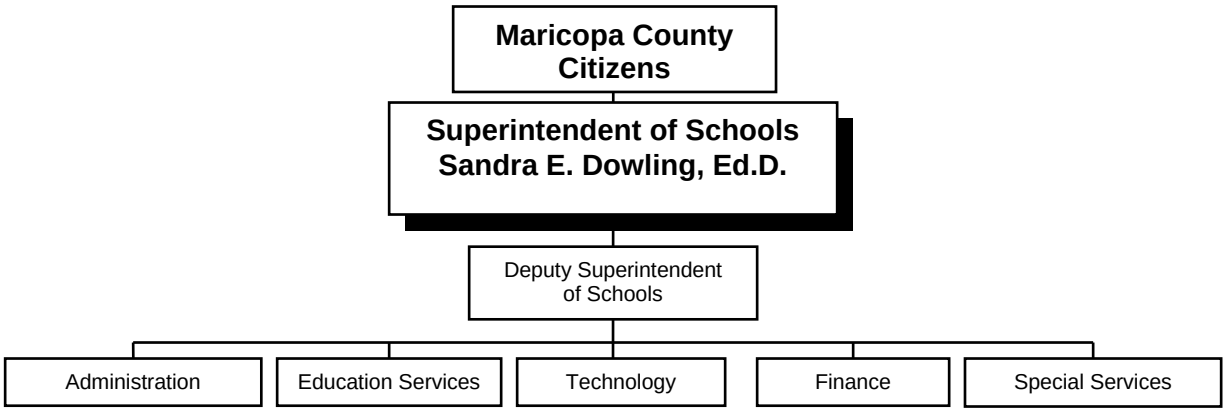
Program Activity	Purpose	Mandate
CENTRALIZED MCSO OPERATIONS	The purpose of the Centralized MCSO Operations Program is to provide comprehensive Enforcement and Custody Management support services that are unique to a Sheriff's Office operation so that goals can be met in compliance with legal standards by a qualified and productive workforce.	
FLEET MANAGEMENT	The purpose of the Fleet Management Activity is to provide vehicle management services to the MCSO employees so that they can accomplish their assignments	A.R.S. §11-444
INFORMATION TECHNOLOGY	The purpose of the Information Technology Activity is to provide IT leadership and services to MCSO bureaus so that communication and processes can be accomplished more efficiently through automation.	A.R.S. §11-444
EMPLOYEE PROFESSIONAL STANDARDS	The purpose of the Employee Professional Standards Activity is to provide administrative investigative services for the Maricopa County Sheriff's Office so that qualified employees can be hired and retained	A.R.S. §11-444
MANDATED ENF AND DET TRAINING	The purpose of the Mandated Enforcement and Detention Training Activity is to provide mandated training to Maricopa County Sheriff's Office compensated and non-compensated sworn and detention personnel so that they can be prepared/certified to perform job and maintain proficiency standards	A.R.S. §11-441
ENFORCEMENT	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.	
CIVIL PROCESS	The purpose of the Civil Process Activity is to provide mandated and statutory services, including taxation, licensing and court directives so that items are processed according to the mandate or statute.	A.R.S. §11-445
DISPATCH	The purpose of the Dispatch Activity is to provide 24-hour emergency communications operations for the general public and public safety personnel so that calls can be taken and dispatched within standard thresholds.	A.R.S. §11-441A
DISASTER & DISRUPTION RESP	The purpose of the Disaster and Community Threat Disruption Response Activity is to provide support to the National Response Plan (NRP) through the State's Homeland Security Strategy so that acts of terrorism can be prevented and vulnerabilities to critical hazards can be reduced, damage can be minimized, and recovery can take place.	A.R.S. §11-441
ENF SUPPORT AND SPEC RESPONSE	The purpose of the Enforcement Support and Specialized Response Activity is to provide patrol resources including personnel with special training and equipment for non-routine situations so that injury/damage can be avoided or controlled.	A.R.S. §11-441C
EXTRADITIONS	The purpose of the Extraditions Activity is to return subjects to Arizona who are wanted on Maricopa County Superior Court warrants and are in-custody in other states or countries so that can appear in court when requested.	A.R.S. §31-121
INTELLIGENCE	The purpose of the Intelligence Activity is to provide lawful collection, synthesis and assessment of criminal information for the Sheriff's Office and the criminal justice system so enforcement action can be taken.	
INVESTIGATIONS	The purpose of the Investigations Activity is to provide criminal investigative services for the public and the prosecution so that arrests can be made and cases can be cleared.	A.R.S. §11-441
COMMUNTIY OUTREACH	The purpose of the Community Outreach Activity is to promote safety and crime prevention in the community so that the public is better informed.	
PATROL	The purpose of the Patrol Activity is to provide preventive enforcement and law enforcement response to the general public in County Districts, at the Lakes, and on Park Trails so that criminal activity can be deterred and offenders can be apprehended.	A.R.S. §11-441A
PROPERTY AND EVIDENCE	The purpose of the property and evidence activity is to provide custodial service for evidentiary and other property so that it can be readily retrieved for review or release in the same condition as it was upon initial receipt and destroyed, released or disposed of according to mandate.	A.R.S. §11-441
SMI APPREHEN INTERVEN	The purpose of the Seriously Mentally Ill Apprehension Intervention Activity is to provide an evaluation by law enforcement and health care professionals for local law enforcement agencies so that they can safely deal with seriously mentally ill violent/nonviolent offenders by directing them to an appropriate treatment facility.	A.R.S. §11-441
SEARCH AND RESCUE	The purpose of the MCSO Search and Rescue Activity is to provide aid in missions involving the life or health of any person so that individuals can be rescued or recovered.	A.R.S. §11-441C
WARRANTS INFO PROCESSING	The purpose of the Warrants Information Processing activity is to provide comprehensive warrants records management services so that criminal information can be entered, verified, reported, and retrieved according to law.	A.R.S. §11-441A.7

Superintendent of Schools

Analysis by Vic Wickersham, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The Mission of the Superintendent of Schools Department is to provide fiscal and educational services to school districts, educators and the community so that they can effectively improve student achievement.

Vision

Collaborating with the community, educators and school districts to ensure a quality education for every child in Maricopa County.

Strategic Goals

- By July 2007, the Superintendent of Schools (SOS) will develop effective and diverse recruitment strategies to increase the pool of qualified applicants for positions with the SOS. **Status**: Since this goal was only recently added during the second quarter, the department does not have any updated information to report.

- Beginning December 2006, employee performance management plans (PMPs) will be reviewed with employees on a semi-annual basis in order to ensure alignment with the departmental strategic plan. **Status**: New and renewed PMPs are being developed with the departmental strategic plan as the foundation. Reviews are annual.

- By June 2008, employee performance plans will be reviewed with employees on a quarterly basis in order to ensure alignment with departmental strategic plan. **Status**: New and renewed PMPs are being developed with the departmental strategic plan as the foundation. Reviews are annual.

- By July 2008, the SOS will utilize interactive web-based technology to meet the demands of school districts for more efficient and effective service delivery. **Status**: Maricopa County Superintendent of Schools' website was rewritten using a .NET platform. Enhanced features include calendaring, immediate press releases, and improved functionality to the schools list.

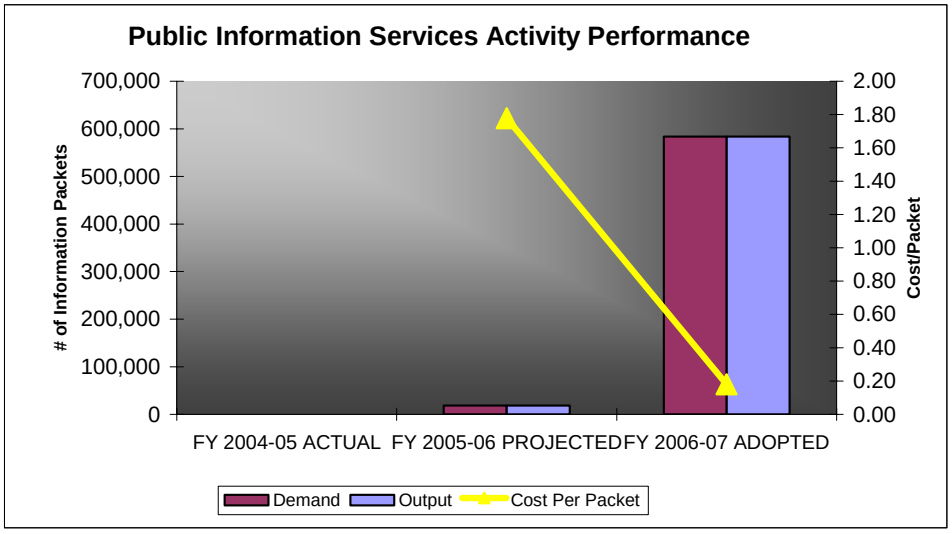
- By July 2008, the Superintendent of Schools will have completed a reorganization and 100% of SOS staff will have received the necessary training needed as a result of implementing new school district business software to support school districts and to optimize the staff delivery and level of services provided. **Status**: The Finance and Technology employees continue to learn the new financial software system. The Department is focusing on further training in areas of the new technologies that will enable staff to successfully support all areas of the new system. The Department is in the process of reorganizing the functions of several positions within the department. This will allow the Department to focus on more custom training in order to better serve our customers.

- By July 2007, the SOS will develop a comprehensive grant manual which will include policies and procedures for grant development, writing, implementation and management of all of the Education Service Agency grants so that the SOS has more effective administrative oversight. **Status**: The Department continues to identify policies and procedures for grant development and fiscal management. As the procedures are being written they are being communicated with all members of the Education Service Agency division. The Business Services Specialists continue to receive external grants management training in order to increase their ability to develop a manual aligned to Federal grants management guidelines. Work will continue on the draft copy of the grant manual.

- By July 2006, increase legislative participation by working with government relations to develop an annual strategy to address legislative issues affecting our department. By June 2010, finalize the strategy so that the department can be better informed and have active participation in the legislative changes. **Status**: Since this goal was only recently added during the second quarter, the department does not have any updated information to report.

Department Performance Information

The Information Services Activity represents two percent of the Superintendent of Schools' FY 2006-07 budget. The reason for the Public Information Services variance is because the measure was updated to include the number of visits to the Superintendent of Schools' website. This greatly increased the number over the FY 2005-06 projected amount. Statistics for the measure did not begin until FY 2005-06. Therefore, no data was tracked for FY 2004-05. The cost per packet is expected to decrease as the budget is reflective of expected cost by activity.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
37SC - EDUCATION	$ 196,702	$ 155,000	$ 155,000	$ 208,399	$ 3,858,304	$ 3,703,304	2389.2%
EDSU - SCHOOL DISTRICT SUPPORT	196,702	155,000	155,000	208,399	3,858,304	3,703,304	2389.2%
TOTAL PROGRAMS	$ 196,702	$ 155,000	$ 155,000	$ 208,399	$ 3,858,304	$ 3,703,304	2389.2%
EXPENDITURES							
37SC - EDUCATION	$ 1,596,450	$ 1,679,718	$ 1,675,369	$ 1,558,458	$ 5,323,334	$ (3,647,965)	-217.7%
EDSU - SCHOOL DISTRICT SUPPORT	1,455,239	1,499,865	1,529,687	1,526,137	5,218,017	(3,688,330)	-241.1%
PBIN - PUBLIC INFORMATION SERVICES	141,211	179,853	145,682	32,321	105,317	40,365	27.7%
99AS - ADMINISTRATIVE SERVICES PROG	$ 324,294	$ 485,354	$ 534,607	$ 428,907	$ 408,321	$ 126,286	23.6%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ -	$ -	$ 635	$ -	$ -	$ 635	100.0%
DESK - DESKTOP SUPPORT	-	-	635	-	-	635	100.0%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 49,445	$ (49,445)	
TOTAL PROGRAMS	$ 1,920,744	$ 2,165,072	$ 2,210,611	$ 1,987,365	$ 5,781,100	$ (3,570,489)	-161.5%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 102,653	$ 120,000	$ 120,000	$ 120,000	$ 2,685,512	$ 2,565,512	2137.9%
CHARGES FOR SERVICES	94,049	35,000	35,000	88,399	470,534	435,534	1244.4%
MISCELLANEOUS REVENUE	-	-	-	-	702,258	702,258	
TOTAL REVENUE	**$ 196,702**	**$ 155,000**	**$ 155,000**	**$ 208,399**	**$ 3,858,304**	**$ 3,703,304**	**2389.2%**
EXPENDITURES							
PERSONAL SERVICES	$ 1,732,070	$ 2,005,371	$ 2,052,860	$ 1,830,956	$ 3,163,634	$ (1,110,774)	-54.1%
SUPPLIES	91,957	47,603	61,589	58,840	351,143	(289,554)	-470.1%
SERVICES	87,773	98,593	82,022	84,200	2,252,818	(2,170,796)	-2646.6%
CAPITAL OUTLAY	8,944	13,505	14,140	13,369	13,505	635	4.5%
TOTAL EXPENDITURES	**$ 1,920,744**	**$ 2,165,072**	**$ 2,210,611**	**$ 1,987,365**	**$ 5,781,100**	**$ (3,570,489)**	**-161.5%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
75CR - CLAIMS RESOLUTION/LIT MGT PROG	$ -	$ -	$ -	$ 1,759,857	$ 21,693,174	$ 21,693,174	
LGMS - CLAIMS AND LITIGATION MGMT	-	-	-	1,759,857	21,693,174	21,693,174	
75EM - ENVIRONMENTAL MANAGEMENT PROG	$ 10,482	$ -	$ -	$ 3,251	$ -	$ -	
ENSS - ENVIRONMENTAL MANAGEMENT SVCS	10,482	-	-	3,251	-	-	
75RI - RISK MGMT SELF-INSURANCE PROG	$ 26,724,565	$ 23,116,120	$ 23,116,120	$ 23,116,120	$ 5,056,826	$ (18,059,294)	-78.1%
TRFD - TRUST FUND ADMINISTRATION	26,724,565	23,116,120	23,116,120	23,116,120	5,056,826	(18,059,294)	-78.1%
99AS - ADMINISTRATIVE SERVICES PROG	$ (113)	$ -	$ -	$ -	$ -	$ -	
TOTAL PROGRAMS	**$ 26,734,933**	**$ 23,116,120**	**$ 23,116,120**	**$ 24,879,229**	**$ 26,750,000**	**$ 3,633,880**	**15.7%**
EXPENDITURES							
75CR - CLAIMS RESOLUTION/LIT MGT PROG	$ 19,733,149	$ 24,154,479	$ 19,764,786	$ 22,000,259	$ 21,693,174	$ (1,928,388)	
LGMS - CLAIMS AND LITIGATION MGMT	19,733,149	24,154,479	19,764,786	22,000,259	21,693,174	(1,928,388)	-9.8%
75EM - ENVIRONMENTAL MANAGEMENT PROG	$ 315,825	$ 556,967	$ 563,271	$ 494,566	$ 515,560	$ 47,711	8.5%
ENSS - ENVIRONMENTAL MANAGEMENT SVCS	315,825	556,967	563,271	494,566	515,560	47,711	8.5%
75RI - RISK MGMT SELF-INSURANCE PROG	$ 4,902,797	$ 444,036	$ 4,768,469	$ 2,670,720	$ 6,030,301	$ (1,261,832)	-26.5%
TRFD - TRUST FUND ADMINISTRATION	4,902,797	444,036	4,768,469	2,670,720	6,030,301	(1,261,832)	-26.5%
75SM - SAFETY MANAGEMENT PROGRAM	$ 581,637	$ 561,409	$ 582,196	$ 576,350	$ 590,425	$ (8,229)	-1.4%
SAMA - SAFETY MANAGEMENT SERVICES	581,637	561,409	582,196	576,350	590,425	(8,229)	-1.4%
99AS - ADMINISTRATIVE SERVICES PROG	$ 182,029	$ 294,675	$ 332,844	$ 269,606	$ 337,198	$ (4,354)	-1.3%
99GV - GENERAL GOVERNMENT	$ 114,652	$ 119,335	$ 119,335	$ 119,335	$ 117,932	$ 1,403	1.2%
TOTAL PROGRAMS	**$ 25,830,089**	**$ 26,130,901**	**$ 26,130,901**	**$ 26,130,836**	**$ 29,284,590**	**$ (3,153,689)**	**-12.1%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	33.00	33.00	33.00	-	0%
715 SCHOOL GRANT FUND	-	-	16.00	16.00	
TOTAL FUNDS	33.00	33.00	49.00	16.00	48.5%

Base Adjustments

Revenue

Fund 100

- **School District Support Activity Adjustment ($55,000):** The adopted budget includes a revenue increase of $55,000 which is based on historic collections.

Expenditures

Fund 100

- **General Technical Adjustments ($-131,297):** The adopted budget includes a reduction of $131,297 across all activities as a result of technical adjustments.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 2,165,072**	**$ 155,000**
MID-YEAR ADJUSTMENTS:			
FY 2005-06 Pay for Performance		$ 40,421	$ -
	Subtotal	**$ 40,421**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 2,205,493**	**$ 155,000**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 8,415	$ -
Retirement Contributions		33,108	-
One Time Expenses		(50,000)	-
FY 2005-06 Pay for Performance Annualization		10,046	-
Annualization of FY 2005-06 DRP/LRP (12 month)		1,525	-
FY 2006-07 Pay for Performance		55,506	-
	Subtotal	**$ 58,600**	**$ -**
FY 2006-07 BUDGET TARGET:		**$ 2,264,093**	**$ 155,000**
BASE ADJUSTMENTS:			
School District Support Activity Adjustment		$ -	$ 55,000
General Technical Adjustments		(131,297)	-
	Subtotal	**$ (131,297)**	**$ 55,000**
FY 2006-07 ADOPTED BUDGET:		**$ 2,132,796**	**$ 210,000**

Grant Fund (715) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ -**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 2,540,717**	**$ 2,540,717**
FY 2006-07 ADOPTED BUDGET:	**$ 2,540,717**	**$ 2,540,717**

Transportation Fund (780) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ -**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 702,258**	**$ 702,258**
FY 2006-07 ADOPTED BUDGET:	**$ 702,258**	**$ 702,258**

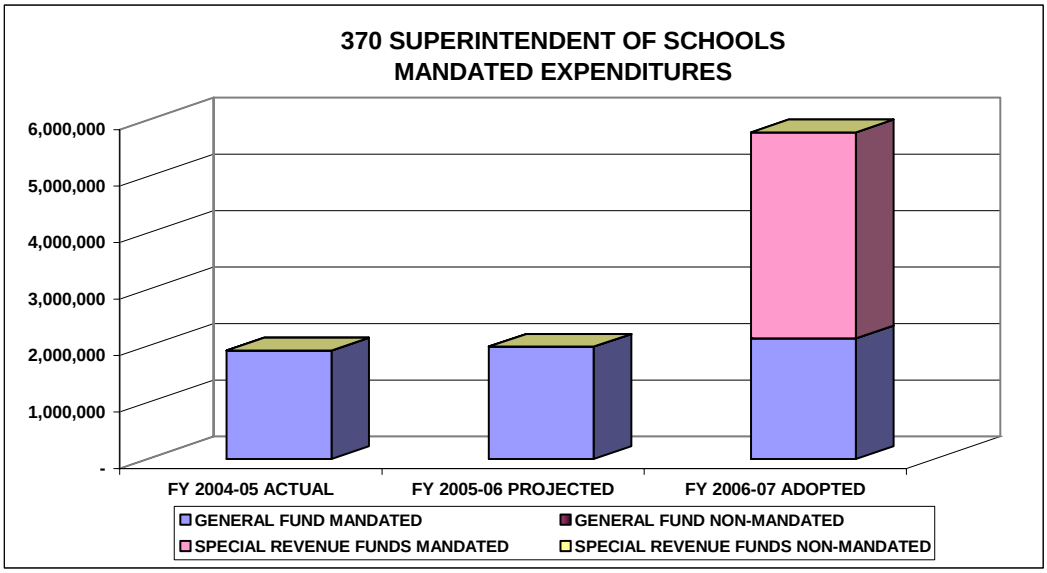
Communication Fund (782) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUES
FY 2005-06 ADOPTED BUDGET:	**$ -**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 24,795**	**$ 24,795**
FY 2006-07 ADOPTED BUDGET:	**$ 24,795**	**$ 24,795**

Indirect Cost Fund (795) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUES
FY 2005-06 ADOPTED BUDGET:	**$ -**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 380,534**	**$ 380,534**
FY 2006-07 ADOPTED BUDGET:	**$ 380,534**	**$ 380,534**

Mandates



Mandated expenditure levels very year-to-year based on factors including the addition of Special Revenue Funds that were not budgeted in prior years. See the Base Adjustment section for additional detail.

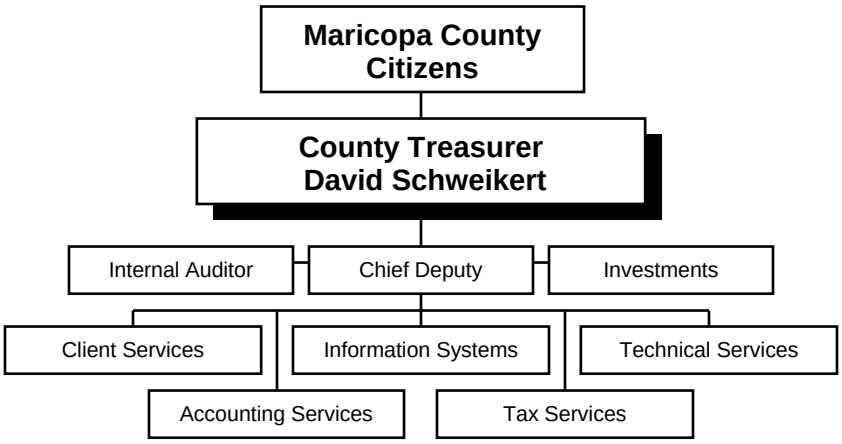
Program Activity	Purpose	Mandate
EDUCATION	The purpose of the education program is to provide fiscal and educational services to school districts and the community so that students receive quality education.	
SCHOOL DISTRICT SUPPORT	The purpose of the school district support activity is to provide professional technical expertise, direction, services, and products to school districts so they can successfully manage their districts, meet their mandated obligations, and improve the quality of the educational services they provide.	A.R.S. §11-511; A.R.S. §15-301 THRU A.R.S. §15-310
PUBLIC INFORMATION SERVICES	The purpose of the public information services activity is to provide school and education related information to school districts and parents so they can make informed decisions regarding the education of their children.	A.R.S. §11-511; A.R.S. §15-301 THRU A.R.S. §15-310

Treasurer's Office

Analysis by Monica Staats, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The Mission of the Maricopa County Treasurer is to provide both the administration of property taxation for the County's residents and the accounting and investment of public monies for County agencies, school districts and other sub-political jurisdictions, as mandated by state and federal law, so that they can provide appropriate services to the County's residents.

Vision

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

Strategic Goals

- "Customer Service" -- By FY 2007, the Treasurer will excel in customer service using technological advances to provide taxpayers with access to all tax information via Internet applications through increased budget allocations of personnel and capital resources. Achievements will be measured by growth in internet business applications and daily internet activity during the two year period. **Status**: Property tax payments via credit cards and e-check payments were introduced in September 2002 and September 2003, respectively. The website was refreshed in early 2005 in an attempt to make it more user friendly and allow for easy navigation. The department also held its first on-line tax lien auction in February 2006. Results from the on-line auction will be available by June 2006.

- "Process Improvement" -- By FY 2007, the Treasurer will improve and refine all tax collection and revenue apportionment functions by upgrading computer hardware and software aspects related to these procedures. By 2007, the goal of the Treasurer is to have collected and

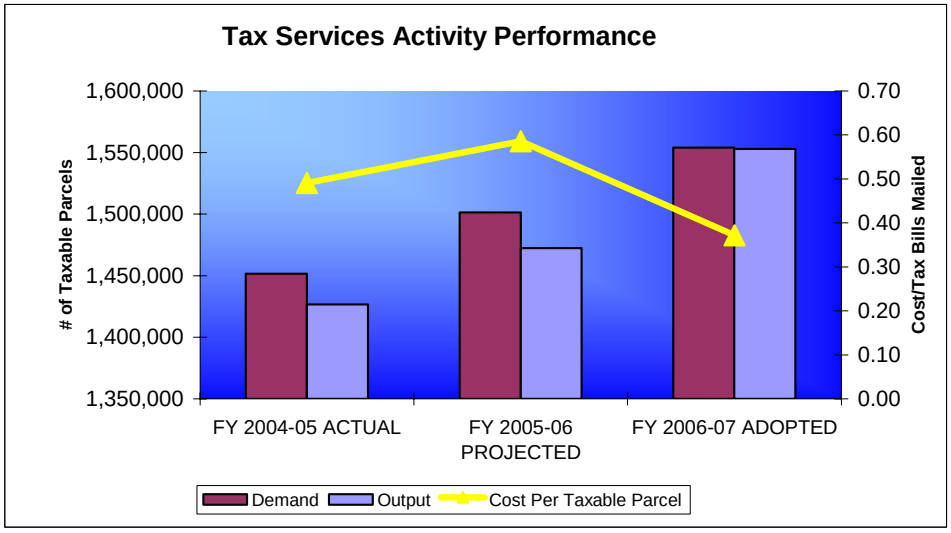
apportioned to the appropriate County jurisdictions 98.0% of the annual levy effective the conclusion of the tax year. After the subsequent Tax Lien Auction held the following February, this collection rate will have increased to 99.3% each year. Results will be measured by comparing tax collections with the adjusted annual levy at each month-end as well as at the end of the tax year. **Status**: The department has initiated the first phase of the platform migration from the COBOL/VMS system to a more contemporary platform. The new system will eliminate many manual processes, better support the population and associated demand growth, and gain flexibility to adhere with revisions of State law. The department was granted two additional Developer/Programmer Analysts to assist in the software implementation deliverables.

- "Process Improvement" -- Per House Bill 2428 Legislation, by FY 2005, the Treasurer will have initiated the tax billing and collecting procedures for Unsecured Personal Property (e.g. commercial office equipment, heavy construction equipment and mobile homes) into the existing Treasurer's Secured Property tax activities (those which relate to real estate), thereby streamlining Unsecured Personal Property operations and enhancing collective Treasurer's Office customer services. By FY 2007, the Treasurer will have fully integrated 100% of all collection and apportionment procedures of the Unsecured Personal Property Tax process into an efficient and streamlined "unified" Property Tax Levy collection and apportionment system. Incremental accomplishments of the new system will be measured based on monthly collection percentages of the unified levy and monthly dollar amounts apportioned to County jurisdictions. **Status**: The department has achieved this goal. The billing procedures and the integration of the collection and apportionment procedures have been completed.

- "Property Tax Payments" -- By FY 2006, the Treasurer will have contracted with its servicing bank affiliate, Bank One, to accept property tax payments and issue Treasurer's Office receipts in branch bank locations throughout the County. **Status**: Earlier this fiscal year a new banking service agreement with Bank of America was awarded. As part of the agreement, Bank of America will collect taxes and issue receipts at branch locations.

Department Performance Information

The purpose of the Tax Services Activity is to provide property tax billing information and problem resolution for internal (Assessor, Finance, Sheriff Departments) and external (property owners, tax service and mortgage companies) customers so that property taxes are paid and necessary adjustments made. The total number of taxable parcels is projected to grow by 52,709 in FY 2006-07. FY 2004-05 and FY 2005-06 were marked with high costs and low output. This was primarily due to out-dated mailing information in the Department's database. For FY 2006-07, the outdated mailing information has been corrected and the Department is expecting an increase in demand. The Department is also expecting that property owners will take advantage of the Treasurer's website to review their property tax data. Address change requests via the website increased 32% from FY 2004-05 to FY 2005-06. Email inquiries increased 43% for that same period. The Department feels that these increases reflect a growing awareness and usage by property owners of internet access to the Treasurer's Office and their property data. Property owners will become more aware of their responsibility to provide the Department with current mailing addresses. These options and the updating of the database will increase the projected output for FY 2006-07. Decrease of cost per tax bill mailed in FY 2006-07 is explained by the decrease in returned tax statements.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUES							
43TP - PROPERTY TAX PROGRAM	$ -	$ 4,000	$ -	$ 2,331	$ -	$ -	
CLTS - CLIENT SERVICE	-	3,000	-	1,750	-	-	
TXSV - TAX SERVICES	-	1,000	-	581	-	-	
99AS - ADMINISTRATIVE SERVICES PROG	$ 4,530	$ -	$ 4,000	$ 1,522	$ 4,000	$ -	0.0%
TOTAL PROGRAMS	$ 4,530	$ 4,000	$ 4,000	$ 3,853	$ 4,000	$ -	0.0%
EXPENDITURES							
43AP - ACCOUNTING PROGRAM	$ 373,516	$ 346,903	$ 379,588	$ 364,913	$ 372,841	$ 6,747	1.8%
ACCT - AGENCY ACCOUNTING	88,118	36,653	38,338	60,507	32,496	5,842	15.2%
TRAC - TREASURER ACCOUNTING	285,398	310,250	341,250	304,407	340,345	905	0.3%
43TP - PROPERTY TAX PROGRAM	$ 1,325,208	$ 1,502,323	$ 1,301,085	$ 1,577,034	$ 1,293,593	$ 7,492	0.6%
CLTS - CLIENT SERVICE	625,189	736,106	728,195	714,719	716,498	11,697	1.6%
TXSV - TAX SERVICES	700,019	766,217	572,890	862,315	577,095	(4,205)	-0.7%
99AS - ADMINISTRATIVE SERVICES PROG	$ 1,511,768	$ 1,377,448	$ 1,667,834	$ 1,456,901	$ 1,928,028	$ (260,194)	-15.6%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 744,985	$ 920,619	$ 1,076,893	$ 904,258	$ 1,070,609	$ 6,284	0.6%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	3,765	(3,765)	
TOTAL PROGRAMS	$ 3,955,477	$ 4,147,293	$ 4,425,400	$ 4,303,107	$ 4,668,836	(243,436)	-5.5%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
CHARGES FOR SERVICES	$ 4,530	$ 4,000	$ 4,000	$ 3,853	$ 4,000	$ -	0.0%
TOTAL REVENUE	**$ 4,530**	**$ 4,000**	**$ 4,000**	**$ 3,853**	**$ 4,000**	**$ -**	**0.0%**
EXPENDITURES							
PERSONAL SERVICES	$ 3,123,664	$ 3,428,004	$ 3,559,114	$ 3,361,112	$ 3,683,032	$ (123,918)	-3.5%
SUPPLIES	92,227	54,144	75,121	70,257	73,735	1,386	1.8%
SERVICES	690,615	618,870	744,890	823,670	853,124	(108,234)	-14.5%
CAPITAL OUTLAY	48,971	46,275	46,275	48,068	58,945	(12,670)	-27.4%
TOTAL EXPENDITURES	**$ 3,955,477**	**$ 4,147,293**	**$ 4,425,400**	**$ 4,303,107**	**$ 4,668,836**	**$ (243,436)**	**-5.5%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 4,530	$ 4,000	$ 4,000	$ 3,853	$ 4,000	$ -	0.0%
ALL FUNDS	**$ 4,530**	**$ 4,000**	**$ 4,000**	**$ 3,853**	**$ 4,000**	**$ -**	**0.0%**
EXPENDITURES							
100 GENERAL	$ 3,955,477	$ 4,147,293	$ 4,425,400	$ 4,303,107	$ 4,668,836	$ (243,436)	-5.5%
ALL FUNDS	**$ 3,955,477**	**$ 4,147,293**	**$ 4,425,400**	**$ 4,303,107**	**$ 4,668,836**	**$ (243,436)**	**-5.5%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	59.75	60.75	62.75	2.00	3.3%
TOTAL FUNDS	**59.75**	**60.75**	**62.75**	**2.00**	**3.3%**

FY 2006-07 increase for Developer/Programmer Analyst - 2.0 FTE.

Base Adjustments

Expenditures

- **Two Additional Developer/Programmer Analysts ($148,745):** Increase based on two additional Developer/Programmer Analysts to assist in the implementation of the data platform migration from a COBOL/VMS system to a more contemporary platform. The Treasurer's Office

feels that by modernizing the system they will eliminate many manual processes, make disaster recovery much easier, better support the population and associated demand growth, and gain flexibility to deal with revisions of State Law

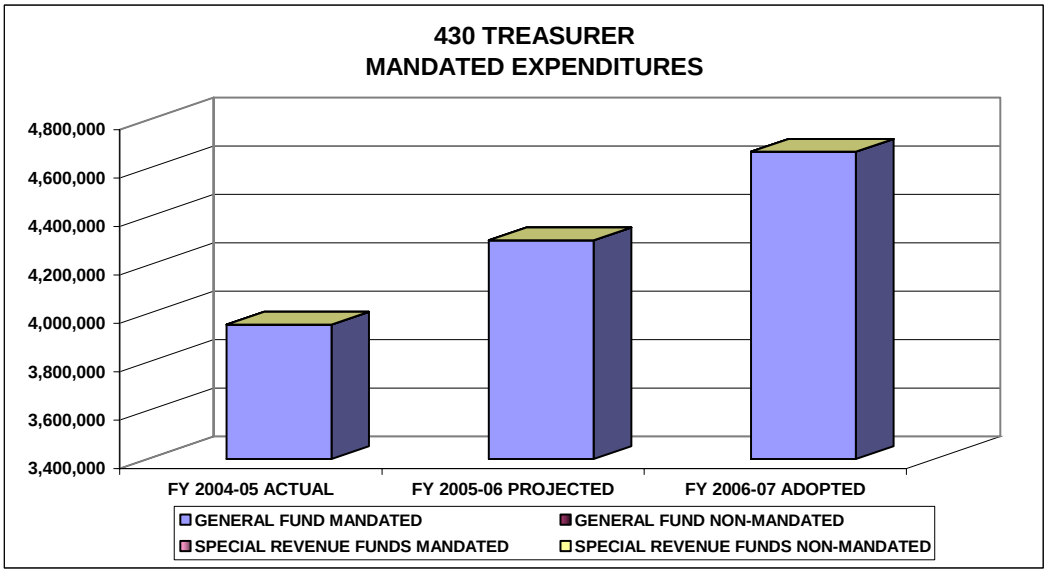
- **General Technical Adjustments (-$83,813):** The adopted budget includes an increase across all activities in Personnel Savings based on an average vacancy rate of 4.0 FTEs. Adjustment also includes minor technical adjustments based on an analysis of FY 2005-06 trends.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 4,147,293**	**$ 4,000**
MID-YEAR ADJUSTMENTS:		
Pay for Performance	$ 81,635	$ -
Tax Deed Services	185,666	-
Subtotal	**$ 267,301**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 4,414,594**	**$ 4,000**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 21,323	$ -
Retirement Contributions	54,679	-
FY 2005-06 Pay for Performance Annualization	11,762	-
Annualization of FY 2005-06 DRP/LRP (12 month)	2,660	-
FY 2006-07 Pay for Performance	98,886	-
Subtotal	**$ 189,310**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 4,603,904**	**$ 4,000**
BASE ADJUSTMENTS:		
Two Additional Developer/Programmer Analysts	$ 148,745	$ -
General Technical Adjustments	(83,813)	-
Subtotal	**$ 64,932**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 4,668,836**	**$ 4,000**

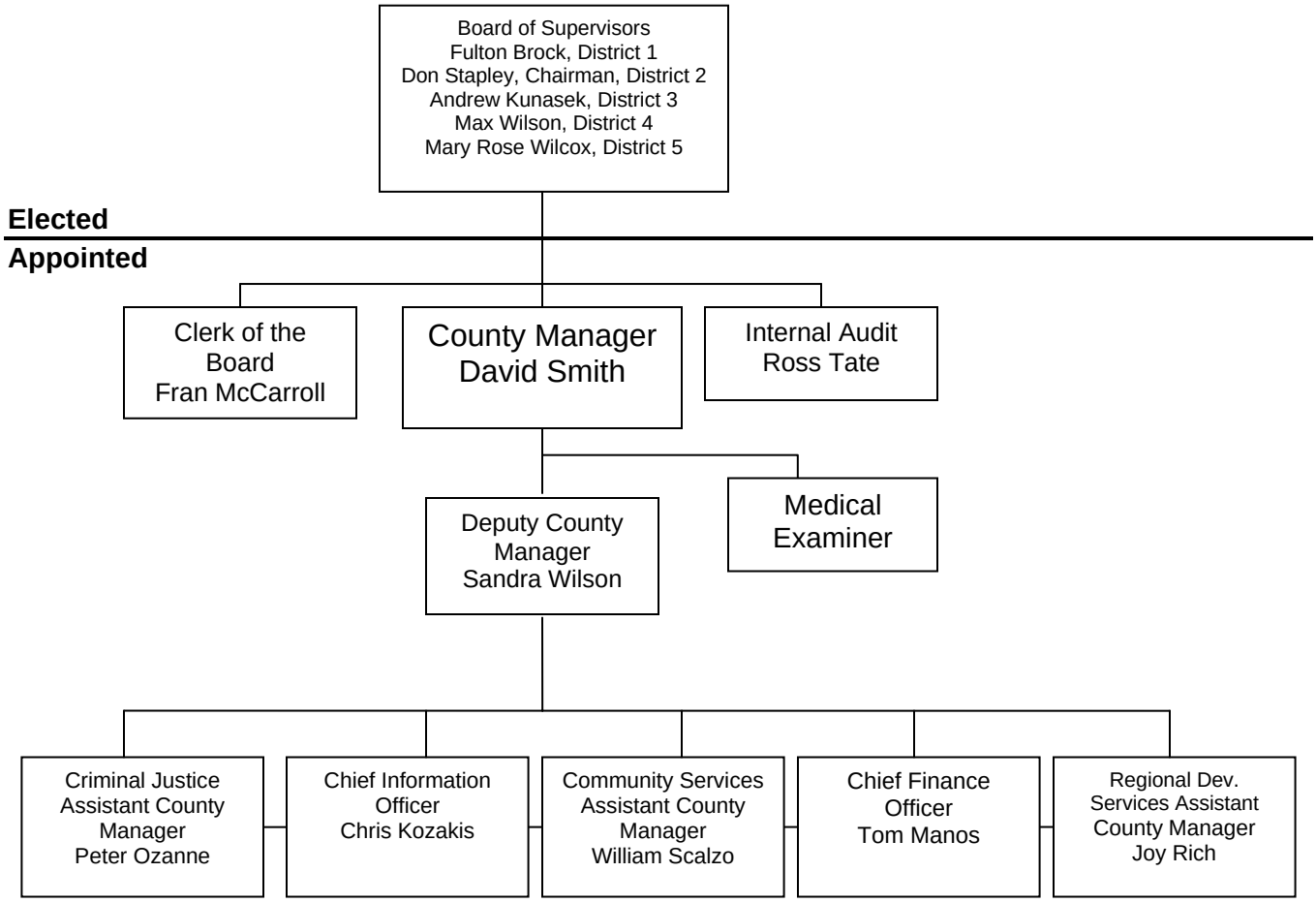
Mandates



Mandated expenditure levels vary year-to-year based on several factors including the increase in total number of taxable parcels. See the Base Adjustment section above for additional detail.

Program Activity	Purpose	Mandate
ACCOUNTING	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.	
AGENCY ACCOUNTING	The purpose of the Agency Accounting Activity is to apportion tax collections and provide timely and accurate accounting and investment services for county agencies so that they can conduct their operations and make informed decisions, manage resources and report results relative to their agency.	A.R.S. §42-18001; A.R.S. §11-275; A.R.S. §11-414; A.R.S. §11-475; A.R.S. §11-497; A.R.S. §11-501; A.R.S. §11-502; A.R.S. §11-503; A.R.S. §11-504; A.R.S. §11-631; A.R.S. §11-632; A.R.S. §11-634; A.R.S. §11-635; A.R.S. §11-639; A.R.S. §11-640
TREASURER ACCOUNTING	The purpose of the Treasurer Accounting Activity is to provide timely and accurate accounting services for the Treasurer's Office staff so that they can make informed decisions, manage resources and report results.	A.R.S. §11-273; A.R.S. §11-274; A.R.S. §11-492; 11-493; A.R.S. §11-494; A.R.S. §35-327
PROPERTY TAX	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).	
CLIENT SERVICE	The purpose of the Client Services Activity is to accept and post tax and non-tax payments for internal and external customers so that revenues are accurately and promptly posted (applied).	A.R.S. §11-274; A.R.S. §11-493; A.R.S. §11-494; A.R.S. §41-1285; A.R.S. §42-341; A.R.S. §42-344; A.R.S. §42-345; A.R.S. §42-348; A.R.S. §42-394; A.R.S. §42-400; A.R.S. §42-401; A.R.S. §42-421; A.R.S. §42-423; 18001
TAX SERVICES	The purpose of the Tax Services Activity is to provide property tax billing information and problem resolution for internal (Assessor, Finance, Sheriff departments) and external (property owners, tax service and mortgage companies) customers so that property taxes are paid and necessary adjustments made.	A.R.S. §11-505; A.R.S. §11-506; A.R.S. §11-605; Title 42 (Taxation), Chapter 18 (Collection and Enforcement), Articles 1, 2, 3, 4, 5, 6, 7, 8 and 9.

Appointed Departments Org Chart

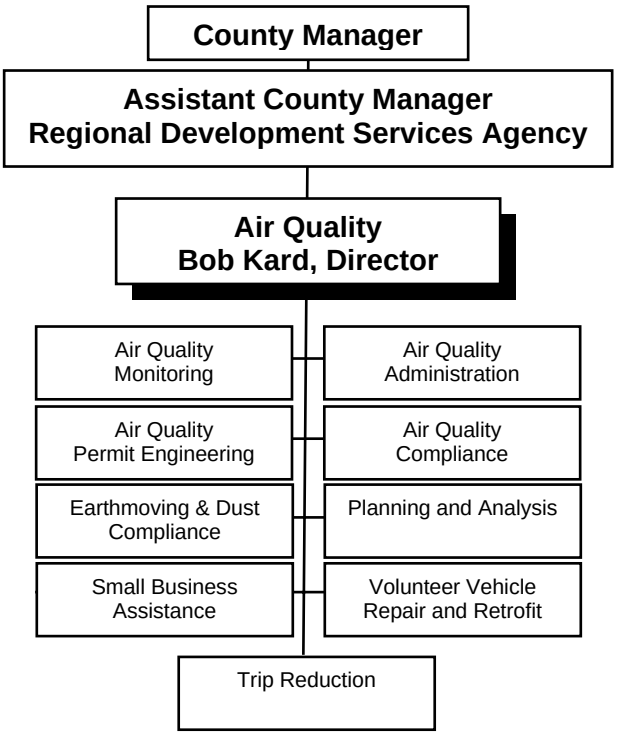


Air Quality

Analysis by Marc Kuffner, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The mission of the Air Quality Department is to protect our most vital natural resource air quality, for the people of Maricopa County so they can live and breathe in a clean air environment.

Vision

To achieve the highest air quality standards in Maricopa County as we evolve with the County's escalating growth.

Strategic Goals

- "Effective Outreach" -- By June 30, 2007, provide an effective outreach program to ensure public and business awareness of air quality programs, issues, regulations and necessary improvements. **Status**: The department's Public Information Officer has engaged in town hall meetings. The department is also looking into securing the services of a media company to report violations and continue awareness. The FY 2007 budget includes funding requested to support this goal.

- "Air Quality Permits" -- By June 30, 2008, complete a needs assessment to enable the issuance of Air Quality Permits in accordance with the Arizona State licensing 18 month requirement. **Status**: The department has identified the needs in order to meet this goal and is now working toward obtaining the 18 month licensing requirement.

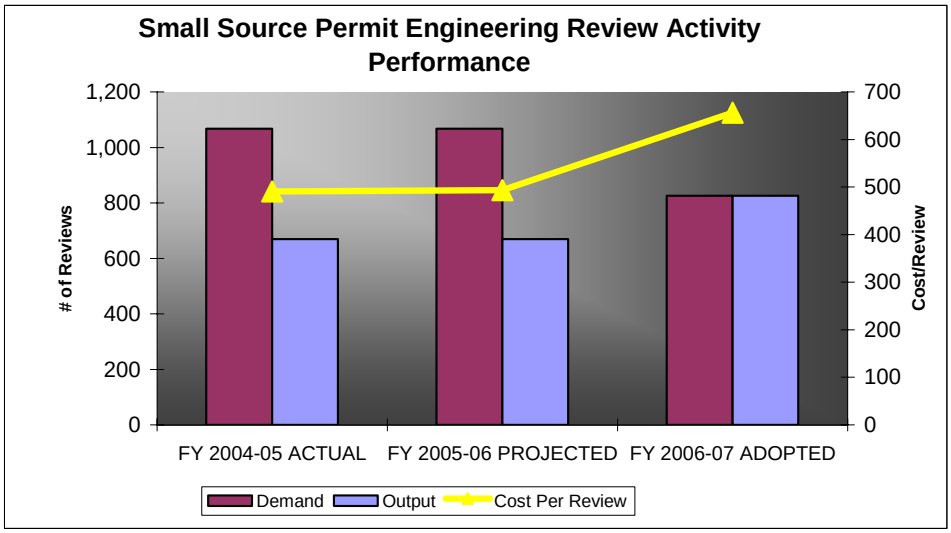
- "Needs Assessment" -- By June 30, 2009, implement any recommended changes from the completion of the needs assessment to improve effectiveness in meeting state and federal requirements of the Source Inspection Program including annual inspections and follow up. **Status**: According to the department, this assessment is in progress and continuing.

- "Dust Control" -- By June 20, 2007, secure a funding source for the vacant lot dust inspection program to relieve the general fund obligation. **Status**: The department states that they have hired a Grant Writer and continue to investigate possible funding sources. At this point in time, the General Fund is funding this activity and OMB does not anticipate this changing in the near future if the activity continues.

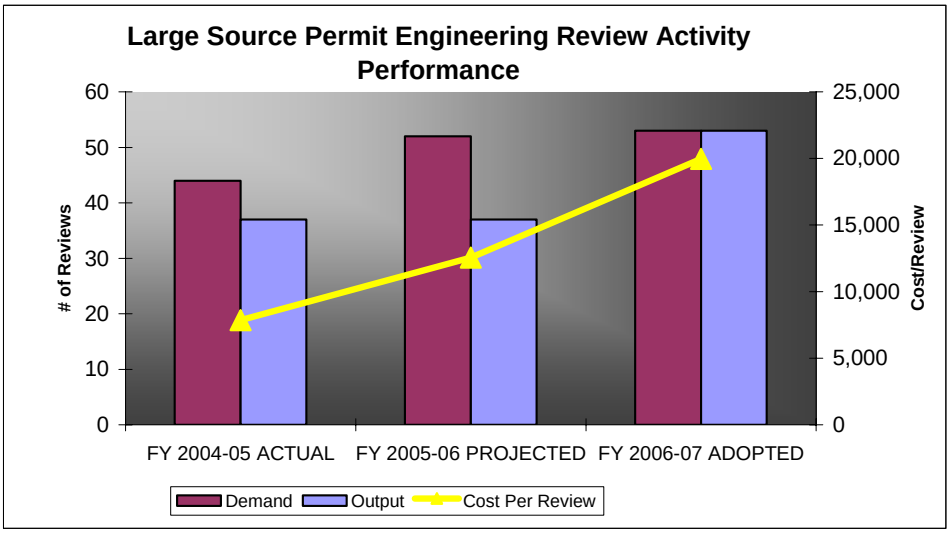
- "Funding" -- By June 30, 2006, secure funding for Trip Reduction [TRP] and Voluntary Vehicle Repair and Retrofit [VVR&R] program. **Status**: The department has secured funding for FY 2007 as part of the State of Arizona budget. The department is attempting to include funding for these activities as part of future State budgets.

Department Performance Information

In FY 2006-07, Small Source Permit Engineering Review demand is expected to decrease and output is expected to increase compared to both FY 2004-05 actual and FY 2005-06 projections. The cost per review increase is related to the recent market based compensation adjustments for the Engineers resulting in higher personnel costs.



In FY 2006-07, Large Source Permit Engineering Review demand is expected to increase slightly compared to FY 2005-06 projections and output is expected to increase compared to both FY 2004-05 actual and FY 2005-06 projections. The cost per review increase is related to the recent market based compensation adjustments for the Engineers resulting in higher personnel costs.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
88AQ - AIR QUALITY PROGRAM	$ 10,075,895	$ 10,781,375	$ 10,926,275	$ 13,473,674	$ 13,613,889	$ (2,687,614)	-24.6%
CAQM - COUNTYWIDE AQ MONITORING	4,907,321	1,030,800	1,175,700	1,262,724	1,088,689	87,011	7.4%
DCEM - DUST CNTRL EARTHMOVING COMPL	1,208,717	100,000	2,668,305	2,352,908	2,908,009	(239,704)	-9.0%
EMPE - EARTHMOVING PERMIT ENFORCEMENT	780	-	-	59,478	283,453	(283,453)	
LSPC - LARGE SOURCE PERMIT COMPLIANCE	(2,575)	450,000	638,491	978,306	1,046,304	(407,813)	-63.9%
LSPE - LARGE SOURCE PERMIT ENFRCMENT	398,930	50,000	800,000	1,292,569	800,000	-	0.0%
LSPR - LARGE SOURCE PRMT ENG REVIEW	1,581,261	5,042,000	1,123,705	2,482,245	1,396,956	(273,251)	-24.3%
SSPC - SMALL SOURCE PERMIT COMPLIANCE	1,160,932	150,000	1,486,499	2,223,574	2,678,192	(1,191,693)	-80.2%
SSPE - SMALL SOURCE PERMIT ENFRCMENT	1,720	50,000	-	60,765	244,573	(244,573)	
SSPR - SMALL SOURCE PRMT ENG REVIEW	(345)	1,300,000	425,000	616,588	484,713	(59,713)	-14.1%
TRDA - TRIP REDUCTION ACTIVITY	707,413	1,858,575	1,858,575	1,539,782	1,858,000	575	0.0%
VVRR - VOL VEHICLE REPAIR & RETROFIT	111,741	750,000	750,000	604,736	825,000	(75,000)	-10.0%
99AS - ADMINISTRATIVE SERVICES PROG	$ 76	$ 59,000	$ 59,000	$ 70,424	$ 2,332,605	$ (2,273,605)	-3853.6%
TOTAL PROGRAMS	$ 10,075,971	$ 10,840,375	$ 10,985,275	$ 13,544,098	$ 15,946,494	$ (4,961,219)	-45.2%
88AQ - AIR QUALITY PROGRAM	$ 7,355,207	$ 8,437,144	$ 9,831,545	$ 8,735,421	$ 11,386,264	$ (1,554,719)	-15.8%
CAQM - COUNTYWIDE AQ MONITORING	2,607,404	1,795,864	1,501,497	1,858,306	1,302,393	199,104	13.3%
DCEM - DUST CNTRL EARTHMOVING COMPL	649,466	1,456,441	1,714,014	1,210,766	1,546,187	167,827	9.8%
DCVL - DUST CNTRL VACANT LOT COMPL	59,196	31,706	551,640	678,990	543,310	8,330	1.5%
EMPE - EARTHMOVING PERMIT ENFORCEMENT	264,675	-	127,441	12,749	174,275	(46,834)	-36.7%
LSCM - LARGE SOURCE COMPLAINT MNGT	-	-	2,584	-	-	2,584	100.0%
LSPC - LARGE SOURCE PERMIT COMPLIANCE	799,407	838,594	645,171	794,135	566,482	78,689	12.2%
LSPE - LARGE SOURCE PERMIT ENFRCMENT	43,518	215,005	144,009	185,830	507,451	(363,442)	-252.4%
LSPR - LARGE SOURCE PRMT ENG REVIEW	290,881	468,703	570,010	464,488	1,057,728	(487,718)	-85.6%
PLAA - PLANNING AND ANALYSIS	24,009	-	473,951	44,245	877,515	(403,564)	-85.1%
SBAA - SMALL BUSINESS ASST ACTIVITY	41,734	864	261,167	131,722	454,137	(192,970)	-73.9%
SSPC - SMALL SOURCE PERMIT COMPLIANCE	758,519	931,935	960,514	938,118	1,036,531	(76,017)	-7.9%
SSPE - SMALL SOURCE PERMIT ENFRCMENT	80,750	89,873	116,264	85,441	95,325	20,939	18.0%
SSPR - SMALL SOURCE PRMT ENG REVIEW	328,906	331,296	561,992	330,631	541,930	20,062	3.6%
TRDA - TRIP REDUCTION ACTIVITY	1,077,364	1,503,571	1,501,583	1,367,169	1,858,000	(356,417)	-23.7%
VVRR - VOL VEHICLE REPAIR & RETROFIT	329,378	773,292	699,708	632,831	825,000	(125,292)	-17.9%
99AS - ADMINISTRATIVE SERVICES PROG	$ 1,521,417	$ 2,032,916	$ 2,987,433	$ 2,284,326	$ 2,639,775	$ 347,658	11.6%
99GV - GENERAL GOVERNMENT	$ 216,173	$ 328,624	$ 328,624	$ 328,624	$ 335,048	$ (6,424)	-2.0%
TOTAL PROGRAMS	$ 9,125,407	$ 10,798,684	$ 13,147,602	$ 11,348,371	$ 14,361,087	(1,213,485)	-9.2%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
LICENSES & PERMITS	$ 6,194,236	$ 6,300,000	$ 6,300,000	$ 8,344,988	10,454,455	4,154,455	65.9%
INTERGOVERNMENTAL REVENUES	1,512,582	3,639,375	3,784,275	3,407,219	4,149,013	364,738	9.6%
CHARGES FOR SERVICES	(215)	42,000	42,000	17,500	-	(42,000)	-100.0%
FINES & FORFEITS	1,126,485	800,000	800,000	1,701,837	1,328,026	528,026	66.0%
MISCELLANEOUS REVENUE	111,942	59,000	59,000	72,554	15,000	(44,000)	-74.6%
OTHER FINANCING SOURCES	1,130,939	-	-	-	-	-	
TOTAL REVENUE	**$ 10,075,971**	**$ 10,840,375**	**$ 10,985,275**	**$ 13,544,098**	**$ 15,946,494**	**$ 4,961,219**	**45.2%**
EXPENDITURES							
PERSONAL SERVICES	$ 5,519,409	$ 7,076,433	$ 8,107,643	$ 6,837,639	$ 9,598,724	$ (1,491,081)	-18.4%
SUPPLIES	629,645	298,050	982,561	769,124	469,377	513,184	52.2%
SERVICES	2,309,627	2,343,339	2,580,076	2,256,678	3,103,281	(523,205)	-20.3%
OTHER FINANCING USES	216,173	328,624	328,624	328,624	303,802	24,822	7.6%
CAPITAL OUTLAY	450,553	752,238	1,148,698	1,156,306	885,903	262,795	22.9%
TOTAL EXPENDITURES	**$ 9,125,407**	**$ 10,798,684**	**$ 13,147,602**	**$ 11,348,371**	**$ 14,361,087**	**$ (1,213,485)**	**-9.2%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
503 AIR QUALITY GRANT	$ 2,626,047	$ 3,639,375	$ 3,784,275	$ 3,383,059	$ 4,149,013	$ 364,738	9.6%
504 AIR QUALITY FEES	7,449,924	7,201,000	7,201,000	10,161,038	11,797,481	4,596,481	63.8%
ALL FUNDS	**$ 10,075,971**	**$ 10,840,375**	**$ 10,985,275**	**$ 13,544,098**	**$ 15,946,494**	**$ 4,961,219**	**45.2%**
EXPENDITURES							
100 GENERAL	$ -	$ -	$ 544,023	$ 364,680	$ 546,899	$ 2,876	0.5%
503 AIR QUALITY GRANT	3,198,902	3,635,225	3,784,275	3,469,753	4,149,013	364,738	9.6%
504 AIR QUALITY FEES	5,926,506	7,163,459	8,819,304	7,513,938	9,665,175	845,871	9.6%
ALL FUNDS	**$ 9,125,407**	**$ 10,798,684**	**$ 13,147,602**	**$ 11,348,371**	**$ 14,361,087**	**$ (1,213,485)**	**-9.2%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	-	10.00	10.00	-	0.0%
503 AIR QUALITY GRANT	32.00	33.00	31.00	(2.00)	-6.1%
504 AIR QUALITY FEES	99.00	99.00	121.00	22.00	22.2%
TOTAL FUNDS	**131.00**	**142.00**	**162.00**	**20.00**	**14.1%**

- Increase to the Air Quality Fee Fund (+22 FTEs) – Additional FTEs associated with increased staffing for 5 activities, based on workload analysis.
- Decrease to the Air Quality Grant Fund (-2 FTE) – Reduction of staff for Trip Reduction and Volunteer Vehicle Repair and Retrofit activities.

Base Adjustments

Fund 100

- **General Technical Adjustments ($6,602):** The adopted budget includes an increase in the amount of $6,602 for minor technical adjustments.

Fund 503

- **Increased Revenue for the Trip Reduction Activity ($364,738):** The adopted revenue budget for the Trip Reduction Activity is increased by $364,738. This increase is due to additional funding from the State of Arizona for this activity.

- **Increased Expenditures for the Trip Reduction Activity ($374,360):** The adopted expenditure budget includes an increase in the amount of $374,360. This increase is due to additional funding from the State of Arizona for this activity.

- **Increased Expenditures for the Volunteer Vehicle Repair and Retrofit Activity ($125,292):** The adopted budget is increased by $125,292. This increase is due to reallocated funding from the Administrative Services Program.

- **Reduction in the Administrative Services Program (-$127,116):** The adopted budget includes a reduction of $127,116. The department has reallocated expenses to the Volunteer Vehicle Repair and Retrofit Activity.

- **General Technical Adjustments (-$7,798):** The adopted budget includes a reduction of $7,798 across all activities as a result of minor technical adjustments.

Fund 504

- **Increased Revenue for Large Source Permit Compliance ($681,064):** The adopted budget includes an increase to revenue in the amount of $681,064. This increase is largely due to the additional staff generating revenue and increased output in the Large Source Compliance Activity.

- **Increased Revenue for Small Source Permit Compliance ($1,495,979):** The adopted budget includes an increase to revenue in the amount of $1,495,979. This increase is largely due to the additional staff generating revenue and increased output in the Small Source Compliance Activity.

- **Increased Revenue for Dust Control Earthmoving Compliance ($523,157):** The adopted budget includes an increase to revenue in the amount of $523,157. This increase is due to expected fines from increased compliance monitoring in the Dust Control Earthmoving Compliance Activity.

- **Increased Revenue to the Administrative Services Program ($1,896,281):** The adopted budget includes an increase to revenue in the amount of $1,896,281. This increase is the allocated amount from all activities for the administrative support of the department.

- **Increased Expenditures for Large Source Permit Compliance ($192,472):** The adopted budget includes an increase in the amount of $192,472. This increase is largely due to the additional personnel expenses in the Large Source Compliance Activity.

- **Increased Expenditures for Small Source Permit Compliance ($577,415):** The adopted budget includes an increase in the amount of $577,415. This increase is largely due to the additional personnel expenses in the Large Source Compliance Activity.

- **General Technical Adjustments ($75,984):** The adopted budget includes an increase of $75,984 for general technical adjustments including higher personnel costs.

Results Initiative Requests

- **Additional Media and Communications Outreach Staff for the Office of the Director Activity ($65,281):** The adopted budget provides additional funding in the amount of $65,281 to support an increase of 1 FTE in the Air Quality administrative staff complement to address the increasing communications outreach program. **Expected Result:** An increased awareness and education of the public, industry and other jurisdictions regarding Air Quality programs.

- **Additional Training Staff for the Air Quality Monitoring Activity ($65,281):** The adopted budget provides additional funding in the amount of $65,281 to support an increase of 1 FTE in the Air Quality training staff to address the increasing staff growth and required training. **Expected Result:** Increased awareness and education of the public, industry and other jurisdictions regarding Air Quality programs as well as the development of internal training documentation.

- **New and Replacement Air Monitoring Equipment to Meet Demand for the Air Quality Monitoring Activity ($168,000):** The adopted budget provides additional funding in the amount of $168,000 to support the purchase of additional equipment that will assist the department in meeting their demand of air quality monitoring. **Expected Result:** Additional capacity to readily obtain the capture and analysis of pollutants.

Air Quality Monitoring
Capital Equipment

	Quantity	Unit Cost	Extended Cost
Ozone Transfer Analyzer	2	$ 7,500	$ 15,000
Multi-Gas Calib	2	$ 12,000	$ 24,000
CO Analyzer	2	$ 8,000	$ 16,000
Data Logger	2	$ 8,000	$ 16,000
PM10 - PM 2.5			
Conti Replacement Computers	2	$ 4,000	$ 8,000
Monitor	2	$ 25,000	$ 50,000
Portable PM Monitors	2	$ 9,500	$ 19,000
Video Monitoring System	1	$ 20,000	$ 20,000
			$ 168,000

- **Two (2) Replacement Vehicles for the Dust Control Earth Moving Activity ($38,300):** The adopted budget provides additional funding in the amount of $38,300 for the replacement of two (2) vehicles. **Expected Result:** County employees will be able to use County vehicles to complete their job requirements.

General Fund (100) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ -**	**$ -**
MID-YEAR ADJUSTMENTS:			
Dust Control Vacant Lot		$ 544,023	$ -
	Subtotal	**$ 544,023**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 544,023**	**$ -**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 3,070	$ -
Annualization of Mid-Year Adjustments		(6,796)	-
	Subtotal	**$ (3,726)**	**$ -**
FY 2006-07 BUDGET TARGET:		**$ 540,297**	**$ -**
BASE ADJUSTMENTS:			
General Technical Adjustments		$ 6,602	$ -
	Subtotal	**$ 6,602**	**$ -**
FY 2006-07 ADOPTED BASE:		**$ 546,899**	**$ -**

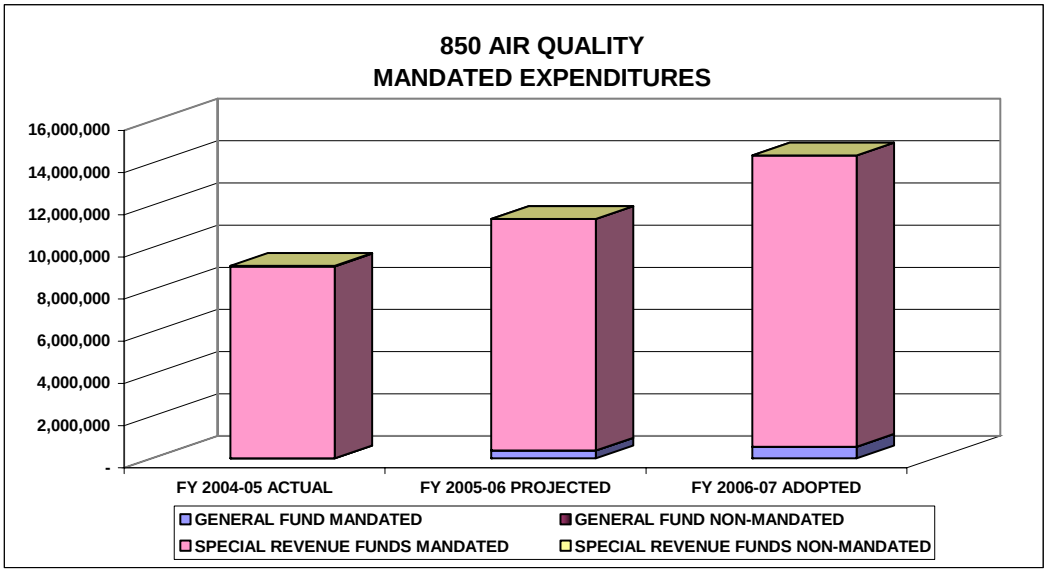
Air Quality Grant Fund (503) Appropriated Budget

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 3,639,375**	**$ 3,635,225**
MID-YEAR ADJUSTMENTS:		
EPA PM 2.5 Grant	$ 47,600	$ 47,600
One Time Additions to Fleet	97,300	97,300
Subtotal	**$ 144,900**	**$ 144,900**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 3,784,275**	**$ 3,780,125**
TARGET ADJUSTMENTS:		
One Time Expenses	$ (144,900)	$ (144,900)
Subtotal	**$ (144,900)**	**$ (144,900)**
FY 2006-07 BUDGET TARGET:	**$ 3,639,375**	**$ 3,635,225**
Submission Under Target	$ 144,900	$ 149,050
BASE ADJUSTMENTS:		
Increased Revenue for the Trip Reduction Activity	$ -	$ 364,738
Increased Expenditures for the Trip Reduction Activity	374,360	-
Increased Expenditures for the Volunteer Vehicle Repair and Retrofit Activity	125,292	-
Reduction in the Administrative Services Program	(127,116)	-
General Technical Adjustments	(7,798)	-
Subtotal	**$ 364,738**	**$ 364,738**
FY 2006-07 ADOPTED BUDGET:	**$ 4,149,013**	**$ 4,149,013**

Air Quality Fee Fund (504) Appropriated Budget Reconciliation

		EXPENDITURES		REVENUE
FY 2005-06 ADOPTED BUDGET:	**$**	**7,163,459**	**$**	**7,201,000**
MID-YEAR ADJUSTMENTS:				
Pay for Performance	$	116,709	$	-
Equipment Purchases		552,144		-
Subtotal	**$**	**668,853**	**$**	**-**
FY 2005-06 REVISED RESTATED BUDGET:	**$**	**7,832,312**	**$**	**7,201,000**
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 month)	$	30,393	$	-
One Time Expenses		(1,099,644)		-
FY 2005-06 Pay for Performance Annualization		38,549		-
Annualization of Market Adjustments		109,240		-
FY 2006-07 Pay for Performance		155,876		-
Subtotal	**$**	**(765,586)**	**$**	**-**
FY 2006-07 BUDGET TARGET:	**$**	**7,066,726**	**$**	**7,201,000**
Submission Over Target	$	1,415,716	$	-
BASE ADJUSTMENTS:				
Increased Revenue for Large Source Permit Compliance	$	-	$	681,064
Increased Revenue for Small Source Permit Compliance		-		1,495,979
Increased Revenue for Dust Control Earthmoving Compliance		-		523,157
Increased Revenue to the Administrative Services Program		-		1,896,281
Increased Expenditures for Large Source Permit Compliance		192,472		-
Increased Expenditures for Small Source Permit Compliance		577,415		-
General Technical Adjustments		75,984		-
Subtotal	**$**	**845,871**	**$**	**4,596,481**
FY 2006-07 ADOPTED BASE:	**$**	**9,328,313**	**$**	**11,797,481**
RESULTS INITIATIVES:				
Additional Media and Communications Outreach Staff for the Office of the Director Activity	$	65,281	$	-
Additional Training Staff for the Air Quality Monitoring Activity		65,281		-
New and Replacement Air Monitoring Equipment to Meet Demand for the Air Quality Monitoring Activity		168,000		-
Two (2) Replacement Vehicles for the Dust Control Earth Moving Activity		38,300		-
Subtotal	**$**	**336,862**	**$**	**-**
FY 2006-07 ADOPTED BUDGET:	**$**	**9,665,175**	**$**	**11,797,481**

Mandates



Mandated expenditure levels very year-to-year based on several factors including the increase in State funding, the increase in fines from increased compliance monitoring in the Dust Control Activity, and Earthmoving Compliance Activity. See the Base Adjustments section above for additional detail.

Program Activity	Purpose	Mandate
AIR QUALITY PROGRAM	The purpose of the Air Quality Program is to provide air pollution information and regulatory services to industry, other governmental agencies, and the general public so that they can effectively contribute to the attainment of the national ambient air quality standards.	
COUNTYWIDE AQ MONITORING	The purpose of Air Quality Monitoring and Compliance is to provide oversight of all stationary and activity based air pollution sources to Maricopa County stakeholders so that they can be confident they live in a healthful environment.	A.R.S. §49-401; A.R.S. §49-402; A.R.S. §49-473; A.R.S. §49-180
DUST CNTRL EARTHMOVING COMPL	The purpose of Air Quality Monitoring and Compliance is to provide oversite of all stationary and activity based air pollution sources to Maricopa County stakeholders so that they can be confident they live in a healthful environment.	NONE
DUST CNTRL VACANT LOT COMPL		NONE
EARTHMOVING PERMIT ENFORCEMENT	The purpose of the Enforcement activity is to provide legal remedies for the regulated community so that they can recognize their obligation to operate in compliance.	NONE
LARGE SOURCE PERMIT COMPLIANCE	The purpose of the Air Quality Permits Activity is to provide Air Quality Permits and enforcement of the Maricopa County Air Pollution Control Regulations to the regulated enterprises within Maricopa County so they can conduct business in manner which helps maintain air quality standards for Maricopa County.	NONE
LARGE SOURCE PERMIT ENFRCMENT	The purpose of the Enforcement activity is to provide legal remedies for the regulated community so that they can recognize their obligation to operate in compliance.	NONE
LARGE SOURCE PRMT ENG REVIEW	The purpose of the Air Quality Permits Activity is to provide Air Quality Permits and enforcement of the Maricopa County Air Pollution Control Regulations to the regulated enterprises within Maricopa County so they can conduct business in manner which helps maintain air quality standards for Maricopa County.	NONE
PLANNING AND ANALYSIS	The purpose of the Air Quality Planning and Permitting Activity is to provide rule writing and reviewing applications for stationary and activity based air pollution to permitted stationary air pollution sources so that they operate in compliance with all applicable regulations.	NONE
SMALL BUSINESS ASST ACTIVITY	The purpose of the Small Business Assistance Activity is to provide air quality technical assistance to businesses so that they can operate within the federal, state and local air quality standards.	A.R.S. §49-507
SMALL SOURCE COMPLAINT MNGT	The purpose of the Small Business Assistance Activity is to provide air quality technical assistance to businesses so that they can operate within the federal, state and local air quality standards.	NONE

Mandates (Continued)

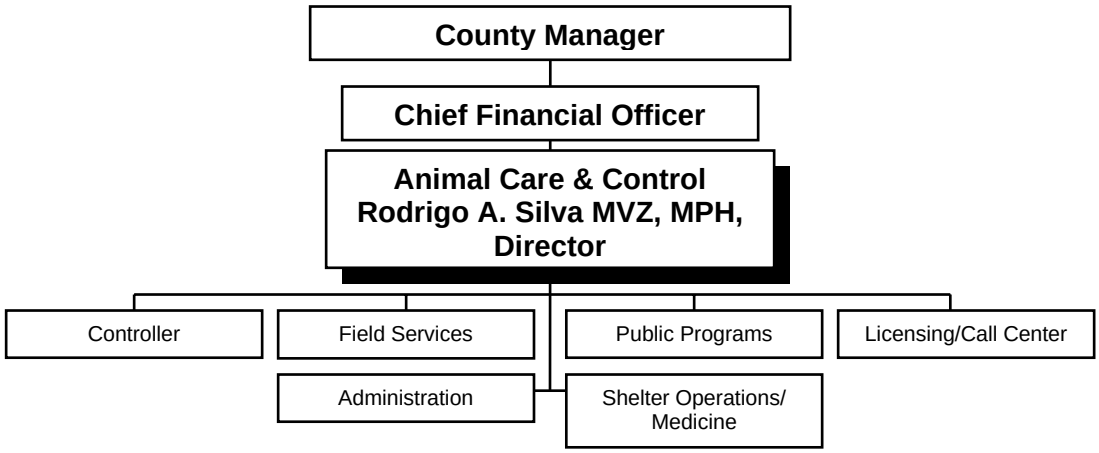
Program Activity	Purpose	Mandate
SMALL SOURCE PERMIT COMPLIANCE	The purpose of the Air Quality Permits Activity is to provide Air Quality Permits and enforcement of the Maricopa County Air Pollution Control Regulations to the regulated enterprises within Maricopa County so they can conduct business in manner which helps maintain air quality standards for Maricopa County.	NONE
SMALL SOURCE PERMIT ENFRCMENT	The purpose of the Enforcement activity is to provide legal remedies for the regulated community so that they can recognize their obligation to operate in compliance.	NONE
SMALL SOURCE PRMT ENG REVIEW	The purpose of the Air Quality Permits Activity is to provide Air Quality Permits and enforcement of the Maricopa County Air Pollution Control Regulations to the regulated enterprises within Maricopa County so they can conduct business in manner which helps maintain air quality standards for Maricopa County.	NONE
TRIP REDUCTION ACTIVITY	The purpose of the Trip Reduction Activity is develop trip reduction plans so that the companies with 50 or more employees can help to reduce emissions caused by single occupancy commuter traffic.	A.R.S. §49-581
VOL VEHICLE REPAIR & RETROFIT	The purpose of the VVR&R Activity is to provide emissions repair work to County residents who have received an emissions test failure notice so that they can comply with vehicle registration emission standards.	A.R.S. §49-471.03
ENVIRONMENTAL HEALTH SERVICES	The purpose of the Environmental Health Division is to provide Environmental Health Inspections and educational services for the general public and regulated facilities so that compliance is maintained with applicable regulations of the Maricopa County Environmental Health Code.	
ENV HEALTH ENFORCEMENT ACT	The purpose of the Enforcement activity is to provide legal remedies for the regulated community so that they can recognize their obligation to operate in compliance.	A.R.S. §36-601; A.R.S. §36-136
ENV HEALTH PERMIT COMPLIANCE	The purpose of the Environmental Health Permits Activity is to provide Environmental Health Permits and enforcement of the Enviromental Health Code to the regulated businesses within Maricopa County so they can conduct business while maintaining a safe food and water supply.	A.R.S. §36-601; A.R.S. §36-136
ENV HEALTH PLAN REVIEW	The purpose of the Environmental Health Plan Review Activity is to provide Environmental Health Inspections and educational services to the general public and new facilities under construction (e.g. Public/Semi-Public Bathing Places, Eating & Drinking Establishments, Food Processor, Meat Markets, Pet Shops, Public Accommodations, Retail Food Establishments, Peddlers, and Institutional Facilities), so that compliance is maintained with building design and structural aspects regulated by the Maricopa County Environmental Health Code.	A.R.S. §36-601; A.R.S. §36-136
VECTOR CONTROL PROGRAM	The purpose of the Vector Control Program is to provide surveillance and testing, adulticiding, and larviciding of vector species, respond to vector control complaints, educate the public, and study vector borne diseases for the citizens of Maricopa County so that they can reduce the incidence of vector borne diseases	
MOSQUITO ADULTICIDING	The purpose of the Adulticiding Activity is to abate mosquitoes for the citizens of Maricopa County so that vector control personnel can reduce vector borne diseases by reducing the population of adult mosquitoes.	A.R.S. §36-601; A.R.S. §36-136
MOSQUITO LARVICIDING	The purpose of Larviciding Activity is to treat breeding sites with larvicide for the citizens of Maricopa County so that vector control personnel can reduce vector borne diseases by reducing the population of adult mosquitoes.	A.R.S. §36-601; A.R.S. §36-136
RODENT CONTROL	The purpose of Vector Control Rodent Control Activity is to answer, respond, and forward complaints involving rodent activity for the concerned citizens of Maricopa County.	A.R.S. §36-601; A.R.S. §36-136
VECTOR CONTROL COMPLAINT MGMT	The purpose of Vector Control Complaint Activity is to answer, respond, and forward complaints for surveillance and testing for the concerned citizens of Maricopa County so that they can have their complaints recorded.	A.R.S. §36-601; A.R.S. §36-136
VECTOR PUBLIC EDUCATION	The purpose of Vector Public Education Activity is to provide education and information about WNV specifically and mosquito control generally, and seek voluntary compliance to take the necessary precautions to prevent the transmission of WNV to Maricopa County citizens so that they are aware the County's and their own role in the reduction of the spread of WNV disease.	A.R.S. §36-601; A.R.S. §36-136
VECTOR SURVEILLANCE & TESTING	The purpose of the Vector Control Surveillance and Testing Activity is to provide necessary and accurate data in an efficient manner on vector species to vector control personnel so that they can initiate appropriate control activities to reduce Maricopa County's citizens' exposure to vector borne diseases.	A.R.S. §36-601; A.R.S. §36-136
STORM WATER COMPLIANCE ACT	The purpose of the StormWater Control Activity is to provide compliance for stormwater runoffl activities for stakeholders in Maricopa County so that they can be safe from hazards caused by non compliance with applicable rules governing stormwater runoff facilities.	Federal Clean Water Act

Animal Care & Control

Analysis by Maria Tutelman, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The Mission of the Maricopa County Animal Care and Control Department is to promote and protect the health, safety and welfare of pets and people in Maricopa County.

Vision

Animal Care & Control 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 of its natural life and will not suffer due to abuse, neglect or ignorance.

Strategic Goals

- Develop and obtain funding for a master plan to build new animal care centers by June 2005. **Status**: A full service Animal Care and Control Complex will be financed through debt service and secured through additional fee revenue resulting from a new fee structure. Initial construction is proposed for the summer of 2006.

- By June 2006, increase the compliance rate for issuance of dog licenses by 2.5% from the FY 2004 level. **Status**: The compliance rate at the FY 2004 level was 38%. Current compliance rate is 50%; an increase of 12%. A compliance rate of 65% is expected in FY 2006-07.

- By 2010, reduce the euthanasia rate of "healthy adoptable" animals to 0%. **Status**: Current rate is 0%. The euthanasia rate of "healthy adoptable" animals of 2% is expected in FY 2006-07.

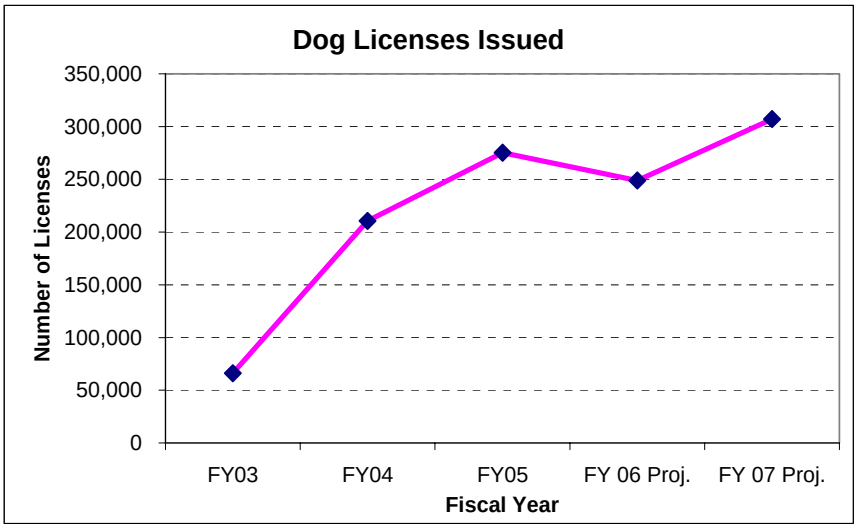
- By January 2006, develop, implement and maintain policies and procedures for an animal cruelty program in association with other County Departments and Animal Welfare Agencies. **Status**: Field Enforcement has moved forward with technological advances in order to provide our community with the best level of customer service possible. In addition, resources will be allocated to identify loose dog problem areas, target enforcement to problem areas, analysis of statistical measurements of results, improve responsiveness to cities and towns, reduce dog bites at large, and increase licensing compliance through enforcement.

- By June 2006, reduce animal bites by 2% from the FY 2005 level. **Status**: Based on current information, the reduction in animal bites expected by year-end for FY 2006 is 7%.

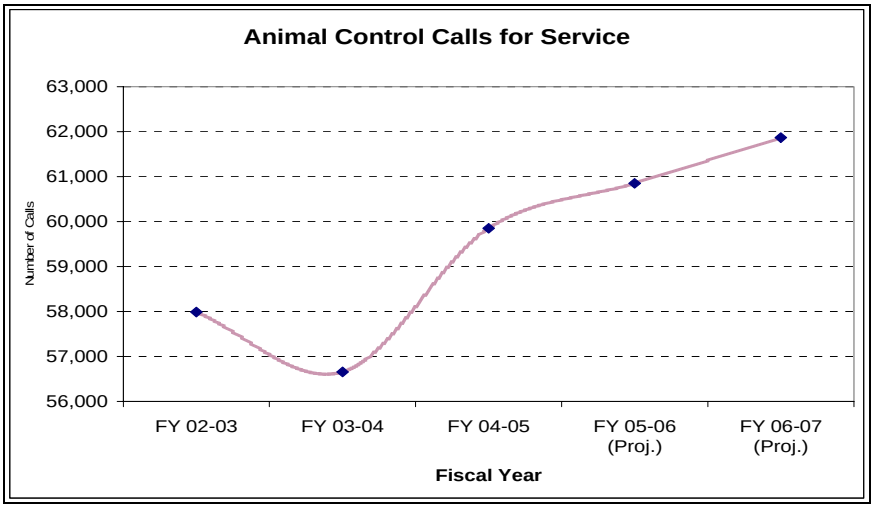
Department Performance Information

The Dog Licensing Activity comprises 51% of the Animal Care & Control FY 2006-07 Revenue Budget and 12% of the Animal Care & Control FY 2006-07 Expenditure Budget. A 23% increase in output, measured by dog licenses to be issued is projected for FY 2006-07. Although projections of dog licenses issued by fiscal year end 2005-06 were 26,484 less than in FY 2004-05, 241,100 more dog licenses are projected to be issued in FY 2006-07 compared to 66,100 in FY 2002-03, a 365% increase. Continuing population growth in Maricopa County, departmental implementation of new technologies to process new and renewed licenses also resulting in improved compliance rates, largely contribute to the increase in dog licenses issued.

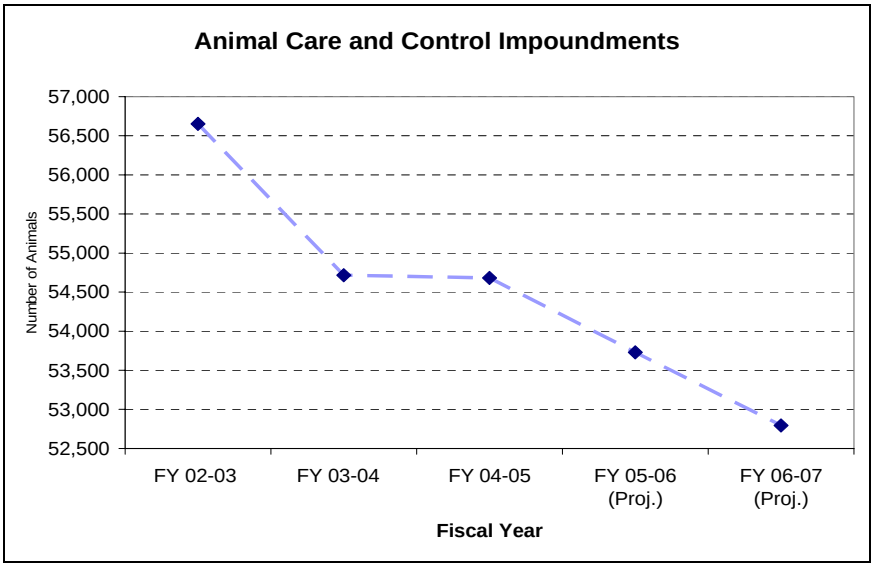
A new initiative undertaken in FY 2006-07, the Billing Notice Certificate Processing Results Initiative, is expected to result in 100% of licenses to be issued within two weeks of receipt of payment. A new fee structure was implemented in January 2006, which will realign departmental operations and will also be reflected in a revised Managing for Results Plan. Efficiency or cost per output will increase slightly due to increased staffing.



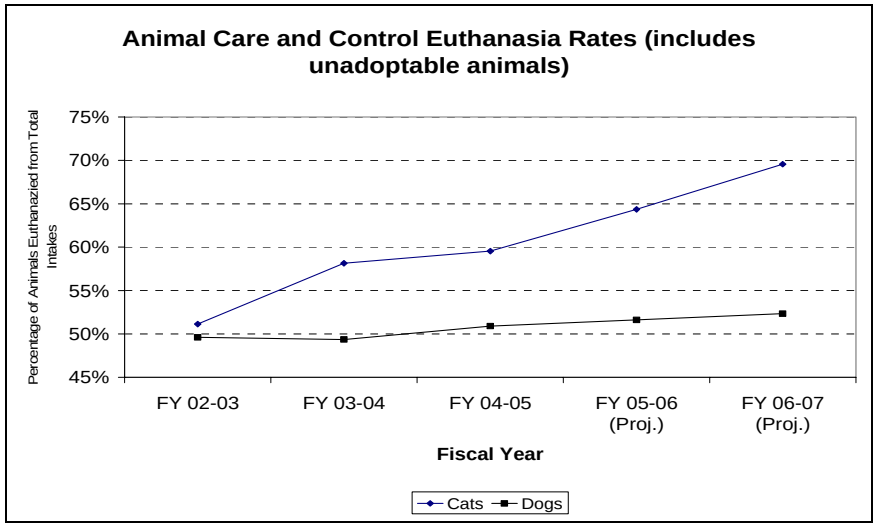
The Animal Control Enforcement Activity comprises 28% of the Animal Care & Control FY 2006-07 Revenue Budget and 26% of the Animal Care & Control FY 2006-07 Expenditure Budget. Demand is measured by cases generated from calls for service; each call for service generates a new case. The number of cases responded to measures output. A slight increase in demand may be expected for FY 2006-07 with no significant impact to efficiency or cost per output. The result measure or percentage of cases responded to is maintained at 88%.



The Impoundment Activity comprises 1.4% of the Animal Care & Control FY 2006-07 Revenue Budget and 15% of the Animal Care & Control FY 2006-07 Expenditure Budget. Revenue was reallocated from the Impoundment Activity to Dog Adoption Activity based on the new fee structure. Demand is measured by the number of dogs and cats in Maricopa County and output by the number impounded. Cat impoundments have been decreasing with no significant changes in dog impoundments. Efficiency or cost per output decreased. About 3% of the estimated cat and dog population in Maricopa County results in an impoundment.



The Animal Care & Control Cat and Dog Adoption Activities together comprise 16% of the Animal Care & Control FY 2006-07 Revenue Budget and 17% of the Animal Care & Control FY 2006-07 Expenditure Budget. Demand is measured as number of adoptable animals and output as number of animals adopted. The number of adoptable animals decreased with efficiency or cost per output also decreasing. The more animals are adopted, the greater the result or percentage of demand met. In FY 2006-07, between 60 – 70% of adoptable animals will be adopted. However, euthanasia rates including unadoptable animals are expected to increase.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
79AC - ANIMAL CONTROL PROGRAM	$ 2,757,885	$ 2,871,232	$ 2,871,232	$ 2,887,412	$ 2,994,586	$ 123,354	4.3%
ACEF - ANML CTRL ENFORCEMENT ACTIVITY	2,752,622	2,871,232	2,871,232	2,883,932	2,994,586	123,354	4.3%
KPMT - KENNEL PERMIT ACTIVITY	5,263	-	-	3,480	-	-	
79AP - PET ADOPTION PROGRAM	$ 765,906	$ 475,716	$ 1,760,716	$ 1,284,918	$ 1,734,972	$ (25,744)	-1.5%
CATA - CAT ADOPTION ACTIVITY	81,073	142,715	502,715	347,700	795,965	293,250	58.3%
DOGA - DOG ADOPTION ACTIVITY	684,833	333,001	1,258,001	937,218	939,007	(318,994)	-25.4%
79PL - PET LICENSING PROGRAM	$ 3,564,735	$ 3,700,000	$ 3,700,000	$ 3,866,291	$ 5,457,826	$ 1,757,826	47.5%
CATL - CAT LICENSING ACTIVITY	8,669	3,627,850	72,150	7,000	-	(72,150)	-100.0%
DOGL - DOG LICENSING ACTIVITY	3,556,066	72,150	3,627,850	3,859,291	5,457,826	1,829,976	50.4%
79SH - ANIMAL SHELTERING PROGRAM	$ 1,104,133	$ 1,262,000	$ 121,256	$ 479,842	$ 150,100	$ 28,844	23.8%
IMPD - IMPOUNDMENT ACTIVITY	1,066,692	1,262,000	121,256	462,190	147,000	25,744	21.2%
QUAR - QUARANTINE ACTIVITY	37,441	-	-	17,652	3,100	3,100	
79SN - ANIMAL WELFARE SAFETY NET PRG	$ 308,095	$ 356,726	$ 301,912	$ 424,099	$ 301,912	$ -	0.0%
ACVL - ANIMAL CARE VOLUNTEER ACTIVITY	-	10,000	10,000	4,998	10,000	-	0.0%
LCSN - LOW-COST SPAY/NEUTER ACTIVITY	308,095	346,726	291,912	419,101	291,912	-	0.0%
86BD - BIO DEFENSE PREPAREDNESS	$ 57,751	$ -	$ -	$ -	$ -	$ -	
BIOD - BIO-DEFENSE INTELLIGENCE	57,751	-	-	-	-	-	
99AS - ADMINISTRATIVE SERVICES PROG	$ 104,133	$ -	$ -	$ -	$ -	$ -	
TOTAL PROGRAMS	$ 8,662,637	$ 8,665,674	$ 8,755,116	$ 8,942,561	$ 10,639,396	$ 1,884,280	21.5%
EXPENDITURES							
79AC - ANIMAL CONTROL PROGRAM	$ 1,971,039	$ 2,814,574	$ 2,822,407	$ 2,547,952	$ 2,788,012	$ 34,395	1.2%
ACEF - ANML CTRL ENFORCEMENT ACTIVITY	1,961,385	2,814,574	2,822,407	2,542,549	2,788,012	34,395	1.2%
ACIA - ANIMAL CRUELTY INVESTIGATION	9,653	-	-	5,403	-	-	
79AP - PET ADOPTION PROGRAM	$ 1,154,524	$ 1,850,899	$ 1,791,965	$ 1,736,263	$ 1,802,258	$ (10,293)	-0.6%
CATA - CAT ADOPTION ACTIVITY	245,302	562,581	491,402	521,975	564,703	(73,301)	-14.9%
DOGA - DOG ADOPTION ACTIVITY	909,222	1,288,318	1,300,563	1,214,288	1,237,555	63,008	4.8%
79PL - PET LICENSING PROGRAM	$ 742,653	$ 831,714	$ 831,933	$ 757,991	$ 1,300,675	$ (468,742)	-56.3%
CATL - CAT LICENSING ACTIVITY	13,373	16,275	16,938	4,834	-	16,938	100.0%
DOGL - DOG LICENSING ACTIVITY	729,280	815,439	814,995	753,158	1,300,675	(485,680)	-59.6%
79SH - ANIMAL SHELTERING PROGRAM	$ 1,519,554	$ 2,087,814	$ 1,955,277	$ 1,963,119	$ 1,706,126	$ 249,151	12.7%
FOST - FOSTERING ACTIVITY	(21,961)	14,689	14,689	35,397	14,689	-	0.0%
IMPD - IMPOUNDMENT ACTIVITY	1,487,442	1,943,804	1,834,634	1,816,976	1,579,033	255,601	13.9%
QUAR - QUARANTINE ACTIVITY	54,073	129,321	105,954	110,747	112,404	(6,450)	-6.1%
79SN - ANIMAL WELFARE SAFETY NET PRG	$ 221,755	$ 183,561	$ 345,887	$ 235,813	$ 342,578	$ 3,309	1.0%
ACBE - ANL CARE & BEHVR EDUC ACTIVITY	29,511	-	-	28,347	-	-	
ACPS - ANIMAL CARE PRODUCT SALES ACT	35	14,767	3,693	7,381	-	3,693	100.0%
ACVL - ANIMAL CARE VOLUNTEER ACTIVITY	2,599	33,280	10,003	16,640	10,000	3	0.0%
LCSN - LOW-COST SPAY/NEUTER ACTIVITY	189,610	119,118	332,191	175,251	332,578	(387)	-0.1%
OFLX - OPERATION FELIX ACTIVITY	-	16,396	-	8,194	-	-	
86BD - BIO DEFENSE PREPAREDNESS	$ 8,948	$ -	$ -	$ -	$ -	$ -	
BIOD - BIO-DEFENSE INTELLIGENCE	8,948	-	-	-	-	-	
99AS - ADMINISTRATIVE SERVICES PROG	$ 2,082,090	$ 670,328	$ 786,462	$ 672,011	$ 868,704	$ (82,242)	-10.5%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 47,741	$ 48,426	$ 47,525	$ 56,513	$ 47,913	$ (388)	-0.8%
99GV - GENERAL GOVERNMENT	$ 606,841	$ 552,190	$ 552,190	$ 552,190	$ 2,006,309	$ (1,454,119)	-263.3%
TOTAL PROGRAMS	$ 8,355,145	$ 9,039,506	$ 9,133,646	$ 8,521,853	$ 10,862,575	$ (1,728,929)	-18.9%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
LICENSES & PERMITS	$ 3,654,559	$ 3,700,000	$ 3,700,000	$ 3,865,425	$ 5,457,826	$ 1,757,826	47.5%
INTERGOVERNMENTAL REVENUES	2,814,868	2,926,155	2,926,155	2,930,343	3,049,509	123,354	4.2%
CHARGES FOR SERVICES	1,855,851	1,675,716	1,675,716	1,703,864	1,678,816	3,100	0.2%
FINES & FORFEITS	6,724	7,077	7,077	5,598	7,077	-	0.0%
MISCELLANEOUS REVENUE	330,635	356,726	446,168	437,330	446,168	-	0.0%
TOTAL REVENUE	**$ 8,662,637**	**$ 8,665,674**	**$ 8,755,116**	**$ 8,942,561**	**$ 10,639,396**	**$ 1,884,280**	**21.5%**
EXPENDITURES							
PERSONAL SERVICES	$ 5,309,614	$ 6,137,083	$ 6,342,265	$ 5,881,567	$ 6,717,728	$ (375,463)	-5.9%
SUPPLIES	830,182	888,657	823,308	898,808	714,288	109,020	13.2%
SERVICES	1,193,366	940,944	971,187	923,220	1,126,542	(155,355)	-16.0%
OTHER FINANCING USES	606,841	552,190	552,190	552,190	1,959,135	(1,406,945)	-254.8%
CAPITAL OUTLAY	415,141	520,632	444,696	266,068	344,882	99,814	22.4%
TOTAL EXPENDITURES	**$ 8,355,145**	**$ 9,039,506**	**$ 9,133,646**	**$ 8,521,853**	**$ 10,862,575**	**$ (1,728,929)**	**-18.9%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
572 ANIMAL CONTROL LICENSE/SHELTER	$ 5,541,816	$ 5,437,716	$ 5,437,716	$ 5,631,051	$ 7,198,642	$ 1,760,926	32.4%
573 ANIMAL CONTROL GRANTS	369,113	356,726	446,168	424,099	446,168	-	0.0%
574 ANIMAL CONTROL FIELD OPERATION	2,751,708	2,871,232	2,871,232	2,887,412	2,994,586	123,354	4.3%
ALL FUNDS	**$ 8,662,637**	**$ 8,665,674**	**$ 8,755,116**	**$ 8,942,561**	**$ 10,639,396**	**$ 1,884,280**	**21.5%**
EXPENDITURES							
100 GENERAL	$ 385,122	$ 375,193	$ 379,891	$ 380,151	$ 375,982	$ 3,909	1.0%
572 ANIMAL CONTROL LICENSE/SHELTER	5,152,769	5,436,355	5,436,355	5,210,553	7,045,839	(1,609,484)	-29.6%
573 ANIMAL CONTROL GRANTS	247,100	356,726	446,168	322,094	446,168	-	0.0%
574 ANIMAL CONTROL FIELD OPERATION	2,570,154	2,871,232	2,871,232	2,609,055	2,994,586	(123,354)	-4.3%
ALL FUNDS	**$ 8,355,145**	**$ 9,039,506**	**$ 9,133,646**	**$ 8,521,853**	**$ 10,862,575**	**$ (1,728,929)**	**-18.9%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
572 ANIMAL CONTROL LICENSE/SHELTER	96.00	95.00	104.00	9.00	9%
573 ANIMAL CONTROL GRANTS	2.00	3.00	3.00	-	0%
574 ANIMAL CONTROL FIELD OPERATION	51.00	51.00	51.00	-	0%
TOTAL FUNDS	**149.00**	**149.00**	**158.00**	**9.00**	**6%**

Base Adjustments

- **Animal Control Enforcement Activity - Personnel Savings (-$35,000)/ Increased Allocation from the Field Operations Fund Personnel Savings (-$18,968):** The Adopted Budget increases Personnel Savings for the Animal Control Enforcement Activity by $(35,000) in the Animal Control Field Operations Fund based on recent trends, resulting in a corresponding reduction of $(18,968) in the General Fund.

- **Debt Service Payment for New Facility ($1,246,152; $78,226):** The Adopted Budget increases the Expenditure Budget by a total of $1,324,378 ($1,246,152 in the Animal Control License/Shelter Fund and $78,226 in the Animal Control Field Operations Fund) for the General Government Activity to fund the estimated annual debt service payment for construction of the new facility in Durango. An annual review of Animal Care and Control Department's fee schedule is also recommended to maintain full cost recovery and meet service demands.

- **Correction of Staffing in the Dog and Cat Adoption, Impoundment, and Quarantine Activities (-$68,004):** Correcting staffing to current FY 2005-06 levels, the Adopted Budget reduces the Expenditure Budgets for the following activities by the amounts shown:

Base Adjustment		
Activity	**Position Title**	**Amount**
Cat Adoption	Animal Care/Control Officer	($9,774)
Dog Adoption	Public Services Representative	(22,808)
Impoundment	Public Services Representative	(33,651)
Quarantine	Public Services Representative	(1,771)
	Total	**($68,004)**

- **Cat Licensing Activity - Revenue Adjustment, Minimal Licensing Expected (-$72,150):** Based upon the history of cat licenses issued, the Adopted Budget reduces the Revenue Budget by $72,150 for the Cat Licensing Activity. Resources are being redirected to the Dog Licensing Activity.

- **Dog Licensing Activity - New Fee Schedule ($956,376):** The Adopted Budget increases the Revenue Budget by $956,376 for the Dog Licensing Activity, based upon the new fee schedule effective January 2006. Annual review of Animal Care and Control Department's fee schedule is recommended in order to maintain full cost recovery and meet service demands.

- **Quarantine Activity - Board Fee ($3,100):** The Adopted Budget increases the Revenue Budget by $3,100 for the Quarantine Activity based on recent trends.

- **Animal Control Enforcement Activity - FY 2006-07 Inter-governmental Agreements ($43,226):** Based on FY 2006-07 IGAs with incorporated cities and towns, the Adopted Budget increases the Revenue Budget by $43,226 for the Animal Control Enforcement Activity.

Results Initiatives

Dog Licensing Activity - Billing Notice Certificate Processing, Animal Care & Control License Shelter Fund ($429,975 FY 2006-07)) ($413,979 annualized): Adding 7.0 Admin/Office Support positions, 1.0 Admin/Office Support Supervisor position, and 1.0 Information Technology position will address an increasing backlog created by having insufficient staffing to verify whether a dog vaccinated for rabies was issued a dog license. The Adopted Budget increases the Expenditure Budget by $429,975 and the Revenue Budget by $873,600 in the Animal Control License/Shelter Fund. **Expected Result**: Once unlicensed dog owners are notified to submit a dog license application along with payment, an 80% rate of compliance is estimated, resulting in 67,200 new dog licenses. Increased dog licensing compliance will allow the department to better track stray dogs, thereby maintaining public health and safety.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 375,193**	**$ -**
MID-YEAR ADJUSTMENTS:		
FY 2005-06 Pay for Performance	$ 4,698	$ -
FY 2005-06 REVISED RESTATED BUDGET:	**$ 379,891**	**$ -**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ (1,170)	$ -
Retirement Contributions	4,284	-
FY 2005-06 Pay for Performance Annualization	3,193	-
FY 2006-07 Pay for Performance	8,752	-
Subtotal	**$ 15,059**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 394,950**	**$ -**
BASE ADJUSTMENTS:		
Increased Allocation from the Field Operations Fund	-	-
Personnel Savings	$ (18,968)	$ -
Subtotal	**$ (18,968)**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 375,982**	**$ -**

Animal Care & Control License/Shelter (572) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 5,436,355**	**$ 5,437,716**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 5,436,355**	**$ 5,437,716**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ (13,775)	$ -
Retirement Contributions	50,130	-
Structural Balance	(140,507)	-
FY 2005-06 Pay for Performance Annualization	1,545	-
FY 2006-07 Pay for Performance	103,968	-
Subtotal	**$ 1,361**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 5,437,716**	**$ 5,437,716**
BASE ADJUSTMENTS:		
Debt Service Payment for New Facility	$ 1,246,152	$ -
Cat Licensing Activity - Revenue Adjustment, Minimal Licensing Expected	-	(72,150)
Dog Licensing Activity - New Fee Schedule	-	956,376
Quarantine Activity - Board Fee	-	3,100
Correction of Staffing in the Dog and Cat Adoption, Impoundment, and Quarantine Activities	(68,004)	-
Subtotal	**$ 1,178,148**	**$ 887,326**
RESULTS INITIATIVES:		
Dog Licensing Activity - Billing Notice Certificate Processing	$ 429,975	$ 873,600
Subtotal	**$ 429,975**	**$ 873,600**
FY 2006-07 ADOPTED BUDGET:	**$ 7,045,839**	**$ 7,198,642**

Animal Care & Control License/Shelter (572) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 402,747	$ 313,831	$ 313,831	$ 691,757	$ 1,112,255
Revenue	$ 5,541,816	$ 5,437,716	$ 5,437,716	$ 5,631,051	$ -
Expenditures	5,152,769	5,436,355	5,436,355	5,210,553	-
Net Operating	$ 389,047	$ 1,361	$ 1,361	$ 420,498	$ -
Ending Fund Balance	$ 791,794	$ 315,192	$ 315,192	$ 1,112,255	$ 1,112,255

Animal Care & Control Grants (573) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 356,726**	**$ 356,726**
MID-YEAR ADJUSTMENTS:		
PETsMART Charities	$ 70,000	$ 70,000
Friends of Animal Care & Control Donation	19,442	$ 19,442
Subtotal	**$ 89,442**	**$ 89,442**
FY 2006-07 BUDGET TARGET:	**$ 446,168**	**$ 446,168**
FY 2006-07 ADOPTED BUDGET:	**$ 446,168**	**$ 446,168**

Animal Care & Control Grants (573) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 RECOMM.	FY 2006-07 ADOPTED
Beginning Fund Balance	$ (1,232)	$ (1,548)	$ (1,548)	$ 120,780	$ 222,785	$ 222,785
Revenue	$ 369,113	$ 356,726	$ 446,168	$ 424,099	$ 446,168	$ 446,168
Expenditures	247,100	356,726	446,168	322,094	446,168	446,168
Net Operating	$ 122,013	$ -	$ -	$ 102,005	$ -	$ -
Ending Fund Balance	$ 120,781	$ (1,548)	$ (1,548)	$ 222,785	$ 222,785	$ 222,785

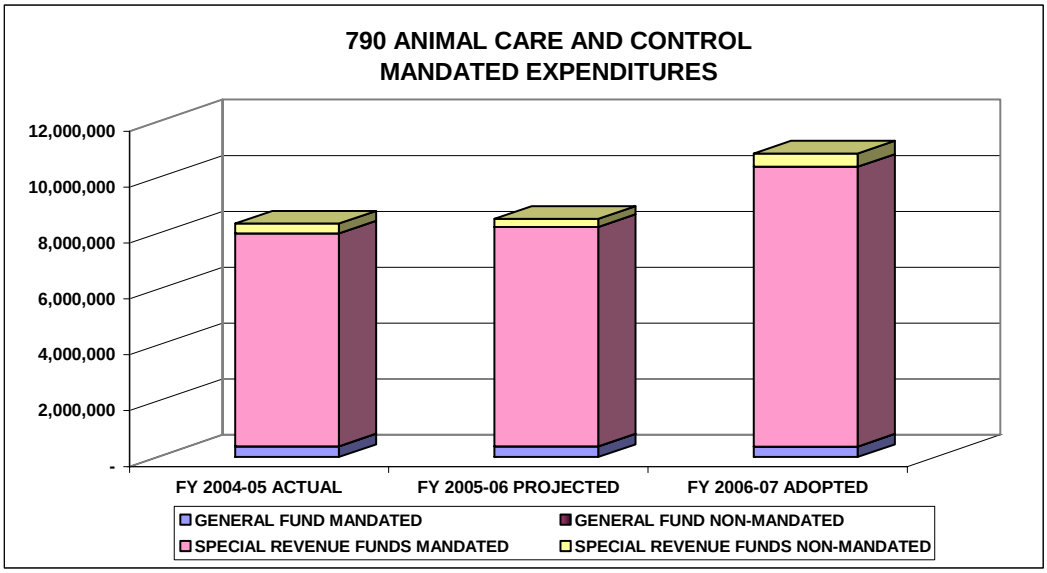
Animal Care & Control Field Operation (574) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 2,871,232**	**$ 2,871,232**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 2,871,232**	**$ 2,871,232**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ (6,225)	$ -
Retirement Contributions		22,796	-
Structural Balance		-	80,128
FY 2005-06 Pay for Performance Annualization		16,988	-
FY 2006-07 Pay for Performance		46,569	-
	Subtotal	**$ 80,128**	**$ 80,128**
FY 2006-07 BUDGET TARGET:		**$ 2,951,360**	**$ 2,951,360**
BASE ADJUSTMENTS:			
Animal Control Enforcement Activity - FY 2006-07 Inter Governmental Agreements		$ -	$ 43,226
Animal Control Enforcement Activity - Personnel Savings		(35,000)	-
Debt Service Payment for New Facility		78,226	-
	Subtotal	**$ 43,226**	**$ 43,226**
FY 2006-07 ADOPTED BUDGET:		**$ 2,994,586**	**$ 2,994,586**

Animal Care & Control Field Operation (574) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 301,750	$ 351,247	$ 351,247	$ 413,307	$ 761,663
Revenue	$ 2,751,708	$ 2,871,232	$ 2,871,232	$ 2,887,412	$ 2,994,586
Expenditures	2,570,154	2,871,232	2,871,232	2,609,055	2,994,586
Net Operating	$ 181,554	$ -	$ -	$ 278,356	$ -
Ending Fund Balance	$ 483,304	$ 351,247	$ 351,247	$ 691,663	$ 761,663

Mandates



Mandated expenditure levels vary year-to-year based on several factors including the cost of construction for the new Durango facility, and the increase in revenue based on the new fee schedule. See the Base Adjustment section above for further detail.

Program Activity	Purpose	Mandate
ANIMAL CONTROL	The purpose of the Animal Control Program is to provide animal control services to fulfill contractual activities to unincorporated areas, cities and towns within Maricopa County and to assist other agencies so that the citizens can be free of animal related health and safety dangers as well as the dangers associated with irresponsible pet ownership.	
ANML CTRL ENFORCEMENT ACTIVITY	The purpose of the Project Pet Food Activity is to distribute pet food to low-income residents of Maricopa County so that owners may continue to care for their pets and not be subjected to surrendering them.	A.R.S. §11-1007
ANIMAL CRUELTY INVESTIGATION	The purpose of the Animal Cruelty Activity is to initiate investigations on possible animal cruelty as determined by the Animal Control Officer (ACO) on site so that the appropriate charges may be filed in accordance with ARS Title 13.	A.R.S. §13-2910
KENNEL PERMIT ACTIVITY	The purpose of the Kennel Permit Activity is to process kennel permit applications, inspect premises to ensure that they are in compliance with health and safety laws and ordinances and issue permits so that citizens can be free of animal related health and safety dangers.	A.R.S. §11-1009
PET ADOPTION	The purpose of the Pet Adoption Program is to provide adoptable animals to the people of Maricopa County so that there will be a reduction in euthanasia of sheltered animals and the creation of life-long human/animal bonds.	
CAT ADOPTION ACTIVITY	The purpose of the Cat Adoption Activity is to provide healthy, well-socialized cats to adopting individuals and families of Maricopa County so that the animals will not be euthanized and the adopters can experience long-term ownership.	A.R.S. §11-1013-1021-1022
DOG ADOPTION ACTIVITY	The purpose of the Dog Adoption Activity is to provide healthy, well-socialized dogs to adopting individuals and families of Maricopa County so that the animals will not be euthanized and the adopters can experience long-term ownership.	A.R.S. §11-1013-1021-1022
PET LICENSING	The purpose of the Pet Licensing Program is to provide licensing services to the people of Maricopa County so that the spread of rabies can be controlled and citizens can recover lost pets.	
CAT LICENSING ACTIVITY	The purpose of the Cat Licensing Activity is to provide licensing to the people of Maricopa County so that the spread of rabies can be controlled and that citizens can recover lost pets.	NONE
DOG LICENSING ACTIVITY	The purpose of the Dog Licensing Activity is to provide dog licensing to the people of Maricopa County so that the spread of rabies can be controlled and that citizens can recover lost pets.	A.R.S. §11-1008,11-1010

Mandates (Continued)

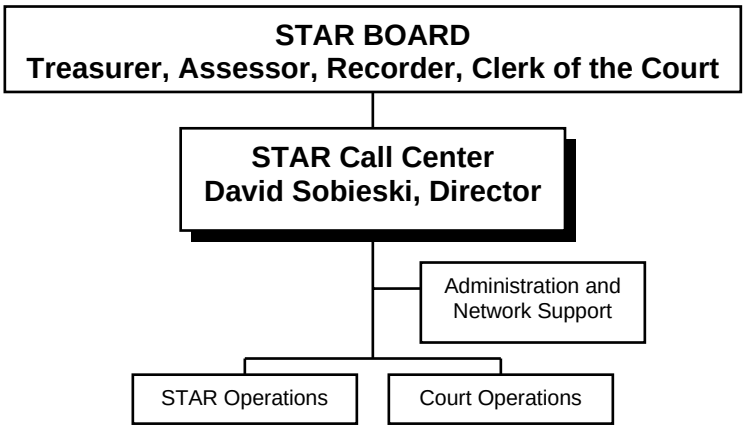
Program Activity	Purpose	Mandate
ANIMAL SHELTERING PROGRAM	The purpose of the Animal Sheltering Program is to provide shelter and care to animals that are brought into Animal Care & Control shelter facilities so that they can be held for final disposition.	
FOSTERING ACTIVITY	The purpose of the Fostering Activity is to extend the care of animals through foster homes so that they can gain the strength and immunity necessary for maintaining their health to be put up for adoption.	A.R.S. §11-1021
IMPOUNDMENT ACTIVITY	The purpose of the Impoundment Activity is to receive animals from MCACC Field Services, other animal control agencies and the public so that these animals can be sheltered and cared for.	A.R.S. §11-1001,11-1013
QUARANTINE ACTIVITY	The purpose of the Quarantine Activity is to monitor the health of animals so that determinations may be made as to whether the animals are asymptomatic for rabies or not.	A.R.S. §11-1014
ANIMAL WELFARE SAFETY NET	The purpose of the Animal Welfare Safety Net Program is to provide low-cost medical, behavioral, and animal care services to the people of Maricopa County so that there may be a decrease in animal overpopulation, an increase in life-long relationships with people and their pets, and an increased knowledge as to the benefits of the human/animal period.	
ANL CARE & BEHVR EDUC ACTIVITY	The purpose of the Humane Education Activity is to educate citizens about animal care and behavior so that people are knowledgeable and aware of the nuances and the responsibilities of pet ownership, animal behavior and the human/animal bond.	NONE
ANIMAL CARE VOLUNTEER ACTIVITY	The purpose of the Volunteer Activity is to provide citizens an opportunity to volunteer time to assist MCACC with its mandated and non-mandated services so that those who desire to volunteer will be given an opportunity and MCACC will be provided with an alternative staffing source to maintain a stabilized fee structure for the services provided to the citizens of Maricopa County.	NONE
LOW-COST SPAY/NEUTER ACTIVITY	The purpose of the Low-Cost Spay/Neuter Activity is to provide assistance to low-income residents for the spay/neuter of their pets so that the pet population will not increase and owners will not have to surrender pet offspring to our facilities.	NONE
OPERATION FELIX ACTIVITY	The purpose of the Operation FELIX Activity is to trap, neuter and release feral cats back into their colonies and to educate and assist citizens so that the feral cat population can be controlled.	NONE
PROJECT PET FOOD ACTIVITY	The purpose of the Project Pet Food Activity is to distribute pet food to low-income residents of Maricopa County so that owners may continue to care for their pets and not be subjected to surrendering them.	NONE

STAR Call Center

Analysis by Monica Staats, Management & Budget Analyst

Departmental Information

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.

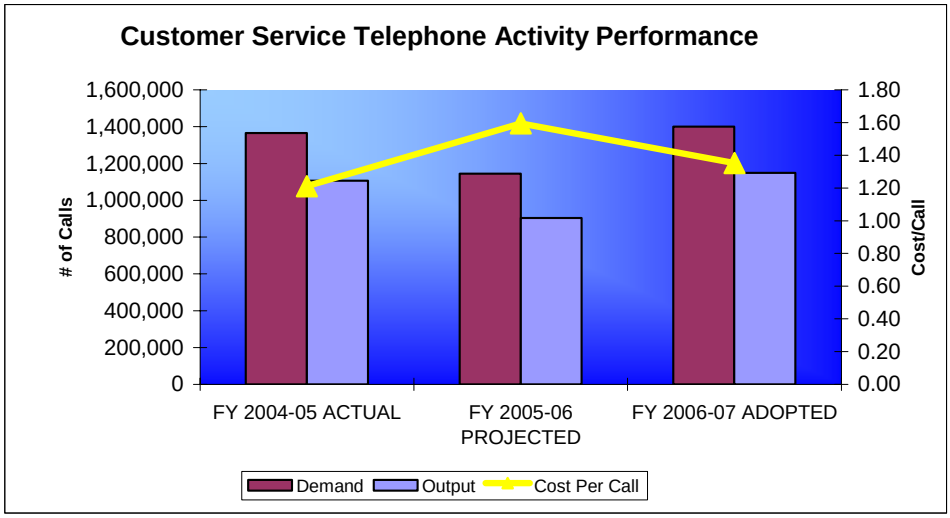
Strategic Goals

- "Voice Recognition Capability" -- In order to provide enhanced customer access, by the end of 2005, the STAR Center in collaboration with the Elections department will develop a plan to obtain and employ voice recognition capability. This technology enhances services by allowing voters to obtain polling place and other information on a 24 hour basis. **Status**: The department has released a Request For Proposal (RFP) for the procurement of a call center platform. The platform will result in the upgrade of the department's contract center voice communications capabilities. Proposals are due March 3, 2006.

- "Automated Voice Prompt" -- by the end of 2005, transfer to the STAR Center the capability to create and edit automated voice prompt messages which will eliminate the cost and time loss associated with edits made by the telecommunications vendor. **Status**: The department has released a Request for Proposal (RFP) for the procurement of a call center platform. The platform will result in the upgrade of the department's contract center voice communications capabilities. Proposals are due March 3, 2006.

Department Performance Information

The Customer Service Telephone Activity comprises 92% of STAR Call Center's FY 2006-07 Budget. The call volume demand and output decrease in FY 2005-06 is primarily due to the type of elections held in FY 2005-06. FY 2005-06 represents the first of the four-year election cycle, and is the quietest in terms of constituent calls for information. In FY 2004-05, in which the Presidential Election was held, Elections made up 28% of the Call Center's activity. Call activity for FY 2006-07 is expected to increase as a result of the State's Primary and General Elections to be held in September and November 2006, and the expected impact of Proposition 200, which will require identification at poll sites. Increase of cost per calls in FY 2005-06 is explained by the decrease in demand while expenses remained constant. Due to the volume of calls to be handled in FY 2006-07, the cost per call will decrease as compared to FY 2005-06 and be more in line with cost per call achieved with the Presidential Election in FY 2004-05.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
14SC - STAR CENTER	$ 1,339,395	$ 1,428,555	$ 1,486,881	$ 1,441,412	$ 1,552,236	$ (65,355)	-4.4%
TELE - CUSTOMER SERVICE TELEPHONE	1,339,395	1,428,555	1,486,881	1,441,412	1,552,236	(65,355)	-4.4%
99AS - ADMINISTRATIVE SERVICES PROG	$ (2,210)	$ 126,830	$ 124,573	$ 65,264	$ 131,203	$ (6,630)	-5.3%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 3,534	$ (3,534)	
TOTAL PROGRAMS	$ 1,337,185	$ 1,555,385	$ 1,611,454	$ 1,506,676	$ 1,686,973	$ (75,519)	-4.7%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
PERSONAL SERVICES	$ 1,231,397	$ 1,422,061	$ 1,478,908	$ 1,380,700	$ 1,554,474	$ (75,566)	-5.1%
SUPPLIES	23,447	13,913	11,791	9,572	11,240	551	4.7%
SERVICES	53,862	90,893	92,237	87,910	92,741	(504)	-0.5%
CAPITAL OUTLAY	28,479	28,518	28,518	28,495	28,518	-	0.0%
TOTAL EXPENDITURES	**$ 1,337,185**	**$ 1,555,385**	**$ 1,611,454**	**$ 1,506,676**	**$ 1,686,973**	**$ (75,519)**	**-4.7%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
100 GENERAL	$ 1,337,185	$ 1,555,385	$ 1,611,454	$ 1,506,676	$ 1,686,973	$ (75,519)	-4.7%
ALL FUNDS	**$ 1,337,185**	**$ 1,555,385**	**$ 1,611,454**	**$ 1,506,676**	**$ 1,686,973**	**$ (75,519)**	**-4.7%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	33.00	33.00	33.00	-	0%
TOTAL FUNDS	**33.00**	**33.00**	**33.00**	**-**	**0%**

Base Adjustments

Expenditures

- **Increase to Telephone Activity ($65,355):** Increased expenditures in Customer Service Telephone activity due to increased temporary assistance in anticipation in the surge of call volume regarding State's Primary and General Elections and Proposition 200. In addition, the adopted budget includes general technical adjustments to regular personnel salary and benefits.

- **Increase to Administrative Services Program ($6,630):** Market and merit pay for personnel contributed to this increase.

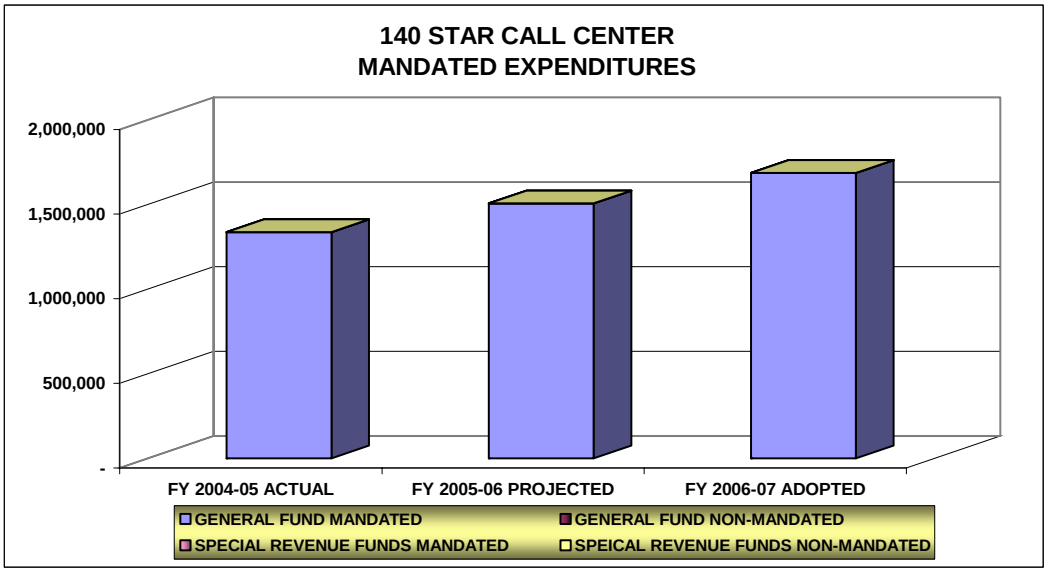
- **Increase to General Government Program ($3,534):** Increase of $3,534 to the Internal Service Fund Charges activity for Unemployment Insurance and Worker's Compensation based on the schedule rate given to the department for FY 2006-07**.**

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 1,555,385**	**$ -**
MID-YEAR ADJUSTMENTS:			
Pay for Performance		$ 35,373	$ -
	Subtotal	**$ 35,373**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 1,590,758**	**$ -**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 28,281	$ -
Retirement Contributions		18,544	-
FY 2005-06 Pay for Performance Annualization		1,004	-
FY 2006-07 Pay for Performance		42,666	-
	Subtotal	**$ 90,495**	**$ -**
FY 2006-07 BUDGET TARGET:		**$ 1,681,253**	**$ -**
Adjustment to Revised Budget		$ (69,799)	$ -
BASE ADJUSTMENTS:			
Increase to Telephone Activity		$ 65,355	$ -
Increase to Administrative Services Program		6,630	-
Increase to General Government Program		3,534	-
	Subtotal	**$ 75,519**	**$ -**
FY 2006-07 ADOPTED BUDGET:		**$ 1,686,973**	**$ -**

Mandates



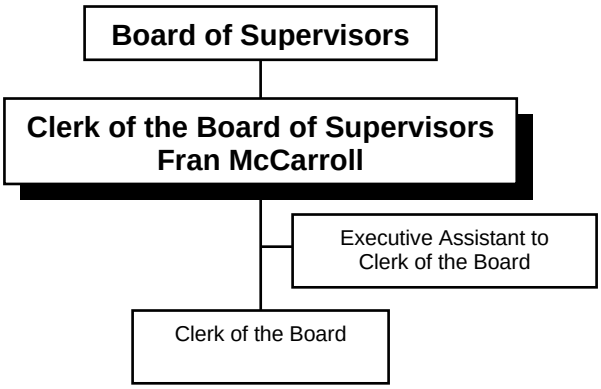
Program Activity	Purpose	Mandate
STAR CENTER	The purpose of the Star Call Center is to provide an immediate information bridge for the residents of Maricopa County so that the caller and the customer service agent can identify and define the issue or problem and either solve the problem or recommend a course of action in a single telephone call.	
CUSTOMER SERVICE TELEPHONE	The purpose of the Customer Service Telephone Activity is to provide information for residents of Maricopa County so that they can make accurate, timely and informed decisions with a single telephone call.	NONE

Clerk of the Board of Supervisors

Analysis by Marc Kuffner, Management & Budget Analyst

Departmental Information

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.

Strategic Goals

- "Managing For Results" -- By June 2006, establish tracking mechanisms which reflect the projects and workload of the department. Update Managing for Results Program, including Goals, Services, Activities and Performance Measures to reflect departmental outputs and results. Publish a quarterly Executive Summary for the Board of Supervisors, County Manager's Office and the Office of Management and Budget reflecting the accomplishments and issues for the department. **Status**: The Clerk of the Board has redefined its goals, issues and activity measures to more accurately reflect the work of the department. Tracking mechanisms have been put into place, as adopted in the FY 2006 analysis, for MFR purposes.

- "Boards and Commissions" -- By August 2006, develop and implement Boards and Commissions procedures for tracking member's terms, notification letters, oaths of office, delivery of open meeting laws, packets and related training and reporting pending and/or current vacancies. **Status**: Staffing requirements have been determined and the position filled. Currently, an evaluation of the current Boards and Commission database is in process.

- "Training Program" -- By November 2006, implement a training program for county employees on Agenda Central forms, protocols, and processes. This will include recorded document procedures, an overview and in-depth training on the agenda approval process, and adherence to the deadline schedule along with agenda item language requirements. **Status**: The department is currently identifying the requirements to achieve this goal.

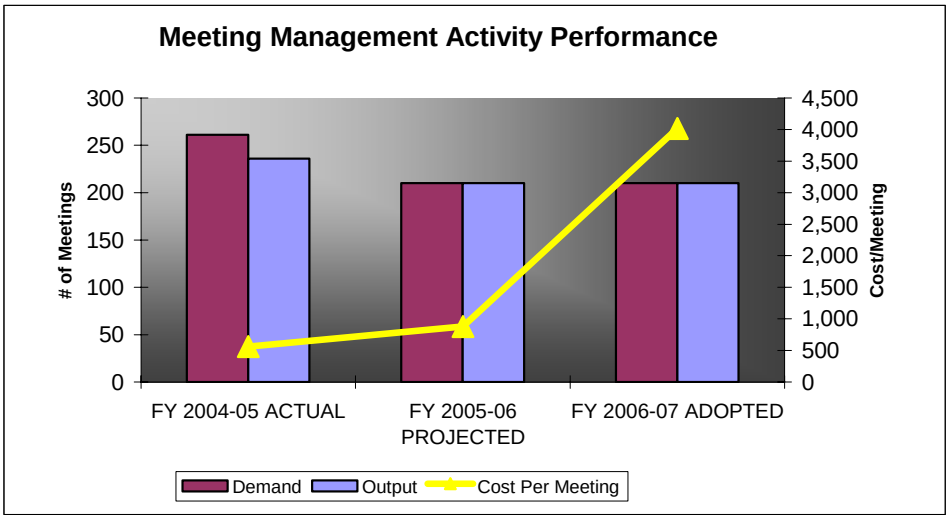
- "Technology Enhancements" -- By July 2006, provide the public with agendas and minutes from previous and current meetings on the county's website that cover the previous 12 months. Include the ability to post addendums and consecutive current special/informal meetings. Provide a cost analysis and timeline to implement the ability for users to view archived minutes and agendas. **Status**: The department is exploring multiple options to obtain this goal.

- "Agenda System" -- By April 2008, update and implement new agenda routing, tracking and compiling process with optional citizen viewing and research functions. By June 2006, compile results from surveys to sample users/departments to determine strengths and weaknesses of current system, needs, and features that would be helpful and make the system more user-friendly. By August 2006, define system requirements based on survey results and departmental goals and determine budget requirements. By January 2007, complete analysis of system options available and potential vendors. By July 2007, begin installation and implementation of system and procedures. By November 2007, begin testing the new system. By March 2008, complete training to user groups. By April 2008, complete training and go live with new system. **Status**: Department progress has been limited. The department will likely require external expertise with this project. The adopted budget provides funding for a consultant to increase the speed of this project.

- "Tax Deeded Land Sale" -- By December 2006, establish procedures with the Treasurer's Office regarding the sale of tax deeded land. **Status**: The department has identified requirements to meet this goal, but is dependent on the Treasurer's Office for accurate data to determine needs.

Department Performance Information

The FY 2006-07 meetings are expected to remain constant to the projected FY 2005-06 meetings. The average cost per meeting is expected to be greater than the cost per meeting in FY 2004-05, so that the Clerk of the Board's Office will meet its demand and statutory requirements.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
06ES - EXECUTIVE SERVICES	$ 152,904	$ 198,176	$ 254,986	$ 203,566	$ 262,909	$ (7,923)	-3.1%
ELAP - ELECTION & APPOINT SERVICES	20,473	24,137	54,450	19,210	56,419	(1,969)	-3.6%
INDV - INDIVIDUALIZED SPECIAL SERVICE	342	-	-	51	-	-	
MTNG - BOS MEETING MANAGEMENT	132,088	174,039	200,536	184,306	206,490	(5,954)	-3.0%
06IR - INFORMATION RESOURCES	$ 117,541	$ 152,163	$ 111,616	$ 131,446	$ 64,747	$ 46,869	42.0%
INFO - INFORMATION SERVICES	46,508	74,819	43,188	56,524	14	43,174	100.0%
PLCY - POLICIES & STATUTORY RECORDS	47,286	38,724	23,366	29,298	10,534	12,832	54.9%
RCRD - RECORDS MANAGEMENT	23,747	38,620	45,062	45,624	54,199	(9,137)	-20.3%
06SS - STATUTORY SERVICES	$ 14,177	$ 22,038	$ 15,366	$ 40,842	$ 25,350	$ (9,984)	-65.0%
LICP - LICENSES & PERMITS	-	538	1,777	-	4,088	(2,311)	-130.1%
STAT - STATUTORY PROCEDURES	14,177	21,500	13,589	40,842	21,262	(7,673)	-56.5%
99AS - ADMINISTRATIVE SERVICES PROG	$ 168,836	$ 164,516	$ 210,963	$ 170,793	$ 270,404	$ (59,441)	-28.2%
TOTAL PROGRAMS	$ 453,457	$ 536,893	$ 592,931	$ 546,647	$ 623,410	$ (30,479)	-5.1%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
PERSONAL SERVICES	$ 391,747	$ 445,726	$ 506,080	$ 459,419	$ 544,311	$ (38,231)	-7.6%
SUPPLIES	19,333	10,000	22,648	22,647	10,398	12,250	54.1%
SERVICES	40,104	78,342	61,393	61,847	66,581	(5,188)	-8.5%
CAPITAL OUTLAY	2,273	2,825	2,810	2,734	2,120	690	24.6%
TOTAL EXPENDITURES	**$ 453,457**	**$ 536,893**	**$ 592,931**	**$ 546,647**	**$ 623,410**	**$ (30,479)**	**-5.1%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
100 GENERAL	$ 453,457	$ 536,893	$ 592,931	$ 546,647	$ 623,410	$ (30,479)	-5.1%

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	7.35	8.35	9.00	0.65	7.8%

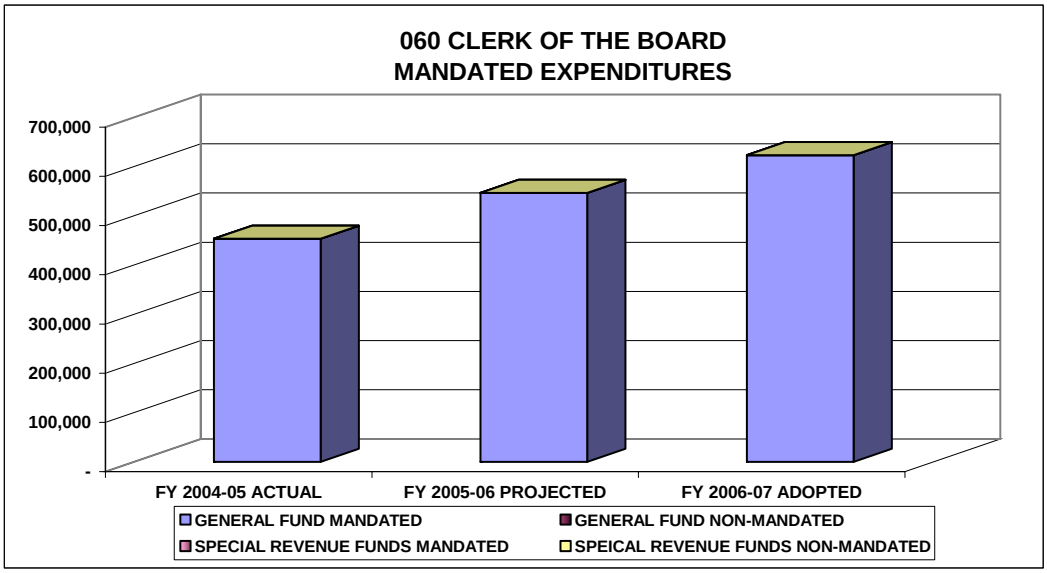
Increase for Statutory Requirements activity of (.65) FTE.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 536,893**	**$ -**
MID-YEAR ADJUSTMENTS:		
Pay for Performance	$ 8,116	$ -
Increase FTE	43,363	-
Subtotal	**$ 51,479**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 588,372**	**$ -**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ (10,579)	$ -
Retirement Contributions	6,311	-
Annualization of Mid-Year Adjustments	21,552	-
FY 2005-06 Pay for Performance Annualization	2,206	-
Annualization of FY 2005-06 DRP/LRP (12 month)	762	-
FY 2006-07 Pay for Performance	14,787	-
Subtotal	**$ 35,039**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 623,410**	**$ -**

Mandates



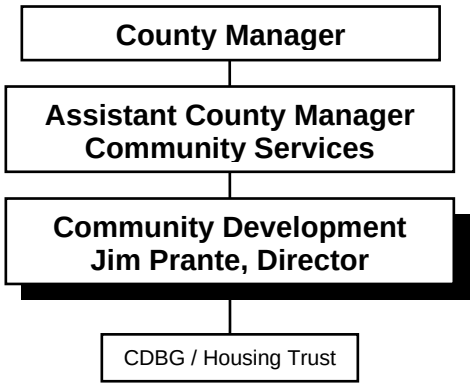
Program Activity	Purpose	Mandate
EXECUTIVE SERVICES	The purpose of the Executive Services Program is to provide information and specialized assistance to elected and appointed officials and the public so they can make informed decisions, and understand and comply with County processes and protocol.	
ELECTION & APPOINT SERVICES	The purpose of the Election and Appointed Services is to create and provide OML packets to appointees so that they can properly conduct business in the County's name.	A.R.S. §11-241
INDIVIDUALIZED SPECIAL SERVICE	This purpose of the Special Districts Activity is to provide information and assistance to citizens so that they can legally create and manage Special Districts.	A.R.S. §48-3602; A.R.S. §48-3901; A.R.S. §48-4202; A.R.S. §48-5703
BOS MEETING MANAGEMENT	The purpose of the Meeting Management Activity is to provide posting notices, agendas, minutes, facilitation and the processing statutory items to the Board of Supervisors and the public so that they can be well informed.	A.R.S. §11-241; A.R.S. §11-217; A.R.S. §11-214
INFORMATION RESOURCES	The purpose of the Information Resources Program is to provide research, compilation, and management of official records for County staff and the public so they can store and access information.	
RECORDS MANAGEMENT	The purpose of the Records Management Activity is to provide record keeping services to the Board and the public have a complete and accurate record of actions.	A.R.S. §11-221; A.R.S. §39-101
STATUTORY SERVICES	The purpose of the Statutory Services Program is to provide applications processing and assistance for statutorily mandated procedures to applicants and/or requestors so they can conduct or maintain community related activities as needs arise.	
LICENSES & PERMITS	The purpose of the Licenses Activity is to provide applications, application information, and coordinate the review and recommendation process for applicants so they can operate a licensed activity or function.	A.R.S. §4-201

Community Development

Analysis by Vic Wickersham, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The Mission of the Maricopa County Community Development Department is to provide Community Development Block Grant (CDBG) and HOME Program funding to municipalities and other subrecipients not eligible for direct United States Department of Housing and Urban Development (HUD) funding so they can develop viable communities to primarily benefit low and moderate income people.

Vision

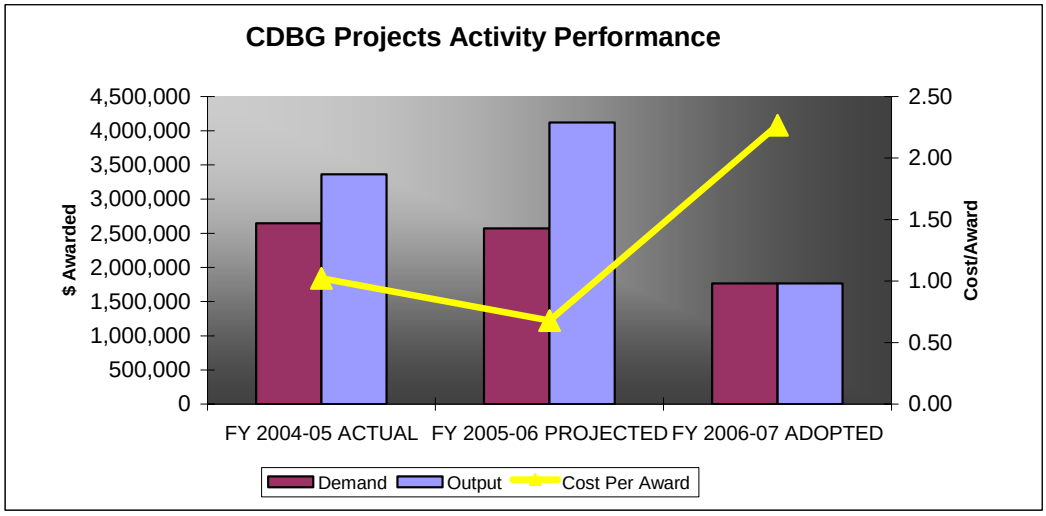
Develop viable communities through the provision of affordable housing, suitable living environments and expansion of strong economic bases, principally for persons of low and moderate income.

Strategic Goals

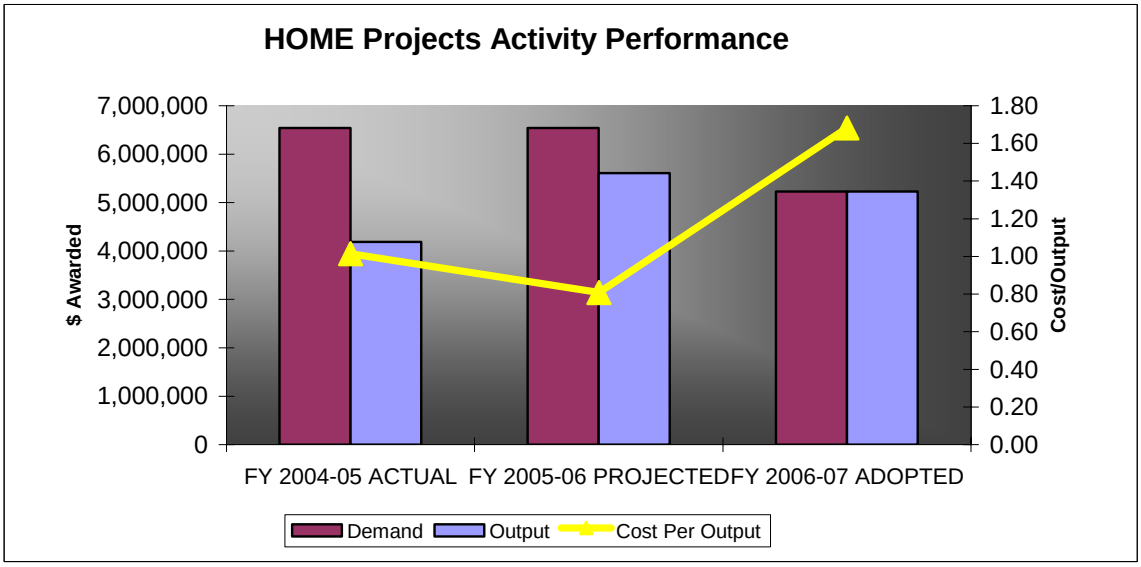
Meet the increasing demand for administrative services generated from population growth and any anticipated new HUD grant requirements, with a reduction in funding for such administrative services, by June 30, 2010. **Status**: The department is contending with the upcoming FY 2007 HUD reduction by reducing the number of administrative staff, supplies, and services.

Department Performance Information

The Community Development Block Grant (CDBG) Project Activity and the Investment Partnerships Project Activity (HOME) make up 95% of Community Development Department's FY 2006-07 budget. An analysis of the significant variances is included below.



The reason for the significant decline in the FY 2006-07 demand and output is due to the reduction in Federal Housing and Urban Development (HUD) funding. The decrease is attributable to a decline in the Congressional appropriations for both the CDBG and HOME programs. Another contributing factor is the cities of Avondale and Surprise have outgrown the need for the Urban County Consortium since their increased population allows them to become their own entitlement communities beginning July 1, 2006. The increase in cost per award is due to administrative costs remaining relatively steady and the expected output decrease due to the reduction of funding.



The actual output for the HOME Projects Activity in FY 2005-06 is less that the expected output for FY 2006-07. This is due to the budget demand being based on the maximum possible liability for payments, to meet contractual obligations. Compared to FY 2005-06, the FY 2006-07 adopted budget cost per output increased .80 per unit of output; actual expenditures are historically less.

Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
17CD - COMMUNITY DEV. BLOCK GRANT	$ 3,979,485	$ 6,858,901	$ 6,859,787	$ 3,445,001	$ 4,430,912	$ (2,428,875)	-35.4%
CDBG - CDBG ADMINISTRATION	434,711	616,712	630,131	307,369	433,912	(196,219)	-31.1%
CDBP - CDBG PROJECTS	3,544,775	6,242,189	6,229,656	3,137,632	3,997,000	(2,232,656)	-35.8%
17HM - HOME	$ 4,232,437	$ 9,138,630	$ 9,137,744	$ 4,777,215	$ 9,113,413	$ (24,331)	-0.3%
HMAD - HOME ADMINISTRATION	201,404	255,657	255,657	181,234	313,413	57,756	22.6%
HMPJ - HOME PROJECTS	4,031,033	8,882,973	8,882,087	4,595,981	8,800,000	(82,087)	-0.9%
99AS - ADMINISTRATIVE SERVICES PROG	$ (422,533)	$ -	$ -	$ -	$ -	$ -	
99GV - GENERAL GOVERNMENT	$ (4,510,257)	$ -	$ -	$ -	$ -	$ -	
TOTAL PROGRAMS	**$ 3,279,133**	**$ 15,997,531**	**$ 15,997,531**	**$ 8,222,216**	**$ 13,544,325**	**$ (2,453,206)**	**-15.3%**
EXPENDITURES							
17CD - COMMUNITY DEV. BLOCK GRANT	$ 3,646,943	$ 6,827,925	$ 6,833,250	$ 3,422,557	$ 4,402,541	$ 2,430,709	35.6%
CDBG - CDBG ADMINISTRATION	211,283	575,990	603,594	622,960	405,541	198,053	32.8%
CDBP - CDBG PROJECTS	3,435,659	6,251,935	6,229,656	2,799,597	3,997,000	2,232,656	35.8%
17HM - HOME	$ 4,786,037	$ 9,138,630	$ 9,137,744	$ 4,677,670	$ 9,113,413	$ 24,331	0.3%
HMAD - HOME ADMINISTRATION	537,078	255,657	255,657	146,703	313,413	(57,756)	-22.6%
HMPJ - HOME PROJECTS	4,248,959	8,882,973	8,882,087	4,530,967	8,800,000	82,087	0.9%
99AS - ADMINISTRATIVE SERVICES PROG	$ 81	$ 4,439	$ -	$ (13,619)	$ -	$ -	
99GV - GENERAL GOVERNMENT	$ 26,824	$ 26,537	$ 26,537	$ 10,675	$ 28,371	$ (1,834)	-6.9%
TOTAL PROGRAMS	**$ 8,459,885**	**$ 15,997,531**	**$ 15,997,531**	**$ 8,097,283**	**$ 13,544,325**	**$ 2,453,206**	**15.3%**

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 3,279,133	$ 15,997,531	$ 15,997,531	$ 8,221,587	$ 13,544,325	$ (2,453,206)	-15.3%
MISCELLANEOUS REVENUE	-	-	-	629	-	-	
TOTAL REVENUE	**$ 3,279,133**	**$ 15,997,531**	**$ 15,997,531**	**$ 8,222,216**	**$ 13,544,325**	**$ (2,453,206)**	**-15.3%**
EXPENDITURES							
PERSONAL SERVICES	$ 535,189	$ 684,525	$ 707,686	$ 553,340	$ 543,609	$ 164,077	23.2%
SUPPLIES	25,022	18,000	18,000	15,291	17,924	76	0.4%
SERVICES	7,872,850	15,265,314	15,242,153	7,499,410	12,957,412	2,284,741	15.0%
OTHER FINANCING USES	26,824	26,537	26,537	26,537	25,380	1,157	4.4%
CAPITAL OUTLAY	-	3,155	3,155	2,705	-	3,155	100.0%
TOTAL EXPENDITURES	**$ 8,459,885**	**$ 15,997,531**	**$ 15,997,531**	**$ 8,097,283**	**$ 13,544,325**	**$ 2,453,206**	**15.3%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
217 CDBG, HOUSING TRUST	$ 3,279,133	$ 15,997,531	$ 15,997,531	$ 8,222,216	$ 13,544,325	$ (2,453,206)	-15.3%
ALL FUNDS	**$ 3,279,133**	**$ 15,997,531**	**$ 15,997,531**	**$ 8,222,216**	**$ 13,544,325**	**$ (2,453,206)**	**-15.3%**
EXPENDITURES							
217 CDBG, HOUSING TRUST	$ 8,459,885	$ 15,997,531	$ 15,997,531	$ 8,097,283	$ 13,544,325	$ 2,453,206	15.3%
ALL FUNDS	**$ 8,459,885**	**$ 15,997,531**	**$ 15,997,531**	**$ 8,097,283**	**$ 13,544,325**	**$ 2,453,206**	**15.3%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
217 CDBG, HOUSING TRUST	10.00	10.00	7.00	(3.00)	-30.0%
TOTAL FUNDS	**10.00**	**10.00**	**7.00**	**(3.00)**	**-30.0%**

Due to the federal funding reduction, the Department requested a staff reduction of three FTE. This will assure a structurally balanced budget.

Base Adjustments

Revenue

- **Grant Revenue Adjustment (-$7,001):** The adopted budget includes a reduction of revenue in the amount of $7,001. This reduction impacts all activities and aligns Grant revenue to equal budgeted expenditures.
- **HUD Cut-back Adjustment (-$2,446,205):** The adopted budget includes a reduction of revenue in the amount of $2,446,205 as a result of the Congressional reduction in federal funding across all activities.

Expenditures

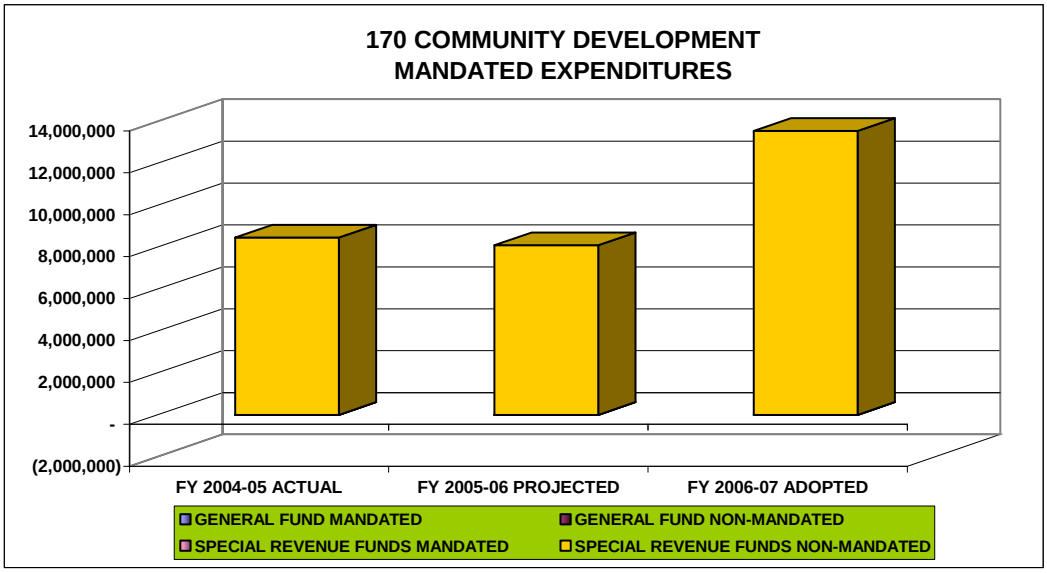
- **HUD Cut-back Adjustment (-$2,379,288):** The adopted budget includes an expenditure reduction in the amount of $2,379,288 as a result of the Congressional reduction in federal funding across all activities.
- **General Technical Adjustments (-$73,918):** The adopted budget includes a reduction of $73,918 across all activities as a result of minor technical adjustments.

Reconciliation

CDBG Housing Trust Fund (217) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUES
FY 2005-06 ADOPTED BUDGET:	**$ 15,997,531**	**$ 15,997,531**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 15,997,531**	**$ 15,997,531**
FY 2006-07 BUDGET TARGET:	**$ 15,997,531**	**$ 15,997,531**
BASE ADJUSTMENTS:		
Grant Revenue Adjustment		$ (7,001)
HUD Cut-back Adjustment	(2,379,288)	(2,446,205)
General Technical Adjustments	(73,918)	
Subtotal	**$ (2,453,206)**	**$ (2,453,206)**
FY 2006-07 ADOPTED BUDGET:	**$ 13,544,325**	**$ 13,544,325**

Mandates



Mandated expenditure levels vary year-to-year based on several factors including the reduction of revenue and expenditures as a result of the Congressional reduction in federal funding across all Activities. See the Base Adjustment section above for additional detail.

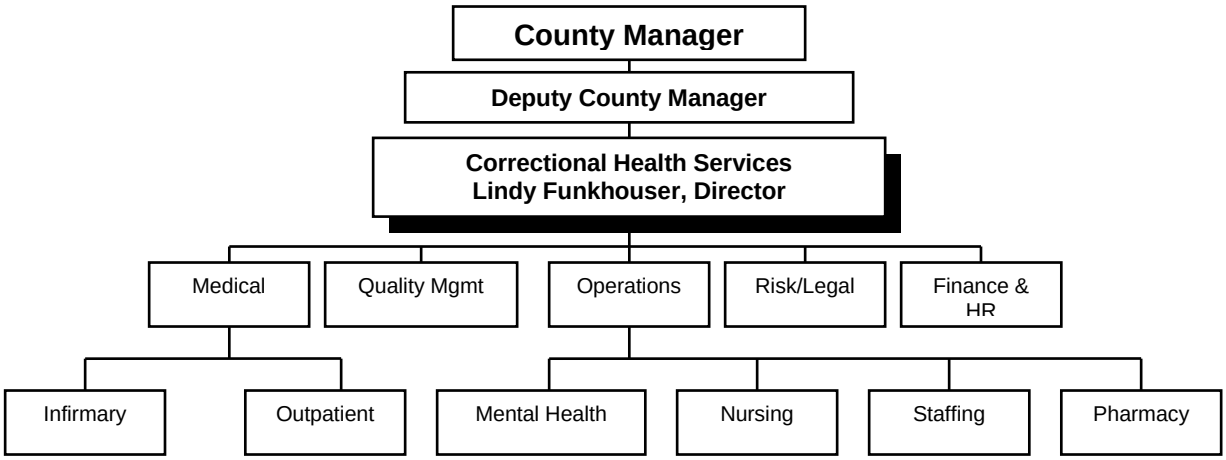
Program Activity	Purpose	Mandate
COMMUNITY DEVELOPMENT BLOCK GRANT	The purpose of the Community Development Block Grant Program is to provide eligible community improvements to CDBG subrecipients so that low and moderate income residents are empowered to develop viable communities.	
CDBG ADMINISTRATION	The purpose of CDBG Administration is to provide administrative sevices to CDBG subrecipients so that CDBG administration compliance is achieved.	NONE
CDBG PROJECTS	The purpose of CDBG Projects is to provide funding for community improvement to CDBG subrecipients so that community development activities for low and moderate income residents are completed.	NONE
HOME	The purpose of the HOME Program is to provide affordable housing opportunities to qualified HOME recipients, subrecipients, and Community Housing Development Organizations (CHDOs) so that suitable housing for low and moderate income residents is preserved and expanded.	
HOME ADMINISTRATION	The purpose of HOME Administration is to provide administrative services to HOME recipients, subrecipients, and CHDOs so that HOME administration compliance is achieved	NONE
HOME PROJECTS	The purpose of HOME Projects is to provide funding for affordable housing units to HOME recipients, subrecipients, and CHDOs so that housing stock for low and moderate income residents is preserved and expanded	NONE

Correctional Health Services

Analysis by Dexter C. Thomas, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The mission of the Correctional Health Services Department is to provide cost effective healthcare to jail inmates so that their constitutional rights are maintained.

Vision

By fiscal year 2010, CHS will be a nationally recognized leader in providing constitutionally mandated health care to jail inmates in an efficient and cost effective manner.

Strategic Goals

- Nursing Shortage: CHS will continue to increase filled nursing positions in increments of 10% each fiscal year, until 2010, so that CHS can reduce the rising costs associated with using outside registry nurses. **Status**: Preliminary data from FY 2005-06 suggests nursing vacancies are approximately 33% which represents no significant change from the end of FY 2004-05 data. The department is in the process of employing a nurse recruiter dedicated to improving the hiring of nursing staff.

- Compensation/Retention: CHS will reduce employee turnover in increments of 10% by the end of each fiscal year, until 2010 to increase efficiency and effectiveness of the department by 30%. **Status**: The FY 2005-06 Revised Budget includes funding to address County-wide compensation issues to improve retention. The department through exit interview data which will be used to establish a baseline reports 12 voluntary termination in the first half of FY 2005-06. Since this goal was recently instituted in FY 2005-06 the department will continue to monitor this information to build a baseline in which to compare FY 2006-07 results.

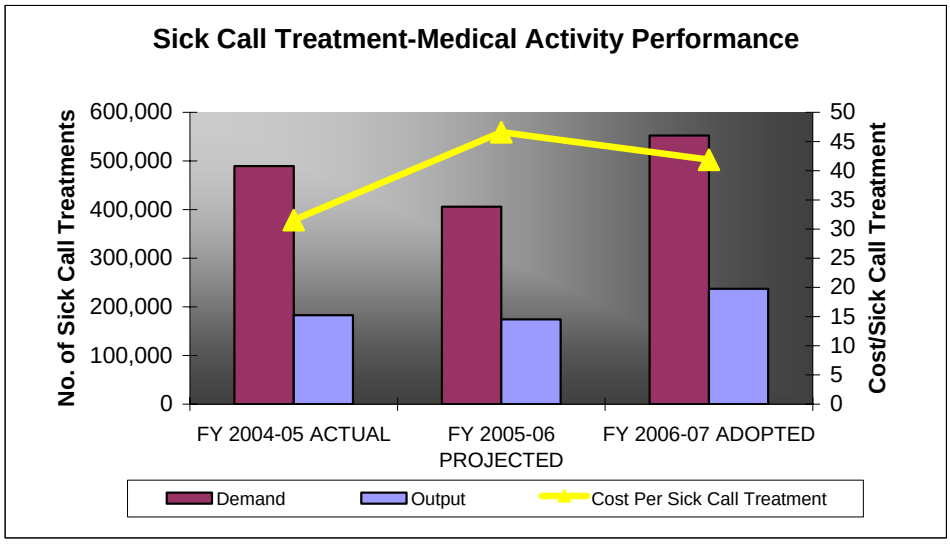
- Process Improvement: By 2010, CHS will seek to reduce costs and increase operating efficiency while establishing lower health care cost per inmate for the department as compared to other comparable national health care providers. **Status**: This goal was established mid-year in FY 2005-06 and the department is now beginning to measure the progress in each facet of this goal, and anticipates reporting significant results by the end of FY 2006-07.

- Accreditation: CHS will maintain a community standard of care in a correctional setting as evidenced by accreditation status granted by a nationally recognized organization by December 2007. **Status**: The department is progressing in this goal, which is evident by the National Commission on Correctional Health Care (NCCHC) review that was completed in December 2005. The department has obtained a conditional accreditation from NCCHC in February of 2006. In the spring of 2006, measures have begun to secure full accreditation based implementation of recommendations made by the National Commission on Correctional Health Care (NCCHC) to be completed by the end of FY 2006-07.

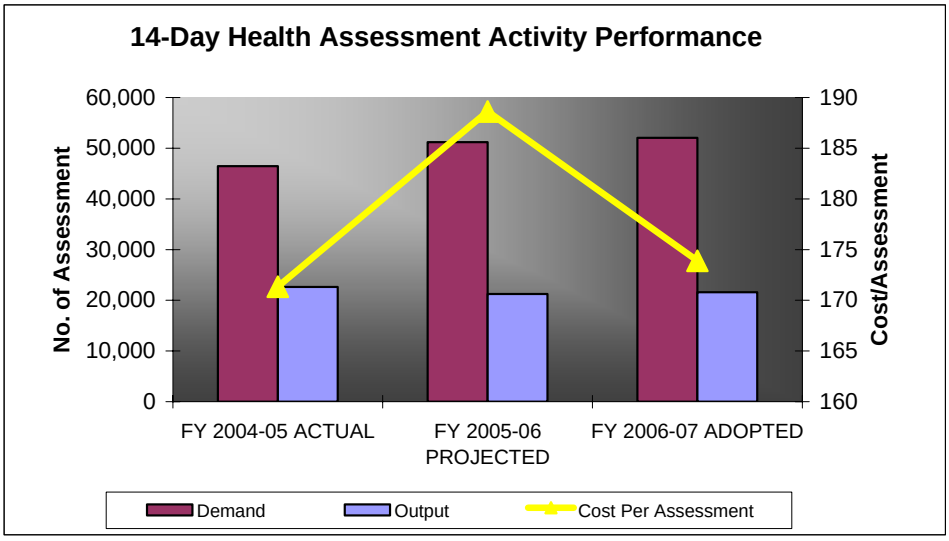
- Technology Improvement: By 2010, Correctional Health Services will develop and implement a cost effective plan to create an effective and efficient management information system to gather and report information about the health of jail inmates and the care they are provided. **Status**: The department is currently collaborating with Deloitte Consultants LLC, as part of a Countywide effort to establish the needs for an Electronic Medical Record (EMR) system.

Department Performance Information

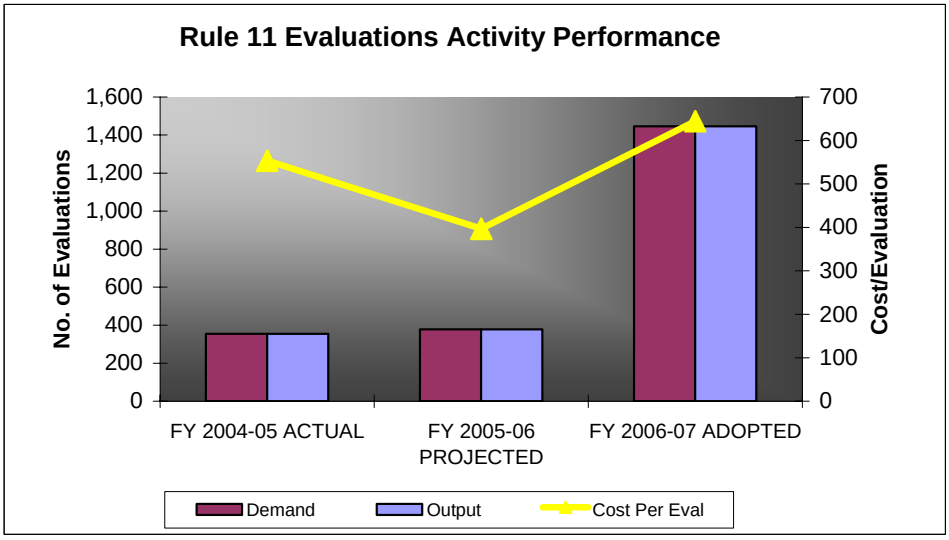
Correctional Health Services historically completes 43% of all sick call requests. The increase in demand and output from the two prior fiscal years to FY 2006-07 Adopted is explained by the forecast increase of 1.7% in the Average Daily Population for FY2006-07.



The cost per sick call treatment was $31.55 in FY 2004-05, $46.60 in FY 2005-06 Projected and 41.89 in FY 2006-07 Adopted. The $4.71 decline in cost per sick call treatment from FY 2005-06 Projected to FY 2006-07 Adopted is explained by a decrease to Personal Services and Services as part of a technical adjustment to accurately allocate expenditures within the direct activities of the Department.



Correctional Health Services historically completes 40% of all 14 day health assessments. The increase in demand and output from the two prior fiscal years to FY 2006-07 Adopted is explained by the forecast increase of 1.7% in the Average Daily Population in FY 2006-07. The cost per 14 day health assessment was $171.35 in FY 2004-05, $188.62 in FY 2005-06 Projected and $173.90 in FY 2006-07 Adopted. The $14.72 decline in cost per 14 day health assessment from FY 2006-07 Projected to FY 2006-07 Adopted is explained by an increase in staffing efficiency. The increase usage of nurses and their time being allocated to the 14 Day Health Assessment Activity combined with the decrease in physician time being allocated to the activity accounts for the decrease in cost per health assessment.



The Department historically has used outsourced services to complete rule 11 evaluations for defendants in Maricopa County. In FY 2006-07 rule 11 evaluations will primarily be performed in-house within Correctional Health Services. The budget for this activity in the two prior fiscal years was maintained in the Indigent Representation budget. The funding for rule 11 evaluations was moved from Indigent Representation to Correctional Health Services in the FY 2006-07 Adopted budget. The

increase in demand and output from the two prior fiscal years to FY 2006-07 Adopted is a result of the department performing the rule 11 evaluation service within Correctional Health Services in FY 2006-07. The increased output within the Rule 11 Evaluation Activity will improve the overall efficiency to mental health inmates and reduce delays in producing psychiatric reports on an inmate's mental competency to the courts. The increase in the cost of $247.58 per rule 11 evaluation in FY 2006-07 from FY 2005-06 Projected cost of $396.83 to FY 2006-07 Adopted cost of $644.41 is explained by the increase in personnel. 1 Psychologist and 1 Psychiatrist are included in the FY 2006-07 Adopted to provide psychiatric evaluations to the courts in a timelier manner.

Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
26AR - ADULT/REMAND JUV INMATE TRTMT	$ 27,418	$ 472,611	$ 472,611	$ 524,728	$ 699,460	$ 226,849	48.0%
ACIF - ACUTE INFIRMARY ACTIVITY	-	-	-	33,398	-	-	
SCTM - SICK CALL TREATMENT-MEDICAL	10,858	-	-	50	-	-	
UTMT - UTILIZATION MANAGEMENT ACT	16,560	472,611	472,611	491,279	699,460	226,849	48.0%
26HC - HEALTH CARE MANAGEMENT	$ 3,359	$ 8,900	$ 8,900	$ 8,292	$ 8,900	$ -	0.0%
HLTD - HEALTH RECORDS	3,359	8,900	8,900	8,292	8,900	-	0.0%
26IA - INMATE ASSESSMENT	$ 66,664	$ 41,284	$ 41,284	$ 41,284	$ -	$ (41,284)	-100.0%
RSHC - RECEIVING SCREENING HLTH CARE	66,664	41,284	41,284	41,284	-	(41,284)	-100.0%
99AS - ADMINISTRATIVE SERVICES PROG	$ (2,213)	$ -	$ -	$ 1	$ -	$ -	
99GV - GENERAL GOVERNMENT	$ (363)	$ -	$ -	$ -	$ -	$ -	
TOTAL PROGRAMS	$ 94,865	$ 522,795	$ 522,795	$ 574,304	$ 708,360	$ 185,565	35.5%
EXPENDITURES							
26AR - ADULT/REMAND JUV INMATE TRTMT	$ 24,499,367	$ 21,753,177	$ 25,397,751	$ 28,465,162	$ 28,246,197	$ (2,848,446)	-11.2%
ACIF - ACUTE INFIRMARY ACTIVITY	590,220	612,423	523,433	610,556	691,720	(168,287)	-32.2%
ADUL - ADULT INPATIENT PSYCH UNITS	848,643	1,277,773	2,859,105	2,878,712	2,700,488	158,617	5.5%
EHCC - EXTERNAL HLTH CARE COST	8,307,536	4,925,044	5,537,046	8,582,765	6,594,277	(1,057,231)	-19.1%
LTCI - LONG TERM CARE INFIRMARY	212,436	688,616	198,200	211,492	229,841	(31,641)	-16.0%
MEDD - MED DISPENSION & DISTRIBUTION	5,636,788	6,155,392	7,046,756	7,327,087	7,119,395	(72,639)	-1.0%
SCTM - SICK CALL TREATMENT-MEDICAL	5,771,566	6,693,591	8,438,210	8,123,439	9,937,670	(1,499,460)	-17.8%
UTMT - UTILIZATION MANAGEMENT ACT	3,132,179	1,400,338	795,001	731,111	972,806	(177,805)	-22.4%
26HC - HEALTH CARE MANAGEMENT	$ 829,327	$ 1,644,363	$ 2,479,758	$ 2,227,916	$ 2,717,545	$ (237,788)	-9.6%
CLET - CLINICAL EDUCATION & TRAINING	61,641	318,241	701,589	600,397	802,900	(101,311)	-14.4%
HLTD - HEALTH RECORDS	574,562	705,376	964,952	869,702	1,042,454	(77,502)	-8.0%
HRMG - HEALTH RISK MANAGEMENT	73,438	526,470	372,783	279,693	307,955	64,828	17.4%
INFE - INFECTION CONTROL	119,686	94,276	440,434	478,125	564,236	(123,802)	-28.1%
26IA - INMATE ASSESSMENT	$ 8,014,148	$ 9,969,512	$ 6,160,271	$ 5,641,312	$ 5,386,837	$ 773,434	12.6%
HLTT - 14-DAY HEALTH ASSESSMENT	3,877,445	4,303,521	4,282,306	4,007,125	3,757,216	525,090	12.3%
HSRQ - HEALTH SERVICES REQUESTS	3,575,335	4,360,658	1,166,026	822,495	816,359	349,667	30.0%
RSHC - RECEIVING SCREENING HLTH CARE	561,368	1,305,333	711,939	811,691	813,262	(101,323)	-14.2%
80RE - RESTORATION TO COMPENTENCY	$ 2,967,311	$ 3,580,435	$ 3,625,413	$ 2,396,905	$ 3,714,176	$ (88,763)	-2.4%
ASHP - RULE 11 - ASH PAYMENT	920,830	1,489,370	1,399,301	461,691	500,000	899,301	64.3%
CURE - RULE 11 CUSTODY RESTORATION	1,850,491	1,921,476	2,066,112	1,785,213	2,282,352	(216,240)	-10.5%
EVAL - RULE 11 EVALUATIONS	195,991	169,589	160,000	150,001	931,824	(771,824)	-482.4%
86BD - BIO DEFENSE PREPAREDNESS	$ 7,491	$ -	$ -	$ 2,388	$ -	$ -	
PLTR - PLANNING AND TRAINING	7,491	-	-	2,388	-	-	
99AS - ADMINISTRATIVE SERVICES PROG	$ 3,189,124	$ 5,887,924	$ 5,469,611	$ 4,888,440	$ 2,973,915	$ 2,495,696	45.6%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 474,637	$ 379,399	$ 503,776	$ 557,404	$ 527,005	$ (23,229)	-4.6%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ 11,399	$ 1,992,001	$ (1,992,001)	
TOTAL PROGRAMS	$ 39,981,405	$ 43,214,810	$ 43,636,580	$ 44,190,925	$ 45,557,676	$ (1,921,096)	-4.4%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 88,653	$ 513,895	$ 513,895	$ 565,961	$ 699,460	$ 185,565	36.1%
CHARGES FOR SERVICES	3,359	8,900	8,900	8,342	8,900	-	0.0%
MISCELLANEOUS REVENUE	2,853	-	-	1	-	-	
TOTAL REVENUE	**$ 94,865**	**$ 522,795**	**$ 522,795**	**$ 574,304**	**$ 708,360**	**$ 185,565**	**35.5%**
EXPENDITURES							
PERSONAL SERVICES	$ 18,876,028	$ 22,570,099	$ 23,124,175	$ 20,315,701	$ 23,621,698	$ (497,523)	-2.2%
SUPPLIES	4,351,750	5,553,399	5,560,586	4,683,353	4,688,299	872,287	15.7%
SERVICES	16,665,196	14,474,410	14,342,117	18,497,187	16,377,235	(2,035,118)	-14.2%
CAPITAL OUTLAY	88,431	616,902	609,702	694,684	870,444	(260,742)	-42.8%
TOTAL EXPENDITURES	**$ 39,981,405**	**$ 43,214,810**	**$ 43,636,580**	**$ 44,190,925**	**$ 45,557,676**	**$ (1,921,096)**	**-4.4%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
255 DETENTION OPERATIONS	$ 6,213	$ 8,900	$ 8,900	$ 41,741	$ 8,900	$ -	0.0%
292 CORRECTIONAL HEALTH GRANT	88,653	513,895	513,895	532,564	699,460	185,565	36.1%
ALL FUNDS	**$ 94,865**	**$ 522,795**	**$ 522,795**	**$ 574,304**	**$ 708,360**	**$ 185,565**	**35.5%**
EXPENDITURES							
100 GENERAL	$ 2,967,243	$ 3,580,435	$ 3,625,413	$ 2,393,468	$ 3,719,176	$ (93,763)	-2.6%
255 DETENTION OPERATIONS	36,848,017	39,120,480	39,497,272	41,270,895	41,139,040	(1,641,768)	-4.2%
292 CORRECTIONAL HEALTH GRANT	49,546	513,895	513,895	526,562	699,460	(185,565)	-36.1%
455 DETENTION CAPITAL PROJECTS	116,600	-	-	-	-	-	
ALL FUNDS	**$ 39,981,405**	**$ 43,214,810**	**$ 43,636,580**	**$ 44,190,925**	**$ 45,557,676**	**$ (1,921,096)**	**-4.4%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	21.00	22.00	24.00	2.00	9%
255 DETENTION OPERATIONS	327.10	335.20	343.95	8.75	3%
TOTAL FUNDS	**348.10**	**357.20**	**367.95**	**10.75**	**3%**

- Medical staff increases to perform court ordered evaluations (General Fund) – 2.0 FTEs, 1 Physician and 1 Psychologist.

- Clinical staff increases to right-size FTE allocation within department (Detention Fund) – .75 FTE for a Licensed Practical Nurse (LPN).

- Medical provider staff increases to enhance the efficiency and effectiveness of health care services provided to inmates (Detention Fund) - 3.0 Physician FTEs.

- FY 2005-06 mid-year staff increases for administrative personnel to gather and report performance information. (Detention Fund) - 5.0 Administrative Specialist (Clinical Finance Representative) FTEs.

Base Adjustments

- **Decrease in Payments for Arizona State Hospital Activity (-$771,631):** The adopted budget includes a General Fund (100) reduction of ($771,631) in intergovernmental payments for the Arizona State Hospital Payments Activity. This is due to the expected drop off in the number of inmates remanded to the state hospital for mental health treatment by Superior Court. A change in court procedure now has Superior Court ordering inmates to the Restoration to Competency Activity. All inmates ordered to the state hospital by court order will be the responsibility of Superior Court. This change, which was implemented towards the end of the calendar year in 2005, is resulting in fewer inmates at the Arizona State Hospital; thus a decline in intergovernmental payments made by Correctional Health Services to Arizona State Hospital in budgeted expenditures for FY 2005-06 and the Adopted Budget in FY 2006-07 reflect this change.

- **Transfer from Indigent Representation to Evaluation Activity ($480,966):** The adopted budget transfers $480,966 to the Detention Fund (255) Evaluation Activity (EVAL) from the Indigent Representation Department's budget, for contract services to perform mental health evaluations of court ordered defendants to improve the timeliness of psychiatric evaluations.

- **Staffing Increase in Evaluation Activity ($300,166):** The adopted budget increases the Detention Fund (255) by $300,166 for the Evaluation Activity (EVAL). This will fund 1 Psychiatrist FTE and 1 Forensic Psychologist FTE allowing Correctional Health Services to perform mental health evaluations of court ordered defendants and improve the timeliness of psychiatric evaluations.

- **Staffing Increase in Financial Service Activity ($186,713):** The adopted budget increases Detention Fund (255) for the Financial Service Activity (FSAC) by $186,713. This will fund five Administrative Specialist (Clinic Finance Representative) FTEs, to improve accountability and adherence to Managing for Results and Budgeting for Results guidelines within the County.

- **Computer Equipment Purchases in Desktop Support Activity ($76,693):** The adopted budget increases Detention Fund (255) by $76,693 to cover the increase to Debt Service expenditures. In FY 2005-06, the Desktop Support Activity established loans to purchase computer equipment through the County's Technology Finance Program (TFP). The adopted budget expenditure is adjusted to cover the required expenditure amount necessary for the debt service payment of this loan in FY 2006-07.

- **Nurse Market Study ($35,974):** The adopted budget increases Detention Fund (255) by $35,974 to cover increase to personnel services resulting from the annualized cost of an approved market adjustment in FY 2005-06 to the market range title of Program Coordinator RN within Correctional Health Services.

- **Telemedicine Grant Awarded for Utilization Management Activity (185,565):** Correctional Health Services was awarded a $245,516 Grant for Telemedicine by the U. S. Department of Health and Human Services, Health Resources and Services Administration, for a period from September 1, 2005 to August 31, 2006. OMB is in agreement with the department's recommendation to carry over from FY 2005-06, $185,565 in budgeted Revenue and Expenditure to FY 2006-07.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 3,580,435**	**$ -**
MID-YEAR ADJUSTMENTS:			
FY 2005-06 Pay for Performance		$ 38,907	$ -
	Subtotal	**$ 38,907**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 3,619,342**	**$ -**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 12,672	$ -
Retirement Contributions		22,144	-
FY 2005-06 Pay for Performance Annualization		13,270	-
Annualization of Market Adjustments		11,838	-
FY 2006-07 Pay for Performance		30,409	-
	Subtotal	**$ 90,333**	$ -
FY 2006-07 BUDGET TARGET:		**$ 3,709,675**	**$ -**
BASE ADJUSTMENTS:			
Decrease in Payments for Arizona State Hospital Activity		$ (771,631)	$ -
Transfer from Indigent Representation to Evaluation Activity		480,966	-
Personnel Savings		(417,846)	-
RULE 11 Custody Restoration Activity		417,846	-
Staffing Increase in Evaluation Activity		300,166	-
	Subtotal	**$ 9,501**	**$ -**
FY 2006-07 ADOPTED BUDGET:		**$ 3,719,176**	**$ -**

Detention Fund (255) Appropriated Budget Reconciliation

		EXPENDITURES		REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 39,120,480**	**$**	**8,900**
MID-YEAR ADJUSTMENTS:				
FY 2005-06 Pay for Performance		$ 236,583	$	-
FY 2005-06 Pay for Performance		46,928		
	Subtotal	**$ 283,511**	**$**	**-**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 39,403,991**	**$**	**8,900**
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 month)		$ 194,227	$	-
Retirement Contributions		303,752		-
FY 2005-06 Pay for Performance Annualization		111,880		-
Lease Terminations		(204,183)		-
Annualization of Market Adjustments		592,809		-
FY 2006-07 Pay for Performance		437,184		-
	Subtotal	**$ 1,435,669**	**$**	**-**
FY 2006-07 BUDGET TARGET:		**$ 40,839,660**	**$**	**8,900**
BASE ADJUSTMENTS:				
External Health Care Cost Activity Increase to Pay for Outside Medical Services		$ 985,733	$	-
Staffing Increase in Sick Call Treatment Activity		634,325		-
Personnel Savings		(758,294)		-
Mental Health Services		(454,673)		-
Registry		(407,091)		-
Staffing Increase in Financial Service Activity		186,713		-
Computer Equipment Purchases in Desktop Support Activity		76,693		-
Nurse Market Study		35,974		
	Subtotal	**$ 299,380**	**$**	**-**
FY 2006-07 ADOPTED BUDGET:		**$ 41,139,040**	**$**	**8,900**

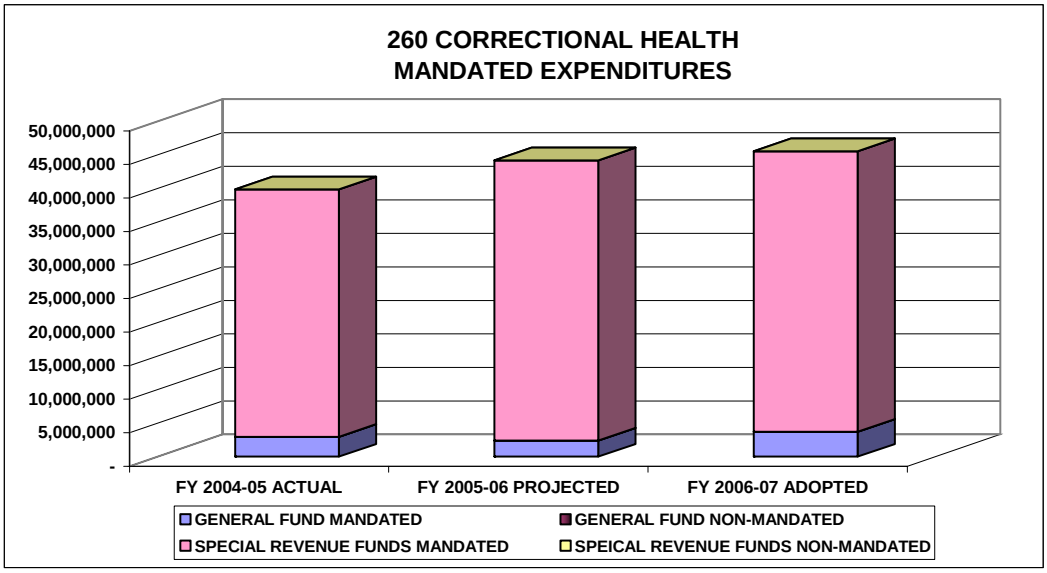
Correctional Health Grants Fund (292) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 513,895**	**$ 513,895**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 513,895**	**$ 513,895**
FY 2006-07 BUDGET TARGET:		**$ 513,895**	**$ 513,895**
BASE ADJUSTMENTS:			
Telemedicine Grant Awarded for Utilization Management Activity		$ 185,565	$ 185,565
	Subtotal	**$ 185,565**	**$ 185,565**
FY 2006-07 ADOPTED BUDGET:		**$ 699,460**	**$ 699,460**

Correctional Health Services Grants (292) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ (39,110)	$ 17,765	$ 17,765	$ -	$ 6,001
Revenue	$ 88,653	$ 513,895	$ 513,895	$ 532,564	$ 699,460
Expenditures	49,546	513,895	513,895	526,562	699,460
Net Operating	$ 39,107	$ -	$ -	$ 6,001	$ -
Ending Fund Balance	$ (3)	$ 17,765	$ 17,765	$ 6,001	$ 6,001

Mandates



Program Activity	Purpose	Mandate
ADULT/REMANDED JUVENILE INMATE TREATMENT	To provide medically necessary health care to adults and remanded juveniles in County correctional facilities in order to protect the health and safety of the community.	
ACUTE INFIRMARY ACTIVITY	The purpose of the Acute Infirmary Activity is to provide necessary treatment to inmates unable to be placed in general population that do not require hospitalization so that they can regain their health and return to the general inmate population.	A.R.S. §11-291; A.R.S. §11-251(8)
ADULT INPATIENT PSYCH UNITS	The purpose of the Adult Inpatient Psychiatric Unit Activity is to provide inpatient psychiatric treatment for inmates with mental health conditions so severe that prohibit their placement in general population so that they can be successfully reintegrated into the general inmate population.	A.R.S. §11-291; A.R.S. §11-251(8)
EXTERNAL HLTH CARE COST	The purpose of the External Health Care Cost Activity is to provide payments for outside medical services rendered to Maricopa County inmates so that they can receive mandated health care.	A.R.S. §11-291; A.R.S. §11-251(8)
LONG TERM CARE INFIRMARY	The purpose of the LTC Infirmary Activity is to provide a specialized environment to inmates with chronic/debilitating health conditions who are unable to be placed in general population that do not require hospitalization so that they can stay in jail per court mandate.	A.R.S. §11-291; A.R.S. §11-251(8)
MED DISPENSION & DISTRIBUTION	The purpose of the Medication Dispensing and Distribution Activity is to provide daily distribution of provider prescribed and pharmacy provided prescriptions to inmates for prevention and treatment of illness/disease.	A.R.S. §11-291; A.R.S. §11-251(8)
SICK CALL TREATMENT-MEDICAL	The purpose of the Sick Call Treatment and Appointment Activity is to provide medically necessary care and treatment to inmates so they can have constitutionally mandated access to health care.	A.R.S. §11-291; A.R.S. §11-251(8)
UTILIZATION MANAGEMENT ACT	The purpose of the Utilization Review Activity is to review requested outside services for medical necessity to ensure the most cost effective delivery of health care.	A.R.S. §11-291; A.R.S. §11-251(8)

Mandates (continued)

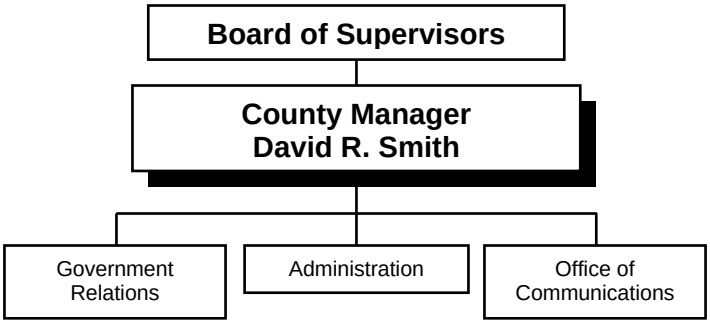
Program Activity	Purpose	Mandate
HEALTH CARE MANAGEMENT	To provide CHS internal and authorized external agencies the necessary associated services that assist and complement the direct administration of health care to patients incarcerated in County jails.	
CLINICAL EDUCATION & TRAINING	The purpose of the Education and Training Activity is to provide an environment that encourages professional development by offering internal and external training opportunities to employees to ensure that all employees must achieve both a level of competence and compliance with continuing education credits as required by CHS policy, state licensure or mandated by an accrediting agency such as NCCHC.	A.R.S. §11-291; A.R.S. §11-251(8)
HEALTH RECORDS	The purpose of the Health Records Activity is to provide an accurate inmate health care record to all parties requesting that information so they can continue with inmate care or utilize the information in legal proceedings.	A.R.S. §11-291; A.R.S. §11-251(8)
HEALTH RISK MANAGEMENT	The purpose of the Health Risk Management Activity is to provide trending, analysis, recommendations, interventions, and reports to Department and County management so that they can make programmatic decisions or take action to contain or reduce adverse patient outcomes and the risk of adverse legal outcomes.	A.R.S. §11-291; A.R.S. §11-251(8)
INFECTION CONTROL	The purpose of the Infection Control Activity is to provide surveillance, prevention and control of communicable diseases and significant infections for CHS staff and inmates so that measures can be implemented to minimize the incidence of infectious conditions and communicable diseases.	A.R.S. §11-291; A.R.S. §11-251(8)
INMATE ASSESSMENT	The purpose of the Inmate Assessment Program is to provide medically necessary health care to persons in County correctional facilities in order to protect the health and safety of the community.	
14-DAY HEALTH ASSESSMENT	The purpose of the Inmate 14 Day Health Assessment Activity is to identify medically necessary health care for inmates so they can have constitutionally mandated access to health care.	A.R.S. §11-291; A.R.S. §11-251(8)
HEALTH SERVICES REQUESTS	The purpose of the Health Requests Activity is to identify medically necessary health care treatment and care for inmates so they can have constitutionally mandated access to health care.	A.R.S. §11-291; A.R.S. §11-251(8)
RECEIVING SCREENING HLTH CARE	The purpose of the Receiving Screening Health Care Activity is to identify detainees with immediate medical, dental and mental health needs prior to booking and provide necessary intervention so that arrestee is medically stable for admission to jail.	A.R.S. §11-291; A.R.S. §11-251(8)
RESTORATION TO COMPETENCY	The purpose of the Rule 11 Custody Restoration Program is to provide timely treatment to incompetent criminal defendants so they become able to understand the nature and object of the criminal proceedings against them or to assist in their legal defense or are found not restorable.	
ESTATE PROBATES & TRUST ADMIN	The purpose of the Estate Probates and Trust Administrations Activity is to ensure that case reviews are completed within required due dates so that litigants' property and rights are protected.	A.R.S. 14-1301
RULE 11 - ASH PAYMENT	The purpose of the ASH Activity is to provide payments to Arizona State Hospital for mental health services rendered to Maricopa County inmates so that they can receive mandated health care.	A.R.S. §13-4512; A.R.Crim.P 10
RULE 11 CUSTODY RESTORATION	The purpose of the Rule 11 Custody Restoration Activity is to provide timely treatment to incompetent criminal defendants so they become able to understand the nature and object of the criminal proceedings against them or to assist in their legal defense or are found not restorable.	A.R.S. §13-4512; A.R.Crim.P 10
BIODEFENSE PREPAREDNESS	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.	
PLANNING AND TRAINING	The purpose of Planning and Training is to provide readiness assessment, preparedness and response planning and training to the Maricopa County Department of Public Health (MCDPH) and to the Health and Human Services (HHS) Constellation partners and other identified partners so that they can be fully prepared and responsive to a public health disaster or emergency.	A.R.S. § 36-136; A.R.S. § 781-790; A.R.S. § 661-669

County Manager's Office

Analysis by Vic Wickersham, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The mission of the County Manager's Office is to provide leadership and direction for county departments and agencies so that they can deliver services countywide to residents of Maricopa County.

Vision

To manage, lead, and direct countywide services. This includes managing the continued financial stabilization plan, responding to citizenry and meeting public needs, providing leadership for county initiatives, initiating program development, and implementation in response to policy direction set by the Board of Supervisors, coordinating county issues which have regional impact, providing leadership related to county legislative initiatives and intergovernmental issues, and providing information to employees and the public concerning county activities. To assist the Board of Supervisors in every way possible in meeting the challenges facing the county in the years ahead. These include the efficient responsive provision of services, sound financial planning, growth management, and insightful policy recommendations.

Strategic Goals

- The County Manager will ensure overall implementation of the strategic priorities and goals outlined in the 2005-2010 County Strategic Plan. **Status**: To ensure implementation of the County Plan, a detailed set of strategic objectives have been developed for each strategic goal.

- By July 2007, ensure that the ethnicity base of County employees is keeping pace with the changing demographics of our growing and diverse community. **Status**: The County has made good progress toward its goal of creating a workforce that is representative of the population. According to the Diversity Office, the County has increased the diversity of its employee base. Over 22 departments have hired or appointed diversity-related coordinators/consultants or have committees focused on promoting inclusiveness and fair practices.

- By July 2006, complete a review of the employee suggestion program and recommend methods for increasing and promoting higher levels of participation by County employees in generating creative ideas that save the County money and/or improve program and service delivery. **Status**: A team of students from Arizona State University's W.P. Carey School of Business will provide consulting assistance to the Communications office to assist with the effort to improve the County's employee suggestion program.

- Establish a comprehensive public outreach and communication plan to increase the County's effectiveness in communicating about the services it provides so that by September 2008 the percentage of citizens who rate the County's communication effectiveness as poor in the Annual Population Satisfaction Survey will have decreased to 10% or less. **Status**: The Communications Office is developing a new County website and outreach program, which includes monthly "County Pages" in local publications and developing Spanish-language video programs. The Parks and Recreation Department has implemented a web-based survey to gather feedback from visitors for use in program development and improvement.

- By July 2006, establish a policy to encourage Departments to seek opportunities to build partnerships and relationships with all area governments, including Tribal Nations, in order to create a fuller sense of community for all residents of Maricopa County. **Status**: The Diversity Office is working with the Native Nations Community Partnership Coalition in the planning of a spring Native Nations Job Fair to encourage more employment recruitment activities focusing on the four Native Nations in or near Maricopa County. The Library District issued revised IGAs to 13 County municipal governments to increase the Reciprocal Borrowing Program reimbursement from $20 to $29 per registered borrower.

- By May 2010, improve access to the services offered by the County to ensure the inclusion and participation of our diverse community. **Status**: The Library District instituted a 24/7 online chat reference service for all County residents, allowing customers to ask questions during a live chat session from any location with Internet access. The County Manager's Office has begun a pilot test of a Constituent Concerns and Resolution System with the goal to track contacts from citizens and ensure timely resolution.

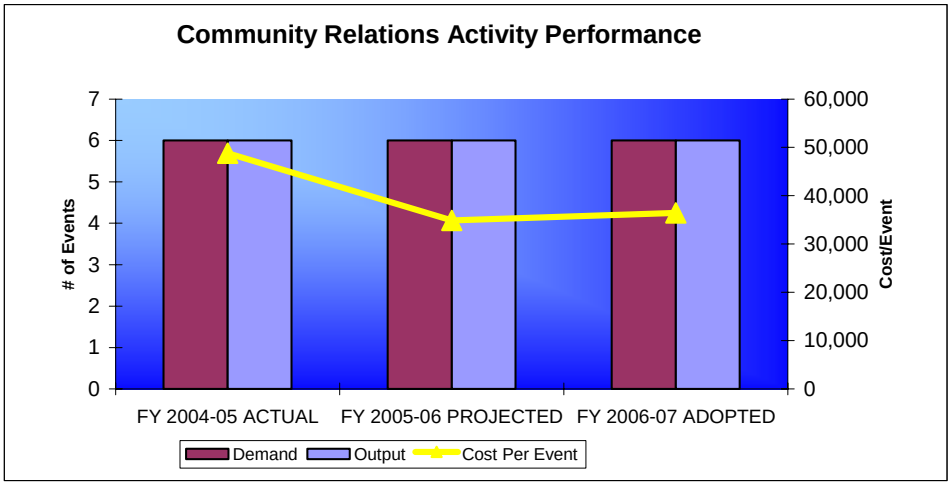
- By June 2007, reduce property crime rates and violent crime rates in Maricopa County by establishing and implementing a crime-prevention strategy that encompasses evidence-based practices. **Status**: The Maricopa Association of Governments (MAG) has agreed to establish a Stakeholders Group to examine potential collaborations centered on crime prevention.

- By July 2007, develop a plan to meet the demands placed upon law enforcement and detention operations due to population and business growth in Maricopa County. **Status**: A consultant group has been hired to update the 1997 Jail Master Plan and is investigating the factors affecting average length of stay (ALOS) with a goal of identifying strategies for reducing or limiting increases to avoid costly new jail construction.

- By July 2007, complete all phases, including fund-raising, for the regional Human Services Campus for the homeless and partner with other organizations working to prevent homelessness and support home ownership in the County. **Status**: Phase I of the Human Services Campus opened in November 2005. Phase II is underway and fund raising is ongoing.

Department Performance Information

Community Relations provides public education on behalf of Maricopa County government for its residents so that they can be more informed of the programs and services available to them. The Communications division has been very consistent in providing this outreach service. For FY 2006-07, the demand and output is expected to remain constant at six (6) events. The cost per event is expected to increase slightly from FY 2005-06 projected due to health/dental benefit increases and increased personnel costs.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	**FY 2006-07 ADOPTED**	**ADOPTED TO REVISED VARIANCE**	**%**
REVENUE							
71CM - COMMUNICATIONS	$ 10,534	$ -	$ -	$ -	$ -	$ -	
CMTY - COMMUNITY RELATIONS	10,534	-	-	-	-	-	
TOTAL PROGRAMS	$ 10,534	$ -	$ -	$ -	$ -	$ -	
EXPENDITURES							
20CA - COUNTY ADMINISTRATIVE OFFICE	$ 687,446	$ 410,998	$ 377,187	$ 641,122	$ 578,190	$ (201,003)	-53.3%
CAOA - COUNTY ADMINISTRATIVE OFFICER	665,931	372,523	330,422	623,769	534,289	(203,867)	-61.7%
MIIN - MANAGEMENT INFORMATION SERVICE	21,515	38,475	46,765	17,353	43,901	2,864	6.1%
20GR - GOVERNMENT RELATIONS	$ 206,580	$ 322,458	$ 298,402	$ 274,013	$ 350,626	$ (52,224)	-17.5%
GRNT - GRANTS	6,521	11,859	12,265	6,976	80,215	(67,950)	-554.0%
LGSL - LEGISLATIVE SERVICE	185,806	184,543	165,070	231,953	190,627	(25,557)	-15.5%
RSCH - RESEARCH AND SUPPORT	14,253	126,056	121,067	35,083	79,784	41,283	34.1%
20JS - JUSTICE SYSTEM COORDINATION	$ 31,180	$ 63,163	$ 64,787	$ 67,670	$ 200,134	$ (135,347)	-208.9%
JUST - JUSTICE SYSTEM COORDINATION	31,180	63,163	64,787	67,670	200,134	(135,347)	-208.9%
71CM - COMMUNICATIONS	$ 495,229	$ 734,625	$ 779,679	$ 570,330	$ 800,810	$ (21,131)	-2.7%
CMTY - COMMUNITY RELATIONS	292,809	201,330	211,491	209,245	218,746	(7,255)	-3.4%
INCO - INTERNAL COMMUNICATIONS	54,401	279,531	283,024	159,085	295,503	(12,479)	-4.4%
MEDA - MEDIA RELATIONS	148,019	253,764	285,164	202,000	286,561	(1,397)	-0.5%
99AS - ADMINISTRATIVE SERVICES PROG	$ 376,297	$ 465,317	$ 542,079	$ 461,695	$ 737,593	$ (195,514)	-36.1%
TOTAL PROGRAMS	$ 1,796,732	$ 1,996,561	$ 2,062,134	$ 2,014,830	$ 2,667,353	$ (605,219)	-29.3%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
CHARGES FOR SERVICES	$ 10,534	$ -	$ -	$ -	$ -	$ -	
TOTAL REVENUE	**$ 10,534**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	
EXPENDITURES							
PERSONAL SERVICES	$ 1,573,588	$ 1,557,429	$ 1,684,381	$ 1,603,678	$ 2,190,030	$ (505,649)	-30.0%
SUPPLIES	33,828	10,195	10,195	7,830	10,195	-	0.0%
SERVICES	162,494	344,217	282,838	356,711	436,408	(153,570)	-54.3%
CAPITAL OUTLAY	26,822	84,720	84,720	46,611	30,720	54,000	63.7%
TOTAL EXPENDITURES	**$ 1,796,732**	**$ 1,996,561**	**$ 2,062,134**	**$ 2,014,830**	**$ 2,667,353**	**$ (605,219)**	**-29.3%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 1,521	$ -	$ -	$ -	$ -	$ -	
681 TELECOMMUNICATIONS	9,014	-	-	-	-	-	
ALL FUNDS	**$ 10,534**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	
EXPENDITURES							
100 GENERAL	$ 1,789,585	$ 1,996,561	$ 2,062,134	$ 2,014,830	$ 2,667,353	$ (605,219)	-29.3%
681 TELECOMMUNICATIONS	7,147	-	-	-	-	-	
ALL FUNDS	**$ 1,796,732**	**$ 1,996,561**	**$ 2,062,134**	**$ 2,014,830**	**$ 2,667,353**	**$ (605,219)**	**-29.3%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	21.00	21.50	25.50	4.00	18.6%
TOTAL FUNDS	**21.00**	**21.50**	**25.50**	**4.00**	**18.6%**

Additional positions added: Assistant County Manager (ACM) for Criminal Justice, Urban Fellowship position, Marvin Andrews Internship, and Assistant to ACM Criminal Justice.

Base Adjustments

Expenditures

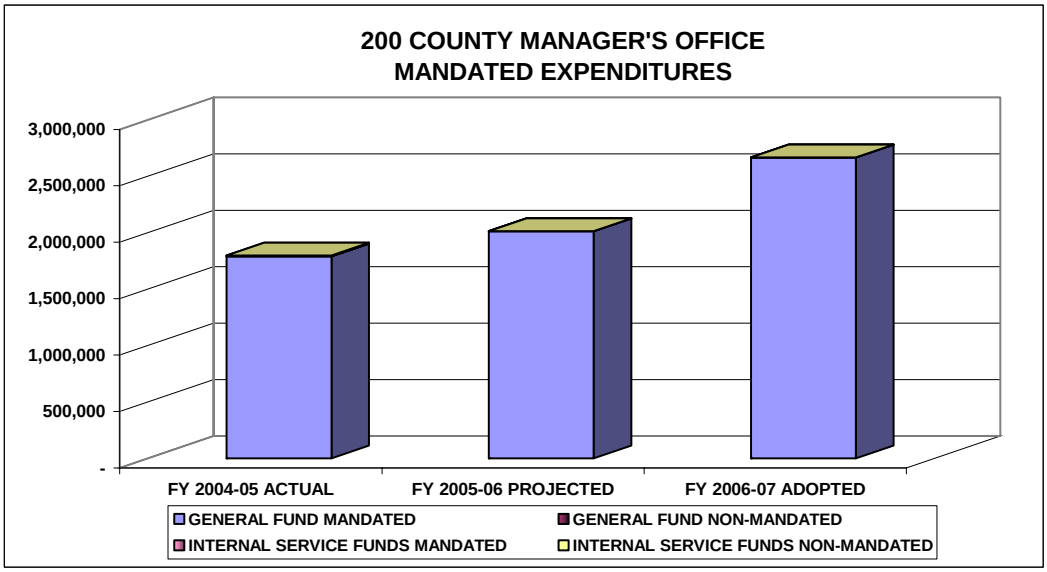
- **Justice System Coordination Activity Adjustment ($140,927):** Includes the addition of a new position, Assistant County Manager for Criminal Justice.
- **County Administrative Officer Activity Adjustment ($155,867):** Includes making Urban Fellowship position permanent, the new Marvin Andrews Internship, and the addition of a new position for Diversity.
- **General Technical Adjustments ($18,444):** The adopted budget includes an increase of $18,444 for compensation based salary increases and other pay adjustments that impact multiple activities.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 1,996,561**	**$ -**
MID-YEAR ADJUSTMENTS:			
FY2005-06 Pay for Performance		$ 27,105	$ -
Executive Compensation		12,468	-
Executive Compensation		(12,468)	-
	Subtotal	**$ 27,105**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 2,023,666**	**$ -**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 19,286	$ -
Retirement Contributions		22,358	-
One Time Expenses		200,563	-
FY 2005-06 Pay for Performance Annualization		5,924	-
FY 2005-06 Executive Compensation Increase (12 mo)		28,888	-
FY 2006-07 Pay for Performance		51,430	-
	Subtotal	**$ 328,449**	**$ -**
FY 2006-07 BUDGET TARGET:		**$ 2,352,115**	**$ -**
BASE ADJUSTMENTS:			
Justice System Coordination Activity Adjustment		$ 140,927	$ -
County Administrative Officer Activity Adjustment		155,867	-
General Technical Adjustments		18,444	-
	Subtotal	**$ 315,238**	**$ -**
FY 2006-07 ADOPTED BUDGET:		**$ 2,667,353**	**$ -**

Mandates



Mandated expenditure levels vary year-to-year based on additional resources to enhance the Justice System Coordination Activity adjustment and the County Administrative Officer Activity. See the Base Adjustment section for additional detail.

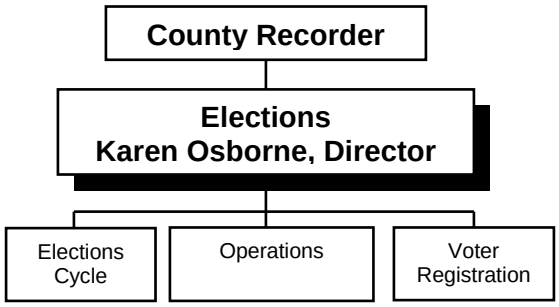
Program Activity	Purpose	Mandate
GOVERNMENT RELATIONS	The purpose of the Legislative Service Activity is to provide representation and information to the Board of Supervisors and County Manager so they can pursue and achieve state and federal operational and fiscal legislative goals.	
GRANTS	The purpose of the Grant Activity is to provide identification and coordination of grants to the County Manager and departments so they can maximize their grant potential and bring in revenue for county programs.	ADMINISTRATIVE
LEGISLATIVE SERVICE	The purpose of the Legislative Service Activity is to provide representation and information to the Board of Supervisors and County Manager so they can pursue and achieve state and federal operational and fiscal legislative goals.	ADMINISTRATIVE
RESEARCH AND SUPPORT	The purpose of the Research and Support Activity is to provide timely and accurate information and BOS/state legislative constituent services to assist the BOS/CM so that they can make informed policy decisions and solve constituent problems.	ADMINISTRATIVE
COUNTY MANAGER'S OFFICE	The purpose of the County Manager's 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.	
COUNTY ADMINISTRATIVE OFFICER	The purpose of County Manager activity 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.	ADMINISTRATIVE
MANAGEMENT INFORMATION SERVICE	The purpose of the Management Information Services Activity is to provide problem management & personal response to the public and county management so that issues with county government are resolved quickly.	ADMINISTRATIVE
JUSTICE SYSTEM COORDINATION	The purpose of the justice system coordination activity is to provide interdepartmental coordination and communicate credible, useful information to the justice and law enforcement agencies and county administration, so that they may comply with requirements, solve problems with effective systemic solutions, and fulfill strategic goals to reduce recidivism and improve case processing.	
JUSTICE SYSTEM COORDINATION	The purpose of the Justice System Coordination Activity is to provide interdepartmental coordination and communicate credible, useful information to the justice and law enforcement agencies and county administration, so that they may comply with requirements, solve problems with effective systemic solutions, and fulfill strategic goals to reduce recidivism and improve case processing.	ADMINISTRATIVE

Elections

Analysis by Monica Staats, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The mission of the Elections Department is to provide access to the electoral process for citizens and candidates so that they have equal access and may readily participate in elections.

Vision

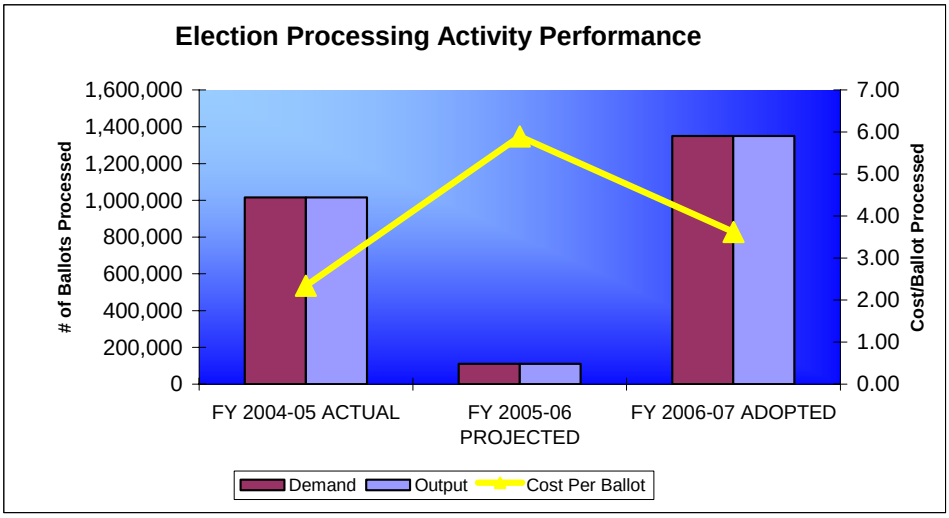
The vision of the Elections Department is a County in which citizens may vote, initiate petitions, and run for office confident that every effort was made to: educate them about election laws and procedures, remove barriers to participation, provide equal access, and assure the integrity of elections.

Strategic Goals

- "Process Improvement" -- By January 2006, identify and recommend alternative strategies to increase the capacity and ease of voting in the County. **Status**: The Elections Department has completed this goal by establishing 84 additional voting precincts in areas where a high volume of voter turnout exists. The department will also be utilizing 14 "satellite" Early Voting Centers, partnering with other cities and towns, as part of its strategy to increase the capacity and ease of voting in the County. In addition, the Elections Department is currently in the process of negotiations with the County Library District to lease Book Mobiles for the purpose of accommodating early voters throughout the County.

Department Performance Information

The purpose of the Elections Processing activity is to process ballots for voters to insure the security of the ballot and to provide special processing for ballots not handled by the normal ballot tabulation process. This activity comprises 27% of Election's FY 2006-07 Budget. The decrease in demand and output in FY 2005-06 is primarily due to the type of elections held. FY 2005-06 represents the first of the four-year election cycle and is known for low voter turnout. Increased demand and output for FY 2006-07 is based on the anticipated increase in demand for the State's Primary and General Election, and in provisional and early ballots due to Proposition 200. Increase of cost per ballots processed in FY 2005-06 is explained by the decrease in demand while expenses remaining constant. Due to the volume of ballots to be secured in FY 2006-07, the cost per ballot will decrease as compared to FY 2005-06 and be more in line with cost per ballots processed achieved with the Presidential Election in FY 2004-05.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
21EL - ELECTIONS	$ 4,862,475	$ 1,041,500	$ 1,041,500	$ 1,068,610	$ 2,577,500	$ (1,536,000)	-147.5%
CAND - CANDIDATE FILING/CAMPAIGN FIN	20,431	3,600	3,600	9,675	15,000	(11,400)	-316.7%
ELEC - ELECTION PROCESSING	4,003,088	1,029,900	1,029,900	1,049,673	1,609,500	(579,600)	-56.3%
GEOG - GEOGRAPHICAL SERVICES	3,379	5,000	5,000	3,304	5,000	-	0.0%
TECH - TECH STAFF/BALLOT TABULATION	834,076	-	-	-	945,000	(945,000)	
VOTE - EARLY VOTING	1,501	3,000	3,000	5,958	3,000	-	0.0%
21VR - VOTER REGISTRATION	$ 21,431	$ 6,600	$ 6,600	$ 7,491	$ 2,000	$ 4,600	69.7%
VREG - VOTER REGISTRATION	21,431	6,600	6,600	7,491	2,000	4,600	69.7%
99AS - ADMINISTRATIVE SERVICES PROG	$ 60	$ -	$ -	$ -	$ -	$ -	
TOTAL PROGRAMS	**$ 4,883,967**	**$ 1,048,100**	**$ 1,048,100**	**$ 1,076,100**	**$ 2,579,500**	**$ (1,531,400)**	**-146.1%**
EXPENDITURES							
21EL - ELECTIONS	$ 10,494,396	$ 4,404,303	$ 4,497,741	$ 4,772,990	$ 15,925,371	$ (11,427,630)	-254.1%
CAND - CANDIDATE FILING/CAMPAIGN FIN	110,294	112,657	128,171	113,894	131,070	(2,899)	-2.3%
ELEC - ELECTION PROCESSING	2,375,140	839,717	777,769	648,118	4,884,162	(4,106,393)	-528.0%
GEOG - GEOGRAPHICAL SERVICES	243,156	319,033	358,285	292,698	296,623	61,662	17.2%
PINF - PUBLIC INFORMATION	96,055	39,210	39,209	50,183	98,833	(59,624)	-152.1%
POLL - POLL STAFFING	454,722	259,572	284,730	291,971	640,560	(355,830)	-125.0%
SITE - POLLING SITE SERVICES	310,367	208,293	269,352	205,511	413,851	(144,499)	-53.6%
TECH - TECH STAFF/BALLOT TABULATION	4,758,435	1,851,284	1,876,919	1,815,834	4,939,045	(3,062,126)	-163.1%
VOTE - EARLY VOTING	1,646,820	426,059	412,601	1,041,380	3,947,726	(3,535,125)	-856.8%
WHSE - WAREHOUSE	499,407	348,478	350,705	313,401	573,501	(222,796)	-63.5%
21VR - VOTER REGISTRATION	$ 1,443,880	$ 1,783,877	$ 1,791,167	$ 1,298,388	$ 2,048,624	$ (257,457)	-14.4%
SCAN - VOTER REGISTRATION SCANNING	272,607	166,854	176,692	166,248	194,007	(17,315)	-9.8%
VREG - VOTER REGISTRATION	1,171,273	1,617,023	1,614,475	1,132,140	1,854,617	(240,142)	-14.9%
99AS - ADMINISTRATIVE SERVICES PROG	$ 1,144,201	$ 1,067,591	$ 1,080,659	$ 1,017,917	$ 1,019,389	$ 61,270	5.7%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 47,130	$ (47,130)	
TOTAL PROGRAMS	**$ 13,082,478**	**$ 7,255,771**	**$ 7,369,567**	**$ 7,089,294**	**$ 19,040,514**	**$ (11,670,947)**	**-158.4%**

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 4,848,310	$ 1,031,000	$ 1,031,000	$ 1,033,668	$ 2,550,000	$ (1,519,000)	-147.3%
CHARGES FOR SERVICES	2,945	3,500	3,500	2,792	2,500	1,000	28.6%
FINES & FORFEITS	20,331	3,600	3,600	9,900	15,000	(11,400)	-316.7%
MISCELLANEOUS REVENUE	12,381	10,000	10,000	29,740	12,000	(2,000)	-20.0%
TOTAL REVENUE	**$ 4,883,967**	**$ 1,048,100**	**$ 1,048,100**	**$ 1,076,100**	**$ 2,579,500**	**$ (1,531,400)**	**-146.1%**
EXPENDITURES							
PERSONAL SERVICES	$ 4,738,615	$ 3,493,853	$ 3,682,465	$ 3,324,232	$ 5,262,004	$ (1,579,539)	-42.9%
SUPPLIES	209,060	594,937	175,210	351,045	132,176	43,034	24.6%
SERVICES	8,134,803	3,166,981	3,511,892	3,414,017	12,221,524	(8,709,632)	-248.0%
CAPITAL OUTLAY	-	-	-	-	1,424,810	(1,424,810)	
TOTAL EXPENDITURES	**$ 13,082,478**	**$ 7,255,771**	**$ 7,369,567**	**$ 7,089,294**	**$ 19,040,514**	**$ (11,670,947)**	**-158.4%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 4,883,967	$ 1,048,100	$ 1,048,100	$ 1,076,100	$ 2,579,500	$ (1,531,400)	-146.1%
ALL FUNDS	**$ 4,883,967**	**$ 1,048,100**	**$ 1,048,100**	**$ 1,076,100**	**$ 2,579,500**	**$ (1,531,400)**	**-146.1%**
EXPENDITURES							
100 GENERAL	$ 13,082,478	$ 7,255,771	$ 7,369,567	$ 7,089,294	$ 19,040,514	$ (11,670,947)	-158.4%
ALL FUNDS	**$ 13,082,478**	**$ 7,255,771**	**$ 7,369,567**	**$ 7,089,294**	**$ 19,040,514**	**$ (11,670,947)**	**-158.4%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	54.00	61.00	58.00	(3.00)	-4.9%
TOTAL FUNDS	**54.00**	**61.00**	**58.00**	**(3.00)**	**-4.9%**

In the General Fund 3.0 FTEs appear to be reduced from Revised FY 2005-06. However, Department was in the process of position management update and of deleting three positions, which has now been completed.

Base Adjustments

Revenue

- **Increase to the Candidate Filing/Campaign Financing Activity ($11,400):** Fines and Forfeits were increased based on historical trends and election year cycle.

- **Increase to the Election Processing Activity ($579,600):** Miscellaneous Revenue forecasted to increase 20% based on historical trends and election year cycle where there is an increase in the demand for copies of documents and maps. Charges for Services deceased to be more in line with Fiscal Year 2005-06 projection. Intergovernmental revenue is forecasted to increase due to election year cycle that is inclusive of State's General and Primary Elections. Under §16-461D for Primary and §16-510C for General, the Secretary of State will reimburse the County for costs associated with sample ballots.

- **Increase to the Technical Staff/Ballot Tabulation Activity ($945,000):** Department neglected to allocate revenue according to activity. Correction was made in adopted budget based on historical data.

- **Decrease to the Voter Registration Activity (-$4,600):** Department neglected to allocate revenue in Miscellaneous Revenue according to activity. Correction was made in recommendation based on department's projection and historical data. Other Intergovernmental was decreased and reallocated to Voter Registration Activity.

Expenditures

- **Increase to the Elections Processing Activity ($1,424,810):** The expenditures for the Elections Processing Activity were increased by $1,424,810 due to the increase in voter registration and this Fiscal Year being a Primary and General election year in Maricopa County.

- **Increase to the Early Voting Activity ($2,314,151):** Increase in expenditures due to sole source contract with Runbeck Election Services for required early ballot inserts, and the mailing and tracking of mailed early ballots.

Results Initiatives

- **Registered Voter Increase, HAVA, DOL and Proposition 200 Requirements, ($2,229,862):** This initiative is in response to the State's Primary and General Election and the substantial increase in registered voters (18% increase since November 2004), which will increase operational costs. This initiative is also in response to the passage of Proposition 200 which will

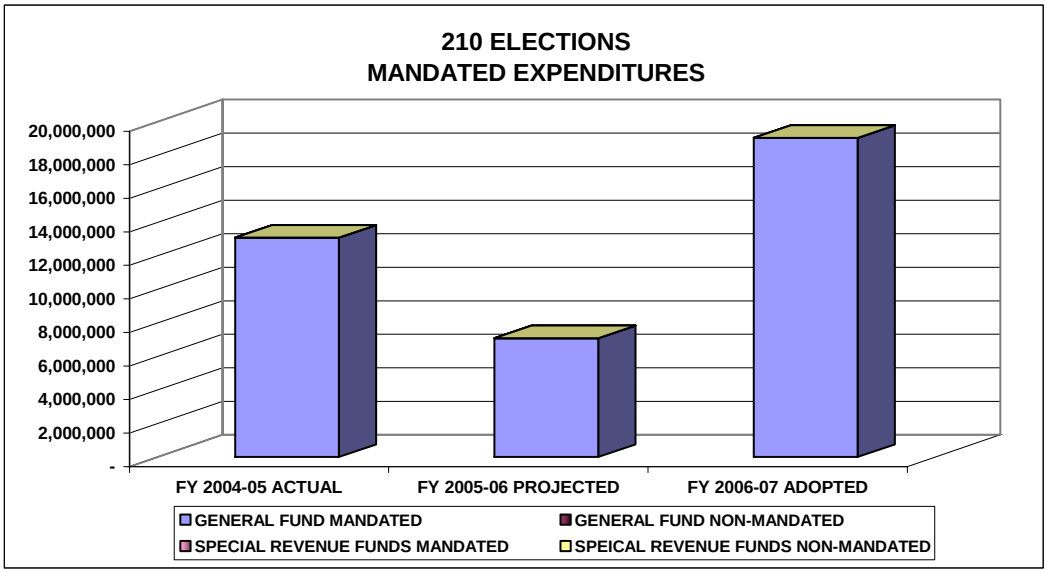
require additional voter education and staff time to process provisional ballots, the Federal Help America Vote Act, and the 1965 Civil Rights Act. **Expected Result**: The Department will meet increased Federal requirements of the Department of Justice for bilingual programs, and the Americans with Disability Act, which will ensure mandated voting machine will be available at each precinct.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 7,255,771**	**$ 1,048,100**
MID-YEAR ADJUSTMENTS:			
Director Market Adj		$ 29,620	$ -
Pay for Performance		72,506	-
	Subtotal	**$ 102,126**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 7,357,897**	**$ 1,048,100**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 24,949	$ -
Retirement Contributions		41,397	-
Primary and General Elections		5,754,454	-
FY 2005-06 Pay for Performance Annualization		8,137	-
FY 2006-07 Pay for Performance		86,089	-
	Subtotal	**$ 5,915,026**	**$ -**
FY 2006-07 BUDGET TARGET:		**$ 13,272,923**	**$ 1,048,100**
Adjustment to Budget Submission		$ (201,232)	$ -
BASE ADJUSTMENTS:			
Increase to the Candidate Filing/Campaign Financing Activity		$ -	$ 11,400
Increase to the Election Processing Activity		1,424,810	579,600
Increase to the Technical Staff/Ballot Tabulation Activity		-	945,000
Increase to the Early Voting Activity		2,314,151	-
Decrease to the Voter Registration Activity		-	(4,600)
	Subtotal	**$ 3,738,961**	**$ 1,531,400**
FY 2006-07 ADOPTED BASE:		**$ 16,810,652**	**$ 2,579,500**
RESULTS INITIATIVES:			
Registered Voter Increase, HAVA, DOL and Proposition 200 Requirements		$ 2,229,862	$ -
	Subtotal	**$ 2,229,862**	**$ -**
FY 2006-07 ADOPTED BUDGET:		**$ 19,040,514**	**$ 2,579,500**

Mandates



Mandated expenditure levels vary year-to-year based on the election cycle. See the Base Adjustment section above for additional detail.

Program Activity	Purpose	Mandate
ELECTIONS	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.	
CANDIDATE FILING/CAMPAIGN FIN	The purpose of the Candidate Filing/Campaign Finance Activity is to provide the necessary knowledge to special interest groups and prospective candidates so that they may comply with Federal and State Regulations.	A.R.S. §16-301 THRU A.R.S. §16-351; A.R.S. §16-901
ELECTION PROCESSING	The purpose of the Elections Processing program is to process ballots for voters to insure the security of the ballot and to provide special processing for ballots not handled by the normal ballot tabulation process.	A.R.S. §16-101 THRU A.R.S. §16-181, A.R.S. §16-191, A.R.S. §16-201 THRU A.R.S. §16-241, A.R.S. §16-301 THRU A.R.S. §16-351, A.R.S. §16-401 THRU A.R.S. §16-701, A.R.S. §16-801 THRU A.R.S. §16-821, A.R.S. §16-901, A.R.S. §16-1001, A.R.S. §16-1101 THRU 16-1121
GEOGRAPHICAL SERVICES	The purpose of the Geographical Services Activity is to provide information for the County Elections Department, State and underlying jurisdictions so that votes tallied in their elections are from residents of the jurisdiction.	A.R.S. §16-401THRU A.R.S. §16-701, A.R.S. §16-1121
PUBLIC INFORMATION	The purpose of the Public Information Activity is to provide information for residents of the County so that can be exposed to honest and accurate information about elections so they can participate in the election process.	A.R.S. §16-101 THRU A.R.S. §16-181, A.R.S. §16-191, A.R.S. §16-201 THRU A.R.S. §16-241, A.R.S. §16-301 THRU A.R.S. §16-351, A.R.S. §16-401 THRU A.R.S. §16-701, A.R.S. §16-801 THRU A.R.S. §16-821, A.R.S. §16-901, A.R.S. §16-1001, A.R.S. §16-1101 THRU 16-11
POLL STAFFING	The purpose of the Poll Staffing Activity is to provide staffing for polling places for residents of the County so that can cast their ballot aided by a well-informed, courteous staff with the assurance that the integrity of their ballot will be maintained.	A.R.S. §16-201 THRU A.R.S. §16-241, A.R.S. §16-401 THRU A.R.S. §16-701, A.R.S. §16-411, A.R.S. §16-561
POLLING SITE SERVICES	The purpose of the Polling Site Services Activity is to provide facilities for voters so that can cast their votes quickly and conveniently.	A.R.S. §16-101 THRU A.R.S. §16-181, A.R.S. §16-201 THRU A.R.S. §16-241, A.R.S. §16-401 THRU A.R.S. §16-701, A.R.S. §16-411 THRU A.R.S. §16-561
TECH STAFF/BALLOT TABULATION	The purpose of the Technical Staff/Ballot Tabulation Activity is to provide data services for the County, State and underlying jurisdictions to insure that they are accurately and quickly informed of elections results.	A.R.S. §16-101 THRU A.R.S. §16-181, A.R.S. §16-191, A.R.S. §16-201 THRU A.R.S. §16-241, A.R.S. §16-301 THRU A.R.S. §16-351, A.R.S. §16-401 THRU A.R.S. §16-701, A.R.S. §16-801 THRU A.R.S. §16-821, A.R.S. §16-901

Mandates (Continued)

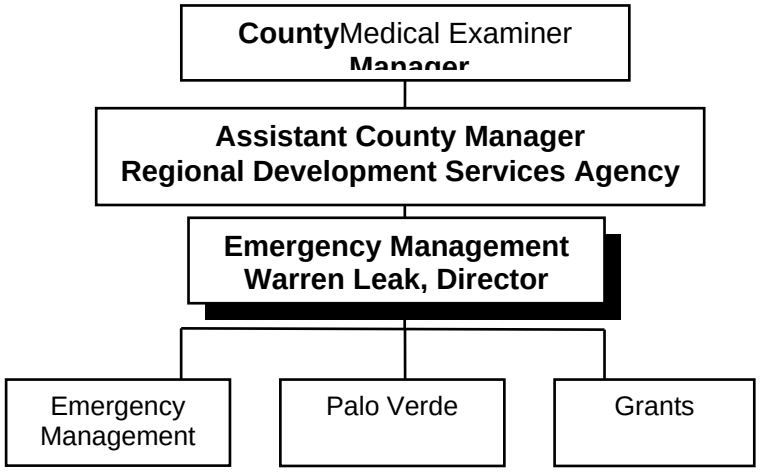
Program Activity	Purpose	Mandate
EARLY VOTING	The purpose of the Early Voting Activity is to provide early voting services to registered voters so that they can request ballots and vote by mail or by dropping off their ballot at any poll.	A.R.S. §16-101 THRU A.R.S. §16-181, A.R.S. §16-191, A.R.S. §16-201 THRU A.R.S. §16-241, A.R.S. §16-301 THRU A.R.S. §16-351, A.R.S. §16-401 THRU A.R.S. §16-701
WAREHOUSE	The purpose of the Warehouse Activity is to provide storage and delivery of election equipment and supplies for the Election Department so that adequate resources are delivered to hold elections.	A.R.S. §16-101 THRU A.R.S. §16-181, A.R.S. §16-191, A.R.S. §16-201 THRU A.R.S. §16-241, A.R.S. §16-301 THRU A.R.S. §16-351, A.R.S. §16-401 THRU A.R.S. §16-701, A.R.S. §16-421 THRU A.R.S. §16-441, A.R.S. §16-461 THRU A.R.S. §16-501
VOTER REGISTRATION	The purpose of the Voter Registration Program is to provide registration services to eligible citizens who maintain residency in the County so they may readily express their preferences through the electoral process.	
VOTER REGISTRATION SCANNING	The purpose of the Voter Registration Scanning Activity is to scan registrations for the voter registration program employees so they can readily access the data to process registrations and to distribute that data to the public.	A.R.S. §16-401 THRU A.R.S. §16-701,
VOTER REGISTRATION	The purpose of the Voter Registration Activity is to provide registration services to eligible citizens who maintain residency in the County so they may readily express their preferences through the electoral process.	A.R.S. §16-101 THRU A.R.S. §16-181

Emergency Management

Analysis by Marc Kuffner, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The mission of the Maricopa County Department of Emergency Management is to provide community-wide education, planning, coordination, and continuity of government for the people of Maricopa County in order to protect lives, property and the environment in the event of a major emergency.

Vision

We will be a respected and effective leader in providing all aspects of a comprehensive emergency management program, including mitigation, preparedness, response, and recovery, in a proactive manner.

Strategic Goals

- "GIS Resource" -- By June 2006, establish the department as a regional resource for Geographical Information System (GIS) support in emergency management through continued GIS development and creation of a web-based map delivery service. **Status**: The department has identified GIS software to support this goal and is expected to be completed on schedule.

- "Work Environment" -- By June 2007, we will provide employees with resources, education, training and a competitive work environment which will enable high performance of their duties and maintain a quality workforce. **Status**: Market studies for the Emergency Management Planners have been completed. In addition, the department expects administrative staff salary adjustments to be completed in the next six months. The department has completed a facility and technology upgrade to the emergency operations center.

- "Hazard Analysis" -- By March 2006, complete hazard analyses for the 4 developments with large populations in unincorporated areas of Maricopa County that have not been incorporated in the Maricopa County Emergency Operation Plan, and develop written plans and procedures to address the hazards that are specific to those areas. **Status**: This goal has been accomplished and the results of these analyses will be included in the Maricopa County Comprehensive Emergency Management Plan.

- "Citizen Corps Council" -- By July 2006, ensure that all Citizen Corps programs (CERT, MRC, VIPS, USA on Watch, Fire Corps) in the County are formed under a parent Citizen Corps Council in the local jurisdiction or under the Arizona Central Region Citizen Corps Council. **Status**: The department has obtained this goal. Currently, all new Citizen Corps programs are formed under a parent Citizen Corps Council or under the Arizona Central Region Citizen Corps Council.

- "Comprehensive Emergency Management Plan" -- By March 2006, replace the Maricopa County Emergency Operations Plan with the Maricopa County Comprehensive Emergency Management Plan, which will organize the County emergency operations center (EOC) under an emergency support function (ESF) structure that complies with the National Incident Management System (NIMS). **Status**: The department has faced several challenges due to changing federal guidelines. The department is continuing to work toward the completion of this goal; however, they have not achieved this goal and their anticipated completion date is December 2006.

- "Infrastructure" -- By December 2006, complete an upgrade of the existing Maricopa County Emergency Operations Center capable of accommodating the personnel, infrastructure, and technology required to deal with a major emergency. **Status**: The department secured funding in FY 2006. Technology and facility upgrades have been completed and according to the department, the EOC is capable of accommodating the personnel and infrastructure during a major emergency.

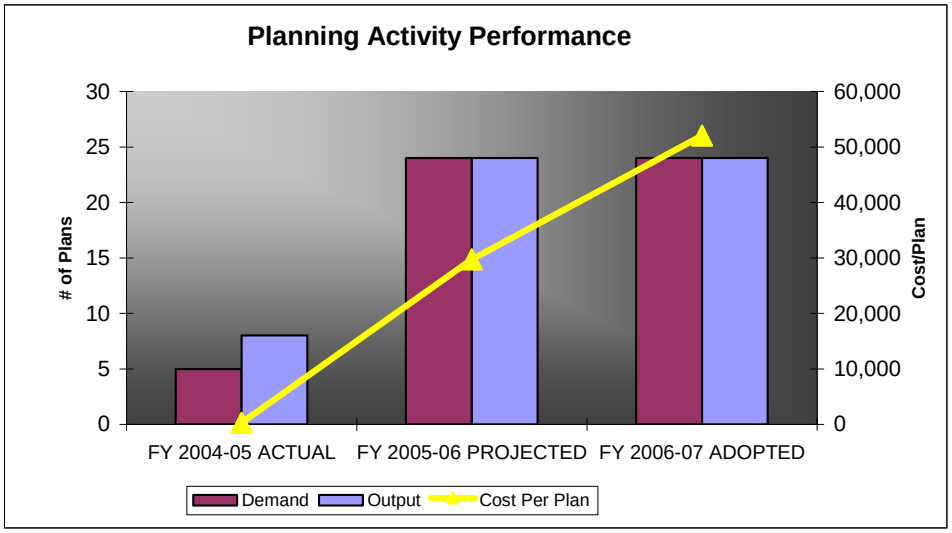
- "NIMS" -- By the end of September 2006, achieve full compliance with the U.S. Department of Homeland Security's NIMS requirements. **Status**: The department continues to progress as the goals above are all related to the National Incident Management System.

- "Intergovernmental Agreements" -- By December 2007, analyze, evaluate and make recommendations to the IGA assessment funding formula to accommodate the increase of emergency services and demands of a growing population, while maintaining the lowest possible funding requirements. **Status**: The department is currently looking at different options.

- "Best Practices" -- By 2010, fully integrate National Incident Management Systems (NIMS) best practices into a consistent approach to disaster and emergency management throughout Maricopa County at all jurisdictional levels and across all related functional disciplines. **Status**: The department continues to progress as the goals above are all entwined to the National Incident Management System.

Department Performance Information

Emergency Management's Planning Activity demand and output is expected to remain flat compared to FY 2005-06 projections. While the Department expects a reduction in plans for the Cities/Towns, they do expect an increase in the Citizen Corps portion of the Planning Activity. The increase in pass-through grant funding for the Citizen Corps Program contributes to the average cost per plan increase.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
15MT - MITIGATION	$ 56,088	$ -	$ -	$ -	$ -	$ -	
MITI - MITIGATION PLAN AND ASSIST	56,088	-	-	-	-	-	
15RR - RESPONSE AND RECOVERY	$ -	$ -	$ -	$ -	$ 14,064	$ (14,064)	
EMER - EMERGENCY OPERATIONS MGMT	-	-	-	-	14,064	(14,064)	
15PR - PREPAREDNESS	$ 1,005,604	$ 855,797	$ 948,776	$ 1,002,341	$ 1,189,023	$ (240,247)	-25.3%
PLAN - PLANNING	1,005,604	855,797	877,605	1,002,341	965,804	(88,199)	-10.0%
PUBL - PUBLIC INFORMATION	-	-	63,099	-	218,746	(155,647)	-246.7%
EXER - TRAINING AND EXERCISE	-	-	8,072	-	4,473	3,599	44.6%
99AS - ADMINISTRATIVE SERVICES PROG	$ 367,754	$ -	$ -	$ 209	$ -	$ -	
99GV - GENERAL GOVERNMENT	$ (429,411)	$ -	$ -	$ -	$ -	$ -	
TOTAL PROGRAMS	$ 1,000,035	$ 855,797	$ 948,776	$ 1,002,550	$ 1,203,087	$ (254,311)	-26.8%
EXPENDITURE						-	
15MT - MITIGATION	$ 6,166	$ 6,063	$ 405	$ 3,521	$ -	$ 405	100.0%
MITI - MITIGATION PLAN AND ASSIST	6,166	6,063	405	3,521	-	405	100.0%
15RR - RESPONSE AND RECOVERY	$ 15,057	$ 129,952	$ 210,104	$ 284,692	$ 19,264	$ 190,840	90.8%
EMER - EMERGENCY OPERATIONS MGMT	15,057	129,952	210,104	284,692	19,264	190,840	90.8%
15PR - PREPAREDNESS	$ 609,590	$ 616,928	$ 1,018,177	$ 854,086	$ 1,462,544	$ (444,367)	-43.6%
PLAN - PLANNING	498,504	421,261	896,010	713,122	1,249,321	(353,311)	-39.4%
PUBL - PUBLIC INFORMATION	51,096	68,618	55,731	58,421	183,708	(127,977)	-229.6%
EXER - TRAINING AND EXERCISE	59,990	127,049	66,436	82,543	29,515	36,921	55.6%
99AS - ADMINISTRATIVE SERVICES PROG	$ 363,895	$ 287,120	$ 115,594	$ 261,925	$ 4,026	$ 111,568	96.5%
99GV - GENERAL GOVERNMENT	$ 79,169	$ 87,234	$ 87,234	$ 87,234	$ 74,833	$ 12,401	14.2%
TOTAL PROGRAMS	$ 1,073,878	$ 1,127,297	$ 1,431,514	$ 1,491,458	$ 1,560,667	$ (129,153)	-9.0%

Increased revenue and expenditures is due to increased grant revenue for Citizen Corps.

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 986,492	$ 855,297	$ 947,316	$ 998,004	$ 1,201,627	$ 254,311	26.8%
MISCELLANEOUS REVENUE	13,543	500	1,460	4,546	1,460	-	0.0%
TOTAL REVENUE	**$ 1,000,035**	**$ 855,797**	**$ 948,776**	**$ 1,002,550**	**$ 1,203,087**	**$ 254,311**	**26.8%**
EXPENDITURES							
PERSONAL SERVICES	$ 753,987	$ 889,721	$ 973,974	$ 905,706	$ 1,026,314	$ (52,340)	-5.4%
SUPPLIES	37,313	35,723	29,727	25,452	34,958	(5,231)	-17.6%
SERVICES	174,492	87,063	107,830	240,750	403,792	(295,962)	-274.5%
OTHER FINANCING USES	79,169	87,234	87,234	87,234	74,747	12,487	14.3%
CAPITAL OUTLAY	28,917	27,556	232,749	232,316	20,856	211,893	91.0%
TOTAL EXPENDITURES	**$ 1,073,878**	**$ 1,127,297**	**$ 1,431,514**	**$ 1,491,458**	**$ 1,560,667**	**$ (129,153)**	**-9.0%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ -	$ -	$ -	$ 209	$ -	$ -	
207 PALO VERDE	263,909	299,626	299,626	301,038	309,161	9,535	3.2%
215 EMERGENCY MANAGEMENT	736,126	556,171	649,150	701,303	893,926	244,776	37.7%
TOTAL REVENUE	**$ 1,000,035**	**$ 855,797**	**$ 948,776**	**$ 1,002,550**	**$ 1,203,087**	**$ 254,311**	**26.8%**
EXPENDITURES							
100 GENERAL	$ 149,454	$ 233,760	$ 236,087	$ 225,321	$ 235,773	$ 314	0.1%
207 PALO VERDE	210,117	337,366	337,366	307,655	309,161	28,205	8.4%
215 EMERGENCY MANAGEMENT	714,307	556,171	858,061	958,482	1,015,733	(157,672)	-18.4%
TOTAL EXPENDITURES	**$ 1,073,878**	**$ 1,127,297**	**$ 1,431,514**	**$ 1,491,458**	**$ 1,560,667**	**$ (129,153)**	**-9.0%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	2.00	2.00	2.00	-	0%
207 PALO VERDE	3.00	3.00	3.00	-	0%
215 EMERGENCY MANAGEMENT	10.00	10.00	9.50	(0.50)	-5.0%
TOTAL FUNDS	**15.00**	**15.00**	**14.50**	(0.50)	-3.3%

Base Adjustments

Fund 100

- **General Technical Adjustments (-$314):** The adopted budget includes a reduction in the amount of $314 for minor technical adjustments.

Fund 207

- **Increase Revenue ($9,535):** The adopted budget includes a revenue increase of $9,535. The FY 2007 State of Arizona budget appropriation to the County's Palo Verde Fund has increased by this amount to cover additional expenses mostly related to salaries and benefits.

- **General Technical Adjustments (-$28,205):** The adopted budget includes a reduction of $28,205 in all activities as a result of over/under budgeted positions, market salary adjustments and other technical adjustments.

Fund 215

- **Increased Revenue ($244,776):** The adopted budget includes an increase to revenue in the amount of $244,776. This increase is largely due to the increase in grant funding for the Citizen Corps Programs.

- **Emergency Operations Management Activity (-$208,027):** The adopted budget is reflective of a decrease to expenditures in the Emergency Operations Management Activity. This is due to the completion of the Emergency Operations Center upgrades.

- **Planning Activity Costs ($249,162):** The adopted budget includes an increase of $249,162 for increased pass-through grant expenses related to the Citizen Corps Programs.

- **Public Information Activity Costs ($129,939):** The adopted budget includes an increase of $129,939 for pass-through grant expenses related to the Citizen Corps Programs.

- **General Technical Adjustments (-$13,402):** The adopted budget includes a reduction in the amount of $13,402 to salary and benefits in all activities as a result of minor technical adjustments.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 233,760**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 233,760**	**$ -**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 4,696	$ -
Retirement Contributions	1,239	-
FY 2005-06 Pay for Performance Annualization	1,748	-
FY 2006-07 Pay for Performance	2,977	-
Subtotal	**$ 10,660**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 244,420**	**$ -**
Budget Over Target	$ (8,333)	$ -
BASE ADJUSTMENTS:		
General Technical Adjustments	$ (314)	$ -
Subtotal	**$ (314)**	$ -
FY 2006-07 ADOPTED BUDGET:	**$ 235,773**	**$ -**

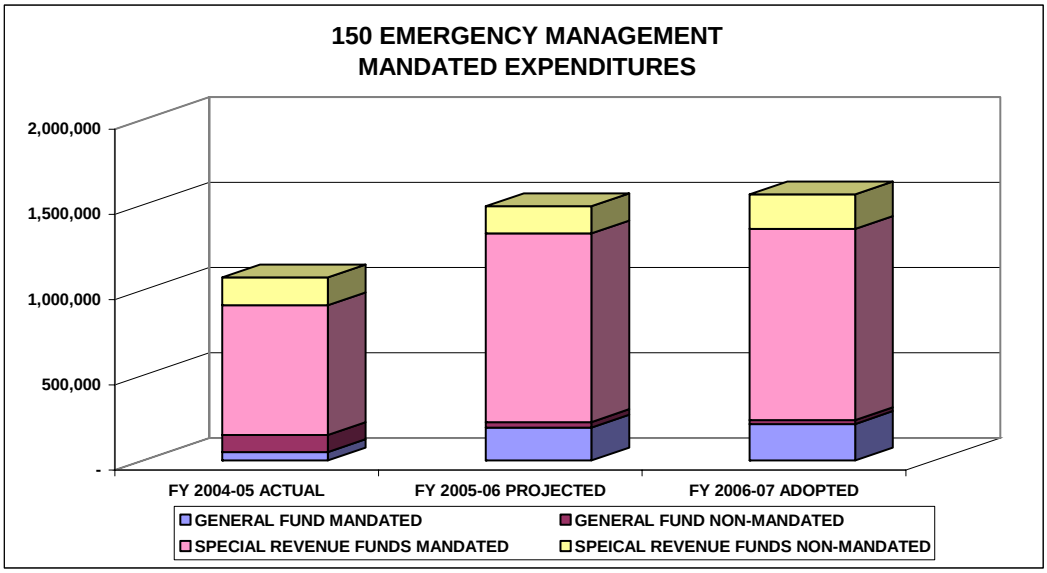
Emergency Management Palo Verde (207) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 337,366**	**$ 299,626**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 337,366**	**$ 299,626**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 7,044	$ -
Retirement Contributions		1,994	-
Structural Balance		(14,383)	-
One Time Expenses		(37,740)	-
FY 2005-06 Pay for Performance Annualization		553	-
FY 2006-07 Pay for Performance		4,792	-
	Subtotal	**$ (37,740)**	$ -
FY 2006-07 BUDGET TARGET:		**$ 299,626**	**$ 299,626**
Expense Differential		$ 37,740	$ -
BASE ADJUSTMENTS:			
Increase Revenue		$ -	$ 9,535
General Technical Adjustments		(28,205)	-
	Subtotal	**$ (28,205)**	**$ 9,535**
FY 2006-07 ADOPTED BUDGET:		**$ 309,161**	**$ 309,161**

Emergency Management Grants (215) Appropriated Budget Reconciliation

		EXPENDITURES		REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 556,171**	**$**	**556,171**
MID-YEAR ADJUSTMENTS:				
Citizens Corp Program Grant		$ 63,099	$	63,099
FY 2005-06 Pay for Performance		960		960
Sun Lakes Fire Dept. Pass Through		20,828		20,828
EOC Cave Creek Fire Exp/Reimburse		8,092		8,092
Upgrades to EOC - From Fund Balance		-		208,911
	Subtotal	**$ 92,979**	**$**	**301,890**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 649,150**	**$**	**858,061**
TARGET ADJUSTMENTS:				
One-Time Revenue		$ -	$	(208,911)
Increase Grant Revenue		-		37,969
	Subtotal	**$ -**	**$**	**(170,942)**
FY 2006-07 BUDGET TARGET:		**$ 649,150**	**$**	**687,119**
Carryover Requested		$ 208,911	$	(37,969)
BASE ADJUSTMENTS:				
Increased Revenue		$ -	$	244,776
Emergency Operations Management Activity		(208,027)		-
Planning Activity Costs		249,162		-
Public Information Activity Costs		129,939		-
General Technical Adjustments		(13,402)		-
	Subtotal	**$ 157,672**	**$**	**244,776**
FY 2006-07 ADOPTED BUDGET:		**$ 1,015,733**	**$**	**893,926**

Mandates



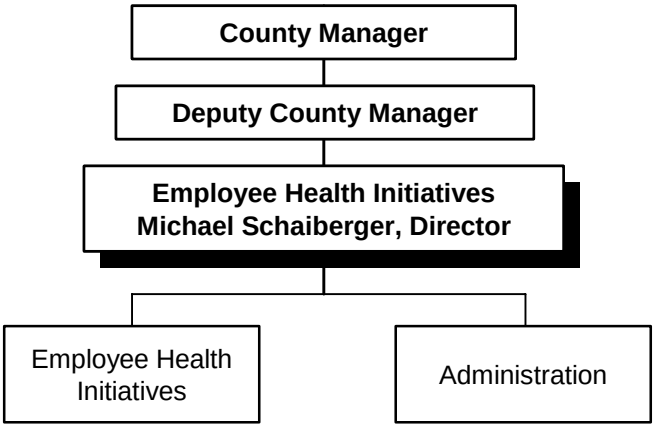
Program Activity	Purpose	Mandate
PREPAREDNESS	The purpose of the preparedness program is to provide plans and programs that will reduce or eliminate the effects of disasters and enable political subdivisions and the population to respond when they occur.	
TRAINING AND EXERCISE	The purpose of the training and exercise activity is to provide training and disaster simulations for public and private entities within Maricopa County so they can gain the knowledge and practical experience needed to respond to an actual emergency.	NONE
PLANNING	The purpose of the planning activity is to provide emergency plans and guidance for public and private entities within Maricopa County so that they can react in an informed and consistent manner to disasters.	NONE
PUBLIC INFORMATION	The purpose of the public information activity is to provide emergency awareness information to the people of Maricopa County so they can prepare for and respond to a disaster.	NONE
RESPONSE & RECOVERY	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.	
EMERGENCY OPERATIONS MGMT	The purpose of the emergency operations management activity is to provide a coordinated disaster response and recovery effort for the people of Maricopa County to protect their lives, their property, and the environment.	NONE

Employee Health Initiatives

Analysis by Cynthia Goelz, Management & Budget Coordinator

Departmental Information

Organizational Chart



Mission

The mission of the Employee Health Initiatives Department is to provide Board approved benefit plans which are effectively communicated, and provide department leadership with strategic direction and administrative support related to 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.

Strategic Goals

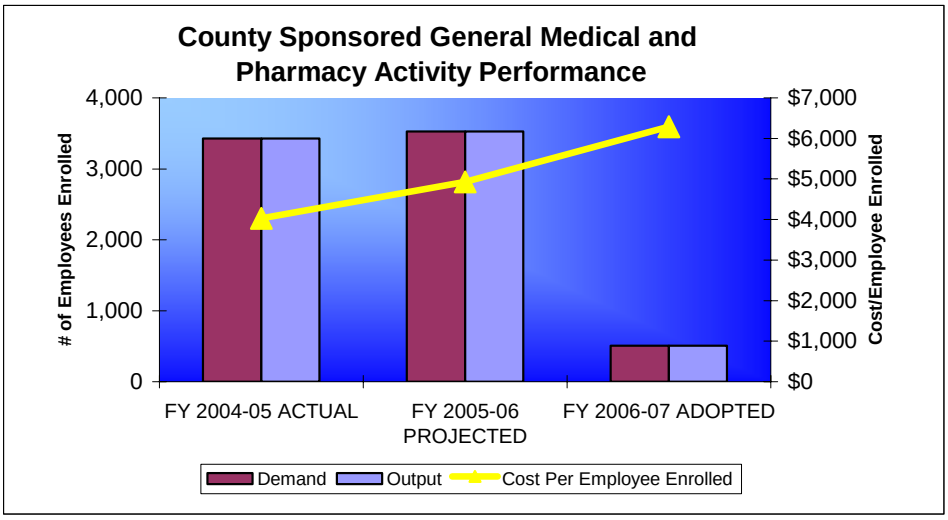
- By June 30, 2006, increase Maricopa County employee satisfaction with benefits by 2% over the FY 2001-02 level as measured by the annual employee satisfaction survey. **Status**: Survey results will be available in 2006. 2002 Overall Benefit Satisfaction was 86%. In 2005, it was 91%.

- Over the next four plan years, beginning with plan year 2003, the negotiated premium rates for the medical (general medical, vision, behavioral health/substance abuse, and pharmacy) insurance component of the benefits plan for the active employees will be no greater than 5 percentage points above the local market percentage of increase for public sector employer groups as provided by the external benefits actuary. **Status:** Changes to benefit premiums will be made January 1, 2006. 2005 plans continued to be less expensive than the state employees and most city of Phoenix plans.

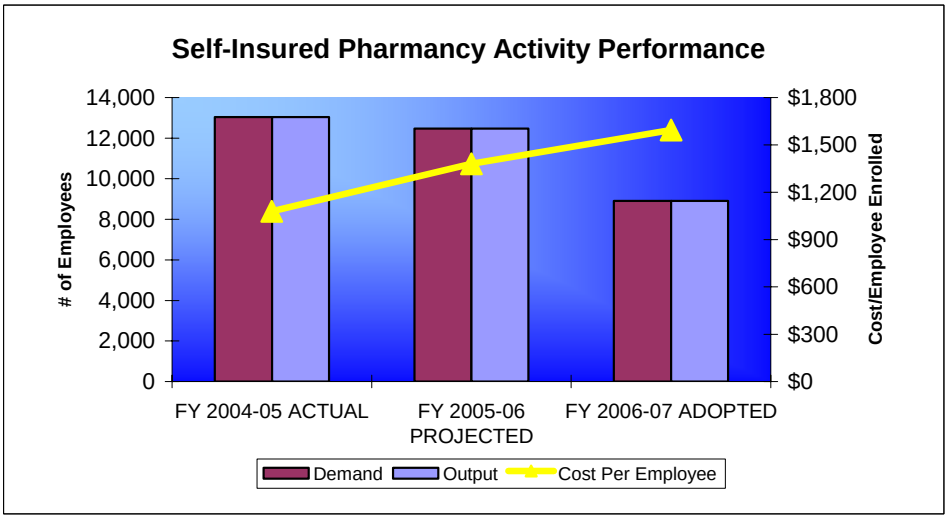
- Over the next five years, beginning with FY 2004, implement the action plan developed by County Counsel to ensure current and on-going Health Insurance Portability Accountability Act of 1996 (HIPAA) compliance within the Employee Benefits Division of Total Compensation. **Status:** Initial HIPAA compliance has been completed and all staff have been trained.

Department Performance Information

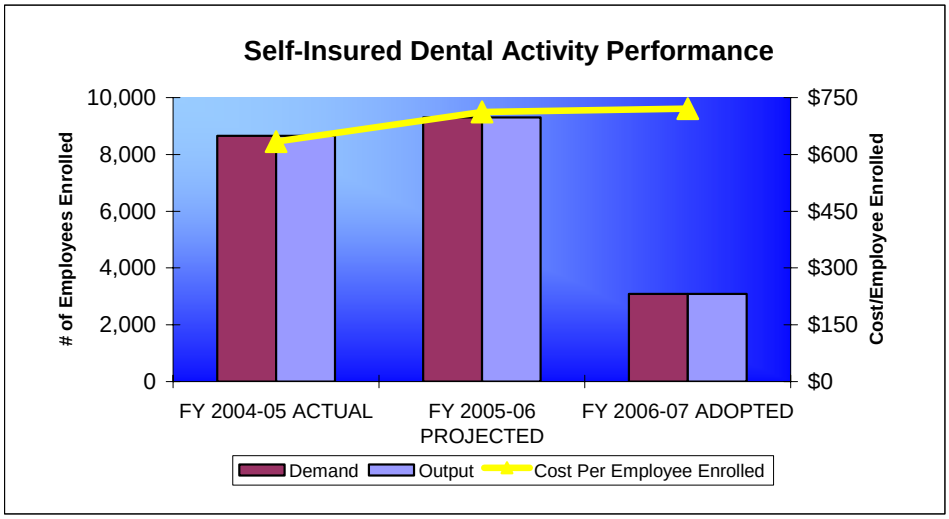
The County Sponsored General Medical and Pharmacy Services, Self Insured Pharmacy Services, Self Insured Dental Services, and Short Term Disability Services Activities comprise 84% Employee Health Initiatives' budget in FY 2006-07. Historical performance data for these activities and commentary on significant variances is included below.



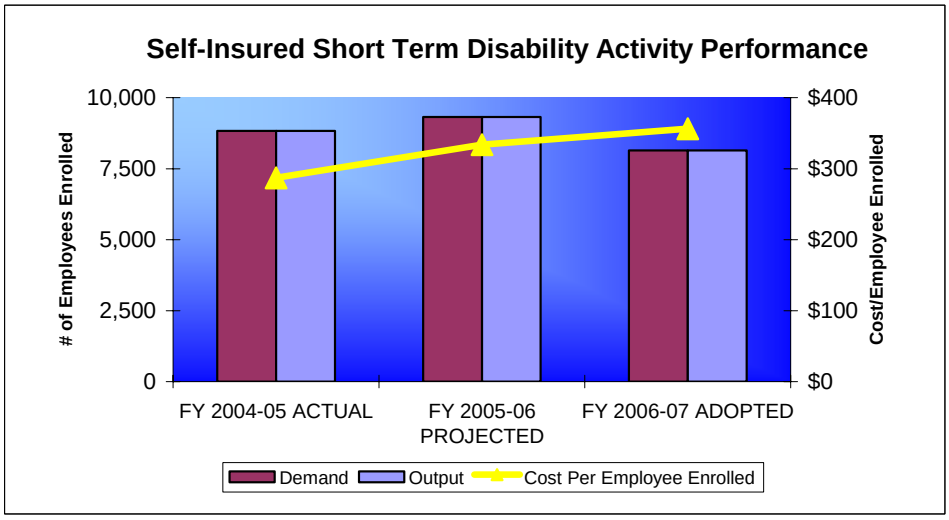
A reduction in demand and output is attributed to the Special Health Care District no longer purchasing benefits from the County. While this resulted in a significant reduction in overall revenue and expenditures, the decrease in volume is causing an increase in the cost per employee enrolled since the fixed costs associated with operating the service will be distributed among a smaller pool of participants.



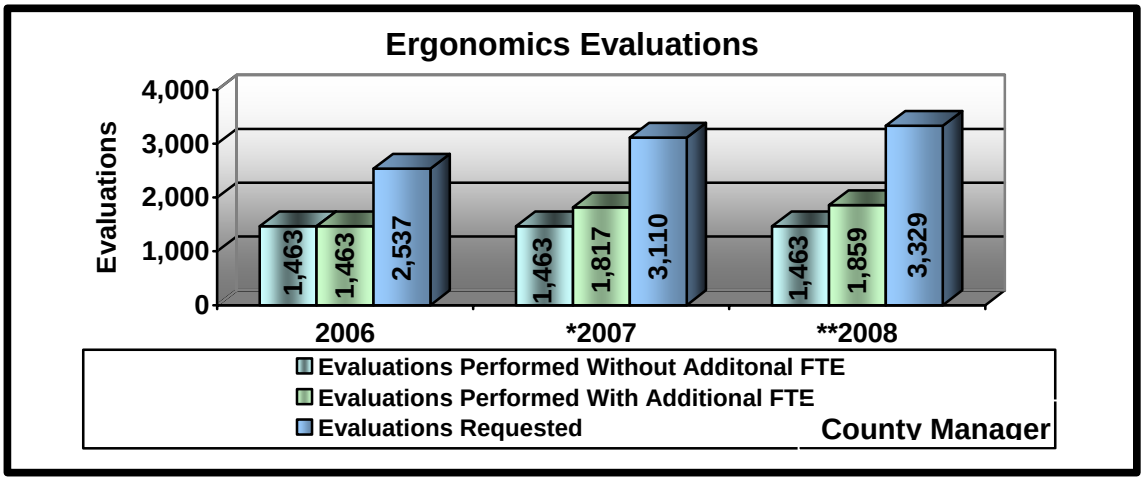
A reduction in demand and output is due to the Special Health Care District no longer purchasing benefits from the County and changes occurring during open enrollment. While this resulted in a significant reduction in overall revenue and expenditures, the decrease in volume is causing an increase in the cost per employee enrolled since the fixed costs associated with operating the service will be distributed among a smaller pool of participants.



A reduction in output and demand is due to the Special Health Care District no longer purchasing benefits from the County and a significant shift at open enrollment of County employees no longer electing the self-insured dental product. While this resulted in a significant reduction in overall revenue and expenditures, the decrease in volume is causing an increase in the cost per employee enrolled since the fixed costs associated with operating the service will be distributed among a smaller pool of participants.



Demand and output are anticipated to decrease slightly as a result of the Special Health Care District no longer purchasing benefits from the County. The cost per employee enrolled is projected to increase as a result of the change in output where the fixed costs of operating this benefit will be absorbed be a smaller pool of beneficiaries.



The Ergonomics Evaluations Activity was new for FY 2006-07, so no historical data is available. The demand for the Ergonomics was higher than the output in FY 2006-07. One additional FTE was provided in FY 2006-07 and the number of evaluations performed is expected to continue increasing in FY 2007-08. Since the Ergonomics Activity is new, the demand is particularly high; as time goes on and more evaluations are performed, the efficiency level will increase.

Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	ADOPTED TO REVISED %
REVENUE							
35EH - EMPLOYEE HEALTH INITIATIVES	$ 49,749,096	$ 52,563,534	$ 51,700,093	$ 48,009,418	$ 24,739,253	$ (26,960,840)	100.1%
ADDD - FI BASIC LIFE & AD&D	-	-	4,643	3,643	11,250	6,607	100.0%
CSGM - CS GEN MED & RX	15,930,641	18,702,030	19,239,854	16,535,215	2,935,420	(16,304,434)	100.3%
DETL - FI DENTAL	2,982	4,088	1,982	3,821	-	(1,982)	100.0%
EAPP - EAP	-	166,081	-	96,877	179,346	179,346	100.0%
FIGM - FI GEN MED	546,197	635,449	835,535	741,102	105,020	(730,515)	99.2%
FIHT - FI MENTAL HEALTH & SA	8,712	17,866	134,601	16,041	11,250	(123,351)	100.0%
FSAA - FSA	42,057	45,777	473	26,938	62,640	62,167	100.0%
INCE - MEDICAL INCENTIVE	406,171	440,676	425,043	414,851	458,518	33,475	121.9%
MACY - SI PHARMACY	23,028,572	20,167,548	20,853,012	18,751,251	13,930,320	(6,922,692)	99.9%
SICC - SI CONSUMER CHOICE DRUG PLAN	783,664	1,567,495	1,749,696	1,592,295	1,504,616	(245,080)	100.0%
SIDE - SI DENTAL	6,316,659	7,441,468	4,876,976	6,762,449	2,226,060	(2,650,916)	100.0%
STDD - STD DISABILITY	2,463,334	3,154,470	3,266,874	2,837,917	2,868,786	(398,088)	100.0%
VISN - FI VISION	20,518	11,657	17,793	18,136	11,250	(6,543)	100.0%
WBEG - WELL-BEING	199,589	208,929	293,611	208,882	434,777	141,166	101.9%
99AS - ADMINISTRATIVE SERVICES PROG	$ 460,249	$ 2,453	$ 317,147	$ 108,975	$ 375,000	$ 57,853	100.0%
TOTAL PROGRAMS	**$ 50,209,346**	**$ 52,565,987**	**$ 52,017,240**	**$ 48,118,393**	**$ 25,114,253**	**$ (26,902,987)**	**100.1%**
EXPENDITURES							
35EH - EMPLOYEE HEALTH INITIATIVES	$ 37,166,218	$ 52,546,840	$ 52,261,131	$ 46,524,025	$ 25,837,170	$ 26,423,961	50.6%
ADDD - FI BASIC LIFE & AD&D	3,468	-	41	1,738	11,250	(11,209)	-27339.0%
CPAY - MED COPAY ADMINISTRATION	2,594	-	-	1,086	-	-	
CSGM - CS GEN MED & RX	13,810,395	18,725,941	18,598,687	17,400,486	3,174,960	15,423,727	82.9%
DETL - FI DENTAL	9,593	-	21	3,774	-	21	100.0%
EAPP - EAP	203,460	212,399	202,924	189,738	181,861	21,063	10.4%
FIGM - FI GEN MED	250,301	364,308	427,500	305,059	353,590	73,910	17.3%
FIHT - FI MENTAL HEALTH & SA	5,889	-	-	1,101	11,250	(11,250)	
FSAA - FSA	75,203	57,994	54,974	61,769	62,640	(7,666)	-13.9%
INCE - MEDICAL INCENTIVE	8,628	437,232	408,373	4,795	458,518	(50,145)	-12.3%
LEAV - LEAVE & BENEFITS COMPLIANCE	34,055	-	-	6,792	-	-	
MACY - SI PHARMACY	14,076,060	19,993,207	21,899,697	17,226,192	14,192,546	7,707,151	35.2%
MPRO - FI MISC PRODUCTS	10,962	-	-	2,773	-	-	
SICC - SI CONSUMER CHOICE DRUG PLAN	273,079	1,551,357	1,739,591	1,167,669	1,504,616	234,975	13.5%
SIDE - SI DENTAL	5,483,783	7,388,458	4,886,527	6,631,433	2,226,060	2,660,467	54.4%
STDD - STD DISABILITY	2,535,908	3,387,296	3,496,130	3,111,809	2,902,193	593,937	17.0%
VISN - FI VISION	9,156	-	282	2,341	11,250	(10,968)	-3889.4%
WBEG - WELL-BEING	373,686	428,648	546,384	405,469	746,436	(200,052)	-36.6%
99AS - ADMINISTRATIVE SERVICES PROG	$ 448,609	$ 375,992	$ 704,539	$ 490,530	$ 874,001	$ (169,462)	-24.1%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 677	$ (677)	
TOTAL PROGRAMS	**$ 37,614,828**	**$ 52,922,832**	**$ 52,965,670**	**$ 47,014,555**	**$ 26,711,848**	**$ 26,253,822**	**49.6%**

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	ADOPTED TO REVISED %
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 2,143,725	$ 15,977,232	$ 15,452,447	$ 14,558,712	$ 2,533,106	$ (12,919,341)	-83.6%
CHARGES FOR SERVICES	40,029,408	36,213,755	36,143,815	33,222,045	22,206,147	(13,937,668)	-38.6%
MISCELLANEOUS REVENUE	491,206	375,000	420,978	337,636	375,000	(45,978)	-10.9%
OTHER FINANCING SOURCES	7,545,007	-	-	-	-	-	
TOTAL REVENUE	**$ 50,209,346**	**$ 52,565,987**	**$ 52,017,240**	**$ 48,118,393**	**$ 25,114,253**	**$ (26,902,987)**	**-51.7%**
EXPENDITURES							
PERSONAL SERVICES	$ 1,283,033	$ 1,597,416	$ 1,637,222	$ 1,531,825	$ 1,719,430	$ (82,208)	-5.0%
SUPPLIES	21,452	23,699	35,029	25,684	28,615	6,414	18.3%
SERVICES	36,299,351	51,288,386	51,279,770	45,444,564	24,949,710	26,330,060	51.3%
CAPITAL OUTLAY	10,992	13,331	13,649	12,482	14,093	(444)	-3.3%
TOTAL EXPENDITURES	**$ 37,614,828**	**$ 52,922,832**	**$ 52,965,670**	**$ 47,014,555**	**$ 26,711,848**	**$ 26,253,822**	**49.6%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 25,889	$ 1,594,188	$ 1,045,441	$ 1,455,905	$ 485,364	$ (560,077)	-53.6%
652 HS SELF-INSURED TRUST FUNI	20,228,601	21,514,935	21,514,935	19,742,895	2,929,163	(18,585,772)	-86.4%
685 BENEFITS TRUST	29,954,856	29,456,864	29,456,864	26,919,594	21,699,726	(7,757,138)	-26.3%
ALL FUNDS	**$ 50,209,346**	**$ 52,565,987**	**$ 52,017,240**	**$ 48,118,393**	**$ 25,114,253**	**$ (26,902,987)**	**-51.7%**
EXPENDITURES							
100 GENERAL	$ 1,861,201	$ 2,326,033	$ 2,368,871	$ 2,129,487	$ 2,457,959	$ (89,088)	-3.8%
652 HS SELF-INSURED TRUST FUNI	15,731,502	21,439,935	21,439,935	19,693,501	2,854,163	18,585,772	86.7%
685 BENEFITS TRUST	20,022,124	29,156,864	29,156,864	25,191,567	21,399,726	7,757,138	26.6%
ALL FUNDS	**$ 37,614,828**	**$ 52,922,832**	**$ 52,965,670**	**$ 47,014,555**	**$ 26,711,848**	**$ 26,253,822**	**49.6%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	23.00	23.00	24.00	1.00	4%
TOTAL FUNDS	**23.00**	**23.00**	**24.00**	**1.00**	**4%**

Recommending increase of 1 FTE associated with FY 2005-06 RIR for additional Ergonomist.

Base Adjustments

Revenue

- **Adjustment to All Funds and Activities for Enrollment Changes (-$27,415,561):** Adjustments to all funds for the loss of premium revenue associated with Special Health Care District Staff no longer purchasing benefits through the County, as well as changes resulting from open enrollment ($27,415,561). The impact by fund is:
  General Fund (100): ($1,062,801)
  Benefits Trust Fund (685): ($8,393,003)
  HealthSelect Self-Insured Trust Fund (652): ($17,959,757).

- **Adjustment to General Fund Revenue in the County Sponsored General Medical, Fully Insured General Medical and Self-Insured Pharmacy Activities (-$46,023):** To accurately reflect premium revenue for County staff, the Housing Authority and other outside purchasers of benefits, adjustments totaling (-$46,023) were made to reflect anticipated revenue based on enrollment multiplied by premium.

- **Adjustment to Record All Premium Revenue for the Self-Insured Pharmacy Activity in the Benefits Trust Fund (net impact of $0):** The Self-Insured Pharmacy Activity revenue and expenditures will be included in the Benefits Trust Fund (685) for all individuals, not just those selecting a fully insured medical benefit. As a result of this change, the revenue budget in the HealthSelect Self-Insured Trust Fund (652) was decreased by $501,564 and the revenue in the Benefits Trust Fund (685) was increased by $501,564 for a overall net impact of zero.

- **Adjustment to Record All Premium Revenue for the Consumer Choice Pharmacy Activity in the Benefits Trust Fund (net impact of $0):** The Consumer Choice Pharmacy Activity revenue and expenditures will be included in the Benefits Trust Fund (685) for all individuals, not just those selecting a fully insured medical benefit. As a result of this change, the revenue budget in the HealthSelect Self-Insured Trust Fund (652) was decreased by $125,724 and the

revenue in the Benefits Trust Fund (685) was increased by $125,724 for a overall net impact of zero.

- **Adjustment to the Well-Being Activity Revenue ($2,586):** The revenue from Other purchasers of benefits was increased by $2,586 to reflect the anticipated premiums for the number of other purchasers enrolled. The increase to the HealthSelect Self-Insured Trust Fund (652) was $1273 and the increase to the Benefits Trust Fund (685) was $1,313.

- **Adjustment to the Medical Incentive Activity Revenue ($6,007):** The revenue from Other purchasers of benefits was increased by $6,007 in the Benefits Trust Fund (685) to reflect the anticipated premiums for the number of other purchasers enrolled.

- **Adjustment to the Fully Insured Medical Activity Revenue ($1,257):** The revenue from Other purchasers of benefits for External Prosthetic Devices was increased by $1,257 in the Benefits Trust Fund (685) to reflect the anticipated premiums for the number of other purchasers enrolled.

Expenditures

- **Adjustment to All Funds and Activities for Enrollment Changes (-$26,352,763):** Adjustments were made to the expenditure budgets of all activities due to the volume variance associated with Special Health Care District Staff no longer purchasing benefits through the County, as well as changes resulting from open enrollment ($26,352,763). The impact by fund is:

  Benefits Trust Fund (685): ($8,393,006)
  HealthSelect Self-Insured Trust Fund (652): ($17,959,757)

- **Adjustment to Record All Expenditures for the Self-Insured Pharmacy Activity in the Benefits Trust Fund (net impact of $4)**: The Self-Insured Pharmacy Activity revenue and expenditures will be included in the Benefits Trust Fund (685) for all individuals, not just those selecting a fully insured medical benefit. As a result of this change, the expenditure budget in the HealthSelect Self-Insured Trust Fund (652) was decreased by $501,564 and the expenditures in the Benefits Trust Fund (685) were increased by $501,568.

- **Adjustment to Record All Expenditures for the Consumer Choice Pharmacy Activity in the Benefits Trust Fund (net impact of -$1)**: The Consumer Choice Pharmacy Activity revenue and expenditures will be included in the Benefits Trust Fund (685) for all individuals, not just those selecting a fully insured medical benefit. As a result of this change, the expenditure budget in the HealthSelect Self-Insured Trust Fund (652) was decreased by $125,724 and the expenditures in the Benefits Trust Fund (685) were increased by $125,723.

- **Adjustment to Salary and Benefit Savings in All Activities (-$5,753):** Salary and Benefits Savings in the General Fund (100) were adjusted by ($5,753) to equal a vacancy rate of .85 FTE.

- **Adjustment to Debt Service in All Activities (-$7,646):** Debt service expenditures in the General Fund (100) were reduced by ($7,646) to reflect an expenditure level based on current obligations.

- **Adjustment to Other Personnel in All Activities (-$145,720):** An adjustment was made to Other Personnel in the General Fund (100) to redirect resources to Ergonomist and the 2 positions previously funded in part by the Maricopa Managed Care department, ($145,720).

- **Adjustment to the Well-Being Activity Expenditures ($67,208):** An adjustment of $67,208 was made to the Well–Being Activity in the General Fund (100) for the additional Ergonomist added in FY 2005-06 to improve the department's ability to meet the demand for ergonomic services.

- **Adjustment to the Well-Being Activity Expenditures ($2,585):** An adjustment of $2,585 was made to the Well-Being Activity to budget for expenditures associated with Other purchasers of benefits. The increase to the HealthSelect Self-Insured Trust Fund (652) was $1,273 and the increase to the Benefits Trust Fund (685) was $1,312.

- **Adjustment to the Medical Incentive Activity Expenditures ($6,007):** An adjustment of $6,007 was made to the Medical Incentive Activity in the Benefits Trust Fund (685) to budget for expenditures associated with Other purchasers of benefits.

- **Adjustment to the Fully Insured Medical Activity Expenditures ($1,258):** An adjustment of $1,258 was made to the Fully Insured Medical Activity in the Benefits Trust Fund (685) to budget for expenditures associated with Other purchasers of benefits for External Prosthetic Devices.

- **Adjustment to the Office of the Director Activity ($81,168):** An adjustment was made to the Personnel Allocation Out of $81,168 in the General Fund (100) for the Director and Project Manager's salary and benefit expense previously allocated to the Maricopa Managed Care department.

Results Initiatives

No results initiative requests are being considered for this department.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 2,326,033**	**$ 1,594,188**
MID-YEAR ADJUSTMENTS:			
FY 2005-06 Pay for Performance		$ 30,676	$ -
	Subtotal	**$ 30,676**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 2,356,709**	**$ 1,594,188**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 24,058	$ -
Retirement Contributions		21,837	-
FY 2005-06 Pay for Performance Annualization		6,562	-
FY 2006-07 Pay for Performance		51,128	-
	Subtotal	**$ 111,993.00**	**$ -**
FY 2006-07 BUDGET TARGET:		**$ 2,468,702**	**$ 1,594,188**
BASE ADJUSTMENTS:			
Adjustment to All Funds and Activities for Enrollment Changes		$ -	$ (1,062,801)
Adjustment to General Fund Revenue in the County Sponsored General Medical, Fully Insured General Medical and Self-Insured Pharmacy Activities		-	(46,023)
Adjustment to Salary and Benefit Savings in All Activities		(5,753)	-
Adjustment to Debt Service in All Activites		(7,646)	-
Adjustment to Other Personnel in All Activities		(145,720)	-
Adjustment to Office of the Director Activity		81,168	-
Adjustment to Well-Being Activity		67,208	-
	Subtotal	**$ (10,743)**	**$ (1,108,824)**
FY 2006-07 ADOPTED BUDGET:		**$ 2,457,959**	**$ 485,364**

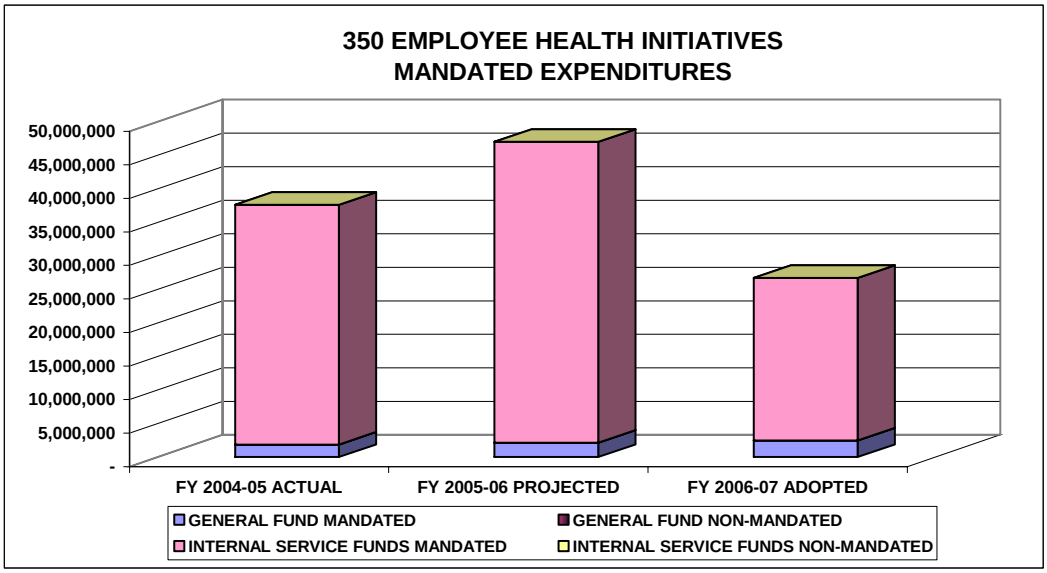
HS Self Insured Trust Fund (652) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 21,439,935**	**$ 21,514,935**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 21,439,935**	**$ 21,514,935**
BASE ADJUSTMENTS:		
Adjustment to All Funds and Activities for Enrollment Changes	$ (17,959,757)	$ (17,959,757)
Adjustment to Record All Premium Revenue and All Expenditures for the Self-Insured Pharmacy Activity in the Benefits Trust Fund	(501,564)	(501,564)
Adjustment to Record All Premium Revenue and All Expenditures for the Consumer Choice Pharmacy Activity in the Benefits Trust Fund	(125,724)	(125,724)
Adjustment to the Well-Being Activity Revenue and Expenditures	1,273	1,273
Subtotal	**$ (18,585,772)**	**$ (18,585,772)**
FY 2006-07 ADOPTED BUDGET:	**$ 2,854,163**	**$ 2,929,163**

Benefits Trust Fund (685) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 29,156,864**	**$ 29,456,864**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 29,156,864**	**$ 29,456,864**
BASE ADJUSTMENTS:		
Adjustment to All Funds and Activities for Enrollment Changes	$ (8,393,006)	$ (8,393,003)
Adjustment to Record All Premium Revenue and All Expenditures for the Self-Insured Pharmacy Activity in the Benefits Trust Fund	501,568	501,564
Adjustment to Record All Premium Revenue and All Expenditures for the Consumer Choice Pharmacy Activity in the Benefits Trust Fund	125,723	125,724
Adjusment to the Well-Being Activity Revenue and Expenditures	1,312	1,313
Adjustment to the Medical Incentive Activity Revenue and Expenditures	6,007	6,007
Adjustment to the Fully Insured General Medical Activity Revenue and Expenditures	1,258	1,257
Subtotal	**$ (7,757,138)**	**$ (7,757,138)**
FY 2006-07 ADOPTED BUDGET:	**$ 21,399,726**	**$ 21,699,726**

Mandates



Mandated expenditure levels vary year-to-year based on several factors including the Adjustments to all funds for the loss of premium revenue associated with Special Health Care District Staff no longer purchasing benefits through the County, as well as changes resulting from open enrollment. See the Base Adjustment section above for additional detail.

Program Activity	Purpose	Mandate
EMPLOYEE HEALTH INITIATIVES	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.	
FI BASIC LIFE & AD&D	The purpose of the Fully Insured (FI) Basic Life and AD&D Activity is to provide an employer paid basic term life insurance and AD&D benefit to Maricopa County employees so that costs can be managed in the event of a death or dismemberment.	ADMINISTRATIVE
CS GEN MED & RX	The purpose of the County Sponsored (CS) General Medical and Pharmacy Activity is to provide a cost effective satisfactory benefit plan to benefit eligible Maricopa County active employees and retirees, so that they can choose medical which meet their needs.	ADMINISTRATIVE
FI DENTAL	The purpose of the Fully Insured (FI) Dental Activity is to provide a cost effective satisfactory prepaid dental benefit plan with an adequate network of participating dentists to benefit eligible Maricopa County employees so that they can choose a dental care organization and a primary care dental provider which meet their needs.	ADMINISTRATIVE
EAP	The purpose of the Employee Assistance Program (EAP) Activity is to provide a cost effective satisfactory Employee Assistance Program (EAP) to Maricopa County employees so that they can effectively resolve problems or concerns which become overwhelming and affect work performance, personal happiness, family relations and health.	ADMINISTRATIVE
FI GEN MED	The purpose of the Fully Insured (FI) General Medical Activity is to provide a cost effective satisfactory benefit plan to benefit eligible Maricopa County active employees and retirees, so that they can choose medical coverage from a variety of general medical benefit plans which meet their needs.	ADMINISTRATIVE
FI MENTAL HEALTH & SA	The purpose of the Fully Insured (FI) Mental health (MH) and Substance Abuse (SA) Activity is to provide a cost effective satisfactory benefit plan to benefit eligible Maricopa County active employees and retirees, so that they can receive external confidential counseling when faced with personal challenges to help people live and work well.	ADMINISTRATIVE
FSA	The purpose of the Flexible Spending Account (FSA) Activity is to provide a cost effective elective reimbursement benefit plan to Maricopa County employees so that they can contribute pre-tax money to pay for health care expenses that are not covered by their insurance program and to pay for dependent care expenses as defined by the Internal Revenue Code.	ADMINISTRATIVE
MEDICAL INCENTIVE	The purpose of the General Medical Incentive Activity is to provide quality health care to benefit eligible Maricopa County employees by incenting the vendor according to nationally recognized standards so that they can receive medical services which demonstrate value.	ADMINISTRATIVE

Mandates (Continued)

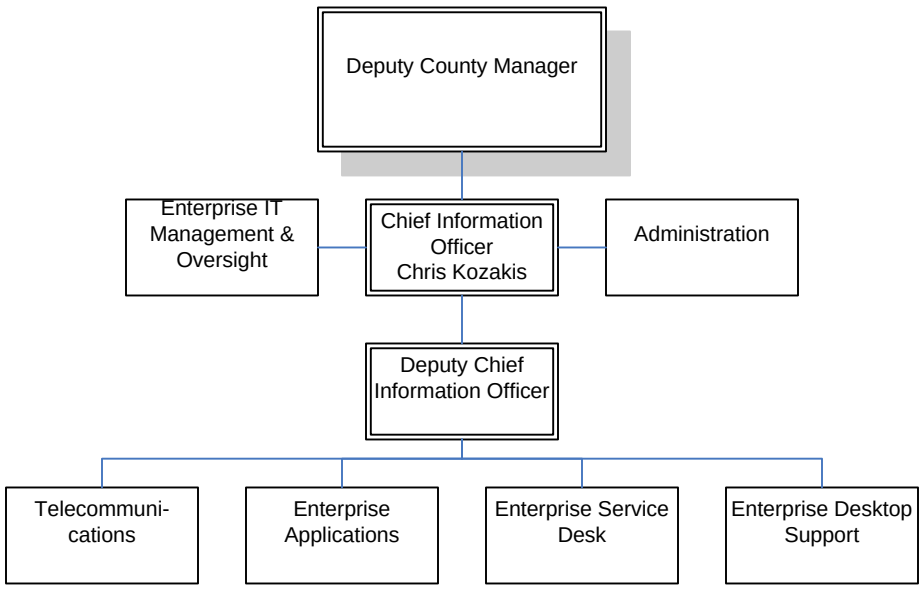
Program Activity	Purpose	Mandate
LEAVE & BENEFITS COMPLIANCE	The purpose of the Leave and Benefits Compliance Activity is to ensure that Maricopa County procedures and policies are in compliance with all leave and benefit state and federal statues so that Maricopa County Management correctly interrupts and applies those policies and Maricopa County employees are treated fairly according to those laws.	ADMINISTRATIVE
SI PHARMACY	The purpose of the Self Insured (SI) Pharmacy Activity is to provide a cost effective satisfactory pharmacy benefit plan to benefit eligible Maricopa County active employees and retiree, so that they can manage costs by chosing a “generic”, “preferred” or “non-preferred” prescription drug medication.	ADMINISTRATIVE
FI MISC PRODUCTS	The purpose of the Fully Insured (FI) Miscellaneous Products Activity is to provide an array of elective Fully Insured Products to Maricopa County employees, so that they can choose additional benefits to help manage their health and personal costs.	ADMINISTRATIVE
SI CONSUMER CHOICE DRUG PLAN	The purpose of the Self Insured (SI) Consumer Choice Drug Plan activity is to provide a cost effective satisfactory pharmacy benefit plan to benefit eligible Maricopa County active employees and retirees, so they can spend the funds as smart consumers through the use of the most cost effective medication and an added incentive that allows for the unused funds to carry over to the next benefit year.	ADMINISTRATIVE
SI DENTAL	The purpose of the Self Insured (SI) Dental Activity is to provide a cost effective satisfactory dental benefit plan to Mariopa County employees so that they can choose a dental care organization that offers freedom of choice in selecting a dental provider and by offering a product with in-network and out-of-work benefits.	ADMINISTRATIVE
STD DISABILITY	The purpose of the Self Insured (SI) Short-Term Disability Activity is to provide an elective cost effective satisfactory benefit to Maricopa County employees so that they can receive benefits if unable to work and lose income because of a covered illness or injury.	ADMINISTRATIVE
FI VISION	The purpose of the Fully Insured (FI) Vision Activity is to provide a cost effective satisfactory benefit plan benefit eligible Maricopa County employees and retirees, so that they can use vision services which meet their needs.	ADMINISTRATIVE
WELL-BEING	The purpose of the Employee Well-Being Activity is to provide direction, education, consulting and health services for Maricopa County employees so that they can have tools and information to improve their health.	ADMINISTRATIVE
ERGONOMICS	The purpose of the Ergonomic Activity is to provide direction, education, consulting and health services for Maricopa County Employees so that they can do their jobs safely and well.	ADMINISTRATIVE

Enterprise Technology

Analysis by Marc Kuffner, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The mission of the Office of Enterprise 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 with maximum efficiency and effectiveness.

Vision

Delivering innovative solutions with accountability.

Strategic Goals

- "Process Improvements" -- By June 30, 2007, implement process improvements to establish a reputation for providing outstanding client service for all IT systems delivered across the enterprise. **Status**: The department continues to work toward this goal. In the first quarter of FY 2006, the department has streamlined their Web Solutions request process to a single source that allows requests to be tracked, monitored and acted on more efficiently.

- "Training/Retention" -- By June 30, 2006, provide high caliber training opportunities that promote improvements in IT knowledge, skills and abilities throughout the enterprise, making the Office of enterprise Technology a great place to work. **Status**: The department has completed

research to identify critical and vital needs for the current staff. The adopted budget supports their efforts to provide training opportunities

- "Service Delivery Model" -- By June 30, 2008, collaboratively develop a planning framework, architecture, measures and processes with which to prioritize sound IT investment decisions in a federated IT service delivery model. **Status**: The department has begun this process by implementing templates and system architecture practices to ensure consistency to ensure applications are designed efficiently and useable.

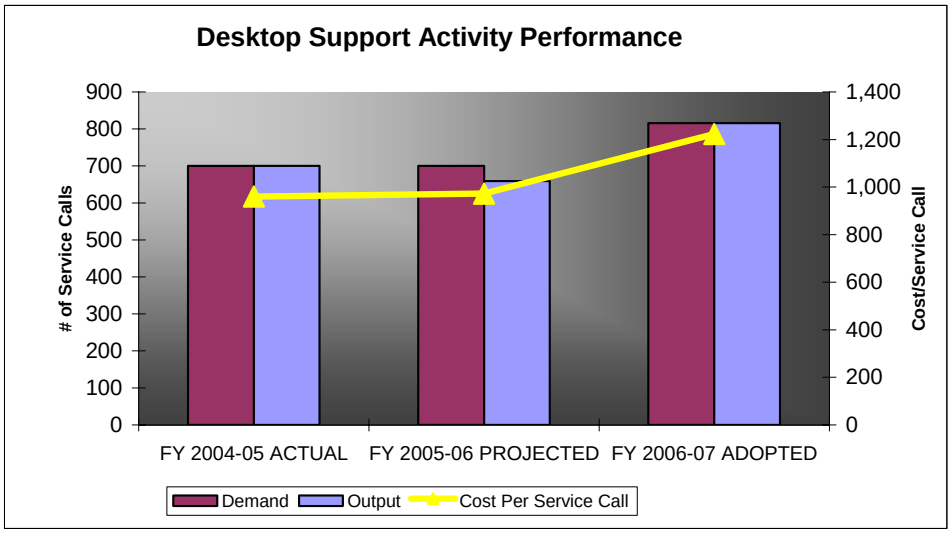
- "Mitigate Risk Factors" -- By June 30, 2006, through enterprise policies and standards, establish an enforceable process to successfully manage IT risk in a safer global environment. **Status**: The department has begun working with other County departments to revise the County's information technology security policy.

- "Infrastructure" -- By June 30, 2007, through an IT governance framework of policies and standards, promote convergence, mobility, applications and systems integration throughout the enterprise. **Status**: There is continued integration of applications throughout the enterprise. However, the department has not established the policies and standards to be used for the analysis of requests and projects.

- "Strategic Plan" -- By April 2008, develop a County-wide IT Strategic Plan, a set of County-wide IT Architecture Specifications, introduce an updated set of County-wide IT performance metrics, and develop and implement an IT governance review process. **Status**: The department has developed a three-tier governance structure and is now in the development stages of a County-wide information technology decision making process.

Department Performance Information

Demand for desktop services is expected to increase 19% from the projected FY 2005-06 number of 659 service calls to 816 in FY 2006-07. This is due to the planned desktop refresh of over 4,000 PC's in FY 2006-07. In addition, the cost per service call is expected to increase. This is due to server replacements and new capital equipment that the Enterprise Technology Department will need in order to maintain the current level of service.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
41IF - INFO TECHNOLOGY INFRASTRUCTURE	$ 16,617,355	$ 15,232,361	$ 15,232,361	$ 16,405,851	$ 16,557,997	$ (1,325,636)	-8.7%
DTNW - DATA NETWORK	5,511,721	3,849,639	3,849,639	4,336,692	4,336,692	(487,053)	-12.7%
PLCD - PERSONAL COMMUNICATION DEVICES	2,030,269	1,578,557	1,578,557	1,714,187	1,714,100	(135,543)	-8.6%
RDNW - RADIO NETWORK	2,274,432	2,356,475	2,356,475	2,153,705	2,302,878	53,597	2.3%
RMAC - REMOTE ACCESS	138,232	140,064	140,064	157,077	157,077	(17,013)	-12.1%
VCST - VOICE SYSTEMS	6,662,701	7,307,626	7,307,626	8,044,190	8,047,250	(739,624)	-10.1%
99AS - ADMINISTRATIVE SERVICES PROG	$ 59,681	$ -	$ -	$ 2,501	$ -	$ -	
TOTAL PROGRAMS	$ 16,677,036	$ 15,232,361	$ 15,232,361	$ 16,408,352	$ 16,557,997	$ (1,325,636)	-8.7%
EXPENDITURES							
41AP - INFO TECHNOLOGY APPLICATION	$ 1,482,710	$ 1,278,560	$ 1,319,779	$ 1,332,875	$ 3,139,330	$ (1,819,551)	-137.9%
BMFR - BUDGET/MANAGING FOR RESULTS	588	1,885	22,375	4,441	360,689	(338,314)	-1512.0%
FCAP - FINANCIAL APPLICATIONS	433,526	422,425	496,671	422,630	1,168,791	(672,120)	-135.3%
HRAP - HUMAN RESOURCE APPLICATIONS	1,048,596	854,250	800,733	905,804	1,609,850	(809,117)	-101.0%
41IF - INFO TECHNOLOGY INFRASTRUCTURE	$ 15,088,465	$ 14,197,713	$ 14,427,002	$ 14,820,519	$ 13,379,828	$ 1,047,174	7.3%
DTNW - DATA NETWORK	3,105,428	2,768,571	2,956,271	2,916,328	2,451,747	504,524	17.1%
NWPT - NETWORK PROTECTION	374,824	572,878	606,822	699,514	266,756	340,066	56.0%
PLCD - PERSONAL COMMUNICATION DEVICES	2,009,597	1,615,706	1,601,370	1,759,462	1,859,847	(258,477)	-16.1%
RDNW - RADIO NETWORK	2,218,794	2,257,748	2,290,297	2,101,809	2,019,642	270,655	11.8%
RMAC - REMOTE ACCESS	89,412	28,507	28,539	63,059	29,343	(804)	-2.8%
VCST - VOICE SYSTEMS	7,290,410	6,954,303	6,943,703	7,280,349	6,752,493	191,210	2.8%
41MG - INFO TECHNOLOGY MANAGEMENT	$ 875,674	$ 510,179	$ 506,830	$ 462,552	$ 956,718	$ (449,888)	-88.8%
EPMG - ENTERPRISE MANAGEMENT	875,674	510,179	484,869	462,081	956,718	(471,849)	-97.3%
TFPP - TECHNOLOGY FINANCE	-	-	21,961	471	-	21,961	100.0%
99AS - ADMINISTRATIVE SERVICES PROG	$ 855,229	$ 1,301,737	$ 1,207,740	$ 1,073,285	$ 629,298	$ 578,442	47.9%
99GV - GENERAL GOVERNMENT	$ 312,750	$ 293,494	$ 293,494	$ 293,494	$ 340,037	$ (46,543)	-15.9%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 2,990,977	$ 3,124,115	$ 3,164,700	$ 3,079,819	$ 3,136,514	$ 28,186	0.9%
TOTAL PROGRAMS	$ 21,605,805	$ 20,705,798	$ 20,919,545	$ 21,062,545	$ 21,581,725	$ (662,180)	-3.2%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 1,228,003	$ 1,239,200	$ 1,247,738	$ 917,107	$ 876,679	$ (371,059)	-29.7%
CHARGES FOR SERVICES	15,380,872	13,982,161	13,973,623	15,481,825	15,670,318	1,696,695	12.1%
MISCELLANEOUS REVENUE	68,161	11,000	11,000	9,420	11,000	-	0.0%
TOTAL REVENUE	**$ 16,677,036**	**$ 15,232,361**	**$ 15,232,361**	**$ 16,408,352**	**$ 16,557,997**	**$ 1,325,636**	**8.7%**
EXPENDITURES							
PERSONAL SERVICES	$ 6,588,698	$ 7,784,229	$ 8,081,249	$ 7,304,979	$ 8,406,808	$ (325,559)	-4.0%
SUPPLIES	2,140,986	1,168,311	1,168,310	1,358,424	1,181,848	(13,538)	-1.2%
SERVICES	11,143,300	9,774,317	9,691,045	10,307,195	10,520,291	(829,246)	-8.6%
OTHER FINANCING USES	312,750	293,494	293,494	293,494	286,708	6,786	2.3%
CAPITAL OUTLAY	1,420,071	1,685,447	1,685,447	1,798,452	1,186,070	499,377	29.6%
TOTAL EXPENDITURES	**$ 21,605,805**	**$ 20,705,798**	**$ 20,919,545**	**$ 21,062,545**	**$ 21,581,725**	**$ (662,180)**	**-3.2%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
681 TELECOMMUNICATIONS	$ 16,677,036	$ 15,232,361	$ 15,232,361	$ 16,408,352	$ 16,557,997	$ 1,325,636	8.7%
ALL FUNDS	**$ 16,677,036**	**$ 15,232,361**	**$ 15,232,361**	**$ 16,408,352**	**$ 16,557,997**	**$ 1,325,636**	**8.7%**
EXPENDITURES							
100 GENERAL	$ 5,990,369	$ 5,819,236	$ 5,958,951	$ 5,776,409	$ 7,504,804	$ (1,545,853)	-25.9%
681 TELECOMMUNICATIONS	15,615,436	14,886,562	14,960,594	15,286,136	14,076,921	883,673	5.9%
ALL FUNDS	**$ 21,605,805**	**$ 20,705,798**	**$ 20,919,545**	**$ 21,062,545**	**$ 21,581,725**	**$ (662,180)**	**-3.2%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	63.00	61.00	62.00	1.00	1.6%
681 TELECOMMUNICATIONS	46.00	47.00	47.00	-	0.0%
TOTAL FUNDS	**109.00**	**108.00**	**109.00**	**1.00**	**0.9%**

- Position restated from the Human Resources Department (+1 FTE).
- Imaging Administrator position for support of Finance led imaging system (+1 FTE).
- Four positions being condensed into three, resulting from a restructuring (-1 FTE).

Base Adjustments

Fund 100

- **Business Services Activity Increase ($1,819,551):** The adopted budget includes a base adjustment in the amount of $1,819,551 for the payments of the PeopleSoft annual maintenance charge, software previously unbudgeted and debt service payments for capital leases to replace aging servers.

- **Reallocate Administrative Services Program Costs (-$580,090):** The adopted budget includes a reallocation of $580,090 in Administrative Program costs to all activities within the Office of Enterprise Technology.

- **Reallocate Funding to the Enterprise Management Activity ($280,710):** The adopted budget is reflective of increased personnel costs for 2 FTE's and associated supplies and services in the amount of $280,710.

- **General Technical Adjustments** (**$25,682):** The adopted budget includes a net increase of $25,682 across all activities as a result of health/dental and retirement contributions and other minor technical adjustments.

Fund 681

- **Revenue Increases ($1,325,636):** The adopted budget includes previously unbudgeted revenue based on the expected demand and output for telecommunication services.

- **Reduction of Request over Target (-$979,426):** The adopted budget includes an expenditure reduction in the amount of $979,426. This is a reduction equal to the amount the department submitted in their budget in excess of their budget target.

- **General Technical Adjustments ($95,753):** The adopted budget is inclusive of a $95,753 net increase across all activities as a result of health/dental and retirement contributions and other minor technical adjustments.

Results Initiatives

Fund 100

- **Redline Appliance for the Business Services Activity ($9,600):** The adopted budget provides additional funding in the amount of $9,600 to support the addition of a Redline

Appliance. **Expected Result**: The addition of the Redline Appliance is expected to enable accurate load testing to be performed in the PeopleSoft test environment.

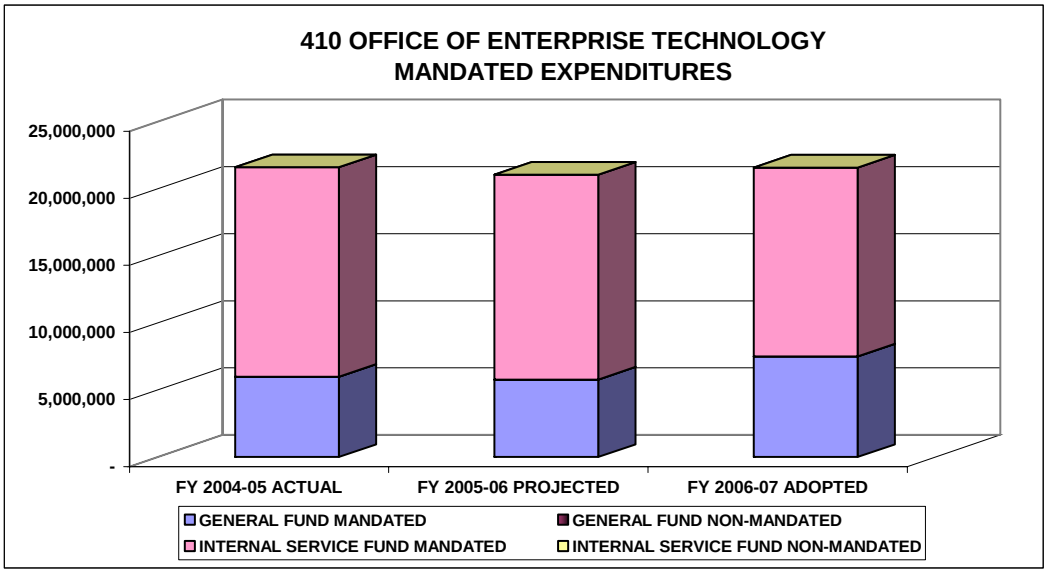
General Fund (100) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUES
FY 2005-06 ADOPTED BUDGET:		**$ 5,623,616**	**$ -**
MID-YEAR ADJUSTMENTS:			
Pay for Performance		$ 118,393	$ -
Mid-year Health/Dental Increases		13,064	-
Mid-year FY 2005-06 DRP/LRP		8,258	-
	Subtotal	**$ 139,715**	**$ -**
			-
FY 2005-06 REVISED RESTATED BUDGET:		**$ 5,763,331**	**$ -**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 28,670	$ -
Restatements		195,620	-
Retirement Contributions		62,623	-
Annualization of FY 2006 Initiatives		190,259	-
FY 2005-06 Pay for Performance Annualization		4,587	-
Annualization of FY 2005-06 DRP/LRP (12 month)		19,820	-
FY 2006-07 Pay for Performance		136,244	-
	Subtotal	**$ 637,823**	**$ -**
FY 2006-07 BUDGET TARGET:		**$ 6,401,154**	**$ -**
Request Under Target		$ (452,203)	**$ -**
BASE ADJUSTMENTS:			
Business Services Activity Increase		$ 1,819,551	$ -
Reallocate Administrative Services Program Costs		(580,090)	-
Reallocate Funding to the Enterprise Management Activity		280,710	-
General Technical Adjustments		25,682	-
	Subtotal	**$ 1,545,853**	**$ -**
FY 2006-07 RECOMMENDED BASE:		**$ 7,494,804**	**$ -**
RESULTS INITIATIVES:			
Redline Appliance for the Business Services Activity		$ 9,600	
	Subtotal	**$ 9,600**	**$ -**
FY 2006-07 ADOPTED BUDGET:		**$ 7,504,404**	**$ -**

Office of Enterprise Technology Telecommunications (681) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 14,886,562**	**$ 15,232,361**
MID-YEAR ADJUSTMENTS:			
Pay for Performance		$ 74,032	$ -
	Subtotal	**$ 74,032**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 14,960,594**	**$ 15,232,361**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 22,090	$ -
Retirement Contributions		42,510	-
One Time Expenses		(1,125,250)	-
FY 2005-06 Pay for Performance Annualization		1,312	-
One-Time Revenue		-	(214,330)
FY 2006-07 Pay for Performance		79,912	-
	Subtotal	**$ (979,426)**	**$ (214,330)**
FY 2006-07 BUDGET TARGET:		**$ 13,981,168**	**$ 15,018,031**
Expenditure Request Over Target		$ 979,426	-
Revenue Request Over Target		-	214,330
		-	
BASE ADJUSTMENTS:			
Revenue Increases		$ -	$ 1,325,636
Reduction of Request Over Target		(979,426)	-
General Technical Adjustments		95,753	-
	Subtotal	**$ (883,673)**	**$ 1,325,636**
FY 2006-07 ADOPTED BUDGET:		**$ 14,076,921**	**$ 16,557,997**

Mandates



Program Activity	Purpose	Mandate
INFO TECHNOLOGY APPLICATION	The purpose of the IT Application Program is to provide County-wide solutions on behalf of administrative departments so that they can meet their goals and deliver maximum benefit from their technology investments.	
BUDGET/MANAGING FOR RESULTS	The purpose of the BUDGET AND MFR APPLICATIONS activity is to provide maintenance on existing applications and development of new applications for the Office of Management and Budget so it can automate its business functions to meet their goals and deliver results.	NONE
FINANCIAL APPLICATIONS	The purpose of the FINANCIAL APPLICATIONS activity is to provide maintenance on existing applications and development of new applications for the Finance Department so it can automate its business functions to meet their goals and deliver results.	NONE
HUMAN RESOURCE APPLICATIONS	The purpose of the HUMAN RESOURCES APPLICATIONS activity is to provide maintenance on existing applications and development of new applications for the Human Resources Department so it can automate its business functions to meet their goals and deliver results.	NONE
INFO TECHNOLOGY INFRASTRUCTURE	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.	
DATA NETWORK	The purpose of the DATA NETWORK activity is to provide a stable network with adequate bandwidth for County applications to County employees and the public so that they can transact business electronically.	NONE
NETWORK PROTECTION	The purpose of the NETWORK PROTECTION activity is to proactively monitor each server accessible to the internet on the County network making sure that vulnerabilities are detected and appropriate patches deployed so that County employees and public have uninterrupted access and have confidence in the integrity of resources and data.	NONE
PERSONAL COMMUNICATION DEVICES	The purpose of the PERSONAL COMMUNICATION DEVICES activity is to provide County employees with wireless communications devices obtained via approved vendors so that they can communicate from any location at any time.	NONE
RADIO NETWORK	The purpose of the RADIO NETWORK activity is to provide robust and reliable wireless voice communications to public safety and public works customers, County and non-County so that they can communicate throughout Maricopa County.	NONE
REMOTE ACCESS	The purpose of the REMOTE ACCESS activity is to provide secure access from remote locations into the County network, regardless of mode of access so teleworkers can conduct business regardless of location.	NONE
VOICE SYSTEMS	The purpose of the VOICE SYSTEMS Activity is to provide stable telecommunication related services, analysts and repair to all County agencies so that the County employees and public can interact in a reliable and easy manner.	NONE

Mandates (Continued)

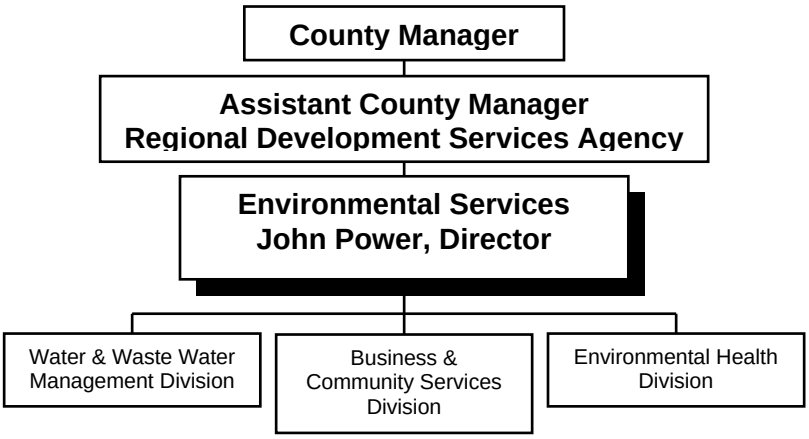
Program Activity	Purpose	Mandate
INFO TECHNOLOGY MANAGEMENT	The purpose of the IT Management program is to provide vision, direction, leadership and IT oversight to County senior management so that they can effectively plan for and obtain maximum benefit from the IT resource.	
ENTERPRISE MANAGEMENT	The purpose of the ENTERPRISE MANAGEMENT, COORDINATION AND CONSULTING activity is to provide vision, leadership, direction, analysis and recommendations to county management, staff and partners so they can collaborate on common goals and initiatives, implement IT best practices, optimize county IT resources and make informed business decisions.	NONE
TECHNOLOGY FINANCE	The purpose of the Technology Finance Program Activity is to provide a financing method for the purchase of computer equipment and peripherals for Maricopa County departments so that the County may plan and control technology expenditures and correctly capture information technology inventory.	NONE

Environmental Services

Analysis by Marc Kuffner, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The mission of the Environmental Services Department is to provide effective environmental management to the people of Maricopa County so that residents may enjoy living in a healthy and safe community.

Vision

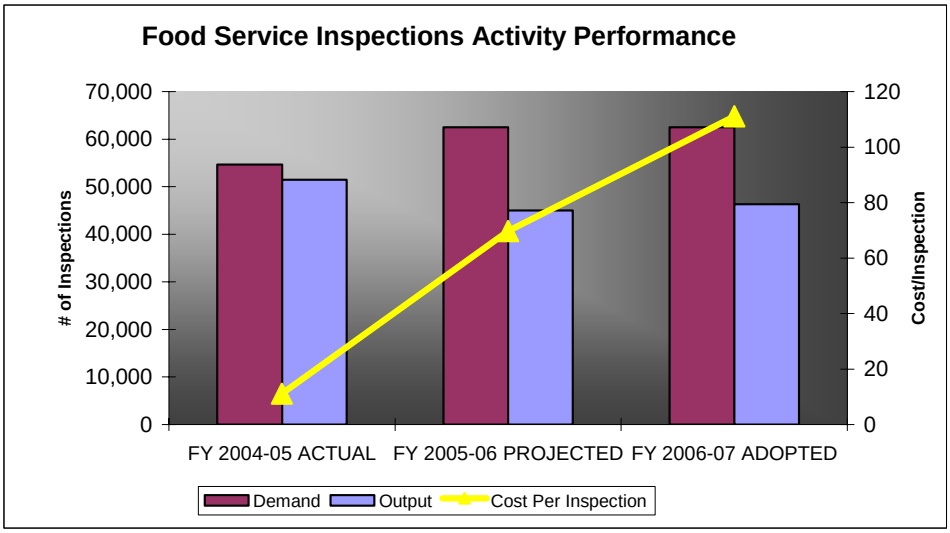
As the recognized regional environmental leader, we will develop and foster innovative environmental health protection programs for the safety of our residents and their environment.

Strategic Goals

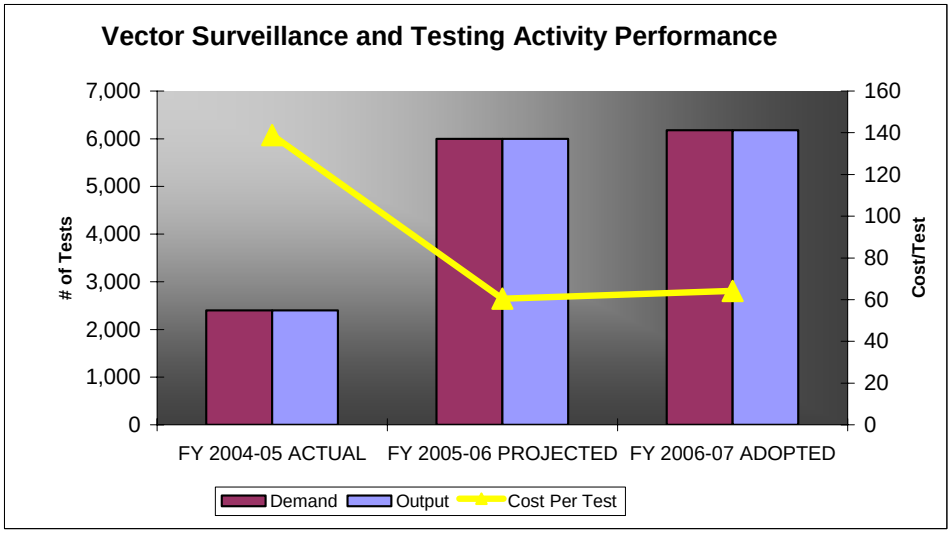
"Programs" -- Manage department programs to meet the increasing demand for essential environmental services resulting from Maricopa County growth. **Status**: The department has completed a workload analysis and is working with OMB to establish a new fee model, staffing requirements and capital that will meet the growing needs of the department.

Department Performance Information

In FY 2006-07, demand and output are expected to remain flat compared to the FY 2005-06 projected level. The cost per inspection will increase due to the recent market based compensation adjustments for the Food Service Inspectors.



Demand and output for FY 2005-06 significantly increased compared to the FY 2004-05 actuals. In FY 2006-07, demand and output are expected to increase slightly compared to the FY 2005-06 projected level. The cost per inspection is expected to remain flat compared to FY 2005-06.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
88EH - ENVIRONMENTAL HEALTH SERVICES	$ 7,089,675	$ 7,259,138	$ 7,316,638	$ 7,672,420	$ 7,575,622	$ (258,984)	-3.5%
EHEN - ENV HEALTH ENFORCEMENT ACT	26,086	50,000	50,000	18,644	309,867	(259,867)	-519.7%
EHPC - ENV HEALTH PERMIT COMPLIANCE	5,343,937	2,626,008	2,681,008	2,608,849	2,681,008	-	0.0%
EHPR - ENV HEALTH PLAN REVIEW	640,923	548,000	548,000	509,734	519,906	28,094	5.1%
FSIA - FOOD SERVICE INSPECTIONS	14,387	2,674,537	2,677,037	3,021,299	2,822,458	(145,421)	-5.4%
FSLC - FOOD SERVICE LICENSING ACT	1,064,343	1,131,593	1,131,593	1,099,822	828,311	303,282	26.8%
FWBI - FOOD&WATER BORNE ILLNESS INV	-	-	-	150,464	150,464	(150,464)	
NPRC - NONPERMIT RELATED COMPLIANCE	-	-	-	34,608	34,608	(34,608)	
SPPR - SWIMMING POOL PLAN REVIEW	-	229,000	229,000	229,000	229,000	-	0.0%
88WW - WATER AND WASTE MANAGEMENT	$ 4,258,867	$ 3,930,000	$ 4,488,371	$ 4,306,391	$ 4,745,779	$ (257,408)	-5.7%
PUBW - PUBLIC WATER COMPLIANCE & PRMT	(150)	1,932,000	2,380,371	2,266,434	2,380,371	-	0.0%
SOLW - SOLID WASTE COMPLIANCE & PRMT	276,185	299,000	299,000	212,686	299,000	-	0.0%
WASW - WASTE WATER COMPLIANCE & PRMT	3,982,832	1,699,000	1,809,000	1,827,271	2,066,408	(257,408)	-14.2%
88MR - MOSQUITO & RAT CONTROL PROGRAM	$ -	$ 1,000	$ 1,000	$ -	$ 1,000	$ -	0.0%
LARV - MOSQUITO LARVICIDING	-	-	-	-	1,000	(1,000)	
MRAA - MOSQUITO & RAT ABATEMENT ACT	-	1,000	1,000	-	-	1,000	100.0%
99AS - ADMINISTRATIVE SERVICES PROG	$ 158,999	$ -	$ -	$ (505)	$ -	$ -	
99GV - GENERAL GOVERNMENT	$ (143,043)	$ -	$ -	$ -	$ -	$ -	
TOTAL PROGRAMS	$ 13,308,656	$ 11,190,138	$ 11,806,009	$ 12,295,574	$ 12,322,401	$ (516,392)	-4.4%
EXPENDITURES							
88EH - ENVIRONMENTAL HEALTH SERVICES	$ 6,280,733	$ 6,576,575	$ 6,752,090	$ 6,706,651	$ 7,742,240	$ (990,150)	-14.7%
EHEN - ENV HEALTH ENFORCEMENT ACT	138,803	313,292	314,346	295,703	313,315	1,031	0.3%
EHPC - ENV HEALTH PERMIT COMPLIANCE	4,291,397	1,036,930	1,008,410	2,038,916	1,005,787	2,623	0.3%
EHPR - ENV HEALTH PLAN REVIEW	442,392	403,673	417,134	453,639	441,002	(23,868)	-5.7%
FSIA - FOOD SERVICE INSPECTIONS	574,018	4,087,815	4,209,339	3,138,077	5,150,555	(941,216)	-22.4%
FSLC - FOOD SERVICE LICENSING ACT	284,663	311,936	350,250	330,937	363,678	(13,428)	-3.8%
FWBI - FOOD&WATER BORNE ILLNESS INV	121,614	135,801	158,432	109,668	178,096	(19,664)	-12.4%
NPRC - NONPERMIT RELATED COMPLIANCE	144,686	55,325	53,038	95,799	31,222	21,816	41.1%
SPPR - SWIMMING POOL PLAN REVIEW	283,160	231,803	241,141	243,911	258,585	(17,444)	-7.2%
88WW - WATER AND WASTE MANAGEMENT	$ 2,423,857	$ 2,774,527	$ 3,167,529	$ 2,869,919	$ 3,015,785	$ 151,744	4.8%
PUBW - PUBLIC WATER COMPLIANCE & PRMT	355,165	674,188	1,057,758	808,019	993,615	64,143	6.1%
SOLW - SOLID WASTE COMPLIANCE & PRMT	138,440	342,088	349,485	347,180	201,412	148,073	42.4%
WASW - WASTE WATER COMPLIANCE & PRMT	1,930,252	1,758,251	1,760,286	1,714,720	1,820,758	(60,472)	-3.4%
88MR - MOSQUITO & RAT CONTROL PROGRAM	$ 958,730	$ 1,101,936	$ 1,113,716	$ 1,149,767	$ 1,218,100	$ (104,384)	-9.4%
ADLT - MOSQUITO ADULTICIDING	-	(42,188)	128,603	63,371	73,834	54,769	42.6%
LARV - MOSQUITO LARVICIDING	-	167,615	318,021	227,082	406,420	(88,399)	-27.8%
MRAA - MOSQUITO & RAT ABATEMENT ACT	576,898	391,680	-	135,252	-	-	
MRCM - MOSQUITO & RAT COMPLAINT MNGT	252,798	269,735	-	92,749	-	-	
MRSA - MOSQUITO & RAT SURVEILLANCE	129,034	78,638	-	27,280	-	-	
RODT - RODENT CONTROL	-	-	14,806	26,055	15,956	(1,150)	-7.8%
VCCM - VECTOR CONTROL COMPLAINT MGMT	-	72,523	299,712	191,683	309,052	(9,340)	-3.1%
VPED - VECTOR PUBLIC EDUCATION	-	-	36,208	23,500	16,053	20,155	55.7%
VSAT - VECTOR SURVEILLANCE & TESTING	-	163,933	316,366	362,794	396,785	(80,419)	-25.4%
88SW - STORM WATER CONTROL PROGRAM	$ 39,759	$ 264,470	$ 294,487	$ 186,133	$ 121,630	$ 172,857	58.7%
SWCA - STORM WATER COMPLIANCE ACT	39,759	264,470	294,487	186,133	121,630	172,857	58.7%
99AS - ADMINISTRATIVE SERVICES PROG	$ 1,392,611	$ 2,254,808	$ 2,261,229	$ 2,153,074	$ 2,261,551	$ (322)	0.0%
99GV - GENERAL GOVERNMENT	$ 347,963	$ 322,066	$ 322,066	$ 322,066	$ 378,412	$ (56,346)	-17.5%
TOTAL PROGRAMS	$ 12,477,964	$ 13,294,382	$ 13,911,117	$ 13,387,610	$ 14,737,718	$ (826,601)	-5.9%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
LICENSES & PERMITS	$ 9,512,044	$ 9,230,545	$ 9,843,916	$ 9,862,439	$ 10,237,186	$ 393,270	4.0%
INTERGOVERNMENTAL REVENUES	1,957,035	1,000	1,000	312,430	1,000	-	0.0%
CHARGES FOR SERVICES	661,296	777,000	777,000	748,906	748,906	(28,094)	-3.6%
FINES & FORFEITS	27,892	50,000	50,000	-	-	(50,000)	-100.0%
MISCELLANEOUS REVENUE	1,150,389	1,131,593	1,134,093	1,371,799	1,335,309	201,216	17.7%
TOTAL REVENUE	**$ 13,308,656**	**$ 11,190,138**	**$ 11,806,009**	**$ 12,295,574**	**$ 12,322,401**	**$ 516,392**	**4.4%**
EXPENDITURES							
PERSONAL SERVICES	$ 9,978,122	$ 10,185,271	$ 10,798,860	$ 10,542,657	$ 12,179,757	$ (1,380,897)	-12.8%
SUPPLIES	159,174	806,162	786,083	568,229	535,020	251,063	31.9%
SERVICES	1,863,034	1,663,935	1,632,694	1,633,602	1,458,125	174,569	10.7%
OTHER FINANCING USES	347,963	322,066	322,066	322,066	378,412	(56,346)	-17.5%
CAPITAL OUTLAY	129,671	316,948	371,414	321,056	186,404	185,010	49.8%
TOTAL EXPENDITURES	**$ 12,477,964**	**$ 13,294,382**	**$ 13,911,117**	**$ 13,387,610**	**$ 14,737,718**	**$ (826,601)**	**-5.9%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ -	$ 26,000	$ 26,000	$ -	$ 1,000	$ 25,000	96.2%
505 ENVIRONMENTAL SERVICES GRANT	1,971,147	-	-	312,430	-	-	
506 ENVIRONMTL SVCS ENV HEALTH	11,337,510	11,164,138	11,780,009	11,983,144	12,321,401	(541,392)	-4.6%
ALL FUNDS	**$ 13,308,656**	**$ 11,190,138**	**$ 11,806,009**	**$ 12,295,574**	**$ 12,322,401**	**$ (516,392)**	**-4.4%**
EXPENDITURES							
100 GENERAL	$ 1,163,561	$ 1,738,045	$ 1,771,434	$ 1,689,629	$ 2,419,397	$ (647,963)	-36.6%
505 ENVIRONMENTAL SERVICES GRANT	938,720	-	-	-	-	-	
506 ENVIRONMTL SVCS ENV HEALTH	10,375,683	11,556,337	12,139,683	11,697,981	12,318,321	(178,638)	-1.5%
ALL FUNDS	**$ 12,477,964**	**$ 13,294,382**	**$ 13,911,117**	**$ 13,387,610**	**$ 14,737,718**	**$ (826,601)**	**-5.9%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	19.00	21.00	21.00	-	0.0%
506 ENVIRONMTL SVCS ENV HEALTH	177.79	183.75	183.75	-	0.0%
	196.79	204.75	204.75	-	0.0%

Base Adjustments

Fund 100

- **Revenue Reduction from Administrative Program (-$25,000):** The adopted budget includes a reduction of revenue in the amount of $25,000. Historically, the department has not collected revenue that wasn't associated with specific activities and programs.

- **Additional Funding for the Food Service Inspection Activity ($694,134):** The adopted budget includes an increase of $694,134 to fund personnel expenses related to the recent market based compensation adjustments for the Food Service Inspectors.

- **General Technical Adjustments** (**-$46,171):** The adopted budget includes a reduction of $46,171 across all activities as a result of over-budgeted positions and other minor technical adjustments.

Fund 506

- **Revenue Increases ($541,392):** Revenue increases are expected for activities where demand is projected to increase from FY 2005-06 to FY 2006-07. In FY 2006-07, this includes eight of the seventeen Environmental Services activities.
- **Rent and Operating Lease Increases ($115,456):** The adopted budget includes an increase of $115,456 for all activities to meet lease payments for the Environmental Services' offices.

- **Increase to the General Government Program Costs (56,346):** The adopted budget includes an increase of $56,346 as a result of increased Central Service Costs for FY 2007.

- **General Technical Adjustments to Maintain Structural Balance ($6,836):** The adopted budget includes an increase of $6,836 across all activities as a result of health/dental and retirement contributions and other minor technical adjustments.

The current West Nile Virus funding that is budgeted in Appropriated Fund Balance will remain budgeted in Appropriated Fund Balance for FY 2007 in the amount of $3,289,122, which is the same amount as the FY 2006 budget for this program. During FY 2007, analysis will be done to right-size the West Nile Virus funding, based on the remaining risk.

Reconciliation

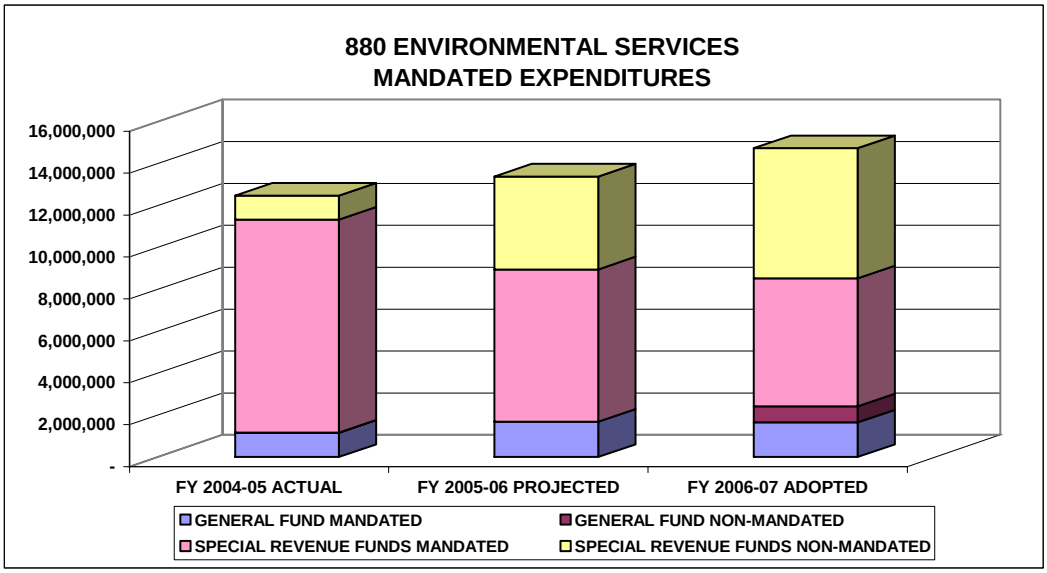
General Fund (100) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 1,738,045**	**$ 26,000**
MID-YEAR ADJUSTMENTS:			
Pay for Performance		$ 26,951	$ -
Employee Health/Dental Plan Changes		6,120	-
FY 2005-06 DRP/LRP		318	-
	Subtotal	**$ 33,389**	**$ -**
FY 2005-06 REVISED BUDGET:		**$ 1,771,434**	**$ 26,000**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 1,771,434**	**$ 26,000**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 12,327	$ -
Retirement Contributions		14,128	-
FY 2005-06 Pay for Performance Annualization		2,508	-
Annualization of FY 2005-06 DRP/LRP (12 month)		762	-
FY 2006-07 Pay for Performance		32,552	-
	Subtotal	**$ 62,277**	**$ -**
FY 2006-07 BUDGET TARGET:		**$ 1,833,711**	**$ 26,000**
BASE ADJUSTMENTS:			
Revenue Reduction from Administrative Program		$ -	$ (25,000)
Additional Funding for the Food Service Inspection Activity		694,134	-
General Technical Adjustments		(46,171)	-
	Subtotal	**$ 647,963**	**$ (25,000)**
FY 2006-07 ADOPTED BUDGET:		**$ 2,419,397**	**$ 1,000**

Environmental Services Fees (506) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 11,556,337**	**$ 11,164,138**
MID-YEAR ADJUSTMENTS:		
2 Admin Specialist FTEs due to Air Quality & Env Services Split	$ 75,575	$ 75,575
Arsenic Initiative	235,817	440,000
Pay for Performance	269,454	97,796
Food Protection's Inaugural Food Safety Innovation Award	2,500	2,500
Subtotal	**$ 583,346**	**$ 615,871**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 12,139,683**	**$ 11,780,009**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 106,740	$ -
Retirement Contributions	136,059	-
Annualization of Arsenic Initiative	(68,748)	(205,600)
Structural Balance	(1,069,191)	-
FY 2005-06 Pay for Performance Annualization	31,908	-
FY 2006-07 Pay for Performance	297,958	-
Subtotal	**$ (565,274)**	**$ (205,600)**
FY 2006-07 BUDGET TARGET:	**$ 11,574,409**	**$ 11,574,409**
Structural Balance	$ 565,274	$ 205,600
BASE ADJUSTMENTS:		
Revenue Increases	$ -	$ 541,392
Rent and Operating Lease Increases	115,456	-
Increase to the General Government Program Costs	56,346	-
General Technical Adjustments to Maintain Structural Balance	6,836	-
Subtotal	**$ 178,638**	**$ 541,392**
FY 2006-07 ADOPTED BUDGET:	**$ 12,318,321**	**$ 12,321,401**

Mandates



Program Activity	Purpose	Mandate
AIR QUALITY PROGRAM	The purpose of the Air Quality Program is to provide air pollution information and regulatory services to industry, other governmental agencies, and the general public so that they can effectively contribute to the attainment of the national ambient air quality standards.	
COUNTYWIDE AQ MONITORING	The purpose of Air Quality Monitoring and Compliance is to provide oversight of all stationary and activity based air pollution sources to Maricopa County stakeholders so that they can be confident they live in a healthful environment.	A.R.S. §49-401; A.R.S. §49-402; A.R.S. §49-473; A.R.S. §49-180
DUST CNTRL EARTHMOVING COMPL	The purpose of Air Quality Monitoring and Compliance is to provide oversite of all stationary and activity based air pollution sources to Maricopa County stakeholders so that they can be confident they live in a healthful environment.	NONE
DUST CNTRL VACANT LOT COMPL		NONE
EARTHMOVING PERMIT ENFORCEMENT	The purpose of the Enforcement activity is to provide legal remedies for the regulated community so that they can recognize their obligation to operate in compliance.	NONE
LARGE SOURCE PERMIT COMPLIANCE	The purpose of the Air Quality Permits Activity is to provide Air Quality Permits and enforcement of the Maricopa County Air Pollution Control Regulations to the regulated enterprises within Maricopa County so they can conduct business in manner which helps maintain air quality standards for Maricopa County.	NONE
LARGE SOURCE PERMIT ENFRCMENT	The purpose of the Enforcement activity is to provide legal remedies for the regulated community so that they can recognize their obligation to operate in compliance.	NONE
LARGE SOURCE PRMT ENG REVIEW	The purpose of the Air Quality Permits Activity is to provide Air Quality Permits and enforcement of the Maricopa County Air Pollution Control Regulations to the regulated enterprises within Maricopa County so they can conduct business in manner which helps maintain air quality standards for Maricopa County.	NONE
PLANNING AND ANALYSIS	The purpose of the Air Quality Planning and Permitting Activity is to provide rule writing and reviewing applications for stationary and activity based air pollution to permitted stationary air pollution sources so that they operate in compliance with all applicable regulations.	NONE
SMALL BUSINESS ASST ACTIVITY	The purpose of the Small Business Assistance Activity is to provide air quality technical assistance to businesses so that they can operate within the federal, state and local air quality standards.	A.R.S. §49-507
SMALL SOURCE COMPLAINT MNGT	The purpose of the Small Business Assistance Activity is to provide air quality technical assistance to businesses so that they can operate within the federal, state and local air quality standards.	NONE

Mandates (Continued)

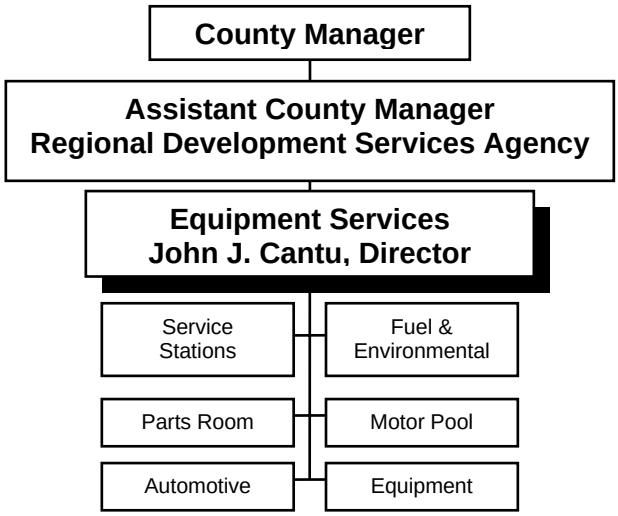
Program Activity	Purpose	Mandate
SMALL SOURCE PERMIT COMPLIANCE	The purpose of the Air Quality Permits Activity is to provide Air Quality Permits and enforcement of the Maricopa County Air Pollution Control Regulations to the regulated enterprises within Maricopa County so they can conduct business in manner which helps maintain air quality standards for Maricopa County.	NONE
SMALL SOURCE PERMIT ENFRCMENT	The purpose of the Enforcement activity is to provide legal remedies for the regulated community so that they can recognize their obligation to operate in compliance.	NONE
SMALL SOURCE PRMT ENG REVIEW	The purpose of the Air Quality Permits Activity is to provide Air Quality Permits and enforcement of the Maricopa County Air Pollution Control Regulations to the regulated enterprises within Maricopa County so they can conduct business in manner which helps maintain air quality standards for Maricopa County.	NONE
TRIP REDUCTION ACTIVITY	The purpose of the Trip Reduction Activity is develop trip reduction plans so that the companies with 50 or more employees can help to reduce emissions caused by single occupancy commuter traffic.	A.R.S. §49-581
VOL VEHICLE REPAIR & RETROFIT	The purpose of the VVR&R Activity is to provide emissions repair work to County residents who have received an emissions test failure notice so that they can comply with vehicle registration emission standards.	A.R.S. §49-471.03
ENVIRONMENTAL HEALTH SERVICES	The purpose of the Environmental Health Division is to provide Environmental Health Inspections and educational services for the general public and regulated facilities so that compliance is maintained with applicable regulations of the Maricopa County Environmental Health Code.	
ENV HEALTH ENFORCEMENT ACT	The purpose of the Enforcement activity is to provide legal remedies for the regulated community so that they can recognize their obligation to operate in compliance.	A.R.S. §36-601; A.R.S. §36-136
ENV HEALTH PERMIT COMPLIANCE	The purpose of the Environmental Health Permits Activity is to provide Environmental Health Permits and enforcement of the Enviromental Health Code to the regulated businesses within Maricopa County so they can conduct business while maintaining a safe food and water supply.	A.R.S. §36-601; A.R.S. §36-136
ENV HEALTH PLAN REVIEW	The purpose of the Environmental Health Plan Review Activity is to provide Environmental Health Inspections and educational services to the general public and new facilities under construction (e.g. Public/Semi-Public Bathing Places, Eating & Drinking Establishments, Food Processor, Meat Markets, Pet Shops, Public Accommodations, Retail Food Establishments, Peddlers, and Institutional Facilities), so that compliance is maintained with building design and structural aspects regulated by the Maricopa County Environmental Health Code.	A.R.S. §36-601; A.R.S. §36-136
VECTOR CONTROL PROGRAM	The purpose of the Vector Control Program is to provide surveillance and testing, adulticiding, and larviciding of vector species, respond to vector control complaints, educate the public, and study vector borne diseases for the citizens of Maricopa County so that they can reduce the incidence of vector borne diseases	
MOSQUITO ADULTICIDING	The purpose of the Adulticiding Activity is to abate mosquitoes for the citizens of Maricopa County so that vector control personnel can reduce vector borne diseases by reducing the population of adult mosquitoes.	A.R.S. §36-601; A.R.S. §36-136
MOSQUITO LARVICIDING	The purpose of Larviciding Activity is to treat breeding sites with larvicide for the citizens of Maricopa County so that vector control personnel can reduce vector borne diseases by reducing the population of adult mosquitoes.	A.R.S. §36-601; A.R.S. §36-136
RODENT CONTROL	The purpose of Vector Control Rodent Control Activity is to answer, respond, and forward complaints involving rodent activity for the concerned citizens of Maricopa County.	A.R.S. §36-601; A.R.S. §36-136
VECTOR CONTROL COMPLAINT MGMT	The purpose of Vector Control Complaint Activity is to answer, respond, and forward complaints for surveillance and testing for the concerned citizens of Maricopa County so that they can have their complaints recorded.	A.R.S. §36-601; A.R.S. §36-136
VECTOR PUBLIC EDUCATION	The purpose of Vector Public Education Activity is to provide education and information about WNV specifically and mosquito control generally, and seek voluntary compliance to take the necessary precautions to prevent the transmission of WNV to Maricopa County citizens so that they are aware the County's and their own role in the reduction of the spread of WNV disease.	A.R.S. §36-601; A.R.S. §36-136
VECTOR SURVEILLANCE & TESTING	The purpose of the Vector Control Surveillance and Testing Activity is to provide necessary and accurate data in an efficient manner on vector species to vector control personnel so that they can initiate appropriate control activities to reduce Maricopa County's citizens' exposure to vector borne diseases.	A.R.S. §36-601; A.R.S. §36-136
STORM WATER COMPLIANCE ACT	The purpose of the StormWater Control Activity is to provide compliance for stormwater runoffl activities for stakeholders in Maricopa County so that they can be safe from hazards caused by non compliance with applicable rules governing stormwater runoff facilities.	Federal Clean Water Act

Equipment Services

Analysis by Marc Kuffner, Management & Budget Analyst

Departmental Information

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.

Strategic Goals

- "Vehicle Equivalents" -- Bring the Total Maintenance & Repair Cost per Vehicle Equivalent (VE) into line with industry standards of $1,010 - $1,390 annually by end of calendar year 2006. **Status**: Equipment Services' maintenance and repair cost per vehicle equivalent is projected to be $1,737. The department's adopted budget supports this strategic goal.

- "Technician Productivity" -- Bring the annual number of hours charged per FTE technician to the industry standard of 1,400 – 1,500 direct-billed hours by end of calendar year 2006. **Status**: The anticipated hours in FY 2006 were budgeted conservatively as new management is improving processes and the department's efficiencies. During the first 5 months of FY 2006, the department is projecting 1,478 direct-billed hours per technician.

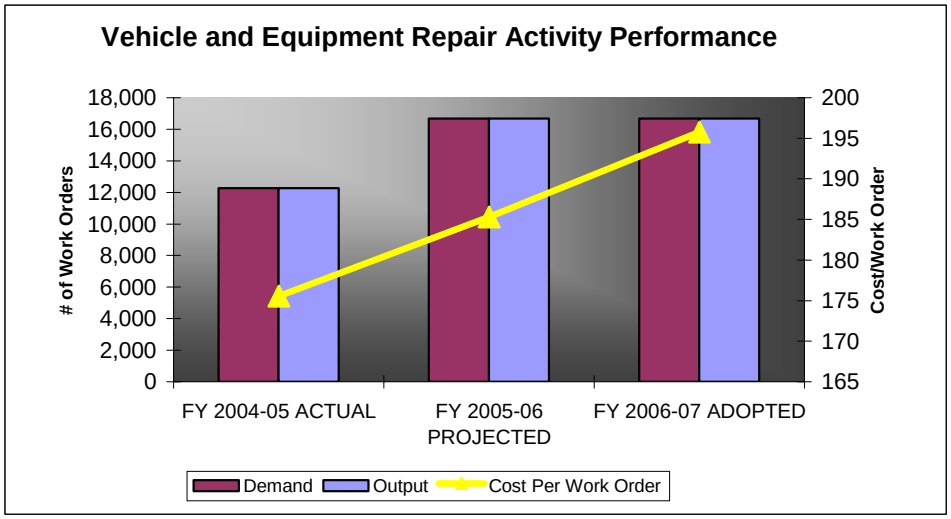
- "Preventative Maintenance" -- Increase the PM Compliance rate to 95% or better by end of calendar year 2006 through customer education and notification of needed services. **Status**: In FY 2006, the department is averaging a PM Compliance rate of 29%.

- "Replacement Vehicles" -- Decrease the Replacement Backlog of vehicles due or overdue for replacement to the industry standard of 10% - 15% by end of fiscal year 2007. **Status**: The department projects that they will be at 10% by fiscal year-end 2006.

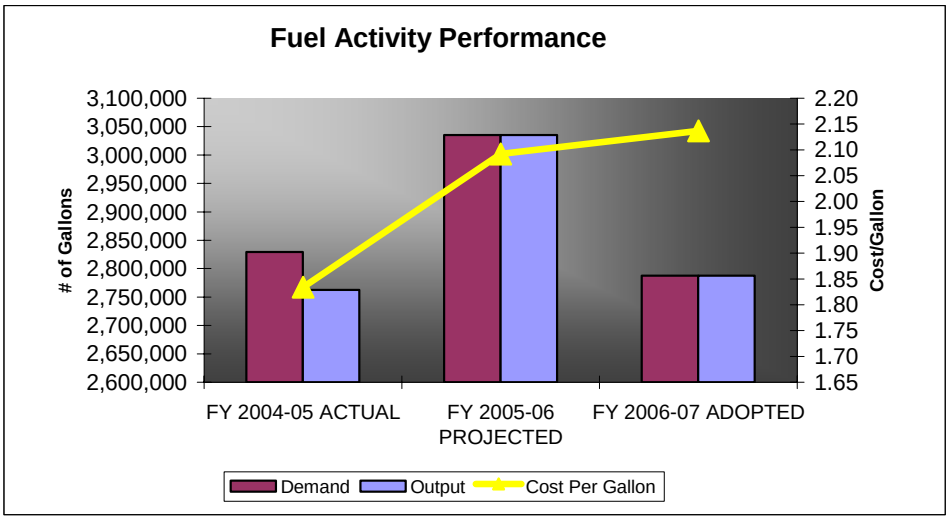
- "Customer Satisfaction" -- Increase the level of overall customer satisfaction with our services to 85% by end of calendar year 2006. **Status**: According to the department MFR data, the current satisfaction level is measured at 99%. During conversations with the department, it should be noted that the amount of satisfaction is measured via comment cards and very few are returned. In addition, the overall customer service satisfaction rating received via the Research and Reporting department was 98%.

Department Performance Information

Billable work hours increased from 12,268 in FY 2005 to 16,680 in FY 2006 and are expected to remain flat in FY 2007. The efficiency gains have allowed the department to meet its demand. The cost per work order increase is directly related to the recent market based compensation adjustments for the mechanic salary range.



Fuel costs account for 49% of Equipment Services' budget in FY 2006-07. This is an increase from 44% budgeted in FY 2005-06 due to the price of fuel. Demand and Output for FY 2007 is expected to be lower than the projected FY 2006 demand and output and flat compared to the FY 2005 actual output.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
74FM - FLEET MANAGEMENT	$ 10,484,708	$ 10,596,904	$ 10,631,004	$ 12,721,883	$ 12,280,301	$ (1,649,297)	-15.5%
ALTV - ALTERNATIVE FUEL VEHICLES	-	82,607	-	55,071	-	-	
FPRR - FLEET PROCUREMENT AND REMOVAL	91,273	233,006	233,006	157,594	223,169	9,837	4.2%
FUEL - FUEL FOR VEHICLES & EQUIPMENT	5,240,377	4,969,516	5,003,616	6,759,444	6,503,823	(1,500,207)	-30.0%
RENT - RENTAL POOL ACTIVITY	-	-	82,607	70,000	71,971	10,636	12.9%
VEQM - VEHIC & EQUIP MAINTENANCE	9,331	913,661	913,661	609,105	507,066	406,595	44.5%
VEQR - VEHICLE & EQUIPMENT REPAIR	5,143,727	4,398,114	4,398,114	5,070,669	4,974,272	(576,158)	-13.1%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ -	$ -	$ -	$ 950	$ -	$ -	
DESK - DESKTOP SUPPORT	-	-	-	950	-	-	
99AS - ADMINISTRATIVE SERVICES PROG	$ 24,177	$ -	$ -	$ (16,398)	$ -	$ -	
ODIR - OFFICE OF THE DIRECTOR	24,177	-	-	(16,398)	-	-	
99GV - GENERAL GOVERNMENT	$ 19,580	$ -	$ -	$ -	$ -	$ -	
GGOV - GENERAL GOVERNMENT	19,580	-	-	-	-	-	
TOTAL PROGRAMS	$ 10,528,464	$ 10,596,904	$ 10,631,004	$ 12,706,435	$ 12,280,301	$ (1,649,297)	-15.5%
EXPENDITURES							
74FM - FLEET MANAGEMENT	$ 7,961,082	$ 9,806,100	$ 9,739,234	$ 10,950,132	$ 11,021,415	$ (1,282,181)	-13.2%
ALTV - ALTERNATIVE FUEL VEHICLES	-	47,722	-	30,328	-	-	
FPRR - FLEET PROCUREMENT AND REMOVAL	456,656	159,750	167,310	213,903	223,169	(55,859)	-33.4%
FUEL - FUEL FOR VEHICLES & EQUIPMENT	5,067,566	4,646,313	4,522,515	6,349,089	5,955,972	(1,433,457)	-31.7%
RENT - RENTAL POOL ACTIVITY	-	-	47,729	44,247	52,552	(4,823)	-10.1%
VEQM - VEHIC & EQUIP MAINTENANCE	282,977	1,269,901	1,405,680	1,221,353	1,524,498	(118,818)	-8.5%
VEQR - VEHICLE & EQUIPMENT REPAIR	2,153,883	3,682,414	3,596,000	3,091,212	3,265,224	330,776	9.2%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 119,161	$ 152,528	$ 156,843	$ 156,284	$ -	$ 156,843	100.0%
BUAS - BUSINESS APPLICATION DEVELOP	-	584	294	388	-	294	100.0%
DACR - DATA CENTER	25,309	138,647	142,701	100,577	-	142,701	100.0%
DESK - DESKTOP SUPPORT	93,852	13,297	13,848	55,319	-	13,848	100.0%
99AS - ADMINISTRATIVE SERVICES PROG	$ 2,571,363	$ 213,132	$ 331,510	$ 613,871	$ 759,199	$ (427,689)	-129.0%
BDGT - BUDGETING	-	498	498	330	-	498	100.0%
FSAC - FINANCIAL SERVICES	185,381	86,885	97,096	160,106	143,851	(46,755)	-48.2%
HRAC - HUMAN RESOURCES	191,626	44,695	40,927	73,946	48,309	(7,382)	-18.0%
ODIR - OFFICE OF THE DIRECTOR	572,769	80,854	192,789	265,095	567,039	(374,250)	-194.1%
PROC - PROCUREMENT	1,309,681	-	-	53,364	-	-	
RMGT - RISK MANAGEMENT	311,906	200	200	61,030	-	200	100.0%
99GV - GENERAL GOVERNMENT	$ 480,618	$ 403,417	$ 403,417	$ 403,417	$ 380,063	$ 23,354	5.8%
CSCA - CENTRAL SERVICE COST ALLOC	480,618	403,417	403,417	403,417	356,086	47,331	11.7%
ISFC - INTERNAL SERVICE FUND CHARGES	-	-	-	-	23,977	(23,977)	
TOTAL PROGRAMS	$ 11,132,225	$ 10,575,177	$ 10,631,004	$ 12,123,704	$ 12,160,677	$ (1,529,673)	-14.4%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 1,696,758	$ 1,698,391	$ 1,698,391	$ 2,695,589	$ 1,895,901	$ 197,510	11.6%
CHARGES FOR SERVICES	8,812,606	8,898,513	8,932,613	10,026,294	10,384,400	1,451,787	16.3%
MISCELLANEOUS REVENUE	19,101	-	-	(15,448)	-	-	
TOTAL REVENUE	**$ 10,528,464**	**$ 10,596,904**	**$ 10,631,004**	**$ 12,706,435**	**$ 12,280,301**	**$ 1,649,297**	**15.5%**
EXPENDITURES							
PERSONAL SERVICES	$ 2,688,680	$ 2,939,632	$ 3,009,443	$ 3,011,427	$ 3,325,761	$ (316,318)	-10.5%
SUPPLIES	6,803,157	6,149,563	6,178,377	7,796,239	7,521,538	(1,343,161)	-21.7%
SERVICES	943,211	926,432	916,885	836,127	852,193	64,692	7.1%
OTHER FINANCING USES	480,618	403,417	403,417	403,417	356,086	47,331	11.7%
CAPITAL OUTLAY	216,559	156,133	122,882	76,494	105,099	17,783	14.5%
TOTAL EXPENDITURES	**$ 11,132,225**	**$ 10,575,177**	**$ 10,631,004**	**$ 12,123,704**	**$ 12,160,677**	**$ (1,529,673)**	**-14.4%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
654 EQUIPMENT SERVICES	$ 10,528,464	$ 10,596,904	$ 10,631,004	$ 12,706,435	$ 12,280,301	$ 1,649,297	15.5%
EXPENDITURES							
654 EQUIPMENT SERVICES	$ 11,132,225	$ 10,575,177	$ 10,631,004	$ 12,123,704	$ 12,160,677	$ (1,529,673)	-14.4%

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
654 EQUIPMENT SERVICES	53.75	55.75	55.00	0.75	1.35%

- Increase of two mechanics in FY 2006.
- Increase of .25 FTE for HR administrative office support.
- Reduction of 1.0 FTE combining two (2) administrative positions (Administrator and Management Analyst).

Base Adjustments

Revenue

- **General Technical Adjustments to the Fleet Procurement Activity (-$9,837):** The adopted budget includes a net adjustment of -$9,837 as a result of minor technical adjustments.

- **Adjustments to the Fuel Activity ($1,500,207):** The adopted budget includes a net adjustment of $1,500,207 as a result of the increased price per gallon of fuel.

- **General Technical Adjustments to the Rental Pool Activity (-$10,636):** The adopted budget includes a net adjustment of -$10,636 as a result of minor technical adjustments.

- **Adjustments to the Vehicle and Equipment Maintenance Activity (-$406,595):** The adopted budget includes a net adjustment of -$406,595 as a result of reallocating heavy-duty maintenance revenue to the Vehicle and Equipment Repair Activity.

- **Adjustments to the Vehicle and Equipment Repair Activity ($576,158):** The adopted budget includes a net adjustment of $576,158 as a result of the reallocating heavy-duty maintenance revenue as well as additional revenue from increased labor rates.

Expenditures

- **General Technical Adjustments to the Fleet Procurement Activity ($55,859):** The adopted budget includes a net adjustment of $55,859 as a result of reallocating one FTE from the IT Program to the Fleet Procurement Activity.

- **Adjustments to the Fuel Activity ($1,433,457):** The adopted budget includes a net adjustment of $1,433,457 as a result of the increased price per gallon of fuel.

- **General Technical Adjustments to the Rental Pool Activity ($4,823):** The adopted budget includes a net adjustment of $4,823 as a result of minor technical adjustments.

- **Adjustments to the Vehicle and Equipment Maintenance Activity ($118,818):** The adopted budget includes a net adjustment of $118,818 as a result of increased labor expenses due to the recent mechanic market study.

- **Adjustments to the Vehicle and Equipment Repair Activity (-$330,776):** The adopted budget includes a net adjustment of -$330,776 as a result of reallocations for the preventative maintenance service requests.
- **Restatement of Expenditures from the IT Program (-$156,843):** The adopted budget includes a net adjustment of -$156,843 as a result of the restatement of the IT program expenses to the Administrative Program.

- **Restatement of Expenditures to the Administrative Program ($427,689):** The adopted budget includes a net adjustment of $427,689 as a result of the restatement of IT program costs as well as other administrative charges. .

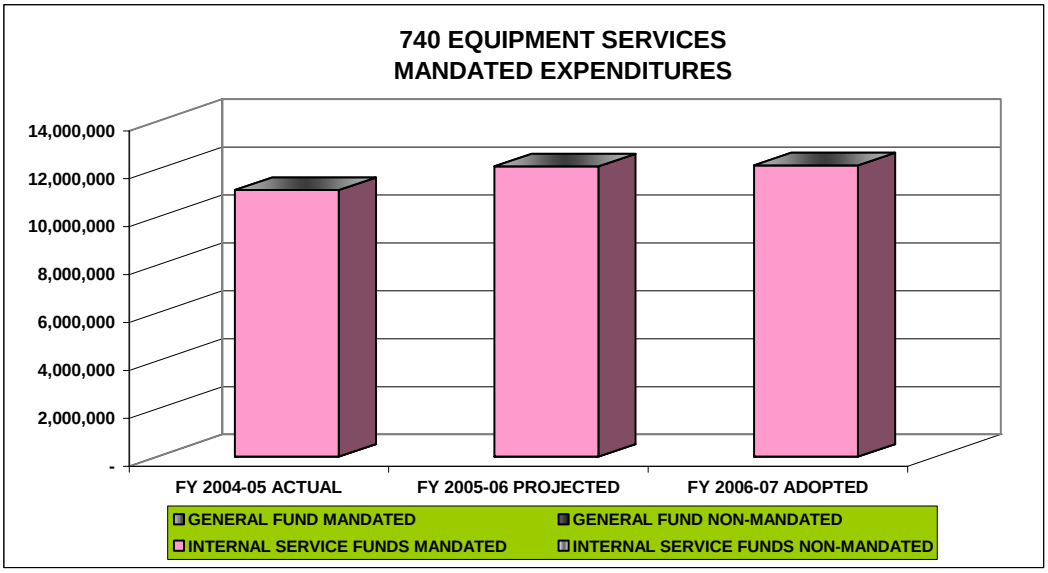
- **Reduction to the General Government Program (-$23,354):** The adopted budget includes a net adjustment of -$23,354 as a result of the reduction in Central Service Costs for FY 2007.

Reconciliation

Equipment Services Fund (654) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 10,575,177**	**$ 10,596,904**
MID-YEAR ADJUSTMENTS:		
Pay for Performance	$ 21,727	$ -
Bio-Deisel Fuel	34,100	34,100
Subtotal	**$ 55,827**	**$ 34,100**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 10,631,004**	**$ 10,631,004**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 30,328	$ -
Retirement Contributions	37,755	-
Structural Balance	(202,776)	-
FY 2005-06 Pay for Performance Annualization	51,414	-
FY 2006-07 Pay for Performance	83,279	-
Subtotal	$ -	$ -
FY 2006-07 BUDGET TARGET:	**$ 10,631,004**	**$ 10,631,004**
BASE ADJUSTMENTS:		
General Technical Adjustments to the Fleet Procurement Activity	$ 55,859	$ (9,837)
Adjustments to the Fuel Activity	1,433,457	1,500,207
General Technical Adjustments to the Rental Pool Activity	4,823	(10,636)
Adjustments to the Vehicle and Equipment Maintenance Activity	118,818	(406,595)
Adjustments to the Vehicle and Equipment Repair Activity	(330,776)	576,158
Restatement of Expenditures from the IT Program	(156,843)	-
Restatement of Expenditures to the Administrative Program	427,689	-
Reduction to the General Government Program	(23,354)	-
Subtotal	**$ 1,529,673**	**$ 1,649,297**
FY 2006-07 ADOPTED BUDGET:	**$ 12,160,677**	**$ 12,280,301**

Mandates



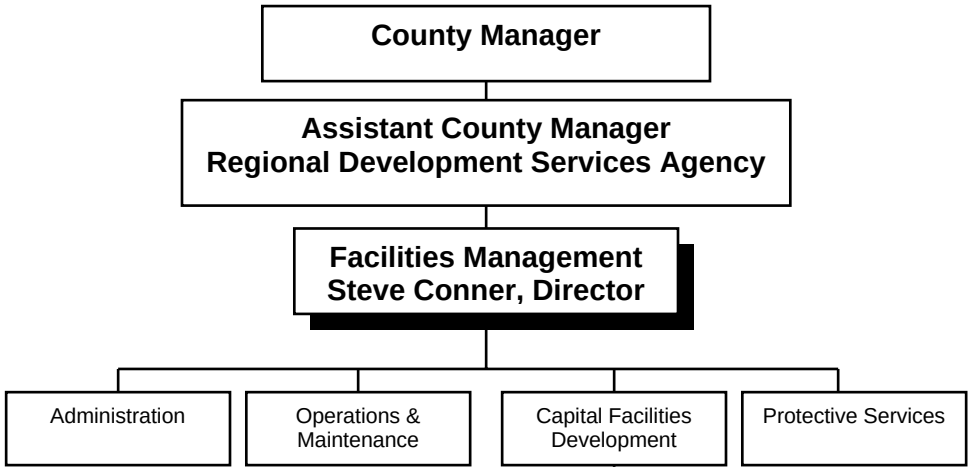
Program Activity	Purpose	Mandate
FLEET MANAGEMENT PROGRAM	The purpose of the Fleet Management Program is to provide operational vehicles and equipment to Maricopa County departments so they have reliable and cost-effective transportation for County activities.	
FLEET PROCUREMENT AND REMOVAL	The purpose of the Fleet Procurement and Removal Activity is to procure and dispose of County vehicles and equipment for Maricopa County departments so that they can have adequate transportation for county-related travel and minimize capital investment costs.	NONE
FUEL FOR VEHICLES & EQUIPMENT	The purpose of the Fuel for Vehicles and Equipment Activity is to provide fuel to keep vehicles and equipment operational for Maricopa County departments so they have reliable and cost-effective transportation for County activities.	NONE
RENTAL POOL	The purpose of the Rental Pool Activity is to provide operational vehicles to Maricopa County employees when departments do not have sufficient vehicles for employees to do their job.	NONE
VEHIC & EQUIP MAINTENANCE	The purpose of the Heavy Duty Vehicle and Equipment Repair Activity is to correct the operational and drivability problem(s) of the vehicles and equipment operated by employees and departments of Maricopa County so that they can have transportation to perform their duties.	NONE
VEHICLE & EQUIPMENT REPAIR	The purpose of the Light Duty Vehicle and Equipment Repair Activity is to correct the operational and drivability problem(s) of the vehicles and equipment operated by employees and departments of Maricopa County so that they can have transportation to perform their duties.	NONE

Facilities Management

Analysis by Jamie Rullo, Senior Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The mission of the Facilities Management Department is to provide fiscally responsible facilities and facility related services to the citizens and employees of Maricopa County so they can enjoy an efficient and safe environment.

Vision

The vision of the Facilities Management Department is to convert capital funds into exceptional facility solutions and provide responsive facility services to every customer, every time, in a collaborative, efficient, and innovative manner while being fiscally prudent.

Strategic Goals

- "Master Plans" - By the end of FY 09, FMD will develop a Countywide Master Plan addressing the space needs, of all County departments in order to develop a strategic and comprehensive Capital Improvement Plan. This will be done within the annually approved budget. **Status**: The Department is continuing with the completion of departmental master plans and should meet the goal as scheduled.

- "Improved Methodologies" - By the end of FY 07, have a database in place that will track historical trends, using available technology, that will promote the development of improved budgeting and scheduling methodologies in order to deliver projects within the Board of

- Supervisors approved budget and timeline. **Status**: A database has been installed and revised business rules are now being created. Training is underway on the use of the base software, and identification of customization needs is scheduled to be completed in the third quarter of Fiscal Year 2005-06. The database will be operational by the end of Fiscal Year 2005-06.

- "Facility Condition Index" - By the end of FY 08, FMD will improve the average County Facility Condition Index (FCI) by 4% from the FY 05 level by developing appropriate annual major maintenance and preventive major maintenance programs, which will result in an estimated $0.20 per square foot reduction in operating costs. **Status**: Currently implemented projects and preventative maintenance programs will improve the FCI by 2% by the end of Fiscal Year 2005-06. Costs have decreased, and the Department is on track to meet the goal.

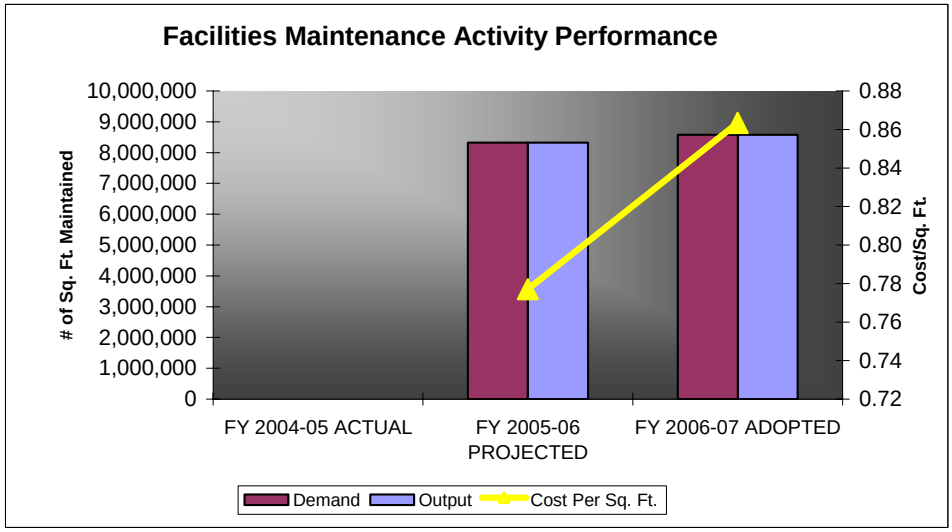
- "Customer Satisfaction" - By the end of FY 07, the customer satisfaction rating for security services provided to all County owned, non-Court facilities, will be 98% or higher, as reported on the annual Research & Reporting customer service survey. **Status**: The Department has met this goal. Research and Reporting has completed the first annual survey of County departments. The overall satisfaction result was 100%. The Department will work with Research and Reporting to develop a process to update the survey on an annual basis.

- "Capital Improvement and Major Maintenance Programs" - By the end of FY 06, the capital improvement program and the major maintenance program (projects only) will be categorized as follows: preventative maintenance, renovation\tenant improvement, major maintenance, deferred major maintenance, and new construction. **Status**: The Department has met this goal. The Fiscal Year 2006-07 budget is being developed with these new categories.

- "Energy Conservation" - By June 2006, enhance and expand conservation programs in order to reduce energy and water consumption. **Status**: Efforts to meet this goal are ongoing. New energy conservation methods are being incorporated into all new construction projects. The Department also has numerous lighting projects underway where electrical energy consumption will be reduced.

Department Performance Information

The purpose of the Maintenance Activity is to provide corrective and preventative maintenance services, within industry standard, to specified County departments and agencies so that they may operate in a safe, functionally stable, and cost-efficient environment. The measurement was instituted in FY 2005-06 as a result of a process improvement study commissioned by the Department. The projected FY 2005-06 costs of $0.78 per square foot was raised in the adopted FY 2006-07 budget to $0.86 per square foot. This is due to increased labor costs.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
70OM - BLDG OPERATIONS & MAINTENANCE	$ 360	$ -	$ -	$ 982	$ -	$ -	
BLDR - BUILDINGS AND GROUNDS	360	-	-	219	-	-	
FAMT - FACILITIES MAINTENANCE	-	-	-	762	-	-	
99IT - INFORMATION TECHNOLOGY PROGRAM	$ -	$ -	$ -	$ 5,792	$ -	$ -	
DESK - DESKTOP SUPPORT	-	-	-	5,792	-	-	
99AS - ADMINISTRATIVE SERVICES PROG	$ 98,859	$ 95,555	$ 95,555	$ 93,668	95,555	$ -	0.0%
TOTAL PROGRAMS	**$ 99,219**	**$ 95,555**	**$ 95,555**	**$ 100,441**	**$ 95,555**	$ -	0.0%
EXPENDITURES							
70BC - CAPITAL FACILITIES MANAGEMENT	$ 964,896	$ 1,316,444	$ 1,419,294	$ 1,368,503	$ 1,482,961	$ (63,667)	-4.5%
CCLA - CAP IMP PLAN IMP	597,624	814,045	917,711	878,504	912,142	5,569	0.6%
DESN - DESIGN	26,791	-	-	-	-	-	
MJMT - MAJ MAINT PLAN IMP	7,062	52,607	32,337	49,779	47,631	(15,294)	-47.3%
FACP - FACILITY MASTER PLANNING	333,419	449,792	469,246	440,221	523,188	(53,942)	-11.5%
70OM - BLDG OPERATIONS & MAINTENANCE	$ 6,057,000	$ 7,443,138	$ 7,613,498	$ 6,752,357	$ 8,577,986	$ (964,488)	-12.7%
BLDR - BUILDINGS AND GROUNDS	290,981	344,280	241,666	163,641	245,069	(3,403)	-1.4%
ENMG - ENERGY MANAGEMENT	92,530	118,153	127,559	118,763	129,821	(2,262)	-1.8%
FAMT - FACILITIES MAINTENANCE	5,673,489	6,980,705	7,244,273	6,469,954	7,401,776	(157,503)	-2.2%
70PS - PROTECTIVE SERVICES	$ 2,588,326	$ 2,832,919	$ 3,155,601	$ 2,935,255	$ 3,543,119	$ (387,518)	-12.3%
PKMT - PARKING MANAGEMENT	35	-	45,942	33,929	65,000	(19,058)	-41.5%
SCRT - SECURITY	2,588,291	2,832,919	3,109,659	2,901,326	3,478,119	(368,460)	-11.8%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 904,750	$ 687,319	$ 727,254	$ 706,070	$ 835,691	$ (108,437)	-14.9%
BUAS - BUSINESS APPLICATION DEVELOP	267,853	411,749	411,883	407,570	374,905	36,978	9.0%
DEAP - DATA ENTRY ACTIVITY PERFORMED	5,234	-	-	-	-	-	
DESK - DESKTOP SUPPORT	548,435	194,006	221,448	210,729	373,717	(152,269)	-68.8%
HDSP - HELP DESK SUPPORT	41,382	34,357	36,364	37,168	36,678	(314)	-0.9%
RETA - REPORTING/TECHNICAL ASSISTANCE	26,814	32,543	32,797	34,829	34,739	(1,942)	-5.9%
VANS - VALUE ADDED NETWORK SERVICE	15,032	14,664	24,762	15,774	15,652	9,110	36.8%
99AS - ADMINISTRATIVE SERVICES PROG	$ 1,199,889	$ 1,359,205	$ 1,341,194	$ 1,390,102	$ 1,424,214	$ (83,020)	-6.2%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 150,736	$ (150,736)	
TOTAL PROGRAMS	**$ 11,714,860**	**$ 13,639,025**	**$ 14,256,841**	**$ 13,152,287**	**$ 16,014,707**	$ (1,757,866)	-12.3%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
MISCELLANEOUS REVENUE	$ 99,219	$ 95,555	$ 95,555	$ 100,441	$ 95,555	$ -	0.0%
TOTAL REVENUE	**$ 99,219**	**$ 95,555**	**$ 95,555**	**$ 100,441**	**$ 95,555**	**$ -**	**0.0%**
EXPENDITURES							
PERSONAL SERVICES	$ 9,372,926	$ 11,749,837	$ 12,352,877	$ 11,501,984	$ 13,745,136	$ (1,392,259)	-11.3%
SUPPLIES	1,531,577	1,454,694	1,407,694	1,194,183	1,745,541	(337,847)	-24.0%
SERVICES	328,190	356,494	383,094	370,831	431,607	(48,513)	-12.7%
CAPITAL OUTLAY	482,167	78,000	113,176	85,288	92,423	20,753	18.3%
TOTAL EXPENDITURES	**$ 11,714,860**	**$ 13,639,025**	**$ 14,256,841**	**$ 13,152,287**	**$ 16,014,707**	**$ (1,757,866)**	**-12.3%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 99,219	$ 95,555	$ 95,555	$ 100,441	$ 95,555	$ -	0.0%
ALL FUNDS	**$ 99,219**	**$ 95,555**	**$ 95,555**	**$ 100,441**	**$ 95,555**	**$ -**	**0.0%**
EXPENDITURES							
100 GENERAL	$ 10,081,234	$ 11,460,411	$ 11,962,305	$ 11,212,591	$ 12,932,897	$ (970,592)	-8.1%
255 DETENTION OPERATIONS	1,633,625	2,178,614	2,294,536	1,939,696	3,081,810	(787,274)	-34.3%
ALL FUNDS	**$ 11,714,860**	**$ 13,639,025**	**$ 14,256,841**	**$ 13,152,287**	**$ 16,014,707**	**$ (1,757,866)**	**-12.3%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	220.77	219.27	218.27	(1.00)	0%
255 DETENTION OPERATIONS	42.73	42.73	45.73	3.00	7%
TOTAL FUNDS	**263.50**	**262.00**	**264.00**	**2.00**	**1%**

Reduction in General Fund FTEs is due to the implementation of more efficient work processes. Increase in Detention Fund FTEs is caused by the implementation of a maintenance program for detention security systems.

Base Adjustments

Fund 100

- **General Technical Adjustments** (**$703):** The adopted budget includes an increase of $703 across all activities as a result of minor technical adjustments.

Fund 255

- **Increased Maintenance for the Detention Security Systems Maintenance Activity (765,766):** The adopted budget includes an increase of $765,766 to fund a maintenance program for the detention security systems.
- **General Technical Adjustments (-$94,220):** The adopted budget includes a reduction of $94,220 across all activities as a result of over-budgeted positions and general technical adjustments.

Reconciliation

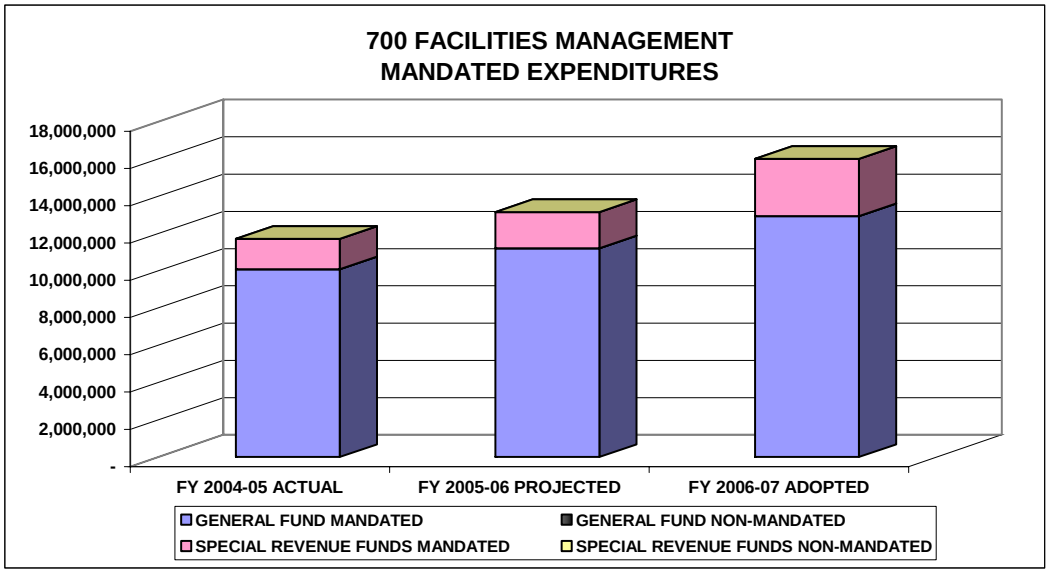
General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 11,660,411**	**$ 95,555**
MID-YEAR ADJUSTMENTS:		
Market Adjustments for O&M Staff	$ 198,429	$ -
FY 2005-06 Pay for Performance	207,566	-
Subtotal	**$ 405,995**	**$ -**
FY 2005-06 REVISED BUDGET:	**$ 12,066,406**	**$ 95,555**
Restatements	(200,000)	-
FY 2005-06 REVISED RESTATED BUDGET:	**$ 11,866,406**	**$ 95,555**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 169,715	$ -
Retirement Contributions	141,598	-
Annualization of FY 2006 Initiatives	206,010	-
One Time Expenses	(22,200)	-
FY 2005-06 Pay for Performance Annualization	28,539	-
Annualization of FY 2005-06 DRP/LRP (12 month)	7,623	-
FY 2005-06 Executive Compensation Increase (12 mo)	6,525	-
Annualization of Market Adjustments	166,089	-
Security Staff Market Adjustments	438,157	-
FY 2006-07 Pay for Performance	284,744	-
Subtotal	**$ 1,426,800**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 13,293,206**	**$ 95,555**
Request under Target	$ (361,012)	$ -
BASE ADJUSTMENTS:		
General Technical Adjustments	$ 703	$ -
Subtotal	**$ (360,309)**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 12,932,897**	**$ 95,555**

Detention Operations (255) Appropriated Budget Reconciliation

		EXPENDITURES		REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 2,178,614**	**$**	**-**
MID-YEAR ADJUSTMENTS:				
Market Adjustments for O&M Staff		$ 73,895	$	-
FY 2005-06 Pay for Performance		25,052		-
	Subtotal	**$ 98,947**	**$**	**-**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 2,277,561**	**$**	**-**
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 month)		$ 33,073	$	-
Retirement Contributions		25,958		-
FY 2005-06 Pay for Performance Annualization		5,560		-
Annualization of Market Adjustments		26,242		-
FY 2006-07 Pay for Performance		41,870		-
	Subtotal	**$ 132,703**	**$**	**-**
FY 2006-07 BUDGET TARGET:		**$ 2,410,264**	**$**	**-**
BASE ADJUSTMENTS:				
Increased Maintenance for the Detention Security Systems Maintenance Activity		$ 765,766	$	-
General Technical Adjustments		(94,220)		-
	Subtotal	**$ 671,546**	**$**	**-**
FY 2006-07 ADOPTED BUDGET:		**$ 3,081,810**	**$**	**-**

Mandates



Mandated expenditure levels vary year-to-year based on several factors including an increase in the maintenance for the Detention Security Systems Maintenance Activity to fund a maintenance program for the detention security systems. Se the Base Adjustment section for additional detail.

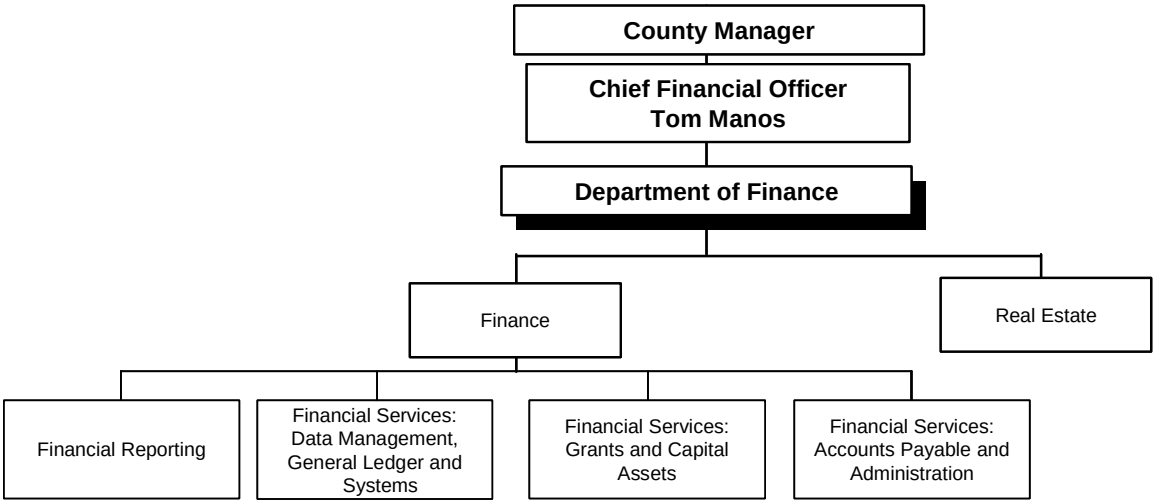
Program Activity	Purpose	Mandate
CAPITAL FACILITIES MANAGEMENT	The purpose of the Capital Facility Management Program is to provide planning and economical execution of capital facility improvements and major maintenance for the County departments so that they can accomplish their individual missions in an efficient and satisfactory environment.	
CAP IMP PLAN IMP	The purpose of the Capital Improvement Plan Implementation Activity is to provide fiscally prudent management, delivering projects on time and within budget to the County so they can successfully achieve established missions in efficient, safe and secure environments.	A.R.S 42-1491
MAJ MAINT PLAN IMP	The purpose of the Capital Facility Management Program is to provide planning and economical execution of capital facility improvements and major maintenance for the County departments so that they can accomplish their individual missions in an efficient and satisfactory environment.	ADMINISTRATIVE
Planning	The purpose of the Planning Activity is to provide cost effective facility planning services to the County so that departments are satisfied.	ADMINISTRATIVE
BUILDING OPERATION AND MAINTENANCE	The purpose of the Building Operations and Maintenance Program is to provide cleaning and maintenance services to appointed and elected departments so they can have their employees work in safe, clean, functional, and cost-efficient facilities.	
BUILDINGS AND GROUNDS	The purpose of the Buildings and Grounds Activity is to provide administrative oversight to out-sourced cleaning and other out-sourced services for specified County departments and agencies so that they may work in facilities that are cleaned and serviced to contract standards.	CFR 40 - Environmnet
ENERGY MANAGEMENT	The purpose of the Energy Management Activity is to provide energy management services to the County so that annual energy costs are minimized.	ADMINISTRATIVE
FACILITIES MAINTENANCE	The purpose of the Maintenance Activity is to provide corrective and preventative maintenance services, within industry standard, to specified County departments and agencies so that they may operate in a safe, functionally stable, and cost-efficient environment.	ADMINISTRATIVE
PROTECTIVE SERVICES	The purpose of the Protective Services Program is to provide security and parking services to County appointed and elected departments, and visitors so that they can efficiently conduct their business in a safe and secure manner.	
PARKING MANAGEMENT	The purpose of parking management activity is to provide parking for County Departments, Agencies and visitors so that they can efficiently access parking close to their business or work site.	ADMINISTRATIVE
SECURITY	The purpose of the Security activity is to provide security and emergency response services for applicable County Departments, Agencies and visiting public so they can have a safe and secure work and business environment.	ADMINISTRATIVE

Finance

Analysis by Cynthia Goelz, Management & Budget Coordinator

Departmental Information

Organizational Chart



Mission

The mission of the Department of Finance is to provide financial information and services to Maricopa County government so they can effectively manage their resources.

Vision

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

Strategic Goals

- By June 2007, in order to meet the increasing demands for governmental accountability and improve our customers ability to manage and fully report results, we will develop financial reporting procedures for the MfR and variance reports and provide training to departments to ensure a complete understanding of the processes, procedures and utilization of the reporting models currently available on Business Objects and Report Web. **Status:** Finance has developed an outline of the Budget (Presence) Control implementation project and related activities that need to occur in order for this process to be set up in the Advantage Financial Reporting System. A pilot process was implemented on 1/1/2006 with full implementation scheduled for 7/1/2006. Monthly budget to actual reporting has been discussed with OMB staff. There have been joint meetings to discuss providing a Variance Report from Business Objects to all of the departments with budget to actual data and at some point linking MfR and BfR data to this Variance Report. A template was built in Business Objects and reports have been produced with the budget to actual information. During this fiscal year, the DOF has taken great

strides in preparing training programs for their "Core" functions for their County-wide Certification training program. Achievement of this goal will allow the department to maintain the already high percentage of customers who indicate their reports facilitate informed decision-making which has consistently been reported at 96% and also the percentage of customers satisfied with internally prepared reports provided by the Department of Finance staff which include: Monthly Variance Report, Fund Balance Report, and Capital Project Report. This satisfaction rate is also high, currently at 95%.

- We will obtain and maintain a satisfaction rating of 6.0 or above for Overall Satisfaction within our department as measured annually by the employee satisfaction survey by the end of the fiscal year 2006. **Status:** The most recent employee satisfaction survey was conducted in 2005. The result of the survey was an overall satisfaction rating of 5.7. Department management established a committee to coordinate staff input and address staff needs and/or issues. This committee implemented a suggestion box to encourage staff to share ideas. New employees have a scheduled time to "meet and greet" all of the DOF staff; the program has been well received. A survey was conducted by the committee to determine the interest in cross-training, mentoring and involvement in additional committees. A market study has been initiated for the DOF. The DOF is currently in the process of preparing training programs for the "Core" functions for the Finance County-wide training program. All DOF staff will be required to attend the appropriate training as part of their performance plans. Managers are ensuring communications with staff by holding regular staff meetings, communicating current recruitments via e-mail, and including staff at all levels in the creation of DOF training program sessions. The next employee satisfaction survey will be conducted at the end of March 2006. OMB views this goal as operational and is recommending it be removed as a strategic goal.

- We will obtain a turnover rate of less than 10% for all professional level staff as measured annually by Total Compensation by June 2008. **Status:** The department's turnover rate in FY 2004-05 averaged 19.3%. Year-to-date in FY 2005-06, the rate averaged 14.5%. The Department management established a committee to coordinate staff input and address staff needs and/or issues. This committee implemented a suggestion box to encourage staff to share ideas. New employees have a scheduled time to "meet and greet" all of the DOF staff; the program has been well received. A survey was conducted by the committee to determine the interest in cross-training, mentoring and involvement in additional committees. A market study has been initiated for the DOF. The DOF is currently in the process of preparing training programs for our "Core" functions for our County-wide training program. All DOF staff will be required to attend the appropriate training as part of their performance plans. Managers are ensuring communications with staff by holding regular staff meetings, communicating current recruitments via e-mail, and including staff at all levels in the creation of DOF training program sessions. OMB views this goal as operational and is recommending it be removed as a strategic goal.

- We will develop and implement new strategies to increase collections by 20% each year to reach a fiscal year 2009 collected amount of $5,000,000. **Status:** The Collections Unit collected $876,005.11 during the first quarter of FY 06. Year-to-date, the department is exceeding their goal. They have met with Animal Care & Control to assess their needs. In addition, they have met with the County Attorney to understand their role in the current County uncollectible debt policy. Achieving this goal will impact the key results in the Collections Activity of: the percentage of new accounts processed (currently at 100%); the percentage of accounts that are active and paying (projected to be 52.5%); and the percentage of total active accounts sent to a private collection agency (projected to be 75%).

- By July 2007, we will generate $3,673,000 in revenue from the sale of surplus real estate assets. **Status:** The DOF successfully auctioned the surplus Rio Rico property and generated $75,240 toward our revenue goal of $3,673,000.

- We will refine, implement and complete a strategic plan to utilize all residual 2001 Lease Revenue Bond proceeds on specifically identified Board approved projects and report the financial activity by June 2007. **Status:** To ensure timely and effective utilization of all residual proceeds the Department of Finance created a report entitled "Fund 435 Reconciliation" which is currently being produced and distributed to management. In addition, the Department of Finance has created a detailed monthly report that delineates the specific projects that were funded by the 2001 Lease Revenue Bond proceeds.

- By June 2006, we will reengineer the Department of Finance to develop a stronger business structure, ensure the level of staffing necessary to meet the increasing demands of governmental accountability and the increasing demands for governmental services from a technical and financial perspective, and have in place a competitive salary structure to improve recruitment and retention of qualified professional level staff. **Status:** The Department of Finance initiated the process for market studies for most of their positions. The study for the Collections Unit has already been completed. Managers continue to review staff job duties and functions and make adjustments as necessary to ensure effective utilization of staff resources. OMB views this goal as operational and is recommending it be removed as a strategic goal. Additionally, this goal will expire at the end of the current fiscal year.

- By June 2007, we will implement an Electronic Document Management Program to reduce off-site storage costs, utilize existing floor space more effectively, and create a paperless document retrieval system. **Status:** An IT Recommendation – Business Plan has been drafted. It includes opportunities and recommendations from the DOF perspective. The initial listing of documents has been compiled. A meeting with the State of Arizona Library & Archives was held in the 2nd Quarter to discuss the opportunities available for document imaging. This information will drive the development of a Records Management Program. In addition, steps have been taken to address the opportunities for a paperless workflow environment. Communications have taken place with the CIO's office, OSAM, and OMB regarding these opportunities. A brief meeting was held with Materials Management to determine their involvement regarding the implementation of an electronic work flow. Materials Management was very receptive and will support their lead. In order to implement the suggested actions to achieve this goal, the Board of Supervisors would need to approve the review and funding for the project defined by DOF. If this process is implemented, it will impact key results of the percentage of customers satisfied regarding the processing of various non-payment transactions and the percentage of customers who indicate that DOF services ensure payments are processed timely and accurately to vendors. Results for both of these measures have declined in FY 05 and the department is seeking to improve the scores by the workflow process improvements they have defined. On April 5, 2006 the Board of Supervisors approved the document imaging phase of this project. Funding for the document imaging phase is included in the recommended budget.

- By June 2007, we will have defined all opportunities to utilize existing technology to transfer data between systems and eliminate unnecessary paper handling and data entry. **Status:** One of the first projects defined was an electronic transfer of data from the Pitney Bowes to Advantage for the monthly postage activity, the creation of Payment Documents in Advantage for this activity, and generation of payment to Pitney Bowes by Electronic Funds Transfer. We

have been involved in weekly meetings with Facilities Management and others regarding this project and have met with the CIO's office to discuss the process, security and approval levels we need in place to create an automated PV in the Advantage System. They have initiated the testing of the electronic transfer of detailed accounting string information for the monthly postage activity from the Pitney Bowes PC to the DOF network server for Advantage and generating an automated PV with an upload of this data. Continued progress in this area will improve the percentage of customers satisfied regarding the processing of various non-payment transactions as well as the percentage of customers who indicate that DOF services ensure payments are processed timely and accurately to vendors.

- In coordination with the Office of Management and Budget and the Office of the Chief Information Officer, we will develop a uniform reporting platform by June 2008, which will provide departments with the tool to manage, query, and report the information from the various data sources (COGNOS, Advantage, PeopleSoft and the MfR Database). **Status:** Discussions have been held with OMB on the monthly budget to actual reporting and a draft template has been developed. The budget information required to generate the reports has been loaded into Advantage. Templates for the Executive variance reports have been produced and are being fine-tuned for presentation. Once in place, this will improve the percentage of customers who indicate their reports facilitate informed decision-making and the percentage of customers satisfied with internally prepared reports provided by the Department of Finance staff which include: Monthly Variance Report, Fund Balance Report, and Capital Project Report.

- By June 2008, we will have conducted a critical review of the current Advantage financial system (and sub-systems) and developed a comprehensive report defining the financial accounting and reporting needs for the County in preparation for a new financial system and to ensure optimal functionality. **Status:** Finance has not started on this project. However, during the 2nd quarter, a few members of Maricopa County staff attended a CGI-AMS conference to begin accumulating information on the newest Advantage Financial System upgrade. Once a new financial system is in place the percentage of customers satisfied with the Advantage financial information provided on Business Objects will likely improve.

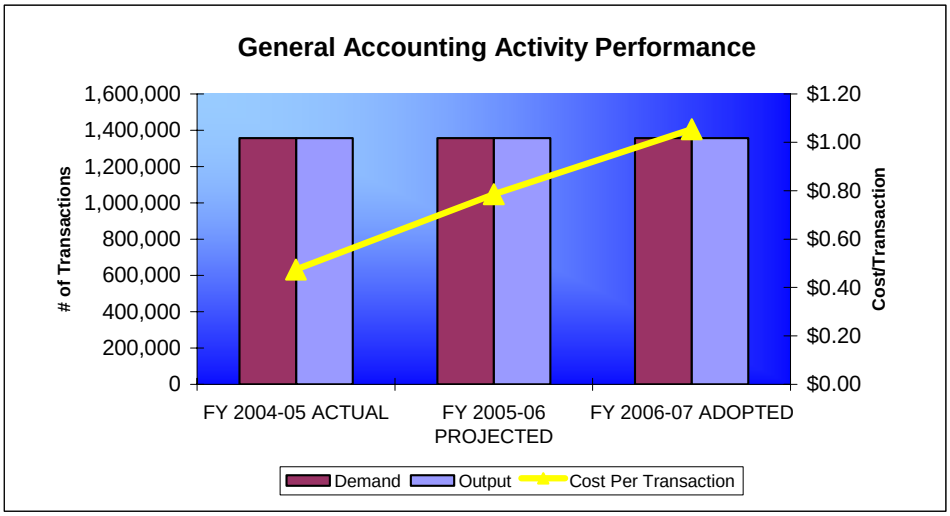
- By June 2007, we will ensure the effective management and reporting of grant funds in the County by implementing a new Grant Compliance Program consisting of a comprehensive business plan, hired and trained professional staff, MfR performance measures and an updated departmental Strategic Plan. **Status:** The Department of Finance has applied to participate in an ASU Consultation Program to help aid in the development of the business plan for the grant unit. In addition, they have hired the Grant Unit Supervisor, defined MfR performance measures and updated the departmental strategic plan. These improvements will impact the percentage of grants reviewed that comply with program requirements.

- By June 2008, we will have identified and implemented an automated notification process to ensure the effective marketing of available county owned surplus real estate. **Status:** The department successfully marketed the public auction of the Rio Rico Property to over 140 real estate brokers, agents, investors and developers using the county's e-mail system to automate the notification process. The automated notification directed the potential bidders to the Real Estate page of the Department of Finance's web-site where all necessary forms for the auction were made available to potential bidders electronically. This goal is related to the key result of the percentage of customers satisfied with the real estate services received. Continued success in this area should maintain the high satisfaction scores that the department currently enjoys.

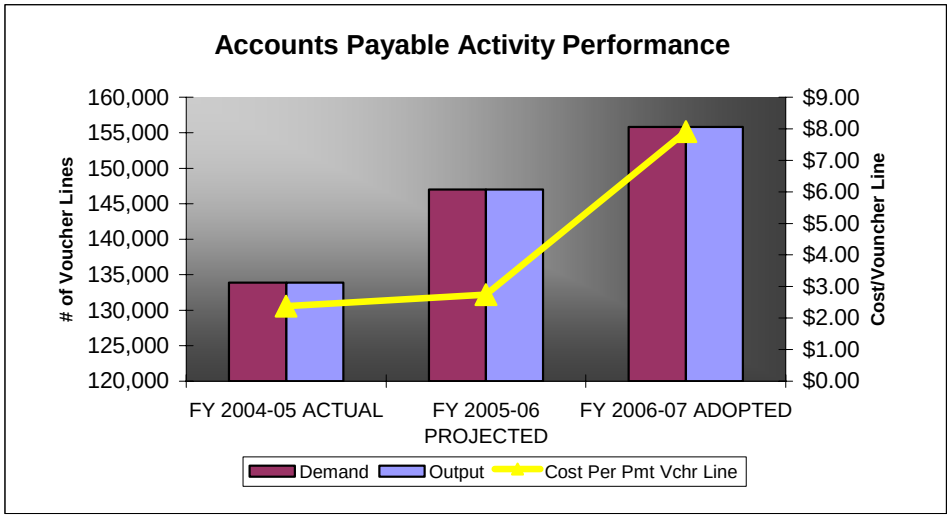
OMB recommends the department work with the Managing for Results unit in OMB to review its goals and remove those that are operational and insure the remaining goals are consistent with the MFR resource guide.

Department Performance Information

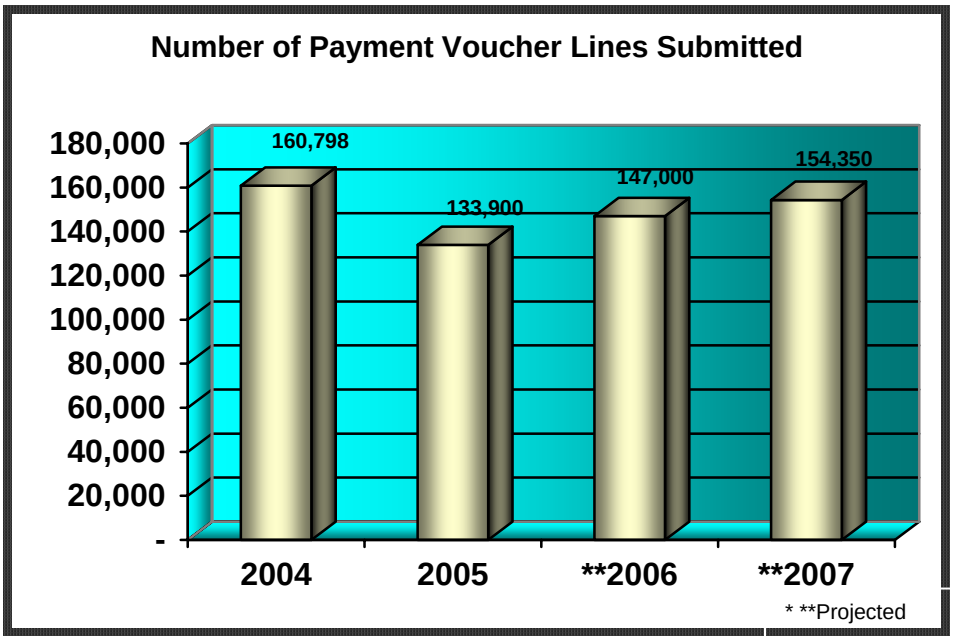
The General Accounting Services and Accounts Payable Services Activities comprise 60% of Finance's budget in FY 2006-07. Historical performance data for these activities and commentary on significant variances is included below.



The cost per transaction in the General Accounting is increasing as a result of the enhancement to the staff complement supporting this activity. A cash management expert position is added to improve the quality of the cash management services delivered by the department. Additional financial analyst support will allow for improved timeliness and quality of the financial information supplied by the department.



The cost per voucher line is increasing dramatically due to the addition of Document Imaging in the Accounts Payable Activity. While there is a significant up-front investment in this function t, it is anticipated that once fully operational, the automated workflow resulting from it will provide a more efficient accounts payable operation county-wide.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
18FR - FINANCIAL REPORTING	$ -	$ -	$ -	$ -	$ 213,084	$ 213,084	
ERPT - EXTERNAL REPORTING	-	-	-	-	213,084	213,084	
18RE - REAL ESTATE	$ 585,922	$ -	$ 125,647	$ 547,441	$ 162,848	$ 37,201	29.6%
PRMG - PROPERTY MANAGEMENT	585,922	-	125,647	547,441	162,848	37,201	29.6%
TOTAL PROGRAMS	**$ 585,922**	**$ -**	**$ 125,647**	**$ 547,441**	**$ 375,932**	**$ 250,285**	**199.2%**
EXPENDITURES							
18FR - FINANCIAL REPORTING	$ 606,066	$ 1,115,612	$ 831,114	$ 933,989	$ 1,050,146	$ (219,032)	-26.4%
ERPT - EXTERNAL REPORTING	478,239	858,838	587,523	671,404	755,100	(167,577)	-28.5%
IRPT - INTERNAL REPORTING	127,827	256,774	243,591	262,585	295,046	(51,455)	-21.1%
18FS - FINANCIAL SERVICES	$ 1,389,393	$ 1,640,095	$ 2,015,429	$ 1,845,467	$ 3,031,871	$ (1,016,442)	-50.4%
ACCG - GENERAL ACCOUNTING	643,556	905,774	1,232,010	1,066,364	1,429,914	(197,904)	-16.1%
APAY - ACCOUNTS PAYABLE	317,796	312,054	442,135	403,538	1,232,947	(790,812)	-178.9%
CLCT - COLLECTIONS	268,780	287,444	333,849	301,200	369,010	(35,161)	-10.5%
DBTS - DEBT SERVICES	39,358	-	210	(760)	-	210	100.0%
SYST - SYSTEMS	119,902	134,823	7,225	75,125	-	7,225	100.0%
18RE - REAL ESTATE	$ 305,049	$ 312,820	$ 325,784	$ 318,394	$ 343,785	$ (18,001)	-5.5%
LEAS - LEASING	106,626	-	93,388	56,272	98,242	(4,854)	-5.2%
PRMG - PROPERTY MANAGEMENT	107,652	312,820	152,354	213,987	161,336	(8,982)	-5.9%
RRPT - RESEARCH AND REPORTS	90,771	-	80,042	48,134	84,207	(4,165)	-5.2%
99AS - ADMINISTRATIVE SERVICES PROG	$ 43,088	$ 18,111	$ 21,989	$ 15,637	$ 14,292	$ 7,697	35.0%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 2,427	$ (2,427)	
TOTAL PROGRAMS	**$ 2,343,595**	**$ 3,086,638**	**$ 3,194,316**	**$ 3,113,487**	**$ 4,442,521**	**$ (1,248,205)**	**-39.1%**

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ -	$ -	$ 107,698	$ 170,502	$ 331,559	$ 223,861	207.9%
MISCELLANEOUS REVENUE	585,922	-	17,949	376,939	44,373	26,424	147.2%
TOTAL REVENUE	**$ 585,922**	**$ -**	**$ 125,647**	**$ 547,441**	**$ 375,932**	**$ 250,285**	**199.2%**
EXPENDITURES							
PERSONAL SERVICES	$ 2,067,994	$ 2,781,518	$ 2,685,341	$ 2,610,457	$ 3,632,195	$ (946,854)	-35.3%
SUPPLIES	15,078	25,775	110,247	113,550	46,361	63,886	57.9%
SERVICES	239,981	255,758	341,541	337,451	718,078	(376,537)	-110.2%
CAPITAL OUTLAY	20,542	23,587	57,187	52,028	45,887	11,300	19.8%
TOTAL EXPENDITURES	**$ 2,343,595**	**$ 3,086,638**	**$ 3,194,316**	**$ 3,113,487**	**$ 4,442,521**	**$ (1,248,205)**	**-39.1%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 585,922	$ -	$ 125,647	$ 547,441	$ 375,932	$ 250,285	199.2%
ALL FUNDS	**$ 585,922**	**$ -**	**$ 125,647**	**$ 547,441**	**$ 375,932**	**$ 250,285**	**199.2%**
EXPENDITURES							
100 GENERAL	$ 2,343,595	$ 3,086,638	$ 3,194,316	$ 3,113,487	$ 4,442,521	$ (1,248,205)	-39.1%
ALL FUNDS	**$ 2,343,595**	**$ 3,086,638**	**$ 3,194,316**	**$ 3,113,487**	**$ 4,442,521**	**$ (1,248,205)**	**-39.1%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	44.00	48.00	56.00	8.00	17%
TOTAL FUNDS	**44.00**	**48.00**	**56.00**	**8.00**	**17%**

- FY 2005-06 received funding for grant division (4) FTE.
- Adopted budget includes 5 new positions for document imaging project approved as a mid-year adjustment in FY 2005-06.
- Adopted budget include 3 new Financial/Business Analysts in FY 2006-07.

Base Adjustments

Revenue

- **Increase to Real Estate Program Revenue ($120,965):** The department's budget request included an increase to revenue in the Real Estate Program in the amount of $120,965 associated with existing lease agreements.

- **Increase in External Reporting Activity ($213,084):** Increase the External Reporting Activity Other Intergovernmental Revenues by $213,084 to appropriately reflect the arrangement with the Industrial Development Authority (IDA).

Expenditures

- **Increase Personnel Savings (-$131,885):** Increase Personnel Savings by ($131,885) to 3.6 FTE or 7.2% of salary expenditures.

- **Reallocation of FY 2006-07 Pay for Performance Salary and Benefits Funding (net impact $0):** The FY 2006-07 Pay for Performance funding of $53,118 was reallocated to all activities in proportion to the salary expenditures budgeted in the activity.

- **Increase to the Collections Activity ($1,457)**: Expenditures for the Collections Activity were increased in the amount of $1,457 for the mid-year salary adjustment for collections personnel.

- **Increase to the Accounts Payable Activity ($812,714)**: The adopted budget includes an increase to the Accounts Payable Activity in the amount of $60,875 to support 1 FTE to enhance results in this area. In addition, it includes an increase of $751,839 for the Document Imaging process improvement approved by the Board of Supervisors mid-year during FY 20052-06. The total net adjustment for the activity was $812,714.

- **Increase to the Internal Reporting Activity ($13,641)**: The adopted budget includes funding in the amount of $13,641 for .2 FTE to enhance customer satisfaction and improve results in the Internal Reporting Activity.

- **Increase to the External Reporting Activity ($240,367):** The adopted budget includes funding $27,283 for .4 FTE to improve results of the External Reporting Activity. It also includes an increase in expenditures of $213,084 to reflect the appropriate reporting of the expenditures for the staff supporting the IDA agreement. The total net adjustment for the activity was $240,367.

- **Increase to the Real Estate Program ($21,587)**: The adopted budget includes an increase to the Real Estate Activity of $21,567 associated with the FY 2005-06 mid-year market increase for the Right-of-Way agents who support this activity.

- **Increase to the General Accounting Activity ($113,305)**: The adopted budget includes an increase to the General Accounting Activity of $27,283 for .4 FTE to improve customer satisfaction results; $68,185 to support 1 FTE with Cash Management/Treasury Subject Matter expertise to improve results in that area; and $17,837 associated with the reclassification of costs from the Debt Service and Systems Activities as these activities are being eliminated and the functions that were part of that activity will be part of the General Accounting Activity. The total net adjustment for the activity was $113,305.

- **Decrease to the Debt Service (-$500) and Systems (-$17,337) Activities**: The adopted budget removes the funding for the Debt Service ($500) and Systems ($17,337) Activities as these activities are being eliminated and the functions are being absorbed in the General Accounting Activity.

Reconciliation

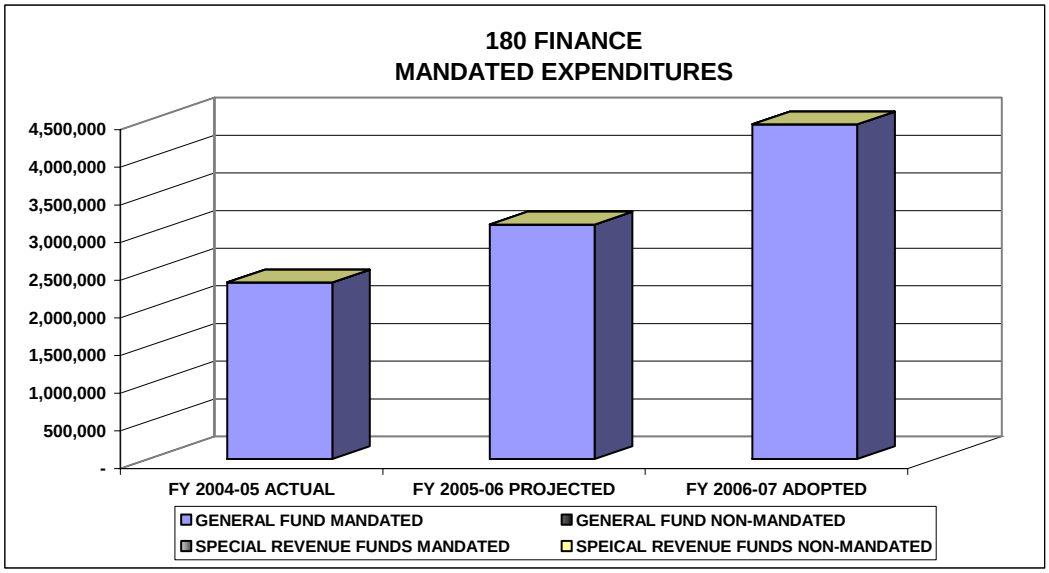
General Fund (100) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 3,086,638**	**$ -**
MID-YEAR ADJUSTMENTS:			
FY 2005-06 Pay for Performance		$ 29,963	$ -
Collections Clerks and Collections Supervior Market Adjustment		25,502	-
	Subtotal	**$ 55,465**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 3,142,103**	**$ -**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 22,944	$ -
Retirement Contributions		41,672	-
FY 2005-06 Pay for Performance Annualization		22,932	-
One-Time Revenue		-	41,883
FY 2005-06 Executive Compensation Increase (12 mo)		40,444	-
Annualization of Market Adjustments		29,039	-
FY 2006-07 Pay for Performance		90,058	-
	Subtotal	**$ 247,089**	**$ 41,883**
FY 2006-07 BUDGET TARGET:		**$ 3,389,192**	**$ 41,883**

General Fund (100) Appropriated Budget Reconciliation (Continued)

	EXPENDITURES	REVENUE
BASE ADJUSTMENTS:		
Increase to Real Estate Program Revenue	$ -	$ 120,965
Regular Pay Salary and Benefit Savings	(131,885)	-
Reallocation of FY 2006-07 Pay for Performance Salary and Benefits	(53,118)	-
Adjustment Funding: from Accounting		
to External Reporting	16,828	-
to Internal Reporting	8,367	-
to Accounts Payable	10,185	-
to Collections	9,477	-
to Leasing	2,752	-
to Property Management	2,752	-
to Research and Report	2,358	-
to Office of the Director	399	-
Increase to Collections Activity	1,457	-
Increase to Accounts Payable Activity for 1 FTE Financial Business Analyst Salary ($45,760) and Benefits ($15,115)	60,875	-
Increase to Accounts Payable Activity for annualized Document Imaging approved as a mid-year adjustment in FY 2005-06	751,839	-
Increase to Internal Reporting Activity for .2 FTE Financial Business Analyst Salary ($10,408) and Benefits ($3,233)	13,641	-
Increase to External Reporting Activity for .4 FTE Financial Business Analyst Salary ($20,817) and Benefits ($6,466)	27,283	-
Increase to revenue and expenditures in External Reporting Activity to appropriately reflect the IDA arrangement	213,084	213,084
Increase to Real Estate Program	21,567	-
Increase to General Accounting Activity for the Cash/Treasury Subject	68,185	-
Increase to General Accounting Activity for .4 FTE Financial Business Analyst Salary ($20,817) and Benefits ($6,466)	27,283	-
Increase to General Accounting Activity for Reallocaton of Expenses from Debt Service and Systems Activities	17,837	-
Decrease in Debt Service Activity for Reallocation of Expenses to the General Accounting Activity	(500)	-
Decrease in Systems Activity for Reallocation of Expenses to the General Accounting Activity	(17,337)	-
Subtotal	**$ 1,053,329**	**$ 334,049**
FY 2006-07 ADOPTED BUDGET:	**$ 4,442,521**	**$ 375,932**

Mandates



Mandated expenditure levels vary year-to-year based on several factors including increased expenditures for the Document Imaging process improvement approved by the Board of Supervisors mid-year during FY 20052-06. See the Base Adjustment section above for additional detail.

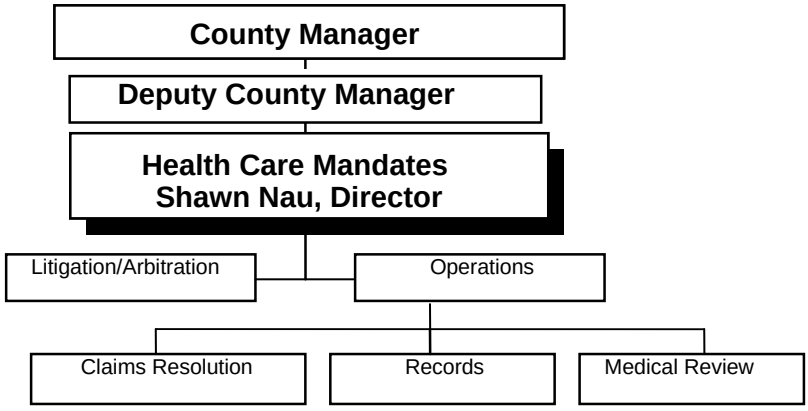
Program Activity	Purpose	Mandate
FINANCIAL SERVICES	The purpose of the Financial Services Program is to provide general accounting, technology systems, accounts payable, and debt service activities to Maricopa County government departments so they can make informed decisions, manage resources, and measure and report results.	
GENERAL ACCOUNTNG	The purpose of the General Accounting Activity is to provide guidance, training and general accounting services to County departments so they can accurately manage and report financial information.	ADMINISTRATIVE
ACCOUNTS PAYABLE	The purpose of the Accounts Payable Activity is to provide timely payment services to County departments so they can correctly remit payments to vendors.	ADMINISTRATIVE
COLLECTIONS	The purpose of the Collections Activity is to provide collection services for the court, government agencies, victims and interested parties so they can hold the responsible parties accountable and the appropriate parties can realize financial restitution.	A.R.S.§ 13.805; A.R.S.§ 13.806; A.R.S.§ 42.1122; A.R.S.§ 13.961; A.R.S.§ 33.967; A.R.S.§ 11.584; A.R.S.§ 21.334; A.R.S.§ 12.332; A.R.S.§ 12.302; A.R.S.§ 8.127; A.R.S.§ 12.311; A.R.S.§ 12.284; A.R.S.§ 12.313; A.R.S.§ 12.116.03
FINANCIAL REPORTING	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.	
EXTERNAL REPORTING	The purpose of the External Reporting Activity is to primarily provide timely financial and operational information to external governments and private financial institutions, so they can make sound decisions regarding the welfare of Maricopa County.	A.R.S. § 41-1279.07; A.R.S. § 42-17101
INTERNAL REPORTING	The purpose of the Internal Reporting Activity is to provide timely financial information to county government staff so they can make timely and sound financial decisions and manage their resources.	ADMINISTRATIVE
REAL ESTATE	The purpose of the Real Estate Program is to provide real estate services to appointed and elected departments so that County properties are managed in a professional manner.	
REAL ESTATE MANAGEMENT	The purpose of the Real Estate Management Activity is to protect the Real Property Rights of the County and to support the efficient utilization of the County's Real Estate Assets.	ADMINISTRATIVE

Health Care Mandates

Analysis by Hannah Lee, Management & Budget Analyst

Departmental Information

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.

Strategic Goals

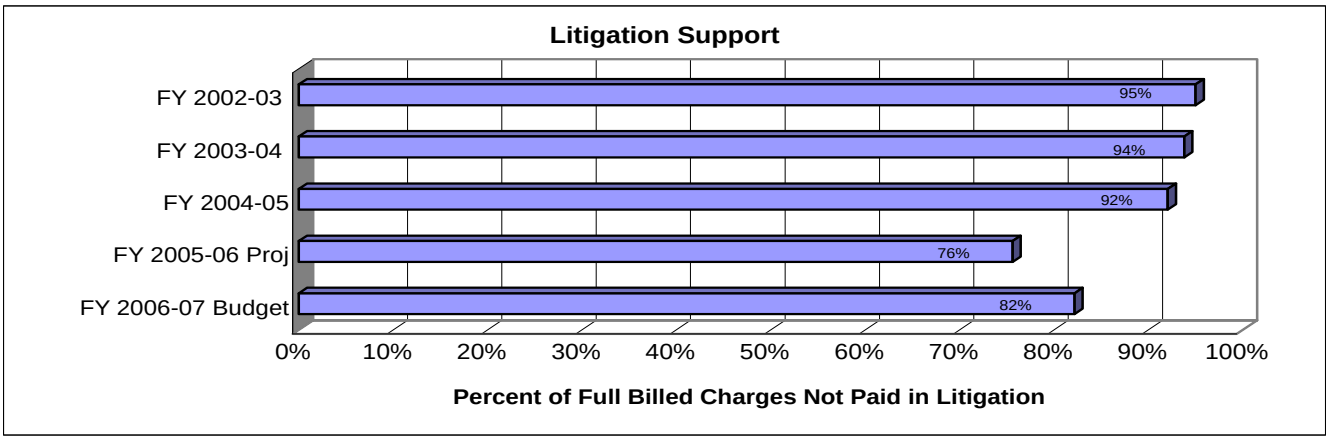
- By January 1, 2007, reduce the average annual litigation judgments/settlements rate by 7% over the 1998 rate. **Status**: The Department has not paid any litigation settlements.

- By June 30, 2007, reduce average turn-around time of all Health Services claims processing to within 60 days of submission. **Status**: The Department has reduced average turn-around time of claims processing to 43.34 days of submission.

Department Performance Information

Arizona counties were responsible for the medical care of indigents prior to October 1, 2001. Although the creation of AHCCCS diverted much of that responsibility, Maricopa County had to provide emergent services to indigents during the time between such services began and 48-hours prior to AHCCCS are notified of eligibility. Payment claims for such services were submitted to the Department of Medical Eligibility. Many claims were denied and hospitals filed lawsuits against the County contesting denial decisions. In the previous years, settlements have been reached between the County and hospitals to resolve these disputes.

The Litigation Support Activity provides documents and technical expertise to litigation counsel so they can effectively defend the financial interests of Maricopa County. Claims are in litigation until the Plaintiff agrees to withdraw the lawsuit and move the claims to the arbitration process. Health Care Mandates Department did not pay 76% of full billed charges in litigation in FY 2005-06 Projected and the FY 2006-07 Adopted budget is projected not to pay 82% of full billed charges.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
39DI - DISPROPORTIONATE SHARE MATCH	$ 83,530,100	$ 63,366,600	$ 63,366,600	$ 63,366,600	$ 63,366,600	$ -	0.0%
DISH - DISPROPORTIONATE SHARE MATCH	83,530,100	63,366,600	63,366,600	63,366,600	63,366,600	-	0.0%
39HC - INDIGENT HEALTH CARE	$ 737	$ -	$ -	$ 6,611	$ -	$ -	
PAHC - PRE-AHCCCS LIABILITY	737	-	-	6,611	-	-	
39LT - INDIGENT LONG-TERM CARE	$ -	$ 52,848	$ 52,848	$ 46,237	$ 52,848	$ -	0.0%
CRLT - COUNTY RESIDUAL LONG TERM CARI	-	52,848	52,848	46,237	52,848	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	$ 29,583	$ -	$ -	$ -	$ -	$ -	
TOTAL PROGRAMS	**$ 83,560,420**	**$ 63,419,448**	**$ 63,419,448**	**$ 63,419,448**	**$ 63,419,448**	**$ -**	**0.0%**
EXPENDITURES							
39BH - INDIGENT BEHAVIORAL HEALTH	$ 34,458,305	$ 37,189,030	$ 36,089,413	$ 36,050,899	$ 38,089,413	$ (2,000,000)	-5.5%
SARN - ARNOLD V. SARN	29,601,729	32,089,626	31,232,833	31,194,319	33,232,833	(2,000,000)	-6.4%
GEMH - GEN MENTAL HEALTH	4,856,576	5,099,404	4,856,580	4,856,580	4,856,580	-	0.0%
39DI - DISPROPORTIONATE SHARE MATCH	$ 83,530,100	$ 63,366,600	$ 63,366,600	$ 63,366,600	$ 63,366,600	$ -	0.0%
DISH - DISPROPORTIONATE SHARE MATCH	83,530,100	63,366,600	63,366,600	63,366,600	63,366,600	-	0.0%
39HC - INDIGENT HEALTH CARE	$ 50,372,240	$ 56,959,200	$ 56,959,200	$ 56,959,200	$ 49,523,800	$ 7,435,400	13.1%
AHCS - AHCCCS CONTRIBUTION	45,813,477	31,959,200	31,959,200	31,959,200	24,523,800	7,435,400	23.3%
PAHC - PRE-AHCCCS LIABILITY	4,558,763	25,000,000	25,000,000	25,000,000	25,000,000	-	0.0%
39LM - PRE-AHCCCS LIABILITY MGMT	$ 2,251,058	$ 6,588,317	$ 6,614,857	$ 6,538,643	$ 6,442,960	$ 171,897	2.6%
LITG - LITIGATION SUPPORT	1,905,888	6,588,317	6,614,857	6,538,642	6,442,960	171,897	2.6%
RSLT - RESOLUTIONS	345,171	-	-	-	-	-	
39LT - INDIGENT LONG-TERM CARE	$ 125,679,282	$ 130,183,562	$ 130,196,146	$ 130,183,562	$ 150,589,688	$ (20,393,542)	-15.7%
ALTC - ALTCS CONTRIBUTION	125,610,000	130,003,100	130,003,100	130,003,100	150,313,300	(20,310,200)	-15.6%
CRLT - COUNTY RESIDUAL LONG TERM CARI	69,282	180,462	193,046	180,462	276,388	(83,342)	-43.2%
60ME - MEDICAL EDUCATION	$ 3,547,901	$ 3,547,900	$ 3,547,900	$ 3,547,896	$ 3,547,900	$ -	0.0%
RETR - RESIDENCY TRAINING	3,547,901	3,547,900	3,547,900	3,547,896	3,547,900	-	0.0%
80TD - TRIAL DELIVERY	$ 233,750	$ 338,000	$ 338,000	$ 266,386	$ 693,547	$ (355,547)	-105.2%
MEHO - MENTAL HEALTH ORDERS	15,875	50,000	50,000	26,636	50,000	-	0.0%
MEHT - MENTAL HEALTH TESTIMONY	217,875	288,000	288,000	239,750	643,547	(355,547)	-123.5%
86ID - INFECT DISEASE CNTRL & TREATMT	$ 83,062	$ 500,000	$ 483,600	$ 483,600	$ 500,000	$ (16,400)	-3.4%
TBSS - TUBERCULOSIS SERVICES	83,062	500,000	483,600	483,600	500,000	(16,400)	-3.4%
99AS - ADMINISTRATIVE SERVICES PROG	7,764,991	2,561,085	3,649,967	2,992,881	5,137,672	(1,487,705)	-40.8%
99GV - GENERAL GOVERNMENT	-	-	-	-	5,111	(5,111)	
TOTAL PROGRAMS	**$ 307,920,688**	**$ 301,233,694**	**$ 301,245,683**	**$ 300,389,667**	**$ 317,896,691**	**$ (16,651,008)**	**-5.5%**

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 83,530,100	$ 63,366,600	$ 63,366,600	$ 63,366,600	$ 63,366,600	$ -	0.0%
CHARGES FOR SERVICES	29,583	52,848	46,237	46,237	46,237	-	0.0%
MISCELLANEOUS REVENUE	737	-	6,611	6,611	6,611	-	0.0%
TOTAL REVENUE	**$ 83,560,420**	**$ 63,419,448**	**$ 63,419,448**	**$ 63,419,448**	**$ 63,419,448**	**$ -**	**0.0%**
EXPENDITURES							
PERSONAL SERVICES	$ 1,522,349	$ 2,000,275	$ 2,379,278	$ 1,852,258	$ 2,827,608	$ (448,330)	-18.8%
SUPPLIES	22,715	56,576	93,898	49,856	28,000	65,898	70.2%
SERVICES	304,535,610	299,148,489	298,744,614	298,460,899	315,016,785	(16,272,171)	-5.4%
OTHER FINANCING USES	1,773,952	-	-	-	-	-	
CAPITAL OUTLAY	66,063	28,354	27,893	26,654	24,298	3,595	12.9%
TOTAL EXPENDITURES	**$ 307,920,688**	**$ 301,233,694**	**$ 301,245,683**	**$ 300,389,667**	**$ 317,896,691**	**$ (16,651,008)**	**-5.5%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 83,560,420	$ 63,419,448	$ 63,419,448	$ 63,419,448	$ 63,419,448	$ -	0.0%
ALL FUNDS	**$ 83,560,420**	**$ 63,419,448**	**$ 63,419,448**	**$ 63,419,448**	**$ 63,419,448**	**$ -**	**0.0%**
EXPENDITURES							
100 GENERAL	$ 307,920,688	$ 301,233,694	$ 301,245,683	$ 300,389,667	$ 317,896,691	$ (16,651,008)	-5.5%
ALL FUNDS	**$ 307,920,688**	**$ 301,233,694**	**$ 301,245,683**	**$ 300,389,667**	**$ 317,896,691**	**$ (16,651,008)**	**-5.5%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	31.00	34.00	43.00	9.00	26%
TOTAL FUNDS	**31.00**	**34.00**	**43.00**	**9.00**	**26%**

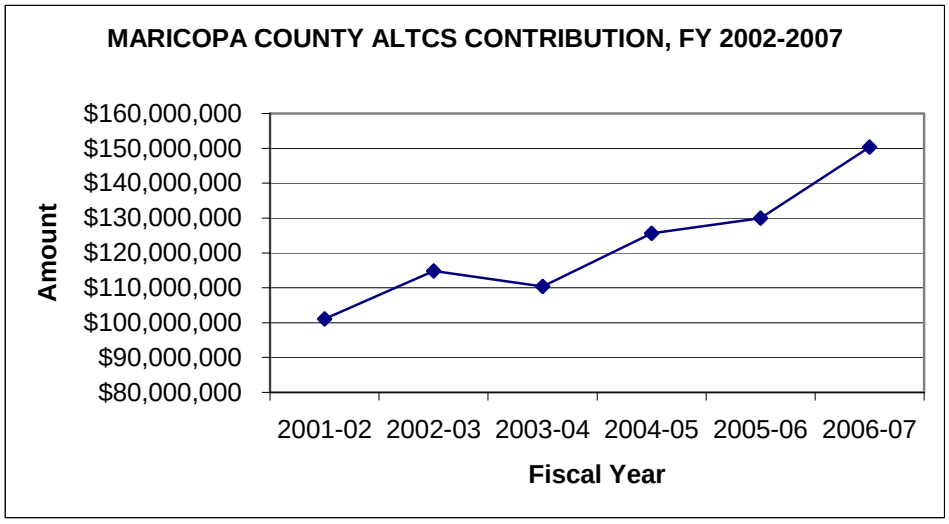
FY 2006-07 Adopted increased by 9 FTEs from FY 2005-06 Revised. 11 FTEs were added for the Maricopa Managed Care Systems Administration Run Out Team, and 1 Financial/Business Analyst FTE position was deleted. 1 Project Manager FTE was transferred to the Office of Medical Examiner.

Base Adjustments

ALTCS Contribution ($20,310,200): FY 2006-07 Adopted Budget for ALTCS Contribution Activity increases by $20,310,200 compared to FY 2005-06 Revised Budget to reflect the Joint Legislative Budget Committee Recommended County Contribution for FY 2006-07, which is calculated according to formula in A.R.S. 11-292. Under the current Statute, counties pay 50% of the annual increase in the non-federal portion of the ALTCS budget. The increase is based on JLBC estimates that ALTCS caseload is projected to grow 6.5%, or approximately 19,100 member years being served in FY 2006-07. JLBC also projects capitation rate to grow 3.0% above FY 2005-06. Other components of the ALTCS program, such as Fee-For-Service, Reinsurance, and Medicare Premiums programs, are expected to increase by approximately 14.0%. Also included in these estimates is the provider rate increase based on the reallocation of savings.

ALTCS CONTRIBUTION
Maricopa County

Fiscal Year	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07
Amount	$ 101,077,241	$ 114,845,600	$ 110,407,500	$ 125,610,000	$ 130,003,100	$ 150,313,300



Arnold V. Sarn IGA Increase ($2,000,000): The FY 2006-07 Adopted for *Arnold v. Sarn* increases by $2,000,000 compared to FY 2005-06 Revised in accordance with the IGA formula based on a pessimistic forecast for the U.S. Medical CPI plus 2 percent for pharmaceutical weighting included in the Maricopa County 10-year forecast.

Maricopa Managed Care Systems (MMCS) Administration Run Out Team ($2,271,551): The Health Plan ceased to operate on September 30, 2005. The MMCS Run Out Administration Team's budget of $2,271,551 for FY 2006-07 is now moved into Health Care Mandates Department. The FY 2006-07 Adopted budget for MMCS Run Out Administration Team will provide:

- Payment of claims from providers, reconciling past "over-payments/under-payments" with providers, and recouping monies owed to MMCS;
- Filing of encounter data with the AHCCCS Administration and applying for reinsurance, Title XIX Waiver Group reimbursements, and Prior Period Coverage reimbursements;
- Preparation and filing of contractually required financial statements, and completion of required financial audits; and
- Archiving of MMCS health care membership, authorization, and claims data for storage in accordance with Federal and State requirements

To perform these tasks, the MMCS Run Out Team requires 11 FTEs for a period of one to six months. The Team will phase down in the middle of FY 2006-07.

Department Administration (-$728,516): The FY 2006-07 Adopted Budget reduces $728,516 in Department Administration partly due to elimination of non-recurring expenditures (-$503,214), and partly due to reduction of staffing (-$225,302) which is no longer needed.

Mental Health Testimony Activity ($355,547): The FY 2006-07 Adopted Budget increases $355,547 for legal services provided by County Attorney Civil Division.

Litigation Support Activity (-$162,450): The FY 2006-07 Adopted Budget reduces $162,449 to align with the level of services provided by County Attorney Civil Division.

House Bill 2819 – Reduce AHCCCS Contribution (-$7,435,400): HB 2819 transferred funding responsibility for state juvenile probation costs in Maricopa County to Maricopa County in exchange for an equivalent reduction of Maricopa County contributions to AHCCCS programs by $7,435,400.

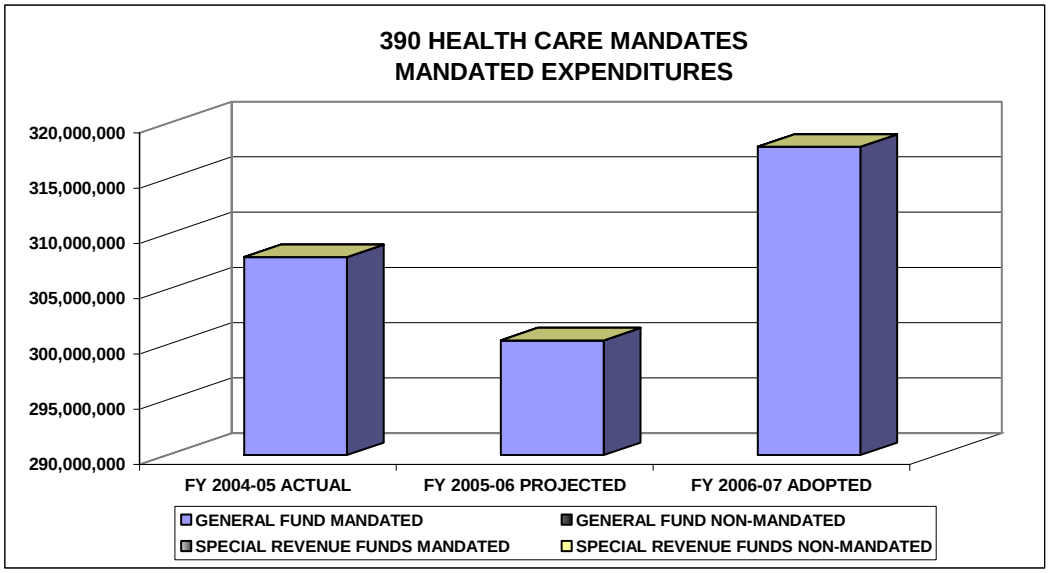
Office of Director Activity (-$128,721): The FY 2006-07 Adopted Budget reduces $128,721 to transfer 1 FTE out of Health Care Mandates into the Office of Medical Examiner.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 301,233,694**	**$ 63,419,448**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 301,233,694**	**$ 63,419,448**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 12,750	$ -
Retirement Contributions	31,142	-
ALTCS Contribution	20,310,200	-
FY 2005-06 Pay for Performance Annualization	66,237	-
Arnold v. Sarn IGA Increase	2,000,000	-
FY 2005-06 Executive Compensation Increase (12 mo)	7,121	-
FY 2006-07 Pay for Performance	63,536	-
Subtotal	**$ 22,490,986**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 323,724,680**	**$ 63,419,448**
BASE ADJUSTMENTS:		
Maricopa Managed Care Systems Admin Run Out Team	$ 2,271,551	$ -
Department Administration	(728,516)	-
Mental Health Testimony	355,547	-
Litigation Support	(162,450)	-
House Bill 2819 - Reduce AHCCCS Contribution	(7,435,400)	-
Transfer 1 FTE to Medical Examiner Department	(128,721)	-
Subtotal	**$ (5,827,989)**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 317,896,691**	**$ 63,419,448**

Mandates



Mandated expenditure levels vary due to several factors including the ALTCS Contribution Activity increases to reflect the Joint Legislative Budget Committee Recommended County Contribution for FY 2006-07, which is calculated according to formula in A.R.S. 11-292. Under the current Statute, counties pay 50% of the annual increase in the non-federal portion of the ALTCS budget. See the Base Adjustment section for additional detail.

Program Activity	Purpose	Mandate
PRE-AHCCCS LIABILITY MANAGEMENT	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.	
LITIGATION SUPPORT	The purpose of the Litigation Support Activity is to provide documents and technical expertise to litigation counsel so they can effectively defend the financial interests of Maricopa County Administration.	ADMINISTRATIVE
RESOLUTIONS	The purpose of the Resolutions Activity is to provide a review of disputed pre-AHCCCS claims for Maricopa County Administration so they can fulfill their statutory obligation to resolve claims, limit their pre-AHCCCS financial liability, and avoid the need for subsequent litigation.	A.R.S. §11-297, uncodified sections of SB 1577
INDIGENT BEHAVIORAL HEALTH	The purpose of the Indigent Behavioral Health Program is to provide funds to the State for mental health programs so that they can ensure that their court-ordered obligations are met.	
ARNOLD V. SARN	The purpose of the SARN - ARNOLD V. SARN Activity is to contribute funding to the Arizona Department of Health Services (ADHS) via an Intergovernmental Agreement (IGA) to provide adequate services for Maricopa County's indigent seriously mentally ill (SMI) persons.	1989 Arizona Supreme Court Ruling, Arnold v. Sarn
GEN MENTAL HEALTH	The purpose of the Genenral Mental Health Activity is to contribute funding to the Arizona Department of Health Services (ADHS) via an Intergovernmental Agreement (IGA) to provide the same level of behavioral health services for indigent non-SMI population in Maricopa County that were in place prior to the 1981 inception of the AHCCCS program.	A.R.S. §11-0291.01
DISPROPORTIANATE SHARE MATCH	The purpose of the Disproportionate Share Match Program is to provide support for the federal Disproportionate Share Hospital program for Maricopa Medical Center.	
DISPROPORTIONATE SHARE MATCH	The purpose of the Disproportionate Share Match Activity is to provide support for the federal Disproportionate Share Hospital program for Maricopa Medical Center.	Omnibus Budget Reconciliation Act (OBRA) of 1981, Boren Amendment, P.L. 97-35; OBRA 1986, P.L. 99-509; OBRA 1997, PL100-203; Medicaid Voluntary Contribution and Provider-Specific Tax Amendments of 1991, PL 102-224; OBRA 1993, PL 103- 66; Balanced Budget Act of 1997, PL105-33; Medicare, Medicaid and SCHIP Benefits Improvement and Protection Act of 2000, PL 106-554; Laws 2004, Chapter 279, Section 9 (B.); Proposition 204 (2002).. A.R.S. §48-5561.01.

Mandates (Continued)

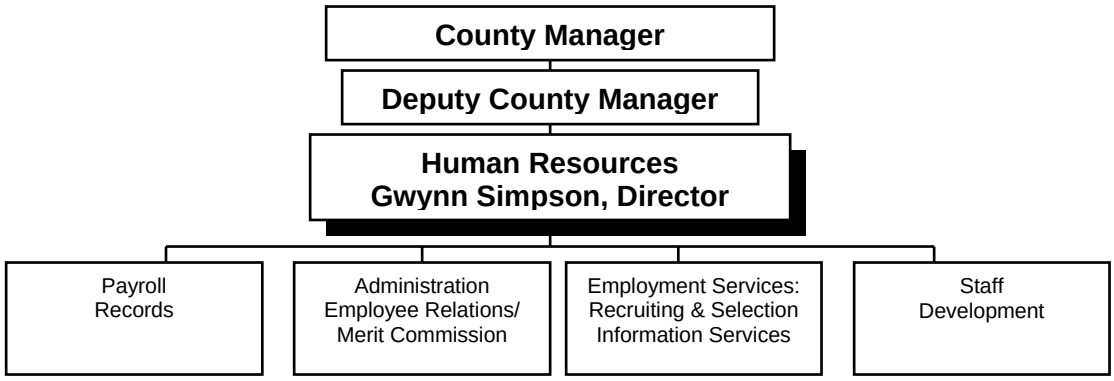
Program Activity	Purpose	Mandate
INDIGENT HEALTH CARE	The purpose of the Indigent Health Care Program is to provide funds to the State's AHCCCS programs and to provide funding for outstanding Pre-AHCCCS claims for Maricopa County Administration so that they can ensure accurate and proper distribution of funds.	
PRE-AHCCCS LIABILITY	The purpose of the Pre-AHCCCS Liability Activity is to provide funding for outstanding Pre-AHCCCS claims for Maricopa County Administration so that they can ensure accurate and proper distribution of funds.	A.R.S. §11-297, uncodified sections of SB 1577
AHCCCS CONTRIBUTION	The purpose of the AHCCCS Contribution Activity is to contribute financial support to the State AHCCCS program to satisfy the Federal Medicaid matching requirement, which represents a mandated contribution for the medical services cost of AHCCCS enrolled members.	A.R.S. §11-297
INDIGENT LONG TERM CARE	The purpose of the Indigent Long Term Care Program is to provide funds to the State's ALTCS program and to provide funding for the County's Residual Long Term Care claims for Maricopa County Administration so that they can ensure accurate and proper distribution of funds.	
ALTCS CONTRIBUTION	The purpose of the ALTCS Contribution Activity is to contribute financial support to the State long-term care program, as set forth by the State Legislature, based on the non-Federal match required for the program to provide federal Medicaid long-term care services to persons meeting federally prescribed income and resource standards and are at risk of being institutionalized.	A.R.S. §11-297
COUNTY RESIDUAL LONG TERM CARE	The purpose of the County Residual Long Term Care Activity is to provide member claims review and to provide long term care services to clients who did not meet ALTCS standards at the time of it's adoption so that they can ensure that appropriate payments are made to fulfill the County's mandated obligations.	A.R.S. §11-293, A.R.S. §11-293.01

Human Resources

Analysis by Jack Patton, Senior Budget Analyst

Departmental Information

Organizational Chart



Mission

The mission of Human Resources is to establish and administer effective human resources programs that recruit, develop and retain a qualified and diverse workforce so the County can achieve its public service goals.

Vision

To recruit, develop and retain an A+ workforce and become an employer of choice.

Strategic Goals

- By May 2006, Human Resources will develop metrics reporting and communication tools to monitor the implementation of Maricopa County's diversity plan. **Status**: Human Resources is reviewing other government's metrics to see what will work at Maricopa County.

- By September 2006, Human Resources will develop a written succession plan for managers and directors that identify the leadership roles and associated skills necessary for upward mobility in County departments. **Status**: Human Resources drafted a policy, procedures and a proposed budget for the succession planning program. Human resources has discussed the program and budget with the Deputy County Manager. A pilot program will be developed and submitted to the Deputy County Manager for review and approval.

- By September 2006, Human Resources will achieve a rating of 80% satisfaction level or higher from their customers. **Status**: Human Resources is conducting an entire customer service training session for their staff.

- By January 2006, Human Resources will have 90% participation in either direct deposit or pay cards and reduce/eliminate live checks. **Status**: Human Resources is still promoting direct

deposits and pay cards. Human Resources has drafted proposed legislation requesting approval to do away with live checks.

- By January 2006 implement a workforce development plan to enhance recruitment, retention, and advancement that results in improved customer service to Maricopa County citizens. **Status**: Human Resources is working on implementing a succession program at Maricopa County that will be the cornerstone of the workforce development plan. OMB recommends the completion date for this goal be extended until sometime after the development of the succession program, which is slated for completion in September, 2006 since that will need to be in place to successfully implement the workforce development plan.

- By July 2006 HR will help seek opportunities to build partnerships and relationships with local Native American Chambers of Commerce to enhance recruiting. **Status**: Human Resources representatives will meet with representatives from the Salt River Pima-Maricopa Indian Community to talk about issues impacting rolling out PeopleSoft at the County and at the Salt River Pima Indian Community.

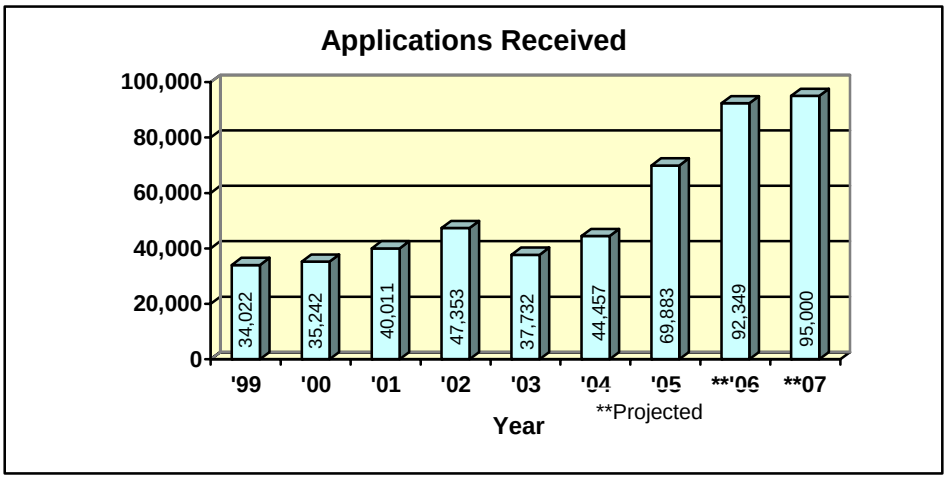
- By December 2006, Human Resources will complete a review and revision of all Human Resources policies to ensure legal compliance and compatibility with technology needs. **Status**: Human Resources had the following policies approved and implemented: Informal/Formal Discipline, Pre-disciplinary Action Program, Employee Concerns and Resolution Program and Employees Assisting and Supporting Employees (E.A.S.E.).

- By December 2006, Human Resources will train all Central HR staff on Managing for Results. **Status**: Human Resources is in the process of sending all staff to Managing for Results training and all activity leaders to Metric Accountability training.

- By June 2007, Human Resources will re-engineer Maricopa County's Personnel Action Form (PAF) process that will incorporate appropriate automation and other process efficiencies to allow for seamless personnel action processing. **Status**: A task force to look at the Personnel Action Form has been created.

- By July 2007, Human Resources will eliminate hard copy personnel files. **Status**: Human Resources is in the process of scanning all personnel files and has an Electronic Records Retention Request pending final approval at the State.

- By May 2009, improve outreach services to diverse community-based agencies to develop talent pools for County recruitments. **Status**: Human Resources is sending a representative to a large comprehensive government recruiting seminar in Washington D.C.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
31CT - CORPORATE INITIATIVES	$ -	$ 950	$ 950	$ 395	$ 1,110	$ 160	16.8%
COMM - COMMUTE OPTIONS	-	950	950	395	1,110	160	16.8%
31ED - EMPLOYEE DEVELOPMENT	$ 2,159	$ -	$ -	$ 1,901	$ 18,300	$ 18,300	
EREL - EMPLOYEE RELATIONS	-	-	-	-	15,000	15,000	
MERT - MERIT COMMISSION	14	-	-	29	-	-	
STDV - STAFF DEVELOPMENT	2,145	-	-	1,872	3,300	3,300	
31ES - EMPLOYMENT SERVICES	$ 56	$ -	$ -	$ 260	$ 500	$ 500	
RECR - RECRUITING AND STAFFING	56	-	-	260	500	500	
31PR - PAYROLL & RECORDS MANAGEMENT	$ 40,773	$ 35,400	$ 35,400	$ 36,617	$ 37,500	$ 2,100	5.9%
PAYR - PAYROLL	40,473	35,150	35,150	36,421	37,300	2,150	6.1%
RECD - RECORDS MANAGEMENT	300	250	250	196	200	(50)	-20.0%
99AS - ADMINISTRATIVE SERVICES PROG	$ 1,064	$ -	$ -	$ 617	$ -	$ -	
TOTAL PROGRAMS	**$ 44,051**	**$ 36,350**	**$ 36,350**	**$ 39,789**	**$ 57,410**	**$ 21,060**	**57.9%**
EXPENDITURES							
31CT - CORPORATE INITIATIVES	$ 6,201	$ 107,305	$ 59,035	$ 64,172	$ 43,503	$ 15,532	26.3%
CHAR - COMBINED CHARITABLE CAMPAIGN	1,355	53,280	14,136	26,450	12,298	1,838	13.0%
COMM - COMMUTE OPTIONS	4,846	54,025	44,899	37,722	31,205	13,694	30.5%
31ED - EMPLOYEE DEVELOPMENT	$ 698,085	$ 725,704	$ 795,865	$ 695,040	$ 903,211	$ (107,346)	-13.5%
EREL - EMPLOYEE RELATIONS	217,096	195,886	201,218	149,788	277,237	(76,019)	-37.8%
MERT - MERIT COMMISSION	13,745	113,850	115,229	85,140	115,088	141	0.1%
STDV - STAFF DEVELOPMENT	467,244	415,968	479,418	460,112	510,886	(31,468)	-6.6%
31ES - EMPLOYMENT SERVICES	$ 782,214	$ 933,588	$ 970,345	$ 896,557	$ 968,269	$ 2,076	0.2%
RECR - RECRUITING AND STAFFING	782,214	933,588	970,345	896,557	968,269	2,076	0.2%
31PR - PAYROLL & RECORDS MANAGEMENT	$ 679,279	$ 785,844	$ 802,364	$ 803,445	$ 837,737	$ (35,373)	-4.4%
PAYR - PAYROLL	352,596	377,976	384,961	429,023	403,194	(18,233)	-4.7%
RECD - RECORDS MANAGEMENT	326,683	407,868	417,403	374,422	434,543	(17,140)	-4.1%
99AS - ADMINISTRATIVE SERVICES PROG	$ 737,759	$ 402,235	$ 410,720	$ 427,948	$ 429,689	$ (18,969)	-4.6%
TOTAL PROGRAMS	**$ 2,903,538**	**$ 2,954,676**	**$ 3,038,329**	**$ 2,887,162**	**$ 3,182,409**	**$ (144,080)**	**-4.7%**

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
INTERGOVERNMENTAL REVENUES	$ -	$ -	$ -	$ 626	$ 18,800	$ 18,800	
CHARGES FOR SERVICES	41,297	35,950	35,950	37,238	38,210	2,260	6.3%
MISCELLANEOUS REVENUE	2,754	400	400	1,925	400	-	0.0%
TOTAL REVENUE	**$ 44,051**	**$ 36,350**	**$ 36,350**	**$ 39,789**	**$ 57,410**	**$ 21,060**	**57.9%**
EXPENDITURES							
PERSONAL SERVICES	$ 2,660,222	$ 2,738,214	$ 2,821,865	$ 2,688,632	$ 2,952,816	$ (130,951)	-4.6%
SUPPLIES	70,438	35,373	35,375	40,300	36,475	(1,100)	-3.1%
SERVICES	153,680	159,087	159,087	136,411	171,012	(11,925)	-7.5%
CAPITAL OUTLAY	19,198	22,002	22,002	21,819	22,106	(104)	-0.5%
TOTAL EXPENDITURES	**$ 2,903,538**	**$ 2,954,676**	**$ 3,038,329**	**$ 2,887,162**	**$ 3,182,409**	**$ (144,080)**	**-4.7%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 44,051	$ 36,350	$ 36,350	$ 39,789	$ 57,410	$ 21,060	57.9%
ALL FUNDS	**$ 44,051**	**$ 36,350**	**$ 36,350**	**$ 39,789**	**$ 57,410**	**$ 21,060**	**57.9%**
EXPENDITURES							
100 GENERAL	$ 2,903,538	$ 2,954,676	$ 3,038,329	$ 2,887,162	$ 3,182,409	$ (144,080)	-4.7%
ALL FUNDS	**$ 2,903,538**	**$ 2,954,676**	**$ 3,038,329**	**$ 2,887,162**	**$ 3,182,409**	**$ (144,080)**	**-4.7%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	55.00	55.00	53.00	(2.00)	-4%
TOTAL FUNDS	**55.00**	**55.00**	**53.00**	**(2.00)**	**-4%**

Base Adjustments

Revenue

- **Increase in Revenue for the Employee Relations, Staff Development and Payroll Activities ($21,060):** The department's budget request included revenue above the target in the amount of $21,060 due to an increase in amounts collected for training and other services provided to the Housing Authority and Special Health Care District.

Expenditures

- **Increase in Personnel and Benefit Savings ($4,956):** The adopted budget increases Personnel and Benefit Savings across all activities by ($4,956) to 4 FTE. This change is based on recent savings at the rate of 6 FTE adjusted for two positions no longer in the department's staff complement.

- **Decrease to the Recruiting and Staffing Activity ($7,771):** The adopted budget includes a reduction in the budgeted hourly rates for the Public Service Representative and the HR Generalist in the Recruiting and Staffing Activity resulting in a decrease of ($7,771).

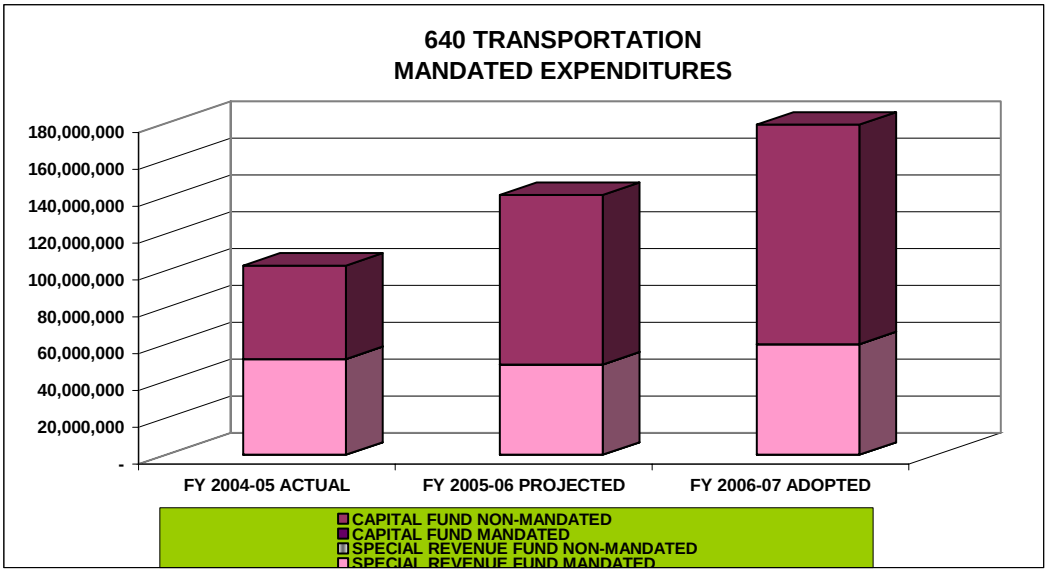
- **Decrease to the Office of the Director Activity ($6,619):** The adopted budget reduces personnel expenditures to reflect restatement of PeopleSoft Programmer to the Office of the Chief Information Officer and deletion of Technology Analyst for a net change of $(6,619).

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 3,150,296**	**$ 36,350**
MID-YEAR ADJUSTMENTS:		
FY 2005-06 Pay for Performance	$ 62,818	$ -
Subtotal	**$ 62,818**	**$ -**
FY 2005-06 REVISED BUDGET:	**$ 3,213,114**	**$ 36,350**
Restatements	(195,620)	-
PeopleSoft Programmer to CIO		
FY 2005-06 REVISED RESTATED BUDGET:	**$ 3,017,494**	**$ 36,350**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 25,190	$ -
Retirement Contributions	41,150	-
FY 2005-06 Pay for Performance Annualization	18,760	-
Annualization of FY 2005-06 DRP/LRP (12 month)	2,287	-
FY 2005-06 Executive Compensation Increase (12 mo)	8,441	-
FY 2006-07 Pay for Performance	88,433	-
Subtotal	**$ 184,261**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 3,201,755**	**$ 36,350**
BASE ADJUSTMENTS:		
Increase in Personnel and Benefit Savings	$ (4,956)	$ -
Decrease to the Recruiting and Staffing Activity	(7,771)	-
Decrease to the Office of the Director Activity	(6,619)	-
Increase in Revenue for the Employee Relations, Staff Development and Payroll Activities	-	21,060
Subtotal	**$ (19,346)**	**$ 21,060**
FY 2006-07 ADOPTED BUDGET:	**$ 3,182,409**	**$ 57,410**

Mandates



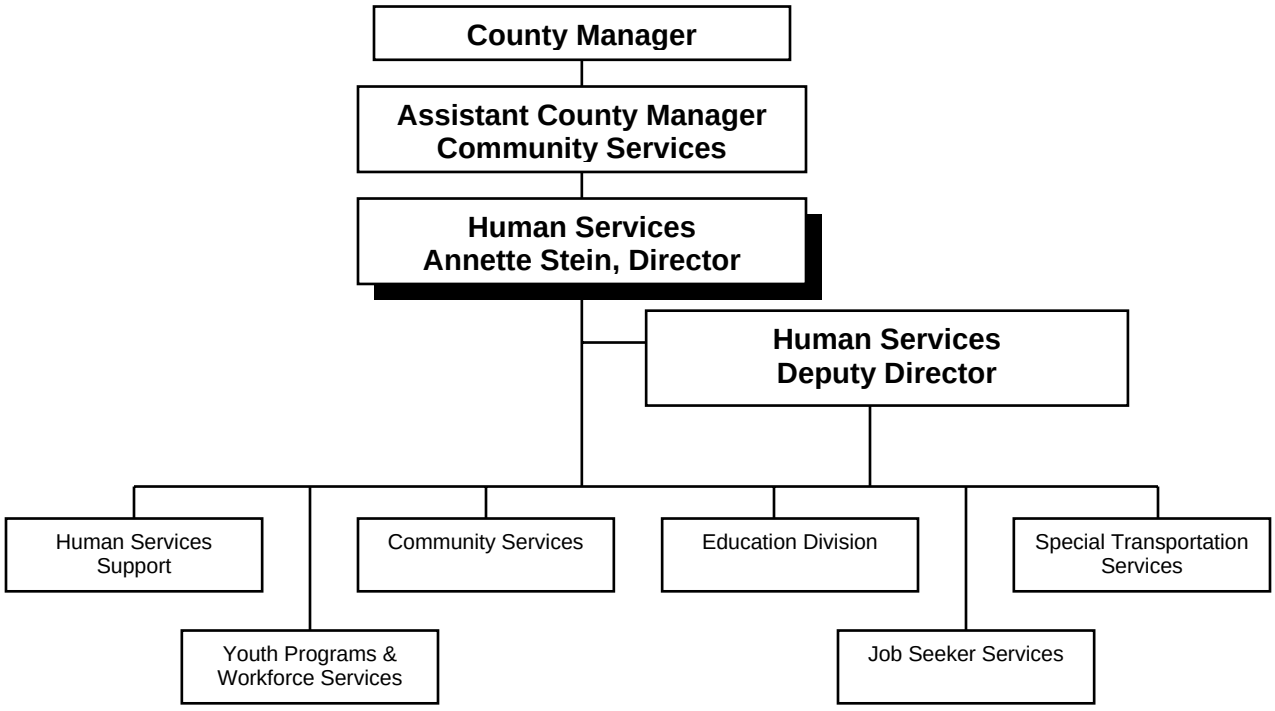
Program Activity	Purpose	Mandate
CORPORATE INITIATIVES	The purpose of the Corporate Initiatives Program is to provide administrative support for the enterprise-wide initiatives for Maricopa County departments so that they are in compliance with Maricopa County regulations and are able to meet program goals.	
COMBINED CHARAGABLE CAMPAIGN	The purpose of the Combined Charitable Campaign Activity is to provide administrative support to the Combined Charitable Campaign Chair, County Management and employees so they can give back to the Community they serve.	NONE
COMMUTE OPTIONS	The purpose of the Commute Options Activity is to provide administrative support and coordination of the Trip Reduction initiative so that Maricopa County and its departments are in compliance with applicable ordinances.	ARS § 11-251 (53); ARS § 49-581 through 49-593; ARS § 11-251 (57);ARS § 49-581 through 59-593; A.R.S. 49-542
EMPLOYEE DEVELOPMENT	The purpose of the Employee Development program is to provide organizational development, services, competency-based training and strategic intervention for all County departments so there is a productive and professional workplace.	
EMPLOYEE RELATIONS	The purpose of the Employee Relations Activity is to provide workplace conflict resolution for County departments and employees so that they can maintain workplace professionalism and productivity.	ADMINISTRATIVE
MERIT COMMISSION	The purpose of the Merit Commission Activity is to provide administrative and operational support to the Merit Commission so that employees who go before Merit Commission can receive timely consideration for their appeal	ARS § 11-351 through 356; ARS § 12- 242; ARS § 38-1001 through 1007; ARS Title 38; ARS §. 38-847; ARS §. 38-531 through 38-532; ARS § 38-431; ARS § 38-503
STAFF DEVELOPMENT	The purpose of the Staff Development activity is to provide leadership and competency development opportunities for County employees so they can perform their job requirements and enhance their careers.	ADMINISTRATIVE
EMPLOYMENT SERVICES	The purpose of the Employment Services program is to provide recruitment and personnel processing services for County departments so they can interview and hire a diverse workforce.	
RECRUITING AND STAFFING	The purpose of the recruiting and staff activity is to provide County departments with a highly qualified workforce in a timely manner so that County departments can achieve their business objectives	ADMINISTRATIVE
PAYROLL & RECORDS MANAGEMENT	The purpose of the Payroll and Records Management Program is to provide centralized payroll and records management services to County departments and employees so that employee records are maintained accurately and employees are paid accurately and on-time.	
PAYROLL	The purpose of the Payroll activity is to process payroll for employees so that they can be timely and accurately paid for their services.	ADMINISTRATIVE
RECORDS MANAGEMENT	The purpose the Records Management Activity is to maintain employee and employment transaction records for County management and employees so that there is an accurate employment history on file.	ADMINISTRATIVE

Human Services

Analysis by Dexter C. Thomas, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The mission of the Human Services Department is to provide education, employment and basic needs services to individuals, children and families so that they can enhance their opportunities for economic, social and physical well-being.

Vision

All Maricopa County residents will have opportunities to achieve economic self-sufficiency and enjoy a high quality of life.

Strategic Goals

- Reduce Homelessness: By July 2007, partner with other organizations in the development of the Human Services Campus by working to prevent homelessness and support home ownership in the county. **Status**: Human Services participated and played a major role in the development and planning of the Human Services Campus which opened in mid November 2005.

- Community Partnerships: By July 2008, build partnerships and relationships with area governments, including Tribal Nations, in order to meet the growing demands for services offered by the Human Services Department and to enhance the availability and delivery of these services to the community. **Status**: The Department has recently developed this goal and will measure the progress and success throughout the year.

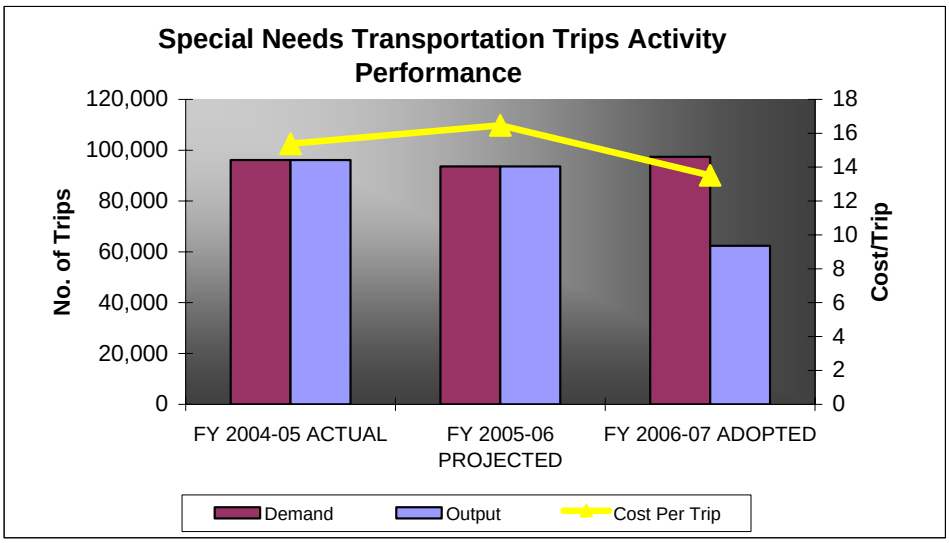
- Youth Programs: By December 2008, seek opportunities to promote, enhance, and improve Human Services programs and activities sponsored for the young people we serve in order to help them build their skills, develop a sense of civic involvement in the community, and successfully complete their education. **Status**: The department is achieving progress in each facet of this goal, and anticipates enhancing services to youth by the end of fiscal year 2007. In a preliminary sample, youth participation is planned to increase by approximately 15% in FY 2006-07.

- Increase Access: By December 2007, seek opportunities to enhance our Human Services Department service sites in order to improve access for our clients to the services we offer, ensure the inclusion and participation of our diverse community, and increase satisfaction with the quality and cost-effectiveness of the services provided. **Status**: The department is achieving progress in this goal, and anticipates making progress toward each facet of the goal by the end of FY 2006-07.

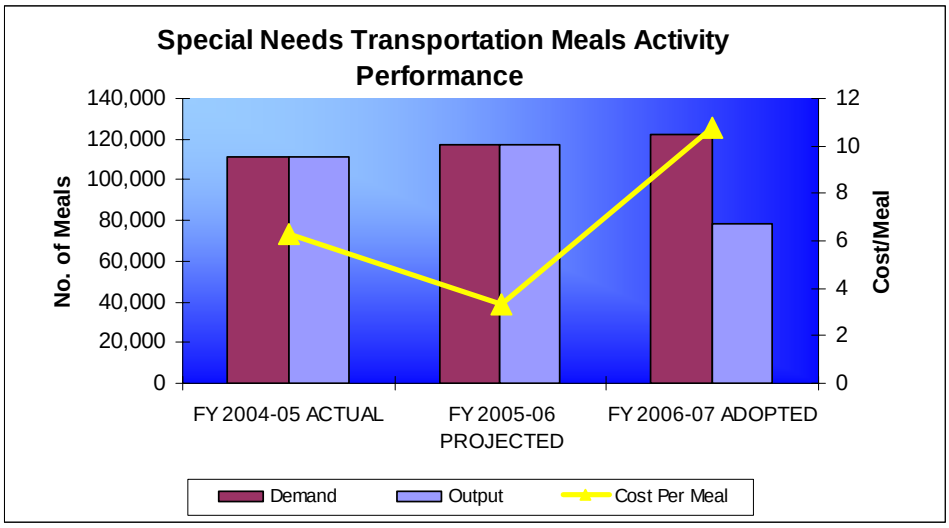
- Programs/Services: By July 2007, promote and protect the public health of the community by enhancing our programs and services and more effectively interfacing with our community partners. **Status**: The department is achieving progress in this goal, and anticipates being able to report significant advancement of the goal by the end of FY 2006-07.

Department Performance Information

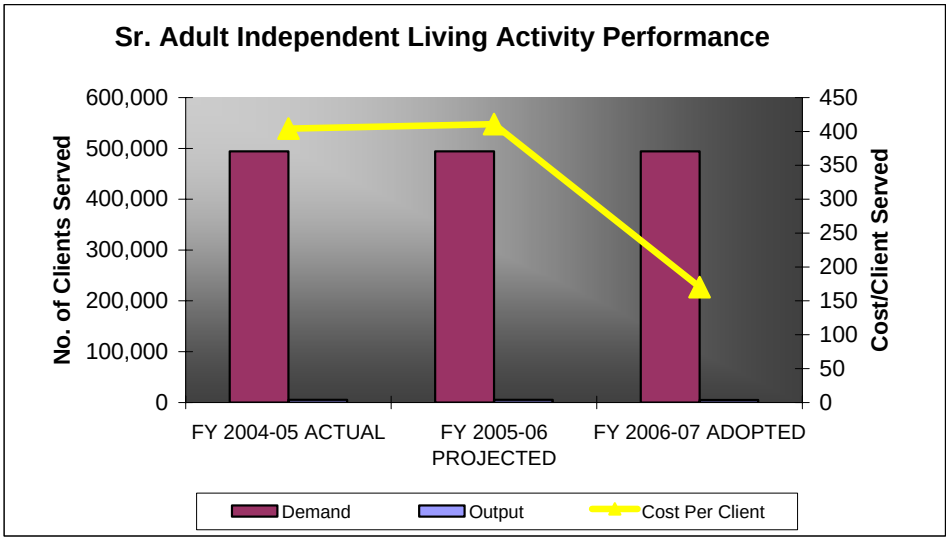
The Human Services Department provides special transportation services to individuals of Maricopa County that are elderly and/or disabled provided certain eligibility requirements are met. The table below shows a decline in output for the number rides that will be provided in FY 2006-07 from the prior two year average of 94,843 trips to 62,408 trips in FY 2006-07 Adopted.



The decrease in output from the two prior fiscal years to FY 2006-07 Adopted is due to a decrease in available funding to provide trip services. The cost per trip was $15.38 in FY 2004-05, $16.47 in FY 2005-06 Projected and $13.51 in FY 2006-07 Adopted. The $2.42 decline in cost per trip from FY 2005-06 Projected to FY 2006-07 Adopted is explained by the reduction in expenditures for Personal Services and Supplies based on the available grant funds to perform this service in FY 2006-07.



The Human Services Department provides special transportation services to individuals of Maricopa County that are elderly and/or disabled that meet certain eligibility requirements. The table below shows a decline from a two year average of 114,329 meals delivered to 78,035 meals delivered in FY 2006-07 Adopted. The variance in output from the prior two fiscal years to FY 2006-07 Adopted is due to the decline in available funding for meal delivery services. The cost per meal delivered was $6.26 in FY 2004-05, $3.29 in FY 2005-06 Projected and $10.81 in FY 2006-07 Adopted. The $7.52 increase in cost per meal delivered from FY 2005-06 Projected to FY 2006-07 Adopted is explained by the increase in expenditures to Personal Services due to increases in salary and benefits, Supplies as a result of higher fuel prices and higher maintenance cost of equipment (Vans), and a technical adjustment to accurately allocate expenditures within the Special Transportation Program.



The Human Services Senior Independent Living Program offers services to persons 60 years of age or older that have the greatest social and economic need. These individuals receive case management services with the goal of helping them to maintain independence so that they do not have to be placed in the more costly Arizona Long Term Care System (A.L.T.C.S.). The demand and output have remained relatively flat from the two prior fiscal years to FY 2006-07 Adopted. The cost per client was $404.10 in FY 2004-05, $410.82 in FY 2005-06 Projected and $170.37 in FY 2006-07 Adopted. The cost per client is declining by $240.43 in FY 2006-07 as a result of a decrease in Personal Services due to higher than normal anticipated vacancies for case managers in FY 2006-07 Adopted and a technical adjustment to accurately allocate expenditures within the Community Services Program.

Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
22CS - COMMUNITY SERVICES	$ 3,935,021	$ 4,969,525	$ 5,084,519	$ 5,084,519	$ 3,937,968	$ (1,146,551)	-22.5%
CASM - CASE MANAGEMENT	1,953,409	1,947,858	1,622,859	1,622,859	2,252,819	629,960	38.8%
CRDV - COMMUNITY RESOURCE DEVELOPMENT	-	941,747	856,837	856,837	935,219	78,382	9.1%
FAST - FINANCIAL ASSISTANCE	779,257	965,206	1,591,376	1,591,376	455,835	(1,135,541)	-71.4%
HSNG - HOUSING ASSISTANCE	1,202,355	1,114,714	1,013,447	1,013,447	294,095	(719,352)	-71.0%
22ED - EDUCATION	$ 19,729,533	$ 19,354,938	$ 17,528,618	$ 17,528,618	$ 17,573,006	$ 44,388	0.3%
CDEV - CHILD DEVELOPMENT	19,500,872	14,423,155	13,341,540	13,341,540	12,839,810	(501,730)	-3.8%
CHLT - CHILD HEALTH SERVICES	228,661	3,027,910	2,602,058	2,602,058	2,135,533	(466,525)	-17.9%
FAMI - FAMILY & COMM PARTNERSHIP	-	1,903,873	1,585,020	1,585,020	2,597,663	1,012,643	63.9%
22TS - SPECIAL TRANSPORTATION SERVICE	$ 3,118,961	$ 4,647,290	$ 4,928,149	$ 3,470,412	$ 3,544,541	$ (1,383,608)	-28.1%
ERLT - EMPLOYMENT RELATED TRANSP	1,454,937	2,670,810	2,901,743	2,000,000	1,703,259	(1,198,484)	-41.3%
SNTM - SPECIAL NEEDS TRANSP. MEALS	415,984	494,120	506,602	325,732	472,081	(34,521)	-6.8%
SNTT - SPECIAL NEEDS TRANSP. TRIPS	1,248,040	1,482,360	1,519,804	1,144,680	1,369,201	(150,603)	-9.9%
22WD - WORKFORCE DEVELOPMENT	$ 7,312,192	$ 6,496,666	$ 5,906,583	$ 5,906,583	$ 8,350,851	$ 2,444,268	41.4%
EMSV - EMPLOYER SERVICES	1,475,483	2,252,001	1,319,404	1,319,404	1,026,261	(293,143)	-22.2%
SEEK - JOB SEEKER SERVICES	4,327,294	2,292,979	3,103,893	3,103,893	5,906,234	2,802,341	90.3%
YOUT - YOUTH SERVICES	1,509,415	1,951,686	1,483,286	1,483,286	1,418,356	(64,930)	-4.4%
39SA - SR. ADULT INDEPENDENT LIVING	$ 992,120	$ -	$ 1,185,203	$ 1,185,203	$ 1,063,100	$ (122,103)	-10.3%
SAIL - SR. ADULT INDEPENDENT LIVING	992,120	-	1,185,203	1,185,203	1,063,100	(122,103)	-10.3%
99AS - ADMINISTRATIVE SERVICES PROG	(791,608)	2,509,429	1,660,396	1,660,396	1,417,932	(242,464)	-14.6%
99IT - INFORMATION TECHNOLOGY PROGRAM	(64)	-	628,892	628,892	718,305	89,413	14.2%
99GV - GENERAL GOVERNMENT	(729,755)	-	845,243	845,243	1,220,739	$ 375,496	44.4%
TOTAL PROGRAMS	$ 33,566,400	$ 37,977,848	$ 37,767,603	$ 36,309,866	$ 37,826,442	58,839	0.2%
EXPENDITURES							
22CS - COMMUNITY SERVICES	$ 4,902,089	$ 5,845,966	$ 5,788,467	$ 5,788,465	$ 5,141,916	$ 646,551	11.2%
CASM - CASE MANAGEMENT	578,724	2,337,361	2,326,807	2,326,807	3,456,767	(1,129,960)	-48.6%
CRDV - COMMUNITY RESOURCE DEVELOPMENT	675,104	875,084	856,837	856,836	935,219	(78,382)	-9.1%
FAST - FINANCIAL ASSISTANCE	2,795,539	1,607,893	1,591,376	1,591,376	455,835	1,135,541	71.4%
HSNG - HOUSING ASSISTANCE	852,722	1,025,628	1,013,447	1,013,447	294,095	719,352	71.0%
22ED - EDUCATION	$ 18,565,011	$ 18,976,346	$ 17,528,618	$ 17,327,615	$ 17,573,006	$ (44,388)	-0.3%
CDEV - CHILD DEVELOPMENT	16,600,746	13,842,733	13,341,540	13,140,537	12,839,810	501,730	3.8%
CHLT - CHILD HEALTH SERVICES	968,701	2,613,711	2,602,058	2,602,058	2,135,533	466,525	17.9%
FAMI - FAMILY & COMM PARTNERSHIP	995,565	2,519,902	1,585,020	1,585,020	2,597,663	(1,012,643)	-63.9%
22TS - SPECIAL TRANSPORTATION SERVICE	$ 3,912,236	$ 4,418,645	$ 5,210,149	$ 3,926,844	$ 3,826,541	$ 1,383,608	26.6%
ERLT - EMPLOYMENT RELATED TRANSP	1,736,125	2,509,947	2,901,743	2,000,004	1,703,259	1,198,484	41.3%
SNTM - SPECIAL NEEDS TRANSP. MEALS	698,664	406,676	506,603	385,368	542,581	(35,978)	-7.1%
SNTT - SPECIAL NEEDS TRANSP. TRIPS	1,477,446	1,502,022	1,801,803	1,541,472	1,580,701	221,102	12.3%
22WD - WORKFORCE DEVELOPMENT	$ 8,052,159	$ 5,364,584	$ 5,906,583	$ 5,906,581	$ 8,350,851	$ (2,444,268)	-41.4%
EMSV - EMPLOYER SERVICES	1,723,582	1,142,486	1,319,404	1,319,404	1,026,261	293,143	22.2%
SEEK - JOB SEEKER SERVICES	4,383,489	2,578,635	3,103,893	3,103,891	5,906,234	(2,802,341)	-90.3%
YOUT - YOUTH SERVICES	1,945,089	1,643,463	1,483,286	1,483,286	1,418,356	64,930	4.4%
39SA - SR. ADULT INDEPENDENT LIVING	$ 2,239,550	$ 2,310,526	$ 2,259,509	$ 2,259,507	$ 2,279,530	$ (20,021)	-0.9%
SAIL - SR. ADULT INDEPENDENT LIVING	2,239,550	2,310,526	2,259,509	2,259,507	2,279,530	(20,021)	-0.9%
99AS - ADMINISTRATIVE SERVICES PROG	$ (1,175,663)	$ 1,764,807	$ 1,771,293	$ 533,836	1,417,932	353,361	19.9%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 531,350	$ 518,965	$ 628,892	$ 474,173	718,305	(89,413)	-14.2%
99GV - GENERAL GOVERNMENT	$ 747,274	$ 845,243	$ 845,243	$ 845,243	1,220,739	(375,496)	-44.4%
TOTAL PROGRAMS	$ 37,774,006	$ 40,045,082	$ 39,938,754	$ 37,062,265	$ 40,528,820	$ (590,066)	-1.5%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 33,336,529	$ 37,703,565	$ 37,493,320	$ 35,951,498	$ 37,602,070	$ 108,750	0.3%
MISCELLANEOUS REVENUE	229,871	274,283	274,283	358,368	224,372	(49,911)	-18.2%
TOTAL REVENUE	**$ 33,566,400**	**$ 37,977,848**	**$ 37,767,603**	**$ 36,309,866**	**$ 37,826,442**	**$ 58,839**	**0.2%**
EXPENDITURES							
PERSONAL SERVICES	$ 16,211,804	$ 18,698,274	$ 19,656,556	$ 17,732,565	$ 18,584,586	$ 1,071,970	5.5%
SUPPLIES	1,999,586	1,469,644	1,384,322	1,491,893	1,651,512	(267,190)	-19.3%
SERVICES	18,115,848	18,186,304	17,207,016	16,532,128	18,475,218	(1,268,202)	-7.4%
OTHER FINANCING USES	744,223	845,243	845,243	845,243	934,317	(89,074)	-10.5%
CAPITAL OUTLAY	702,545	845,617	845,617	460,435	883,187	(37,570)	-4.4%
TOTAL EXPENDITURES	**$ 37,774,006**	**$ 40,045,082**	**$ 39,938,754**	**$ 37,062,265**	**$ 40,528,820**	**$ (590,066)**	**-1.5%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
222 HUMAN SERVICES GRANTS	$ 33,566,400	$ 37,977,848	$ 37,767,603	$ 36,309,866	$ 37,826,442	$ 58,839	0.2%
ALL FUNDS	**$ 33,566,400**	**$ 37,977,848**	**$ 37,767,603**	**$ 36,309,866**	**$ 37,826,442**	**$ 58,839**	**0.2%**
EXPENDITURES							
100 GENERAL	$ 2,024,890	$ 2,067,234	$ 2,171,151	$ 2,345,578	$ 2,702,378	$ (531,227)	-24.5%
222 HUMAN SERVICES GRANTS	35,749,116	37,977,848	37,767,603	34,716,687	37,826,442	(58,839)	-0.2%
ALL FUNDS	**$ 37,774,006**	**$ 40,045,082**	**$ 39,938,754**	**$ 37,062,265**	**$ 40,528,820**	**$ (590,066)**	**-1.5%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
222 HUMAN SERVICES GRANTS	463.00	474.75	470.75	(4.00)	-1%
TOTAL FUNDS	**463.00**	**474.75**	**470.75**	**(4.00)**	**-1%**

Elimination of Positions/Reduction in Grant Awards: The elimination of four FTEs from Head Start, include Program Coordinator (1.0), Program Manager (1.0), Public Service Representative (1.0), and Training Specialist (1.0).

Base Adjustments

- **S.A.I.L. Activity Reallocation of Pay for Performance ($31,227):** The adopted budget shifts $31,227 in estimated FY 2006-07 Pay for Performance Salary and Benefit increases from the Human Services Grant Fund to the General Fund consistent with the allocation of base salaries and benefits.

- **Right Size S.A.I.L. Expenditure ($90,066):** The adopted budget increases the Human Service Grant Fund by $90,066 in the S.A.I.L. Activity to right size Personal Services, Supplies, and Services.

- **Addition of Summer Low Demand Shelter Activity ($428,000):** The adopted budget increases the Human Services General Fund by $428,000 in FY 2006-07 to provide shelter services to men, women and children during the summer months to address the health and safety needs of the homeless.

- **Addition of Summer Weekend Day Resource Activity ($72,000):** The adopted budget increases the Human Services General Fund by $72,000 in FY 2006-07 to provide weekend

shelter services to men, women and children during the weekend summer months to address the health and safety needs of the homeless.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 2,067,234**	**$ -**
MID-YEAR ADJUSTMENTS:		
To Support Case Mgmt. Services for SAIL and .5 FTE for EASE Program	$ 103,917	$ -
Subtotal	**$ 103,917**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 2,171,151**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 2,171,151**	**$ -**
BASE ADJUSTMENTS:		
SAIL Activity-Reallocation of Pay for Performance	$ 31,227	$ -
Addition of Summer Low Demand Shelter Activity	428,000	-
Addition of Summer Weekend Day Resource Activity	72,000	-
Subtotal	**$ 531,227**	-
FY 2006-07 ADOPTED BUDGET:	**$ 2,702,378**	**$ -**

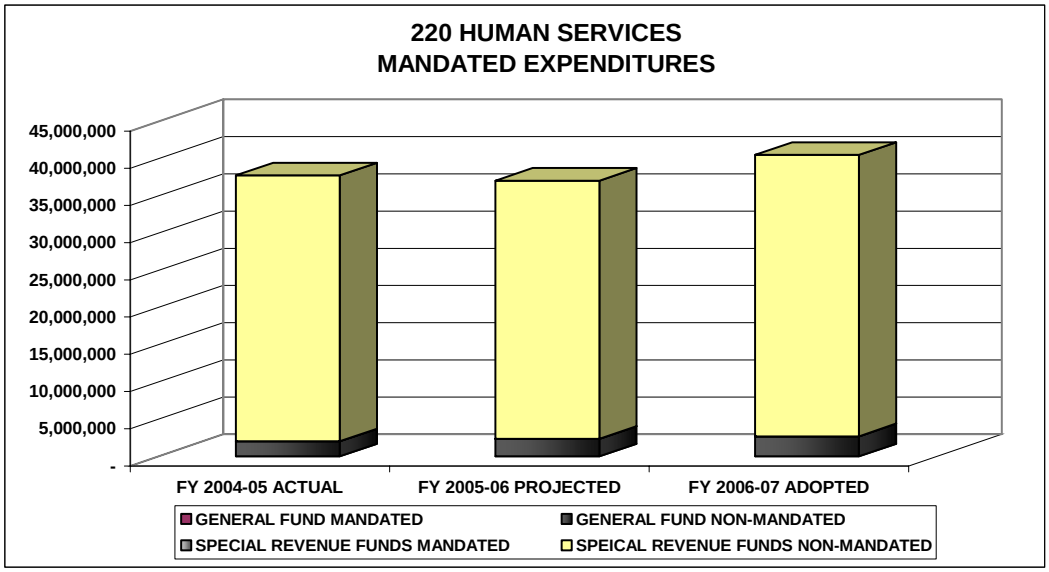
Human Services Grant Fund (222) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 37,977,848**	**$ 37,977,848**
MID-YEAR ADJUSTMENTS:		
Grant Reconciliation	$ (210,245)	$ -
FY 2005-06 REVISED RESTATED BUDGET:	**$ 37,767,603**	**$ 37,767,603**
FY 2006-07 BUDGET TARGET:	**$ 37,767,603**	**$ 37,767,603**
BASE ADJUSTMENTS:		
Right Size SAIL Expenditure	$ 90,066	$ 58,839
SAIL Activity Reallocation Pay for Performance	(31,227)	-
Subtotal	**$ 58,839**	**$ 58,839**
FY 2006-07 ADOPTED BUDGET:	**$ 37,826,442**	**$ 37,826,442**

Human Services Grants (222) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ (2,406,961)	$ (1,573,531)	$ (1,573,531)	$ (2,996,571)
Revenue	$ 33,566,400	$ 37,977,848	$ 37,767,603	$ 37,826,442
Expenditures	35,749,116	37,977,848	37,767,603	37,826,442
Net Operating	$ (2,182,716)	$ -	$ -	$ -
Ending Fund Balance	$ (4,589,677)	$ (1,573,531)	$ (1,573,531)	$ (2,996,571)

Mandates

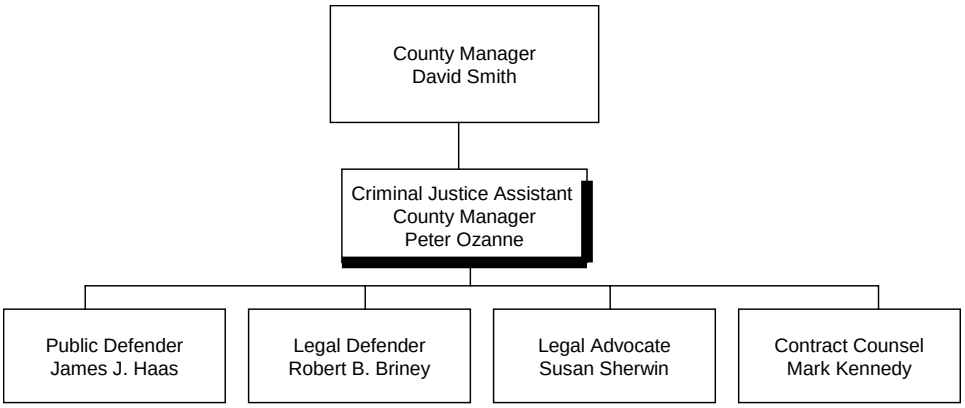


Program Activity	Purpose	Mandate
COMMUNITY SERVICES	The purpose of the Community Services Program is to provide an array of basic needs services for Maricopa County low-income individuals and families, so that they avoid becoming homeless and can maintain or achieve economic self-sufficiency.	
CASE MANAGEMENT	The purpose of the Case Management Activity is to identify, plan, provide and coordinate resources for Maricopa County low-income individuals and individual families, so that they can receive appropriate services.	NONE
COMMUNITY RESOURCE DEVELOPMENT	The purpose of the Community Resource Development and Coordination Activity is to ensure that low-income residents have access to appropriate social services.	NONE
FINANCIAL ASSISTANCE	The purpose of the Financial Assistance Activity is to provide financial assistance to low-income adults, families and children in Maricopa County so that they can have basic needs met during crisis situations.	NONE
HOUSING ASSISTANCE	The purpose of the Housing Assistance Activity is to provide assistance for low-income Maricopa County individuals and families so that utility costs are reduced and housing is made safer, more comfortable and more affordable.	NONE
EDUCATION	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.	
CHILD DEVELOPMENT	The purpose of the Child Development Activity is to enhance the personal development of young children in Maricopa County, so that each individual has the foundational skills to be successful in school.	NONE
CHILD HEALTH SERVICES	The purpose of the Child Health Services Activity is to provide access to affordable quality healthcare by Head Start eligible low-income residents, so that they can maintain or improve their health status.	NONE
FAMILY & COMM PARTNERSHIP	The purpose of the Family and Community Partnership Service Activity is to develop a family partnership agreement with the family so that the family can access community services and resources.	NONE
SPECIAL TRANSPORTATION SERVICES	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.	
EMPLOYMENT RELATED TRANSP	The purpose of the Employment-Related Transportation Activity is to provide transportation options for eligible individuals seeking and maintaining employment.	NONE
WORKFORCE DEVELOPMENT	The purpose of the Workforce Development Program is to provide qualified individuals and other resources to employers to meet their workforce needs.	
EMPLOYER SERVICES	The purpose of the Employer Services Activity is to provide qualified employees and other employment resources for employers in order to help meet their workforce needs.	NONE
JOB SEEKER SERVICES	The purpose of the Job Seeker Services Activity is to provide employment resources and opportunities for individuals, so that they may locate, enhance and/or retain employment.	NONE
YOUTH SERVICES	The purpose of the Youth Services Activity is to provide opportunities for eligible youth, ages 14 – 21, to gain appropriate educational and employment skills in preparation for future or immediate employment	NONE

Indigent Representation System

Analysis by Scott Rothe, Principal Management & Budget Analyst

Departmental Information



Mission

The mission of the Indigent Representation System 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 Indigent Representation System is to deliver America's promise of justice for all.

Strategic Goals

- By July 2007, the goal of the Indigent Representation System is to evaluate and update the established case-weighting and counting system to ensure performance standards are acceptable, all ethical guidelines are met, and a mechanism for maintaining appropriate workloads consistent with the 2003 Spangenberg Case Weighting Study is maintained. **Status**: Data is collected and reported based on the study recommendations. However, a mechanism to use the case weighting study in a routine manner to maintain appropriate staffing has not yet been implemented. Evaluation of standards, as legal or court processes change, will be an on-going process.

- By July 2008, the goal of the Indigent Representation System is to establish an empirically based caseload standard for appeal and capital cases that includes acceptable performance standards and a mechanism for maintaining acceptable workloads, while meeting ethical guidelines. **Status**: A Capital Case time tracking system was developed during the first half of FY 2005-06. The Public Defender Office implemented the system in February to develop better data to be utilized to determine a more appropriate Capital Case standard.

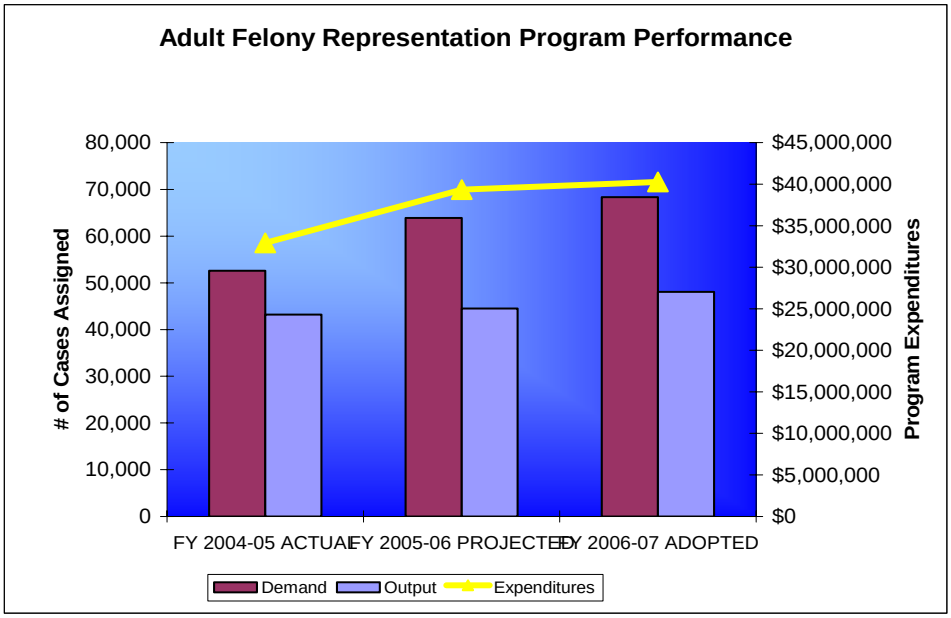
- By December 2007, the goal of the Indigent Representation System is to complete the third and final phase of the Indigent Representation Information System (IRIS) so that all four Offices can provide comprehensive case management information. **Status**: The primary focus in the first quarter was in implementing and making improvements to the first (and largest module) in use for the Adult Felony and Misdemeanor Programs. The second quarter focus was on the Public Defender Juvenile Delinquency Program and related activities.

- By July 2007, the goal of the Indigent Representation System is to achieve an ongoing administrative case withdrawal rate of no more than one percent. **Status**: The Offices continue to advocate for adequate and timely funding of the IRS System to eliminate ongoing withdrawals. Similarly, the attorney market salary adjustments in FY 2005-06, are hoped to slow office turnover and result in less workload withdrawals.

- By July 2008, the goal of the Indigent Representation System is to create a methodology to realign attorney staffing and to fully implement equitable distribution of attorney experience throughout the offices based on case weighting needs and new attorney classifications resulting from the 2005 attorney market study analysis. **Status**: No progress reported.

Department Performance Information

The FY 2006-07 Adopted Budget for the Adult Felony Representation Program of $40,264,014 comprises 55.7% of the Indigent Representation System budget. Historical performance data for this activity and commentary on significant variances is included below.



The Offices of the Indigent Representation System report that the number of Adult Felony Representation Program cases filed will increase by 30.0% from FY 2004-05 to FY 2006-07, while the number of Adult Felony Representation Program cases completed will increase by 11.1% over the same period. The IRS Offices maintain that the severity-level (and complexity) of felony cases filed by prosecutors is increasing while the number of plea agreements reached has decreased, lengthening the average time it takes to resolve a case to conclusion.

Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
52AF - ADULT FELONY REPRESENTATION	$ 1,516,586	$ 1,504,853	$ 1,522,120	$ 2,839,131	$ 1,875,093	$ 352,973	23.2%
AFEL - ADULT FELONY REP	14,995	14,500	14,500	-	32,500	18,000	124.1%
CAPP - CAPITAL REP	1,402	-	-	-	-	-	
CLFE - CLASS 2 & 3 FELONY REP	48,091	20,000	20,000	16,000	-	(20,000)	-100.0%
CLFP - CLASS 4,5,6 FELONY REP	1,447,324	1,470,353	1,487,620	2,823,131	1,842,593	354,973	23.9%
FDUI - FELONY DUI REP	1,344	-	-	-	-	-	
HOMC - OTHER HOMICIDE REP	1,456	-	-	-	-	-	
VPPR - VIOLATION OF PROBATION REP	1,975	-	-	-	-	-	
52AM - ADULT MISDEMNR REPRESENTATION	$ 1,323	$ -	$ -	$ -	$ -	$ -	
MISS - MISDEMEANOR REP	1,323	-	-	-	-	-	
52AR - APPELLATE REPRESENTATION	$ 7,075	$ -	$ -	$ 51,535	$ 51,580	$ 51,580	
AAPX - ADLT APPEALS PRVT COUNSEL EXP	7,075	-	-	51,535	51,580	51,580	
52DR - DEPENDENCY REPRESENTATION	$ -	$ 5,000	$ 5,000	$ -	$ 5,000	$ -	0.0%
CDRE - CHILD DEPENDENCY REP	-	5,000	5,000	-	5,000	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	$ 338,327	$ 532,794	$ 532,794	$ 917,752	$ 1,015,594	$ 482,800	90.6%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 404,438	$ 441,759	$ 637,009	$ -	$ 314,297	$ (322,712)	-50.7%
TOTAL PROGRAMS	$ 2,267,749	$ 2,484,406	$ 2,696,923	$ 3,808,418	$ 3,261,564	$ 564,641	20.9%
EXPENDITURES							
52AC - ADULT CIVIL REPRESENTATION	$ 709,032	$ 727,140	$ 727,140	$ 547,092	$ 550,731	$ 176,409	24.3%
ACPC - ADLT CIVIL PRVT COUNSEL EXP	-	-	-	2,008	2,707	(2,707)	
AGLR - ADULT GUARDIAN AD LITEM REP	607,773	630,240	630,240	465,187	465,187	165,053	26.2%
PROB - PROBATE REP	101,259	96,900	96,900	79,897	82,837	14,063	14.5%
52AF - ADULT FELONY REPRESENTATION	$ 32,937,778	$ 34,121,568	$ 38,200,093	$ 39,340,501	$ 40,264,014	$ (2,063,921)	-5.4%
AFEL - ADULT FELONY REP	294,660	(3,216)	14,500	114,432	12,500	2,000	13.8%
CAPP - CAPITAL REP	4,905,610	5,761,451	7,254,198	6,771,783	7,720,397	(466,199)	-6.4%
CLFE - CLASS 2 & 3 FELONY REP	12,463,118	12,312,890	13,482,999	14,633,790	14,106,947	(623,948)	-4.6%
CLFP - CLASS 4,5,6 FELONY REP	10,064,598	11,534,791	12,484,805	11,849,256	12,898,129	(413,324)	-3.3%
FDUI - FELONY DUI REP	1,363,715	1,530,619	1,617,137	1,574,252	1,553,961	63,176	3.9%
FEVE - ADLT FELONY PRVT COUNSEL EXP	61,934	12,150	12,150	220,742	220,742	(208,592)	-1716.8%
HOMC - OTHER HOMICIDE REP	2,777,274	1,963,995	1,902,032	2,828,447	2,327,523	(425,491)	-22.4%
VPPR - VIOLATION OF PROBATION REP	993,544	960,754	1,381,210	1,300,513	1,321,922	59,288	4.3%
WITR - WITNESS REP	13,325	48,134	51,062	47,286	101,893	(50,831)	-99.5%
52AM - ADULT MISDEMNR REPRESENTATION	$ 1,046,992	$ 960,126	$ 947,405	$ 983,020	$ 944,651	$ 2,754	0.3%
MISS - MISDEMEANOR REP	1,046,992	960,126	947,405	983,020	944,651	2,754	0.3%
52AR - APPELLATE REPRESENTATION	$ 4,327,248	$ 4,600,219	$ 4,716,441	$ 4,800,663	$ 5,047,027	$ (330,586)	-7.0%
AAPX - ADLT APPEALS PRVT COUNSEL EXP	156,620	112,000	112,000	110,373	110,373	1,627	1.5%
ADAE - ADULT APPEAL REP	2,318,164	2,640,615	2,638,196	2,596,709	3,167,116	(528,920)	-20.0%
APCR - ADULT POST CONVCTN RELIEF REP	1,579,758	1,628,241	1,700,109	1,684,160	1,631,699	68,410	4.0%
JUAP - JUVENILE APPEAL REP	272,707	219,363	266,136	409,421	137,839	128,297	48.2%
52DR - DEPENDENCY REPRESENTATION	$ 9,629,087	$ 9,519,413	$ 10,176,493	$ 10,448,425	$ 12,783,933	$ (2,607,440)	-25.6%
CDRE - CHILD DEPENDENCY REP	4,961,642	5,174,946	5,587,456	5,102,670	3,486,808	2,100,648	37.6%
CRRR - CHILD R&R REP	-	-	-	-	701,175	(701,175)	
CSPG - CHILD SVRNCE/PERM GUARD REP	-	-	-	-	104,100	(104,100)	
DGDR - DEP GAL DEPENDENCY REP	-	-	-	-	1,116,000	(1,116,000)	
DGRR - DEP GAL R&R REP	-	-	-	-	363,480	(363,480)	
DPCE - DEPENDENCY PRVT COUNSEL EXP	1,657	-	-	-	-	-	
DSPG - DEP GAL SVRNCE/PERM GUARD REP	-	-	-	-	86,400	(86,400)	
PADR - PARENTAL DEPENDENCY REP	4,665,788	4,344,467	4,589,037	5,345,755	5,341,733	(752,696)	-16.4%
PRRR - PARENTAL R&R REP	-	-	-	-	964,414	(964,414)	
PSPG - PARENTAL SVRNCE/PERM GUARD REP	-	-	-	-	619,823	(619,823)	
52JC - JUVENILE CIVIL REPRESENTATION	$ 183,341	$ 164,619	$ 185,088	$ 281,582	$ 280,394	$ (95,306)	-51.5%
FACR - FAMILY COURT REP	119,972	93,750	93,750	211,704	211,704	(117,954)	-125.8%
JCPC - JUV CIVIL PRVT COUNSEL EXP	1,137	-	-	-	-	-	
JUNR - JUVENILE NOTIFICATION REP	62,232	70,869	91,338	69,878	68,690	22,648	24.8%
52JD - JUV DELINQ/INCORR REPRESENTN	$ 5,018,222	$ 5,175,482	$ 5,518,688	$ 5,342,033	$ 5,173,076	$ 345,612	6.3%
DELR - DELINQ/INCORR REP	11,915	(2,616)	-	-	-	-	
FELD - FELONY-LEVEL DELINQUENCY REP	2,566,747	2,851,602	2,994,075	2,779,389	2,944,796	49,279	1.6%
INCR - INCORR & MISD-LEVEL DELINQ REP	1,834,244	1,717,069	1,927,036	2,013,687	1,811,954	115,082	6.0%
JDPX - JUV DELINQ PRVT COUNSEL EXP	716	-	-	-	-	-	
JUPR - JUV VIOLATION OF PROBATION REP	604,599	609,427	597,577	548,956	416,326	181,251	30.3%
52MH - MENTAL HEALTH REPRESENTATION	$ 966,196	$ 1,109,955	$ 1,306,341	$ 1,140,984	$ 1,359,222	$ (52,881)	-4.0%
MENR - MENTAL HEALTH REP	703,615	762,909	918,948	867,854	945,026	(26,078)	-2.8%
SEVP - SEXUALLY VIOLENT PREDATOR REP	262,581	347,046	387,393	273,129	414,196	(26,803)	-6.9%
99AS - ADMINISTRATIVE SERVICES PROG	$ 5,645,149	$ 6,030,285	$ 5,923,633	$ 5,649,247	$ 4,434,837	$ 1,488,796	25.1%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 1,146,471	$ 1,163,281	$ 1,537,891	$ 992,772	$ 1,390,129	$ 147,762	9.6%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 39,921	$ (39,921)	
TOTAL PROGRAMS	$ 61,609,515	$ 63,572,088	$ 69,239,213	$ 69,526,320	$ 72,267,935	$ (3,028,722)	-4.4%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL	$ 1,778,227	$ 1,451,763	$ 1,410,543	$ 1,908,768	$ 2,050,108	$ 639,565	45.3%
CHARGES FOR SERVICE	471,323	1,020,945	1,274,682	1,884,237	1,186,374	(88,308)	-6.9%
MISCELLANEOUS REVENUES	18,200	11,698	11,698	15,414	25,082	13,384	114.4%
TOTAL REVENUE	**$ 2,267,749**	**$ 2,484,406**	**$ 2,696,923**	**$ 3,808,418**	**$ 3,261,564**	**$ 564,641**	**20.9%**
EXPENDITURES							
PERSONAL SERVICES	$ 39,556,954	$ 42,786,022	$ 48,458,042	$ 46,412,464	$ 50,685,507	$ (2,227,465)	-4.6%
SUPPLIES	1,072,085	695,434	701,993	734,631	681,546	20,447	2.9%
SERVICES	20,500,988	19,635,324	19,588,566	22,030,430	20,364,422	(775,856)	-4.0%
CAPITAL OUTLAY	479,489	455,308	490,612	348,795	536,460	(45,848)	-9.3%
TOTAL EXPENDITURES	**$ 61,609,515**	**$ 63,572,088**	**$ 69,239,213**	**$ 69,526,320**	**$ 72,267,935**	**$ (3,028,722)**	**-4.4%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 140,984	$ 131,700	$ 131,700	$ 558,649	$ 582,437	$ 450,737	342.2%
209 PUBLIC DEFENDER TRAINING	323,939	507,294	507,294	549,432	659,774	152,480	30.1%
233 PUBLIC DEFENDER GRANTS	401,666	406,661	358,441	353,441	378,288	19,847	5.5%
262 PUBLIC DEFENDER FILL THE GAP	1,354,889	1,392,366	1,646,103	2,293,206	1,582,065	(64,038)	-3.9%
263 LEGAL DEFENDER FILL THE GAP	46,272	46,385	53,385	53,690	59,000	5,615	10.5%
TOTAL FUNDS	**$ 2,267,749**	**$ 2,484,406**	**$ 2,696,923**	**$ 3,808,418**	**$ 3,261,564**	**$ 564,641**	**20.9%**
EXPENDITURES							
100 GENERAL	$ 59,376,014	$ 61,219,382	$ 66,673,990	$ 67,442,200	$ 69,588,808	$ (2,914,818)	-4.4%
209 PUBLIC DEFENDER TRAINING	433,907	507,294	507,294	502,794	659,774	(152,480)	-30.1%
233 PUBLIC DEFENDER GRANTS	401,666	406,661	358,441	353,441	378,288	(19,847)	-5.5%
262 PUBLIC DEFENDER FILL THE GAP	1,353,243	1,392,366	1,646,103	1,174,501	1,582,065	64,038	3.9%
263 LEGAL DEFENDER FILL THE GAP	44,685	46,385	53,385	53,385	59,000	(5,615)	-10.5%
TOTAL FUNDS	**$ 61,609,515**	**$ 63,572,088**	**$ 69,239,213**	**$ 69,526,320**	**$ 72,267,935**	**$ (3,028,722)**	**-4.4%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	631.30	642.10	645.30	14.00	2%
209 PUBLIC DEFENDER TRAINING	1.50	1.50	1.50	-	0%
233 PUBLIC DEFENDER GRANTS	7.00	5.00	5.00	(2.00)	-29%
262 PUBLIC DEFENDER FILL THE GAP	14.80	13.90	13.80	(1.00)	-7%
263 LEGAL DEFENDER FILL THE GAP	0.50	0.50	0.50	-	0%
TOTAL FUNDS	**655.10**	**663.00**	**666.10**	**11.00**	**2%**

The Adopted Budget fully funds 666.1 FTE positions, including the addition of 1.0 FTE PC Specialist from the General Fund for the Public Defender Office to improve computer technical assistance.

Base Adjustments

Revenue

- **Increase Revenue from Indigent Reimbursements in Class 4, 5 & 6 Felony Activity ($70,837):** General Fund revenue is forecasted to increase by $73,737 for the Public Defender and decline by $2,900 for the Legal Defender based upon historical receipts.

- **Administrative Services Program Forecasted Increase in OCC Grand Jury Reimbursements ($379,900):** A forecasted increase of $379,900 in General Fund Grand Jury Reimbursements is included in the Adopted Budget for the Office of Contract Counsel.

- **Administrative Services Program – Adjust Training Fund Revenue due to Forecasted Change in Training Revenue ($152,480):** The Adopted IRS Budget includes total Training Fund (209) expenditures of $659,774 based upon a forecasted net increase in Training Fund Revenue of $152,480 in FY 2006-07, including revenue increases of $137,843 for the Public

Defender and $16,637 for the Legal Defender, and a decrease of $2,000 for the Legal Advocate.

- **Class 2 & 3 Felony Rep Activity – Increase Grant Expenditures due to Forecasted Increase in Grant Revenue ($19,847):** Increase Grant expenditures by $19,847 due to a forecasted increase in Grant Fund revenue.

- **Class 2 & 3 Felony Rep Activity – Increase Expenditures due to Forecasted Increase in Fill the Gap Revenue ($136,827):** Increase Fill the Gap expenditures by $136,827 due to a forecasted increase in Fill the Gap Fund revenue.

Expenditures

- **Transfer "Rule 11" Mental Health Exam Budget from the Indigent Representation Offices (Multiple Activities) to the Correctional Health Services Department (260) (-$782,550):** Mental Health exams of defendants ordered by judges under "Rule 11" are currently contracted by the four IRS offices for $782,550 per year from the General Fund. The Adopted Budget reflects the transfer of the multi-activity Rule 11 budget to the Correctional Health Services Department (Evaluation Activity), and the addition of a staff Psychiatrist and Psychologist to perform approximately half of the examinations "in-house" while improving the timeliness of court-ordered defendant's psychiatric evaluations.

- **Adjust Budgeted General Fund Regular Pay Personnel Savings Rates to 4.5% for Legal Defender and Legal Advocate and 5.5% for Public Defender (Multiple Activities) (-$1,324,650):** The Adopted Budget includes a net reduction in Personal Services of $1,324,650 by adjusting Regular Pay and Benefit Savings Rates to reflect the turnover IRS turnover trends.

- **Improve Internal Technology Assistance in Office of Director, Desktop Support & Help Desk Support Activities by Adding 1.0 FTE PC Specialist ($41,683):** The Adopted Budget includes $41,683 from the General Fund to add 1.0 FTE PC Specialist to improve Public Defender Office computer technical assistance.

- **Terminate Mesa Lease per Board Agenda Item C-55-06-003-4 in the Child Dependency Activity (-$25,302):** The Board of Supervisors approved a request from the Legal Advocate to terminate a Mesa lease effective on January 20, 2006, resulting in full-year General Fund savings of $25,302.

- **Right-size Various General Fund Operating Expenditures within the IRS Offices (Multiple Activities) ($35,578):** The Adopted Budget includes a number of relatively minor increases and decreases amongst the multitude of IRS Activities, resulting in net increases of $14,672 for the Public Defender Office, $2,350 for the Legal Defender Office, and $18,556 for the Legal Advocate.

- **Administrative Services Program – Adjust Training Fund Expenditures due to Forecasted Change in Training Revenue ($145,598):** The Adopted IRS Budget includes total Training Fund (209) expenditures of $659,774 based upon a forecasted net increase in Training Fund Revenue of $152,480 in FY 2006-07. Expenditure adjustments include increases of $130,961 for the Public Defender and $16,637 for the Legal Defender, and a decrease of $2,000 for the Legal Advocate.

- **Class 2 & 3 Felony Rep Activity – Increase Grant Expenditures due to Forecasted Increase in Grant Revenue ($19,847):** Increase Grant expenditures by $19,847 due to a forecasted increase in Grant Fund revenue.

- **Class 2 & 3 Felony Rep Activity – Increase Expenditures due to Forecasted Increase in Fill the Gap Revenue ($136,827):** Increase Fill the Gap expenditures by $136,827 due to a forecasted increase in Fill the Gap Fund revenue.

- **Increase Office of Contract Counsel Legal Services (Multiple Activities) ($2,843,510):** Based upon an analysis of actual and projected demand and output measures, the Adopted Budget includes total Indigent Representation expenditures from the General Fund of $69,588,808 for FY 2006-07. In addition to the Base Budget adjustments noted above, the total also includes the addition of $2,843,510 for Legal Services expenditures made by the Office of Contract Counsel. The following narrative sets out the methodology used to adjust Legal Services for each IRS Program.

Increase Adult Civil Representation Program ($34,272):

- Adult Guardian Ad Litem Activity – Increase $15,959. The Adopted Budget is based on demand and output remaining at the FY 2005-06 projected levels of 2,210 cases assigned and 699 cases resolved to conclusion. The budgeted cost per output is forecast to remain at $666.

- Probate Activity – Increase $18,313. The demand forecast of 729 assumes 26 additional cases assigned above the FY 2005-06 projection. The output forecast of 310 assumes 11 more cases will be resolved to conclusion than projected in FY 2005-06. The percent of demand met would remain stable at 42.5 percent, while the cost per output would remain at $267 per case resolved to conclusion.

Reduce Adult Felony Representation Program (-$287,841):

- Capital Activity – Increase $2,943. The demand is forecasted to increase by 5 to 62 in FY 2006-07 while the output would increase by 1 to 16. The percent of demand met and the percent of variance from the current annual attorney Capital caseload guideline are forecasted to remain essentially unchanged from the rates projected in FY 2005-06. The cost per output is forecasted to increase by $31,073 per case resolved to conclusion to $482,525.

- Class 2 & 3 Felony Activity – (Decrease $383,264). While the FY 2006-07 budgeted demand of 12,305 is forecasted to increase by 502 above the FY 2005-06 projection, the forecasted output of 6,946 would be 291 above the FY 2005-06 projection. The percent of demand met and the percent of variance from current annual attorney Class 2 and 3 Felony caseload standard are budgeted to remain unchanged in FY 2006-07. The cost per output is forecasted to decline by $168 per case resolved to conclusion to $2,031.

- Class 4, 5 & 6 Felony Activity – Increase $555,635. The Adopted FY 2006-07 Budget is based on demand increasing by 1,264 to 29,816 cases assigned (4.4 percent increase) and output increasing by 822 to 19,169 cases resolved to conclusion. The percent of demand met and the percent of variance from the current annual attorney Class 4, 5 & 6 Felony caseload standard would remain unchanged in FY 2006-07. The cost per output is forecasted to increase by $27 to $673 per case.

- Felony DUI Activity – (Decrease $5,555). The demand is forecasted to increase by 106 to 2,550 cases while output is forecasted to increase by 272 to 2,014 cases resolved to conclusion in FY 2006-07. The budgeted cost per case resolved of $772 is $132 less than projected for FY 2005-06. While the percent of variance from current annual attorney Felony DUI caseload guideline is forecast to remain unchanged, the percent of demand met would increase from a projected 71.3 percent to 79.0 percent.

- Adult Felony Private Counsel Expense Activity – Increase $173,630. The Adopted Budget is based on 20 payments ordered by the court for Privately Represented Felony cases and 24 payments made in FY 2006-07, consistent with both measures projected for FY 2005-06. The cost per payment is forecast to decline by $578 to $9,198.

- Other Homicide Activity – (Decrease $442,348). The number of Other Homicide cases assigned is forecasted to increase by 12 to 312 in FY 2006-07 while the number of cases resolved to conclusion would increase by 5 to 116. The percent of demand met and the percent of variance from current annual attorney "Other Homicide" caseload guidelines are budgeted to remain unchanged in FY 2006-07. The budgeted cost per case resolved to conclusion of $20,065 is $5,417 less than projected for FY 2005-06.

- Violation of Probation Activity – Increase $24,252. The number of Violation of Probation cases assigned is forecasted to increase by 2,577 to 23,211 in FY 2006-07 while the number of cases resolved to conclusion would increase by 2,195 to 19,729. Percent of demand met and the percent of variance from current annual attorney Violation of Probation caseload guidelines would remain unchanged in FY 2006-07. The budgeted cost per case resolved to conclusion of $67 is $7 less than projected for FY 2005-06.

- Witness Activity -- (Decrease $213,134). The Adopted Budget is based on an increase of 5 (to 71) cases assigned in FY 2006-07 while the number of cases resolved to conclusion would increase by 4 (to 51). The budgeted cost per case resolved to conclusion increases by $992 while the percent of demand met would remain essentially unchanged.

Reduce Adult Misdemeanor Representation Program (-$10,242):

- Misdemeanor Activity – (Decrease $10,242). The number of Misdemeanor cases assigned in FY 2006-07 is forecasted to remain unchanged at 3,303 while the number of cases resolved to conclusion is forecasted to increase by 1,096 to 3,676. The cost per case resolved to conclusion is forecasted to decline by $124 to $257, while the percent of variance from current annual attorney Misdemeanor caseload guidelines would remain unchanged at 13.3 percent. The Adopted Budget allows a rate of 111.3 percent of demand.

Increase Appellate Representation Program ($343,564):

- Adult Appeals Private Counsel Expense Activity – Increase $44,168. Budgeted demand and output of six each would remain unchanged from the FY 2005-06 projection. The budgeted cost per case would also remain unchanged at $18,396.

- Adult Appeal Activity – Increase $479,760. The number of Adult Appeal cases assigned is forecasted to increase by 72 to 564 in FY 2006-07 while the number of cases resolved to conclusion would increase by 66 to 513. Percent of demand met is forecasted to remain

unchanged in FY 2006-07. The budgeted cost per case resolved to conclusion of $6,174 is $365 more than projected for FY 2005-06.

- Adult Post Conviction Relief Activity – (Decrease $30,202). The number of Adult Post Conviction Relief cases assigned is forecasted to increase by 43 to 1,419 in FY 2006-07 while the number of cases resolved to conclusion would increase by 40 to 1,313. Percent of demand met would remain unchanged at 92.5%, while the cost per case resolved to conclusion would decline by $80 to $1,243.

- Juvenile Appeal Activity – (Decrease $150,162). The number of Juvenile Appeal cases assigned is forecasted to increase by 6 to 220 in FY 2006-07 while the number of cases resolved to conclusion would increase by 24 to 102. Percent of demand met would increase from 36.4 percent to 46.4 percent in FY 2006-07 while the percent of variance from current annual attorney Juvenile Appeal caseload guideline would remain unchanged. The budgeted cost per case resolved to conclusion of $1,351 is $3,898 less than projected for FY 2005-06.

Increase Dependency Representation Program ($3,073,053):

- Child Dependency Activity – Increase $639,752. The number of Child Dependency cases assigned is forecasted to decline by 220 to 1,443 in FY 2006-07 while the number of cases resolved to conclusion would decline by 317 to 2,082. Percent of demand met and the percent variance from current annual attorney Child Dependency caseload guideline would remain unchanged in FY 2006-07. The budgeted cost per case resolved to conclusion of $1,675 is $452 less than projected for FY 2005-06. The Office agreed to split the Child Dependency Activity into three Child Dependency Activities in mid-FY 2005-06 in order to more closely monitor performance measures of dependency cases which can last for multiple years. Budget and data allocation for this new set of Activities will be fully in place beginning with FY 2006-07.

- Guardian Ad Litem Severance or Permanent Guardianship Activity – Increase $86,400. To correct a data entry error, the Adopted Budget shifts the $86,400 budgeted in FY 2006-07 in the Dependency Private Counsel Expense Activity to the Guardian Ad Litem (GAL) Severance or Permanent Guardianship Activity. The Guardian Ad Litem Activity was split into three new GAL Activities in mid FY 2005-06 to enable the Offices to collect and analyze specific data on GAL Dependency issues. Budget and data allocation for this new set of Activities will be fully in place beginning with FY 2006-07.

- Parental Dependency Case Activity – Increase $2,433,301. The number of Parental Dependency cases assigned is forecasted to increase by 1,007 to 4,507 in FY 2006-07 while the number of cases resolved to conclusion would increase by 1,312 to 4,200. The budgeted percent of demand met would increase to 93.2 percent from 82.5 percent in FY 2005-06, while the percent variance from current annual attorney Parental Dependency caseload guidelines would remain unchanged in FY 2006-07. The budgeted cost per case resolved to conclusion of $1,272 is $579 less than projected for FY 2005-06. The Office agreed to split the Parental Dependency Activity into three Parental Dependency Activities in mid-FY 2005-06 in order to more closely monitor performance measures of dependency cases which can last for multiple years. Budget and data allocation for this new set of Activities will be fully in place beginning with FY 2006-07.

Reduce Juvenile Civil Representation Program (-$9,893):

- Family Court Activity – (Decrease $14,522). The FY 2006-07 Adopted Budget forecasts that 424 cases will be assigned and 94 cases will be resolved to conclusion at a cost of $2,252 per case resolved to conclusion, the same as projected for FY 2005-06.

- Juvenile Notification Activity – Increase $4,629. The FY 2006-07 Adopted Budget forecasts that 76 cases will be assigned and 64 cases will be resolved to conclusion, the same as projected for FY 2005-06. The budgeted cost per case resolved would decline by $19 in FY 2006-07 while the percent of demand met would remain unchanged.

Reduce Juvenile Delinquency & Incorrigibility Representation Program (-$335,505):

- Felony-Level Juvenile Delinquency Activity – Increase $33,225. The FY 2006-07 Adopted Budget forecasts that 4,984 cases will be assigned and 3,754 cases will be resolved to conclusion, the same as projected for FY 2005-06. The budgeted cost per case resolved would increase by $44 in FY 2006-07 while the percent of demand met would remain unchanged.

- Incorrigibility or Misdemeanor-Level Juvenile Delinquency Activity – (Decrease $328,230). The budgeted number of cases assigned in FY 2006-07 is forecasted to remain at 6,248 while the number of cases resolved to conclusion is forecasted to decline by 857 to 4,389. The budgeted cost per case resolved to conclusion increases by $29 to $413. Although the percent of demand met would decline to 70.2 percent in FY 2006-07 from 84.0 percent projected for FY 2005-06, the percent of variance from current annual attorney caseload guideline would remain unchanged.

- Juvenile Violation of Probation Activity – (Decrease $40,500). The budgeted number of cases assigned in FY 2006-07 is forecasted to remain at 2,254 while the number of cases resolved to conclusion is forecasted to increase by 119 to 2,145. The budgeted cost per case resolved to conclusion declines by $77 to $194. Although the percent of demand met would increase to 95.2 percent in FY 2006-07 from 89.9 percent projected for FY 2005-06, the percent of variance from current annual attorney caseload guidelines would remain unchanged.

Increase Mental Health Representation Program ($36,102):

- Mental Health Activity – Increase $36,102. The FY 2006-07 Adopted Budget includes 2,140 cases assigned and 2,070 cases resolved, representing an increase of 12 cases above the FY 2005-06 projection. The cost per case resolved would increase by $35 to $457, while result measures would remain essentially unchanged.

Reconciliation

Public Defender (520) General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 32,831,396**	**$ 52,000**
MID-YEAR ADJUSTMENTS:		
FY 2005-06 Pay for Performance	$ 3,940,102	$ -
FY 2005-06 REVISED RESTATED BUDGET:	**$ 36,771,498**	**$ 52,000**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 329,037	$ -
Retirement Contributions	429,200	-
Annualization of Mid-Year Adjustments	41,140	-
One Time Expenses	(11,278)	-
FY 2005-06 Pay for Performance Annualization	49,305	-
Lease Terminations	(1,351,649)	-
Annualization of FY 2005-06 DRP/LRP (12 month)	43,551	-
FY 2005-06 Executive Compensation Increase (12 mo)	7,041	-
Annualization of Market Adjustments	824,156	-
FY 2006-07 Pay for Performance	966,928	-
Subtotal	**$ 1,327,431**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 38,098,929**	**$ 52,000**
BASE ADJUSTMENTS:		
Transfer "Rule 11" Mental Health Exam Budget from IRS Offices (Multiple Activities) to Correctional Health Services Dept (260)	$ (664,021)	$ -
Adjust Budgeted General Fund Regular Pay Personnel Savings Rate from 3.0% to 5.5% (Multiple Activities)	(882,272)	-
Improve Internal Technology Assistance in Office of Director, Desktop Support, & Help Desk Support Activities by adding 1.0 FTE PC Spec.	41,683	-
Right-Size Postage Budget (Multiple Activities)	14,672	-
Increase Revenue from Indigent Reimbursements (Class 4, 5 & 6 Felony Activity)	-	73,737
Subtotal	**$ (1,489,938)**	**$ 73,737**
FY 2006-07 ADOPTED BUDGET:	**$ 36,608,991**	**$ 125,737**

ITEMS FUNDED ELSEWHERE:

High Density Shelving for New Offices (Multiple Activities): $257,685. Will be funded through Appropriated Fund Balance (480) / General Fund (100) / Org 4812 - Relocations/"New Facility Start-Up"

Legal Defender (540) General Fund (100) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 7,431,420**	**$ 19,700**
MID-YEAR ADJUSTMENTS:			
FY 2005-06 Pay for Performance		$ 51,340	$ -
Attorney Market Adjustments		642,253	-
	Subtotal	**$ 693,593**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 8,125,013**	**$ 19,700**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 37,627	$ -
Retirement Contributions		96,107	-
FY 2005-06 Pay for Performance Annualization		11,679	-
Annualization of FY 2005-06 DRP/LRP (12 month)		10,403	-
FY 2005-06 Executive Compensation Increase (12 mo)		7,584	-
Annualization of Market Adjustments		174,122	-
FY 2006-07 Pay for Performance		220,571	-
	Subtotal	**$ 558,093**	**$ -**
FY 2006-07 BUDGET TARGET:		**$ 8,683,106**	**$ 19,700**
BASE ADJUSTMENTS:			
Transfer "Rule 11" Mental Health Exam Budget from the IRS Offices (Multiple Activities) to Correctional Health Services Dept (260)		$ (20,498)	$ -
Adjust Budgeted General Fund Regular Pay Personnel Savings Rate 1.8 % to 4.5% (Multiple Activities)		(205,495)	-
Right-Size Budget: Add $2,000 for Postage in Class 2 thru 6 Felony Activities; Add $350 in Class 2 & 3 Felony Activity for Other Personnel Services		2,350	-
Reduce Revenue from Indigent Reimbursements in Class 4, 5 & 6 Activity to Reflect History		-	(2,900)
	Subtotal	**$ (223,643)**	**$ (2,900)**
FY 2006-07 ADOPTED BUDGET:		**$ 8,459,463**	**$ 16,800**

Legal Advocate (550) General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 6,794,249**	**$ 20,000**
MID-YEAR ADJUSTMENTS:		
FY 2005-06 Pay for Performance	$ 29,015	$ -
Attorney Market Adjustments	542,777	-
Addition of 2.0 FTE Admin. Staff	90,179	-
Subtotal	**$ 661,971**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 7,456,220**	**$ 20,000**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 52,808	$ -
Retirement Contributions	83,132	-
Annualization of Mid-Year Adjustments	50,738	-
FY 2005-06 Pay for Performance Annualization	12,802	-
Annualization of FY 2005-06 DRP/LRP (12 month)	16,622	-
FY 2005-06 Executive Compensation Increase (12 mo)	8,752	-
Annualization of Market Adjustments	135,458	-
FY 2006-07 Pay for Performance	187,289	-
Subtotal	**$ 547,601**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 8,003,821**	**$ 20,000**
BASE ADJUSTMENTS:		
Transfer "Rule 11" Mental Health Exam Budget from the IRS Offices (Multiple Activities) to Correctional Health Services (260)	$ (7,889)	$ -
Adjust Budgeted General Fund Regular Pay Personnel Savings Rate from 1.0 % to 4.5% (Multiple Activities)	(236,883)	-
Terminate Mesa Lease per Board Agenda Item C-55-06-003-4 in the Child Dependency Activity	(25,302)	-
Right-Size Budget: Increase Fuel by $300 (Multiple Activities); Eliminate Other Pay ($44,848) - Office of the Director Activity; Add $57,593 for Temp Pay & $5,511 for Other Services (Multiple Activities)	18,556	-
Subtotal	**$ (251,518)**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 7,752,303**	**$ 20,000**

Contract Counsel (560) General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 14,162,317**	**$ 40,000**
MID-YEAR ADJUSTMENTS:		
FY 2005-06 Pay for Performance	$ 10,726	$ -
Transfer Capital Felony Trial Activity Budget to Public Defender (520) FY2005-06 ABS p11	(151,973)	-
Subtotal	**$ (141,247)**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 14,021,070**	**$ 40,000**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 24,024	$ -
Retirement Contributions	8,008	-
Annualization of Mid-Year Adjustments	(41,140)	-
FY 2005-06 Pay for Performance Annualization	2,317	-
Lease Terminations	(25,270)	-
Annualization of FY 2005-06 DRP/LRP (12 month)	3,657	-
FY 2005-06 Executive Compensation Increase (12 mo)	5,189	-
FY 2006-07 Pay for Performance	16,828	-
Subtotal	**$ (6,387)**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 14,014,683**	**$ 40,000**
BASE ADJUSTMENTS:		
Admin Serv Prog. Forecasted Incr. in OCC Grand Jury Reimbursements	$ -	$ 379,900
Transfer "Rule 11" Mental Health Exam Budget from IRS Offices (Multiple Activities) to Correctional Health Services Dept (260)	(90,142)	-
Increase Adult Civil Rep Program	34,272	-
Decrease Adult Felony Rep Program	(287,841)	-
Decrease Adult Misdemeanor Rep Program	(10,242)	-
Increase Appellate Rep Program	343,564	-
Increase Dependency Rep Program	3,073,053	-
Increase Juvenile Civil Rep Program	(9,893)	-
Decrease Juvenile Delinquency/Incorrigibility Rep Program	(335,505)	-
Increase Mental Health Rep Program	36,102	-
Subtotal	**$ 2,753,368**	**$ 379,900**
FY 2006-07 ADOPTED BUDGET:	**$ 16,768,051**	**$ 419,900**

Public Defender (520) Training Fund (209) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 433,637**	**$ 433,637**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 433,637**	**$ 433,637**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 1,085	$ -
Retirement Contributions	1,509	-
FY 2005-06 Pay for Performance Annualization	661	-
FY 2006-07 Pay for Performance	3,627	-
Subtotal	**$ 6,882**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 440,519**	**$ 433,637**
BASE ADJUSTMENTS:		
Administrative Services Program: Increase Training Fund Expenditures due to Forecasted Increase in Training Revenue	$ 130,961	$ 137,843
Subtotal	**$ 130,961**	**$ 137,843**
FY 2006-07 ADOPTED BUDGET:	**$ 571,480**	**$ 571,480**

Legal Defender (540) Training Fund (209) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 59,157**	**$ 59,157**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 59,157**	**$ 59,157**
FY 2006-07 BUDGET TARGET:	**$ 59,157**	**$ 59,157**
BASE ADJUSTMENTS:		
Administrative Services Program: Increase Training Fund Expenditures due to Forecasted Increase in Training Revenue	$ 16,637	$ 16,637
Subtotal	**$ 16,637**	**$ 16,637**
FY 2006-07 ADOPTED BUDGET:	**$ 75,794**	**$ 75,794**

Legal Advocate (550) Training Fund (209) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 14,500**	**$ 14,500**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 14,500**	**$ 14,500**
FY 2006-07 BUDGET TARGET:	**$ 14,500**	**$ 14,500**
BASE ADJUSTMENTS:		
Administrative Services Program: Reduce Training Fund Expenditures due to Forecasted Decline in Training Revenue	$ (2,000)	$ (2,000)
Subtotal	**$ (2,000)**	**$ (2,000)**
FY 2006-07 ADOPTED BUDGET:	**$ 12,500**	**$ 12,500**

Indigent Representation System Training (209) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 106,766	$ 134,015	$ 134,015	$ (3,206)	$ 43,432
Public Defender (520)					
Revenue	$ 276,711	$ 433,637	$ 433,637	$ 485,910	$ 571,480
Expenditures	392,394	433,637	433,637	433,637	571,480
Net Operating	$ (115,684)	$ -	$ -	$ 52,273	$ -
Legal Defender (540)					
Revenue	$ 32,233	$ 59,157	$ 59,157	$ 63,522	$ 75,794
Expenditures	37,208	59,157	59,157	59,157	75,794
Net Operating	$ (4,975)	$ -	$ -	$ 4,365	$ -
Legal Advocate (550)					
Revenue	$ 14,995	$ 14,500	$ 14,500	$ -	$ 12,500
Expenditures	4,305	14,500	14,500	10,000	12,500
Net Operating	$ 10,690	$ -	$ -	$ (10,000)	$ -
Ending Fund Balance	$ (3,203)	$ 134,015	$ 134,015	$ 43,432	$ 43,432

Public Defender (520) Grants Fund (233) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 401,661**	**$ 401,661**
MID-YEAR ADJUSTMENTS:		
Mid-year Adjustment	$ (48,220)	$ (48,220)
FY 2005-06 REVISED RESTATED BUDGET:	**$ 353,441**	**$ 353,441**
FY 2006-07 BUDGET TARGET:	**$ 353,441**	**$ 353,441**
BASE ADJUSTMENTS:		
Class 2 & 3 Felony Rep Activity: Increase Grant Expenditures due to Forecasted Increase in Grant Revenue	$ 19,847	$ 19,847
Subtotal	**$ 19,847**	**$ 19,847**
FY 2006-07 ADOPTED BUDGET:	**$ 373,288**	**$ 373,288**

Legal Advocate (550) Grants Fund (233) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 5,000**	**$ 5,000**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 5,000**	**$ 5,000**
FY 2006-07 BUDGET TARGET:	**$ 5,000**	**$ 5,000**
FY 2006-07 ADOPTED BUDGET:	**$ 5,000**	**$ 5,000**

Indigent Representation System Grants (233) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Public Defender (520)					
Revenue	$ 401,666	$ 401,661	$ 353,441	$ 353,441	$ 373,288
Expenditures	401,666	401,661	353,441	353,441	373,288
Net Operating	$ -	$ -	$ -	$ -	$ -
Legal Advocate (550)					
Revenue	$ -	$ 5,000	$ 5,000	$ -	$ 5,000
Expenditures	-	5,000	5,000	-	5,000
Net Operating	$ -	$ -	$ -	$ -	$ -
Ending Fund Balance	$ -	$ -	$ -	$ -	$ -

Public Defender (520) Fill the Gap (262) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 1,392,366**	**$ 1,392,366**
MID-YEAR ADJUSTMENTS:			
Mid-Year Adjustments		$ 253,737	$ 253,737
FY 2005-06 REVISED RESTATED BUDGET:		**$ 1,646,103**	**$ 1,646,103**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 10,050	$ -
Retirement Contributions		14,144	-
Structural Balance		(57,845)	-
One Time Expenses		(195,250)	-
FY 2005-06 Pay for Performance Annualization		16	-
One-Time Revenue		-	(195,250)
FY 2006-07 Pay for Performance		33,635	-
	Subtotal	**$ (195,250)**	**$ (195,250)**
FY 2006-07 BUDGET TARGET:		**$ 1,450,853**	**$ 1,450,853**
BASE ADJUSTMENTS:			
Class 2 & 3 Felony Rep Activity: Increase Expenditures due to Forecasted Increase in Fill the Gap Revenue		$ 131,212	$ 131,212
	Subtotal	**$ 131,212**	**$ 131,212**
FY 2006-07 ADOPTED BUDGET:		**$ 1,582,065**	**$ 1,582,065**

Public Defender (520) Fill the Gap (262) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 224,442	$ 549,034	$ 549,034	$ 226,088	$ 1,344,793
Revenue	$ 1,354,889	$ 1,392,366	$ 1,646,103	$ 2,293,206	$ 1,582,065
Expenditures	1,353,243	1,392,366	1,646,103	1,174,501	1,582,065
Net Operating	$ 1,646	$ -	$ -	$ 1,118,705	$ -
Ending Fund Balance	$ 226,088	$ 549,034	$ 549,034	$ 1,344,793	$ 1,344,793

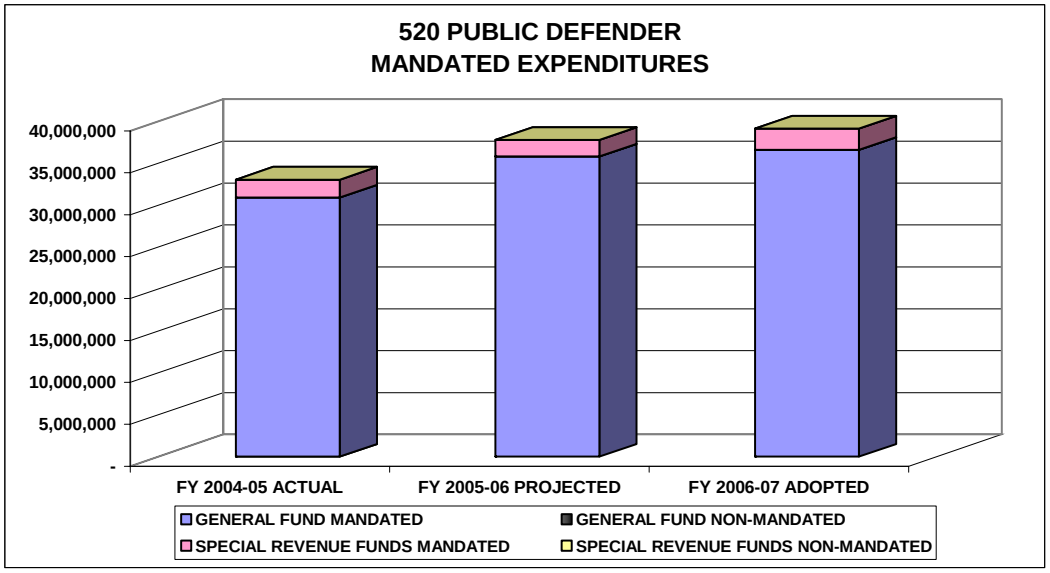
Legal Defender (540) Fill the Gap (263) Appropriated Budget Reconciliation

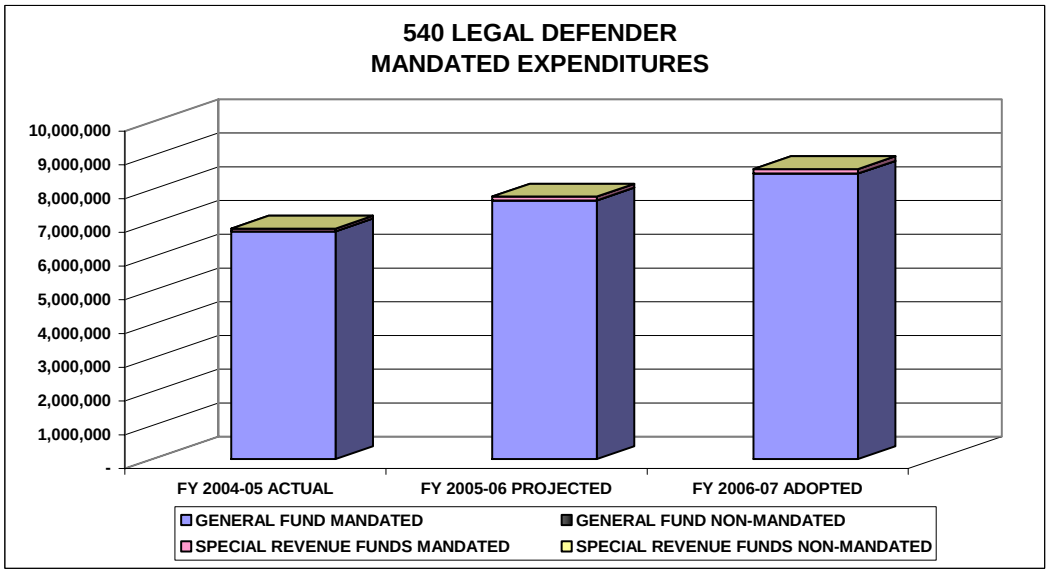
	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 46,385**	**$ 46,385**
MID-YEAR ADJUSTMENTS:		
Increase Budget to Fund Attorney Market Adjustment	$ 7,000	$ 7,000
FY 2005-06 REVISED RESTATED BUDGET:	**$ 53,385**	**$ 53,385**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 197	$ -
Retirement Contributions	709	-
Structural Balance	(2,611)	-
FY 2006-07 Pay for Performance	1,705	-
Subtotal	**$ -**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 53,385**	**$ 53,385**
BASE ADJUSTMENTS:		
Class 2 & 3 Felony Rep Activity: Increase Expenditures due to Forecasted Increase in Fill the Gap Revenue	$ 5,615	$ 5,615
Subtotal	**$ 5,615**	**$ 5,615**
FY 2006-07 ADOPTED BUDGET:	**$ 59,000**	**$ 59,000**

Legal Defender (540) Fill the Gap (263) Fund Balance Summary

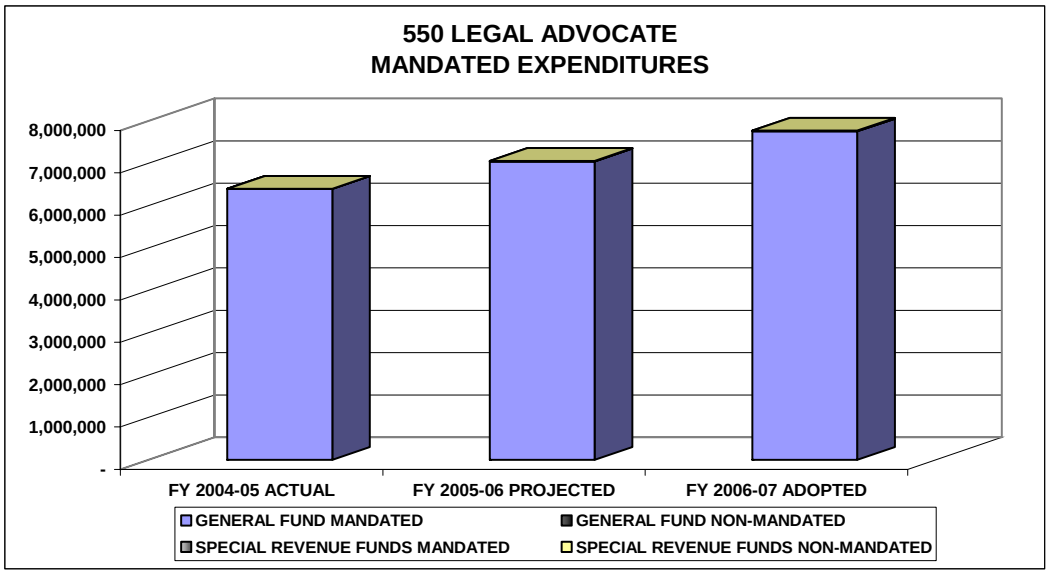
	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ 9,218	$ 9,218	$ 9,218	$ 10,805	$ 11,111
Revenue	$ 46,272	$ 46,385	$ 53,385	$ 53,690	$ 59,000
Expenditures	44,685	46,385	53,385	53,385	59,000
Net Operating	$ 1,587	$ -	$ -	$ 306	$ -
Ending Fund Balance	$ 10,805	$ 9,218	$ 9,218	$ 11,111	$ 11,111

Mandates


520 PUBLIC DEFENDER
MANDATED EXPENDITURES
40,000,000
35,000,000
30,000,000
25,000,000
20,000,000
15,000,000
10,000,000
5,000,000
-
FY 2004-05 ACTUAL
FY 2005-06 PROJECTED
FY 2006-07 ADOPTED
GENERAL FUND MANDATED
GENERAL FUND NON-MANDATED
SPECIAL REVENUE FUNDS MANDATED
SPECIAL REVENUE FUNDS NON-MANDATED


540 LEGAL DEFENDER
MANDATED EXPENDITURES
10,000,000
9,000,000
8,000,000
7,000,000
6,000,000
5,000,000
4,000,000
3,000,000
2,000,000
1,000,000
-
FY 2004-05 ACTUAL
FY 2005-06 PROJECTED
FY 2006-07 ADOPTED
GENERAL FUND MANDATED
GENERAL FUND NON-MANDATED
SPECIAL REVENUE FUNDS MANDATED
SPECIAL REVENUE FUNDS NON-MANDATED

Mandates (Continued)



Program Activity	Purpose	Mandate
ADULT CIVIL REPRESENTATION	The purpose of the Adult Civil Representation Program is to provide effective legal representation to assigned indigent persons in civil matters so that their rights are protected.	
ADLT CIVIL PRVT COUNSEL EXP	The purpose of the Adult Civil Private Counsel Expense Activity is to provide effective legal representation to assigned indigent adults in Adult Civil matters where private counsel is retained, so that their rights are retained.	A.R.S. § 14-5201; § 11-581; A.R.S. § 14-3101
ADULT GUARDIAN AD LITEM REP	The purpose of the Guardian ad Litem Representation Activity is to provide effective legal representation to assigned indigent persons in Guardian ad Litem matters, so that their rights are protected.	A.R.S. § 14-5201; A.R.S §11-581
PROBATE REP	The purpose of the Probate Representation Activity is to provide effective legal representation to assigned indigent adults in Probate matters so that their rights are protected.	A.R.S § 14-3101
ADULT FELONY REPRESENTATION	The purpose of the Adult Felony Representation Program is to provide effective legal representation to assigned indigent adults charged with felony offenses so that their rights are protected.	
CAPITAL REP	The purpose of the Capital Representation Activity is to provide effective legal representation to assigned indigent adults charged with Capital offenses so that their rights are protected.	U.S. Constitution, 6th Amendment; Arizona Constitution, Article 2 § 24; A.R.S. § 11-581 to 587; Rule 6, Arizona Rules of Criminal Court Procedure; A.R.S. § 13-101
CLASS 2 & 3 FELONY REP	The purpose of the Class 2 and 3 Felony Representation Activity is to provide effective legal representation to assigned indigent adults charged with Class Two and Class Three Felony offenses so that their rights are protected.	U.S. Constitution, 6th Amendment; Arizona Constitution, Article 2 § 24; A.R.S. § 11-581 to 587; Rule 6, Arizona Rules of Criminal Court Procedure; A.R.S. § 13-101
CLASS 4,5,6 FELONY REP	The purpose of the Class 4, 5, and 6 Felony Representation Activity is to provide effective legal representation to assigned indigent adults charged with Class Four, Class Five, or Class Six Felony offenses so that their legal rights are protected.	U.S. Constitution, 6th Amendment; Arizona Constitution, Article 2 § 24; A.R.S. § 11-581 to 587; Rule 6, Arizona Rules of Criminal Court Procedure; A.R.S. § 13-104
FELONY DUI REP	The purpose of the Felony DUI Representation Activity is to provide effective legal representation to assigned indigent adults charged with Felony DUI offenses so that their rights are protected.	U.S. Constitution, 6th Amendment; Arizona Constitution, Article 2 § 24; A.R.S. § 11-581 to 587; Rule 6, Arizona Rules of Criminal Court Procedure; A.R.S. § 28-1383
ADLT FELONY PRVT COUNSEL EXP	The purpose of the Adult Felony Private Counsel Expense Activity is to process court-ordered payments for legal expenses incurred for representation of persons deemed indigent by the Court, who are represented by privately retained counsel in Adult Felony Cases, so that their rights are protected.	U.S. Constitution, 6th Amendment; Arizona Constitution, Article 2 § 24; A.R.S. § 11-581 to 587; Rule 6, Arizona Rules of Criminal Court Procedure
OTHER HOMICIDE REP	The purpose of the Other Homicide Representation Activity is to provide effective legal representation to assigned indigent adults charged with Non-Capital Homicide offenses so that their rights are protected.	U.S. Constitution, 6th Amendment; Arizona Constitution, Article 2 § 24; A.R.S. § 11-581 to 587; Rule 6, Arizona Rules of Criminal Court Procedure; A.R.S. § 13-101

Mandates (Continued)

Program Activity	Purpose	Mandate
VIOLATION OF PROBATION REP	The purpose of the Violation of Probation Representation Activity is to provide effective legal representation to assigned indigent adults accused of violating the conditions of their probation so that their rights are protected.	U.S. Constitution, 6th Amendment; Arizona Constitution, Article 2 § 24; A.R.S. § 11-581 to 587; Rule 6, Arizona Rules of Criminal Court Procedure; A.R.S. § 13-101
WITNESS REP	The purpose of the Witness Representation Activity is to provide effective legal representation to assigned indigent adult witnesses who may testify in criminal matters so that their legal rights are protected.	U.S. Constitution, 6th Amendment; Arizona Constitution, Article 2 § 24; A.R.S. § 11-581 to 587; Rule 6, Arizona Rules of Criminal Court Procedure; A.R.S. § 13-3801
ADULT MISDEMEANOR REPRESENTATION	The purpose of the Adult Misdemeanor Representation Program is to provide effective legal representation to assigned indigent adults charged with misdemeanor offenses so that their rights are protected.	
MISDEMEANOR REP	The purpose of the Misdemeanor Representation Activity is to provide effective legal representation to assigned indigent adults charged with misdemeanor offenses so that their rights are protected.	U.S. Constitution, 6th Amendment; Arizona Constitution, Article 2 § 24; A.R.S. § 11-581 to 587; Rule 6, Arizona Rules of Criminal Court Procedure; A.R.S. § 13-101
APPELLATE REPRESENTATION	The purpose of the Appellate Representation Program is to provide effective legal representation to assigned indigent persons appealing their convictions, adjudications, and dependency matters so that their rights are protected.	
ADLT APPEALS PRVT COUNSEL EXP	The purpose of the Adult Appeals Private Counsel Expense Activity is to process Court-ordered payments for legal expenses incurred for representation of persons deemed indigent by the Court, who are represented by privately retained counsel in Adult Appeal Cases so that their rights are protected.	U.S. Constitution, 6th Amendment; Arizona Constitution, Article 2 § 24; A.R.S. § 11-581 to 587; Rule 6, Arizona Rules of Criminal Court Procedure
ADULT APPEAL REP	The purpose of the Adult Appeal Representation Activity is to provide effective legal representation to assigned indigent adults appealing their convictions so that their legal rights are protected.	U.S. Constitution, 6th Amendment; Arizona Constitution, Article 2 § 24; A.R.S. § 11-581 to 587; Rule 6, Arizona Rules of Criminal Court Procedure; A.R.S. § 13-4031
ADULT POST CONVCTN RELIEF REP	The purpose of the Post Conviction Relief Representation Activity is to provide effective legal representation to assigned indigent adults who have filed for Post Conviction Relief so that their legal rights are protected.	U.S. Constitution, 6th Amendment; Arizona Constitution, Article 2 § 24; A.R.S. § 11-581 to 587; Rule 6, Arizona Rules of Criminal Court Procedure; Rule 32, Arizona Rules of Criminal Court Procedure
JUVENILE APPEAL REP	The purpose of the Juvenile Appeal Representation Activity is to provide effective legal representation to assigned indigent juveniles appealing their delinquency or dependency matters so that their legal rights are protected.	A.R.S. § 8-801 to 221(h); A.R.S. § 12-2101
DEPENDENCY REPRESENTATION	The purpose of the Dependency Representation Program is to provide effective legal representation to assigned indigent persons in dependency or severance matters so that their legal interests are protected.	
CHILD DEPENDENCY REP	The purpose of the Child Dependency Representation Activity is to provide legal representation, when appointed by the Court, to indigent children in Juvenile Court dependency matters involving their individual rights so they can obtain the most favorable resolution of their cases under the circumstances.	A.R.S. § 8-801 to 221(h)
CHILD R&R REP	The purpose of the Child Report and Review Representation Activity is to provide legal representation, when appointed by the court, to indigent children in juvenile court Report and Review status cases involving their individual rights so they can obtain the most favorable resolution of their cases under the circumstances.	A.R.S. § 8-801 to 221(h)
CHILD SVRNCE/PERM GUARD REP	The purpose of the Child Severence or Permanent Guardianship Representation Activity is to provide legal representation, when appointed by the court, to indigent children in juvenile court severance or permanent guardianship matters involving their individual rights so they can obtain the most favorable resolution of their cases under the circumstances.	A.R.S. § 8-801 to 221(h)
DEP GAL DEPENDENCY REP	The purpose of the Guardian ad Litem Dependency Representation Activity is to act as the legal guardian ad litem, when appointed by the Court, for indigent children in Juvenile Court dependency matters involving their individual rights so they can obtain the most favorable resolution of their cases under the circumstances.	A.R.S. § 11-581
DEP GAL R&R REP	The purpose of the Guardian ad Litem Report and Review Representation Activity is to act as the legal guardian ad litem, when appointed by the Court, for indigent children in Juvenile Court dependency matters involving their individual rights so they can obtain the most favorable resolution of their cases under the circumstances.	A.R.S. § 11-581
DEPENDENCY PRVT COUNSEL EXP	The purpose of the Dependency Private Counsel Expense Activity is to process court-ordered payments for legal expenses incurred for representation of persons deemed indigent by the court, who are represented by Privately Retained Counsel in Dependency cases, so that their rights are protected.	A.R.S. § 11-581; A.R.S. § 8-801 to 221(h)
DEP GAL SVRNCE/PERM GUARD REP	The purpose of the Guardian ad Litem Severence or Permanent Guardianship Representation Activity is to act as the legal guardian ad litem, when appointed by the Court, for indigent children in Juvenile Court severance or permanent guardianship matters involving their individual rights so they can obtain the most favorable resolution of their cases under the circumstances.	A.R.S. § 11-581
PARENTAL DEPENDENCY REP	The purpose of the Parental Dependency Representation Activity is to provide legal representation, when appointed by the court, to indigent parents in juvenile court on dependency matters involving their parental rights so they can obtain the most favorable resolution of their cases under the circumstances.	A.R.S. § 8-801 to 221(h)

Mandates (Continued)

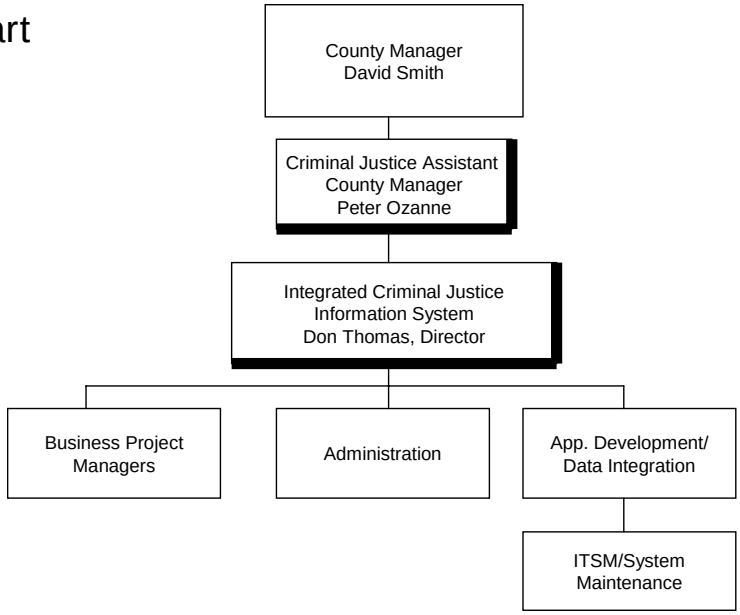
Program Activity	Purpose	Mandate
PARENTAL R&R REP	The purpose of the Parental Report and Review Representation Activity is to provide legal representation, when appointed by the court, to indigent parents in juvenile court Report and Review status cases involving their parental rights so they can obtain the most favorable resolution of their cases under the circumstances.	A.R.S. § 8-801 to 221(h)
PARENTAL SVRNCE/PERM GUARD REP	The purpose of the Parental Severence or Permanent Guardianship Representation Activity is to provide legal representation, when appointed by the court, to indigent parents in juvenile court severance or permanent guardianship matters involving their parental rights so they can obtain the most favorable resolution of their cases under the circumstances.	A.R.S. § 8-801 to 221(h)
JUVENILE CIVIL REPRESENTATION	The purpose of the Juvenile Civil Representation Program is to provide effective legal representation to assigned indigent persons in Juvenile Civil matters so that their legal interests are protected.	
FAMILY COURT REP	The purpose of the Family Court Representation Activity is to provide legal representation, when appointed by the court, to indigent clients in juvenile court on issues involving their rights so they can obtain the most favorable resolution of their cases under the circumstances.	A.R.S. § 25-321; Superior Court Rules of Family Court Procedure
JUV CIVIL PRVT COUNSEL EXP	The purpose of the Juvenile Civil Private Counsel Expense Activity is to process court-ordered payments for legal expenses incurred for representation of persons deemed indigent by the court, who are represented by privately retained counsel in Juvenile Civil Cases, so that their rights are protected.	A.R.S. § 36-2152; A.R.S. § 25-321
JUVENILE NOTIFICATION REP	The purpose of the Juvenile Notification Representation Activity is to provide legal representation, when appointed by the court, to juveniles with abortion issues involving their rights so they can obtain the most favorable resolution of their cases under the circumstances.	A.R.S. § 36-2152
JUVENILE DELINQUENT INCORRIGIBLITY REPRESENTATION	The purpose of the Juvenile Delinquency and Incorrigibility Representation Program is to provide effective legal representation to assigned indigent juveniles charged with incorrigible or delinquent acts so that their rights are protected.	
FELONY-LEVEL DELINQUENCY REP	The purpose of the Felony-Level Juvenile Delinquency Representation Activity is to provide effective legal representation to assigned indigent juveniles charged with felony-level delinquent acts so that their rights are protected.	A.R.S. § 8-201
INCORR & MISD-LEVEL DELINQ REP	The purpose of the Incorrigibility and Misdemeanor-Level Juvenile Delinquency Representation Activity is to provide effective legal representation to assigned indigent juveniles charged with incorrigibility or misdemeanor-level delinquent acts so that their rights are protected.	A.R.S. § 8-201
JUV DELINQ PRVT COUNSEL EXP	The purpose of the Juvenile Delinquency Private Counsel Expense Activity is to process court-ordered payments for legal expenses incurred for representation of juveniles deemed indigent by the court, who are represented by privately retained counsel in Delinquency or Violation of Probation cases, so that their rights are protected.	A.R.S. § 8-201
JUV VIOLATION OF PROBATION REP	The purpose of the Juvenile Violation of Probation Representation Activity is to provide effective legal representation to assigned indigent juveniles who are accused of violating the conditions of their probation, so that their rights are protected.	A.R.S. § 8-201
MENTAL HEALTH REPRESENTATION	The purpose of Mental Health Representation Program is to provide effective legal representation to assigned indigent persons who are at risk of loss of liberty in civil mental health matters so that their rights are protected.	
MENTAL HEALTH REP	The purpose of the Mental Health Representation Activity is to provide effective legal representation to assigned indigent persons who are at risk of loss of liberty in civil mental health matters so that their rights are protected.	A.R.S. § 36-501
SEXUALLY VIOLENT PREDATOR REP	The purpose of the Sexually Violent Person Representation Activity is to provide effective legal representation to assigned indigent persons who are at risk of loss of liberty in sexually violent person matters so that their legal rights are protected.	A.R.S. § 13-4501; A.R.S. § 36-3704

Integrated Criminal Justice Information System

Analysis by Lisa Johnson, Management & Budget Coordinator, and Scott Rothe, Principal Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The Mission of the Integrated Criminal Justice Information System 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.

Strategic Goals

- By July 2007, the ICJIS Agency will facilitate the electronic exchange of information by developing and deploying prioritized data exchanges through the Integration Engine so that participating justice and law enforcement county agencies can reduce data entry associated with increasing work loads through the elimination of redundant data entry. **Status**: ICJIS is successfully transitioning from a hub-and-spoke environment (original design with the ICJIS Integration Engine), to a Service Oriented Architecture with better capability to connect justice and law enforcement information transactions. All Maricopa County justice and law enforcement entities are connected and incorporating ICJIS systems into their work processes as data exchanges are developed and implemented.

- By July 2007, 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. **Status**: The ICJIS Justice Web Interface is operational, and provides an efficient portal between some local, state, and federal criminal justice resources. ICJIS is continuing to develop and enhance the ability to share digital information.

- By July 2007, the ICJIS Agency will provide the information links necessary for criminal justice departments to develop and implement management information systems to provide more complete information regarding individual cases and case processing, leading to better decision making. **Status**: None provided by ICJIS.

Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
99AS - ADMINISTRATIVE SERVICES PROG	$ (2,120)	$ 7,230	$ 326	$ -	$ -	$ (18,667)	-1.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	1,104,178	1,759,676	1,791,019	1,309,627	1,809,686	326	100.0%
99GV - GENERAL GOVERNMENT	-	-	-	-	8,246	(8,246)	
TOTAL PROGRAMS	$ 1,102,059	$ 1,766,906	$ 1,791,345	$ 1,309,627	$ 1,817,932	$ (26,587)	-1.5%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
PERSONAL SERVICES	$ 422,905	$ 413,672	$ 326,231	$ 389,825	$ 471,518	$ (145,287)	-44.5%
SUPPLIES	306,939	464,145	553,925	488,264	406,627	147,298	26.6%
SERVICES	198,308	404,425	426,525	305,888	642,496	(215,971)	-50.6%
CAPITAL OUTLAY	173,907	484,664	484,664	125,651	297,291	187,373	38.7%
TOTAL EXPENDITURES	**$ 1,102,059**	**$ 1,766,906**	**$ 1,791,345**	**$ 1,309,627**	**$ 1,817,932**	**$ (26,587)**	**-1.5%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
255 DETENTION OPERATIONS	$ 1,102,059	$ 1,766,906	$ 1,791,345	$ 1,309,627	$ 1,817,932	$ (26,587)	-1.5%
ALL FUNDS	**$ 1,102,059**	**$ 1,766,906**	**$ 1,791,345**	**$ 1,309,627**	**$ 1,817,932**	**$ (26,587)**	**-1.5%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
255 DETENTION OPERATIONS	18.00	16.00	16.00	-	0%
TOTAL FUNDS	**18.00**	**16.00**	**16.00**	**-**	**0%**

Half-way through FY 2005-06, ICJIS requested authority to eliminate 2.0 FTE information technology manager positions. With just 18 months remaining of ICJIS Phase I expenditures, project focus has narrowed to the Data Exchange Project. The positions were no longer needed, and the savings were shifted to help fund the purchase of On-Base License and software support for the Clerk of the Superior Court.

Multi-Year Budget Summary

255 DETENTION OPERATIONS
ICJIS PROJECT/OPERATIONS AND MAINTENANCE EXPENDITURES
FY 2006-07 ADOPTED

	PREVIOUS	FY 2005-06 LAST YEAR	FY 2006-07 TOTAL YEAR	FY 2007-08 YEAR 2	FY 2008-09 YEAR 3	FY 2009-10 YEAR 4	FY 2010-11 YEAR 5	FIVE YEAR TOTAL	GRAND TOTAL
ICJIS (420) OPERATIONS AND MAINTENANCE	$ 2,430,222	$ 1,630,794	$ 1,817,932	$ 1,817,932	$ 1,817,932	$ 1,817,932	$ 1,817,932	$ 9,250,672	$ 13,311,688
APPROPRIATED FUND BALANCE (480) PROJECTS									
ACIP - ACCUSED IN PROCESS	$ 89,061	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 89,061
CARC - CONVERGENT ARCHITECTURE	1,886,631	-	-	-	-	-	-	-	1,886,631
CCNB - COMMON CASE NUMBER	907,010	-	-	-	-	-	-	-	907,010
CCTB - COMMON CODE TABLE	694,663	-	-	-	-	-	-	-	694,663
DEXC - DATA EXCHANGES	4,607,077	1,379,828	1,410,948	-	-	-	-	1,410,948	7,397,853
DPSI - DPS INTERFACE	813,349	-	-	-	-	-	-	-	813,349
DQMT - ENTERPRISE STEWARD/DATA QLTY	219,046	-	-	-	-	-	-	-	219,046
ESIG - ELECTRONIC SIGNATURES	110,324	-	-	-	-	-	-	-	110,324
EXDE - EXTERNAL DATA EXCHANGES	8,003	-	-	-	-	-	-	-	8,003
ITSM - INFO TECH SERVICE MANAGEMENT	338,450	-	-	-	-	-	-	-	338,450
MIPP - MGMT INFO & ENHANCED PROJ PLNG	24,217	-	-	-	-	-	-	-	24,217
PRBK - PRE-BOOKING SYSTEM APPLICATION	156,993	-	-	-	-	-	-	-	156,993
PTHD - PROJECT OVERHEAD	3,715,451	968,159	765,647	-	-	-	-	765,647	5,449,257
SCNB - SECURED NETWORK BACKBONE	895,083	-	-	-	-	-	-	-	895,083
ALL PROJECTS	$ 14,465,358	$ 2,347,987	$ 2,176,595	$ -	$ -	$ -	$ -	$ 2,176,595	$ 18,989,940
TOTAL ICJIS EXPENDITURES	$ 16,895,580	$ 3,978,781	$ 3,994,527	$ 1,817,932	$ 1,817,932	$ 1,817,932	$ 1,817,932	$ 11,427,267	$ 32,301,628
Cummulative Total		$ 20,874,361	$ 24,868,888	$ 26,686,820	$ 28,504,752	$ 30,322,684	$ 32,140,616		

Approval of the original Jail Excise Tax called for $25 million in funding for a new Integrated Criminal Justice Information System (ICJIS). The Adopted FY 2006-07 budget includes project expenditures of $2,176,595 and non-project expenditures of $1,817,932. Total Phase I multi-year cumulative expenditures are budgeted to total $24,868,888 in June 2007 (see the Phase I Multi-Year Expenditures table, above).

Effective with the FY 2006-07 Adopted budget, ICJIS projects are restated from the ICJIS Department Detention Fund budget to the Detention Fund Appropriated Fund Balance budget.

Ongoing operations and maintenance costs will continue with the ICJIS Department as a separate appropriation.

Following are brief descriptions of each ICJIS project:

- Accused in Process: The purpose of this project is to develop a shared real-time index of information for authorized ICJIS agencies so that they can track subjects while in the County Justice System and capture information for subject history worksheets.

- Data Exchange Project: The purpose of this project is to provide electronic feeds of information between criminal justice agencies so that they can have more timely and accurate information and reduce duplicate data entry.

- Convergent Architecture: The purpose of this project is to provide industry standard application development tools for justice agencies so that they can realize more efficient and cost-effective data sharing.

- Common Case Number: The purpose of the Common Case Number project is to develop and implement a unique identifying element for case information for participating agencies so that they can more readily share information.

- Common Code Table: The purpose of this project is to define specific shared data fields, validation tables, and data validation applications for ICJIS agencies so that they can realize more efficient and cost-effective data sharing.

- DPS Interface: The purpose of this project is to replace the current interface between the Sheriff's Office Jail Management System (JMS) and the Department of Public Safety (DPS) for justice agencies so that they can securely and effectively share information.

- Data Quality: The purpose of this project is to implement Data Quality standards, software tools, and audit capability for ICJIS agencies so that they can assure data accuracy and reliability of their data.

- Electronic Signatures: The purpose of this project is to develop a strategy to implement on-line document authentication for County justice agencies so that they can readily create, receive, exchange, and store electronic documents. This Project was put on hold in August 2003.

- External Data Exchanges: The purpose of this project is to explore and identify potential interfaces with external agency computer system applications for County justice agencies so that they can share data and eliminate duplicate data entry.

- TSM: The purpose of Information Technology Service Management (ITSM) is to provide service support and delivery to justice agencies so that they can assure that ICJIS Agency IT systems and applications are effectively maintained, supported and enhanced throughout their life cycle.

- Management Information: The purpose of this project is to survey existing and desired management reporting needs of ICJIS agencies so that they can enhance program planning, evaluation, management, and statistical reporting.

- Pre-Booking: The purpose of this project is to implement a system for entry of arrest and booking data to arresting officers so that reduce data entry errors better utilize their time.

- Secured Network Backbone: The purpose of this project is to separate criminal justice network traffic from that of other County departments and encrypt it for justice agencies so that they can comply with federal requirements.

Base Adjustments

Expenditures

- **Request Over Target ($230,790):** The Department submitted its FY 2006-07 Base Budget Request above its Budget Target by $230,790. The Adopted budget includes $99,679 to correct an apparent lease cost error, but does not include the remaining $131,111 overage (deleted in the following Base Adjustment).

- **Right-Size Supplies and Services (-$131,111):** The Adopted Budget includes a net reduction of $122,866 to right size the ICJIS Operations and Maintenance Supplies and Services budget (see table, below). The adjustment includes a reduction of $222,545 to General Supplies, Other Services and Repairs and Maintenance consistent with FY 2005-06 spending trends. Additionally, the FY 2006-07 Target sent to the department included a reduction of $99,679 for "Lease Terminations". Lease costs have been historically charged to the ICJIS project budget, not non-project; therefore, the Adopted Budget increases Supplies and Services by $99,679 to correct an apparent error.

420 ICJIS
255 DETENTION FUND
FY 2006-07 ADOPTED
NON-PROJECT

	On-Going Operating	Convergent Architecture	DPS Interface	Total
Personal Services	$ 471,518	$ -	$ -	$ 471,518
General Supplies	$ 261,627	$ 145,000	$ -	$ 406,627
Other Services	78,000	175,375	174,800	428,175
Repairs and Maintenance	103,250	-	-	103,250
Internal Service Charges	8,246	-	-	8,246
Training and Education	12,825	90,000	-	102,825
Supplies and Services	$ 463,948	$ 410,375	$ 174,800	$ 1,049,123
Debt Service	$ 272,291	$ -	$ 25,000	$ 297,291
ADOPTED	**$ 1,207,757**	**$ 410,375**	**$ 199,800**	**$ 1,817,932**
REQUESTED	**$ 1,330,623**	**$ 410,375**	**$ 199,800**	**$ 1,940,798**
Variance	$ 122,866	$ -	$ -	$ 122,866

Reconciliation

Detention Fund (255) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 4,398,212**	**$ -**
MID-YEAR ADJUSTMENTS:			
FY 2005-06 Pay for Performance		$ 48,520	$ -
FY 2005-06 Executive Compensation Increase		7,822	-
	Subtotal	**$ 56,342**	**$ -**
FY 2005-06 REVISED BUDGET:		**$ 4,454,554**	**$ -**
Restatements		(2,655,388)	-
FY 2005-06 REVISED RESTATED BUDGET:		**$ 1,799,166**	**$ -**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 1,137	$ -
Retirement Contributions		5,008	-
FY 2005-06 Pay for Performance Annualization		1,072	-
Lease Terminations		(99,679)	-
FY 2005-06 Executive Compensation Increase (12 mo)		393	-
FY 2006-07 Pay for Performance		11,156	-
	Subtotal	**$ (80,913)**	**$ -**
FY 2006-07 BUDGET TARGET:		**$ 1,718,253**	**$ -**
BASE ADJUSTMENTS:			
Request Over Target		$ 230,790	$ -
Rightsize Supplies and Services		(131,111)	-
	Subtotal	**$ 99,679**	**$ -**
FY 2006-07 ADOPTED BUDGET:		**$ 1,817,932**	**$ -**
ITEMS FUNDED ELSEWHERE			
Appropriated Fund Balance (480) ICJIS Projects:			
Data Exchanges		$ 1,410,948	$ -
Project Overhead		765,647	-
	Total	**$ 2,176,595**	**$ -**

Mandates

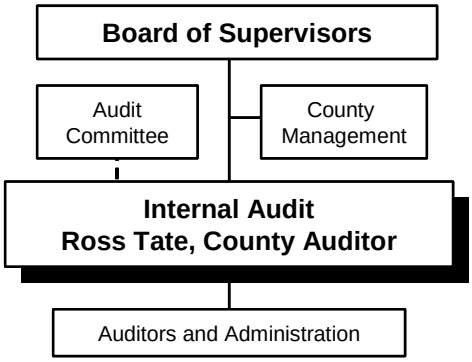
(Not Applicable)

Internal Audit

Analysis by Cynthia Goelz, Management & Budget Coordinator

Departmental Information

Organizational Chart



Mission

The mission of the Internal Audit Department is to provide objective, accurate, and meaningful information about County operations so the Board of Supervisors can make informed decisions to better serve County citizens.

Vision

To facilitate positive change throughout County operations while educating employees on internal control best practices.

Strategic Goals

- Annually, Internal Audit will assist the County in its mission to provide fiscally responsible public services by completing 95% of the Board of Supervisors' approved annual Audit Plan and reporting this information to the Board within 90 days of the fiscal year-end. **Status:** This goal is measured annually. For the most recent year ended June 30, 2005, 96% of the Board's annual audit plan was completed. In that year, the Board of Supervisors directed the Internal Audit department to focus on the MIHS transition and forego the interval audit schedule. The department recently met with the Board of Supervisors (BOS) to establish the demand for their services where the Board of Supervisors determined they would like to return to the interval audit schedule. An audit plan based on the interval schedule reflects an increase in demand from the prior year. The department indicated that with the current resources, they will have difficulty meeting the audit plan requested by the Board of Supervisors. To address this issue, the department submitted a Results Initiative Request to secure additional resources to meet the demand.

- Annually, Internal Audit will assist the County in its mission to provide fiscally responsible public services by providing objective, accurate, and meaningful information in a way that earns a 95% customer satisfaction rating each year from our primary customer, namely, the Board of

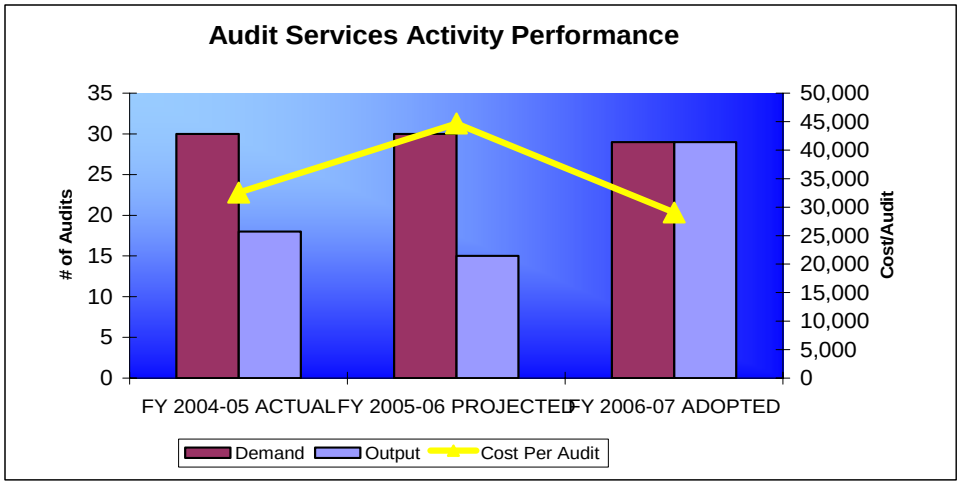
Supervisors. **Status:** This goal is measured annually. For the most recent year ended June 30, 2005, 100% customer satisfaction was attained. This goal is reflective of the key program results of: the satisfaction rating from primary customer (BOS); the satisfaction rating from County management; and the overall approval rating by the Board of Supervisors and key County management of Internal Audit's strategic information reports.

- Annually, Internal Audit will assist the County in its mission to provide fiscally responsible public services by working with clients to ensure that 95% of audit report recommendations are implemented within three years of being reported. This goal will also assist Internal Audit in its vision to facilitate positive change throughout the County. **Status:** This goal is measured annually. For the most recent year ended June 30, 2005, 98% of the annual audit report recommendations were implemented within three years.

- Annually, Internal Audit will assist the County in its mission to become a regional leader by creating and producing at least two innovative, effective audit products and methodologies. These developed products and methodologies will be shared on a regional and national level through publications, presentations, and award programs. Having 25% or more of our audit staff holding regional or national positions within professional peer organizations will count towards this measure. **Status:** This goal is measured annually. For the most recent year ended June 30, 2005, 100% of the goal was met. The department had four innovative methodologies, which they share at the national and regional levels. In addition, six staff of the department (40%) had leadership positions in peer organizations. Achievement of this goal impacts the key results of the satisfaction rating from customers indicating educational efforts (newsletters, courses, etc.) help them do their job more effectively and the satisfaction rating from customers indicating consulting services delivered by IA helped them do their job more effectively.

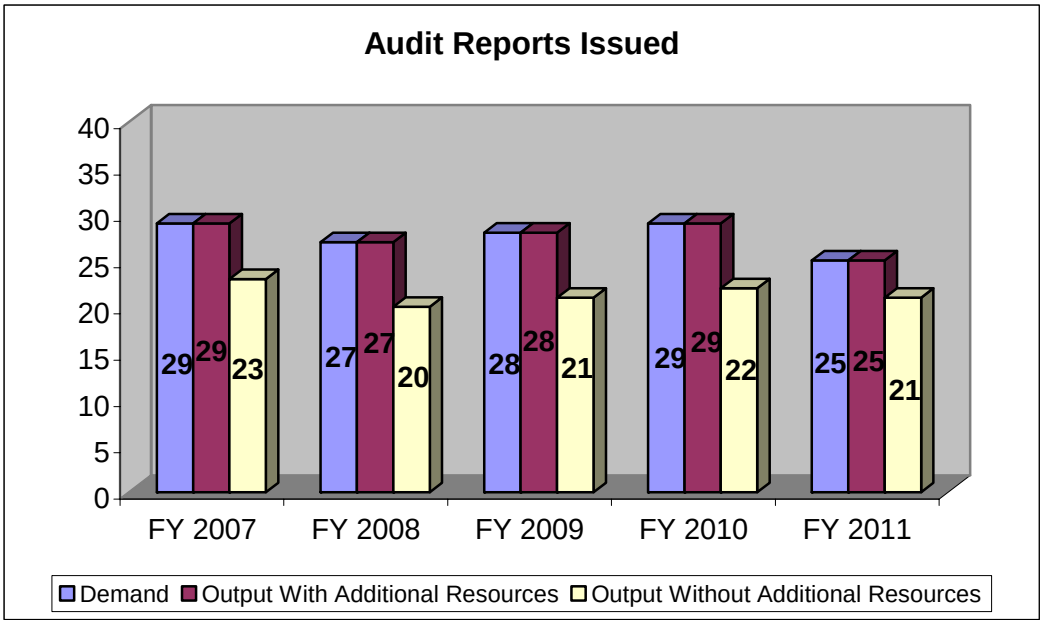
Department Performance Information

The Audit Services and Consulting Services activities comprise 75% of Internal Audit's budget in FY 2006-07. Historical performance data for these activities and commentary on significant variances is included below.

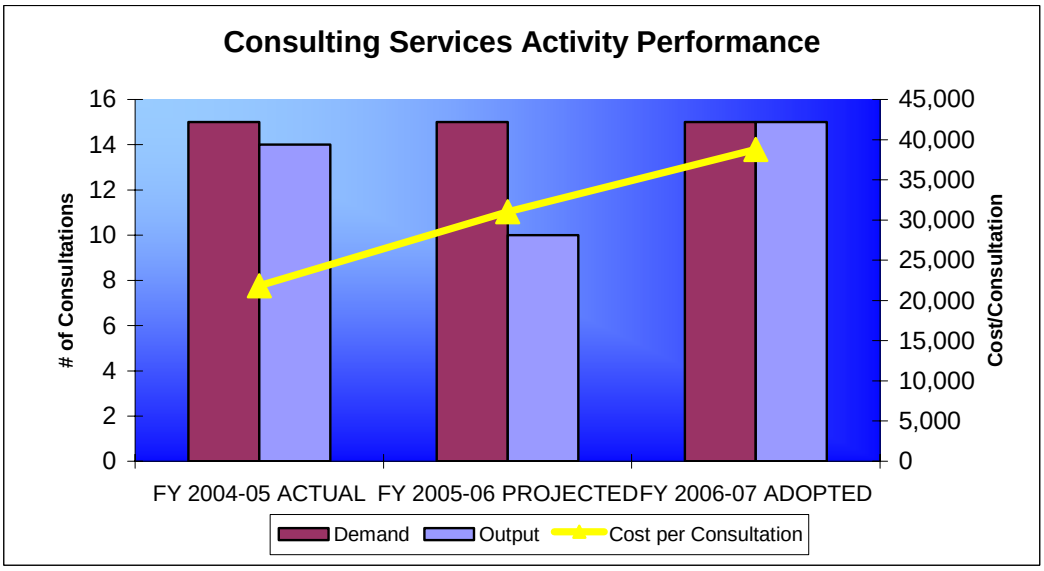


At the Board of Supervisors' direction, Internal Audit diverted 5,615 staff hours to an audit of the Maricopa County Regional School District this spring. This resource reallocation resulted in a reduction

in the number of actual audits completed and an increase in average audit cost as compared to FY 2004-05, as the Schools audit was unusually labor-intensive. FY 2006-07 audit demand is forecasted to be similar to FY 2004-05. Cost per audit is expected to decline, as the additional staff will only result in marginal costs. This additional staff is expected to increase the number of audits completed, so that the Department can fully meet its demand.



Internal Audit expects a reduction in both output and efficiency of consultations in FY 2005-06, primarily due to the complex nature of the requested consultations, which results in additional staff hours spent on each event. FY 2006-07 consultation demand is forecasted to be similar to the past two years. Cost per audit will increase, primarily as a result of additional staff. This additional staff is expected to increase the number of consultations completed, so that the Department can fully meet its demand.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
23MS - MANAGEMENT SERVICES	$ -	$ 85	$ 85	$ 35	$ 85	$ -	0.0%
ETRS - EDUCATION AND TRAINING SVCS	-	85	85	35	85	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	$ 925	$ -	$ -	$ 170	$ -	$ -	
TOTAL PROGRAMS	**$ 925**	**$ 85**	**$ 85**	**$ 205**	**$ 85**	$ -	0.0%
EXPENDITURES							
23AS - AUDIT SERVICES	$ 585,858	$ 518,476	$ 647,462	$ 669,790	$ 842,352	$ (194,890)	-30.1%
ADSC - AUDIT SERVICES	585,858	518,476	647,462	669,790	842,352	(194,890)	-30.1%
23MS - MANAGEMENT SERVICES	$ 515,841	$ 632,782	$ 555,281	$ 517,313	$ 825,725	$ (270,444)	-48.7%
CTSV - CONSULTING SERVICES	305,364	436,455	343,578	310,255	581,813	(238,235)	-69.3%
ETRS - EDUCATION AND TRAINING SVCS	38,847	97,762	106,000	76,991	119,694	(13,694)	-12.9%
IRSV - INFO AND REPTNG SVCS	171,630	98,565	105,703	130,067	124,218	(18,515)	-17.5%
99AS - ADMINISTRATIVE SERVICES PROG	$ 209,870	$ 197,996	$ 210,484	$ 195,391	$ 228,961	$ (18,477)	-8.8%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 436	$ (436)	
TOTAL PROGRAMS	**$ 1,311,570**	**$ 1,349,254**	**$ 1,413,227**	**$ 1,382,493**	**$ 1,897,474**	**$ (484,247)**	**-34.3%**

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
MISCELLANEOUS REVENUE	$ 925	$ 85	$ 85	$ 205	$ 85	$ -	0.0%
TOTAL REVENUE	**$ 925**	**$ 85**	**$ 85**	**$ 205**	**$ 85**	**$ -**	**0.0%**
EXPENDITURES							
PERSONAL SERVICES	$ 1,038,512	$ 1,072,070	$ 1,131,992	$ 1,102,651	$ 1,595,855	$ (463,863)	-41.0%
SUPPLIES	4,097	3,911	3,911	4,756	7,790	(3,879)	-99.2%
SERVICES	261,646	263,550	266,650	264,473	279,050	(12,400)	-4.7%
CAPITAL OUTLAY	7,315	9,723	10,674	10,613	14,779	(4,105)	-38.5%
TOTAL EXPENDITURES	**$ 1,311,570**	**$ 1,349,254**	**$ 1,413,227**	**$ 1,382,493**	**$ 1,897,474**	**$ (484,247)**	**-34.3%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 925	$ 85	$ 85	$ 205	$ 85	$ -	0.0%
ALL FUNDS	**$ 925**	**$ 85**	**$ 85**	**$ 205**	**$ 85**	**$ -**	**0.0%**
EXPENDITURES							
100 GENERAL	$ 1,311,570	$ 1,349,254	$ 1,413,227	$ 1,382,493	$ 1,897,474	$ (484,247)	-34.3%
ALL FUNDS	**$ 1,311,570**	**$ 1,349,254**	**$ 1,413,227**	**$ 1,382,493**	**$ 1,897,474**	**$ (484,247)**	**-34.3%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	15.00	15.00	20.00	5.00	33%
TOTAL FUNDS	**15.00**	**15.00**	**20.00**	**5.00**	**33%**

The adopted budget includes an increase of 5 FTE's to meet the demand for the Audit Services and Management Services Programs.

Base Adjustments

Expenditures

- **Restatement of Expenditures to the Audit Services Activity ($240,000):** The expenditures for the Audit Services Activity were increased by $240,000 associated with the restatement of funding for IT audits from General Government.
- **General Technical Adjustments to Salary and Benefits (-$8,012):** The adopted budget includes a net adjustment of ($-8,012) to salary and benefits in all activities as a result of over/under budgeted positions, market salary adjustments and other technical adjustments. Since staff in the department is distributed to all activities, any adjustment to salary/benefits impacts the cost of all activities.

Results Initiatives Request Adjustments

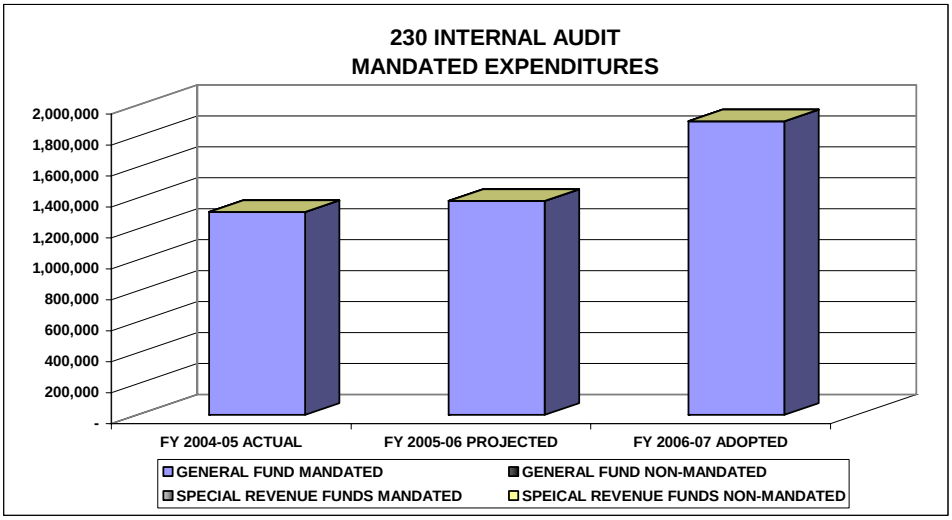
- **Additional Internal Audit Staff to Meet Demand for the Audit Services Activity ($152,930):** The adopted budget provides additional funding in the amount of $152,930 to support an increase of 2 FTE in the Internal Audit staff complement to address the demand in the Audit Services Activity. **Expected Result**: The department will complete the plan for the Audit Services Activity as approved by the Board of Supervisors to the Board's satisfaction.
- **Additional Internal Audit Staff to Meet Demand for the Consulting Services Activity ($136,481):** The adopted budget provides additional funding in the amount of $136,481 to support an increase of 2 FTE in the Internal Audit staff complement to address the demand in the Consulting Services Activity. **Expected Result**: The department will complete the plan for the Consulting Services Activity as approved by the Board of Supervisors to the Board's satisfaction.
- **Additional Internal Audit Staff to Meet Demand for the Information and Reporting Activity ($34,105):** The adopted budget provides additional funding in the amount of $34,105 to support an increase of .5 FTE in the Internal Audit staff complement to address the demand in the Information and Reporting Services Activity. **Expected Result**: The department will complete the plan for Information and Reporting Services Activity as approved by the Board of Supervisors to the Board's satisfaction.
- **Additional Internal Audit Staff to Meet Demand for the Education and Training Services Activity ($34,105):** The adopted budget provides additional funding in the amount of $34,105 to support an increase of .5 FTE in the Internal Audit staff complement to address the demand in the Education and Training Services Activity. **Expected Result**: The department will complete the plan for the Education and Training Services Activity as approved by the Board of Supervisors to the Board's satisfaction.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 1,109,254**	**$ 85**
MID-YEAR ADJUSTMENTS:		
FY 2005-06 Pay for Performance	$ 30,268	$ -
Subtotal	**$ 30,268**	**$ -**
FY 2005-06 REVISED BUDGET:	**$ 1,139,522**	**$ 85**
Restatements	240,000	-
FY 2005-06 REVISED RESTATED BUDGET:	**$ 1,379,522**	**$ 85**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 17,460	$ -
Retirement Contributions	14,891	-
Annualization of Mid-Year Adjustments	6,200	-
FY 2005-06 Pay for Performance Annualization	324	-
Annualization of FY 2005-06 DRP/LRP (12 month)	2,287	-
FY 2005-06 Executive Compensation Increase (12 mo)	7,716	-
Annualization of Market Adjustments	85,707	-
FY 2006-07 Pay for Performance	33,818	-
Subtotal	**$ 168,403**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 1,547,925**	**$ 85**
BASE ADJUSTMENTS:		
General Technical Adjustments to Salary and Benefits	$ (8,012)	$ -
	$ (8,012)	**$ -**
FY 2006-07 ADOPTED BASE:	**$ 1,539,913**	**$ 85**
RESULTS INITIATIVES:		
Additional Internal Audit Staff to Meet Demand for the Audit Services Activity	$ 152,930	$ -
Additional Internal Audit Staff to Meet Demand for the Consulting Services Activity	136,481	
Additional Internal Audit Staff to Meet Demand for the Information and Reporting Services Activity	34,105	
Additional Internal Audit Staff to Meet Demand for the Education and Training Services Activity	34,105	
Subtotal	**$ 357,621**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 1,897,534**	**$ 85**

Mandates



Mandated expenditure levels vary year-to-year based on several factors including increased expenditures for the Audit Services Activity associated with the restatement of funding for IT audits from General Government and additional resources allocated to reach demand for audit and management services. See the Base Adjustment section for additional detail.

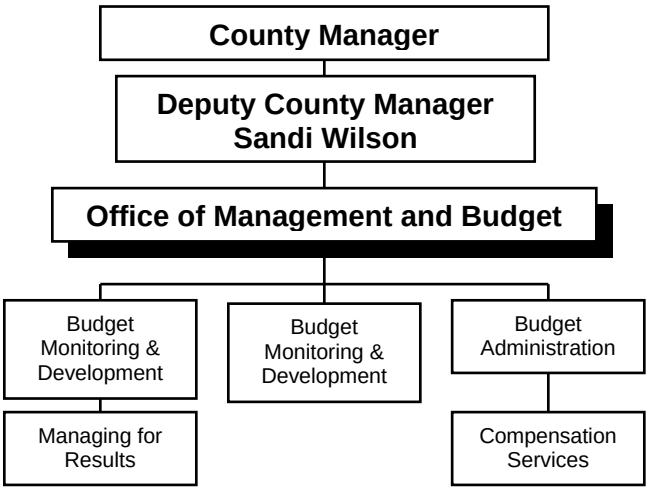
Program Activity	Purpose	Mandate
AUDIT SERVICES	The purpose of the Audit Services Program is to provide independent assessments and recommendations to the Board of Supervisors and County management so they can make informed and fiscally prudent decisions.	
AUDIT SERVICES	The purpose of the Audit Services Activity is to provide independent assessments and recommendations to the Board of Supervisors and County management so that they can make informed and fiscally prudent decisions.	OMB A-133 Single Audit Act; AZ Supreme Court Administrative Order 93-52 revised 94-68 and 97-62
MANAGEMENT SERVICES	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	
CONSULTING SERVICES	The purpose of the Consulting Services Activity is to provide a variety of specialized services so that County management will be assisted in achieving their business objectives	ADMINISTRATIVE
EDUCATION AND TRAINING S	The purpose of the Education and Training Services Activity is to provide information and training services to County management and employees so that they can perform their jobs more effectively	NONE
INFO AND REPTNG SVCS	The purpose of the Information and Reporting Services Activity is to provide strategic information to the Board of Supervisors and County management so that they can more effectively manage County operations	ADMINISTRATIVE

Management & Budget

Analysis by Jack Patton, Senior Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The mission of the Office of Management and Budget (OMB) is to develop and maintain a sustainable, structurally-balanced budget for the Board of Supervisors and County Manager so that they can achieve the County's mission within available resources.

Vision

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

Strategic Goals

- Support the Board of Supervisor's goal to continue to strive to reduce the overall property tax rate. **Status:** The Board approved BFR Guidelines and Priorities for FY 2006-07 for the County on December 5, 2005, and for the Flood, Library and Stadium Districts on January 4, 2006. As part of the guidelines, the Board established self-imposed limits on the Flood and Library Districts property tax levy. The FY 2006-07 Flood Control and Library District secondary tax levy on existing properties taxed in FY 2005-06 will increase by no more than 2%, which is equivalent to the existing limits on primary property taxes. The budget for FY 2007 is currently under development and OMB is reviewing departmental submissions for efficiencies and cost savings and seeking to identify additional revenue sources where possible.

- Maricopa County will seek to eliminate all mandated fixed contributions to the State in exchange for reductions in State funding of County programs with the goal of reducing such contributions to

15% or less of total General Fund expenditures by Fiscal Year 2009-10. **Status:** Legislation has been proposed to permanently shift funding responsibility for Adult Probation to Maricopa County and will be pursued during this legislative session. Discussions are continuing with legislative leaders regarding the willingness of the State legislature to consider changes to the County's AHCCS and ALTCS contributions in exchange for assuming funding responsibility for Juvenile Probation.

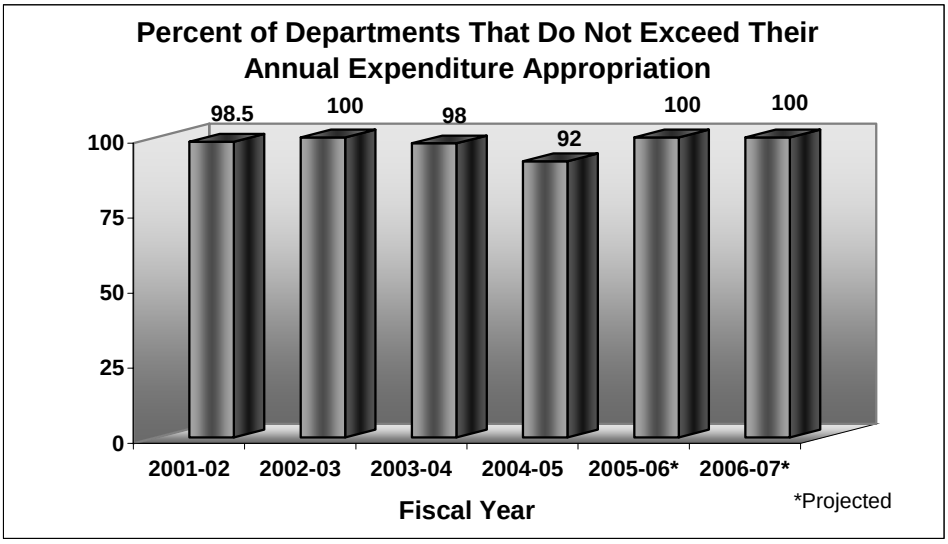
- As part of the budget, by July 2007, develop, identify funding, and begin implementing a long-range plan for addressing the County's capital infrastructure needs in a manner consistent with the County's interests in strengthening its financial position. **Status:** The Board of Supervisors has delayed a decision on centralizing criminal trials in downtown Phoenix and a new date for consideration of this issue has not been established. With the Board's approval of the FY 2006-07 Budgeting for Results Guidelines on December 5, 2005, the Office of Management and Budget will begin working with Facilities Management on developing a Five-Year Capital Improvement Program for adoption with the FY 2006-07 Budget.

- By January 2008, adopt and implement a competitive total compensation package and a workforce development plan to enhance recruitment, retention, and advancement that results in improved customer service to Maricopa County citizens. **Status**: To date, market studies have been completed for approximately 30% of positions Countywide. A consistent and equitable placement in range strategy which credits employees for years of service and performance has been established, and is being applied to all positions studied. Recommendations were developed for executive-level deferred compensation contributions and preliminary work has begun on an executive incentive program. The Board of Supervisors' FY 2006-07 Budget Guidelines and Priorities included direction to prioritize employee compensation, and directed that funding be identified in the base budget for performance-based salary increases. Department budget targets for next fiscal year assume an average 3.5% increase.

- By December 2006, increase accountability to the public for results-oriented government by fully implementing the Managing for Results and performance-based budgeting initiatives. **Status:** In preparation for the FY 2007 budget development, OMB worked with 29 departments to update the strategic elements of their strategic plan (mission, vision, goals) to ensure closer alignment with the overall County plan. In addition, OMB worked with several agencies, including Trial Courts and Medical Examiner, to redefine the program/activity structure and associated family of measures. Departmental budget submissions for FY 2007 will align costs to programs and activities and OMB analysts will utilize performance measurement data in determining funding allocations to each activity. An organizational change has been made to have the Chief Information Officer report to the Deputy County Manager which is expected to enhance the process for evaluating information technology investment requests. The Annual Report of Community Indicators for 2005 was completed.

- By July 2010, complete a review of county programs to delete non-essential services and improve the performance of other programs. **Status:** The mandate study was updated and included in the FY 2005-06 Annual Business Strategies document. The Budgeting for Results Guidelines and Priorities approved by the Board of Supervisors for FY 2006-07 include directions to identify non-essential programs and recommend their elimination. During the budget development process, OMB will be seeking opportunities for cost savings.

Department Performance Information



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
35CO - EMPLOYEE COMPENSATION	$ 302,114	$ 365,585	$ 627,395	$ 445,560	$ 807,897	$ (180,502)	-28.8%
COPT - COMPENSATION MGMT & ANALYSIS	302,114	365,585	627,395	445,560	807,897	(180,502)	-28.8%
41AP - INFO TECHNOLOGY APPLICATION	24,335	-	-	364	-	-	
HRAP - HUMAN RESOURCE APPLICATIONS	24,335	-	-	364	-	-	
49BD - BUDGET MANAGEMENT	1,592,354	1,908,125	1,838,468	1,676,642	1,868,396	(29,928)	-1.6%
BUDG - BUDGETING	907,951	1,101,898	1,033,518	911,098	1,005,718	27,800	2.7%
BUMO - BUDGET MONITORING	520,535	615,238	613,874	641,159	712,809	(98,935)	-16.1%
MNFO - MANAGEMENT INFORMATION	163,868	190,989	191,076	124,385	149,869	41,207	21.6%
49PP - MULTI-YEAR PLANNING PROGRAM	143,142	372,766	476,777	352,680	464,233	12,544	2.6%
FORE - FORECASTING	11,852	16,908	31,873	19,124	8,812	23,061	72.4%
STPL - STRATEGIC PLANNING	131,290	355,858	444,904	333,556	455,421	(10,517)	-2.4%
99AS - ADMINISTRATIVE SERVICES PROG	$ 152,409	$ 131,015	$ 119,094	$ 152,685	$ 90,857	$ 28,237	23.7%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 922	$ (922)	
TOTAL PROGRAMS	**$ 2,214,355**	**$ 2,777,491**	**$ 3,061,734**	**$ 2,627,931**	**$ 3,232,305**	**$ (170,571)**	**-5.6%**

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
PERSONAL SERVICES	$ 2,120,543	$ 2,680,189	$ 2,889,164	$ 2,513,597	$ 3,009,255	$ (120,091)	-4.2%
SUPPLIES	50,960	56,760	70,726	52,604	92,517	(21,791)	-30.8%
SERVICES	31,577	24,822	85,141	45,763	112,806	(27,665)	-32.5%
CAPITAL OUTLAY	11,274	15,720	16,703	15,967	17,727	(1,024)	-6.1%
TOTAL EXPENDITURES	**$ 2,214,355**	**$ 2,777,491**	**$ 3,061,734**	**$ 2,627,931**	**$ 3,232,305**	**$ (170,571)**	**-5.6%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
100 GENERAL	$ 2,214,355	$ 2,777,491	$ 3,061,734	$ 2,627,931	$ 3,232,305	$ (170,571)	-5.6%
ALL FUNDS	**$ 2,214,355**	**$ 2,777,491**	**$ 3,061,734**	**$ 2,627,931**	**$ 3,232,305**	**$ (170,571)**	**-5.6%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	32.00	32.50	35.30	2.80	9%
TOTAL FUNDS	32.00	32.50	35.30	2.80	9%

Base Adjustments

Expenditures

- **Increased staff in Compensation Activity ($186,124):** The adopted budget includes an increase of $186,124 to support the addition of 2 HR Generalists and 1 Compensation Supervisor position. This will increase output to meet demand and improve customer satisfaction in the Compensation Activity.

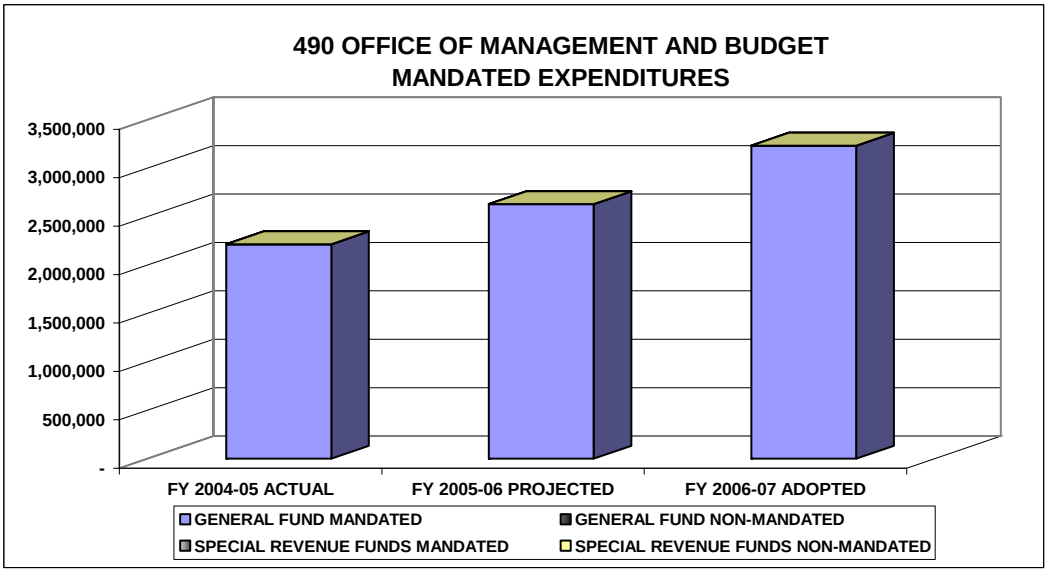
- **Decrease to Budgeting Activity ($180,780):** The expenditures associated with the budget system IT support were transferred to the Office of the CIO, reducing the OMB budget by $180,780.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 2,777,491**	**$ -**
MID-YEAR ADJUSTMENTS:			
Annualization of Market Adjustments		$ 204,112	$ -
FY 2005-06 Pay for Performance		61,919	-
	Subtotal	**$ 249,669**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 3,027,160**	**$ -**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 7,638	$ -
Retirement Contributions		37,664	-
FY 2005-06 Pay for Performance Annualization		26,683	-
FY 2005-06 Executive Compensation Increase (12 mo)		37,061	-
FY 2006-07 Pay for Performance		88,996	-
	Subtotal	**$ 199,801**	**$ -**
FY 2006-07 BUDGET TARGET:		**$ 3,226,961**	**$ -**
BASE ADJUSTMENTS:			
Increased Staff in Compensation Activity		$ 186,124	$ -
Decrease to Budgeting Activity		(180,780)	-
FY 2006-07 ADOPTED BUDGET:		**$ 3,232,305**	**$ -**

Mandates



Mandated expenditure levels vary year-to-year based on several factors including the transfer of the expenditures associated with the budget system IT support Office of Enterprise Technology. See the Base Adjustment section for additional detail.

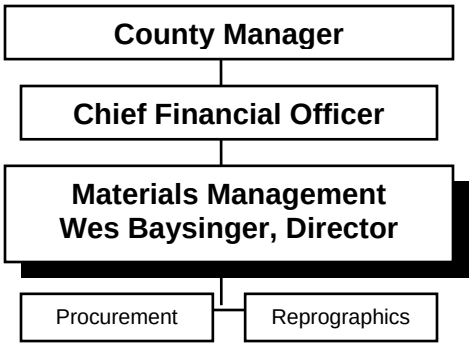
Program Activity	Purpose	Mandate
BUDGET MANAGEMENT	The purpose of the Budget Management Program is to provide the budget and related approvals, recommendations, and monitoring for the Board of Supervisors so that they can hold departments accountable for staying within approved budgets and achieving results.	
BUDGETING	The purpose of the Budgeting Activity is to provide recommendations to the Board of Supervisors so that they can make informed budgetary decisions.	ADMINISTRATIVE
BUDGET MONITORING	The purpose of the Budget Monitoring Activity is to provide Countywide issue analysis and budget consolidation services to the Board of Supervisors so that they have the information they need to make informed decisions.	ADMINISTRATIVE
MANAGEMENT INFORMATION	The purpose of the Management Information Services Activity is to provide financial, budgetary, and management information to the Board of Supervisors and other interested parties so that they can form educated opinions and make informed decisions.	ADMINISTRATIVE
MULTI-YEAR PLANNING	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.	
FORECASTING	The purpose of the Forecasting Activity is to provide long-range economic and financial forecasts to the Board of Supervisors and County management so they can have accurate information regarding future financial opportunities and constraints in order to make sound strategic decisions.	ADMINISTRATIVE
STRATEGIC PLANNING	The purpose of the Strategic Planning Activity is to provide planning services, tools, and reviews to County departments, agencies and the Board of Supervisors so that they develop strategic plans that are aligned with the County Strategic Plan and with Board of Supervisor's priorities.	ADMINISTRATIVE
EMPLOYEE COMPENSATION PROGRAM	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.	
COMPENSATION MGMT & ANALYSIS	The purpose of the Compensation Management and Analysis activity is to provide compensation direction, framework, and consultations to Maricopa County departments so they can develop and implement pay strategies.	ADMINISTRATIVE

Materials Management

Analysis by Marc Kuffner, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The mission of Materials Management is to provide strategic and tactical procurement, printing, and records management services to County departments so they can effectively support the County's mission.

Vision

Customers will consider Materials Management's support critical to the successful accomplishment of their mission.

Strategic Goals

- "Resource Needs" -- Create and implement a workforce plan delineating Materials Management's direction to address personnel resource issues by June 2007 to plan for resource needs identified for 2009. **Status**: The department continues to work with Human Resources as part of the County-wide succession planning process.

- "Procurement Transaction Costs" -- Reduce procurement transaction costs by five percent (5%) over the next five years. **Status**: This goal has not been tracked well in the past. Through the first two quarters of FY 2006, the procurement transaction cost (per dollar of procurement transactions) is .0031.

- "Technology Solutions" -- Implement and maintain selected technology solutions such as e-procurement and reverse auction applications by June 2007. **Status**: The department has identified possible opportunities to achieve this goal, but not without additional funding.

- "Partnerships" -- Increase partnerships with other governmental entities to leverage resources and aggregate purchasing power to lower costs and improve service levels to internal

customers. Status: The department continues to work with the State of Arizona, local cities and other jurisdictions.

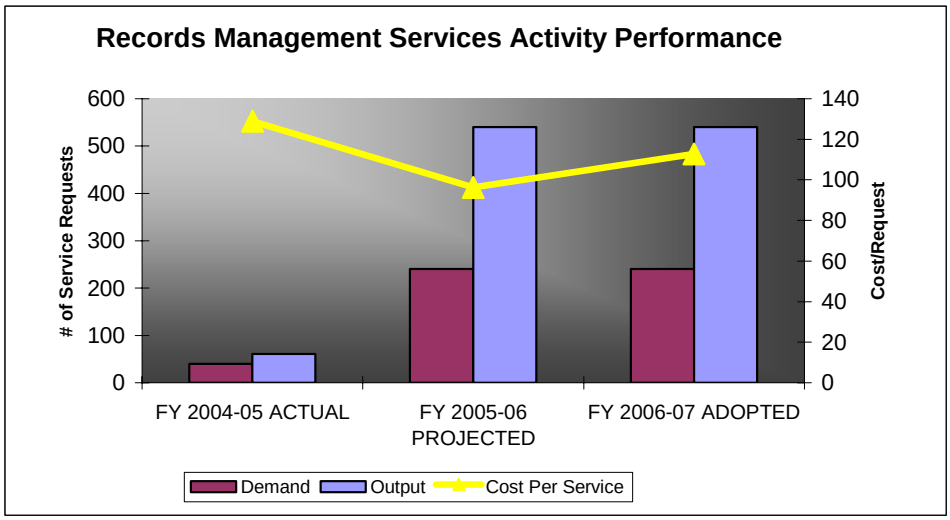
- "Services and Capabilities" -- Increase services and capabilities offered to Printing Services customers through targeted enhancements necessary to fulfill their requirements. **Status**: The department recently purchased equipment necessary to increase services and to gain efficiencies. They have been able to handle increased demand while maintaining the current workforce.

- "Customer Satisfaction" -- Achieve an annual customer satisfaction score of 90% or greater as measured through the annual customer satisfaction survey issued by Materials Management by June 2008. **Status**: The FY 2007 recommendation includes equipment to enable the department to reduce Contract Printing Services and increase satisfaction by redistributing resources.

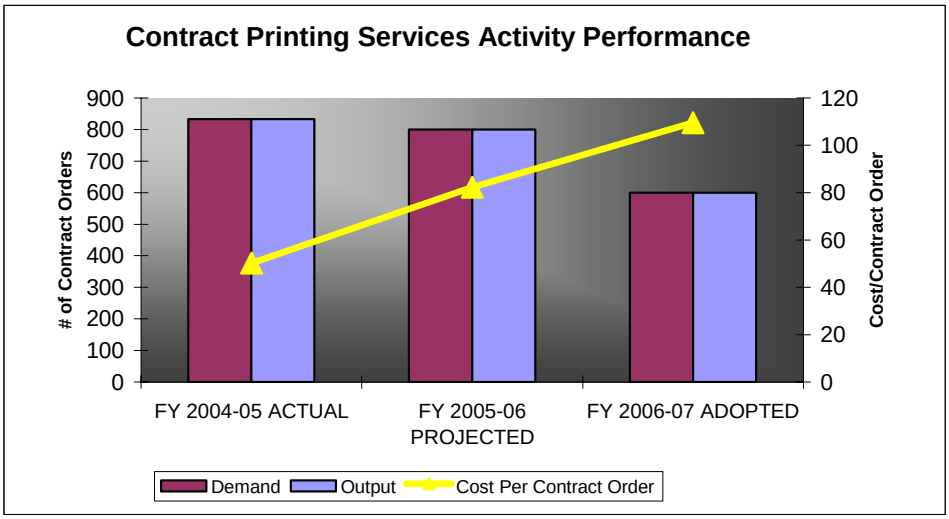
- "Records Management" -- Revitalize the County's Records Management program in accordance with the recommendations contained in the 2005 Internal Audit report by June 2006. **Status**: Retention schedules as well as policies and procedures are in the process of being completed. The new Records Manager continues to work with County departments towards achieving this goal.

Department Performance Information

Materials Management expects an increase in demand and output as the County's record Management Program has been revitalized. Inconsistent records management practices throughout Maricopa County has created a need to revise and update the records management policies and procedures as well as create a records management program manual. With the increased demand, the cost per request is expected to increase slightly.



Graphic Communications Contract Printing (Outsourced) Service requests are expected to decrease with the additional capital equipment being purchased and the added ability to complete requests within the Reprographics Department. The cost increase is due to the replacement of existing equipment and the addition of new capital equipment.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
73BS - BUSINESS SERVICES	$ 481,031	$ 1,018,844	$ 1,018,844	$ 963,119	$ 1,018,844	$ -	0.0%
GCCT - CONTRACT PRINTING SERVICES	-	-	-	-	66,023	(66,023)	
GCMP - PRINTING SERVICES	19,350	901,885	901,885	846,160	835,862	66,023	7.3%
PCPT - PROCUREMENT SERVICES	461,681	116,959	116,959	116,959	116,959	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	$ 1,086,105	$ -	$ -	$ 82,548	$ -	$ -	
99GV - GENERAL GOVERNMENT	$ 9,607	$ -	$ -	$ -	$ -	$ -	
TOTAL PROGRAMS	$ 1,576,743	$ 1,018,844	$ 1,018,844	$ 1,045,667	$ 1,018,844	$ -	0.0%
73BS - BUSINESS SERVICES	$ 1,926,133	$ 2,028,738	$ 2,556,137	$ 2,519,494	$ 2,747,925	$ (191,788)	-7.5%
GCCT - CONTRACT PRINTING SERVICES	41,862	74,406	73,585	65,821	65,735	7,850	10.7%
GCMP - PRINTING SERVICES	720,920	710,141	998,978	1,010,900	935,284	63,694	6.4%
PCPT - PROCUREMENT SERVICES	1,155,488	1,238,573	1,425,488	1,390,796	1,685,996	(260,508)	-18.3%
RMPT - RECORDS MANAGEMENT SERVICEES	7,863	5,618	58,086	51,977	60,910	(2,824)	-4.9%
99AS - ADMINISTRATIVE SERVICES PROG	$ 523,171	$ 272,807	$ 211,629	$ 256,738	$ 211,726	$ (97)	0.0%
99GV - GENERAL GOVERNMENT	$ 34,130	$ 54,836	$ 54,836	$ 54,836	$ 57,930	$ (3,094)	-5.6%
TOTAL PROGRAMS	$ 2,483,434	$ 2,356,381	$ 2,822,602	$ 2,831,068	$ 3,017,581	$ (194,979)	-6.9%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 5,659	$ 6,084	$ 6,084	$ 5,293	$ 1,900	$ (4,184)	-68.8%
CHARGES FOR SERVICES	1,099,661	893,916	893,916	922,123	898,100	4,184	0.5%
MISCELLANEOUS REVENUE	531,423	118,844	118,844	118,252	118,844	-	0.0%
OTHER FINANCING SOURCES	(60,000)	-	-	-	-	-	
TOTAL REVENUE	**$ 1,576,743**	**$ 1,018,844**	**$ 1,018,844**	**$ 1,045,667**	**$ 1,018,844**	**$ -**	**0.0%**
EXPENDITURES							
PERSONAL SERVICES	$ 1,831,381	$ 1,911,294	$ 2,134,832	$ 2,120,887	$ 2,363,855	$ (229,023)	-10.7%
SUPPLIES	255,842	232,059	232,059	222,569	227,190	4,869	2.1%
SERVICES	83,678	141,785	141,785	105,723	163,534	(21,749)	-15.3%
OTHER FINANCING USES	34,130	54,836	54,836	120,534	50,483	4,353	7.9%
CAPITAL OUTLAY	278,402	16,407	259,090	261,355	212,519	46,571	18.0%
TOTAL EXPENDITURES	**$ 2,483,434**	**$ 2,356,381**	**$ 2,822,602**	**$ 2,831,068**	**$ 3,017,581**	**$ (194,979)**	**-6.9%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 461,681	$ 116,959	$ 116,959	$ 116,959	$ 116,959	$ -	0.0%
673 REPROGRAPHICS	1,115,062	901,885	901,885	928,708	901,885	-	0.0%
TOTAL FUNDS	$ 1,576,743	$ 1,018,844	$ 1,018,844	$ 1,045,667	$ 1,018,844	$ -	0.0%
EXPENDITURES							
100 GENERAL	$ 1,402,243	$ 1,489,584	$ 1,695,203	$ 1,681,676	$ 1,961,265	$ (266,062)	-15.7%
673 REPROGRAPHICS	1,081,191	866,797	1,127,399	1,149,392	1,056,316	71,083	6.3%
TOTAL FUNDS	$ 2,483,434	$ 2,356,381	$ 2,822,602	$ 2,831,068	$ 3,017,581	$ (194,979)	-6.9%

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	24.00	24.00	26.00	2.00	8.3%
673 REPROGRAPHICS	11.00	11.00	11.00	-	0.0%
TOTAL FUNDS	**35.00**	**35.00**	**37.00**	**2.00**	**5.7%**

Base Adjustments

Expenditures

Fund 100

- **General Technical Adjustments ($88,920):** The adopted budget includes a net adjustment of $88,920 for general technical adjustments including salary and benefit adjustments.

- **Additional Materials Management Staff for the Small Business Enterprise Activity ($177,142):** The adopted budget includes the annualized expenditures for the addition of 2 FTE's and associated supplies and capital for the Small Business Enterprise Activity.

Fund 673

- **General Technical Adjustments (-$21,900):** The adopted budget includes a net adjustment of -$21,900 for general technical adjustments.

- **Reduced Expenditures for Reprographics Repairs and Maintenance (-$49,183):** The adopted budget includes a decrease of $49,183 for repairs and maintenance associated with capital equipment in the Printing Services Activity.

Results Initiatives Requests

- **Capital Equipment ($193,500):** The adopted budget provides additional funding for Reprographics to purchase and replace equipment. **Expected Result**: Improvement in efficiency by reducing the amount of downtime for maintenance.

Item	Original Purchase Date	Useful Life (if applicable)	New/Upgrade/ Replacement	Estimated Cost
Plate Washer	N/A	10 years	New	$ 7,500
Shrink L-Sealer	May-95	10 years	Replacement	$ 8,500
Shrink Tunnel	May-95	10 years	Replacement	$ 7,500
Glue-Binder	March-93	10 years	Replacement	$ 15,000
Rollum Numbering Machine	N/A	5 years	New	$ 10,000
Tabletop Laminator Upgrade	N/A	3 years	New	$ 10,000
Copier with Booklet Maker	September-01	3 years	Replacement	$ 85,000
Folder with Right Angle	April-92	10 years	Replacement	$ 50,000
				$ 193,500

Reconciliation

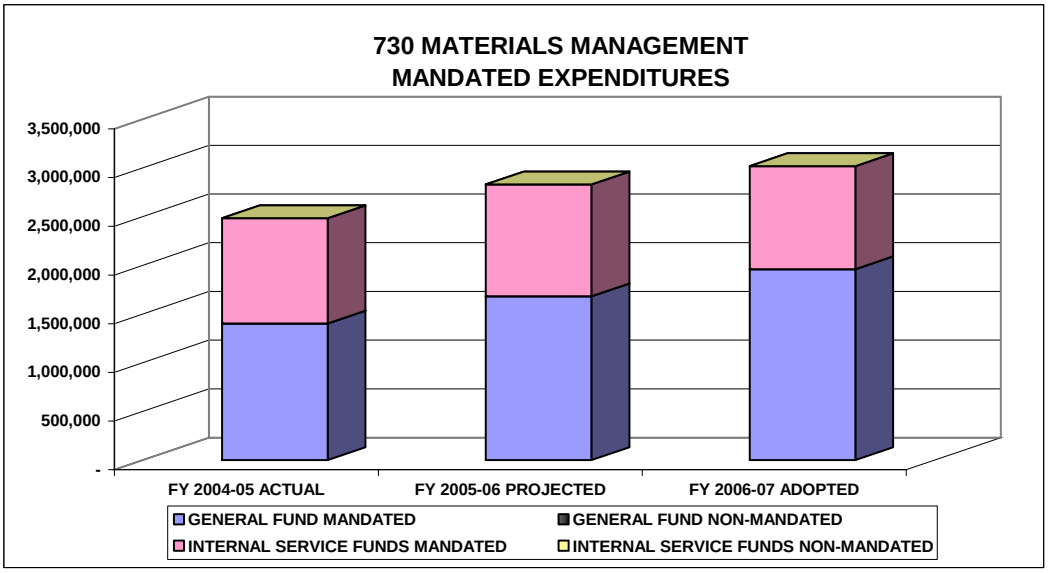
General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 1,489,584**	**$ 116,959**
MID-YEAR ADJUSTMENTS:		
Market Adjustment	$ 112,147	$ -
Market Adjustment	31,684	-
Pay for Performance	34,527	-
Subtotal	**$ 178,358**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 1,667,942**	**$ 116,959**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 4,344	$ -
Retirement Contributions	21,287	-
FY 2005-06 Pay for Performance Annualization	7,133	-
Annualization of FY 2005-06 DRP/LRP (12 month)	3,049	-
FY 2005-06 Executive Compensation Increase (12 month)	6,515	-
FY 2006-07 Pay for Performance	51,280	-
Subtotal	**$ 93,608**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 1,761,550**	**$ 116,959**
Submission Under Target	$ (66,347)	$ -
BASE ADJUSTMENTS:		
General Technical Adjustments	$ 88,920	$ -
Additional Materials Management Staff for the Small Business Enterprise Activity	177,142	-
Subtotal	**$ 266,062**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 1,961,265**	**$ 116,959**

Reprographics (673) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 866,797**	**$ 901,885**
MID-YEAR ADJUSTMENTS:		
Pay for Performance	$ 17,920	$ -
Equipment Purchases	242,682	-
Subtotal	**$ 260,602**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 1,127,399**	**$ 901,885**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 1,991	$ -
Retirement Contributions	6,206	-
Structural Balance	(5,013)	-
One Time Expenses	(242,682)	-
FY 2005-06 Pay for Performance Annualization	80	-
FY 2006-07 Pay for Performance	13,904	-
Subtotal	**$ (225,514)**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 901,885**	**$ 901,885**
Budget Submission under Target	$ 32,014	**$ -**
BASE ADJUSTMENTS:		
General Technical Adjustments	$ (21,900)	$ -
Reduced Expenditures for Reprographics Repairs and Maintenance	(49,183)	-
		-
Subtotal	**$ (71,083)**	**$ -**
FY 2006-07 ADOPTED BASE:	**$ 862,816**	**$ 901,885**
RESULTS INITIATIVES:		
Capital Equipment	$ 193,500	$ -
Subtotal	**$ 193,500**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 1,056,316**	**$ 901,885**

Mandates



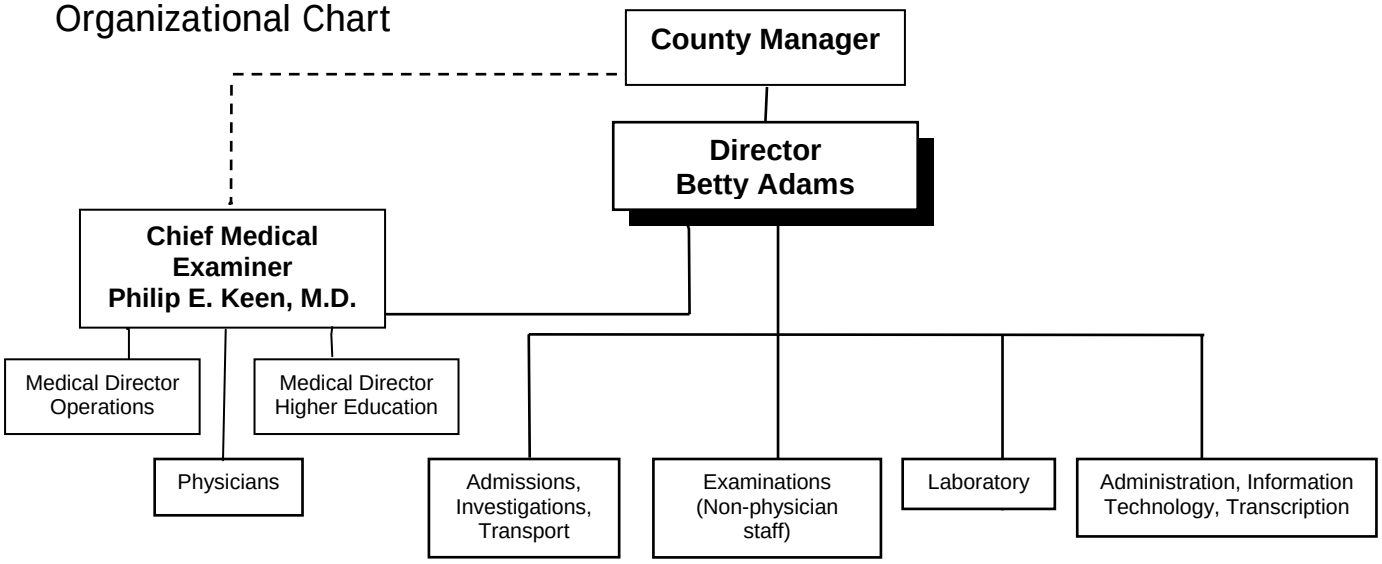
Program Activity	Purpose	Mandate
OPERATIONS	The purpose of the Materials Management Operations Program is to provide products and services associated with procurement, printing, and records management to customers and the public so that they can satisfy their customer's needs at the lowest cost and highest quality.	
CONTRACT PRINTING SERVICES	The purpose of the Contract Printing Services activity is to provide graphics contracts and contract administration services to County departments so that they can have access to professional and competitive private sector sources of printed materials.	NONE
PRINTING SERVICES	The purpose of the Printing Services activity is to provide a wide range of printing services to County departments so they can obtain high quality printed materials and technical support.	NONE
PROCUREMENT SERVICES	The purpose of the Procurement Services activity is to provide guidance, support, and solutions to County departments and vendors so they can successfully achieve their goals and objectives within legal and budgetary parameters through the effective expenditure of tax dollars.	A.R.S. §11-254.01
RECORDS MANAGEMENT SERVICES	The purpose of the Records Management Services activity is to provide technical assistance, solutions, tools, oversight, processes, and training to County departments so they can effectively manage county records within legal parameters.	A.R.S. §41-1346

Medical Examiner

Analysis by Maria Tutelman, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The mission of the Office of the Medical Examiner (OME) is to provide medico-legal 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 have closure, effect a resolution, affix responsibility and protect public health and safety.

Vision

All unnatural or untimely deaths occurring in Maricopa County will be sufficiently investigated to determine that it was not the result of wrongdoing or the result of a continuing risk to the living. The findings of each investigation will be reported in a timely manner.

Strategic Goals

Service Improvement By the end of FY 2006-07, Medical Examiner will improve service to families and other agencies by:	Actual FY2004-05	Projected FY2005-06	Projected FY2006-07
Closing 90% of cases within 45 days	42%	30%	35%
Closing 100% of cases within 90 days	86%	80%	86%

- By the end of FY 2006-07 the OME will continue to foster associations with universities and other institutions as necessary to explore and, if fiscally and programmatically beneficial, meet the necessary requirements to be considered a teaching facility. This will improve recruitment and retention of physicians as well as allow for fellows (medical student and resident rotations will continue). **Status**: Continuing medical student and resident rotations.

- In support of the County's strategic plan, and in partnership with other County departments, the OME will ensure that by the end of FY 2006-07, OME is staffed and equipped and able to respond rapidly to a bio-terrorist attack or other disaster emergencies by expanding and sustaining the ability of the OME workforce to respond as needed in an emergency and by meeting federal emergency management requirements. **Status**: Continued planning.

- In support of the County's strategic plan, OME will partner with other County departments, to explore, and if fiscally and programmatically beneficial, seek to obtain resources to develop and implement education programs for:

    1. At-risk youth to provide early-intervention and prevention strategies for reducing alcohol and drug use/drug crimes and other juvenile crime related offenses, such as gang activity, by June 2007. **Status**: Not initiated to date.

    2. Health care, medical emergency and law enforcement personnel throughout Maricopa County to cooperatively address public health issues by July 2008. **Status**: Organizing tours, communications and monthly educational lectures.

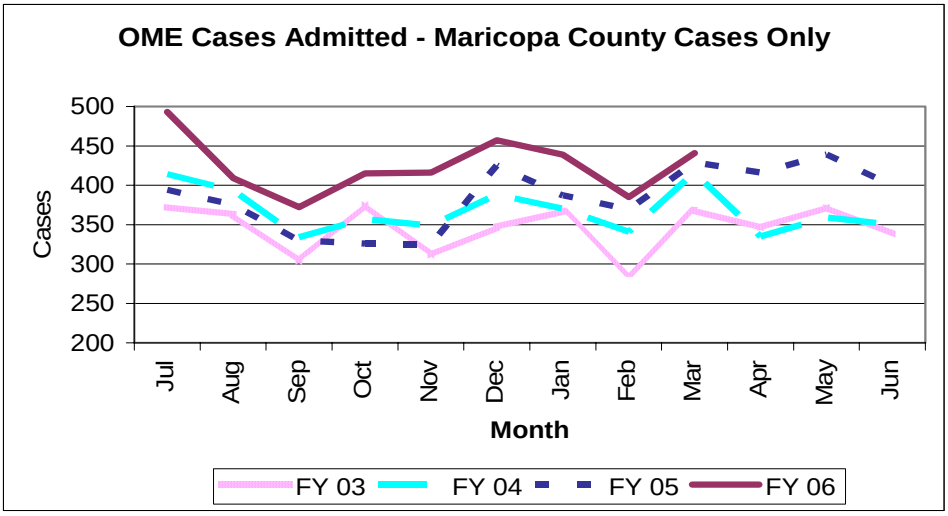
    3. Presentations to science students, community groups and the media on topics related to the forensic sciences and the role of the OME in criminal justice and public health activities, so that by September 2008 the public has an increased awareness and understanding of the OME's role in criminal justice and public health activities in the County 's current interest in forensic sciences will provide impetus for an increased understanding and positive satisfaction rating from the public for the services provided by MCOME. **Status**: Ongoing.

- By the end of FY 07, if the OME caseload is met, OME will explore and, if fiscally and programmatically beneficial, implement Intergovernmental Agreements with rural jurisdictions and tribal governments whose boundaries are within or adjacent to Maricopa County to provide medical examiner services in return for increasing revenues to MCOME the County to provide the resources necessary to ensure a satisfactory quality and timeliness of services. **Status**: The Department and OMB are developing budget proposals to meet current service demands.

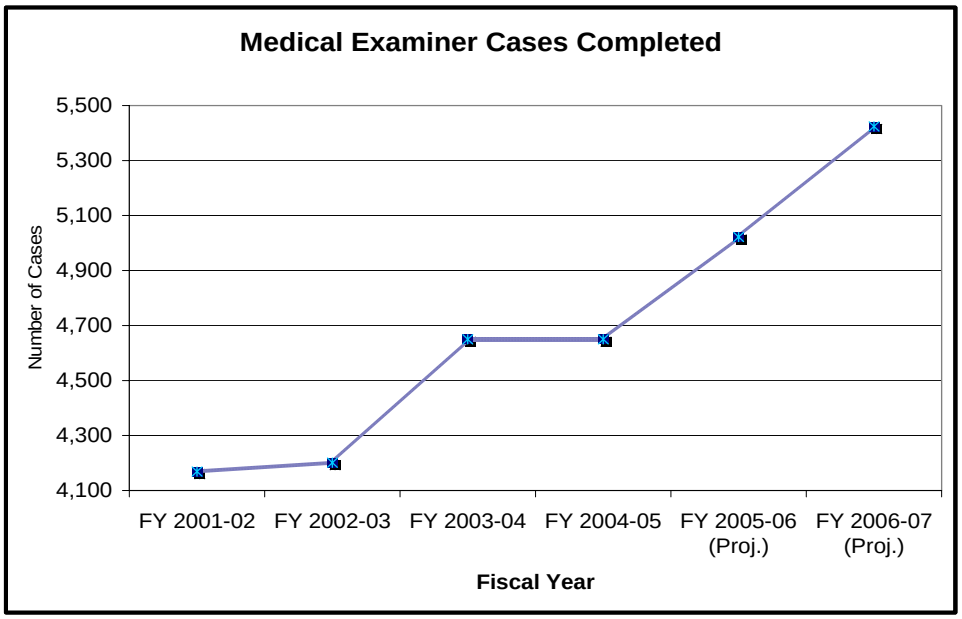
- By the end of FY 08 the OME will continue to acquire pursue the technology enhancements to improve the timeliness, efficiency and effectiveness of the department's operations. **Status**: Ongoing

Department Performance Information

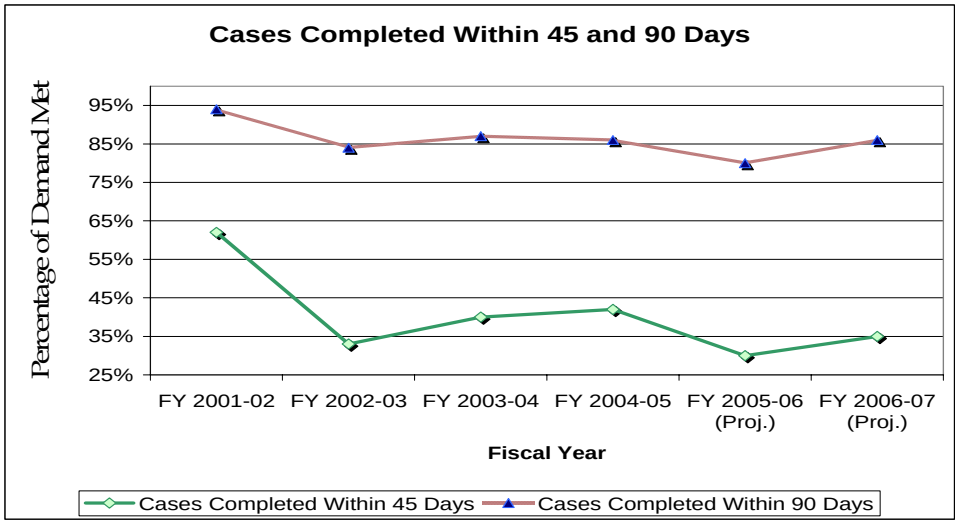
The Decedent Admissions Activity comprises 4% of the Medical Examiner FY 2006-07 Expenditure Budget and is mainly responsible for providing an admission record so that the Medical Examiner can conduct an examination, and record the determination of the cause and manner of death. Both demand, measured in number of admits required and output, measured in number of admits completed are projected to increase by 5%. Efficiency or cost per output will not experience a significant increase. A result measure tracked by the Department is percentage of decedents released within 24 hours of admit, which will be maintained at 53%.



The Decedent Medical Examination Activity comprises 48% of the Medical Examiner FY 2006-07 Expenditure Budget. Both demand, measured in number of exams required, and output, measured in number of exams completed are projected to increase by 5%; efficiency or cost per output will increase by about 3%.



Two important result measures are percent autopsies of total exams and percent of exams completed within 24 hours of admit; both of these two measures affect the total number of cases that can be completed within a 45 to 90 day timeframe. The Department is continuously working to re-evaluate operations and staffing needs in collaboration with the budget staff to improve on result measures.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
29ME - MEDICAL EXAMINERS	$ 426,636	$ 12,689	$ 12,689	$ 161,476	$ 123,974	$ 111,285	877.0%
CREM - CREMATION AUTHORIZATIONS	106,710	-	-	80,590	78,394	78,394	
EXAM - DECEDENT MEDICAL EXAMINATION	319,971	12,689	12,689	52,885	45,580	32,891	259.2%
SUPP - TRANSCRIPTION	(45)	-	-	1	-	-	
TOXI - TOXICOLOGY	-	-	-	28,000	-	-	
99AS - ADMINISTRATIVE SERVICES PROG	$ (1)	$ 150,000	$ 150,000	$ 11,809	$ -	$ (150,000)	-100.0%
99GV - GENERAL GOVERNMENT	$ (186,490)	$ -	$ -	$ -	$ -	$ -	
TOTAL PROGRAMS	$ 240,145	$ 162,689	$ 162,689	$ 173,285	$ 123,974	$ (38,715)	-23.8%
EXPENDITURES							
29ME - MEDICAL EXAMINERS	$ 4,758,772	$ 4,474,765	$ 5,433,368	$ 5,413,584	$ 6,079,899	$ (646,531)	-11.9%
ADMI - DECEDENT ADMISSIONS	239,301	267,843	281,853	260,905	283,868	(2,015)	-0.7%
CREM - CREMATION AUTHORIZATIONS	145,556	144,067	161,647	161,880	180,213	(18,566)	-11.5%
DECE - DECEDENT TRANSPORT	206,845	149,984	185,752	243,501	202,878	(17,126)	-9.2%
EXAM - DECEDENT MEDICAL EXAMINATION	2,388,635	2,186,345	2,737,263	2,532,595	3,237,436	(500,173)	-18.3%
HIST - HISTOTECHNOLOGY	105,032	101,502	112,919	102,639	115,258	(2,339)	-2.1%
INVG - DECEDENT MEDICAL INVESTIGATIONS	494,547	547,977	655,444	688,434	664,596	(9,152)	-1.4%
SUPP - TRANSCRIPTION	360,343	325,611	365,234	422,308	401,613	(36,379)	-10.0%
TOXI - TOXICOLOGY	818,513	751,436	933,256	1,001,322	994,037	(60,781)	-6.5%
99AS - ADMINISTRATIVE SERVICES PROG	$ 228,023	$ 508,883	$ 514,571	$ 383,599	$ 585,765	$ (71,194)	-13.8%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 11,721	$ (11,721)	
TOTAL PROGRAMS	$ 4,986,795	$ 4,983,648	$ 5,947,939	$ 5,797,183	$ 6,677,385	$ (729,446)	-12.3%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 76,002	$ 12,689	$ 12,689	$ 49,783	$ -	$ (12,689)	-100.0%
CHARGES FOR SERVICES	164,143	150,000	150,000	124,001	123,974	(26,026)	-17.4%
MISCELLANEOUS REVENUE	-	-	-	(499)	-	-	
TOTAL REVENUE	**$ 240,145**	**$ 162,689**	**$ 162,689**	**$ 173,285**	**$ 123,974**	**$ (38,715)**	**-23.8%**
EXPENDITURES							
PERSONAL SERVICES	$ 4,315,785	$ 4,378,986	$ 5,259,856	$ 5,104,503	$ 6,057,562	$ (797,706)	-15.2%
SUPPLIES	286,944	240,073	292,472	324,514	299,016	(6,544)	-2.2%
SERVICES	250,427	262,653	283,459	273,018	254,038	29,421	10.4%
OTHER FINANCING USES	52,592	47,220	47,220	47,220	17,188	30,032	63.6%
CAPITAL OUTLAY	81,047	54,716	64,932	47,928	49,581	15,351	23.6%
TOTAL EXPENDITURES	**$ 4,986,795**	**$ 4,983,648**	**$ 5,947,939**	**$ 5,797,183**	**$ 6,677,385**	**$ (729,446)**	**-12.3%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 198,338	$ 150,000	$ 150,000	$ 124,001	$ 123,974	$ (26,026)	-17.4%
224 MEDICAL EXAMINER GRANT FUND	41,807	12,689	12,689	49,284	-	(12,689)	-100.0%
ALL FUNDS	**$ 240,145**	**$ 162,689**	**$ 162,689**	**$ 173,285**	**$ 123,974**	**$ (38,715)**	**-23.8%**
EXPENDITURES							
100 GENERAL	$ 4,913,447	$ 4,970,959	$ 5,935,250	$ 5,782,251	$ 6,677,385	$ (742,135)	-12.5%
224 MEDICAL EXAMINER GRANT FUND	73,348	12,689	12,689	14,932	-	12,689	100.0%
ALL FUNDS	**$ 4,986,795**	**$ 4,983,648**	**$ 5,947,939**	**$ 5,797,183**	**$ 6,677,385**	**$ (729,446)**	**-12.3%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	70.00	70.00	73.00	3.00	4%
TOTAL FUNDS	**70.00**	**70.00**	**73.00**	**3.00**	**4%**

Base Adjustments

- **Staffing Increase of 1 Deputy Chief Medical Examiner FTE & 1 Medical Examiner FTE apportioned to the Decedent Medical Examination Activity ($359,231)/ Staffing Increase of 1 Deputy Chief Medical Examiner FTE & 1 Medical Examiner FTE apportioned to the Cremation Authorization Activity ($14,967):** The Adopted Budget increases the Expenditure Budget by $374,198 (annualized for the FY 2005-06 mid-year adjustment) in the General Fund. Increased expenditure adds one Deputy Chief Medical Examiner FTE and one Medical Examiner FTE due to increased workloads for cases admitted. $359,231 is allocated to the Decedent Medical Examination Activity, and $14,967 to the Cremation Authorization Activity.

- **Medical Examiner Physician Market Study - Medical Examination Activity ($213,921):** The Adopted Budget increases the Expenditure Budget by $213,921 for physician salary increases, based on a market study conducted by Employee Compensation.

- **Transfer 1 FTE from Health Care Mandates to Office of the Director Activity (position title Undetermined until MRT established) ($128,721):** The Adopted Budget increases the Expenditure Budget by $128,721, to transfer one FTE (position title Undetermined until market range title is established by Employee Compensation) from Health Care Mandates to the Office of the Director Activity. This is an administrative position addressing management of increasing caseloads exercising budgetary control.

- **Decrease in Cremation Activity Revenue (-$26,026):** The Adopted Budget reduces the Revenue Budget by $26,026 based on recent trends. Cremation authorization is tracked as a separate activity for the first time in FY 2006-07, which will provide better tracking of cremation authorization for affect to revenue. The department has experienced decreased revenue since the implementation of the new fee schedule in FY 2004-05. Therefore, OMB recommends a review of the fee schedule in FY 2006-07, for full cost recovery.

- **No Grants anticipated (-$12,689):** OMB is in agreement with the department's anticipated projection of receiving no grant Awards in FY 2006-07. The Adopted Budget reduces the Revenue and Expenditure Budgets by $12,689.

Results Initiatives

Following are Results Initiatives requested by the Department for FY 2006-07. $20,416 was funded for the Decedent Medical Examinations Activity. However, the department is working with OMB to refine the requests, additional funding being considered from Contingency as requests are analyzed:

- **Decedent Medical Examinations Activity ($368,723):** This request is to add two full-time Forensic Assistants, one full-time Forensic Photographer, and fund other associated expenditures including equipment. The Adopted Budget reduces temporary pay by $(24,420) deleting .6 FTE Forensic Photographer and increases regular pay by $44,836 adding one FTE Forensic Photographer, for a total Expenditure Budget increase of $20,416. **Expected Result**: Meet the goals of releasing decedents within 24 hours and closing 90% of cases within 45 days.

- **Decedent Transport Activity ($217,875):** This request is to add two full-time Transporters and seven part-time temporary Transporters, and fund other associated expenditures including

equipment to meet the goals of transporting within two hours of the request and releasing decedents within 24 hours.

- **Decedent Medical Investigations Activity ($163,039):** This request is to add one full-time Investigator, one full-time Investigator/Family Liaison, and fund other associated expenditures including equipment to meet the goals of releasing decedents within 24 hours and closing 90% of cases within 45 days.

- **Decedent Admissions Activity ($113,057):** This request is to add two full-time Case Information Coordinators and two part-time temporary Case Information Coordinators, and fund other associated expenditures including equipment to meet the goal of releasing decedents within 24 hours.

- **Toxicology Activity ($1,127,442):** This request is to add four full-time Forensic Chemists, and fund other associated expenditures including equipment to meet the goal of completing toxicology within 30 days of receipt.

- **Transcription Activity ($71,580):** This request is to add one full-time Transcriber, one full-time Administrative Assistant, and fund other associated expenditures including equipment to meet the goal of completing transcription within 2 weeks of receipt.

- **Office of the Director Activity ($109,077):** This request is to add one full-time Management Analyst, and fund other associated expenditures including equipment to provide timely reporting of information needed to monitor activity and assess resource needs, and also contribute to the development of strategic issues.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 4,970,959**	**$ 150,000**
MID-YEAR ADJUSTMENTS:		
FY 2005-06 Pay for Performance	$ 128,012	$ -
Collections Clerks and Collections Supervior Market Adjustment	582,054	
Subtotal	**$ 710,066**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 5,681,025**	**$ 150,000**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 18,480	$ -
Retirement Contributions	67,097	-
FY 2005-06 Pay for Performance Annualization	7,680	-
Annualization of FY 2005-06 DRP/LRP (12 month)	5,319	-
FY 2005-06 Executive Compensation Increase (12 mo)	8,162	-
FY 2006-07 Pay for Performance	150,366	-
Subtotal	**$ 257,104**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 5,938,129**	**$ 150,000**
BASE ADJUSTMENTS:		
Staffing increase of 1 Deputy Chief Medical Examiner FTE & 1 Medical Examiner FTE apportioned to the Decedent Medical Examination Activity	$ 359,231	$ -
Staffing increase of 1 Deputy Chief Medical Examiner FTE & 1 Medical Examiner FTE apportioned to the Cremation Authorization Activity	14,967	-
Decrease in Cremation Activity Revenue	-	(26,026)
Medical Examiner Physician Market Study - Medical Examination Activity	213,921	
Transfer 1 FTE from Health Care Mandates to Office of the Director Activity (position title Undetermined until MRT established)	128,721	
Subtotal	**$ 716,840**	**$ 150,000**
RESULTS INITIATIVES:		
Reduce Temporary Pay by .6 FTE Forensic Photographer - Decedent Medical Examination Activity	(24,420)	
Add 1 FTE Regular Forensic Photographer - Decedent Medical Examination Activity	46,836	
Subtotal	**$ 22,416**	**$ 123,974**
FY 2006-07 ADOPTED BUDGET:	**$ 6,677,385**	**$ -**

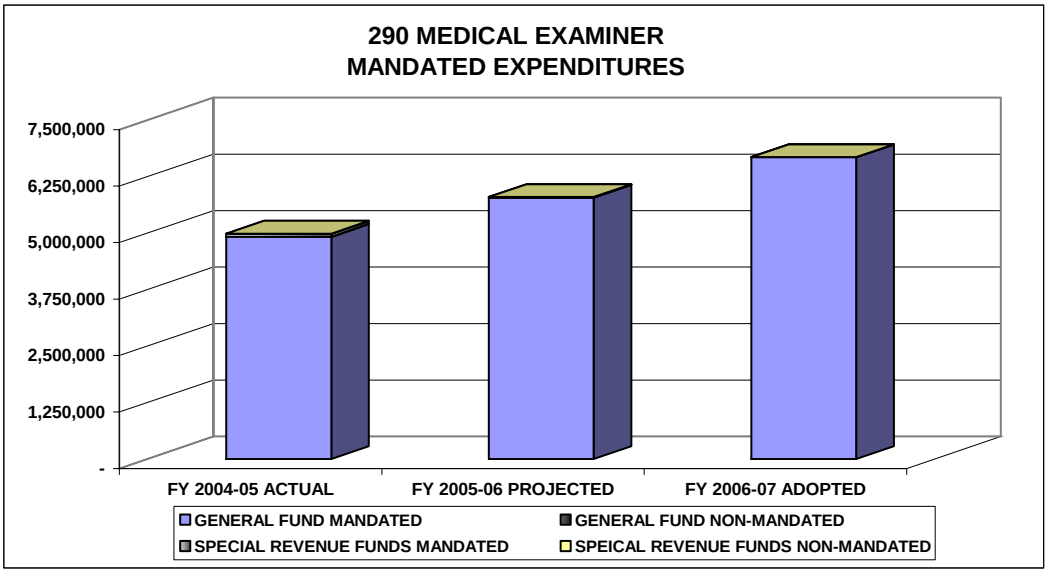
Medical Examiner Grants (224) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 12,689**	**$ 12,689**
FY 2005-06 REVISED BUDGET:	**$ 12,689**	**$ 12,689**
FY 2006-07 BUDGET TARGET:	**$ 12,689**	**$ 12,689**
BASE ADJUSTMENTS:		
No Grants anticipated	$ (12,689)	$ (12,689)
FY 2006-07 ADOPTED BUDGET:	**$ -**	**$ -**

Medical Examiner Grants (224) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ (217,476)	$ (217,476)	$ (217,476)	$ (249,013)	$ (214,661)
Revenue	$ 41,807	$ 12,689	$ 12,689	$ 49,284	$ -
Expenditures	73,348	12,689	12,689	14,932	-
Net Operating	$ (31,541)	$ -	$ -	$ 34,352	$ -
Ending Fund Balance	$ (249,017)	$ (217,476)	$ (217,476)	$ (214,661)	$ (214,661)

Mandates



Mandated expenditure levels vary year-to-year based on several factors including the allocation of resources to meet demand in the Decedent Medical Examination Activity and Medical Examination Activity. See the Base Adjustments section above for further detail.

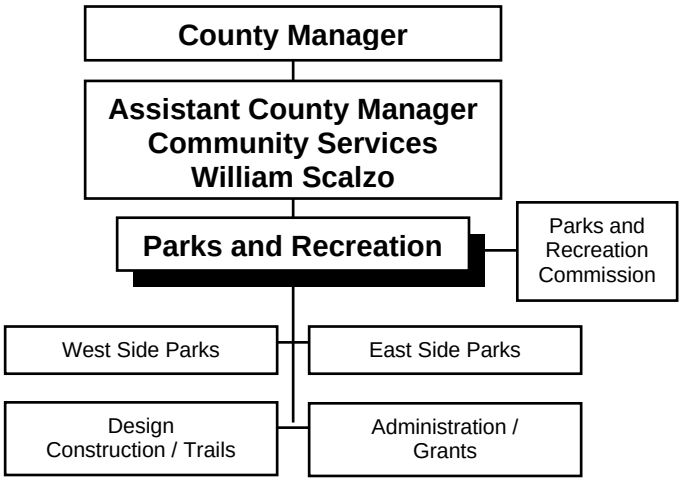
Program Activity	Purpose	Mandate
MEDICAL EXAMINERS	The purpose of the Medical Examiners is to provide a determination and timely report of findings as to the cause and manner of death, and an authorization for the cremation of decedent remains, for the families of decedents and the legal and medical community so that they can have closure, prosecute offenders, and take actions to safeguard public health and safety.	
DECEDENT ADMISSIONS	The purpose of Admissions is to provide the admission record for the Medical Examiners so that they can conduct an examination and record the determination of the cause and manner of death.	A.R.S. §§ 11-591 through 11-600
CREMATION AUTHORIZATIONS	The purpose of Cremation Authorizations Activity is to provide certification for cremation to the public so that they can legally cremate a person's remains.	A.R.S. §§ 11-591 through 11-600
DECEDENT TRANSPORT	The purpose of Decedent Transport is to provide a timely recovery of decedents and preserve the chain of custody of remains and evidence for the Medical Examiners so that they can determine cause and manner of death.	A.R.S. §§ 11-591 through 11-600 County Medical Examiner
DECEDENT MEDICAL EXAMINATION	The purpose of the Decedent Medical Examinations is to provide a certification as to the cause and manner of death, a timely report of findings, and expert testimony in legal proceedings for families of decedents and the legal and medical community so that they can conduct financial transactions and have closure, investigate and prosecute offenders, and reduce risks to public health and safety.	A.R.S. §§ 11-591 through 11-600
HISTOTECHNOLOGY	The purpose of Histotechnology is to produce micro slides of organ tissues according to established histology standards for the Medical Examiners so that they can make a timely determination whether or not an identifiable disease contributed to the cause and manner of death.	A.R.S. §§ 11-591 through 11-600
DECEDENT MEDICAL INVESTIGATIONS	The purpose of Medical Investigations is to provide medical and forensic information to the Medical Examiners so that they can use the information to make a timely determination of the cause and manner of death.	A.R.S. §§ 11-591 through 11-600
TRANSCRIPTION	The purpose of Transcription Activity is to provide the transcription of reports and information for the Medical Examiners so that they can issue their findings and the death can be registered.	A.R.S. §§ 11-591 through 11-600
TOXICOLOGY	The purpose of toxicology is to provide drug analyses and test results according to established laboratory standards to the Medical Examiners so that they can make a timely determination whether or not drugs or chemicals contributed to the cause and manner of death.	A.R.S. §§ 11-591 through 11-600

Parks and Recreation

Analysis by Vic Wickersham, Management & Budget Analyst

Departmental Information

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

The Maricopa County Parks and Recreation Department vision is to be the recognized leader in the delivery of regional park services by fully utilizing existing and future park resources.

Strategic Goals

- By July 2009, we will continue to expand the buffer zones around existing parks and acquire lands and trail segments identified through the Arizona Preserve Initiative, Bureau of Land Management (BLM) lease applications and the Maricopa Regional Trail Plan, at McDowell Mountain Regional Park, Cave Creek Regional Park, White Tank Mountain Regional Park and Lake Pleasant. **Status**: The department is working on creating IGA's with partners on the Maricopa Trail. A consultant will soon be chosen to arrange a bid package to begin work on the Trail. Talks are in process with BLM to acquire more land at Buckeye Hills and the preplanning process for the master plan has begun.

- By December 2006, in order to meet the increased park usage and demand for park services, the department will identify a funding source for each of the capital projects in the improvement plan for the park system. **Status**: The Board of Supervisors adjusted the County tax rate in FY 2005-06 to include one cent of the real estate tax for Parks capital projects. This represents $3.1 million in new resources for needed capital improvements. Also, the department is continuing to apply for grants from various agencies.

- By December 2009, Parks and Recreation will become non-reliant on the general fund through alternate means of funding, which may include the development of a strong non-profit foundation or other special revenue sources. **Status**: Several grants have been received from the Arizona Game and Fish Department for webcam and dive gear at Lake Pleasant and for wildlife brochures; Desert Outdoor Center will receive a solar HVAC system from APS and will be installed at no cost to the department. The department is currently working to attract concessionaires that will bring revenue to Parks; however, non-profit concessionaires will not be excluded from submitting a proposal.

- By July 2007, we will increase community involvement and awareness through improved marketing and education programs thereby reducing the percentage of the general population reporting "little or no knowledge" of county parks from 72.2% (March 2000) to 65%. **Status**: The Arizona Office of Tourism (AOT) awarded the department with over $14,000 in a matching grant for fiscal year 2006 marketing efforts. The department is also working with the Diamondbacks to produce a public service announcement (PSA). The Arizona State University survey has begun which will assist us in knowing what the public knows and wants to see in the parks. A permanent fee waiver has been approved by the BOS for veterans and military personnel to all parks on Veterans' Day.

- Educate the public about how to achieve a healthy lifestyle and increase participation in educational and recreational opportunities provided in the County. **Status**: The parks will be working with Public Health in a partnership to further educate the public on a healthy lifestyle. Staff from the department also participate in the Hispanic Health Fair.

- Improve the quality of life in Maricopa County by building a regional trail system, enhancing our parks, supporting noise and pollution reduction efforts, and encouraging developers to construct environmentally friendly buildings. **Status**: The department is working on creating IGA's with partners on the Maricopa Trail. Capital plan projects will also add a great list of enhancements to the parks; the solar HVAC system at the Desert Outdoor is one way we are constructing environmentally friendly systems along with Arizona Public Service receiving green credits.

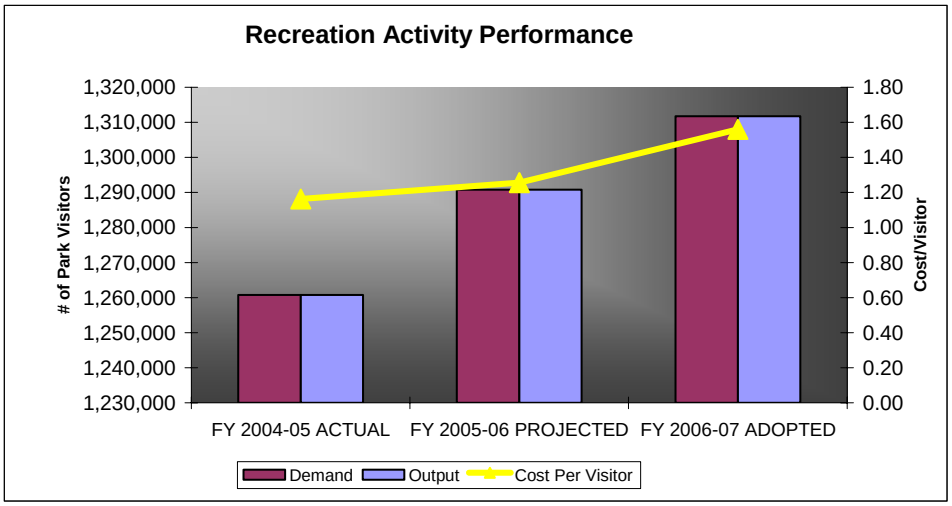
- By July 2006, develop a plan and strategy for implementing new economic and contracted commercial ventures that will generate additional revenues for the County. **Status**: Tours have been provided to the County's selected vendor for sponsorship opportunities.

Department Performance Information

The Recreation Activity makes up 28% of the Parks and Recreation Department's FY 2006-07 budget. An analysis of the significant trend is included below.

The Recreation Activity provides facilities and opportunities to park users so they can enjoy a healthy and meaningful outdoor experience. The number of park visitors has continued to increase. In FY 2006-07, growth is projected to continue, not only because of expected increases in County population, but also due to the Department's marketing programs and the planned park enhancements through the

Capital Improvement Program. Compared to FY 2005-06, the FY 2006-07 cost per visitor has increased due to recent compensation based market adjustments for the Department's personnel as well as health/dental benefit increases.



Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
30ER - PARK ED & RECREATION PRGM	$ 4,807,390	$ 4,545,480	$ 4,764,086	$ 4,743,946	$ 4,698,261	$ (65,825)	-1.4%
AREC - RECREATION	3,627,466	3,400,839	3,607,293	3,522,289	3,535,661	(71,632)	-2.0%
CRES - COMMUNITY RESOURCE	876,915	914,641	949,641	970,665	957,200	7,559	0.8%
INTP - INTERPRETIVE SERVICES	303,009	230,000	207,152	250,992	205,400	(1,752)	-0.8%
30SP - PARK SUPPORT	$ 564,846	$ 167,300	$ 304,300	$ 307,185	$ 373,094	$ 68,794	22.6%
MDEV - MAINTENANCE AND DEVELOPMENT	564,846	167,300	304,300	307,185	373,094	68,794	22.6%
TOTAL PROGRAMS	$ 5,372,236	$ 4,712,780	$ 5,068,386	$ 5,051,131	$ 5,071,355	$ 2,969	0.1%
EXPENDITURES							
30ER - PARK ED & RECREATION PRGM	$ 2,598,644	$ 2,669,040	$ 2,954,630	$ 2,589,796	$ 2,961,181	$ (6,551)	-0.2%
AREC - RECREATION	1,466,523	1,819,876	2,055,996	1,620,614	2,045,219	10,777	0.5%
CRES - COMMUNITY RESOURCE	242,479	173,792	177,007	233,558	228,584	(51,577)	-29.1%
INTP - INTERPRETIVE SERVICES	889,641	675,372	721,627	735,624	687,378	(34,249)	-4.7%
30SP - PARK SUPPORT	$ 2,060,656	$ 3,289,338	$ 3,484,012	$ 2,852,865	$ 3,072,227	$ 411,785	11.8%
MDEV - MAINTENANCE AND DEVELOPMENT	2,060,656	3,289,338	3,484,012	2,852,865	3,072,227	411,785	11.8%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 25,084	$ 22,996	$ 25,252	$ 23,391	$ 32,614	$ (7,362)	-29.2%
DESK - DESKTOP SUPPORT	25,084	22,996	25,252	23,391	32,614	(7,362)	-29.2%
99AS - ADMINISTRATIVE SERVICES PROG	$ 1,064,119	$ 1,250,220	$ 1,217,555	$ 1,110,888	$ 1,192,574	$ 24,981	2.1%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 26,233	$ (26,233)	
TOTAL PROGRAMS	$ 5,748,502	$ 7,231,594	$ 7,681,449	$ 6,576,940	$ 7,284,829	$ 396,620	5.2%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 986,573	$ 762,839	$ 1,118,445	$ 932,363	$ 948,291	$ (170,154)	-15.2%
CHARGES FOR SERVICES	3,199,980	2,882,200	2,882,200	2,966,946	3,041,764	159,564	5.5%
FINES & FORFEITS	11,899	2,500	2,500	187	-	(2,500)	-100.0%
MISCELLANEOUS REVENUE	1,173,784	1,065,241	1,065,241	1,151,635	1,081,300	16,059	1.5%
TOTAL REVENUE	**$ 5,372,236**	**$ 4,712,780**	**$ 5,068,386**	**$ 5,051,131**	**$ 5,071,355**	**$ 2,969**	**0.1%**
EXPENDITURES							
PERSONAL SERVICES	$ 4,001,876	$ 4,248,698	$ 4,425,484	$ 4,057,215	$ 4,791,748	$ (366,264)	-8.3%
SUPPLIES	487,008	573,526	695,150	539,695	670,532	24,618	3.5%
SERVICES	1,160,355	1,488,945	1,336,315	1,232,891	1,080,340	255,975	19.2%
OTHER FINANCING USES	-	494,884	494,884	279,884	179,000	315,884	63.8%
CAPITAL OUTLAY	99,263	425,541	729,616	467,256	563,209	166,407	22.8%
TOTAL EXPENDITURES	**$ 5,748,502**	**$ 7,231,594**	**$ 7,681,449**	**$ 6,576,940**	**$ 7,284,829**	**$ 396,620**	**5.2%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
225 SPUR CROSS RANCH CONSERVATION	$ 456,474	$ 442,500	$ 442,500	$ 443,931	$ 452,500	$ 10,000	$ 0.02
230 PARKS & REC. GRANTS	142,091	282,839	638,445	448,843	468,291	(170,154)	-26.7%
239 PARKS SOUVENIR FUND	112,063	105,000	105,000	111,720	105,000	-	0.0%
240 LAKE PLEASANT RECREATION SVCS	1,518,865	1,383,951	1,383,951	1,447,647	1,421,647	37,696	2.7%
241 PARKS ENHANCEMENT FUND	2,934,707	2,373,490	2,373,490	2,453,652	2,501,917	128,427	5.4%
243 PARKS DONATIONS FUND	244,032	160,000	160,000	180,339	160,000	-	0.0%
900 ELIMINATIONS	(35,997)	(35,000)	(35,000)	(35,000)	(38,000)	(3,000)	8.6%
ALL FUNDS	**$ 5,372,236**	**$ 4,712,780**	**$ 5,068,386**	**$ 5,051,131**	**$ 5,071,355**	**$ 2,969**	**0.1%**
EXPENDITURES							
100 GENERAL	$ 1,390,848	$ 1,692,756	$ 1,785,381	$ 1,604,482	$ 1,766,029	$ 19,352	1.1%
225 SPUR CROSS RANCH CONSERVATION	323,739	683,000	683,000	513,845	699,359	(16,359)	-2.4%
230 PARKS & REC. GRANTS	87,586	357,839	715,069	373,606	563,291	151,778	21.2%
239 PARKS SOUVENIR FUND	112,063	105,000	105,000	91,805	105,000	-	0.0%
240 LAKE PLEASANT RECREATION SVCS	1,302,482	1,383,951	1,383,951	1,305,307	1,418,033	(34,082)	-2.5%
241 PARKS ENHANCEMENT FUND	2,291,427	2,773,048	2,773,048	2,465,405	2,611,117	161,931	5.8%
243 PARKS DONATIONS FUND	276,353	271,000	271,000	257,491	160,000	111,000	41.0%
900 ELIMINATIONS	(35,997)	(35,000)	(35,000)	(35,000)	(38,000)	3,000	-8.6%
ALL FUNDS	**$ 5,748,502**	**$ 7,231,594**	**$ 7,681,449**	**$ 6,576,940**	**$ 7,284,829**	**$ 396,620**	**5.2%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	16.00	16.00	17.00	1.00	6.3%
225 SPUR CROSS RANCH CONSERVATION	3.00	3.00	3.00	-	0.0%
240 LAKE PLEASANT RECREATION SVCS	15.00	15.00	15.00	-	0.0%
241 PARKS ENHANCEMENT FUND	54.00	54.00	55.00	1.00	1.9%
TOTAL FUNDS	**88.00**	**88.00**	**90.00**	**2.00**	**2.3%**

A new Deputy Director and a new Electrician were added.

Base Adjustments

Revenues

Spur Cross Fund 225

- **Recreation Activity Adjustment ($42,000):** Reflects revenue increases from the Town of Cave Creek and park entrance fees.

Expenditures

General Fund 100

- **General Technical Adjustments ($24,037):** The adopted budget includes increases in salary & benefits for Executive Compensation increases that impact multiple activities.

Spur Cross Fund 225

- **Maintenance & Development Activity Adjustment ($292,027):** One-time increases that include the utility project for the visitor center and the purchase of a modular building.

Lake Fund 240

- **General Technical Adjustments ($-3,614):** Includes personnel service adjustments that impact multiple activities.

Enhancement Fund 241

- **Recreation Activity Adjustment ($36,700):** One-time increase for scanner / printer / plotter.
- **Executive Management Activity Adjustment ($72,500):** One time increase for fee study consultant and park survey.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUES
FY 2005-06 ADOPTED BUDGET:	**$ 1,526,694**	**$ -**
MID-YEAR ADJUSTMENTS:		
FY 2005-06 Pay for Performance	$ 18,819	$ -
Subtotal	**$ 18,819**	**$ -**
FY 2005-06 REVISED BUDGET:	**$ 1,545,513**	**$ -**
Restatements	166,062	-
FY 2005-06 REVISED RESTATED BUDGET:	**$ 1,711,575**	**$ -**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 11,120	$ -
Retirement Contributions	12,847	-
Annualization of Mid-Year Adjustments	118,837	-
FY 2005-06 Pay for Performance Annualization	3,070	-
Lease Terminations	(157,000)	-
Annualization of FY 2005-06 DRP/LRP (12 month)	5,416	-
FY 2005-06 Executive Compensation Increase (12 mo)	9,211	-
FY 2006-07 Pay for Performance	26,916	-
Subtotal	**$ 30,417**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 1,741,992**	**$ -**
BASE ADJUSTMENTS:		
General Technical Adjustments	$ 24,037	$ -
Subtotal	**$ 24,037**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 1,766,029**	**$ -**

Spur Cross Recreation Area (225) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 683,000**	**$ 442,500**
FY 2005-06 REVISED BUDGET:	**$ 683,000**	**$ 442,500**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 683,000**	**$ 442,500**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 2,085	$ -
Retirement Contributions	1,716	-
One Time Expenses	(282,000)	-
FY 2005-06 Pay for Performance Annualization	683	-
One-Time Revenue	-	(32,000)
FY 2006-07 Pay for Performance	1,848	-
Subtotal	**$ (275,668)**	**$ (32,000)**
FY 2006-07 BUDGET TARGET:	**$ 407,332**	**$ 410,500**
BASE ADJUSTMENTS:		
Maintenance & Development Activity Adjustment	$ 292,027	$ -
Recreation Activity Adjustment	-	42,000
Subtotal	**$ 292,027**	**$ 42,000**
FY 2006-07 ADOPTED BUDGET:	**$ 699,359**	**$ 452,500**

Parks and Recreation Grants (230) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 357,839**	**$ 282,839**
MID-YEAR ADJUSTMENTS:		
AZGFD Boating Access Grant	$ 21,000	$ 21,000
GRIC San Tan Fence Grant	125,000	125,000
AZOT Tourism Materials Grant	12,152	12,152
AZSP Trails Heritage Grant - White Tank	58,624	57,000
SLIF Floating Dock Grant - Lake Pleas.	128,454	128,454
AZ Bat Conservation Heritage Fund Grant	12,000	12,000
Subtotal	**$ 357,230**	**$ 355,606**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 715,069**	**$ 638,445**
TARGET ADJUSTMENTS:		
One Time Expenses	$ (151,778)	$ -
One-Time Revenue	-	(170,154)
Subtotal	**$ (151,778)**	**$ (170,154)**
FY 2006-07 BUDGET TARGET:	**$ 563,291**	**$ 468,291**
FY 2006-07 ADOPTED BUDGET:	**$ 563,291**	**$ 468,291**

Parks Souvenir Fund (239) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 105,000**	**$ 105,000**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 105,000**	**$ 105,000**
FY 2006-07 BUDGET TARGET:	**$ 105,000**	**$ 105,000**
FY 2006-07 ADOPTED BUDGET:	**$ 105,000**	**$ 105,000**

Lake Pleasant Recreation Fund (240) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 1,383,951**	**$ 1,383,951**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 1,383,951**	**$ 1,383,951**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 10,425	$ -
Retirement Contributions	7,388	-
FY 2005-06 Pay for Performance Annualization	2,174	-
One-Time Revenue	-	37,696
FY 2006-07 Pay for Performance	17,709	-
Subtotal	**$ 37,696**	**$ 37,696**
FY 2006-07 BUDGET TARGET:	**$ 1,421,647**	**$ 1,421,647**
BASE ADJUSTMENTS:		
General Technical Adjustments	$ (3,614)	$ -
Subtotal	**$ (3,614)**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 1,418,033**	**$ 1,421,647**

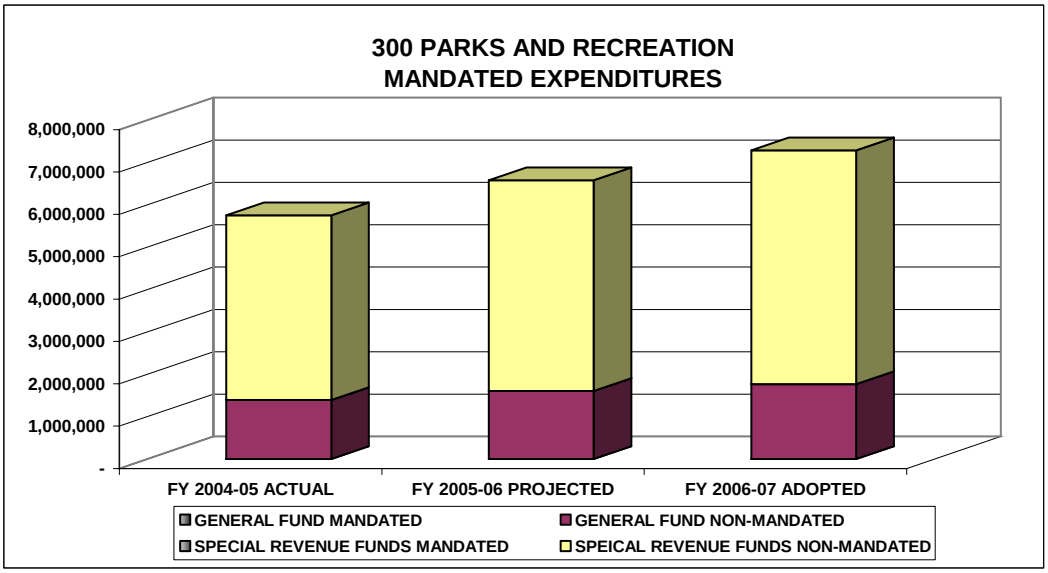
Parks Enhancement Fund (241) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 2,773,048**	**$ 2,373,490**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 2,773,048**	**$ 2,373,490**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 37,530	$ -
Retirement Contributions	31,265	-
One Time Expenses	(414,494)	-
FY 2005-06 Pay for Performance Annualization	6,820	-
One-Time Revenue	-	128,427
FY 2006-07 Pay for Performance	67,748	-
Subtotal	**$ (271,131)**	**$ 128,427**
FY 2006-07 BUDGET TARGET:	**$ 2,501,917**	**$ 2,501,917**
BASE ADJUSTMENTS:		
Recreation Activity Adjustment	$ 36,700	$ -
Executive Management Activity Adjustment	72,500	-
Subtotal	**$ 109,200**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 2,611,117**	**$ 2,501,917**

Parks Donations Fund (243) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 271,000**	**$ 160,000**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 271,000**	**$ 160,000**
TARGET ADJUSTMENTS:		
One Time Expenses	$ (111,000)	$ -
Subtotal	**$ (111,000)**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 160,000**	**$ 160,000**
FY 2006-07 ADOPTED BUDGET:	**$ 160,000**	**$ 160,000**

Mandates



Mandated expenditure levels vary year-to-year based on several factors including a one-time increases in FY 06-07 that includes the utility project for the visitor center and the purchase of a modular building. See the Base Adjustment section for additional detail.

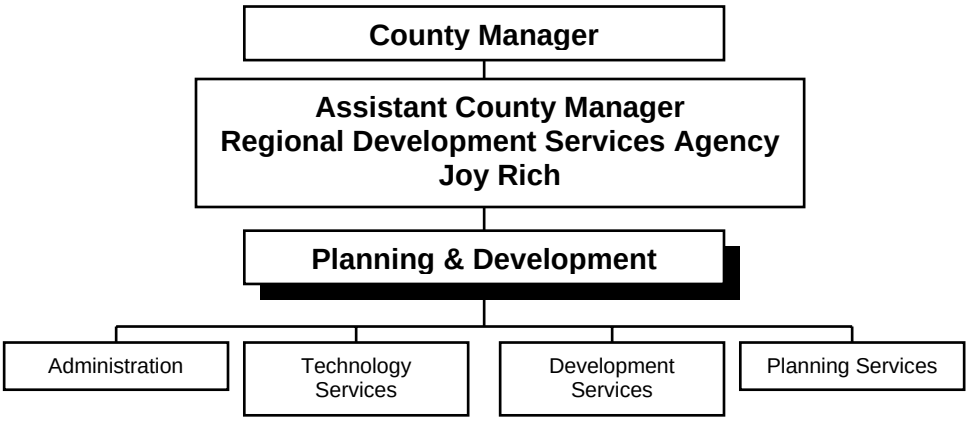
Program Activity	Purpose	Mandate
PARK EDUCATION & RECREATION	The purpose of the Park Education and Recreation Program is to provide natural resource interpretation and unique recreation facilities and opportunities for individuals and groups so they can appreciate and enjoy the natural environment and have a healthy and exhilarating outdoor experience.	
COMMUNITY RESOURCE	The purpose of the Parks Community Resource Activity is to provide unique facilities and opportunities for requesting individuals or groups so they can fulfill their specific community needs.	NONE
INTERPRETIVE SERVICES	The purpose of the Parks Interpretive Services Activity is to provide structured opportunities to interpret and experience park resources for park users and requesting groups so they can more fully appreciate and enjoy the natural environment.	NONE
RECREATION	The purpose of the Parks Recreation Activity is to provide facilities and opportunities to park users so they can enjoy a healthy and exhilarating experience.	NONE
PARK SUPPORT	The purpose of the Park Support Program is to provide well-maintained and safe facilities for park users so they can appreciate and enjoy the natural environment.	
MAINTENANCE AND DEVELOPMENT	The purpose of the Parks Maintenance & Development Activity is to provide new and exceptionally well-maintained facilities for park users so they can enjoy a comfortable outdoor experience.	NONE

Planning and Development

Analysis by Monica Staats, Management & Budget Analyst

Departmental Information

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.

Strategic Goals

- "One Stop Shop" – By the end of FY 2006, the first review turn around time for plan reviews in the One Stop Shop (OSS) process will be thirty (30) days or less. **Status**: Significant progress has been made with regard to incorporating the One Stop Shop processes into a single permitting application. Additional solutions will be evaluated in the 2nd and 3rd quarter that will streamline processes and move the department closer to this goal. Approximately 30% of permit submittals are processed within the One Stop Shop goal of 30 days or less.

- "One Stop Shop" – By the end of FY 2006, all One Stop Shop (OSS) participating departments will have representatives physically located together to enhance customer service and reduce travel necessities of customers. **Status**: During the first quarter of the fiscal year, Planning and Development moved to its new location at 501 North 44th Street. The new facility was designed to create office space for each of the OSS partners. This significant step allows One Stop Shop partners to easily schedule their representatives and increase productivity with the dedicated work space. A MCDOT representative will be located at the Planning and Development counter for the first week of each month.

- "Process Improvement" – By the end of FY 2006, integrate Drainage Administration functions into Planning and Development Department. This will provide better administration and coordination of drainage regulations with planning and development activities resulting in more comprehensive inspections. **Status**: The department has completed this goal. Drainage Administration functions has been successfully integrated into Planning and Development. Efforts to further streamline drainage administration processes remain ongoing.

- "Certification" – By the end of FY 2006, training/certification processes will be implemented to ensure 100% of inspectors are qualified to conduct both building and flood drainage inspections. **Status**: The department is currently in the process of evaluating costs of scheduling training. The goal is to cross-train both building inspectors and drainage inspectors. It is anticipated the majority of staff will be cross-trained by the end of FY 2006.

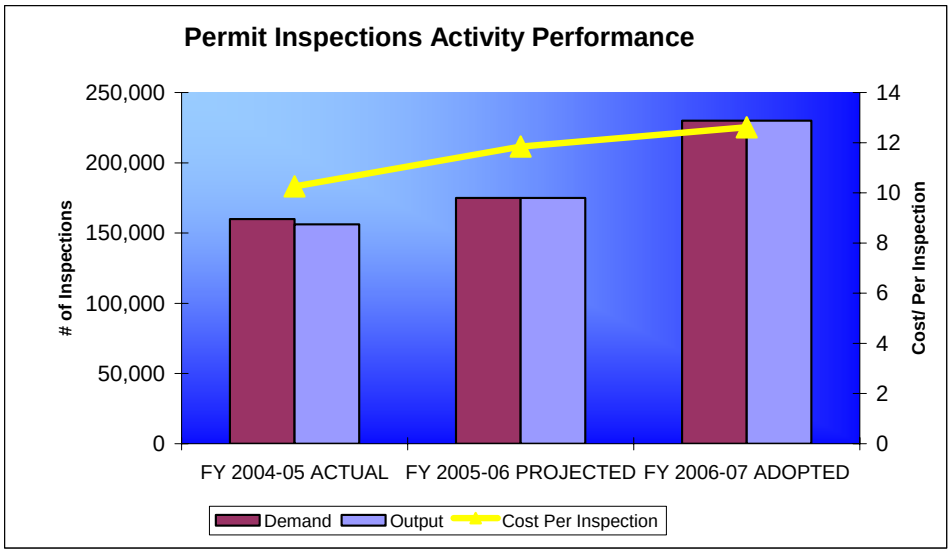
- "Process Improvement" – By the end of FY 2007, digital intake and online processing of application submissions will be available. **Status**: The department has made progress towards achieving this goal. Progress includes, purchasing AlphaCorp's SIRE software and hiring a new IT Manager who will review and analyze additional digital intake options. The SIRE training, to discuss work flow and Web forms, completed in January 2006 was well attended and demand for the training has grown. Three additional classes have been scheduled to accommodate this demand. Initial training in the digital review software, Auto Desk's DWF Composer, has also occurred. Selection of a beta station, a working prototype for concept testing, for large-scale plan review has been developed. Training sessions on the use of the software are being held for OSS employees as well as four to five customers. Weekly OSS Digital Submission meetings with OSS partners and customers will begin in April.

- "County Plan" – In support of the County plan, ensure that applications for development in the unincorporated areas of Maricopa County comply with state law, are consistent with open space initiatives, and allow for the continuation of highway and street corridors into and through new developments. **Status**: Department staff has initiated a review of all State Statutes regarding compliance and plans to generate a report outlining the results. Staff is scheduled to consult with the County Attorney's Office regarding Growing Smarter legislation concerning rezoning in concert with applicable land use plans.

- "County Plan" -- In support of the County plan, continue to preserve military installations in Maricopa County, including Luke Air Force Base. **Status**: The department staff completed review of all State Statutes relating to military airbase preservation (ARS 28-8481 and 28-8482). Further review is required to determine full compliance.

Department Performance Information

The purpose of the Building Permit Inspection Activity is to provide development inspections for builders so that they can complete construction in compliance with approved development codes. The number of requested building inspections was projected to rise by approximately 15,000 or 9% from FY 2004-05 to FY 2005-06. The number of requested inspections is anticipated to increase an additional 31% in FY 2007. The FY 2007 adopted budget includes a funding increase for four new building permit inspectors and four new inspection vehicles with two-way radios to allow the Department to meet projected permit inspection demand.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
44SH - ONE STOP SHOP	$ 12,715,035	$ 12,252,430	$ 13,444,466	$ 14,102,459	$ 18,153,747	$ (4,709,281)	-35.0%
CODE - CODE ENFORCEMENT	51,530	28,903	28,903	51,210	36,096	(7,193)	-24.9%
CPLG - COMPREHENSIVE PLANNING	6,880	10,570	10,570	14,004	10,960	(390)	-3.7%
CSVC - CUSTOMER SERVICES	58,035	52,417	52,417	55,378	54,800	(2,383)	-4.5%
DREN - DRAINAGE ENFORCEMENT	-	-	-	-	4,000	(4,000)	
DRIN - DRAINAGE INSPECTION	-	-	-	-	1,000	(1,000)	
DRRE - DRAINAGE REVIEW	-	920,000	920,000	-	1,405,948	(485,948)	-52.8%
PINS - PERMIT INSPECTIONS	8,291,046	8,367,645	9,140,994	9,579,934	12,092,022	(2,951,028)	-32.3%
PLCS - PLANNING AND ZONING	476,630	533,117	533,117	436,900	400,040	133,077	25.0%
PREV - PLAN REVIEW	3,792,584	2,324,991	2,743,678	3,937,525	4,112,881	(1,369,203)	-49.9%
ZONA - ZONING ADJUDICATION	38,330	14,787	14,787	27,507	36,000	(21,213)	-143.5%
99AS - ADMINISTRATIVE SERVICES PROG	$ 420,938	$ -	$ -	$ 8,286	$ 122,431	$ (122,431)	
TOTAL PROGRAMS	$ 13,135,973	$ 12,252,430	$ 13,444,466	$ 14,110,745	$ 18,276,178	$ (4,831,712)	-35.9%
EXPENDITURES							
44SH - ONE STOP SHOP	$ 8,063,759	$ 9,051,171	$ 10,098,471	$ 9,456,739	$ 12,561,728	$ (2,463,257)	-24.4%
CODE - CODE ENFORCEMENT	766,346	746,556	736,396	745,595	1,264,362	(527,966)	-71.7%
CPLG - COMPREHENSIVE PLANNING	272,710	328,605	326,224	282,802	381,688	(55,464)	-17.0%
CSVC - CUSTOMER SERVICES	1,265,424	1,519,064	1,549,755	1,400,672	1,840,557	(290,802)	-18.8%
DREN - DRAINAGE ENFORCEMENT	53,216	136,505	135,592	128,454	125,880	9,712	7.2%
DRIN - DRAINAGE INSPECTION	356,249	239,904	294,465	406,890	659,143	(364,678)	-123.8%
DRRE - DRAINAGE REVIEW	610,035	1,365,550	1,305,150	1,036,453	903,367	401,783	30.8%
PINS - PERMIT INSPECTIONS	1,601,876	1,629,353	2,290,929	2,073,206	2,900,907	(609,978)	-26.6%
PLCS - PLANNING AND ZONING	573,217	630,393	655,782	648,447	733,053	(77,271)	-11.8%
PREV - PLAN REVIEW	2,179,041	2,004,498	2,342,587	2,294,772	3,284,559	(941,972)	-40.2%
ZONA - ZONING ADJUDICATION	385,645	450,743	461,591	439,449	468,212	(6,621)	-1.4%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 1,546,316	$ 2,152,377	$ 2,081,745	$ 1,618,036	$ 1,267,497	$ 814,248	39.1%
BUAS - BUSINESS APPLICATION DEVELOP	1,009,914	1,443,392	1,372,763	1,036,834	838,869	533,894	38.9%
DACR - DATA CENTER	9,927	138,300	138,300	58,206	22,742	115,558	83.6%
DESK - DESKTOP SUPPORT	320,931	302,036	291,082	300,691	216,310	74,772	25.7%
GISA - GIS APPLICATION DEVELOPMENT	207,461	268,649	279,600	222,306	189,576	90,024	32.2%
RETA - REPORTING/TECHNICAL ASSISTANCE	(1,917)	-	-	-	-	-	
99AS - ADMINISTRATIVE SERVICES PROG	$ 2,732,459	$ 2,116,474	$ 2,335,478	$ 2,453,837	$ 3,306,291	$ (970,813)	-41.6%
99GV - GENERAL GOVERNMENT	$ 302,287	$ 378,679	$ 378,679	$ 378,679	$ 667,544	$ (288,865)	-76.3%
TOTAL PROGRAMS	$ 12,644,820	$ 13,698,701	$ 14,894,373	$ 13,907,291	$ 17,803,060	$ (2,908,687)	-19.5%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
LICENSES & PERMITS	$ 8,548,557	$ 8,240,435	$ 9,013,784	$ 9,609,891	$ 11,737,752	$ (2,723,968)	-30.2%
INTERGOVERNMENTAL REVENUES	-	-	-	-	122,431	(122,431)	
CHARGES FOR SERVICES	4,145,860	3,838,595	4,257,282	4,250,148	5,982,889	(1,725,607)	-40.5%
FINES & FORFEITS	2,360	900	900	1,580	1,096	(196)	-21.8%
MISCELLANEOUS REVENUE	439,196	172,500	172,500	249,126	432,010	(259,510)	-150.4%
TOTAL REVENUE	**$ 13,135,973**	**$ 12,252,430**	**$ 13,444,466**	**$ 14,110,745**	**$ 18,276,178**	**$ (4,831,712)**	**-35.9%**
EXPENDITURES							
PERSONAL SERVICES	$ 8,188,867	$ 9,755,698	$ 10,341,241	$ 9,687,498	$ 12,481,401	$ (2,140,160)	-20.7%
SUPPLIES	858,067	893,384	888,234	669,902	297,839	590,395	66.5%
SERVICES	2,998,924	2,433,842	2,827,828	2,732,898	4,048,298	(1,220,470)	-43.2%
OTHER FINANCING USES	302,287	378,679	378,679	378,679	374,905	3,774	1.0%
CAPITAL OUTLAY	296,675	237,098	458,391	438,314	600,617	(142,226)	-31.0%
TOTAL EXPENDITURES	**$ 12,644,820**	**$ 13,698,701**	**$ 14,894,373**	**$ 13,907,291**	**$ 17,803,060**	**$ (2,908,687)**	**-19.5%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
226 PLANNING AND DEVELOPMENT FEES	$ 12,926,248	$ 12,077,430	$ 13,265,155	$ 13,932,199	$ 18,078,228	$ (4,813,073)	-36.3%
235 DEL WEBB SPECIAL FUND	209,725	175,000	179,311	178,546	197,950	(18,639)	-10.4%
ALL FUNDS	**$ 13,135,973**	**$ 12,252,430**	**$ 13,444,466**	**$ 14,110,745**	**$ 18,276,178**	**$ (4,831,712)**	-35.9%
EXPENDITURES							
226 PLANNING AND DEVELOPMENT FEES	$ 12,484,443	$ 13,527,517	$ 14,715,242	$ 13,737,366	$ 17,608,732	$ (2,893,490)	-19.7%
235 DEL WEBB SPECIAL FUND	160,377	171,184	179,131	169,925	194,328	(15,197)	-8.5%
ALL FUNDS	**$ 12,644,820**	**$ 13,698,701**	**$ 14,894,373**	**$ 13,907,291**	**$ 17,803,060**	**$ (2,908,687)**	-19.5%

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
226 PLANNING AND DEVELOPMENT FEES	187.20	187.20	211.20	24.00	12.8%
235 DEL WEBB SPECIAL FUND	2.80	2.80	2.80	-	0.0%
TOTAL FUNDS	**190.00**	**190.00**	**214.00**	**24.00**	**12.6%**

- Includes additional staffing for FY 2005-06 Results Initiative Requests; 7.0 FTE Inspectors in the One Stop Shop Permit Inspections Activity and 3.0 for the Plan Reviewers in the One Stop Shop Plan Reviews Activity – Total 10.0 FTE (Planning and Development Fees).

- FY 2006-07 Results Initiative Request for additional staff for Planning Services Branch, 1.0 FTE Planner in the Planning and Zoning Activity, 2.0 FTE in the Comprehensive Planning Activity, and 1.0 FTE Planner in the Zoning Adjudication Activity – Total 4.0 FTE (Planning and Development Fees).

- FY 2006-07 Results Initiative Request for additional Code Enforcement staff. Staff time to be allocated 85% to the Code Enforcement Activity and 15% Drainage Enforcement Activity – Total 4.0 FTE (Planning and Development Fees).

- FY 2006-07 Results Initiative Request for Engineering Supervisor for Development Services Branch, in the Drainage Review Activity – Total 1.0 FTE (Planning and Development Fees).

- FY 2006-07 increase for reorganization of Regional Development Services. Increase to include, Planning and Development Director, Executive Assistant, RDS Community Relations Director, Regional Development Services Administrative Director and Planning and Development Human Resource Generalist – Total 5.0 FTE (Planning and Development Fees).

Base Adjustments

Revenue

Planning and Development Fees Fund (226)

- **Increase to Code Enforcement Activity ($7,193):** Increase in Licenses and Permits based on projected volume of permits. Increase also associated with the adoption of the 2003 International Building Code (IBC) building valuation data table. Forecasted increase will also affect Interest Earnings, a direct result in increase in Licenses and Permits.

- **Adjustment to Comprehensive Planning Activity ($390):** Increase in Licenses and Permits based on projected volume of permits. Increase also associated with the adoption of the 2003 IBC building valuation data table. Forecasted increase will also affect Interest Earnings, a direct result in increase in Licenses and Permits.

- **Increase to Customer Service Activity ($2,383):** Increase in Licenses and Permits based on projected volume of permits. Increase also associated with the adoption of the 2003 IBC building valuation data table. Forecasted increase will also affect Interest Earnings, a direct result in increase in Licenses and Permits.

- **Adjustment to Drainage Enforcement Activity ($4,000):** Increase in Licenses and Permits based on reallocation to correctly distribute revenue.

- **Increase to Drainage Inspection Activity ($1,000):** Increase in Licenses and Permits based on reallocation to correctly distribute revenue.

- **Adjustment to Drainage Review Activity ($395,200):** Increase in Licenses and Permits based on projected volume of permits. Increase also associated with the adoption of the 2003 IBC building valuation data table. Forecasted increase will also affect Interest Earnings, a direct result in increase in Licenses and Permits.

- **Increase to Permit Inspections Activity ($2,635,557):** Increase in Licenses and Permits based on projected volume of permits. Increase also associated with the adoption of the 2003 IBC building valuation data table. Forecasted increase will also affect Interest Earnings, a direct result in increase in Licenses and Permits.

- **Adjustment to Planning and Zoning Activity (-$133,077):** Decrease and reallocate Other Charges for Service to correctly distribute revenue based on historical data.

- **Increase to Plan Review Activity ($1,176,262):** Increase in Licenses and Permits based on projected volume of permits. Increase also associated with the adoption of the 2003 IBC building valuation data table. Forecasted increase will also affect Interest Earnings, a direct result in increase in Licenses and Permits.

- **Adjustment to Zoning Adjudication Activity ($21,213):** Increase in Licenses and Permits based on projected volume of permits. Increase also associated with the adoption of the 2003 IBC building valuation data table. Forecasted increase will also affect Interest Earnings, a direct result in increase in Licenses and Permits. Adjustment also reflects reallocated amount in Other Charges to correctly distribute revenue based on historical data.

- **Increase in Administrative Services Program ($122,431):** The increase is associated with the newly developed Regional Development Services Program and the services it provides the Flood Control District. Revenue is generated from the charge backs to the District from RDS.

Del Webb Special Fund (235)

- **Permit Inspection Revenue ($18,639):** License and Permits and Interest Earnings increase to reflect actual revenue in the Permit Inspections Activity.

Expenditures

Planning and Development Fee Fund (226)

- **Increase to Code Enforcement Activity ($85,415):** Expenditures were increased in Regular Pay and Benefits to support the increase in personnel and market adjustments for Code Enforcement. Adjustment also reflects increased expenditures in fuel due to escalated fuel prices.

- **Adjustment to Comprehensive Planning Activity (-$54,371):** Decreased Legal Services to be more in line with current and historical spending. Adjustment also reflects Personnel Savings increase based on an average vacancy rate of FTEs.

- **Increase to Customer Service Activity ($290,802):** Increase in Other Personnel Services due to the high volumes of permit submittals at the One Stop Shop (OSS) counter. Adjustment also reflects increase in Regular Pay and Benefits to support the expected pay for performance

increase estimated at 3.5%, and fixed and variable benefit rate increases. Debt Services was increased to accommodate procurement of reprographic large format digital scanner/copier/printer.

- **Adjustment to Drainage Enforcement Activity (-$10,064):** Decreased Legal Services and Training and Education to be more in line with current and historical spending. Adjustment also reflects increase in Regular Pay and Benefits to support the expected pay for performance increase estimated at 3.5%, and fixed and variable benefit rate increases.

- **Increase to Drainage Inspection Activity ($364,678):** The adopted budget increases the Drainage Inspection Activity to right size Supplies, Legal Services, Fuel, Internal Service Charges, and Education and Training. Increase also reflected in Regular Pay and Benefits to support the expected pay for performance estimated at 3.5%, and fixed and variable benefit rate increases.

- **Adjustment to Drainage Review Activity (-$401,783):** Decrease in Other Services for one-time costs of outsourcing drainage plan reviews and in Repair and Maintenance to be more in line with current and historical spending. Adjustment also includes increase in Regular Pay and Benefits for Engineering Supervisor for Development Services Branch.

- **Increase to Permit Inspection Activity ($327,900):** Increase to support additional Inspectors in the One Stop Shop Permit Inspections Activity. Adjustment also includes increase in fuel, as a result of escalated fuel prices, and education and training for the seven new inspectors. Expenditures in vehicle and construction equipment decreased to remove one-time costs associated with purchase of four vehicles in FY 2005-06.

- **Adjustment to Planning and Zoning Activity ($10,794):** The adopted budget increases the Planning and Zoning Activity to right size Other Services, Education and Training, and Postage. Increase also reflected in Regular Pay and Benefits to support the expected pay for performance estimated at 3.5%, and fixed and variable benefit rate increases.

- **Increase to Plan Review Activity ($430,603):** Expenditures were increased in Other Services due to continued funding of on-call plan review services and Orthophotography aerial services.

- **Adjustment to Zoning Adjudication Activity (-$54,028):** Adjustment includes approval of one additional staff, Assistant Planner. This will allow the Zoning Adjudication Division to have a dedicated staff member who is trained in planning procedures to aide the division in coordinating case files for all three planning divisions. Adjustment also based on Personnel Savings increase based on an average vacancy rate of FTEs.

- **Decrease to Information Technology Program (-$831,948):** Remove one time purchase in General Supplies for Accela Wireless software and the GPS software. Other adjustments include decrease in Debt Services and Repairs and Maintenance, and increase in Supplies Allocation Out.

- **Increase to Administrative Services Program ($970,799):** Net increase for the Office of the Director Activity to support the following positions: Planning and Development Director, Human Resource Generalist, Regional Development Services Community Relations Director, Regional

Development Services Administrative Director, and Regional Development Services Technology Director.

- **Increase to General Government Program ($290,891):** Increased Internal Service Charges to accommodate increase in County Counsel retainer charges, Telecom charges and Risk Management charge.

Del Webb Special Fund (235)

- **General Technical Adjustments ($15,197):** The adopted budget includes an increase in the amount of $15,197 for minor technical adjustments.

Results Initiatives

- **Increase Staff – Field Supervisor Resource Unit ($244,413):** To utilize quicker response time, improved deployment of resources and reduce travel expenditures, the Code Enforcement Division will begin field-deploying Code Enforcement Officers (CEO). Despite timelier field investigation response, communication between the field deployed CEO and staff of other divisions of the Planning and Development Department is decreasing. Therefore, one Code Enforcement Supervisor, one Code Enforcement Manager, and an in-house Resource Unit to consist of one Code Enforcement Officer II and one Customer Service Representative, was approved. The approved Code Enforcement Manager will directly supervise two field-deployed Code Enforcement Supervisors and all in-house staff. The additional Code Enforcement Supervisor, along with an existing Code Enforcement Supervisor, will oversee the Department's field operations. **Expected Result:** The inception of the Resource Unit will follow up on code enforcement cases currently conducted by each Code Enforcement Officer (CEO) and ensure communication between field staff, management and other agencies.

- **Increase Staff – Planning Services Branch ($245,361):** The adopted budget provides additional funding in the amount of $245,361 to support an increase of 3 FTE's in the Planning and Zoning Activity to aide in coordinating case files for all three planning divisions. **Expected Result:** With the additional staff, the Department will meet its goal of 50 cases per planner.

- **Replacement Vehicles and Two-Way Radios ($276,238):** In order to prevent delays in building construction inspections as mandated by Maricopa County building codes and ordinances, and continue to do so efficiently and safely, eleven replacement vehicles and sixteen two-way radios were approved. **Expected Result:** The Department will continue to meet the demand in building construction inspections.

- **Contracted Plan Review Services ($500,000):** The adopted budget provides additional funding in the amount of $500,000 in order for the Department to outsource plan reviews on an "as needed" basis to meet demand and customer service expectation. **Expected Result**: The approved funding will increase the existing expenditure budget for on-call plan review services. This will allow the Department to fully fund the existing on-call contract and allow for the procurement of additional on-call consultants to assist in meeting workload demands.

- **Replacement and Additional Vehicles ($207,790):** The Code Enforcement Division currently has eight (8) vehicles approaching 100,000 miles. The adopted budget provides additional funding in the amount of $207,790 to support the replacement of eight vehicles and the addition of three vehicles. **Expected Result:** The approved eight replacement vehicles and three additional vehicles for the Code Enforcement Division will assist the Department in meeting workload demand.

Reconciliation

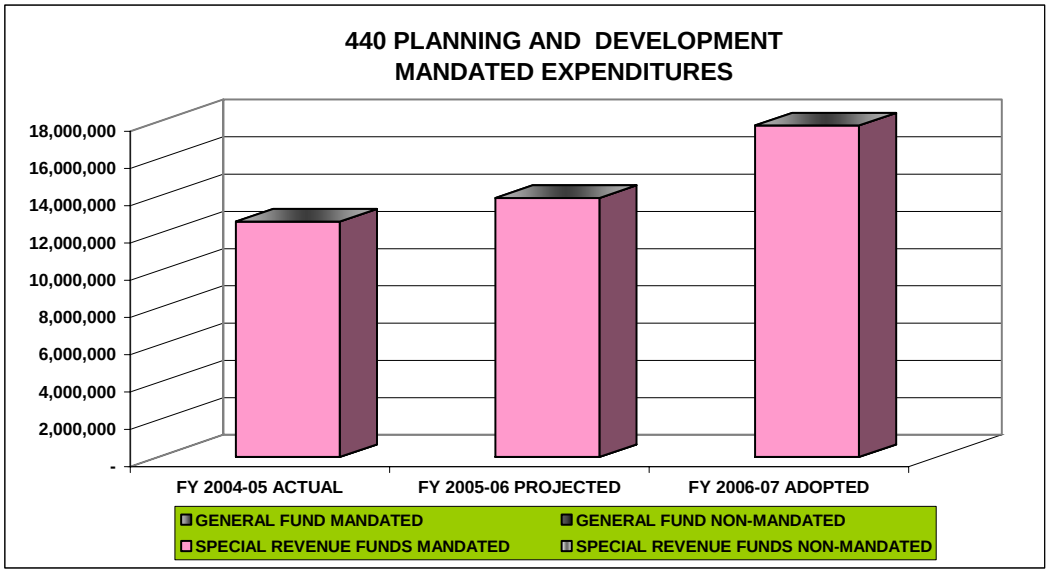
Planning and Development Fees (226) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 13,527,517**	**$ 12,077,430**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 13,527,517**	**$ 12,077,430**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 67,766	$ -
Retirement Contributions	132,051	-
One Time Expenses	(830,500)	-
FY 2005-06 Pay for Performance Annualization	68,236	-
One-Time Revenue	-	2,104,197
FY 2005-06 Executive Compensation Increase (12 mo)	9,060	-
FY 2006-07 Pay for Performance	288,909	-
Subtotal	**$ 654,110**	**$ 2,104,197**
FY 2006-07 BUDGET TARGET:	**$ 14,181,627**	**$ 14,181,627**
Adjust to Revised Budget	$ 533,615	$ (916,472)
BASE ADJUSTMENTS:		
Increase to Code Enforcement Activity	$ 85,415	$ 7,193
Adjustment to Comprehensive Planning Activity	(54,371)	390
Increase to Customer Services Activity	290,802	2,383
Adjustment to Drainage Enforcement Activity	(10,064)	4,000
Increase to Drainage Inspection Activity	364,678	1,000
Adjustment to Drainage Review Activity	(401,783)	395,200
Increase to Permit Inspections Activity	327,900	2,635,557
Adjustment to Planning and Zoning Activity	10,794	(133,077)
Increase to Plan Review Activity	430,603	1,176,262
Adjustment to Zoning Adjudication Activity	(54,028)	21,213
Decrease to Information Technology Program	(831,948)	-
Increase to Administrative Services Program	970,799	122,431
Increase to General Government Program	290,891	-
Subtotal	**$ 1,419,688**	**$ 4,232,552**
FY 2006-07 ADOPTED BASE:	**$ 15,601,315**	**$ 18,414,179**
RESULTS INITIATIVES:		
Increase Staff - Field Supervisor Resource Unit	$ 244,413	$ 244,414
Increase Staff - Planning Services Branch	245,361	336,107
Replacement Vehicles and Two-Way Radios	276,238	-
Contracted Plan Review Services	500,000	-
Replacement and Additional Vehicles	207,790	-
Subtotal	**$ 1,473,802**	**$ 580,521**
FY 2006-07 ADOPTED BUDGET:	**$ 17,608,732**	**$ 18,078,228**

Del Webb Fund (235) Appropriated Budget Reconciliation

		EXPENDITURES		REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 171,184**	**$**	**175,000**
MID-YEAR ADJUSTMENTS:				
Pay for Performance		$ 3,636	$	-
	Subtotal	**$ 3,636**	**$**	**-**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 174,820**	**$**	**175,000**
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 month)		$ 1,014	$	-
Retirement Contributions		2,050		-
FY 2005-06 Pay for Performance Annualization		1,478		-
One-Time Revenue		-		9,290
FY 2006-07 Pay for Performance		4,928		-
	Subtotal	**$ 9,470**	**$**	**9,290**
FY 2006-07 BUDGET TARGET:		**$ 184,290**	**$**	**184,290**
Adjust to Revised Budget		$ (5,159)	$	(4,979)
BASE ADJUSTMENTS:				
General Technical Adjustments		$ 15,197	$	-
Permit Inspection Revenue		$ -	$	18,639
	Subtotal	**$ 15,197**	**$**	**18,639**
FY 2006-07 ADOPTED BUDGET:		**$ 194,328**	**$**	**197,950**

Mandates



Mandated expenditure levels vary year-to-year based on several factors including an increase in licenses and permits based on volume, which affected several Activities. See the Base Adjustment section for additional detail.

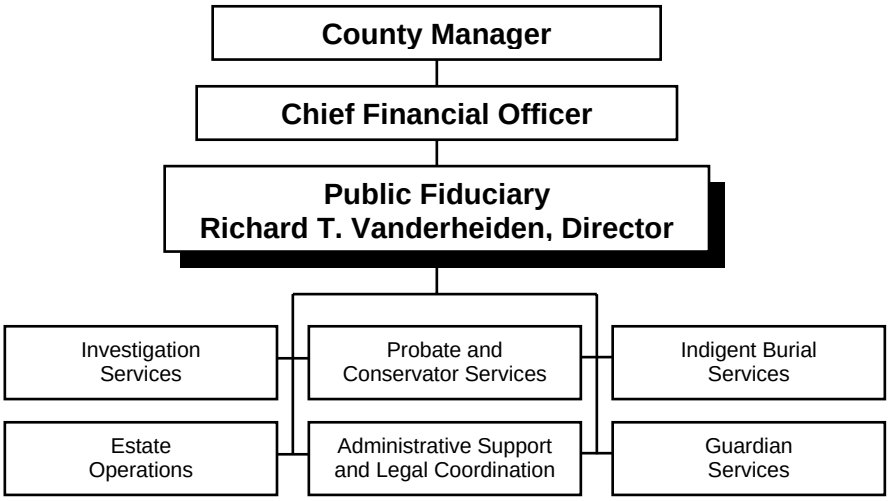
Program Activity	Purpose	Mandate
ONE STOP SHOP	The purpose of the One Stop Shop program is to provide a single point of contact for coordinated county development services to the customer so they may complete their development projects in a faster and more cost efficient manner.	
CODE ENFORCEMENT	The purpose of the Code Enforcement Activity is to provide inspection, enforcement, licensing and permitting services, under the operational guidelines of the Planning and Development Department, to constituents, so they can enjoy their properties and/or operate their businesses in compliance with County codes and ordinances.	A.R.S. §11-808, A.R.S. §11-802
COMPREHENSIVE PLANNING	The purpose of the Comprehensive Planning Activity is to develop and maintain planning elements and provide information to various private and public entities of Maricopa County so they make informed decisions concerning growth, development and investment.	A.R.S. §11-802, A.R.S. §11-805, A.R.S. §11-806, A.R.S. §11-821
CUSTOMER SERVICES	The purpose of the Customer Services Activity is to provide accurate planning and development information to customers so they can make informed development decisions and receive timely delivery of property based services.	A.R.S. §11-321
DRAINAGE ENFORCEMENT	The purpose of the drainage enforcement activity is to provide enforcement of drainage regulations to residents and property owners so that they can use and develop their property in a manner that reduces and limits the risk of flooding.	A.R.S. §11-251, A.R.S. §11-802, A.R.S. §11-808
DRAINAGE INSPECTION	The purpose of the Drainage Inspection Activity is to provide drainage inspections to residents and builders so that they can complete construction in compliance with approved drainage regulations.	A.R.S. §11-251, A.R.S. §11-802
DRAINAGE REVIEW	The purpose of the drainage review activity is to provide plan review comments or approvals to the One-Stop Shop Distribution Center so that they can notify permit applicants of required changes to their plans or to pick up approved permits.	A.R.S. §11-251, A.R.S. §11-802
PERMIT INSPECTIONS	The purpose of the Permit Inspection Activity is to provide development inspections for builders so they can complete construction in compliance with approved development codes.	A.R.S. §11-321
PLANNING AND ZONING	The purpose of the Planning and Zoning Activity is to provide information, support and a recommendation to the Planning Commission so they are enabled to make planning and land use recommendations to the Board of Supervisors.	A.R.S. §11-802, A.R.S. §11-805, A.R.S. §11-806, A.R.S. §11-829
PLAN REVIEW	The purpose of the Plan Review Activity is to provide plan review comments or approvals to the Distribution Center so they can notify permit applicants of required changes to their plans or to pick up their approved permits.	A.R.S. §11-321
ZONING ADJUDICATION	The purpose of the Zoning Adjudication (Board of Adjustment (BA) Staffing) activity is to provide information, support and a recommendation to the Board of Adjustment so they are enabled to make appropriate quasi-judicial rulings.	A.R.S. §11-802, A.R.S. §11-805, A.R.S. §11-807

Public Fiduciary

Analysis by Wendy Johnson, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The Mission of the Maricopa County Public Fiduciary is to provide guardianship, conservatorship, decedent services and court-ordered investigations for vulnerable persons so that their estates and well-being are protected.

Vision

To be a recognized leader in providing professional, efficient and compassionate fiduciary services.

Strategic Goals

- By September 1, 2007, Public Fiduciary will implement the use of an integrated case/knowledge management system, incorporating wireless remote technology, in order to achieve a 10% increase in fiduciary program productivity over FY 2004-05 benchmarks. **Status**: A task force was formed to identify appropriate new case and financial management systems. An evaluation is in process for the integrated case management system.

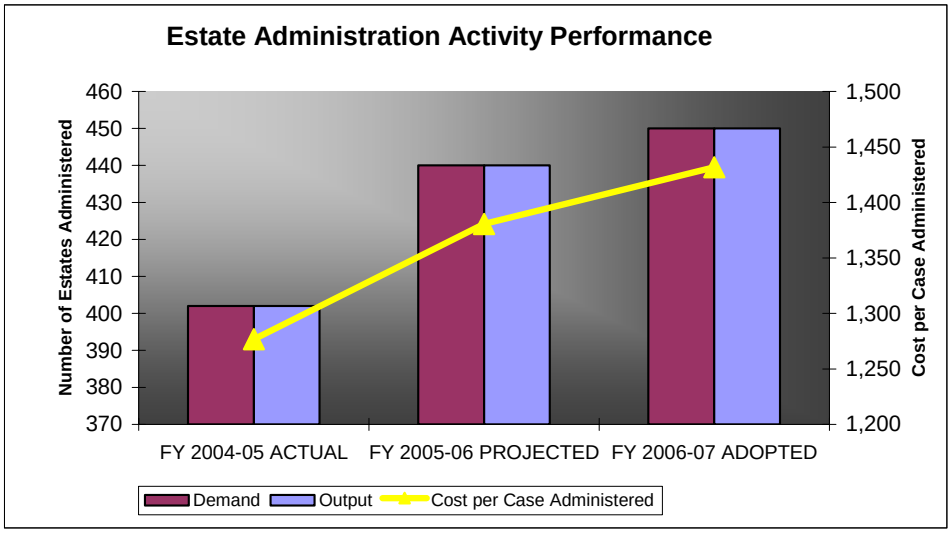
- By November 1, 2006, Public Fiduciary will develop a mental health guardianship division for the efficient and effective intake and administration of these cases. **Status**: Two guardian administrators were hired as well as the mental health mandate investigations were added to the Mental Health Division.

- By November 1, 2007, Public Fiduciary will have a comprehensive written succession plan and recruitment strategy in order to continue the successful delivery of fiduciary services. **Status**: Knowledge, skills, and behavior traits have been identified and documented for each position as well as expected retirement dates and core competencies in order to better align future recruitment strategies.

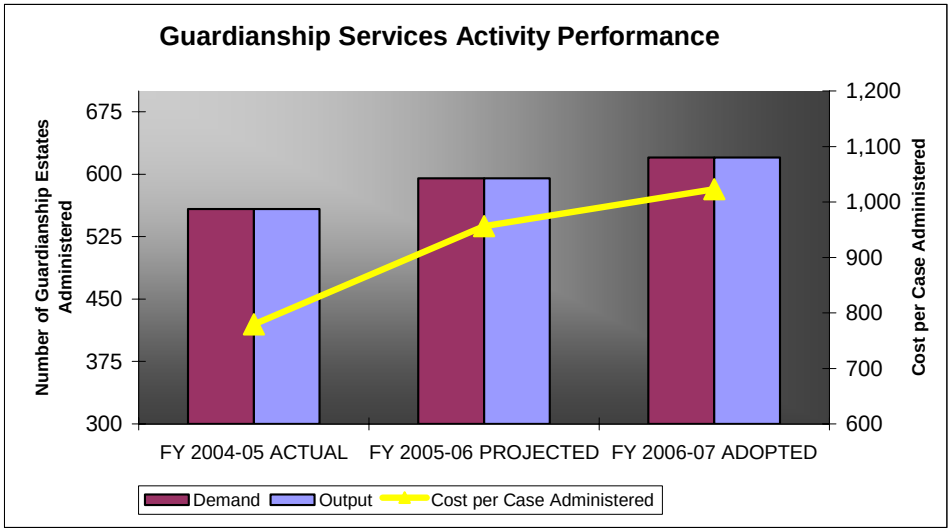
- By November 1, 2007, Public Fiduciary will lead the establishment of a multi-disciplinary team of State and local agencies to increase the investigation and prosecution of vulnerable adult abuse and financial exploitation. **Status**: A team of leaders from various governmental, social service, and law enforcement agencies was formed. In addition, a grant application for updating protocol and training in the prevention and investigation of elder abuse and exploitation was submitted in partnership with the Attorney's Office, Sheriff's Office, and Area Agency on Aging.

Department Performance Information

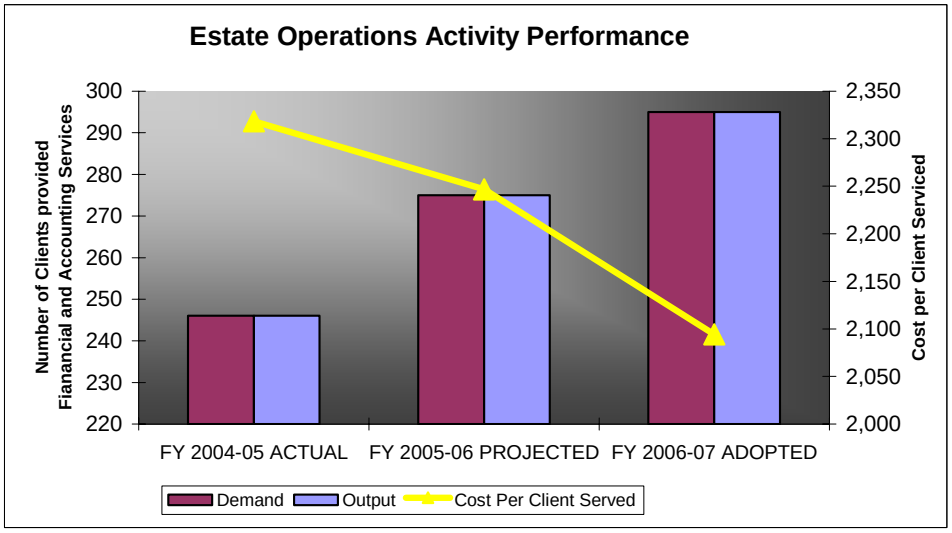
The Estate Administration, Guardianship Services, and Estate Operations activities comprise 84% of Public Fiduciary's FY 2006-07 Budget. Historical performance data for these activities and commentary is included below.



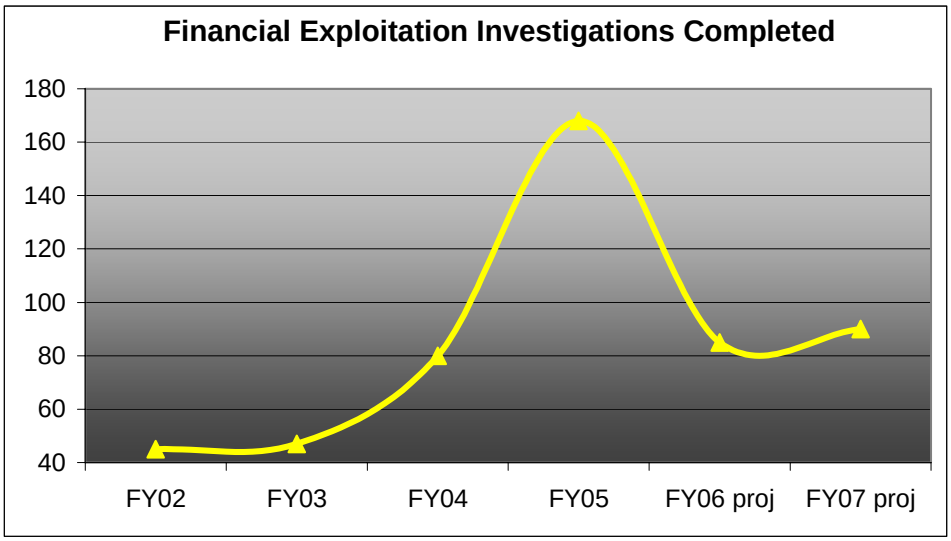
The number of estates administered is increasing as well as the cost per case administered. Market and merit pay increases for personnel are contributing to this increase.



The number of guardianship estates administered is increasing as well as the cost per case administered. Market and merit pay increases for personnel are contributing to this increase.



The number of clients who will be provided financial and accounting services is increasing; however, there is a decrease in cost per case administered due to an overall decrease in expenditures.



The Financial Exploitation Investigations Activity reflects an increase in FY 2004-05 due to the ability to close pending investigations that were backlogged from prior years as a result of the hiring of an additional Financial Exploitation Investigator through a Results Initiative Request. In FY 2006, investigations completed are projected to return to a lower rate that is consistent with ongoing demand.

Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
34BS - BURIAL SERVICES PROGRAM	$ -	$ 15,000	$ 15,000	$ 8,750	$ 15,000	$ -	0.0%
BURY - BURIAL SERVICES	-	15,000	15,000	8,750	15,000	-	0.0%
34FS - FIDUCIARY SERVICES PROGRAM	$ 757,955	$ 735,000	$ 735,000	$ 775,272	$ 735,000	$ -	0.0%
EADM - ESTATE ADMINISTRATION	385,401	442,500	442,500	446,722	442,500	-	0.0%
ESOP - ESTATE OPERATIONS	69,972	60,000	60,000	65,463	60,000	-	0.0%
GARD - GUARDIANSHIP SERVICES	302,582	232,500	232,500	263,087	232,500	-	0.0%
TOTAL PROGRAMS	$ 757,955	$ 750,000	$ 750,000	$ 784,022	$ 750,000	$ -	0.0%
EXPENDITURES							
34BS - BURIAL SERVICES PROGRAM	$ 105,902	$ 88,968	$ 86,197	$ 97,302	$ 81,335	$ 4,862	5.6%
BURY - BURIAL SERVICES	105,902	88,968	86,197	97,302	81,335	4,862	5.6%
34FS - FIDUCIARY SERVICES PROGRAM	$ 1,518,475	$ 1,855,813	$ 1,907,186	$ 1,794,342	$ 1,896,394	$ 10,792	0.6%
EADM - ESTATE ADMINISTRATION	513,214	637,553	632,818	607,494	644,195	(11,377)	-1.8%
ESOP - ESTATE OPERATIONS	570,325	616,167	643,968	617,847	617,811	26,157	4.1%
GARD - GUARDIANSHIP SERVICES	434,936	602,093	630,400	569,001	634,388	(3,988)	-0.6%
34IS - INVESTIGATION SERVICES PROGRAM	$ 164,138	$ 70,947	$ 104,677	$ 111,559	$ 68,732	$ 35,945	34.3%
FEXP - FINANCIAL EXPLOITATION PREV	53,700	9,826	33,612	22,422	8,629	24,983	74.3%
INTK - INTAKE ACTIVITY	110,438	61,121	71,065	89,137	60,103	10,962	15.4%
99AS - ADMINISTRATIVE SERVICES PROG	$ 242,499	$ 170,517	$ 177,860	$ 202,712	$ 208,459	$ (30,599)	-17.2%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 1,980	$ (1,980)	
TOTAL PROGRAMS	$ 2,031,014	$ 2,186,245	$ 2,275,920	$ 2,205,915	$ 2,256,900	$ 19,020	0.8%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
CHARGES FOR SERVICES	$ 757,955	$ 750,000	$ 750,000	$ 784,022	750,000	-	0.0%
TOTAL REVENUE	**$ 757,955**	**$ 750,000**	**$ 750,000**	**$ 784,022**	**$ 750,000**	**$ -**	**0.0%**
EXPENDITURES							
PERSONAL SERVICES	$ 1,784,374	$ 1,925,944	$ 2,014,165	$ 1,950,226	$ 2,159,647	$ (145,482)	-7.2%
SUPPLIES	34,757	26,139	26,640	28,733	37,296	(10,656)	-40.0%
SERVICES	200,842	214,265	214,267	207,335	39,068	175,199	81.8%
CAPITAL OUTLAY	11,040	19,897	20,848	19,621	20,889	(41)	-0.2%
TOTAL EXPENDITURES	**$ 2,031,014**	**$ 2,186,245**	**$ 2,275,920**	**$ 2,205,915**	**$ 2,256,900**	**$ 19,020**	**0.8%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 757,955	$ 750,000	$ 750,000	$ 784,022	$ 750,000	$ -	0.0%
ALL FUNDS	**$ 757,955**	**$ 750,000**	**$ 750,000**	**$ 784,022**	**$ 750,000**	**$ -**	**0.0%**
EXPENDITURES							
100 GENERAL	$ 2,031,014	$ 2,186,245	$ 2,275,920	$ 2,205,915	$ 2,256,900	$ 19,020	0.8%
ALL FUNDS	**$ 2,031,014**	**$ 2,186,245**	**$ 2,275,920**	**$ 2,205,915**	**$ 2,256,900**	**$ 19,020**	**0.8%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	36.00	36.00	36.00	-	0%
TOTAL FUNDS	**36.00**	**36.00**	**36.00**	**-**	**0%**

Base Adjustments

- **Reduced Office of the Director Activity (-$27,061):** Reduced Office of the Director Activity Expenditures by $27,061 to right-size various expenditure items.

- **Reduced Telecom Charges (-$8,559):** Reduced Telecom Charges in multiple Activities by $8,559 per revised estimates from the Telecom Department.

- **Increased Unemployment and Workers' Compensation ($1,239):** Increased Unemployment and Workers' Compensation by $1,239 in the Internal Service Fund Charge Activity.

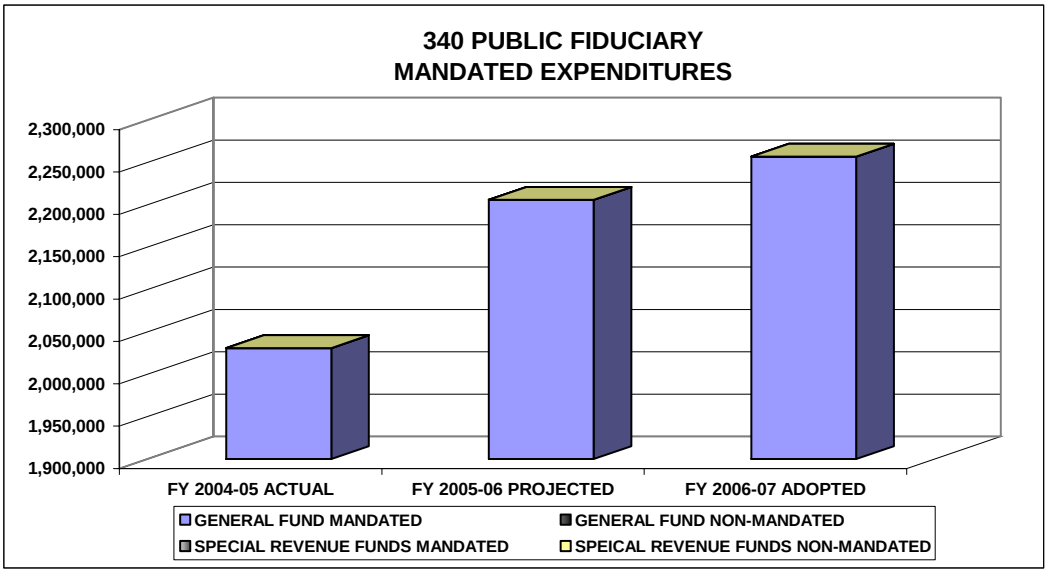
- **Executive Compensation Increase ($6,557):** Increased Regular Pay and Benefits by $6,557 to include the full twelve month impact of FY 2005-06 Executive Compensation Pay increases.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

		EXPENDITURES		REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 2,186,245**	**$**	**750,000**
MID-YEAR ADJUSTMENTS:				
FY 2005-06 Pay for Performance		$ 46,936	$	-
FY 2005-06 REVISED RESTATED BUDGET:		**$ 2,233,181**	**$**	**750,000**
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 month)		$ 9,864	$	-
Retirement Contributions		26,341		-
FY 2005-06 Pay for Performance Annualization		9,823		-
Lease Terminations		(179,952)		-
Annualization of FY 2005-06 DRP/LRP (12 month)		2,287		-
Annualization of Market Adjustments		126,362		-
FY 2006-07 Pay for Performance		56,818		-
	Subtotal	**$ 51,543**	**$**	**-**
FY 2006-07 BUDGET TARGET:		**$ 2,284,724**	**$**	**750,000**
BASE ADJUSTMENTS:				
Reduced Office of the Directory Activity Expenditures		$ (27,061)	$	-
Reduced Telecom Charges		(8,559)		-
Increased Unemployment and Worker's Compensation		1,239		-
Executive Compensation Increase		6,557		-
	Subtotal	**$ (27,824)**	**$**	**-**
FY 2006-07 ADOPTED BUDGET:		**$ 2,256,900**	**$**	**750,000**

Mandates



Mandated expenditure levels vary year-to-year based on several factors including the increasing number of guardianship estates administered as well as the increase in cost per case administered. See the Base Adjustment section for additional detail.

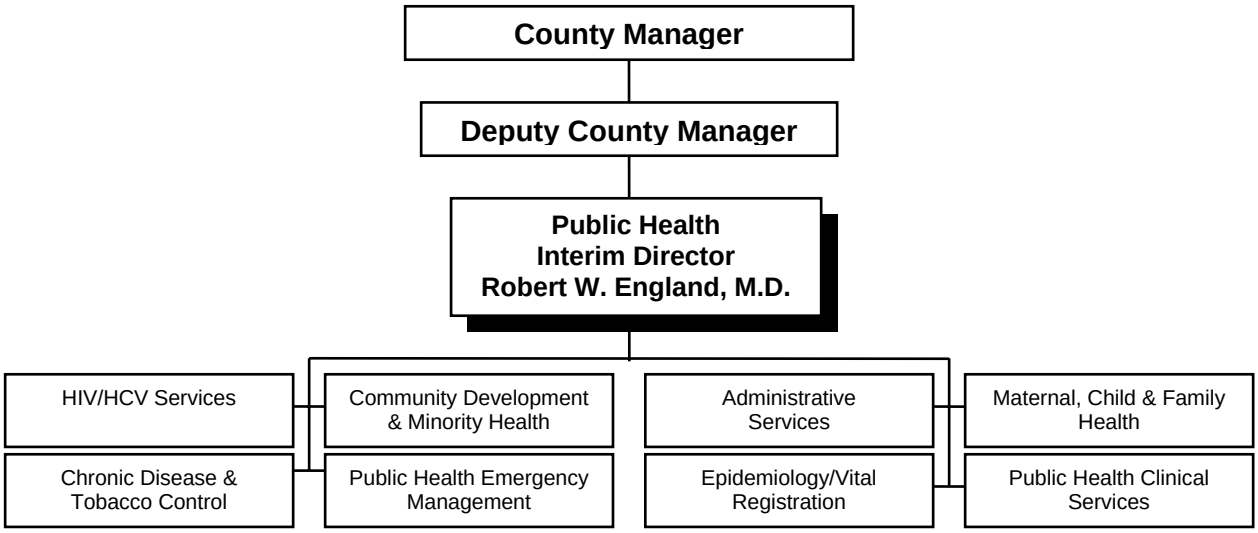
Program Activity	Purpose	Mandate
INDIGENT BURIAL	The purpose of the Indigent Burial Program is to provide final disposition to decedents of indigent families of Maricopa County so that eligible burial services can be arranged.	
BURIAL SERVICES	The purpose of the Indigent Burial Services Activity is to conduct eligibility assessment and determinations so that indigent decedents in Maricopa County can be buried or cremated and the general public's health protected.	A.R.S. § 11-311 to 313; A.R.S § 36-831
FIDUCIARY SERVICES	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.	
ESTATE ADMINISTRATION	The purpose of the Estate Administration Activity is to provide inventory and asset management to our clients under Court appointment so their estates are preserved and protected.	A.R.S. § 14-5601 to 5607
ESTATE OPERATIONS	The purpose of the Estate Operations Activity is to provide financial and accounting services to our clients and estates under Court appointment so that they receive accurate management of income and expenditures.	A.R.S. § 14-5601 to 5607
GUARDIANSHIP SERVICES	The purpose of the Guardianship Activity is to provide coordination, oversight and monitoring services of our clients medical and personal needs so they receive appropriate medical attention and their general well being is ensured.	A.R.S. § 14-5601 to 5607
INVESTIGATION SERVICES	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.	
FINANCIAL EXPLOITATION PREV	The purpose of the Financial Exploitation Prevention Activity is to investigate whether abuse of a vulnerable person's assets has occurred and determine the appropriate actions needed to protect the person and their remaining assets so that the court and law enforcement agencies may proceed with protective proceedings.	A.R.S. § 14-5601 to 5607
INTAKE ACTIVITY	The purpose of the Public Fiduciary Intake Activity is to provide intake services to the community and the courts so that referrals and investigative orders can be assessed and investigated to determine the need for guardianship, conservatorship or probate so that the need for protective or other legal proceedings may be determined.	A.R.S. § 14-5601 to 5607

Public Health

Analysis by Hannah Lee, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The mission of the Department of Public Health is to provide leadership, resources, and services to people and diverse communities in Maricopa County so that health is promoted, preserved, and protected.

Vision

The Maricopa County Department of Public Health will be the nationally recognized local leader in public health, and the agency that people and communities in Maricopa County look to for health resources and services. Our combination of organizational strength and public health leadership will be harnessed to fully integrate and utilize local academic communities to improve the quality of service, and the caliber of professional staff.

Strategic Goals

- Meet or exceed performance objectives for 95% of the Department's program service output measures by the end of FY 2006. **Status**: The Department met or exceeded 74% of its output forecasts in FY2004-05.

- By June 2007, increase the amount of new or expanded grant awards, contracts, and allowable fees/reimbursements by 4% to develop new programs to meet the emerging demand for public health services. **Status**: The Department met this goal with $1,680,048 (3.9%) increase in new/expanded grants, up from the FY2005-06 grant total of $42,564,000.

- By June 2007, develop public health facilities that will ensure that client service needs are met in safe, efficient and regionally located working environments. **Status**: The Department has made the following progress:
    - The new Public Health Clinic at 1645 E. Roosevelt opened in May, 2005.
    - Administrative services and Preventive Health Services administration moved to 4041 N. Central in April, 2005. Six additional work units, currently housed in five different buildings, are expected to relocate to 4041 in June, 2006, thereby centralizing many of the Department's administrative functions in one place.
    - Vital Registration relocated to a building more suited to the public's needs in Jan. 2006.
    - Dilapidated facilities at 1825 & 1845 E. Roosevelt were demolished in February, 2006, following the moves described above.
    - Three immunization sites opened in 2004 to provide mandated childhood immunizations in regionally located sites (NW Valley, north central Phoenix, and east Mesa). Three additional regional immunization sites operate out of WIC clinics in west Phoenix, downtown Phoenix, south Phoenix, and central Mesa.
    - Healthy Start, a program dedicated to reducing poor birth outcomes among residents of Maryvale and South Phoenix, opened its office in South Phoenix to best serve its target population.
    - A 15th WIC clinic opened in Glendale in September 2005 to provide services for additional demand in the northwest Valley.

- Develop, by June 2006, the Health & Human Services Constellation's capacity to respond rapidly to a bioterrorist attack or other public health emergency by: expanding and enhancing emergency response plans; developing and sustaining the ability of the HHS workforce to respond as needed in an emergency; and, at a minimum, meeting Arizona Department of Health Services deliverables and federal requirements. **Status**: The Public Health Emergency Response Plan was completed in December 2005. Work is ongoing to complete and integrate the plan. In addition, the Department has expanded its ability to detect disease outbreaks (including potential bioterrorist attacks) by:
    - Developing a communicable disease database monitoring system that would allow weekly or daily reviews of disease patterns.
    - Finalizing an electronic food borne outbreak questionnaire that will hasten interviewing and data collection during an outbreak.
    - Joining the Electronic Food borne Outbreak Reporting System (EFORS) operated by the Centers for Disease Control and Prevention.

- By June 2006, the Public Health Department will develop a 3-year maternal, child and family health strategic plan to reduce targeted health disparities in women, children, and families.

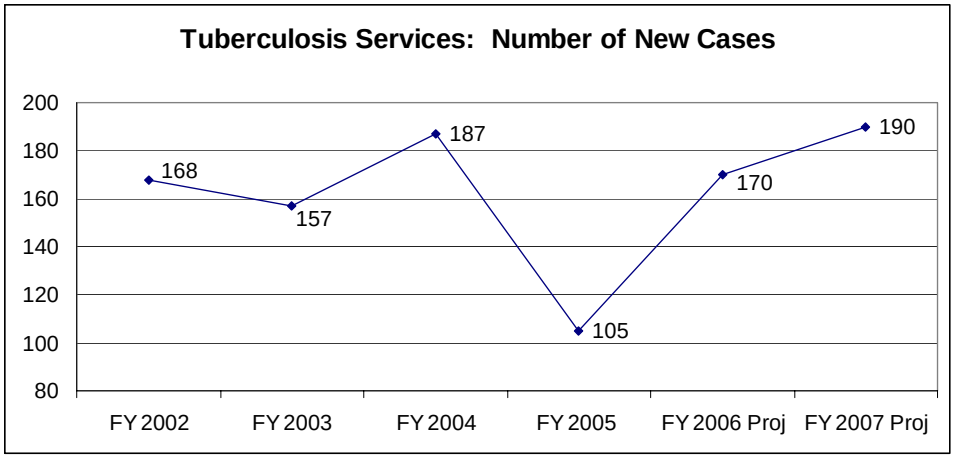
Status: The Maternal, Child and Family Health (MCFH) strategic plan was released in Jan. 2005. Work is ongoing to implement the elements of the plan.

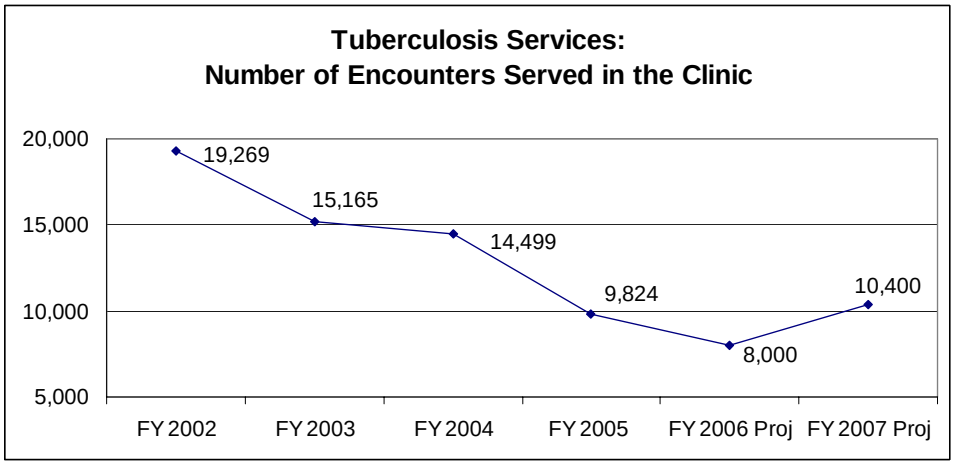
- By June 2006, develop and implement a comprehensive strategic plan for reducing modifiable risk factors that lead to chronic disease and injuries. **Status**: The Department no longer has a chronic disease division or director. Chronic disease programs are now part of Preventive Health Services. The impact of chronic diseases, and the Department response to them, will be addressed in the Department's revised strategic plan.

- By June 2007, identify and prioritize community and minority populations at risk for health disparities and establish a relationship with health related coalitions in the identified at-risk populations. **Status**: This goal is being revised as part of the Department's revised strategic plan.

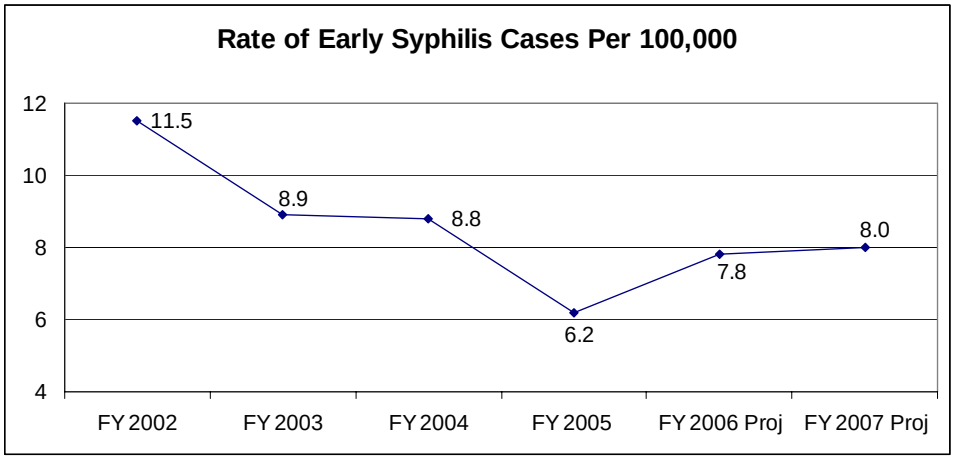
Department Performance Information

The number of new Tuberculosis cases was projected to grow 62% in FY 2006 in comparison to FY 2005, and it is projected to grow 12% in FY 2007 from FY 2006. Despite this growth in demand, the number of encounters served in the Clinic fell from 9,824 to 8,000 in FY 2006. The X-ray machines did not operate due to a malfunction in October, 2005, causing many clients to opt for treatment elsewhere. The Adopted budget includes 30.2% increase in funding for TB Services Activity in FY 2007. The increased funding includes a new grant and General Fund for 1.5 additional FTEs, which will support projected increase of 2,400 encounters in the Clinic over FY 2006.





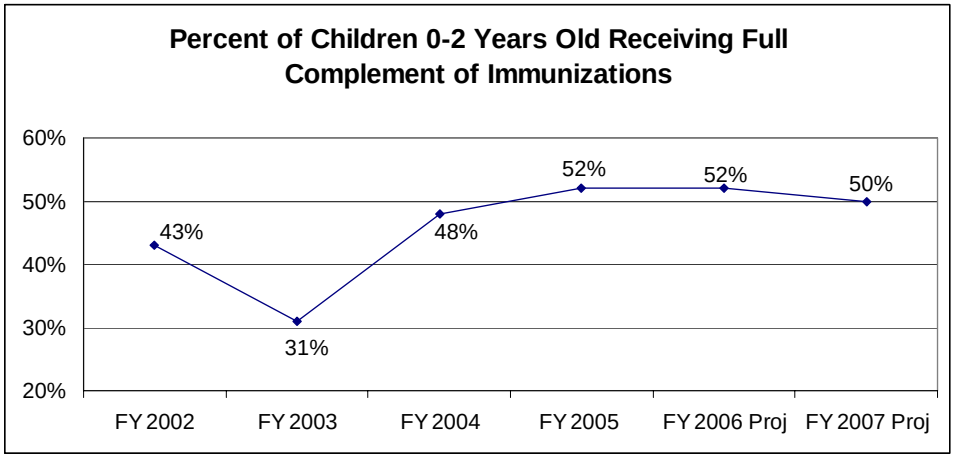
Maricopa County is experiencing a gradual increase in early syphilis cases since FY 2005. In FY 2005, there were about 6.2 early syphilis cases per 100,000 people. In FY 2007, it is projected to observe about 8.0 cases per 100,000. Increase in demand has called for the need to have more staff in the Clinic. FY 2007 Adopted budget adds 13 new FTEs for the Sexually Transmitted Disease Testing and Treatment Activity and converts 1 Medical Records Technician FTE from a temporary into a regular position. This initiative will enable testing and treatment of additional 2,760 clients.

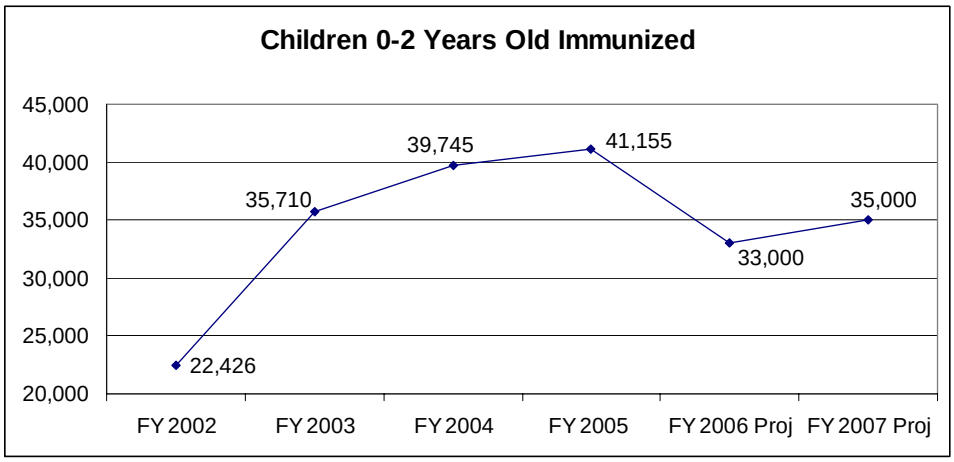


The Childhood Immunization Activity provides immunization services at 5 clinics for 128 hours per week. As a result of serious outbreak of measles from 1989 through 1991 due to low vaccine coverage levels for preschool age children, the national Childhood Immunization Initiative (CII) began. The CII provides grants to achieve the goal of 90% of all children age appropriately immunized by age 2. There are over 60,000 births per year in Maricopa County. It is estimated that approximately 21,600 of those births (36%) are children who would need to be immunized by the Department of Public Health.

In FY 2006, 52% of children 0-2 years old received full complement of immunizations and in FY 2007, it is projected to provide the service to 50% of children 0-2 years old. In FY 2007, funding for Childhood Immunizations Activity decreased by $389,315 compared to FY 2006 Revised due to reduction in total grant revenue. However, the number of children 0-2 years old immunized is projected to increase in FY

2007 from 33,000 to 35,000, which will be accomplished through increased efficiency (5.6%), or decreased cost per client.





Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
86BD - BIO DEFENSE PREPAREDNESS	$ 1,457,356	$ 1,435,050	$ 1,866,908	$ 1,455,779	$ 2,571,785	$ 704,877	37.8%
BIOD - BIO-DEFENSE INTELLIGENCE	-	190,323	169,382	165,060	-	(169,382)	-100.0%
PLTR - PLANNING AND TRAINING	1,457,356	1,244,727	1,697,526	1,290,719	2,571,785	874,259	51.5%
86CD - COMMUNITY DEVELOPMENT	$ 151,576	$ 253,050	$ 376,853	$ 285,059	$ 284,236	$ (92,617)	-24.6%
HIVC - HIV COMMUNITY EDUCATION	100,162	90,909	129,934	76,368	65,454	(64,480)	-49.6%
HIVL - HIV/AIDS SERVICES PLANNING	-	162,141	246,919	208,691	218,782	(28,137)	-11.4%
TRTP - TURNING POINT	51,414	-	-	-	-	-	
86CM - HIV/HCV SERVICES	$ 6,909,450	$ 6,151,823	$ 5,361,331	$ 5,648,014	$ 7,246,966	$ 1,885,635	35.2%
HEPS - HEPATITIS EDUC, PREV & SURV	-	101,414	110,921	90,974	219,493	108,572	97.9%
HICT - HIV COUNSELING & TESTING	296,183	330,909	404,005	525,894	591,969	187,964	46.5%
HIVP - HIV PREVENTION	251,695	220,999	171,193	143,090	-	(171,193)	-100.0%
SHAC - SERVICES FOR PEOPLE WITH HIV/A	6,361,573	5,498,501	4,675,212	4,888,056	6,435,504	1,760,292	37.7%
86FH - FAMILY HEALTH	$ 2,240,298	$ 2,195,525	$ 2,498,769	$ 2,243,461	$ 2,227,251	$ (271,518)	-10.9%
FHPL - FAMILY HEALTH PARTNERSHIPS	-	-	20,000	27,821	19,195	(805)	-4.0%
FMPL - FAMILY PLANNING	515,069	485,111	536,802	547,911	531,674	(5,128)	-1.0%
LHZR - LEAD HAZARD REDUCTION	62,081	36,242	102,353	62,006	39,981	(62,372)	-60.9%
NEWB - NEWBORN INTENSIVE CARE	379,060	400,660	397,271	369,299	335,776	(61,495)	-15.5%
PRCN - PREGNANCY CONNECTION	661,311	683,043	854,317	713,939	727,348	(126,969)	-14.9%
PRSC - PARENT SUPPORT CENTER	70,781	69,592	56,626	44,556	42,490	(14,136)	-25.0%
WWHC - WELL WOMAN HEALTHCHECK	551,996	520,877	531,400	477,930	530,787	(613)	-0.1%
86HD - HEALTH RELATED DATA	$ 2,775,945	$ 2,828,762	$ 2,423,549	$ 2,492,816	$ 2,680,382	$ 256,833	10.6%
BDCT - BIRTH AND DEATH CERTIFICATES	2,153,124	2,219,582	2,254,300	2,339,921	2,496,870	242,570	10.8%
BDRC - BIRTH AND DEATH RECORDS	144,767	203,967	169,249	113,025	183,512	14,263	8.4%
HDSS - HEALTH AND DISEASE STATISTICS	478,054	405,213	-	39,871	-	-	
86HE - CHRONIC DISEASE & TOBACCO CONT	$ 4,694,921	$ 3,946,249	$ 4,253,970	$ 3,918,261	$ 3,806,583	$ (447,387)	-10.5%
CARD - CARDIOVASCULAR DISEASE EDUC	127,183	127,102	136,381	135,048	121,818	(14,563)	-10.7%
TUED - TOBACCO USE EDUCATION	3,950,474	3,426,586	3,648,799	3,388,717	3,304,217	(344,582)	-9.4%
WTHT - WOMEN TOGETHER FOR HEALTH	617,264	392,561	468,790	394,497	380,548	(88,242)	-18.8%
86HI - HEALTHCARE FOR HOMELESS INDVDL	$ 2,238,755	$ 1,917,837	$ 1,975,479	$ 2,027,499	$ 2,103,818	$ 128,339	6.5%
PCHL - PRIMARY CARE CLINIC-HOMELESS	2,238,755	1,917,837	1,975,479	2,027,499	2,103,818	128,339	6.5%
86ID - INFECT DISEASE CNTRL & TREATMT	$ 9,325,243	$ 8,830,446	$ 8,021,986	$ 9,610,243	$ 9,720,920	$ 1,698,934	21.2%
HANS - HANSEN'S DISEASE	32,083	27,205	26,879	29,497	30,000	3,121	11.6%
HISV - HIV SURVEILLANCE	191,611	157,762	140,088	208,038	128,568	(11,520)	-8.2%
INFD - INF DISEASE CNTL FOR REFUGEES	579,617	428,241	573,872	523,032	568,097	(5,775)	-1.0%
JWRE - JAIL WORK RELEASE EXAMINATIONS	23,464	22,680	19,572	16,735	22,500	2,928	15.0%
PHLB - PUBLIC HEALTH LABORATORY	175,919	267,394	-	6,706	-	-	
PHPM - PUBLIC HEALTH PHARMACY	6,686,078	6,417,704	5,762,684	7,304,124	7,301,301	1,538,617	26.7%
STTT - SEXUALLY TRANSMITTED DISEASE	875,504	719,534	819,207	831,503	791,891	(27,316)	-3.3%
TBSS - TUBERCULOSIS SERVICES	760,966	789,926	679,684	690,608	878,563	198,879	29.3%
86IS - IMMUNIZATION SERVICES	$ 6,024,339	$ 5,744,689	$ 6,000,115	$ 5,993,040	$ 5,401,763	$ (598,352)	-10.0%
ADIM - ADULT IMMUNIZATIONS	366,396	432,840	373,524	355,600	401,042	27,518	7.4%
CHIM - CHILDHOOD IMMUNIZATIONS	5,657,943	5,249,686	5,600,541	5,624,417	5,000,721	(599,820)	-10.7%
IMED - IMMUNIZATION EDUCATION	-	36,113	-	-	-	-	
PPIC - PRIVATE PROVIDER IMMUNIZATION	-	26,050	26,050	13,023	-	(26,050)	-100.0%
86NR - NUTRITION	$ 8,194,552	$ 7,852,267	$ 7,984,985	$ 7,725,693	$ 7,781,217	$ (203,768)	-2.6%
CMNR - COMMUNITY NUTRITION	151,891	437,100	566,314	367,584	385,572	(180,742)	-31.9%
WICC - WOMEN INFANTS & CHILDREN (WIC)	8,042,661	7,415,167	7,418,671	7,358,110	7,395,645	(23,026)	-0.3%
86OH - ORAL HEALTH	$ 289,020	$ 502,582	$ 497,861	$ 510,903	$ 425,157	$ (72,704)	-14.6%
DEIS - DENTAL INSURANCE	-	48,662	50,324	42,093	50,454	130	0.3%
DSIS - DENTAL SURVEILLANCE	-	-	-	33,986	34,000	34,000	
DTSL - DENTAL SEALANTS	289,020	416,336	408,787	397,253	302,364	(106,423)	-26.0%
ORAL - ORAL HEALTH TOBACCO USE	-	37,584	38,750	37,571	38,339	(411)	-1.1%
99AS - ADMINISTRATIVE SERVICES PROG	$ 4,081,926	$ 3,241,362	$ 1,263,955	$ 1,561,639	$ 1,491,606	$ 227,651	18.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 71,077	$ 43,467	$ 810,447	$ 724,628	$ 401,734	$ (408,713)	-50.4%
99GV - GENERAL GOVERNMENT	$ (5,291,122)	$ -	$ 1,564,748	$ 1,353,199	$ 1,559,027	$ (5,721)	-0.4%
TOTAL PROGRAMS	$ 43,163,336	$ 44,943,109	$ 44,900,956	$ 45,550,234	$ 47,702,445	$ 2,801,489	6%

Total Budget by Program and Activity (Continued)

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
EXPENDITURES							
86BD - BIO DEFENSE PREPAREDNESS	$ 1,439,167	$ 1,428,105	$ 1,866,908	$ 1,455,779	$ 2,571,785	$ (704,877)	-37.8%
BIOD - BIO-DEFENSE INTELLIGENCE	274,109	188,477	168,806	197,296	-	168,806	100.0%
PLTR - PLANNING AND TRAINING	1,165,058	1,239,628	1,698,102	1,258,482	2,571,785	(873,683)	-51.5%
86CD - COMMUNITY DEVELOPMENT	$ 435,104	$ 416,875	$ 566,231	$ 475,806	$ 511,712	$ 54,519	9.6%
HIVC - HIV COMMUNITY EDUCATION	68,726	90,462	130,030	76,369	65,454	64,576	49.7%
HIVL - HIV/AIDS SERVICES PLANNING	182,366	161,536	246,919	208,691	218,782	28,137	11.4%
MCHL - MINORITY AND COMMUNITY HEALTH	161,405	164,877	189,282	190,746	227,476	(38,194)	-20.2%
TRTP - TURNING POINT	22,607	-	-	-	-	-	
86CM - HIV/HCV SERVICES	$ 6,763,023	$ 6,144,506	$ 5,837,390	$ 5,648,013	$ 7,246,966	$ (1,409,576)	-24.1%
HEPS - HEPATITIS EDUC, PREV & SURV	15,067	98,635	111,113	90,974	219,493	(108,380)	-97.5%
HICT - HIV COUNSELING & TESTING	341,362	329,555	392,026	525,894	591,969	(199,943)	-51.0%
HIVP - HIV PREVENTION	299,342	221,177	171,193	143,090	-	171,193	100.0%
SHAC - SERVICES FOR PEOPLE WITH HIV/A	6,107,252	5,495,139	5,163,058	4,888,056	6,435,504	(1,272,446)	-24.6%
86FH - FAMILY HEALTH	$ 2,862,861	$ 2,918,098	$ 3,192,527	$ 2,909,598	$ 3,073,053	$ 119,474	3.7%
FHPL - FAMILY HEALTH PARTNERSHIPS	696,505	692,689	634,813	640,638	737,435	(102,622)	-16.2%
FMPL - FAMILY PLANNING	594,351	523,839	615,747	585,379	521,318	94,429	15.3%
LHZR - LEAD HAZARD REDUCTION	49,309	36,036	102,353	62,006	39,981	62,372	60.9%
NEWB - NEWBORN INTENSIVE CARE	367,265	397,826	397,271	385,150	473,694	(76,423)	-19.2%
PRCN - PREGNANCY CONNECTION	617,683	678,666	854,317	713,939	727,348	126,969	14.9%
PRSC - PARENT SUPPORT CENTER	14,583	69,281	56,626	44,556	42,490	14,136	25.0%
WWHC - WELL WOMAN HEALTHCHECK	523,165	519,761	531,400	477,930	530,787	613	0.1%
86HD - HEALTH RELATED DATA	$ 2,498,469	$ 3,616,466	$ 3,314,461	$ 3,254,027	$ 3,296,389	$ 18,072	0.5%
BDCT - BIRTH AND DEATH CERTIFICATES	542,895	713,496	941,933	864,883	906,421	35,512	3.8%
BDRC - BIRTH AND DEATH RECORDS	1,291,203	1,904,903	1,517,422	1,397,520	1,067,791	449,631	29.6%
HDSS - HEALTH AND DISEASE STATISTICS	664,370	998,067	855,106	991,624	1,322,177	(467,071)	-54.6%
86HE - CHRONIC DISEASE & TOBACCO CONT	$ 4,277,671	$ 4,162,556	$ 4,433,746	$ 4,121,081	$ 4,018,601	$ 415,145	9.4%
CARD - CARDIOVASCULAR DISEASE EDUC	122,109	126,474	144,210	135,048	121,818	22,392	15.5%
CIPH - CHILD INJ PREVENT & HLTH EDUCN	191,545	194,756	179,776	202,819	212,018	(32,242)	-17.9%
TUED - TOBACCO USE EDUCATION	3,480,095	3,450,659	3,648,799	3,388,717	3,304,217	344,582	9.4%
WTHT - WOMEN TOGETHER FOR HEALTH	483,922	390,667	460,961	394,497	380,548	80,413	17.4%
86HI - HEALTHCARE FOR HOMELESS INDVDL	$ 2,188,838	$ 1,944,377	$ 2,019,159	$ 2,027,713	$ 2,103,818	$ (84,659)	-4.2%
PCHL - PRIMARY CARE CLINIC-HOMELESS	2,188,838	1,944,377	2,019,159	2,027,713	2,103,818	(84,659)	-4.2%
86ID - INFECT DISEASE CNTRL & TREATMT	$ 13,095,837	$ 12,780,125	$ 12,112,117	$ 13,196,186	$ 15,218,058	$ (3,105,941)	-25.6%
GHSV - GENERAL HEALTH SURVEILLANCE	392,644	435,907	365,282	349,669	328,849	36,433	10.0%
HANS - HANSEN'S DISEASE	33,711	27,205	26,879	29,497	30,000	(3,121)	-11.6%
HISV - HIV SURVEILLANCE	149,261	156,783	196,116	241,291	174,274	21,842	11.1%
INFD - INF DISEASE CNTL FOR REFUGEES	630,064	448,649	599,275	540,014	790,918	(191,643)	-32.0%
JWRE - JAIL WORK RELEASE EXAMINATIONS	22,942	19,572	19,572	16,970	19,417	155	0.8%
PHLB - PUBLIC HEALTH LABORATORY	487,305	683,368	464,899	358,630	552,099	(87,200)	-18.8%
PHPM - PUBLIC HEALTH PHARMACY	7,536,550	6,539,387	5,893,354	7,443,878	7,758,734	(1,865,380)	-31.7%
STTT - SEXUALLY TRANSMITTED DISEASE	2,110,904	2,001,298	2,152,867	2,182,002	2,446,133	(293,266)	-13.6%
TBSS - TUBERCULOSIS SERVICES	1,732,456	2,467,956	2,393,873	2,034,235	3,117,634	(723,761)	-30.2%
86IS - IMMUNIZATION SERVICES	$ 6,431,721	$ 6,918,422	$ 7,394,241	$ 7,300,070	$ 7,001,178	$ 393,063	5.3%
ADIM - ADULT IMMUNIZATIONS	377,801	380,688	373,524	340,549	346,084	27,440	7.3%
CHIM - CHILDHOOD IMMUNIZATIONS	6,053,920	6,475,803	6,994,667	6,946,499	6,655,094	339,573	4.9%
IMED - IMMUNIZATION EDUCATION	-	35,881	-	-	-	-	
PPIC - PRIVATE PROVIDER IMMUNIZATION	-	26,050	26,050	13,022	-	26,050	100.0%
86NR - NUTRITION	$ 8,718,322	$ 8,303,701	$ 8,324,771	$ 8,013,090	$ 8,134,296	$ 190,475	2.3%
CMNR - COMMUNITY NUTRITION	872,823	927,536	906,100	654,980	738,651	167,449	18.5%
WICC - WOMEN INFANTS & CHILDREN (WIC)	7,845,499	7,376,165	7,418,671	7,358,110	7,395,645	23,026	0.3%
86OH - ORAL HEALTH	$ 531,888	$ 581,284	$ 582,887	$ 596,632	$ 514,576	$ 68,311	11.7%
DEIS - DENTAL INSURANCE	39,806	48,414	50,324	42,093	50,454	(130)	-0.3%
DSIS - DENTAL SURVEILLANCE	14,996	-	-	33,986	34,000	(34,000)	
DTSL - DENTAL SEALANTS	442,352	495,518	493,813	482,982	391,783	102,030	20.7%
ORAL - ORAL HEALTH TOBACCO USE	34,733	37,352	38,750	37,571	38,339	411	1.1%
99AS - ADMINISTRATIVE SERVICES PROG	$ 1,166,878	$ 2,234,616	$ 2,529,674	$ 2,319,207	$ 3,390,913	$ (861,239)	-34.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 699,755	$ 911,107	$ 923,368	$ 1,156,067	$ 923,901	$ (533)	-0.1%
99GV - GENERAL GOVERNMENT	$ 1,668,107	$ 1,767,666	$ 1,767,666	$ 1,767,666	$ 1,768,476	$ (810)	0.0%
TOTAL PROGRAMS	$ 52,777,640	$ 54,127,904	$ 54,865,146	$ 54,240,935	$ 59,773,722	$ (4,908,576)	-8.9%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 39,453,600	$ 41,458,518	$ 41,416,365	$ 42,005,856	$ 44,056,173	$ 2,639,808	6.4%
CHARGES FOR SERVICES	3,177,733	3,437,541	3,437,541	3,468,513	3,600,172	162,631	4.7%
MISCELLANEOUS REVENUE	48,711	2,050	2,050	30,865	1,100	(950)	-46.3%
OTHER FINANCING SOURCES	483,291	45,000	45,000	45,000	45,000	-	0.0%
TOTAL REVENUE	**$ 43,163,336**	**$ 44,943,109**	**$ 44,900,956**	**$ 45,550,234**	**$ 47,702,445**	**$ 2,801,489**	**6.2%**
EXPENDITURES							
PERSONAL SERVICES	$ 24,837,850	$ 28,487,176	$ 29,326,290	$ 27,300,299	$ 32,900,051	$ (3,573,761)	-12.2%
SUPPLIES	13,766,793	12,714,165	12,413,536	13,913,030	13,096,407	(682,871)	-5.5%
SERVICES	11,794,059	10,858,494	11,057,251	10,972,983	11,822,827	(765,576)	-6.9%
OTHER FINANCING USES	2,215,637	1,812,666	1,812,666	1,812,666	1,743,440	69,226	3.8%
CAPITAL OUTLAY	163,302	255,403	255,403	241,958	210,997	44,406	17.4%
TOTAL EXPENDITURES	**$ 52,777,640**	**$ 54,127,904**	**$ 54,865,146**	**$ 54,240,935**	**$ 59,773,722**	**$ (4,908,576)**	**-8.9%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
265 PUBLIC HEALTH FEES	$ 3,096,082	$ 3,350,761	$ 3,350,761	$ 3,358,884	$ 3,523,807	$ 173,046	5.2%
532 PUBLIC HEALTH GRANTS	40,067,255	41,592,348	41,550,195	42,191,350	44,178,638	2,628,443	6.3%
ALL FUNDS	**$ 43,163,336**	**$ 44,943,109**	**$ 44,900,956**	**$ 45,550,234**	**$ 47,702,445**	**$ 2,801,489**	**6.2%**
EXPENDITURES							
100 GENERAL	$ 7,119,410	$ 8,788,496	$ 9,080,045	$ 8,560,764	$ 12,074,428	$ (2,994,383)	-33.0%
265 PUBLIC HEALTH FEES	3,094,151	3,747,060	3,747,060	3,663,115	3,520,656	226,404	6.0%
532 PUBLIC HEALTH GRANTS	42,564,080	41,592,348	42,038,041	42,017,057	44,178,638	(2,140,597)	-5.1%
ALL FUNDS	**$ 52,777,640**	**$ 54,127,904**	**$ 54,865,146**	**$ 54,240,935**	**$ 59,773,722**	**$ (4,908,576)**	**-8.9%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	120.86	140.21	162.96	22.75	16%
265 PUBLIC HEALTH FEES	48.19	44.57	42.57	(2.00)	-4%
532 PUBLIC HEALTH GRANTS	381.28	373.72	381.93	8.21	2%
TOTAL FUNDS	**550.33**	**558.50**	**587.46**	**28.96**	**5%**

*Note: Explanation of the variance is on the following page.

	Variances	Variance Comments
ALL STAFFING	**29.0**	Total Net Increase
ADMINISTRATIVE SPECIALIST	3.0	1 FTE for West Nile Virus (WNV) RIR; 2 FTEs for Sexually Transmitted Disesase (STD) Testing and Treatment RIR
ADMIN/OFFICE SUPPORT	2.0	1 Grant Fund FTE for HIV Counseling & Testing (50%) and HIV Surveillance (50%) Activities; 1 FTE for STD Testing and Treatment RIR
COMMUNITY SVCS SPECIALIST	1.0	1 Grant Fund FTE for HIV Counseling & Testing Activity
CONTRACT ADMINISTRATOR	(1.0)	Elimination of 1 General Fund FTE to support a Purchasing Supervisor in Procurement Activity
DIETITIAN	0.4	1 Grant Fund FTE in Women, Infants and Children Activity should only be 0.6 FTE not 1 FTE. Need to adjust salary savings.
EPIDEMIOLOGIST	1.0	I Grant Fund FTE for Tuberculosis Services Activity
FINAN/BUSINESS ANALYST	1.0	1 General Fund FTE added in Department Administration
HEALTH EDUCATOR	(0.5)	1 Grant Fund FTE in Women Together for Health Activity is reduced to 0.5 FTE
HEALTH SERVICES AIDE	(0.3)	1 Grant Fund FTE for Women, Infants and Children (99%) and Community Nutrition (1%) Activities is reduced to 0.7 FTE
INFECTION CONTROL SPEC	10.0	6 General Fund FTEs for STD Testing and Treatment RIR; 2 Grant Fund FTEs in HIV Surveillance; 1 Grant Fund FTE in HIV Counseling & Testing; and transfer of 1 Grant Fund FTE HIV Surveillance (which was not budgeted in FY06) to General Fund.
MANAGING PHYSICIAN	(0.2)	1 FTE in Office of the Director Activity is reduced to 0.6 FTE and 0.75 FTE in Planning and Training Activity is increased to 1 FTE.
MEDICAL ASSISTANT	2.0	2 General Fund FTEs for STD Testing and Treatment RIR
NURSE	3.0	1 General Fund FTE for WNV RIR and 2 new Grant Fund FTE in Tuberculosis Services Activity
NURSE PRACT/PHYS ASST	2.0	2 FTEs for STD Testing and Treatment RIR; 1 FTE for Tuberculosis Services Activity; Elimination of 1 FTE in FY07 in STD Testing and Treatment Activity in order to support Infection Control Specialist position
PHYSICIAN	0.5	0.5 FTE for Tuberculosis Services Activity
PRGRM COORDINATION SPEC	2.0	2 General Fund FTEs for grants specialist positions in Procurement Activity
PROGRAM MANAGER	2.0	1 Grant Fund FTE in Planning and Training Activity; 1 New Grant Fund FTE in HIV Counseling and Testing Activity
PURCHASING SPECIALIST	1.0	1 FTE in Financial Services Activity

Base Adjustments

- **Grant Awards ($2,741,833; $1,286,705):** Grant revenues and expenditures are increased by $2,741,833 and $1,286,705 respectively. The greatest increases in both revenue and expenditure are in Services for People with HIV/AIDS, Public Health Pharmacy, and Planning and Training Activities.

- **Non-Recurring Expenditures from Public Health Fees Fund Balance ($15,035):** $15,035 will be spent from Public Health Fees Fund Balance for Q-Matic and phone systems for Vital Certificates and Records Activities.

- **Executive Positions in the Office of the Director and Family Health Partnerships ($637,601):** Net increase of $738,548 in General Fund for the Office of the Director Activity and $24,002 for the Family Health Partnerships Activity to support the following executive positions:
    - Executive Director ($7,790)
    - Deputy Medical Director ($214,374)
    - Medical Director ($226,724)
    - Community Health Services Administrator ($124,592)
    - Professional and Technical Services Administrator ($128,712)
    - Risk Management Supervisor ($36,356)
    - Preventive Health Services Administrator ($24,002)

  These increases are offset by the reductions of $124,949 in the Office of the Director Activity.

- **Nurse Market Adjustment ($438,325):** Increase General Fund by $438,325 to support market salary adjustments for nurses in the following Activities:
    - Childhood Immunization Activity ($191,106)
    - Family Health Partnerships Activity ($15,211)
    - General Health Surveillance Activity ($27,108)
    - Health and Disease Statistics Activity ($35,031)
    - Sexually Transmitted Disease Testing and Treatment Activity ($34,518)
    - Tuberculosis Services Activity ($89,027)
    - Newborn Intensive Care Activity ($46,324)

- **Grants/Contracts Positions in Procurement ($202,840):** Increase $202,840 in General Fund for the Procurement Activity to fund two Grants/Contract Specialist positions and one Grants/Contract Supervisor position based on the organizational restructuring plan of the Department's Finance Division.

- **Staffing Increase in Tuberculosis Services Activity ($194,152):** Increase $194,152 in General Fund for Tuberculosis Services Activity to support one Nurse Practitioner/Physician Assistant and 0.5 Physician positions. These positions are needed to perform tasks under new requirements for Tuberculosis Services.

- **Birth and Death Certificates Activity Revenue Increases ($173,046):** Increased revenue in Public Health Fees Fund by $173,046 compared to FY 2005-06 Revised with the majority of increase generated by the Birth and Death Certificates Activity.

- **FY 2005-06 and FY 2006-07 Pay for Performance ($134,081):** Increased expenditure of Public Health Fees Fund by $134,081 for FY 2005-06 and FY 2006-07 Pay for Performance across all Activities in the Department. The projected increase in revenue in Public Health Fees Fund is sufficient to cover this increase in Pay for Performance.

- **Shift of Grant Fund to General Fund in Public Health Pharmacy Activity ($117,585; -$113,390):** Shift $113,390 from Grant Fund to General Fund with an additional increase in expenditure of $4,195 in General Fund for Public Health Pharmacy Activity to maintain a departmental pharmacy as a result of the elimination of the Ryan White Title I Grant Fund to support this Activity. This adjustment transfers the funding source of a Pharmacy Manager position from Grant Fund to General Fund, increases FTE rate of a Pharmacist position from 65% to 100% General Fund, and changes the hourly salary from $49.00 to $50.94. All other related costs for the pharmacy are included.

- **Medical Technologist Market Adjustment in Public Health Laboratory Activity ($69,800):** Increased expenditures of $69,800 in the General Fund to support FY 2006-07 market adjustments for Medical Technologists in Public Health Laboratory Activity.

- **Q-Matic and Phone Systems for Vital Certificates and Records Activities ($38,965):** Increase non-recurring expenditure by $38,965 in Public Health Fees Fund for Q-Matic and phone systems for Vital Certificates and Records Activities.

- **11% Transfer for On- Call Physician for Health and Disease Statistics Activity from Public Health Fee Fund to Public Health General Fund ($0):** Allocate 11% of on-call Clinical Services Medical Director for Health and Disease Statistics Activity ($18,186) from Public Health Fee Fund to Grant Fund based on the functions performed by the Medical Director and the funding source available within the Activity.

Designations

Designation of $634,000 in Public Health Fees Fund Balance 265 for anticipated construction of a new facility to house vital records.

Results Initiatives

The following Results Initiatives are for FY 2006-07:

- **West Nile Virus (WNV) Surveillance - $198,200 ($0 annualized) General Fund**: Initiative funds 2 additional FTEs – 1 Nurse Epidemiologist and 1 Administrative Assistant - to continue the response to WNV illnesses and deaths. With the additional funding, the County will review a greater number of disease cases or avoided deaths and reduce number of adverse outcomes due to proper surveillance and disease control. This is a one-year cost only and may change in FY 2007-08 depending on the trajectory of the WNV epidemic. OMB recommends the Department to restructure Activities and update performance measures to provide appropriate accountability.

- **Sexually Transmitted Disease (STD) Testing and Treatment - $751,045 ($726,545 annualized) General Fund**: Initiative adds 13 new FTEs for the Sexually Transmitted Disease Testing and Treatment Activity as follows:

  - 2 Nurse Practitioner/Physician Assistants
  - 2 Medical Assistants
  - 6 Communicable Disease Investigator
  - 2 Surveillance Staff,
  - 1 Medical Records Technician

  Initiative also converts 1 Medical Records Technician FTE from a temporary into a regular position. Additional staffs will provide effective and appropriate STD services to prevent the spread of STD as demand for service is increased. With the additional funding, the STD Activity would be able to fulfill its mandate to prevent STDs as required by the Arizona Revised Statutes, and provide the level of service needed to meet community demand and to effectively prevent and control STDs. Expected Result: This initiative will enable testing and treatment of

additional 2,760 clients. Overall, 44.2% of clients in demand will receive services at clinic and outreach sites.

Reconciliation

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 8,788,496**	**$ -**
MID-YEAR ADJUSTMENTS:		
FY 2005-06 Pay for Performance	$ 176,441	$ -
FY 2005-06 REVISED RESTATED BUDGET:	**$ 8,964,937**	**$ -**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 112,869	$ -
Retirement Contributions	125,730	-
FY 2005-06 Pay for Performance Annualization	2,229	-
FY 2006-07 Pay for Performance	240,929	-
Subtotal	**$ 481,757**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 9,446,694**	**$ -**
BASE ADJUSTMENTS:		
Executive positions in the Office of the Director and Family Health Partnerships Activities	$ 637,601	$ -
Nurse Market Adjustment in Various Activities	438,325	-
Grants/Contract Positions in the Procurement Activity	202,840	-
Staffing Increase in Tuberculosis Services Activity	194,152	-
Shift of Grant Fund to General Fund in Public Health Pharmacy Activity	117,585	-
Medical Technologist Market Adjustment in Public Health Laboratory Activity	69,800	-
11% Transfer for On-Call Physician for Health and Disease Statistics Activity from Public Health Fee Fund	18,186	
Subtotal	**$ 1,678,489**	$ -
FY 2006-07 RECOMMENDED BASE:	**$ 11,125,183**	**$ -**
RESULTS INITIATIVES:		
West Nile Virus	$ 198,200	$ -
Sexually Transmitted Disease	751,045	-
Subtotal	**$ 949,245**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 12,074,428**	**$ -**

Public Health Special Fees (265) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 3,747,060**	**$ 3,350,761**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 3,747,060**	**$ 3,350,761**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 35,879	$ -
Retirement Contributions	28,037	-
Structural Balance	(134,081)	-
Annualization of FY 2006 Initiatives	(396,400)	-
FY 2005-06 Pay for Performance Annualization	7,066	-
FY 2006-07 Pay for Performance	63,200	-
Subtotal	**$ (396,299)**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 3,350,761**	**$ 3,350,761**
BASE ADJUSTMENTS:		
Non-Recurring Expenditures from Public Health Fees Fund Balance	$ 15,035	$ -
FY 2005-06 and FY 2006-07 Pay for Performance	134,081	-
Q-Matic and Phone System for Vital Certificates and Records Activities	38,965	-
Birth and Death Certificates Activity	-	173,046
11% Transfer for On-Call Physician for Health and Disease Statistics Activity to Public Health General Fund	(18,186)	-
Subtotal	**$ 169,895**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 3,520,656**	**$ 3,523,807**

Expenditure from Public Health Special Fees (265) Fund Balance

Fund	Summary of Request	Est. Avail. Fund Balance	Amount Adopted
Public Health Fees Fund Balance (265)	Q-Matic and phone system for Vital Certificates and Records	$ 395,118	$ 15,035

Public Health Special Fees (265) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance					
Unreserved	$ 1,331,445	$ 1,380,540	$ 1,380,540	$ 1,333,349	$ 1,029,118
Designations	-	(700,000)	(700,000)	(700,000)	(634,000)
Unreserved/Undesignated	$ 1,331,445	$ 680,540	$ 680,540	$ 633,349	$ 395,118
Revenue	$ 3,096,082	$ 3,350,761	$ 3,350,761	$ 3,358,884	$ 3,523,807
Expenditures	3,094,151	3,747,060	3,747,060	3,663,115	3,520,656
Net Operating	$ 1,931	$ (396,299)	$ (396,299)	$ (304,231)	$ 3,151
Ending Fund Balance					
Unreserved/Undesignated	$ 1,333,376	$ 284,241	$ 284,241	$ 329,118	$ 398,269

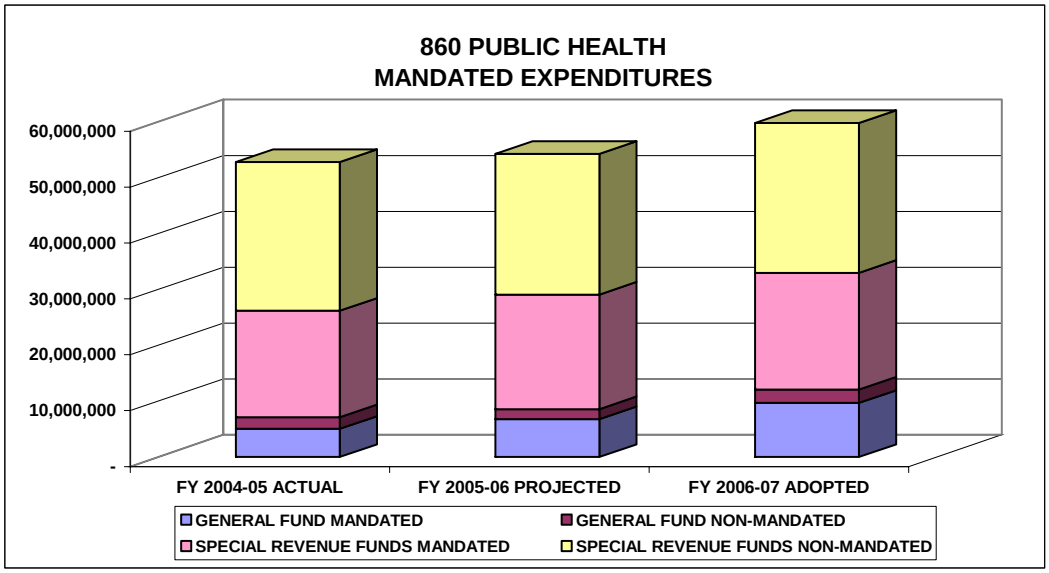
Public Health Grants (532) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 41,592,348**	**$ 41,592,348**
MID-YEAR ADJUSTMENTS:		
Ryan White Title I grant repayment	$ 487,846	$ -
Grant Reconciliation	(42,153)	(42,153)
Subtotal	**$ 445,693**	**$ (42,153)**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 42,038,041**	**$ 41,550,195**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 300,845	$ -
Retirement Contributions	225,276	-
FY 2005-06 Pay for Performance Annualization	1,812	-
FY 2006-07 Pay for Performance	439,349	-
Subtotal	**$ 967,282**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 43,005,323**	**$ 41,550,195**
BASE ADJUSTMENTS:		
Grant Increases	$ 1,286,705	$ 2,741,833
Shift of Grant Fund to General Fund in Public Health Pharmacy Activity	(113,390)	(113,390)
Subtotal	**$ 1,173,315**	**$ 2,628,443**
FY 2006-07 ADOPTED BUDGET:	**$ 44,178,638**	**$ 44,178,638**

Public Health Grant (532) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
Beginning Fund Balance	$ (3,232,335)	$ (2,595,426)	$ (2,595,426)	$ (5,729,144)	$ (5,554,850)
Revenue	$ 40,067,255	$ 41,592,348	$ 41,550,195	$ 42,191,350	$ 44,178,638
Expenditures	42,564,080	41,592,348	42,038,041	42,017,057	44,178,638
Net Operating	$ (2,496,825)	$ -	$ (487,846)	$ 174,294	$ -
Ending Fund Balance	$ (5,729,160)	$ (2,595,426)	$ (3,083,272)	$ (5,554,850)	$ (5,554,850)

Mandates



Program Activity	Purpose	Mandate
BIO-DEFENSE PREPAREDNESS/RESPONSE	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.	
BIO-DEFENSE INTELLIGENCE	The purpose of Bio-Defense Intelligence Gathering is to conduct disease surveillance so that the Maricopa County Department of Public Health (MCDPH) can mount a coordinated, rapid and appropriate response to any natural or intentional biological event, disease outbreak, or other public health disaster threatening the health and safety of Maricopa County residents.	A.R.S. § 36-136; A.R.S. § 781-790; A.R.S. § 661-669
PLANNING AND TRAINING	The purpose of Planning and Training is to provide readiness assessment, preparedness and response planning and training to the Maricopa County Department of Public Health (MCDPH) and to the Health and Human Services (HHS) Constellation partners and other identified partners so that they can be fully prepared and responsive to a public health disaster or emergency.	A.R.S. § 36-136; A.R.S. § 781-790; A.R.S. § 661-669
COMMUNITY DEVELOPMENT	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.	
HIV COMMUNITY EDUCATION	The purpose of HIV Community Education is to provide meetings of HIV prevention agencies in Maricopa County so that they may coordinate efforts to better serve the community.	NONE
HIV/AIDS SERVICES PLANNING	The purpose of HIV/AIDS Services Planning Council Support is to provide facilitation of fulfilling all legislatively mandated roles and responsibilities of the Planning Council so that the Planning Council effectively meets the needs of those living with HIV/AIDS.	ADMINISTRATIVE
MINORITY AND COMMUNITY HEALTH	The purpose of Minority and Community Health is to provide public health resources to communities of color who are at greater risk of disease, so that disease disparities can be reduced.	NONE
HIV/HCV SERVICES	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.	
HEPATITIS EDUC, PREV & SURV	The purpose of the Hepatitis Education, Prevention and Survival activity is to provide information and skills to incarcerated populations at risk for hepatitis so they can change attitudes and practices to prevent the spread of viral hepatitis.	NONE
HIV COUNSELING & TESTING	The purpose of HIV Counseling and Testing is to provide counseling and testing services for people at risk for HIV so that they can reduce the likelihood of contracting HIV or get early intervention services if infected with HIV.	AZ Admin Code R9-6-339; services governed by ARS §36-663 and 36-664
HIV PREVENTION	The purpose of HIV Prevention Activity is to provide information and skills to populations at risk for HIV so that the rate of HIV infection will be reduced in Maricopa County.	A.R.S.§ 36-663; A.R.S.§ 36-664

Mandates (Continued)

Program Activity	Purpose	Mandate
SERVICES FOR PEOPLE WITH HIV/A	The purpose of Services for People with HIV/AIDS (Ryan White Title I) is to provide medical, health and support services to people living with HIV in the Phoenix Eligible Metropolitan Area (EMA) so that they can lead healthier, longer, and more productive lives.	*Technically not a mandated service, but US Public Laws 101-381, 104-146, and 106-345 provide emergency assistance to eligible EMAs. Only the local health department may apply, receive, and administer funds.
FAMILY HEALTH	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.	
FAMILY HEALTH PARTNERSHIPS	The purpose of Family Health Partnerships is to provide technical assistance to local programs so that they can expand their capacities to improve maternal/child health outcomes.	NONE
FAMILY PLANNING	The purpose of Family Planning is to provide affordable (low cost or free) well-women health examinations and family planning services to uninsured women so that these women may plan their pregnancies and remain healthy throughout their pregnancies.	NONE
NEWBORN INTENSIVE CARE	The purpose of the Newborn Intensive Care Activity is to provide in-home nursing visits and case management services to families of babies who were critically ill at birth so that the physical, developmental, social and environmental status of these babies is improved.	NONE
PREGNANCY CONNECTION	The purpose of the Pregnancy Connection activity is to provide intervention and prevention services to uninsured pregnant adolescents/women so that access to early prenatal care is increased and babies are born healthy.	NONE
PARENT SUPPORT CENTER	The purpose of the Parent Support Center is to provide parenting education and supportive services to families so that child abuse and domestic violence is prevented and families are healthier.	NONE
WELL WOMAN HEALTHCHECK	The purpose of the Well Woman Healthcheck is to provide increased access to preventive health services to uninsured older women so that there is earlier detection of breast and cervical cancer.	NONE
HEALTH RELATED DATA	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.	
BIRTH & DEATH CERT REGISTRN	The purpose of the Birth and Death Records Activity is to record pertinent information about births and deaths in Maricopa County for public health professionals so that they can quickly and accurately detect disease and death patterns.	ARS §36-186 (related to annual reporting); AZ Admin Code R9-19-104. Services governed by R9-19 and ARS §36-302, 322, 327, 329, 338
BIRTH AND DEATH CERTIFICATES	The purpose of the Birth and Death Certificates activity is to provide copies of birth and death certificates on request to private individuals who are entitled to have them so that they can conduct their personal business in a timely manner.	ARS §36-186 (related to annual reporting); AZ Admin Code R9-19-104. Services governed by R9-19 and ARS §36-302, 322, 327, 329, 338
HEALTH AND DISEASE STATISTICS	The purpose of Health and Disease Statistics (Epidemiology) is to provide information and training regarding population health status as well as epidemiologic and data methods and procedures to other Public Health divisions, County departments, and the public at large so that they can productively use accurate data to implement and evaluate health-related interventions.	ARS §36-186 (related to annual reporting); 36-621; AZ Admin Code R9-6-202, 302
CHRONIC DISEASE & TOBACCO CONTROL	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.	
CARDIOVASCULAR DISEASE EDUC	The purpose of Cardiovascular Disease Education is to provide education and motivation to students in grades four through eight to increase their physical activity now, and throughout their lives.	NONE
CHILD INJ PREVENT & HLTH EDUCN	The purpose of Childhood Injury Prevention and General Health Education is to educate people on child safety issues and distribute child safety devices to low income children in Maricopa County so that the rate of unintentional injuries and deaths may be reduced.	NONE
TOBACCO USE EDUCATION	The purpose of the Maricopa County Tobacco Use Prevention activity is to provide leadership, direction, education and support to all residents of Maricopa County so they can live in tobacco-free communities.	NONE
WOMEN TOGETHER FOR HEALTH	The purpose of the Women Together for Health activity is to provide education, motivation and support to women of childbearing years so that they can make positive changes to improve their health.	NONE
HEALTHCARE FOR HOMELESS INDIVIDUALS	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.	
PRIMARY CARE CLINIC-HOMELESS	The purpose of the Primary Care Clinic for the Homeless is to provide integrated primary care, medical and behavioral health services, in a holistic manner for homeless persons of Maricopa County so that an optimal level of function is achieved.	NONE

Mandates (Continued)

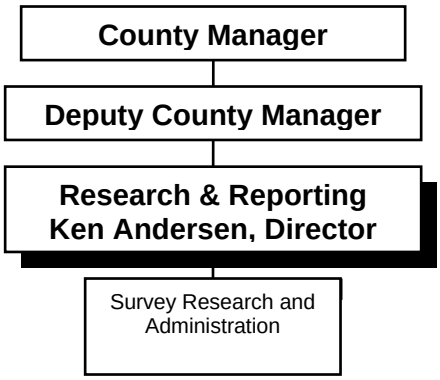
Program Activity	Purpose	Mandate
INFECTIOUS DISEASE CONTROL & TREATMENT	The purpose of Infectious Disease Control and Treatment is to provide clinical, outreach, and community-based interventions to defined populations and communities in order to prevent sexually transmitted diseases and tuberculosis, and promote the health of the community.	
GENERAL HEALTH SURVEILLANCE	The purpose of General Health Surveillance is to provide investigations of all cases of communicable diseases to residents of Maricopa County so that the sources of disease can be identified and the spread of infectious diseases can be controlled.	ARS §36-186 (related to annual reporting); 36-621; AZ Admin Code R9-6-202, 302
HANSEN'S DISEASE	The purpose of Hansen's Disease Services is to provide medical services to individuals suspected or confirmed with Hansen's Disease (also known as leprosy) so that they prevent the development of debilitating conditions due to lack of or inappropriate treatment of the disease.	NONE
HIV SURVEILLANCE	The purpose of HIV Surveillance is to provide verification and follow-up to reported and suspected cases of HIV and AIDS so that spread of HIV will be reduced in the community.	AZ Admin Code R9-6-339
INF DISEASE CNTL FOR REFUGEES	The purpose of Infectious Disease Control for Refugees is to provide necessary communicable disease screening and treatment to newly-arrived refugees to Maricopa County so that the community experiences better total health and the spread of disease is prevented.	NONE
JAIL WORK RELEASE EXAMINATIONS	The purpose of Jail Work Release Examinations is to provide screening for communicable diseases and basic physical exam to incarcerated individuals to determine their suitability for placement in outdoor incarcerated work release living environment.	NONE
PUBLIC HEALTH LABORATORY	The purpose of the Laboratory is to provide client testing for Public Health clinics so that they will receive their results quickly and at great cost savings.	NONE
PUBLIC HEALTH PHARMACY	The purpose of the pharmacy is to provide medications for Public Health programs and clients so that they can get cost savings on expensive medications.	NONE
SEXUALLY TRANSMITTED DISEASE	The purpose of STD Testing and Treatment is to provide testing, treatment, and follow-up to people at risk for developing a STD (other than HIV) so that they may be disease free.	AZ Admin Code R9-6-312; R9-6-330; R9-6-368
TUBERCULOSIS SERVICES	The purpose of Tuberculosis Services is to provide identification, prevention, and treatment of individuals with active tuberculosis and their contacts, so that they are free of tuberculosis and the spread of TB in the community is reduced.	ARS §36-717; ARS §36-718-738 and AZ Admin Code R9-6-373 contain governing mandates
IMMUNIZATION SERVICES	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.	
ADULT IMMUNIZATIONS	The purpose of Adult Immunizations is to provide the recommended or required immunizations to individuals planning to travel outside the United States or to meet immunizations requirements in the United States so that they can experience better total health through prevention activities.	R9-6-701; R9-6-107
CHILDHOOD IMMUNIZATIONS	The purpose of Childhood Immunizations is to provide immunizations to children 0 to 18 and education to parents, guardians, and day care and school staff to reduce/eliminate the transmission of vaccine preventable diseases.	ARS §36-671-674; AZ Admin Code R9-6-703
IMMUNIZATION EDUCATION	The purpose of Immunization Education is to provide classes to immunization providers in the community so that there will be an increase in immunization coverage rates for their clients (0-2 years old).	ARS §36-673 mandates training of school nurses upon request
NUTRITION	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.	
COMMUNITY NUTRITION	The purpose of Community Nutrition is to build community partnerships to provide nutrition programs, resources and referrals for the residents of Maricopa County so that they can implement nutrition and lifestyle practices to improve health, reduce chronic disease risks, and decrease barriers to food security.	NONE
WOMEN INFANTS & CHILDREN (WIC)	The purpose of WIC is to provide supplemental food and nutrition education for pregnant, breastfeeding, postpartum women, infants & children (up to age five) so that they adopt lifetime nutrition habits for better nutritional/health status.	NONE
ORAL HEALTH	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.	
DENTAL INSURANCE	The purpose of Dental Insurance is to provide access to dental insurance benefits for low income people in Maricopa and Pinal Counties so they have the opportunity to receive dental services when needed.	NONE
DENTAL SURVEILLANCE	The purpose of Dental Surveillance is to provide disease monitoring services to schools in Maricopa County so that oral health needs can be determined and addressed.	NONE
DENTAL SEALANTS	The purpose of Dental Sealants is to provide dental sealants to uninsured, AHCCCS- and KidsCare-eligible second and sixth grade students in Maricopa County so that they experience less tooth decay.	NONE

Research and Reporting

Analysis by Tara Acuña, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The mission of the Research & Reporting Department is to provide survey data services to county managers so they can more effectively manage for results using statistically reliable data.

Strategic Goals

- By July 2006, establish and/or identify an oversight, review and evaluation mechanism for each County Sponsored Survey. **Status:** The Managing for Results unit within OMB and Research and Reporting are working collaboratively to develop and align procedures for each of the four surveys. County sponsored surveys are developed based on Managing for Results and other County-wide initiatives. OMB recommends this goal be removed from the department's plan if it is completed, or updated as it will be out of date in FY 2006-07. The department should be able to meet this goal on time.

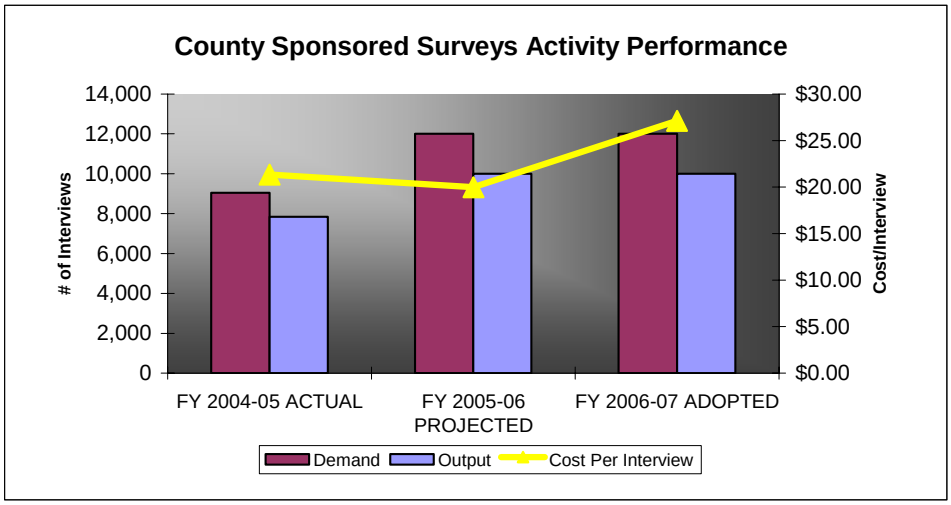
- By July 2006, develop and implement a succession plan to assure continuity of services provided by Research and Reporting. **Status:** Research and Reporting is exploring the possibility of joining Human Resources in the proposed mentoring/cross-training program. This goal may not be attainable by the deadline; OMB recommends the department updates the time frame of this goal to reflect a more appropriate completion date.

- By July 2006, develop a long term plan with MIHS and other outside agencies that have used Research and Reporting services in the past. **Status:** Research and Reporting has been in contact with Maricopa Integrated Health Systems (MIHS) and Arizona Department of Economic Security (AZDES) and is working towards establishing agreements for services. OMB

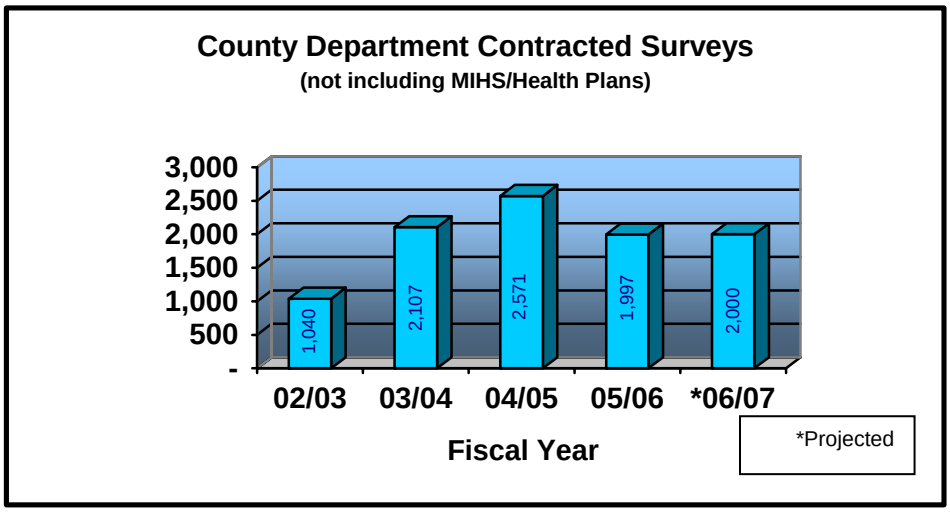
recommends this goal be removed from the department's plan if it is completed, or updated as it will be out of date in FY 2006-07. The deadline for this goal may need to be pushed back since agreements have not yet been made.

Department Performance Information

The County Sponsored Surveys Services Activity comprises 78% of Research and Reporting's budget in FY 2006-07. Historical performance data for this activity and commentary on significant variances is included below.



The projected cost per interview in FY 2005-06 is low due to the department's staffing at less than the anticipated complement. The department anticipates completing the same number of interviews with a full staff complement. While this will increase the cost per interview, it should also result in improved customer service.



In addition to the County Sponsored Surveys, Research and Reporting provides services to County departments. The graph above reflects the services provided from FY 2002-03 to FY 2006-07.

Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
46RR - RESEARCH AND REPORTING	$ 118,483	$ -	$ -	$ 20,085	$ -	$ -	
OACS - OUTSIDE AGENCY CONTRACT SURVEY	118,483	-	-	20,000	-	-	
SURV - COUNTY SPONSORED SURVEYS	-	-	-	85	-	-	
TOTAL PROGRAMS	**$ 118,483**	**$ -**	**$ -**	**$ 20,085**	**$ -**	**$ -**	
EXPENDITURES							
46RR - RESEARCH AND REPORTING	$ 250,675	$ 259,260	$ 268,218	$ 292,361	$ 271,209	$ (2,991)	-1.1%
CDCS - COUNTY DEPT CONTRACTED SURVEYS	35,257	7,586	-	74,358	-	-	
OACS - OUTSIDE AGENCY CONTRACT SURVEY	47,832	-	-	18,272	-	-	
SURV - COUNTY SPONSORED SURVEYS	167,586	251,674	268,218	199,731	271,209	(2,991)	-1.1%
99AS - ADMINISTRATIVE SERVICES PROG	$ 106,541	$ 71,546	$ 62,588	$ 76,618	$ 77,863	$ (15,275)	-24.4%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ 20,132	$ -	$ -	
TOTAL PROGRAMS	**$ 357,216**	**$ 330,806**	**$ 330,806**	**$ 389,111**	**$ 349,072**	**$ (18,266)**	**-5.5%**

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 118,483	$ -	$ -	$ 20,000	$ -	$ -	
MISCELLANEOUS REVENUE	-	-	-	85	-	$ -	
TOTAL REVENUE	**$ 118,483**	**$ -**	**$ -**	**$ 20,085**	**$ -**	**$ -**	
EXPENDITURES							
PERSONAL SERVICES	$ 301,391	$ 204,019	$ 204,019	$ 323,151	$ 321,754	$ 117,735	57.7%
SUPPLIES	4,590	11,000	11,000	10,836	5,998	$ (5,002)	-45.5%
SERVICES	17,860	79,547	79,547	19,173	19,580	$ (59,967)	-75.4%
OTHER FINANCING USES	31,636	34,502	34,502	34,502	-	$ (34,502)	-100.0%
CAPITAL OUTLAY	1,738	1,738	1,738	1,449	1,740	$ 2	0.1%
TOTAL EXPENDITURES	**$ 357,216**	**$ 330,806**	**$ 330,806**	**$ 389,111**	**$ 349,072**	$ 18,266	5.5%

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
100 GENERAL	$ 118,483	$ -	$ -	$ 20,085	$ -	$ -	
ALL FUNDS	**$ 118,483**	**$ -**	**$ -**	**$ 20,085**	**$ -**	**$ -**	
EXPENDITURES							
100 GENERAL	$ 357,216	$ 330,806	$ 330,806	$ 389,111	$ 349,072	$ (18,266)	-5.5%
ALL FUNDS	**$ 357,216**	**$ 330,806**	**$ 330,806**	**$ 389,111**	**$ 349,072**	**$ (18,266)**	**-5.5%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
100 GENERAL	0.00	0.00	6.50	6.50	
260 RESEARCH & REPORTING	7.25	7.25	0.00	-7.25	-1.00
TOTAL FUNDS	**7.25**	**7.25**	**6.50**	**-0.75**	**-0.10**

Department deleted .75 FTE in its budget submission.

Base Adjustments

Revenues and expenditures from the Research and Reporting Fund (260) have been restated to the General Fund (100) for FY 2006-07.

Expenditures

- **Increase to Internal Service Charges ($9,000)**: An adjustment of $9,000 was made to internal service charges impacting all activities to align with current and historical spending patterns.

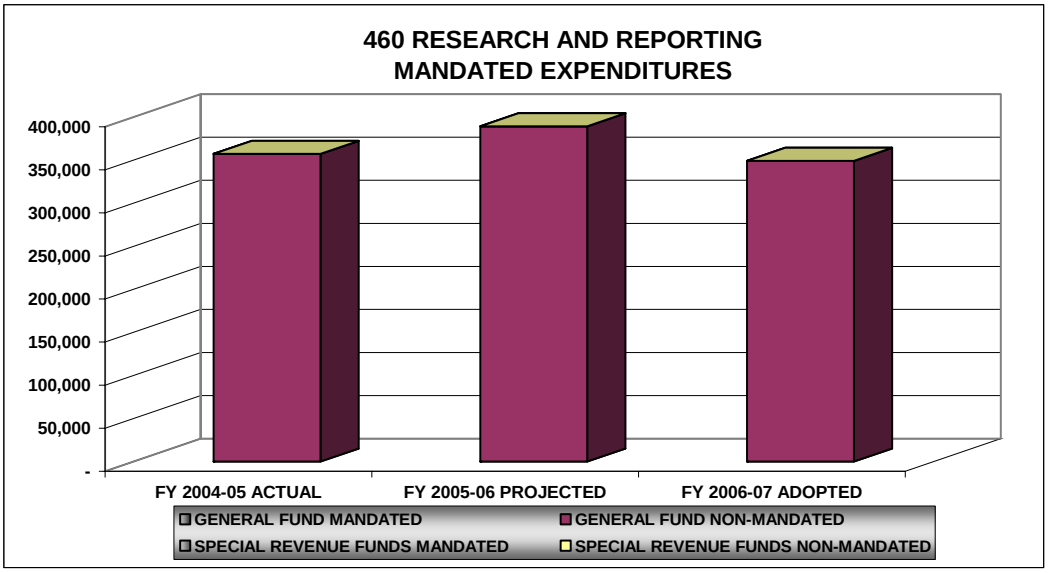
- **Decrease to County Sponsored Survey Activity (-$9,000):** The adopted budget decreases Temporary pay and benefits in the amount of (-$9,000) in the County Sponsored Survey Activity to reflect a funding level which would support the anticipated demand for this service.

Reconciliation

General Fund (100) Appropriated Budget

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ -**	**$ -**
FY 2005-06 REVISED BUDGET:	**$ -**	**$ -**
Restatements	330,806	-
FY 2005-06 REVISED RESTATED BUDGET:	**$ 330,806**	**$ -**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 1,385	$ -
Retirement Contributions	4,121	-
FY 2005-06 Pay for Performance Annualization	25	-
FY 2005-06 Executive Compensation Increase (12 mo)	3,835	-
FY 2006-07 Pay for Performance	8,900	-
Subtotal	**$ 18,266**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 349,072**	**$ -**
Increase to Internal Services charges	$ 9,000	$ -
Decrease to County Sponsored Surveys Activity	(9,000)	-
FY 2006-07 ADOPTED BUDGET:	**$ 349,072**	**$ -**

Mandates



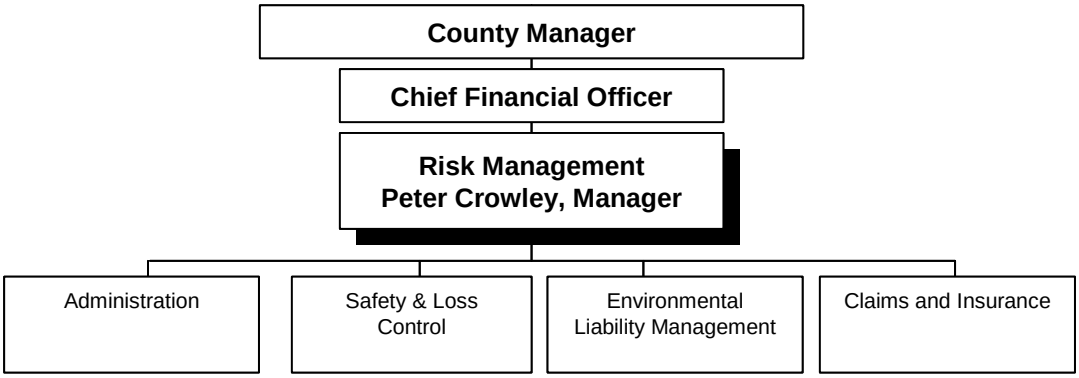
Program Activity	Purpose	Mandate
RESEARCH & REPORTING	The purpose of the Research And Reporting Program is to provide survey data services to county managers and external agencies so they can have statistically valid data upon which to base informed decisions.	
COUNTY DEPT CONTRACTED SURVEYS	The purpose of the County Department Contracted Surveys Activity (CDCS) is to provide survey data to county agencies and departments so they have statistically valid data upon which to base informed decisions.	NONE
OUTSIDE AGENCY CONTRACT SURVEY	The purpose of the Outside Agency Contracted Surveys Activity is to assist other government and/or non-profit agencies with their survey data needs so that Maricopa County and its residents can benefit from the data collected.	NONE
STUDY DESIGN	The purpose of the County Sponsored Surveys Activity is to collect data from employees and customers and develop reports for County Management so they have statistically valid data upon which to base informed decisions.	NONE
COUNTY SPONSORED SURVEYS	The purpose of the County Sponsored Surveys Activity is to collect data from employees and customers and develop reports for County Management so they have statistically valid data upon which to base informed decisions.	NONE

Risk Management

Analysis by Cynthia Goelz, Management & Budget Coordinator

Departmental Information

Organizational Chart



Mission

The mission of the Risk Management Department is to provide loss prevention and control programs and direction, insurance, environmental and claims management services to Maricopa County departments, districts and Trust members to reduce or eliminate losses.

Vision

The Risk Management Department will be recognized as a leader and relied upon for a countywide risk management philosophy and culture.

Strategic Goals

- By June 30, 2006, Risk Management will have in place a formal claims handling and reporting procedure for all Special Health Care District (SHCD) claims. Risk Management will establish a monthly reporting review program for SHCD by December 1, 2005. **Status**: Risk Management is working with Special Health Care District (SHCD) on a claims handling and reporting procedure. It should be in place by the end of the third quarter of FY 05-06. Risk Management and the SHCD meet monthly to jointly review claims. The FY 2006-07 budget request will have an impact on this goal as well as the key result of "Percent of Claims Closed". OMB recommends this goal be removed from the department's plan if it is completed, or updated as it will be out of date in FY 2006-07.

- Risk Management will complete, by September 30, 2006, an analysis of the costs and benefits of bringing workers compensation claims adjusting work in-house. **Status**: This analysis will be completed on time. Should the analysis indicate a reduced cost or enhanced benefit associated with in-sourcing this function as evidenced by an increase in the percent of claims closed and the percent of exposure covered, the department will seek to implement this initiative.

- By December 1, 2006, Risk Management will work with Human Resources to reach a solution to the issue of access to employee information needed to process workers' compensation and unemployment claims. **Status:** Risk Management has approached Human Resources on this subject, but has not yet agreed on a solution. Once this issue is resolved, claims will be resolved more quickly, resulting in an increase in the percent of claims closed. OMB recommends this goal be removed from the department's plan if it is completed, or updated as it will be out of date in FY 2006-07.

- By June 30, 2006, Risk Management will propose to County departments, districts, and Trust members' methods to establish and maintain a safety management system to reduce or eliminate losses. **Status:** Risk Management's safety division has an on-going procedure of proposing such a safety management system to County departments, and makes its staff available when a department seeks to establish such a system. OMB recommends this goal be redefined to focus on ways in which to increase use of, or compliance with, safety management systems as this would more directly impact the number of employees sustaining injuries.

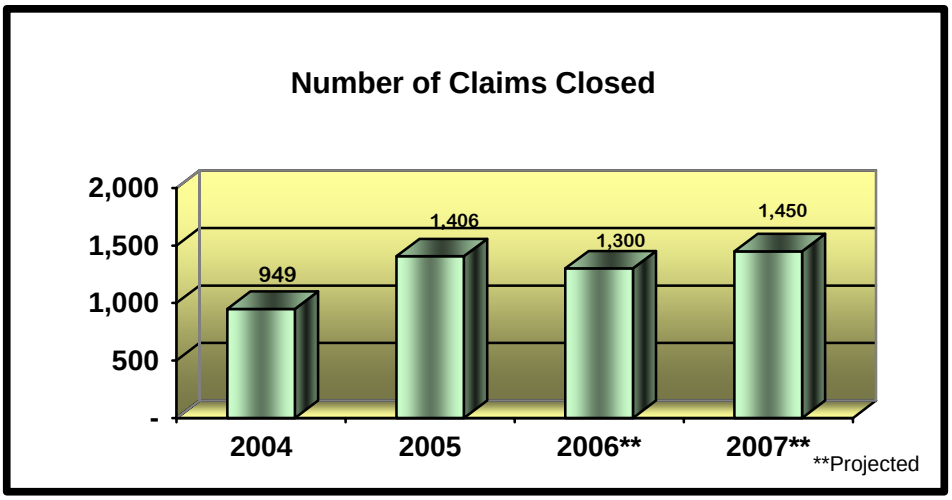
- Annually, throughout the period of any renewal for insurance coverage, Risk Management will work with the County insurance broker to obtain multiple quotes for such coverage in order to ensure that the costs to the County for coverage are competitive. **Status**: Risk Management continues to work with their contract insurance broker to obtain multiple quotes for desirable insurance coverage. It should be noted that the advancement of this goal is influenced by a number of factors outside the direct control of the Risk Management department including, but not limited to, the number of insurance companies willing to write the desired coverage, County claims history, and the overall insurance market. This goal and the activities that support it impact the percent of exposure covered as decisions are made regarding whether to purchase insurance or self-insure.

- Annually, throughout the fiscal year, Risk Management will strive to retain experienced and valuable employees and maintain the highest level of expertise possible through strategies such as utilizing employee satisfaction surveys and internal customer satisfaction surveys to identify areas for focused improvement**. Status**: Risk Management continues to communicate with its staff to timely address any issues of concern. Risk Management seeks to maintain a positive work environment through professional and clear management directions and responsiveness. This positive environment will be reflected in Risk Management's services to its customers, and should continue to be reflected in customer satisfaction surveys. In FY 2004-05, the department received an overall satisfaction rating of 93%.

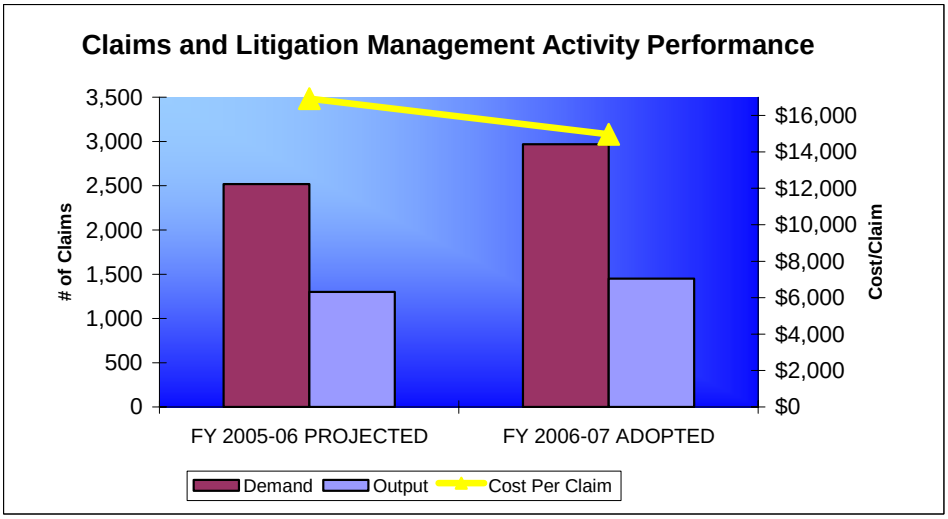
Department Performance Information

The Claims and Litigation Services and Safety Management Services Activities comprise 76% of Risk Management's budget in FY 2006-07. There is no historical data available for either activity due to their measures being revised in FY 2005-06.

The Claims Resolution and Litigation Management Activity measures are difficult to project due to the unpredictable nature of the number of claims filed and the type of settlement for the claim. Some claims are not settled for many years; some cost several million of dollars to settle, while others settle out of court in a timely manner and for much smaller amounts.

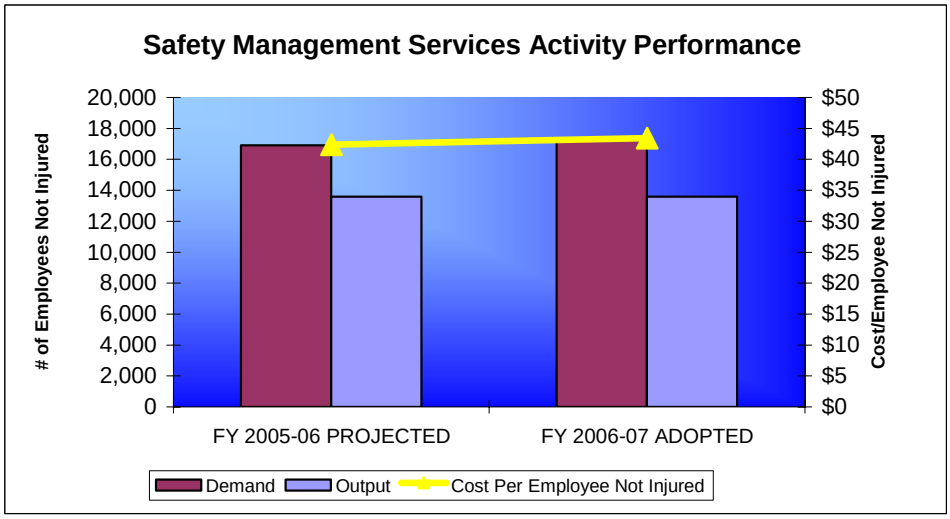


The demand and output for the Claims and Litigation Management Activity in FY 2006-07 is increasing over the projected amounts for FY 2005-06. This is representative of the trend the department has experienced over the past several years. The cost per claim was high in FY 2005-06 due to several unfavorable judgments. It is anticipated that the cost per claim will decrease in FY 2006-07 and the department has devoted additional staff resources to the claims process



The amount of personnel resources allocated to the Safety Management Activity is not changing from FY 2005-06 to 2006-07. Therefore, although the number of employees is anticipated to increase, the

number not injured is anticipated to remain constant. The change in the cost per employee not injured is minimal, and is primarily a result of the increase in the wages and benefits costs of the staff delivering these services.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
75CR - CLAIMS RESOLUTION/LIT MGT PROG	$ -	$ -	$ -	$ 1,759,857	$ 21,693,174	$ 21,693,174	
LGMS - CLAIMS AND LITIGATION MGMT	-	-	-	1,759,857	21,693,174	21,693,174	
75EM - ENVIRONMENTAL MANAGEMENT PROG	$ 10,482	$ -	$ -	$ 3,251	$ -	$ -	
ENSS - ENVIRONMENTAL MANAGEMENT SVCS	10,482	-	-	3,251	-	-	
75RI - RISK MGMT SELF-INSURANCE PROG	$ 26,724,565	$ 23,116,120	$ 23,116,120	$ 23,116,120	$ 5,056,826	$ (18,059,294)	-78.1%
TRFD - TRUST FUND ADMINISTRATION	26,724,565	23,116,120	23,116,120	23,116,120	5,056,826	(18,059,294)	-78.1%
99AS - ADMINISTRATIVE SERVICES PROG	$ (113)	$ -	$ -	$ -	$ -	$ -	
TOTAL PROGRAMS	**$ 26,734,933**	**$ 23,116,120**	**$ 23,116,120**	**$ 24,879,229**	**$ 26,750,000**	**$ 3,633,880**	**15.7%**
EXPENDITURES							
75CR - CLAIMS RESOLUTION/LIT MGT PROG	$ 19,733,149	$ 24,154,479	$ 19,764,786	$ 22,000,259	$ 21,693,174	$ (1,928,388)	
LGMS - CLAIMS AND LITIGATION MGMT	19,733,149	24,154,479	19,764,786	22,000,259	21,693,174	(1,928,388)	-9.8%
75EM - ENVIRONMENTAL MANAGEMENT PROG	$ 315,825	$ 556,967	$ 563,271	$ 494,566	$ 515,560	$ 47,711	8.5%
ENSS - ENVIRONMENTAL MANAGEMENT SVCS	315,825	556,967	563,271	494,566	515,560	47,711	8.5%
75RI - RISK MGMT SELF-INSURANCE PROG	$ 4,902,797	$ 444,036	$ 4,768,469	$ 2,670,720	$ 6,030,301	$ (1,261,832)	-26.5%
TRFD - TRUST FUND ADMINISTRATION	4,902,797	444,036	4,768,469	2,670,720	6,030,301	(1,261,832)	-26.5%
75SM - SAFETY MANAGEMENT PROGRAM	$ 581,637	$ 561,409	$ 582,196	$ 576,350	$ 590,425	$ (8,229)	-1.4%
SAMA - SAFETY MANAGEMENT SERVICES	581,637	561,409	582,196	576,350	590,425	(8,229)	-1.4%
99AS - ADMINISTRATIVE SERVICES PROG	$ 182,029	$ 294,675	$ 332,844	$ 269,606	$ 337,198	$ (4,354)	-1.3%
99GV - GENERAL GOVERNMENT	$ 114,652	$ 119,335	$ 119,335	$ 119,335	$ 117,932	$ 1,403	1.2%
TOTAL PROGRAMS	**$ 25,830,089**	**$ 26,130,901**	**$ 26,130,901**	**$ 26,130,836**	**$ 29,284,590**	**$ (3,153,689)**	**-12.1%**

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 4,572,879	$ 6,931,550	$ 6,881,937	$ 6,850,800	$ 5,911,471	$ (970,466)	-14.1%
CHARGES FOR SERVICES	21,400,478	15,659,570	15,709,183	15,740,320	20,088,529	4,379,346	27.9%
MISCELLANEOUS REVENUE	761,576	525,000	525,000	2,288,109	750,000	225,000	42.9%
TOTAL REVENUE	**$ 26,734,933**	**$ 23,116,120**	**$ 23,116,120**	**$ 24,879,229**	**$ 26,750,000**	**$ 3,633,880**	**15.7%**
EXPENDITURES							
PERSONAL SERVICES	$ 1,270,312	$ 1,389,341	$ 1,547,021	$ 1,413,400	$ 1,576,899	$ (29,878)	-1.9%
SUPPLIES	48,662	48,000	48,000	50,000	59,000	(11,000)	-22.9%
SERVICES	24,371,482	24,547,782	24,390,102	24,525,501	27,521,759	(3,131,657)	-12.8%
OTHER FINANCING USES	114,652	119,335	119,335	119,335	117,932	1,403	1.2%
CAPITAL OUTLAY	24,980	26,443	26,443	22,600	9,000	17,443	66.0%
TOTAL EXPENDITURES	**$ 25,830,089**	**$ 26,130,901**	**$ 26,130,901**	**$ 26,130,836**	**$ 29,284,590**	**$ (3,153,689)**	**-12.1%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
675 RISK MANAGEMENT	$ 26,734,933	$ 23,116,120	$ 23,116,120	$ 24,879,229	$ 26,750,000	$ 3,633,880	15.7%
ALL FUNDS	**$ 26,734,933**	**$ 23,116,120**	**$ 23,116,120**	**$ 24,879,229**	**$ 26,750,000**	**$ 3,633,880**	**15.7%**
EXPENDITURES							
675 RISK MANAGEMENT	$ 25,830,089	$ 26,130,901	$ 26,130,901	$ 26,130,836	$ 29,284,590	$ (3,153,689)	-12.1%
ALL FUNDS	**$ 25,830,089**	**$ 26,130,901**	**$ 26,130,901**	**$ 26,130,836**	**$ 29,284,590**	**$ (3,153,689)**	**-12.1%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
675 RISK MANAGEMENT	20.00	21.00	21.00	-	0%
TOTAL FUNDS	**20.00**	**21.00**	**21.00**	**-**	**0%**

With existing resources, the staffing in the Claims and Litigation Management Activity increased by 1 Financial Business Analyst to address increase in number of claims.

Base Adjustments

Revenue

- **Change to the Trust Fund Administration Activity Revenue (-$18,059,294):** The department's budget submission included revenues over target in the amount of $3,633,880. The adopted budget reflects the reallocation of revenue to the Claims and Litigation Management Activity from the Trust Fund Administration Activity in the amount of ($21,693,174). Historically, the department budgeted and coded all revenue to one activity. This reallocation will align revenues and expenditures by activity. The net decrease of revenue in this activity is ($18,059,294).

- **Increase in Revenue in the Claims Management Activity ($21,693,174):** The adopted budget reflects the reallocation of revenue to the Claims and Litigation Management Activity in the amount of $21,693,174 from the Trust Fund Administration Activity. Historically, the department budgeted and coded all revenue to one activity. This reallocation will align revenues and expenditures by activity.

Expenditures

- **Increase to Personnel Savings (-$48,088):** The adopted budget increases Personnel Savings by (-$48,088) to 1.25 FTE, which is 6% of budgeted salary expenditures. Recent experience has been 7.5% of budgeted salaries.

- **Adjustments to the Claims and Litigation Activity ($617,558):** The department's budget submission included expenditures over target in the amount of $6,128,470 for the anticipated cost of claims and litigation. The adopted budget also increased expenditures for the legal costs associated with this activity in the amount of $43,088. In addition, the cost of premium expense of ($5,594,000). was reallocated from this claims activity to the Trust Fund Administration Activity. The net change of the adjustments was $617,558.

- **Increase to the Trust Fund Administration Activity ($5,594,000):** The adopted budget includes the reallocation of insurance premium cost from the Claims and Litigation Management Activity to the Trust Fund Administration Activity, $5,594,000. Historically, the premium costs were budgeted in the Claims and Litigation Management Activity, but charged to the Trust Fund Administration Activity. OMB is recommending that the activity for budget and charges be consistent.

Reconciliation

Risk Management Fund (675) Appropriated Budget Reconciliation

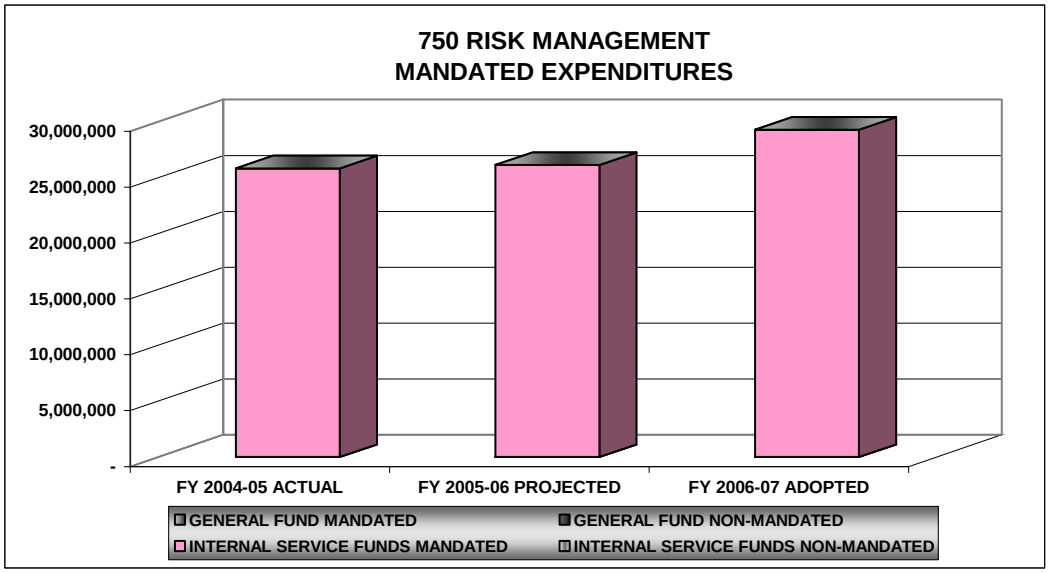
	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 26,130,901**	**$ 23,116,120**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 26,130,901**	**$ 23,116,120**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 9,765	$ -
Retirement Contributions	19,769	-
Structural Balance	(3,103,871)	-
FY 2005-06 Pay for Performance Annualization	8,216	-
FY 2005-06 Executive Compensation Increase (12 mo)	6,375	-
FY 2006-07 Pay for Performance	44,965	-
Subtotal	**$ (3,014,781)**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 23,116,120**	**$ 23,116,120**
BASE ADJUSTMENTS:		
Department Budget Submission over target in th Trust Fund Administration Activity	$ 6,168,470	$ 3,633,880
Reallocation of revenue from the Trust Fund Administration Activity	-	(21,693,174)
Reallocation of revenue to the Claims and Litigation Management Activity	-	21,693,174
Reallocation of resources to legal costs associated with Claims and Litigation Management Activity:	43,088	-
Internal Service Charges (County Counsel) $111,569	-	-
Outside Legal Services ($68,481)	-	-
Reallocation of premium expense from the Claims and Litigation Management Activity	(5,594,000)	-
Reallocation of premium expense the to the Trust Fund Administration	5,594,000	-
Increase to Personnel Salary Savings in all Activities	(43,088)	
Subtotal	**$ 6,168,470**	**$ 3,633,880**
FY 2006-07 ADOPTED BUDGET:	**$ 29,284,590**	**$ 26,750,000**

Risk Management (675) Fund Balance Summary

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 RECOMM.	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
Initial Unreserved Begin Balance	$ 17,292,224	$ 18,183,575	$ 18,183,575	$ 17,620,205	$ 16,368,598	$ 16,368,598	$ (1,814,977)	-10.0%
Designations	-	(5,150,000)	(5,150,000)	(5,150,000)	-	-	5,150,000	-100.0%
Initial Unreserved/Undesignated Begin Balance	17,292,224	13,033,575	13,033,575	12,470,205	16,368,598	16,368,598	3,335,023	25.6%
Unreserved/Undesignated Beginning Fund Balance	17,292,224	13,033,575	13,033,575	12,470,205	16,368,598	16,368,598	3,335,023	25.6%
Revenue	$ 26,734,933	$ 23,116,120	$ 23,116,120	$ 24,879,229	$ 26,750,000	$ 26,750,000	$ 3,633,880	15.7%
Expenditures	25,830,089	26,130,901	26,130,901	26,130,836	29,284,590	29,284,590	3,153,689	12.1%
Net Operating	$ 904,844	$ (3,014,781)	$ (3,014,781)	$ (1,251,607)	$ (2,534,590)	$ (2,534,590)	480,191	-15.9%
Unreserved/Undesignated Ending Fund Balance	$ 17,620,207	$ 10,018,794	$ 10,018,794	$ 11,218,598	$ 13,834,008	$ 13,834,008	$ 3,815,214	38.1%
Unreserved Ending Fund Balance	$ 17,620,207	$ 15,168,794	$ 15,168,794	$ 16,368,598	$ 13,834,008	$ 13,834,008	$ (1,334,786)	-8.8%

The department has advised that there is a significant outstanding settlement associated with the Flood Control District. This expenditure is included in the FY 2006-07 budget and therefore, a Fund Designation is no longer necessary.

Mandates



Mandated expenditure levels vary year-to-year based on several factors including the unpredictable nature of the number of claims filed and the type of settlement for the claim. Some claims are not settled for many years; some cost several million of dollars to settle, while others settle out of court in a timely manner and for much smaller amounts. See the Base Adjustment section above for additional detail.

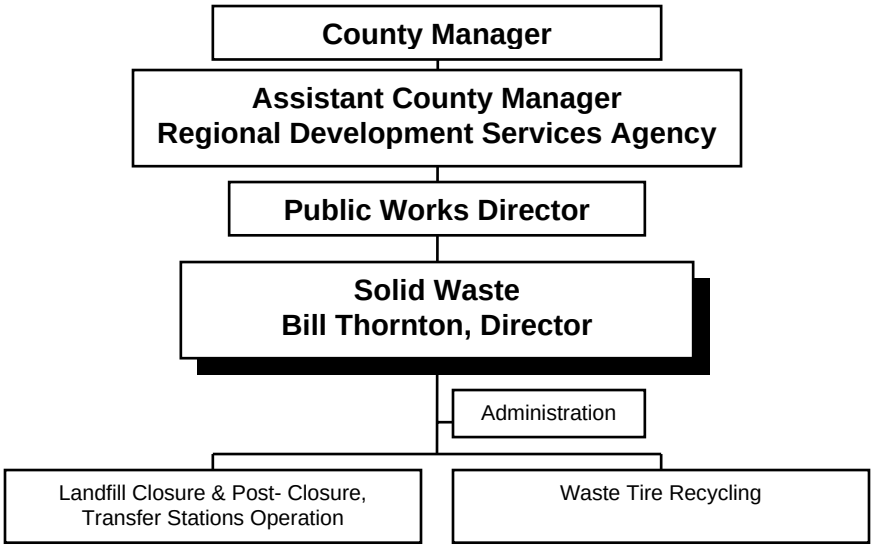
Program Activity	Purpose	Mandate
CLAIMS RESOLUTION AND LITIGATION MANAGEMENT	The purpose of the Claims Resolution and Litigation Management Program is to provide claims disposition and litigation management services to the County so they can reduce the cost of claims and expenses.	
CLAIMS AND LITIGATION MGMT	The purpose of the Claims and Litigation Management Activity is to provide management of claims and lawsuits and monetary collection services to the County so they can reduce the cost of claims and expenses.	ADMINISTRATIVE
ENVIRONMENTAL MANAGEMENT	The purpose of the Environmental Management Program is to provide environmental technical services to the County so they can minimize or eliminate liabilities.	
ENVIRONMENTAL MANAGEMENT SVCS	The purpose of the Environmental Management Services Activity is to provide environmental management services for the County so they can identify and mitigate potential liabilities.	* 40 CFR : Protection of the Environment ARS Title 49 (formerly Title 18) – The Environment
RISK MANAGEMENT/SELF INSURANCE	The purpose of the Risk Management Self-Insurance Program is to provide coverage and liability reduction services to the County so they will have adequate protection of County assets.	
TRUST FUND ADMINISTRATION	The purpose of the Trust Fund Administration Activity is to provide oversight of risk management services to Maricopa County departments, districts and trust members so they can have adequate protection and coverage of assets at the most cost effective price	ADMINISTRATIVE
SAFETY MANAGEMENT	The purpose of the Safety Management Program is to provide safety management services to the County so they can ensure standards compliance and control and/or prevent losses.	
SAFETY MANAGEMENT SERVICES	The purpose of the Safety Management Services Activity is to provide consultation, technical, and training services to the County so they can ensure standards compliance and control and/or prevent losses.	* 1. OSHA Compliance Requirement: Section 5(a)(1) of the OSH Act, 2. OSHA TRAINING requirement: 1926.21(b)(2) T 3. 40 CFR Transportation Mandates for Commercial Drivers Licensing and Drug & Alcohol Testing.

Solid Waste Management

Analysis by Jamie Rullo, Senior Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The Mission of the Solid Waste Management Department is to provide an economical and environmentally sound waste management program by making waste collection and tire recycling facilities available for residents and businesses in order for the safe handling of solid waste materials and protection of the public's health and environment.

Vision

Provide a range of solid waste management services including waste transfer stations, waste tire drop-off facilities, and material recovery sites for County residents and businesses, while protecting public health and environment from illegal dumping.

Strategic Goals

- "Waste Tire Drop-Off Facility" - By June 2007, develop a design plan and identify funding for the construction and operation of a Waste Tire Drop-Off Facility to manage waste tires in western Maricopa County. Providing this service will give waste tire generators a shorter haul to dispose of waste tires and reduce illegal dumping of waste tires. **Status**: A waste tire drop off facility, located at the Hassayampa Landfill, has been proposed for design, construction, and operations in the FY 2006-07 budget.

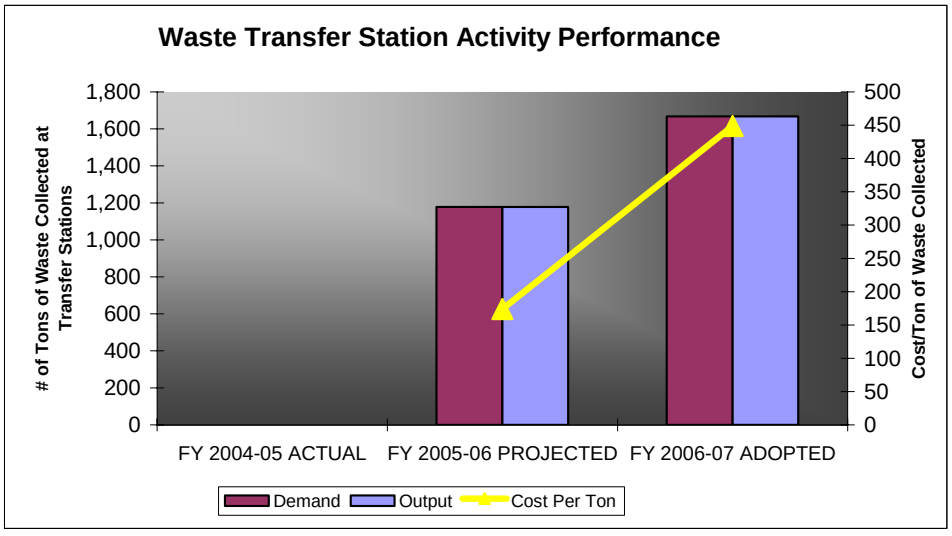
- "Household Hazardous Waste" - By June 2008, develop a design plan and identify funding for the construction and operation associated with the collection of household hazardous waste (HHW) at Maricopa County Transfer Stations by adding additional storage equipment to provide for the proper disposal of batteries, oil, paint, and antifreeze (BOPA) wastes to minimize illegal dumping of HHW. **Status**: Recommendations have been made and a preliminary cost evaluation has been completed; however, funding has not yet been identified.

- "Illegal Dumping Clean-Up" - By June 2008, forecast expenses and identify possible sources of funding for the establishment of an Illegal Dumping Clean-up Team lead by a Program Coordinator, staffed with trained employees, and provided with equipment that will ensure clean up of illegally disposed solid wastes. **Status**: A county-wide effort will be coordinated to establish an illegal dumping clean-up program. Funding has yet to be identified.

- "Transfer Stations" - By 2008, begin to rebuild transfer stations at Morristown and Aguila in order to provide an efficient, effective and convenient service that will assist in dissuading illegal dumping. **Status**: Solid Waste is proposing that the Morristown Transfer Station be rebuilt as a waste tire collection site with secondary usage as a transfer station.

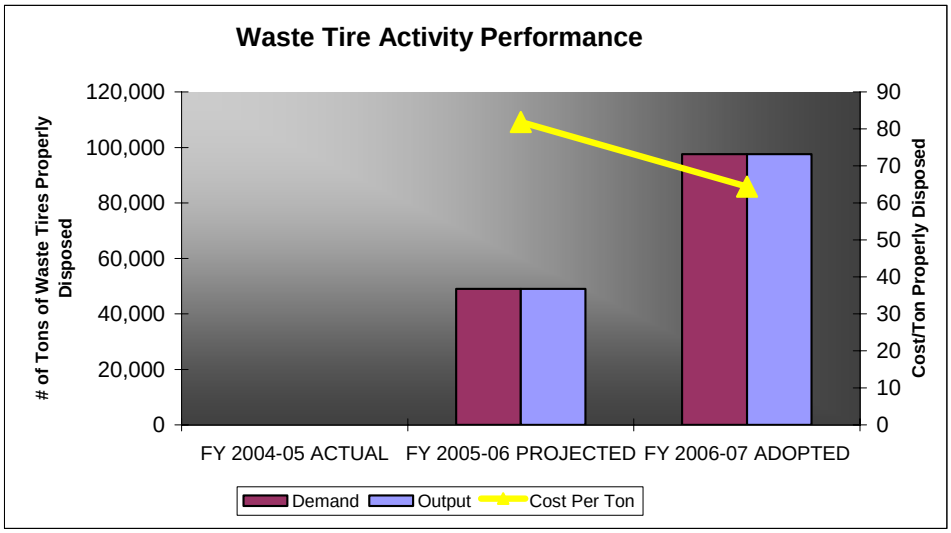
Department Performance Information

The purpose of the Transfer Station Activity is to provide waste disposal facilities for Maricopa County residents who are not provided with private waste collection so that they can safely dispose of solid wastes. Tracking of this activity at a cost per ton basis was not implemented until a process improvement study was completed in FY 2005-06. Even then it appears that not all costs were properly reported. The FY 2005-06 budget was aligned properly with the strategic plan and it is estimated that the Solid Waste Department will be collecting refuse at a cost of $449 per ton.

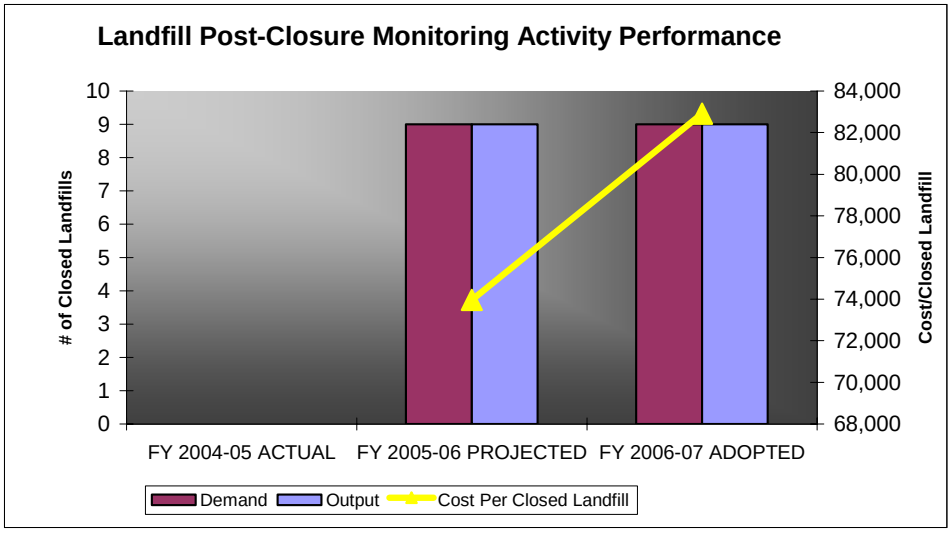


The purpose of the Waste Tire Activity is to provide collection and disposal facilities for Maricopa County residents so waste tires will not be illegally disposed of within the County. Tracking of this

activity at a cost per ton basis was not implemented until a process improvement study was completed in FY 2005-06. Even then it appears that not all costs were properly reported. The FY 2006-07 budget was aligned properly with the strategic plan and it is estimated that the Solid Waste Department will be collecting and properly disposing of waste tires at a cost of $64 per ton.



The purpose of the Landfill Post-Closure Maintenance and Monitoring Activity is to provide the necessary post-closure maintenance and monitoring services to landfills in order to protect the health and environment of the residents of Maricopa County. Tracking of this activity at a cost per site basis was not implemented until a process improvement study was completed in FY 2005-06. The FY 2006-07 budget shows an increase in cost per landfill from $73,962 to $82,910. This increase was due to increased personnel costs and increased cost associated with the number and type of maintenance projects.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
67EW - ENVIRONMENTAL WASTE MANAGEMEN	$ 1,361,783	$ 4,150,000	$ 4,150,000	$ 4,855,728	$ 4,840,000	$ 690,000	16.6%
ILLG - ILLEGAL DUMPING CLEAN-UP	37,240	-	-	-	-	-	
TIRE - WASTE TIRE MANAGEMENT	1,324,543	4,150,000	4,150,000	4,855,728	4,840,000	690,000	16.6%
67WD - WASTE DISPOSAL MANAGEMENT	$ 622,404	$ 665,000	$ 665,000	$ 593,591	$ 804,500	$ 139,500	21.0%
MONT - LANDFILL POST-CLOSURE MONITOR	49,500	-	300,000	220,000	740,000	440,000	146.7%
TRAN - WASTE TRANSFER STATION	572,904	665,000	365,000	373,591	64,500	(300,500)	-82.3%
99AS - ADMINISTRATIVE SERVICES PROG	$ 3,511,924	$ -	$ -	$ -	$ -	$ -	
TOTAL PROGRAMS	**$ 5,496,111**	**$ 4,815,000**	**$ 4,815,000**	**$ 5,449,319**	**$ 5,644,500**	**$ 829,500**	**17.2%**
EXPENDITURES							
67EW - ENVIRONMENTAL WASTE MANAGEMEN	$ 4,323,991	$ 4,224,881	$ 4,316,699	$ 4,171,785	$ 6,283,609	$ (1,966,910)	-45.6%
HOUS - HOUSEHOLD HAZARDOUS WASTE	115,445	200,000	251,768	160,000	-	251,768	100.0%
ILLG - ILLEGAL DUMPING CLEAN-UP	(4,275)	-	-	-	-	-	
TIRE - WASTE TIRE MANAGEMENT	4,212,821	4,024,881	4,064,931	4,011,785	6,283,609	(2,218,678)	-54.6%
67WD - WASTE DISPOSAL MANAGEMENT	$ 62,756	$ 391,924	$ 384,168	$ 870,294	$ 1,494,142	$ (1,109,974)	-288.9%
MONT - LANDFILL POST-CLOSURE MONITOR	(278,580)	181,114	226,932	665,663	746,188	(519,256)	-228.8%
TRAN - WASTE TRANSFER STATION	341,336	210,810	157,236	204,632	747,954	(590,718)	-375.7%
99AS - ADMINISTRATIVE SERVICES PROG	$ 303,216	$ 175,533	$ 194,942	$ 119,840	$ 143,135	$ 51,807	26.6%
99GV - GENERAL GOVERNMENT	$ 79,308	$ 89,041	$ 89,041	$ 89,041	$ 93,863	$ (4,822)	-5.4%
TOTAL PROGRAMS	**$ 4,769,271**	**$ 4,881,379**	**$ 4,984,850**	**$ 5,250,961**	**$ 8,014,749**	**$ (3,029,899)**	**-60.8%**

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
INTERGOVERNMENTAL REVENUES	$ 4,493,928	$ 4,300,000	$ 4,300,000	$ 4,962,358	$ 5,100,000	$ 800,000	18.6%
CHARGES FOR SERVICES	327,747	155,000	155,000	75,277	104,500	(50,500)	-32.6%
MISCELLANEOUS REVENUE	677,536	360,000	360,000	499,685	440,000	80,000	22.2%
OTHER FINANCING SOURCES	(3,100)	-	-	(88,000)	-	-	
TOTAL REVENUE	**$ 5,496,111**	**$ 4,815,000**	**$ 4,815,000**	**$ 5,449,319**	**$ 5,644,500**	**$ 829,500**	**17.2%**
EXPENDITURES							
PERSONAL SERVICES	$ 522,141	$ 589,996	$ 660,498	$ 649,976	$ 814,757	$ (154,259)	-23.4%
SUPPLIES	45,348	66,352	66,352	65,458	81,746	(15,394)	-23.2%
SERVICES	3,831,982	3,919,021	3,951,990	4,236,086	5,096,848	(1,144,858)	-29.0%
OTHER FINANCING USES	79,308	89,041	89,041	89,041	75,683	13,358	15.0%
CAPITAL OUTLAY	290,492	216,969	216,969	210,400	1,945,715	(1,728,746)	-796.8%
TOTAL EXPENDITURES	**$ 4,769,271**	**$ 4,881,379**	**$ 4,984,850**	**$ 5,250,961**	**$ 8,014,749**	**$ (3,029,899)**	**-60.8%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
290 WASTE TIRE	$ 4,708,674	$ 4,150,000	$ 4,150,000	$ 4,855,728	$ 4,840,000	$ 690,000	16.6%
580 SOLID WASTE MANAGEMENT	787,437	665,000	665,000	593,591	804,500	139,500	21.0%
ALL FUNDS	**$ 5,496,111**	**$ 4,815,000**	**$ 4,815,000**	**$ 5,449,319**	**$ 5,644,500**	**$ 829,500**	**17.2%**
EXPENDITURES							
290 WASTE TIRE	$ 4,274,599	$ 4,075,553	$ 4,103,591	$ 4,051,603	$ 6,327,487	$ (2,223,896)	-54.2%
580 SOLID WASTE MANAGEMENT	494,672	805,826	881,259	1,199,358	1,687,262	(806,003)	-91.5%
ALL FUNDS	**$ 4,769,271**	**$ 4,881,379**	**$ 4,984,850**	**$ 5,250,961**	**$ 8,014,749**	**$ (3,029,899)**	**-60.8%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
290 WASTE TIRE	4.25	4.00	8.00	(4.00)	-100%
580 SOLID WASTE MANAGEMENT	8.75	9.00	10.00	(1.00)	-11%
TOTAL FUNDS	**13.00**	**13.00**	**18.00**	**(5.00)**	**-38%**

- Fund 290: Includes additional staffing for Results Initiative Requests. 1.0 FTE Public Service Representative for the Morristown Waste Tire Collection Site; 2.0 Public Service Representative FTEs for the West Valley (Hassayampa) Waste Tire Collection Site; and 1.0 Heavy Equipment Operator FTE for the West Valley Waste Tire Collection Site.

- Fund 580: Includes additional staffing for Results Initiative Requests. 1.0 FTE Public Service Representative for increased hours at both the West Valley (Hassayampa) and Morristown transfer stations.

Base Adjustments

Fund 290

- **Rent and Operating Lease Increases ($150,000):** The adopted budget includes an increase of $150,000 in the Waste Tire Management activity to meet a rent payment for use of a scale house.
- **Decrease to Capital Purchases** (**-$50,438):** The adopted budget includes a reduction of $50,438 in the Waste Tire Management Activity for a new vehicle purchased in FY 2005-06.

Fund 580

- **Increased Expenditures in Salaries and Benefits ($163,062):** The adopted budget includes an increase of $163,062 across all activities as a result of health/dental and retirement contributions, recent market based compensation adjustments and other minor increased personnel costs.
- **Increased Expenditures for Post-Closure Landfill Monitoring ($360,000):** The adopted budget includes an increase of $360,000 in the Landfill Post-Closure Monitor Activity as a result of supplies and service increases due to increased costs of monitoring and repairing landfills. Transfer station costs have also risen due to increased tipping fees paid for the disposal of increased trash tonnage.

Results Initiatives

Fund 290

- **Build and Operate a West Valley Maricopa County Waste Tire Collection Site ($1,327,670):** This initiative is in response to an increased demand for collection and disposal of waste tires in the West Valley. Maricopa County currently has one waste tire collection site in the East Valley. Providing an alternate site will ease tire disposal and will reduce traffic through the Phoenix metropolitan area. Fiscal Year 2006-07 expenditures total $1,327,670 and the annualized on-going expenditures in Fiscal Year 2007-08 will be $194,125. **Expected Result:** This initiative will satisfy the demand for a waste tire site in the West Valley, thereby reducing illegal disposal of waste tires in this area.

- **Rebuild Morristown Transfer Station as a Waste Tire Collection Site ($204,046):** The Department will establish a waste tire collection program at the Morristown Transfer Stations. This initiative is in response to an increased demand for residents to dispose of tires in addition to waste products. Currently, the Transfer Station is designed to only accept bagged household garbage two days a week. Fiscal Year 2006-07 expenditures total $204,046 and the annualized on-going expenditures in Fiscal Year 2007-08 will be $36,540. **Expected Result:** This initiative will satisfy the demand for residents to be able to dispose of tires properly in this area.

- **Disposal of Legacy Stockpiled Tires ($585,000):** Maricopa County uses a recycling facility owned by CRM of America. Prior to CRM of America, the previous contractor stockpiled County waste tires at this facility instead of disposing them. This contractor was paid 75% of the contracted priced and 25% was retained in the County's Waste Tire Fund. CRM will properly dispose of these tires and has asked the County to share the cost of disposal, $585,000, which is the retained amount of the previous contract. This is a one-time expenditure in Fiscal Year 2006-07. Removing these stored tires eliminates an environmental hazard. **Expected Result:** This initiative will result in the proper disposal of stockpiled waste tires and the elimination of a potentially hazardous situation.

Fund 580

- **Extend Operating Hours of the West Valley Transfer Station ($295,153):** This initiative is in response to an increased usage demand of the West Valley Transfer Station. Beginning in January 2007, the Transfer Station will be open 6 days a week. **Expected Result:** Extending the operating hours will increase the Transfer Stations availability, thereby assisting in the reduction of the illegal disposal of solid waste.

- **Extend Operating Hours of the Morristown Transfer Station ($204,047):** This initiative is in response to the an increased demand for residents to properly dispose of waste products such as green waste, white waste, recyclables, and antifreeze/batteries/oil/paint (ABOP). Currently, the Morristown Transfer Station is designed to only accept bagged household garbage two days a week. Beginning in June 2007, the Transfer Station will be open 5 days a week. Fiscal Year 2006-07 expenditures will be $204,047 and the annualized on-going expenditures in Fiscal Year 2007-08 will be $36,540. **Expected Result:** This initiative will satisfy the demand for residents to be able to dispose of solid waste more frequently in this area.

Reconciliation

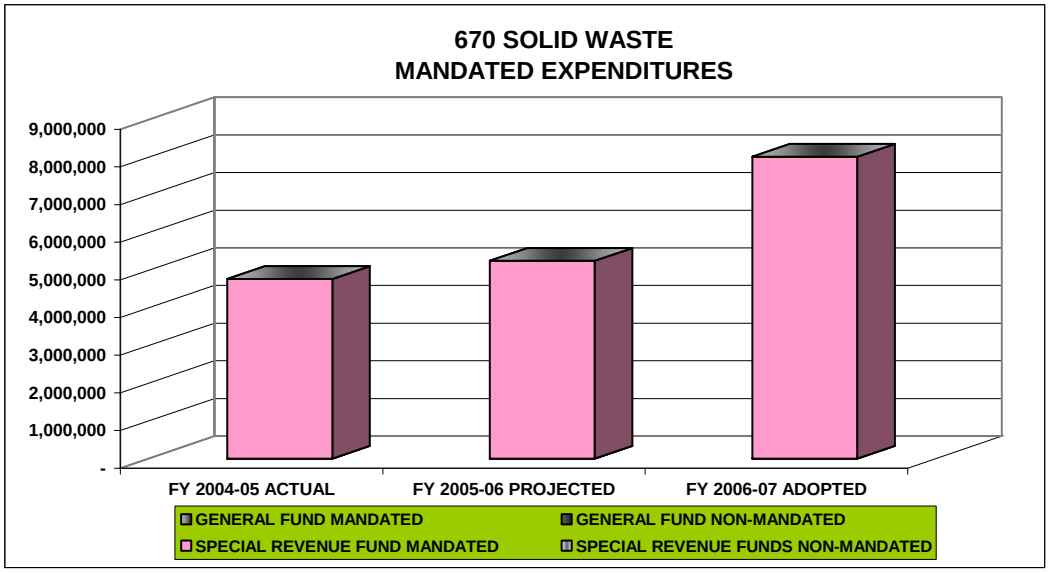
Waste Tire Fund (290) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 4,075,553**	**$ 4,150,000**
MID-YEAR ADJUSTMENTS:		
FY 2005-06 Pay for Performance	$ 7,551	$ -
Public Works Market Adjustments	20,487	-
Subtotal	**$ 28,038**	**$ -**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 4,103,591**	**$ 4,150,000**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ (3,872)	$ -
Retirement Contributions	2,243	-
FY 2005-06 Pay for Performance Annualization	3,054	-
Annualization of Market Adjustments	890	-
FY 2006-07 Pay for Performance	5,303	-
Subtotal	**$ 7,618**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 4,111,209**	**$ 4,150,000**
Revenue Request Above Target	$ -	$ 690,000
BASE ADJUSTMENTS:		
Rent and Operating Lease Increases	$ 150,000	$ -
Decrease to Capital Purchases	(50,438)	-
Subtotal	**$ 99,562**	**$ -**
FY 2006-07 ADOPTED BASE:	**$ 4,210,771**	**$ 4,840,000**
RESULTS INITIATIVES:		
Build and Operate a West Valley Maricopa County Waste Tire Collection Site	$ 1,327,670	$ -
Rebuild Morristown Transfer Station as a Waste Tire Collection Site	204,046	-
Disposal of Legacy Stockpiled Tires	585,000	-
Subtotal	**$ 2,116,716**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 6,327,487**	**$ 4,840,000**

Solid Waste Management Fund (580) Appropriated Budget Reconciliation

		EXPENDITURES		REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 805,826**	**$**	**665,000**
MID-YEAR ADJUSTMENTS:				
FY 2005-06 Pay for Performance		$ 4,820	$	-
Public Works Market Adjustments		70,613		-
	Subtotal	**$ 75,433**	**$**	**-**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 881,259**	**$**	**665,000**
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 month)		$ (8,712)	$	-
Retirement Contributions		6,411		-
Structural Balance		(233,457)		-
FY 2005-06 Pay for Performance Annualization		1,161		-
Annualization of Market Adjustments		3,071		-
FY 2006-07 Pay for Performance		15,267		-
	Subtotal	**$ (216,259)**	**$**	**-**
FY 2006-07 BUDGET TARGET:		**$ 665,000**	**$**	**665,000**
Revenue Request Above Target		$ -	$	139,500
BASE ADJUSTMENTS:				
Increased Expenditures in Salaries and Benefits		$ 163,062	$	-
Increased Expenditures for Post-Closure Landfill Monitoring		360,000		-
	Subtotal	**$ 523,062**	**$**	**139,500**
FY 2006-07 ADOPTED BASE:		**$ 1,188,062**	**$**	**804,500**
RESULTS INITIATIVES:				
Extend Operating Hours of the West Valley Transfer Station		$ 295,153	$	-
Extend Operating Hours of the Morristown Transfer Station		204,047		-
	Subtotal	**$ 499,200**	**$**	**-**
FY 2006-07 ADOPTED BUDGET:		**$ 1,687,262**	**$**	**804,500**

Mandates



Mandated expenditure levels vary year-to-year based on several factors including increased spending in the Landfill Post-Closure Monitor Activity as a result of supplies and service increases due to increased costs of monitoring and repairing landfills. See the Base Adjustment section for additional detail.

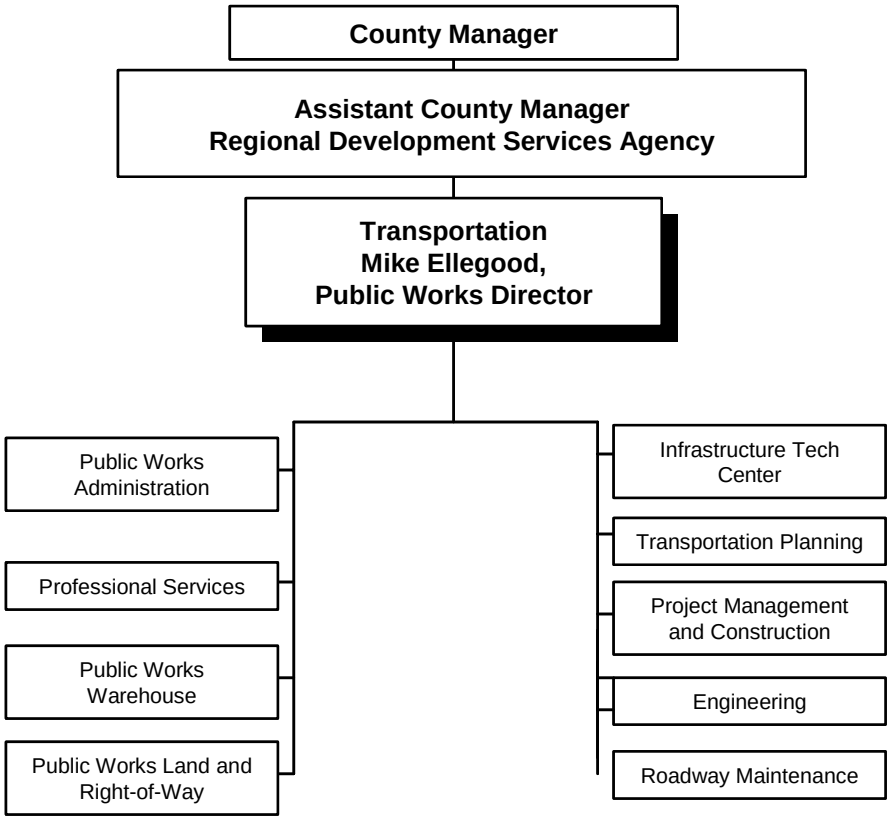
Program Activity	Purpose	Mandate
ENVIRONMENTAL WASTE MANAGEMENT	The purpose of the Environmental Waste Management program is to provide management services for household hazardous waste and illegal dumping clean-up as well as waste tire storage, disposal and recycling services so that it can provide its citizens with convenient, safe and economical and environmental sound waste disposal.	
HOUSEHOLD HAZARDOUS WASTE	The purpose of the Household Hazardous Waste Collection Activity is to provide wate collection services for batteries, oil, paint, and antifreeze for residents of Maricopa County so they can have an environmentally safe disposal outlet for these wastes.	ARS 44-1305C
ILLEGAL DEUMPING CLEAN-UP	The purpose of the Illegal Dumping Clean-Up Activity is to provide the cleanup of illegally disposed of solid wastes for Maricopa County residents so they are provided a safe environment and protection of public health.	ARS 44-1305C
WASTE TIRE MANAGEMENT	The purpose of the Waste Tire Activity is to provide collection and disposal facilities for Maricopa County residents so waste tires will not be illegally disposed of within the County.	ARS 44-1304-G
WASTE DISPOSAL MANAGEMENT	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.	
LANDFILL POST-CLOSURE MONITOR	The purpose of the Landfill Post-Closure Maintenance and Monitoring Activity is to provide the necessary post-closure maintenance and monitoring services to landfills in order to protect the health and environment of the residents of Maricopa County.	40CFR258, ARS 49-761-B
WASTE TRANSFER STATION	The purpose of the Waste Transfer Station Activity is to provide waste disposal facilities for Maricopa County residents who are not provided with private waste collection so they can safely dispose of solid wastes.	ARS 49-741

Transportation

Analysis by Jamie Rullo, Senior Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The Mission of the Department of Transportation is to provide a quality transportation system to the travelers in Maricopa County so they can experience a safe, efficient and cost-effective journey.

Vision

We set a standard of excellence regionally enabling us to consistently deliver on our commitment to provide the right transportation system for Maricopa County at the right time and the right cost.

Strategic Goals

- "Project Completion" - By June 2009, the Maricopa County Department of Transportation will annually complete 85% of planned transportation infrastructure projects on time and within

budget. **Status**: The Department identified risk factors in its current project delivery process that may be contributing to project schedule and budget failure as well as success factors in its current project delivery process. They are currently working on process improvements.

- "Transportation System Plan Update" - By December 2006, the Maricopa County Department of Transportation will complete a transportation system plan update, including specific policies and strategies that support the delivery of significant, major regional transportation facilities and services. **Status**: Progress continues on the Plan. Public meetings were held, and County Advisory Committee meetings were held where input was taken on a number of policies that have been drafted. A focus group meeting was also held with the development community.

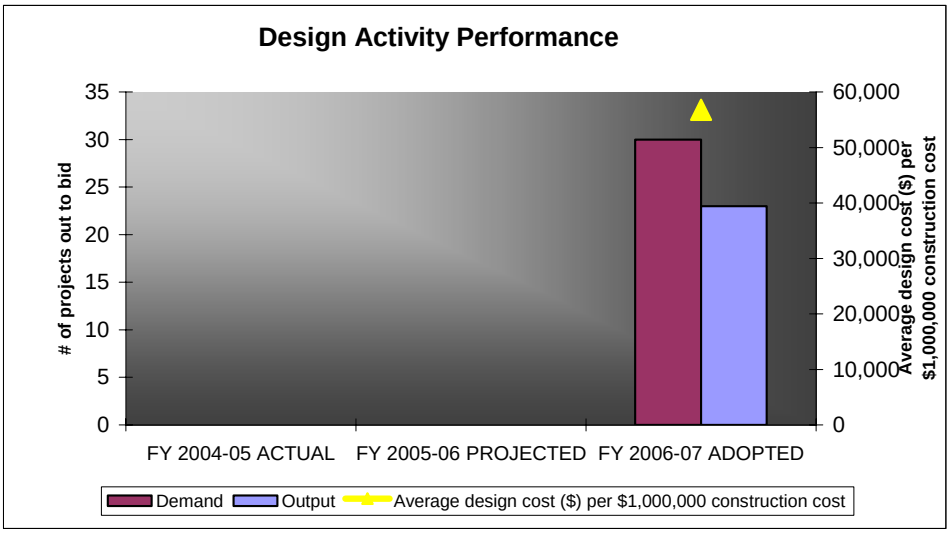
- "Establishing Partnerships" - By December 2006, the Maricopa County Department of Transportation will demonstrate support for the MAG Regional Transportation Plan and cooperation with its regional partners by proactively establishing partnerships with other local governments on the regional arterial projects contained in the Plan. **Status**: The Department continues partnering and collaborating on cross-jurisdictional projects from the Maricopa Association of Governments Regional Transportation Plan.

- "Employee Satisfaction" - By June 2008, the Maricopa County Department of Transportation will achieve annual improvements in employee satisfaction and workplace safety by leading change for the efficient and effective management of people, programs, and operations through training, improved access to available resources, innovation, continuously improved processes, and the deployment of advanced technologies. **Status**: The Department conducted a market compensation study for positions in Operations and Maintenance, Engineering, Planning, and Project Management, which has positively impacted employee morale.

- "Diversity" - By June 2008, the Maricopa County Department of Transportation will improve access to the services and opportunities offered by the department to ensure the inclusion and participation of its diverse community. **Status**: The Department is making progress in meeting this goal.

Department Performance Information

The purpose of the Design Activity is to provide fundable construction plans to contractors so they can build and implement cost effective projects in a timely manner with minimal changes. MCDOT updated its strategic plan in FY 2005-06 for use in budgeting in FY 2006-07; therefore, tracking of these costs has just begun. It is projected that the average design cost per $1,000,000 construction cost will be $56,779. This cost will be the baseline going forward for this activity.



Department Budget Information

Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
64BT - BUILD ROADS AND BRIDGES	$ 9,292,102	$ 29,468,281	$ 29,468,281	$ 17,138,258	$ 39,510,191	$ 10,041,910	34.1%
RDCS - ROADWAY CONSTRUCTION	9,292,102	29,468,281	29,468,281	17,124,008	39,510,191	10,041,910	34.1%
TIPM - PROGRAM MGT AND SUPPORT	-	-	-	14,250	-	-	
64ER - ENGINEER ROADS & STRUCTURES	$ -	$ -	$ -	$ -	$ 3,442,149	$ 3,442,149	
REGU - REGULATION	-	-	-	-	3,351,416	3,351,416	
64MT - MANAGE TRAFFIC	$ 185,018	$ 1,932,962	$ 1,932,962	$ 491,028	$ 2,038,222	$ 105,260	5.4%
TRFE - TRAFFIC ENGINEERING	-	-	40,000	101,500	54,000	14,000	35.0%
TRMG - TRAFFIC MANAGEMENT	185,018	1,932,962	1,892,962	389,529	1,984,222	91,260	4.8%
64RB - ROADWAY MAINTENANCE	$ 314,304	$ 23,320	$ 23,320	$ 464,183	$ 570,858	$ 547,538	2347.9%
IRMT - INTEGRATED ROADWAY MAINT	314,304	23,320	23,320	464,183	540,858	517,538	2219.3%
64SD - TRANSPORTATION SYSTEM DEVT	$ 3,175,531	$ 1,843,140	$ 1,843,140	$ 3,462,740	$ -	$ (1,843,140)	-100.0%
PROG - PROGRAMMING	3,175,531	1,843,140	1,843,140	3,462,740	-	(1,843,140)	-100.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 2,389	$ -	$ -	$ 1,999	$ -	$ -	
DESK - DESKTOP SUPPORT	2,334	-	-	1,999	-	-	
GISA - GIS APPLICATION DEVELOPMENT	55	-	-	-	-	-	
99AS - ADMINISTRATIVE SERVICES PROG	$ 90,357,766	$ -	$ -	$ 130,695	$ 40,990	$ 40,990	
99GV - GENERAL GOVERNMENT	$ 10,049,575	$ 104,058,883	$ 104,058,883	$ 104,797,348	$ 109,547,042	$ 5,488,159	5.3%
TOTAL PROGRAMS	**$ 113,376,684**	**$ 137,326,586**	**$ 137,326,586**	**$ 126,486,252**	**$ 155,149,452**	**$ 17,822,866**	**13.0%**
EXPENDITURES							
64BT - BUILD ROADS AND BRIDGES	$ 54,600,488	$ 113,916,272	$ 115,745,684	$ 96,559,509	$ 121,567,988	$ (5,822,304)	-5.0%
CMGT - CONSTRUCTION MGT & ENG	-	-	-	-	444,804	(444,804)	
INSP - CONSTRUCTION INSPECTION	-	-	-	-	202,313	(202,313)	
PRJT - PROJECT MANAGEMENT	-	-	-	-	346,489	(346,489)	
QAQC - QUALITY ASSUR & QLTY CNTRL	-	-	-	-	576,060	(576,060)	
RDCS - ROADWAY CONSTRUCTION	53,326,566	112,947,163	115,331,611	95,983,483	119,240,034	(3,908,423)	-3.4%
SRVY - SURVEY	-	-	-	-	574,352	(574,352)	
TIPM - PROGRAM MGT AND SUPPORT	1,273,922	969,109	414,073	576,026	183,936	230,137	55.6%
64ER - ENGINEER ROADS & STRUCTURES	$ -	$ -	$ -	$ -	$ 4,222,927	$ (4,222,927)	
DSGN - DESIGN	-	-	-	-	1,305,917	(1,305,917)	
IMPR - IMPROVEMENT DISTRICT ADMIN	-	-	-	-	8,653	(8,653)	
REGU - REGULATION	-	-	-	-	1,732,891	(1,732,891)	
UREL - UTILITY RELOCATION	-	-	-	-	512,042	(512,042)	
64MT - MANAGE TRAFFIC	$ 3,504,219	$ 4,905,418	$ 5,026,732	$ 3,376,008	$ 5,171,170	$ (144,438)	-2.9%
TRFE - TRAFFIC ENGINEERING	42,699	-	1,840,951	1,522,799	2,011,246	(170,295)	-9.3%
TRMG - TRAFFIC MANAGEMENT	3,461,520	4,905,418	3,185,781	1,853,209	3,159,924	25,857	0.8%
64RB - ROADWAY MAINTENANCE	$ 25,950,811	$ 27,574,533	$ 29,678,745	$ 26,293,930	$ 33,974,550	$ (4,295,805)	-14.5%
EAST - EAST AREA MAINTENANCE	-	-	-	-	1,373,677	(1,373,677)	
IRMT - INTEGRATED ROADWAY MAINT	25,950,811	27,574,533	29,678,745	26,293,930	20,056,335	9,622,410	32.4%
OFFQ - OFF-ROAD EQUIPMENT	-	-	-	-	1,491,529	(1,491,529)	
ONEQ - ON-ROAD EQUIPMENT	-	-	-	-	3,486,219	(3,486,219)	
ROFW - RIGHT-OF-WAY MAINTENANCE	-	-	-	-	1,201,100	(1,201,100)	
WEST - WEST AREA MAINTENANCE	-	-	-	-	1,200,880	(1,200,880)	
ZONE - WORK ZONE TRAFFIC CONTROL	-	-	-	-	1,131,671	(1,131,671)	
64SD - TRANSPORTATION SYSTEM DEVT	$ 3,728,291	$ 5,595,552	$ 6,240,117	$ 5,581,498	$ 2,582,266	$ 3,657,851	58.6%
ENVC - ENVIRONMENTAL CLEARANCE	-	-	-	-	271,073	(271,073)	
PART - PROJECT PARTNERSHIPS	347,154	407,130	531,797	509,153	432,616	99,181	18.7%
POUT - PUBLIC OUTREACH	507,191	512,577	559,670	582,417	448,860	110,810	19.8%
PROG - PROGRAMMING	2,873,946	4,675,845	5,148,650	4,489,929	663,025	4,485,625	87.1%
TPLN - TRANSPORTATION PLANNING	-	-	-	-	766,692	(766,692)	
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 3,480,289	$ 3,421,033	$ 3,672,361	$ 3,621,646	$ 3,541,494	$ 130,867	3.6%
BUAS - BUSINESS APPLICATION DEVELOP	656,178	851,239	722,850	735,031	724,529	(1,679)	-0.2%
DACR - DATA CENTER	390,761	-	-	194,936	-	-	
DESK - DESKTOP SUPPORT	1,831,005	1,925,484	1,966,123	1,850,689	1,824,064	142,059	7.2%
ENIT - ENTERPRISE IT COLLABORATION	-	-	112,907	60,973	-	112,907	100.0%
GISA - GIS APPLICATION DEVELOPMENT	596,997	644,310	870,481	780,016	992,901	(122,420)	-14.1%
HDSP - HELP DESK SUPPORT	1,671	-	-	-	-	-	
VANS - VALUE ADDED NETWORK SERVICE	3,677	-	-	-	-	-	
99AS - ADMINISTRATIVE SERVICES PROG	$ 9,705,147	$ 9,178,266	$ 4,975,782	$ 3,969,717	$ 5,150,432	$ (174,650)	-3.5%
99GV - GENERAL GOVERNMENT	$ 1,716,924	$ 1,647,490	$ 1,647,490	$ 1,647,265	2,995,153	$ (1,347,663)	-81.8%
TOTAL PROGRAMS	**$ 102,686,169**	**$ 166,238,564**	**$ 166,986,911**	**$ 141,049,573**	**$ 179,205,980**	**$ (12,219,069)**	**-7.3%**

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
LICENSES & PERMITS	$ 3,046,491	$ 1,800,000	$ 1,800,000	$ 3,352,001	$ 3,351,416	$ 1,551,416	86.2%
INTERGOVERNMENTAL REVENUES	108,175,335	134,801,586	134,801,586	119,468,915	150,215,403	15,413,817	11.4%
MISCELLANEOUS REVENUE	2,051,858	725,000	725,000	3,665,336	1,582,633	857,633	118.3%
OTHER FINANCING SOURCES	103,000	-	-	-	-	-	
TOTAL REVENUE	**$ 113,376,684**	**$ 137,326,586**	**$ 137,326,586**	**$ 126,486,252**	**$ 155,149,452**	**$ 17,822,866**	**13.0%**
EXPENDITURES							
PERSONAL SERVICES	$ 23,995,731	$ 26,109,856	$ 30,272,322	$ 26,483,779	$ 30,400,391	$ (128,069)	-0.4%
SUPPLIES	2,818,613	2,483,306	2,556,683	2,583,382	2,541,899	14,784	0.6%
SERVICES	30,256,153	43,328,415	39,258,584	37,104,796	46,356,254	(7,097,670)	-18.1%
OTHER FINANCING USES	1,716,924	1,647,490	1,647,490	1,647,490	1,914,092	(266,602)	-16.2%
CAPITAL OUTLAY	43,898,747	92,669,497	93,251,832	73,230,127	97,993,344	(4,741,512)	-5.1%
TOTAL EXPENDITURES	**$ 102,686,169**	**$ 166,238,564**	**$ 166,986,911**	**$ 141,049,573**	**$ 179,205,980**	**$ (12,219,069)**	**-7.3%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
223 TRANSPORTATION GRANTS	$ 148,453	$ 1,892,962	$ 1,892,962	$ 437,029	$ 1,984,222	$ 91,260	4.8%
232 TRANSPORTATION OPERATIONS	104,017,825	106,067,343	106,067,343	109,425,665	113,655,039	7,587,696	7.2%
234 TRANSPORTATION CAPITAL PRO.	70,452,504	96,842,069	96,093,722	83,350,999	105,893,752	9,800,030	10.2%
900 ELIMINATIONS	(61,242,098)	(67,475,788)	(66,727,441)	(66,727,441)	(66,383,561)	343,880	-0.5%
ALL FUNDS	**$ 113,376,684**	**$ 137,326,586**	**$ 137,326,586**	**$ 126,486,252**	**$ 155,149,452**	**$ 17,822,866**	**13.0%**
EXPENDITURES							
223 TRANSPORTATION GRANTS	$ 498,236	$ 1,892,962	$ 1,892,962	$ 437,029	$ 1,984,222	$ (91,260)	-4.8%
232 TRANSPORTATION OPERATIONS	112,757,092	121,187,336	121,187,336	115,362,295	124,411,285	(3,223,949)	-2.7%
234 TRANSPORTATION CAPITAL PRO.	50,672,938	110,634,054	110,634,054	91,977,691	119,194,034	(8,559,980)	-7.7%
900 ELIMINATIONS	(61,242,098)	(67,475,788)	(66,727,441)	(66,727,441)	(66,383,561)	(343,880)	0.5%
ALL FUNDS	**$ 102,686,169**	**$ 166,238,564**	**$ 166,986,911**	**$ 141,049,573**	**$ 179,205,980**	**$ (12,219,069)**	**-7.3%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
223 TRANSPORTATION GRANTS	1.00	1.00	1.00	-	0%
232 TRANSPORTATION OPERATIONS	476.00	478.00	483.00	5.00	1%
TOTAL FUNDS	**477.00**	**479.00**	**484.00**	**5.00**	**1%**

2.0 Engineering Technician FTEs have been added to the Transportation Operations Fund in order to meet demand in the Regulation Activity. 1.0 Director FTE has been added as part of the Department's succession plan. 2.0 General Maintenance Technician FTEs were added to augment the Traffic Signals Maintenance activity.

Base Adjustments

Fund 232

- **Increase Revenue ($7,587,696):** The adopted budget includes an increase of revenue in the amount of $7,587,696. Licenses and Permits are forecasted to grow due to the County's expected growth in development. In addition, State Shared Highway User Revenue and Vehicle License Revenue are forecasted to increase due to the growth in the County's population.
- **General Technical Adjustments ($95,003):** The adopted budget includes an increase of $95,003 across all activities as a result of higher utility costs and increased repairs and maintenance charges.

Fund 234

- **Increase Revenue ($9,800,030):** The adopted budget includes an increase of revenue in the amount of $9,800,030. Licenses and Permits are forecasted to grow due to the County's expected growth in development. In addition, State Shared Highway User Revenue and Vehicle License Revenue are forecasted to increase due to the growth in the County's population.
- **Increased Capital Outlay ($8,559,980):** The adopted budget includes an increase of $8,559,980 as a result of additional infrastructure expenditures in the Roadway Construction Activity. These expenditures have increased for two reasons: 1) an increase in building material costs for roadways, and 2) the increased number of transportation projects that are in the infrastructure phase of construction.

Fund 223

- **Increase Revenue for Unexpended Funds ($91,260):** The adopted budget includes an increase of revenue in the amount of $91,260. This increase is due to unexpended funds being carried forward from Fiscal Year 2005-06.
- **Increased Expenditures for Unexpended Funds ($91,260):** The adopted budget includes an increase to expenditures in the amount of $91,260. This increase is due to unexpended funds being carried forward from Fiscal Year 2005-06.

Results Initiatives

- **Asphalt-Rubber Overlay on Arterial Roads ($3,000,000):** The Department will receive funding of $3,000,000 for asphalt-rubber overlay on approximately 60 miles of arterial roads. This initiative will be funded by Highway User Revenue Funds. **Expected Result:** An increase to the Board-approved road system minimum condition level which requires that 85% of the Pavement Condition Ratings must be higher than 70. It is also expected that the number of paved lane miles that received surface treatments will increase by 60, increasing output and percent of demand met by 7.0%.

Reconciliation

Transportation Operating Fund (232) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 121,187,336**	**$ 106,067,343**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 121,187,336**	**$ 106,067,343**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 208,408	$ -
Retirement Contributions	400,232	-
FY 2005-06 Pay for Performance Annualization	94,803	-
FY 2005-06 Executive Compensation Increase (12 mo)	6,796	-
FY 2006-07 Pay for Performance	846,322	-
Intergovernmental Payment to State	(4,800,000)	-
Public Works Market Adjustments Annualized	3,372,385	-
Subtotal	**$ 128,946**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 121,316,282**	**$ 106,067,343**
BASE ADJUSTMENTS:		
Increase Revenue	$ -	$ 7,587,696
General Technical Adjustments	95,003	-
Subtotal	**$ 95,003**	**$ 7,587,696**
FY 2006-07 ADOPTED BASE:	**$ 121,411,285**	**$ 113,655,039**
RESULTS INITIATIVES:		
Asphalt-Rubber Overlay on Arterial Roads	$ 3,000,000	$ -
Subtotal	**$ 3,000,000**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 124,411,285**	**$ 113,655,039**
Less Transfer to CIP Fund 234	(66,383,561)	-
FY 2006-07 ADOPTED OPERATING BUDGET:	**$ 58,027,724**	**$ 113,655,039**

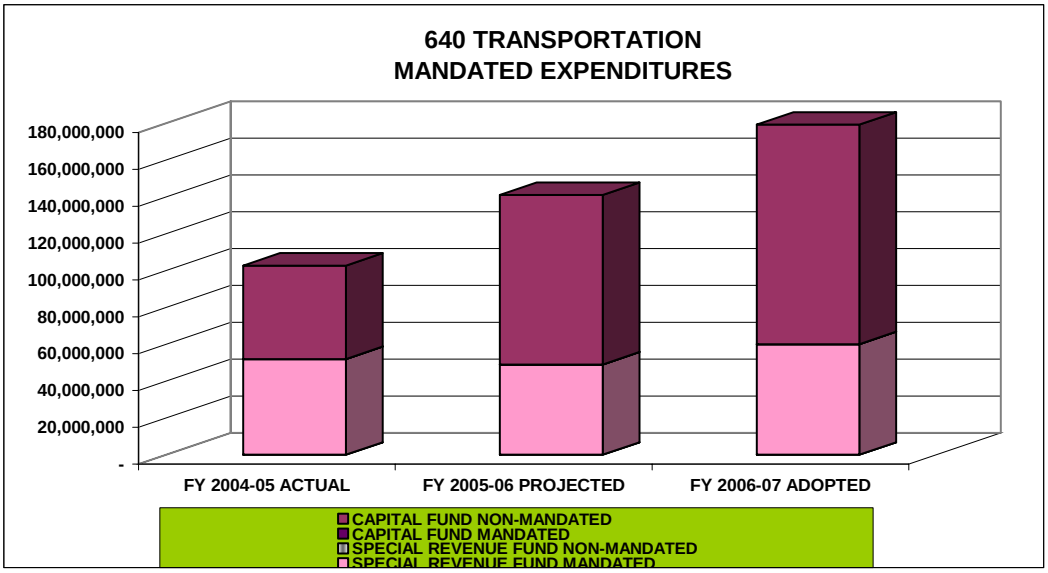
Transportation Capital Project Fund (234) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 110,634,054**	**$ 96,842,069**
MID-YEAR ADJUSTMENTS:		
C-64-05-354-0-00	$ -	$ (103,646)
C-49-05-046-8-00	-	(644,701)
Subtotal	**$ -**	**$ (748,347)**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 110,634,054**	**$ 96,093,722**
Subtotal	**$ -**	**$ 748,347**
FY 2006-07 BUDGET TARGET:	**$ 110,634,054**	**$ 96,842,069**
BASE ADJUSTMENTS:		
Increase Revenue	$ -	$ 9,800,030
Increased Capital Outlay	8,559,980	-
Subtotal	**$ 8,559,980**	**$ 9,800,030**
FY 2006-07 ADOPTED BUDGET:	**$ 119,194,034**	**$ 105,893,752**

Transportation Grants Fund (223) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 1,892,962**	**$ 1,892,962**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 1,892,962**	**$ 1,892,962**
BASE ADJUSTMENTS:		
Increase Revenue for Unexpended Funds	$ -	$ 91,260
Increased Expenditures for Unexpended Funds	91,260	-
Subtotal	**$ 91,260**	**$ 91,260**
FY 2006-07 ADOPTED BUDGET:	**$ 1,984,222**	**$ 1,984,222**

Mandates



Mandated expenditure levels vary year-to-year for several reasons including an expenditure increase a result of additional infrastructure expenditures in the Roadway Construction Activity. See the Base Adjustment section for additional detail.

Program Activity	Purpose	Mandate
BUILD ROADS AND BRIDGES	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.	
CONSTRUCTION MGT & ENG	The purpose of the Construction Management and Engineering Activity is to provide construction management and engineering support to construction projects so projects can be delivered on time and in a cost-effective manner.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
CONSTRUCTION INSPECTION	The purpose of the Construction Inspection Activity is to provide inspection support so projects can be delivered in a safe and cost-effective manner.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
PROJECT MANAGEMENT	The purpose of the Project Management Activity is to provide overall project coordination of transportation improvement projects so projects are delivered on time and in a cost-effective manner.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
QUALITY ASSUR & QLTY CNTRL	The purpose of the Quality Assurance and Control Activity is to provide quality oversight so that projects can be delivered at the level of quality specified.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
ROADWAY CONSTRUCTION	The purpose of the Roadway Construction Activity is to deliver new or improved road and structure projects on time and in a cost-effecive manner.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
SURVEY	The purpose of the Survey Activity is to provide survey suport so that projects can be delivered in a safe and cost-effective manner.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
PROGRAM MGT AND SUPPORT	The purpose of the Program Management and Support Activity is to provide project management oversight and support so that projects can be delivered in a timely and cost-effective manner.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
ENGINEER ROADS AND STRUCTURES	The purpose of the Engineer Roads and Structure program is to provide roadway pre-build services and support to contractors so they can build and implement cost effective and safe projects in a timely manner.	
DESIGN	The purpose of the Design Activity is to provide complete construction plans and plan reviews to contractors so they can build and implement cost-effective and sae projects in a timely manner and with minimal changes.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
IMPROVEMENT DISTRICT ADMIN	The purpose of the Improvement District Administration Activity is to provide local improvement financing and construction options to property owners so they can improve their neighborhood.	ARS Title 48 Chapter 6
REGULATION	The purpose of the Regulation Activity is to provide plan reviews and field inspections of projects impacting Couty right-of-way for permit applicants so they can complete their projects in compliance with County requirements.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
RIGHT-OF-WAY	The purpose of the Right-of-Way Activity is to provide the land rights identified in the roadway or structure design plans to the public and project team so they can build the roads or structures on time.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
UTILITY RELOCATION	The purpose of the Utilities Relocation Activity is to provide oversight and management of utilities installation and relocation in County rights of way so that contractors can complete their projects in compliance with County requirements.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28

Mandates (Continued)

Program Activity	Purpose	Mandate
MANAGE TRAFFIC	The purpose of the Manage Traffic program is to provide traffic safety solutions to contractors and provide coordinated traffic information, and emergency and event control services to the traveling public so that their trip is safe and travel delays are minimized.	
TRAFFIC ENGINEERING	The purpose of the Traffic Engineering Activity is to provide less congested and safer roadways to the traveling public throught the implementation of Traffic Engineering solutions so that they experience less delay and improved public safety.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
TRAFFIC MANAGEMENT	The purpose of the Traffic Management Activity is to provide coordinated traffic and Intelligent Transportation Systems (ITS) operations services to reduce traffic congestion for the traveling public so that travel delays are minimized.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
EAST AREA MAINTENANCE	The purpose of the East Area Maintenance Activity is to provide dirt roadway maintenance and overall system inspections in the Eastern region of Maricopa County so the traveling public can drive on safe roads.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
INTEGRATED ROADWAY MAINT	The purpose of the Integrated Roadway Maintenance Activity is to provide cost-effective surface treatments, rehabilitations, betterments, and minor construction to roadways so the public travels on safe and efficient roadways.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
OFF-ROAD EQUIPMENT	The purpose of the Off Road Equipment Activity is to provide timely heavy equipment operations to the County roadway repair projects and maintenance area supervisors so projects can be completed efficiently and effectively.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
ON-ROAD EQUIPMENT	The purpose of the On Road Equipment Activity is to provide timely trucking services to the County roadway maintenance projects and maintenance area supervisors so projects can be completed efficiently and effectively.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
RIGHT-OF-WAY MAINTENANCE	The purpose of the Right-of-Way Maintenance Activity is to maintain guardrails and roadway appurtenances in addtion to keeping rights-of-way clear of sight restrictions so the public can travel safely.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
TRAFFIC SIGNS MAINT	The purpose of the Traffic Signs Maintenance Activity is to repair/replace, manufacture and install traffic signs along Maricopa County's roadways in accordance with placement standards so that road users are provided information necessary to travel safely and lawfully.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
ROADWAY STRIPING MAINT	The purpose of the Roadway Striping Maintenance Activity is to provide roadway markings on County roads so the road users can travel on safe roads in an orderly fashion.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
TRAFFIC SIGNALS MAINT	The purpose of the Traffic Signals Maintenance Activity is to maintain and repair Maricopa County's traffic signal system so road users are provided efficient movement through current traffic conditions.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
WEST AREA MAINTENANCE	The purpose of the West Area Maintenance Activity is to provide dirt roadway maintenance and overall system inspections in the Western region of Maricopa County so the traveling public can drive on safe roads.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
WORK ZONE TRAFFIC CONTROL	The purpose of the Work Zone Traffic Control Activity is to provide barricades, flagging, and other temporary traffic control services to the traveling public and MCDOT workforces so they can drive and work safely in County work zones.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
ROADWAY MAINTENENCE	The purpose of the Roadway Maintenance program is to provide roadway upkeep and betterments to the traveling public so they can have safe trips on smooth, cost effective roads.	
ENVIRONMENTAL CLEARANCE	The purpose of the Environmental Clearance Activity is to provide environmental compliance documentation to the appropriate government agencies so they can allocate funds, issue permits, grant rights-of-way, and ensure environmental mitigation for transportation projects.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
PROJECT PARTNERSHIPS	The purpose of the Project Partnerships Activity is to provide agreements and funding opportunities to public and private partners so the Maricopa County region can benefit from coordinated and collabroative transportation investments.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
PUBLIC OUTREACH	The purpose of the Public Outreach Activity is to provide information and interactions to the public so they can be better informed about how MCDOT projects affect them and participate more fully in the development of MCDOT projects.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
PROGRAMMING	The purpose of the Programming Activity is to provide prioritized transportation project recommendations to the Board of Supervisors so they can demonstrate regional leadership through effective and efficient transportation investment decisions.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 28
TRANSPORTATION PLANNING	The purpose of the Transportation Planning Activity is to provide plans, studies, general transportation system research, information, and recommendations for Maricopa County so County decision makers can take an active and informed role in deciding long-range regional issues.	Arizona Constitution, Article 1X, Section 14 and ARS 11-251 & 31


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Major Maintenance and Capital Improvement Programs

Executive Summary

The Major Maintenance Program (MM) and Capital Improvement Program (CIP) are plans that identify projects to be completed over the next five years. Because these projects typically span more than one fiscal year, the plans are updated annually to track existing projects, to identify new projects, and to update funding estimates and forecasts. The CIP integrates the Managing for Results (MfR) policy when outlining its funding sources, project costs, and future operating costs associated with each capital improvement.

Major Maintenance

The Major Maintenance Program is a compilation of projects and maintenance activities required to repair, replace in-kind, or upgrade obsolete elements to current standards involving multiple aspects to allow a fixed asset to continue to be used for its intended purpose.

The Maricopa County Building System is a valuable asset in the County's financial portfolio. The value of the entire Building System based on replacement cost approaches $2.5 billion, exclusive of land. It is, therefore, imperative that the system be managed with the same discipline that the County has used to manage their financial assets. This includes the continual updating of improvements made to the Building System from not only a capital perspective but from an operations and maintenance perspective. Planning capital actions based on the needs not only of departments, but of buildings, is required to maintain or improve facility conditions. The Facility Condition Index provides this measurement tool.

The Facility Condition Index (FCI) represents the relative physical condition of a building, a grouping of buildings or a building system. The FCI measures the estimated cost of the current deficiencies including recommended improvements, grandfathered issues and compares that with the projected replacement cost of the facility, grouping of buildings or building system. Life cycle costing of building systems and components provides the basis of this measurement. The formula used to express the FCI is as follows:

$$\textbf{Facility Condition Index} = \frac{\textbf{Total Cost of Deficiencies (\$)}}{\textbf{Replacement Value (\$)}}$$

Following is an illustration:

A building that has a replacement cost of $1,000,000 has been assessed and found to have $100,000 in deficiencies. The FCI is therefore:

$$\frac{\$\ 100{,}000}{\$1{,}000{,}000} = \textbf{0.10 or 10\% FCI}$$

The standard that has been adopted by the Building Owners and Managers Association (BOMA) and other national organizations regarding interpretation of this indicator is:

FCI	Condition
0 – 5%	Good
6 – 10%	Fair
11% and above	Poor

This standard is established as a guideline for building owners as to the relative condition of their facilities, and consideration must be given to what is applicable to each building system. Depending on the condition of the building, building group or building system and the ultimate goal, it may be financially impractical to improve a building system beyond a certain point.

The primary objective of the facilities assessment is to inspect each system in each building and assign a percentage value to it based on where it is in its life cycle. Each system is then "weighted" or multiplied by the normal square foot cost for that system in a building. Most of the 157 Maricopa County buildings assessed in 2003 were assessed at this system level, or a Level I assessment.

A Level II assessment inspects not only systems, but also rooms or spaces in each facility and notes physical or operational deficiencies. Each qualifying deficiency noted is listed giving a detailed description, location, and classification. Each deficiency includes a recommended correction with a description of the correction, estimated pricing, and a prioritization for its implementation.

The facilities assessment provides baseline data for all buildings surveyed and includes a software program that will allow the management and use of that data. The data collected represents a point in time, and it is critical to the management of the Building System that the data be updated to reflect the County's continuing investment in the Building System. Over the next five years, on a rolling schedule, Maricopa County will update the Level I facility assessments performed in 2003 with Level II assessments. The updating process will indicate the impact of that investment on the building and on the Building System. In the meantime, the Level I data provide a basis for future decision making based on the remaining useful life of a building and a determination of the practicality of future investment into that facility.

This year, the Major Maintenance Program provides information on not only the Current Facility Condition Index for each building in the Program, but also the Expected Facility Condition Index after the Program work is completed. Because the Level I assessment provides information on a system basis, not specific detailed deficiencies and does not address functional deficiencies, the investment of funds in a building does not always result in an improved FCI. It does not mean, however, that the expenditure is not necessary or required.

Buildings that are less than five years old will have an FCI of zero (0). The FCI cannot be further improved, so there will be no change indicated in those cases between the Current FCI and the Expected FCI. Additionally, on Major Maintenance projects that are not specific to a building, i.e., studies or off-site work, the Current and Expected FCI is noted by "n/a".

The Major Maintenance projects are subdivided into the following categories:

- Facility Renovation - A project that modifies multiple elements of a fixed asset to accommodate new, expanded, or relocated occupancies as required to support the strategic goals of Maricopa County.

- Major Maintenance - A project that repairs, replace in-kind, or upgrades obsolete elements to current standards involving multiple aspects to allow a fixed asset to continue to be used for its intended purpose and meets designated threshold criteria.
- Deferred Maintenance - A project that has been identified as necessary to maintain current functionality but has been deferred to a future period due to one or more of the following causes: lack of available funding, lack of time, unplanned or unforeseen activity, Change in prioritization of Activity, and/or a strategic decision to defer maintenance (i.e. asset future is undetermined).
- Deferred Maintenance-FCI - A project that has been identified as necessary to maintain or improve current functionality but has been deferred to a future period due to one or more of the following causes: lack of available funding, lack of time, unplanned or unforeseen activity, Change in prioritization of activity, and/or a strategic decision to defer maintenance (i.e. asset future is undetermined).

Major Maintenance Project Summary

PROJECT TITLE	DESCRIPTION	CURR. FCI	EXP. FCI	FY 2006-07 YEAR 1	FY 2007-08 YEAR 2	FY 2008-09 YEAR 3	FY 2009-10 YEAR 4	FY 2010-11 YEAR 5	FIVE-YEAR TOTAL
470 GENERAL GOVERNMENT									
General Fund (100) Facility Renovation									
3305 - Central Courts – Floor 5&6 Walls	Repair the ceiling tiles in the courtrooms on the fifth and sixth floors around the air conditioning registers. Repair the fibrous wall paper where it is splitting at the edges. Replace the ceiling tiles in the hallways at the sixth floor and repair the ceiling grid throughout. Some lights need to be re-secured.	47.17	45.98	$ 168,000	$ -	$ -	$ -	$ 500,000	$ 668,000
2814 - Mesa APO Infrastructure Improvements	Heating and cooling upgrades	15.73	15.73	-	51,708	84,248	-	-	135,956
			Subtotal	$ 168,000	$ 51,708	$ 84,248	$ -	$ 500,000	$ 803,956
General Fund (100) Major Maintenance									
1701 - Durango Juvenile Mechanical infrastructure	Provide a hydronic HVAC system in lieu of the steam.	50.82	50.82	$ -	$ -	$ -	$ 1,243,833	$ -	$ 1,243,833
1704 - Durango Juvenile Administration Interior Paint	Repaint interior of building with semi-gloss paint.	0	0	25,000	-	-	-	-	25,000
1704 - Durango Juvenile Administration Landscaping	Replace olive trees along Durango Street with desert scape.	na	na	-	18,000	72,000	-	-	90,000
1704 - Durango Juvenile Administration Parking Lot Improvements	Resurface and restripe parking lot, replace gate controls with a card reader and replace operator.	na	na	75,000	-	-	-	-	75,000
2856 - SE JV Infrastructure	Remodel the Virtual Probation Office area	14.27	14.27	77,000	-	-	-	-	77,000
3104 - Northwest Regional Justice Center Judges Parking Relocation	Relocate the Judge's Parking	na	na	100,000	-	-	-	-	100,000
3300 - Downtown courts Sub meter Installation	Provide and install sub-meter to monitor panel boards and switch boards.	na	na	66,415	663,585	-	-	-	730,000
3302 - UPS Circuit for 911 Dispatch	Provide conduits and wire the UPS supported panel in the 911 dispatch center's electrical room for computers in the OAC and AIFS area and the generator supported panel for the printers in the AIFS area.	41.28	40.91	15,000	80,824	-	-	-	95,824
3310 - Admin – Fire Alarm Upgrade	Design a fire alarm system based on the latest UBC, UFC, NEC & NFPA codes that are currently adopted by the City of Phoenix. Floors B-5	14.86	14.86	387,646	-	-	-	-	387,646
3310 - Admin – Fire Alarm Upgrade	Design a fire alarm system based on the latest UBC, UFC, NEC & NFPA codes that are currently adopted by the City of Phoenix. Floors 6-10	14.86	14.86	-	372,000	-	-	-	372,000
3315 - Caulking at Jackson Street Parking Garage	Remove and replace all of the caulking around the perimeter of the structure and in control joints on the sidewalk along with one junction box	-	-	27,000	-	-	-	-	27,000

Major Maintenance Project Summary (Continued)

PROJECT TITLE	DESCRIPTION	CURR. FCI	EXP. FCI	FY 2006-07 YEAR 1	FY 2007-08 YEAR 2	FY 2008-09 YEAR 3	FY 2009-10 YEAR 4	FY 2010-11 YEAR 5	FIVE-YEAR TOTAL
3320 - Forensic Science Intake Reconfiguration	Reconfigure millwork to accommodate the admitting personnel.	-	-	$ 11,500	$ -	$ -	$ -	$ -	$ 11,500
4501 - Saguaro Lake Aid Station Wall and Door protection	Provide wall and door protection throughout	na	na	-	22,000	-	-	-	22,000
6600 - Blue Point Covered Parking	Provide covered parking	na	na	-	112,200	-	-	-	112,200
6600 - Blue Point Fuel Tank	Provide a fuel tank	na	na	-	-	-	-	99,000	99,000
6600 - Blue Point storage shed	Provide a metal building for vehicle storage	na	na	-	-	644,600	-	-	644,600
Building Assessments Projects	Update 20% of County building assessments to a current Level 2 assessment	na	na	225,000	225,000	300,000	330,000	360,000	1,440,000
Building Security Projects	Program to address various building security issues as identified	na	na	300,000	300,000	360,000	400,000	440,000	1,800,000
Code Compliance Reserve	Program to address various code compliance issues as identified	na	na	250,000	200,000	500,000	330,000	660,000	1,940,000
Energy Management Studies	Studies to enhance energy usage	na	na	150,000	150,000	280,000	200,000	220,000	1,000,000
Environmental Projects	Program to address various environmental projects as identified	na	na	300,000	300,000	300,000	400,000	521,216	1,821,216
Life/Safety Projects	Program to address various live safety issues as identified	na	na	250,000	200,000	399,000	330,000	760,000	1,939,000
Program Development	Project estimating and FY budget estimating	na	na	250,000	250,000	300,000	330,000	360,000	1,490,000
Project Reserve		na	na	7,322,439	7,054,683	6,760,152	6,436,167	6,079,784	33,653,225
			Subtotal	$ 9,832,000	$ 9,948,292	$ 9,915,752	$ 10,000,000	$ 9,500,000	$ 49,196,044
			TOTAL FUND 100	$ 10,000,000	$ 10,000,000	$ 10,000,000	$ 10,000,000	$ 10,000,000	50,000,000
470 GENERAL GOVERNMENT									
Detention Fund (255) Deferred Maintenance - FCI									
1613 - Towers - Shower rework with Epoxy	24 shower locations need to be reworked with Epoxy on the walls, ceilings and floor.	44.86	44.86	$ -	$ 350,000	$ -	$ -	$ -	$ 350,000
			Subtotal	$ -	$ 350,000	$ -	$ -	$ -	$ 350,000
Detention Fund (255) Facility Renovation									
1403 - Estrella – Millwork at Officer workstations	Repair or Replace the millwork in four (4) control rooms.	7.04	7.04	$ 80,000	$ -	$ -	$ -	$ -	$ 80,000
1603 - Durango – 28 Cell Door Closures	Remove the existing twenty eight (28) door closers and reinstalling upgraded versions	54.92	53.51	33,000	-	-	-	-	33,000
1603 - Durango - Motor Controls replacement	Provide temporary power while shutting down the motor control system at Durango Jail for replacement of new motor control system.	54.92	54.92	74,000	-	-	-	-	74,000
1611 - Towers - Motor Controls Replacement	Provide temporary power while shutting down the motor control system at Towers Jail for replacement of new motor control system.	47.98	46.24	26,000	-	-	-	-	26,000
1628 - Durango – Public Restrooms	Provide public restrooms in the courtyard at the entrance of the Durango Jail	na	na	368,000	-	-	-	-	368,000

Major Maintenance Project Summary (Continued)

PROJECT TITLE	DESCRIPTION	CURR. FCI	EXP. FCI	FY 2006-07 YEAR 1	FY 2007-08 YEAR 2	FY 2008-09 YEAR 3	FY 2009-10 YEAR 4	FY 2010-11 YEAR 5	FIVE-YEAR TOTAL
1705 - Durango Juvenile Intake Central Control	Complete Electronic Upgrade of security control including: Upgraded All Call System, Touch screens, pneumatic control, fixed, pan, tilt, zoom cameras.	78.31	78.31	$ -	$ 370,000	$ -	$ -	$ -	$ 370,000
1705 and 06 - Durango Juvenile Intake and Detention New Roof	Reroof entire building less units 8, 9, and 10.	78.31	78.31	-	571,381	-	-	-	571,381
1706 - Durango Juvenile Detention Fire Sprinkler	Add fire sprinkler system, replace ceiling tiles and flooring containing asbestos, repaint.	81.81	81.81	-	-	2,901,819	758,181	300,000	3,960,000
1713 - Durango Juvenile Detention Intercom	Install intercom call box near Administration west entrance to allow contact with central control.	-	-	-	-	-	3,000	-	3,000
2871 - SE Juvenile Detention Security Upgrade Project	Provide and install additional video cameras, remodel control site, synchronize central control.	-	-	350,000	-	-	-	-	350,000
			Subtotal	$ 931,000	$ 941,381	$ 2,901,819	$ 761,181	$ 300,000	$ 5,835,381
Detention Fund (255) Major Maintenance									
1403 - Estrella - Misc Electrical Infrastructure Upgrades	Estrella Jail electrical upgrades.	7.04	7.04	$ 332,600	$ 262,000	$ 275,000	$ 289,000	$ 190,000	$ 1,348,600
1403 - Estrella - Rework 160 upper level cleanouts	Reconfigure drain waste pipe at the upper level of Towers A, B, C and D.	7.04	7.04	37,000	-	-	-	-	37,000
1412 - Estrella - 22 Plumbing Cleanouts at Support Building	Provide a cleanout at each toilet location. Rework the plumbing drains in the chase.	0.03	0.03	7,500	-	-	-	-	7,500
1412 - Estrella - Outlet for ice boxes	Route power from the electrical room, to accommodate two ice boxes.	0.03	0.03	9,000	-	-	-	-	9,000
1412 - Estrella - Re-secure shower trims at ESB x30	Reinstall twenty (20) shower trims in the men's dorm N and ten (10) shower trims in the women's dorm O.	0.03	0.03	19,000	-	-	-	-	19,000
1600 - Durango – Repave interior roads	Repave interior roads at the Durango Jail and pave the recreation yard.	na	na	-	-	-	86,500	-	86,500
1619 - Tents – Electrical upgrades	Electrical upgrades	1.01	1.01	362,000	-	-	-	-	362,000
1619 - Towers - Pole Light Circuit troubleshoot	The lights on the poles surrounding the ConTents have been failing sporadically. Trace out the circuits underground and back to the panels. There are also 8 lamps that need to be replaced.	na	na	21,000	-	-	-	-	21,000
1627 - Towers - Plumbing access at support bldg.	Remove the existing access panels to the urinals and toilets, enlarge the opening and cover with a similar item over the larger opening.	na	na	100,000	-	-	-	-	100,000
1703 - JV Intake Outdoor Shade Structure	Construct a shaded area outside the cafeteria.	78.31	78.31	-	-	-	74,500	-	74,500
1713 - Durango Juvenile Detention Card Reader	Provide one card reader and electrified hardware.	-	-	-	-	-	3,000	-	3,000
1713 - Durango Juvenile Detention Fire Alarm Upgrades	Modify Alarm Enunciator in Control room.	-	-	-	-	-	3,000	-	3,000
1713 - Durango Juvenile Detention Medical Clinic Video	Install stand-alone camera and monitoring system for pharmacy - motion sensors. CDs controlled by clinic staff	-	-	12,000	-	-	-	-	12,000

Major Maintenance Project Summary (Continued)

PROJECT TITLE	DESCRIPTION	CURR. FCI	EXP. FCI	FY 2006-07 YEAR 1	FY 2007-08 YEAR 2	FY 2008-09 YEAR 3	FY 2009-10 YEAR 4	FY 2010-11 YEAR 5	FIVE-YEAR TOTAL
1961 - LBJ - Expansion Joint Domestic Plumbing	Replace the braided copper pipes at the locations of the domestic water lines where they cross the expansion joint with hard pipes.	-	-	$ 75,000	$ -	$ -	$ -	$ -	$ 75,000
1961 - LBJ - Shotcrete Riprap	Remove existing damaged riprap and reinstall new riprap at 10 different locations	na	na	49,000	-	-	-	-	49,000
1961 - LBJ - Strainer on Domestic Water	Provide a water strainer in the water pipe before the mixing valve. There are twenty four (24) locations, each containing a hot and cold water pipe.	-	-	17,000	-	-	-	-	17,000
1962 - Baler Shelter	Provide a sun shade over the area in front of the baler equipment for worker protection from the sun.	-	-	14,110	-	-	-	-	14,110
1962 - Distribution - Refrigerated Warehouse Door	Provide an additional sliding door for access to a refrigerated room.	-	-	-	-	-	26,000	-	26,000
1962 - Distribution - Shelter at East Dock	Provide a shelter at the East Dock area of the Food Factory.	-	-	52,000	-	-	-	-	52,000
1962 - Food Factory - 1500 lb Equipment Lift	Provide 1,500 pound lift on the top of the roof of the Central Services Facilities.	-	-	-	21,000	-	-	-	21,000
1962 - Food Factory - Additional Trash Compactor	Provide an additional trash compactor at the Central Services location.	-	-	-	-	-	110,000	-	110,000
1962 - Food Factory - Cart Wash Steam Curtain and Repairs	Provide an engineered solution to the excessive steam creation at the cart wash machine.	-	-	50,000	-	-	-	-	50,000
1962 - Food Factory - East Dock Drain Upsizing	Enlarge the drain and piping on the east dock to handle the amount of flow required to eliminate the cyclical overflow during every drain cycle.	-	-	23,000	-	-	-	-	23,000
1962 - Food Factory - East Dock Storm Drain Screening	Provide a cleanable debris screen at the street drain	-	-	14,000	-	-	-	-	14,000
1962 - Food Factory - Evaporative Coolers in Refrigeration	Replace existing evaporative cooler with new 100% out side air, rooftop chilled water plus DX air handler to temper and dehumidify outside air.	-	-	220,000	-	-	-	-	220,000
1962 - Food Factory - Ice Builder Drain Upsizing	Provide an increased size of drain line to the two (2) ice builder machines.	-	-	23,500	-	-	-	-	23,500
1962 - Food Factory - Redundant Chilled Water System	Installation of a new redundant cooling system with piping and connection to new equipment, pipe insulation and electrical, and cooling equipment.	-	-	-	1,250,000	-	-	-	1,250,000
1962 - Food Factory - Refrigerated Warehouse Door	Provide an additional sliding door for access to warehouse room.	-	-	25,000	-	-	-	-	25,000
1962 - Food Factory - Relocate Cart Washer Drain	Remove this machine and relocate the drain so that it is under the pop out area at the rear of the machine. Patch back to match existing.	-	-	17,000	-	-	-	-	17,000

Major Maintenance Project Summary (Continued)

PROJECT TITLE	DESCRIPTION	CURR. FCI	EXP. FCI	FY 2006-07 YEAR 1	FY 2007-08 YEAR 2	FY 2008-09 YEAR 3	FY 2009-10 YEAR 4	FY 2010-11 YEAR 5	FIVE-YEAR TOTAL
1962 - Food Factory - Rework downdraft Exhausts	Rework down draft exhaust ducting at the roof location so that the steam does not continue to degrade the roofing material. There are three (3) that cause excessive damage including mold growth.	-	-	$ 19,000	$ -	$ -	$ -	$ -	$ 19,000
1962 - Food Factory - Roof Repairs and Walkway Run	Provide and install walking pads in the high traffic areas around the equipment and the access hatch. Repair the roof in the locations that the mechanical penetrations and ducting are creating problems.	-	-	30,000	-	-	-	-	30,000
1962 - Security Upgrade	Install four (4) video cameras and a monitor with a recorder.	-	-	-	-	-	71,000	-	71,000
1962 - West End Gutters and Awnings	Weather-strip the overhead doors. Install a French drain below the two overhead doors.	-	-	20,000	-	-	-	-	20,000
1963 - Laundry Air Filter	Provide an air filtration system above the folding equipment at the laundry facility.	-	-	60,000	-	-	-	-	60,000
2856 - SE Juvenile Detention Medical Video	Install stand-alone camera and monitoring system for pharmacy - motion sensors. CDs controlled by clinic staff	14.27	14.27	12,000	-	-	-	-	12,000
2871 - SE Juvenile Detention Traffic Barriers	Provide and install 10 concrete traffic bollards to alleviate vehicular danger.	na	na	-	25,000	-	-	-	25,000
Building Assessments Projects	Update 20% of assessments to a current Level 2 assessment	na	na	25,000	25,000	25,000	100,000	150,000	325,000
Building Security Projects	Program to address various building security issues as identified	na	na	100,000	100,000	100,000	800,000	800,000	1,900,000
Code Compliance Reserve	Program to address various code compliance issues as identified	na	na	100,000	100,000	100,000	750,000	1,318,201	2,368,201
Energy Management Studies	Studies to enhance energy usage	na	na	100,000	100,000	100,000	100,000	300,000	700,000
Life/Safety Projects	Program to address various life safety issues as identified	na	na	100,000	100,000	100,000	787,820	1,300,000	2,387,820
Project Reserve		na	na	4,523,290	4,225,619	3,898,181	3,537,999	3,141,799	19,326,888
			Subtotal	$ 6,569,000	$ 6,208,619	$ 4,598,181	$ 6,738,819	$ 7,200,000	$ 31,314,619
		TOTAL FUND 255		$ 7,500,000	$ 7,500,000	$ 7,500,000	$ 7,500,000	$ 7,500,000	$ 37,500,000
	TOTAL GENERAL GOVERNMENT 470			**$ 17,500,000**	**$ 17,500,000**	**$ 17,500,000**	**$ 17,500,000**	**$ 17,500,000**	**$ 87,500,000**
480 APPROPRIATED FUND BALANCE									
General Fund (100) Deferred Maintenance									
COSC / County Attorney interior remodel	Southeast Superior Court, COSC and County Attorney Interior renovations	3.26	3.26	$ 75,000	$ -	$ -	$ -	$ -	$ 75,000
Elections Warehouse / electrical Generator	Install additional electrical generator to provide 100% backup.	-	-	367,000	-	-	-	$ -	367,000
			Subtotal	$ 442,000	$ -	$ -	$ -	$ -	$ 442,000

Major Maintenance Project Summary (Continued)

PROJECT TITLE	DESCRIPTION	CURR. FCI	EXP. FCI	FY 2006-07 YEAR 1	FY 2007-08 YEAR 2	FY 2008-09 YEAR 3	FY 2009-10 YEAR 4	FY 2010-11 YEAR 5	FIVE-YEAR TOTAL
General Fund (100) Deferred Maintenance - FCI									
3301 - West Courts - Basement Ceiling Renovation	Replace ceiling tile, grid and light fixtures in the basement hallways of the West Courts building	47.43	46.18	114,000	-	-	-	-	114,000
3301 - West Courts – Retrofit switch gear	Provide a complete Power System Site Survey Engineering study. Replace existing 12.47 kV breakers with NEW Vacuum Replacement breakers in SES-1. Replace 480V breakers and components in SES-1 including. Service and inspect SES-1A and SES-1B. Test and perform maintenance on 12.47 kV / 480 V control transformer in SES-1 and advise as necessary. Test and perform maintenance on 12.47 kV / 480 V distribution transformer in SES-1 and advise as necessary.	47.43	41.98	1,130,000	-	-	-	-	1,130,000
3303 - East Courts 5th & 6th Floor Upgrades	Complete renovation of the 5th & 6th floor. (Phase I and II in East Courts Building)	53.93	35.91	7,418,000	-	-	-	-	7,418,000
3305 - Central Courts – Replace high voltage conduit	Provide and install a redundant high voltage conductor for the central plant in the basement to three locations in the building.	47.17	45	550,000	-	-	-	-	550,000
3310 - Admin – TI Phase III	Continued interior remodel and interior structure upgrades of floors one (1) through eight (8).	14.86	10.48	1,700,000	-	-	-	-	1,700,000
3401 - Old Courthouse Repair	Miscellaneous repairs, including weather stripping at windows and fire alarm troubleshoot.	25.01	23.56	167,000	-	-	-	-	167,000
3817 - Garfield APO Fire Alarm	Demolish existing and provide and install new fire alarm system. Provide emergency lights and exit signage.	na	na	125,000	-	-	-	-	125,000
4012 - 11th Ave Building Historic Restoration	Renovate 6,000 square foot building into administrative space	na	na	600,000	-	-	-	-	600,000
Apache Lake Aid Station and Boathouse	Replace existing Aid Station and Boathouse	na	na	891,000	-	-	-	-	891,000
Bartlett Lake Improvements	Replace existing Aid Station and Boathouse	na	na	1,349,000	-	-	-	-	1,349,000
Durango Building Demolition	Demolition of various Durango north east complex buildings.	na	na	274,000	-	-	-	-	274,000
Durango Juvenile Facility Infrastructure Renovation and Improvements	Juvenile Probation Interior renovations and improvements to administrative areas	78.31	78.31	2,148,000	-	-	-	-	2,148,000
Lake Pleasant Improvements	Replace existing Aid Station and Boathouse	na	na	518,000	-	-	-	-	518,000
			Subtotal	$ 16,984,000	$ -	$ -	$ -	$ -	$ 16,984,000

PROJECT TITLE	DESCRIPTION	CURR. FCI	EXP. FCI	FY 2006-07 YEAR 1	FY 2007-08 YEAR 2	FY 2008-09 YEAR 3	FY 2009-10 YEAR 4	FY 2010-11 YEAR 5	FIVE-YEAR TOTAL

Major Maintenance Project Summary (Continued)

General Fund (100) Facility Renovation									
0701 - Canyon Lake Boathouse Replace	Replace boathouse dock and slips.	na	na	$ 700,000	$ -	$ -	$ -	$ -	$ 700,000
2856 - SE Court – Heating and Cooling	Demo existing piping and reinstall 2 new shut off valves. 1 new balancing valve. 1 new strainer. Install control valve (provided by others) and piping as required. Piping insulation. Start-up of new FCU's. New duct as required. Test and balancing. Replace 30 units with new ones	14.27	5.21	817,000	-	-	-	-	817,000
St. Vincent de Paul Demolition	Demolish and haul off 28,000 square foot facility. Provide a level grade.	na	na	300,000	-	-	-	-	300,000
			Subtotal	$ 1,817,000	$ -	$ -	$ -	$ -	$ 1,817,000
General Fund (100) Major Maintenance									
3812 - Outlying Regional Justice Centers - Internal Antenna Installations	Provide an 800MHz bidirectional amplifier, cabling, one rooftop antenna, four internal building antenna, and one power splitter per Regional Justice Center building.	na	na	$ 200,000	$ -	$ -	$ -	$ -	$ 200,000
Forensic Science Building	Install UPS and Backup generator. Carry over from CIP project	-	-	350,000	-	-	-	-	350,000
			Subtotal	$ 550,000	$ -	$ -	$ -	$ -	$ 550,000
			TOTAL FUND 100	$ 19,793,000	$ -	$ -	$ -	$ -	$ 19,793,000
480 APPROPRIATED FUND BALANCE									
Detention Fund (255) Deferred Maintenance - FCI									
1403 - Estrella - Control Room Controls and Intercom	Replace the door controls and intercom system at Estrella Jail.	7.04	7.04	$ 663,000	$ -	$ -	$ -	$ -	$ 663,000
1403 Estrella Jail Infrastructure Improvements	Renovation of interior including security upgrades.	3.76	3.76	24,000	-	-	-	-	24,000
1613 - Towers - Water well doors repair	There are 216 water well doors requiring varying degrees of repair due to damage from water leaks. Repair water damaged doors and frames.	47.73	47.73	3,393,000	-	-	-	-	3,393,000
1629 Pup Tent Restroom	Install new rest room facility	na	na	350,000	-	-	-	-	350,000
2856 - SE JV Infrastructure	Complete phase II, III, and IV of the plumbing infrastructure project. Phase II – Gym, Cafeteria, and the Infirmary. Phase III – Intake and Administration. Phase IV - Judges restrooms	14.27	14.27	$ 1,967,000	$ -	$ -	$ -	$ -	$ 1,967,000
Durango Juvenile Infrastructure Improvements	Interior renovations at locations	na	na	1,790,000	$ -	$ -	$ -	-	1,790,000
			Subtotal	$ 8,187,000	$ -	$ -	$ -	$ -	$ 8,187,000
Detention Fund (255) Facility Renovation									
1403 - Estrella Jail Improvements	Renovate the thirty five (35) existing sliding doors at the hallway and towers entrance locations, including security upgrades.	7.04	7.04	$ 626,100	$ -	$ -	$ -	$ -	$ 626,100

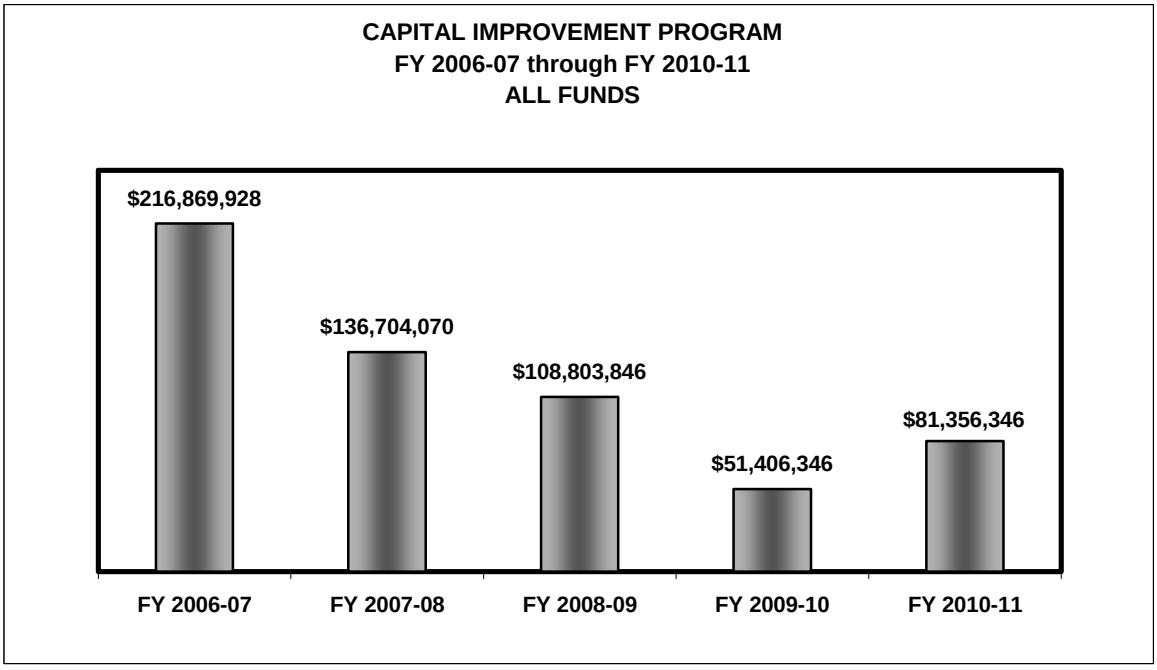
Major Maintenance Project Summary (Continued)

PROJECT TITLE	DESCRIPTION	CURR. FCI	EXP. FCI	FY 2006-07 YEAR 1	FY 2007-08 YEAR 2	FY 2008-09 YEAR 3	FY 2009-10 YEAR 4	FY 2010-11 YEAR 5	FIVE-YEAR TOTAL
1613 - Towers Jail Improvements	Replace the three hundred and sixty (360) locksets at the Towers Jail facility at the cell doors and the twenty four (24) egress swinging door locksets between the towers, ceiling and lighting replacement, and door control replacement. Completion of controls project is also included.	47.73	47.73	$ 1,698,000	$ -	$ -	$ -	$ -	$ 1,698,000
Durango Jail Infrastructure Improvements	Miscellaneous infrastructure improvements	na	na	$ 41,000	$ -	$ -	$ -	$ -	$ 41,000
			Subtotal	$ 2,365,100	$ -	$ -	$ -	$ -	$ 2,365,100
Detention Fund (255) Major Maintenance									
1962 - Lower Buckeye Jail Central Plant	Extend one eighteen inch and one twenty four inch chilled water pipe across the Roosevelt Water District canal and up to Estrella jail.	-	-	$ 3,563,500	$ -	$ -	$ -	$ -	$ 3,563,500
			Subtotal	$ 3,563,500	$ -	$ -	$ -	$ -	$ 3,563,500
			TOTAL FUND 255	$ 14,115,600	$ -	$ -	$ -	$ -	$ 14,115,600
	TOTAL APPROPRIATED FUND BALANCE 480			**$ 33,908,600**	$ -	$ -	$ -	$ -	**$ 33,908,600**

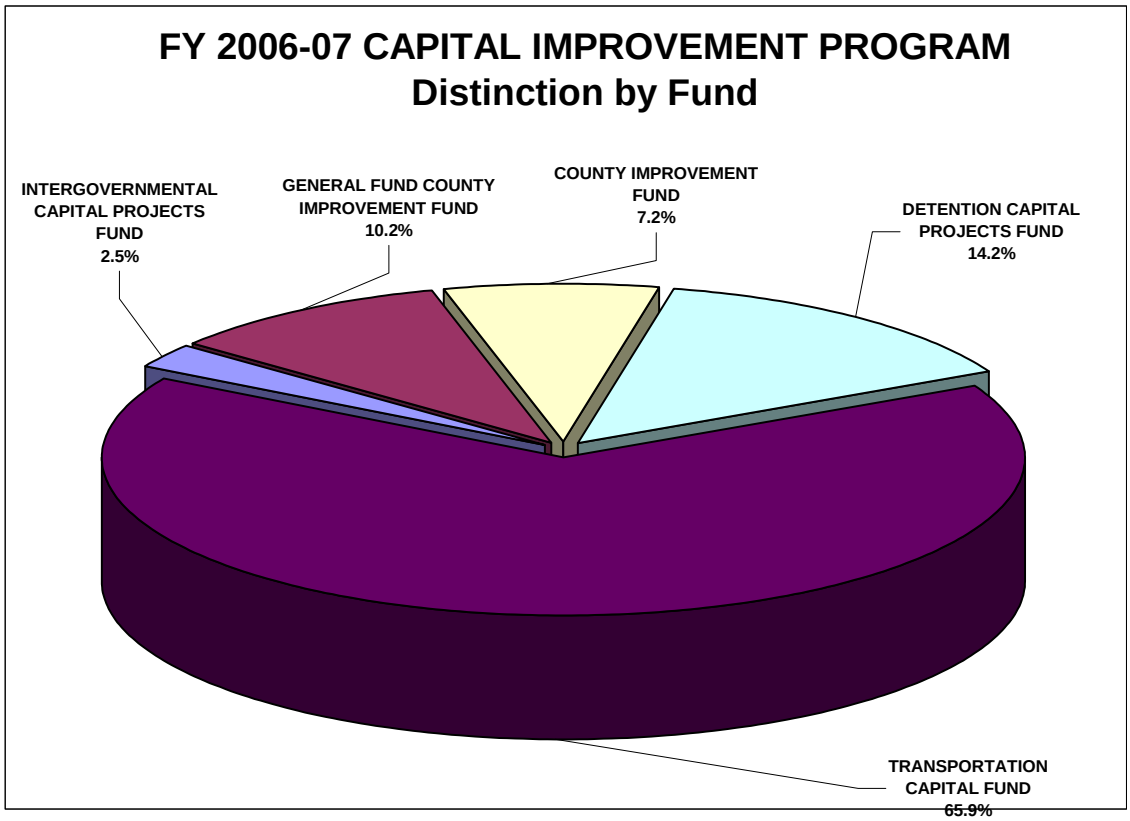
Capital Improvement Projects

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

The CIP spans a five-year period beginning with Fiscal Year 2006-07 and ending Fiscal Year 2010-11. The total anticipated cost for projects presented in the FY 2006-07 CIP is $595.1 million with the largest amount of planned spending, $216.7 million in Fiscal Year 2006-07 (see table that follows).



The largest portion of expenditures for the County's five-year Capital Improvement Program is the Transportation Capital Fund with 65.9% of the total. The Detention Capital Projects Fund is next with 14.2%, followed by the General Fund County Improvement Fund at 10.2%. County Improvement Fund (COPs) comprises 7.2% of the total expenditures, and the Intergovernmental Capital Projects Fund follows with 2.5% of the CIP.



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 2005-06 Capital Improvement Program.

FY 2006-07 CAPITAL IMPROVEMENT PROGRAM
Five-Year Total By Fund

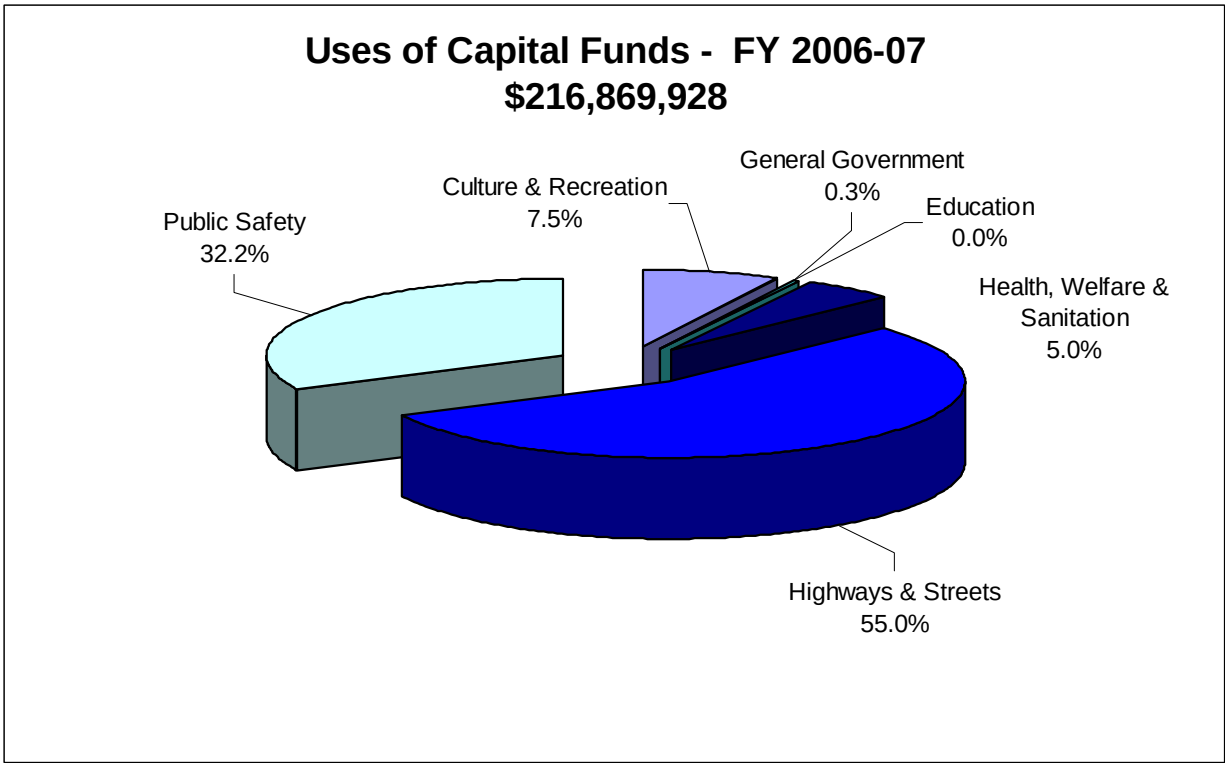
CIP Allocation by Fund	REVISED FY 2005-06 THROUGH FY 2009-10	ADOPTED FY 2006-07 THROUGH FY 2010-11	(Increase)/ Decrease
General Fund			
445 GENERAL FUND CTY IMPROV	$ 24,887,048	$ 60,570,782	$ (35,683,734)
435 COUNTY IMPROVEMENT FUND	77,802,250	43,015,231	34,787,019
422 INTERGOVERNMENTAL CAP PROJ	8,101,348	14,624,318	(6,522,970)
Subtotal General Fund	$ 110,790,646	$ 118,210,331	$ (7,419,685)
Special Revenue			
455 DETENTION CAPITAL PROJECTS	$ 92,792,383	$ 84,450,787	$ 8,341,596
234 TRANSPORTATION CAPITAL PROJECT	384,909,054	392,479,418	(7,570,364)
Subtotal Special Revenue	$ 477,701,437	$ 476,930,205	$ 771,232
TOTAL MARICOPA COUNTY	**$ 588,492,083**	**$ 595,140,536**	**$ (6,648,453)**

Capital Projects Budget

The capital projects budget is the first year of the CIP. The recommended FY 2006-07 Maricopa County CIP budget is $216.9 million and is comprised of projects for which funding has been clearly identified for the duration of the projects. Total budgeted expenditures by fund source compared with FY 2005-06 expenditures are shown in the table below.

CAPITAL BUDGET BY FUND

FUND	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED
General Fund				
445 GENERAL FUND CTY IMPROV	$ 10,262,404	$ 14,762,048	$ 7,342,362	$ 35,680,782
435 COUNTY IMPROVEMENT FUND	66,674,304	73,837,250	34,307,623	34,489,709
422 INTERGOVERNMENTAL CAP PROJ	5,691,348	5,691,348	495,682	7,954,616
Subtotal General Fund	$ 82,628,056	$ 94,290,646	$ 42,145,667	$ 78,125,107
Special Revenue Funds				
455 DETENTION CAPITAL PROJECTS	$ 22,800,000	$ 22,799,883	$ 8,341,596	$ 19,550,787
234 TRANSPORTATION CAPITAL PROJECT	110,634,054	110,634,054	91,977,691	119,194,034
Subtotal Special Revenue Funds	$ 133,434,054	$ 133,433,937	$ 100,319,287	$ 138,744,821
TOTAL MARICOPA COUNTY	**$ 216,062,110**	**$ 227,724,583**	**$ 142,464,954**	**$ 216,869,928**



Operating & Capital Budgets – Their Relationship

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

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

The estimated annual operating costs for the new general fund and detention facilities include utility costs, housekeeping staff, general maintenance commodities, e.g., janitorial supplies, and miscellaneous contract costs, e.g., janitorial contracts. Also included are user department operating net costs that may result from the construction of the project, such as additional staff and operating supplies and services. The following table illustrates the estimated ongoing operating costs associated with the new facilities constructed or acquired through the CIP.

NEW FACILITY OPERATING COSTS

	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
GENERAL FUND PROJECTS					
Buckeye Hills Shooting Range (Infrastructure)	$ 238,446	$ 245,599	$ 252,967	$ 260,556	$ 268,373
Durango Animal Care & Control Facility	417,604	430,132	443,036	456,327	470,017
Downtown Justice Center	687,508	37,547	60,903	84,959	109,737
Human Services Campus	213,928	220,346	226,956	233,765	240,778
McDowell Mountain Regionl Park Competitive Track	-	1,500	1,500	1,500	1,500
Northeast Superior Court/Justice Court Expansion	321,551	336,093	351,071	366,498	382,389
Northwest Consolidated Justice Courts	280,580	303,477	326,784	350,789	375,515
Public Health Clinic	425,216	437,972	451,112	464,645	478,584
Santan Consolidated Justice Courts	(109,646)	(976,063)	(975,227)	(974,365)	(973,477)
Security Building	-	-	68,816	145,201	229,824
Southeast Justice Center	-	-	440,441	464,765	489,819
Southwest Consolidated Justice Courts	625,692	644,463	663,797	683,711	704,222
General Fund Subtotal	$ 3,100,879	$ 1,681,066	$ 2,312,156	$ 2,538,351	$ 2,777,281
DETENTION FUND PROJECTS					
Durango Juvenile Detention/Treatment Center	$ 1,475,742	$ 1,520,014	$ 1,565,615	$ 1,612,583	$ 1,660,961
Fourth Avenue Jail	18,119,958	18,663,557	19,223,463	19,800,167	20,394,172
Lower Buckeye Jail	12,723,089	13,104,782	13,497,925	13,902,863	14,319,948
Madison Street Jail Renovations	17,156,234	17,670,921	18,201,049	18,747,080	19,309,493
Detention Fund Subtotal	$ 49,475,023	$ 50,959,274	$ 52,488,052	$ 54,062,693	$ 55,684,574
TOTAL FUNDS	**$ 52,575,902**	**$ 52,640,340**	**$ 54,800,208**	**$ 56,601,044**	**$ 58,461,855**

County Departments

Intergovernmental and County Improvement Capital Projects

General Fund and Special Revenue Funds

Summary

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

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

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

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

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

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

Project Detail

A total of six (6) capital projects are identified and recommended to the Board for support from the Intergovernmental Capital Project Fund (Fund 422). A total of seven (7) capital projects are identified and recommended to the Board for support from the County Improvements Fund (Fund 435). A total of eighteen (18) projects are identified and recommended to the Board for support from the General Fund (Fund 445) by the Facilities Review Committee in the proposed CIP. The recommended projects are as follows.

422 INTERGOVERNMENTAL CAPITAL PROJECTS FUND	PRIOR YEARS	PROJECTED FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FIVE-YEAR TOTAL (FY 2007-11)	TOTAL PROJECT	Page
Continuing Projects										
Buckeye Hills Shooting Range (Infrastructure)	$ 98,676	$ -	$ 1,901,324	$ -	$ -	$ -	$ -	$ 1,901,324	$ 2,000,000	667
Downtown Justice Center	-	-	2,594,765	-	-	-	-	2,594,765	2,594,765	669
McDowell Mountain Regional Park Competitve Track	-	4,100	179,000	-	-	-	-	179,000	183,100	685
San Tan Consolidated Justice Courts	-	-	1,600,000	-	-	-	-	1,600,000	1,600,000	700
Southeast Justice Center	-	-	-	1,410,000	1,000,000	-	-	2,410,000	2,410,000	705
Southwest Justice Center	-	190,298	1,440,925	4,259,702	-	-	-	5,700,627	5,890,925	708
Project Reserve	-	*(3,402)*	*238,602*	-	-	-	-	*238,602*	*235,200*	
Subtotal	$ 98,676	$ 190,996	$ 7,954,616	$ 5,669,702	$ 1,000,000	$ -	$ -	$ 14,624,318	$ 14,913,990	
Completed Projects										
Comfort Station Improvements	$ 204,000	$ 204,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 408,000	
Environmental Services Facility	2,402,152	100,686	-	-	-	-	-	-	2,502,838	
Elections Facility	3,081,881	-	-	-	-	-	-	-	3,081,881	
Human Services Campus	6,996,000	-	-	-	-	-	-	-	6,996,000	
Northeast Superior Court/Justice Court Expansion	2,000,000	-	-	-	-	-	-	-	2,000,000	
Sheriff's Property & Evidence Warehouse	6,691,568	-	-	-	-	-	-	-	6,691,568	
Sheriff's Training Facility	3,666,301	-	-	-	-	-	-	-	3,666,301	
West Regional Center	2,677,513	-	-	-	-	-	-	-	2,677,513	
Subtotal	$ 27,719,415	$ 304,686	$ -	$ -	$ -	$ -	$ -	$ -	$ 28,024,101	
TOTAL FUND 422	**$ 27,818,091**	**$ 495,682**	**$ 7,954,616**	**$ 5,669,702**	**$ 1,000,000**	**$ -**	**$ -**	**$ 14,624,318**	**$ 42,938,091**	

435 COUNTY IMPROVEMENT FUND	PRIOR YEARS	PROJECTED FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FIVE-YEAR TOTAL (FY 2007-11)	TOTAL PROJECT	Page
Continuing Projects										
Downtown Justice Center	$ 4,254,078	$ 24,995,922	$ 405,235	$ -	$ -	$ -	$ -	$ 405,235	$ 29,655,235	669
Durango Animal Care & Control Facility	-	50,000	9,650,000	7,230,000	-	-	-	16,880,000	16,930,000	672
Human Services Campus	12,250,104	4,400,000	1,002,896	-	-	-	-	1,002,896	17,653,000	680
Public Health Clinic	12,637,583	114,517	275,000	-	-	-	-	275,000	13,027,100	696
San Tan Consolidated Justice Courts	250,817	849,183	4,144,765	-	-	-	-	4,144,765	5,244,765	700
Southeast Justice Center	4,478	849,183	17,300,000	1,295,522	-	-	-	18,595,522	18,900,000	705
Southwest Justice Courts	63,130	849,183	1,620,755	-	-	-	-	1,620,755	1,700,000	708
Project Reserve	-	849,183	*91,058*	-	-	-	-	*91,058*	*91,058*	
Subtotal	$ 29,460,190	$ 32,957,171	$ 34,489,709	$ 8,525,522	$ -	$ -	$ -	$ 43,015,231	$ 103,201,158	
Completed Projects										
New Administrative Serv/Forensic Science Ctr. Parking	$ 9,072,057	$ 385,315	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,457,372	
Northwest Consolidated Justice Courts	3,303,429	3,196,571	-	-	-	-	-	-	6,500,000	
Clerk of the Court Service Center	12,384,465	-	-	-	-	-	-	-	12,384,465	
Cost of Issuance	1,251,182	-	-	-	-	-	-	-	1,251,182	
Downtown Development/Property Acquisition	614,957	-	-	-	-	-	-	-	614,957	
Facilities Management Building	2,134,980	-	-	-	-	-	-	-	2,134,980	
Jackson Street Garage	2,468,612	-	-	-	-	-	-	-	2,468,612	
Justice Court Co-location Projects	1,688,832	-	-	-	-	-	-	-	1,688,832	
Juvenile Detention 40-Bed Expansion	3,572,424	-	-	-	-	-	-	-	3,572,424	
Juvenile Detention 80-Bed Expansion	1,266,988	-	-	-	-	-	-	-	1,266,988	
Medical Examiner/Forensic Science Facility	17,992,205	-	-	-	-	-	-	-	17,992,205	
Mesa Justice Court Facility	132,687	-	-	-	-	-	-	-	132,687	
Muilti-purpose MMC Campus	23,939	-	-	-	-	-	-	-	23,939	
New Administrative Services Building Closeout	12,194,305	-	-	-	-	-	-	-	12,194,305	
Regional Land Acquisition	254,124	-	-	-	-	-	-	-	254,124	
Relocation of Scottsdale Justice Courts	1,701,041	-	-	-	-	-	-	-	1,701,041	
Security Building	9,868,130	-	-	-	-	-	-	-	9,868,130	
Sheriff Replacement Vehicles	5,230,798	-	-	-	-	-	-	-	5,230,798	
Spur Cross Ranch (SCAAP Grant)	3,698,970	-	-	-	-	-	-	-	3,698,970	
Subtotal	$ 88,854,125	$ 3,581,886	$ -	$ -	$ -	$ -	$ -	$ -	$ 92,436,011	
TOTAL FUND 435	**$ 118,314,315**	**$ 36,539,057**	**$ 34,489,709**	**$ 8,525,522**	**$ -**	**$ -**	**$ -**	**$ 43,015,231**	**$ 195,637,169**	

445 GENERAL FUND COUNTY IMPROVEMENTS FUND	PRIOR YEARS	PROJECTED FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FIVE-YEAR TOTAL (FY 2007-11)	TOTAL PROJECT	Page
Continuing Projects										
Downtown Justice Center	$ 341,288	$ 388	$ 3,233,324	$ -	$ -	$ -	$ -	$ 3,233,324	$ 3,575,000	669
Entry Stations, Monuments, and Restrooms	-	86,662	1,563,341	-	-	-	-	1,563,341	1,650,003	674
Estrella Campground Design	-	-	150,000	-	-	-	-	150,000	150,000	677
Estrella Mountain Irrigation System	-	125,000	620,000	-	-	-	-	620,000	745,000	678
Maricopa Regional Trail System	20,315	61,030	1,541,000	-	-	-	-	1,541,000	1,622,345	683
McDowell Mountain Regional Park Competitive Track	-	19,492	61,408	-	-	-	-	61,408	80,900	685
Northeast Superior Court/Justice Court Expansion	15,720,910	837,845	41,245	-	-	-	-	41,245	16,600,000	688
Northwest Consolidated Justice Courts	712,043	-	87,957	-	-	-	-	87,957	800,000	691
Parks Restroom Projects Phase 3	-	-	1,662,100	-	-	-	-	1,662,100	1,662,100	699
Parks System Master Plan	-	-	485,200	-	-	-	-	485,200	485,200	694
Playground Shade Structures	-	-	589,050	-	-	-	-	589,050	589,050	695
San Tan Justice Courts	-	-	4,107,737	-	-	-	-	4,107,737	4,107,737	700
Security Building	4,869,034	5,352,025	100,000	-	-	-	-	100,000	10,321,059	703
Southeast Justice Center	-	-	-	24,890,000	-	-	-	24,890,000	24,890,000	705
Southwest Justice Center	-	-	13,659,075	-	-	-	-	13,659,075	13,659,075	708
Usery Mountain Water System	-	55,000	645,000	-	-	-	-	645,000	700,000	711
Visitors Centers and Amphitheaters	-	-	6,842,700	-	-	-	-	6,842,700	6,842,700	713
Vulture Mountain Study	-	-	100,000	-	-	-	-	100,000	100,000	714
Project Reserve	-	-	*191,645*	-	-	-	-	*191,645*	*191,645*	
Subtotal	$ 21,663,590	$ 6,537,442	$ 35,680,782	$ 24,890,000	$ -	$ -	$ -	$ 60,570,782	$ 88,771,814	
Completed Projects										
Comfort Station Improvements	$ 860,647	$ 799,923	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,660,570	
White Tank Dump Station (cancelled)	-	4,997	-	-	-	-	-	-	4,997	
Downtown Development/Property Acquisition	832,908	-	-	-	-	-	-	-	832,908	
Facilities Management Building	213,916	-	-	-	-	-	-	-	213,916	
Justice Courts Consolidation	70,530	-	-	-	-	-	-	-	70,530	
Land Acquisition near Lake Pleasant	951,315	-	-	-	-	-	-	-	951,315	
McDowell Mountain Regional Park Visitor Center	81,976	-	-	-	-	-	-	-	81,976	
Medical Examiner/Forensic Science Facility	224,045	-	-	-	-	-	-	-	224,045	
New Administrative Services Building Closeout	2,793,707	-	-	-	-	-	-	-	2,793,707	
New Administrative Services Parking	893,930	-	-	-	-	-	-	-	893,930	
Northwest Consolidated Justice Courts	320,762	-	-	-	-	-	-	-	320,762	
Relocation of Scottsdale Justice Courts	130,632	-	-	-	-	-	-	-	130,632	
San Tan Mountain Park Improvement	601,829	-	-	-	-	-	-	-	601,829	
Southeast Regional land Acquisition	11,000	-	-	-	-	-	-	-	11,000	
Spur Cross Ranch	3,698,967	-	-	-	-	-	-	-	3,698,967	

Buckeye Hills Shooting Range (Infrastructure)

User Department: Sheriff's Office
Project Location: Buckeye Hills Recreation Area
Supervisor District(s): 5
Managing Department: Facilities Management
Project Partner(s): Arizona State Parks and Salt River Project (SRP)
Completion Date: June 2008 (Construction)



Project Description

This project involves two phases of construction. The first phase will cover infrastructure improvements for the general site and is estimated at $3,000,000. Additional funding beyond the current project budget of $1,500,000 will be required in order to complete the infrastructure. The second phase includes the construction of a regional facility for the Sheriff's Office and other regional law enforcement agencies for firearms training and certification. The second phase has not been completely funded to date and has a shortfall $4.4 million. There may be a $500,000 contribution towards the second phase, which could be available once the County funds the project. In Fiscal Year 2006-07, this project's funding will not cover the required work to be completed.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Intergovernmental Cap Proj (422)	$ 98,676	$ -	$1,401,324	$ -	$ -	$ -	$ -	$ 1,401,324	$ 1,500,000
Other Sources	-	-	500,000	-	-	-	-	500,000	500,000
Project Total	**$ 98,676**	**$ -**	**$1,901,324**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,901,324**	**$ 2,000,000**

.

Buckeye Hills Shooting Range (Infrastructure) (Continued)

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Post Construction Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ 37,336	$ 38,456	$ 39,610	$ 40,798	$ 42,022	$ 198,222
Supplies & Services	-	201,110	207,143	213,358	219,758	226,351	1,067,720
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 238,446	$ 245,599	$ 252,967	$ 260,556	$ 268,373	$ 1,265,942
Net Facilities Management Department Operating Costs (post less current)							
Personal Sevices	$ -	$ 37,336	$ 38,456	$ 39,610	$ 40,798	$ 42,022	$ 198,222
Supplies & Services	-	201,110	207,143	213,358	219,758	226,351	1,067,720
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 238,446	$ 245,599	$ 252,967	$ 260,556	$ 268,373	$ 1,265,942
Total User and FMD Net Operating Costs (net plus net)							
Personal Sevices	$ -	$ 37,336	$ 38,456	$ 39,610	$ 40,798	$ 42,022	$ 198,222
Supplies & Services	-	201,110	207,143	213,358	219,758	226,351	1,067,720
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 238,446	$ 245,599	$ 252,967	$ 260,556	$ 268,373	$ 1,265,942

Downtown Justice Center

User Department: Trial Courts, Clerk of the Court, Adult Probation, ICJIS, Public Defender, Office of Contract Counsel
Project Location: Between 6th & 7th Ave, Jackson St & Madison St
Supervisor District(s): 5
Managing Department: Facilities Management
Project Partner(s): Not Applicable
Completion Date: November 2006 (Construction)



Project Description

The project includes the design and construction of the Maricopa County Downtown Regional Justice Center. The project will provide a single facility to house the Downtown Court, South Mountain Court, Encanto Court, West McDowell Court, and Arcadia Biltmore Court. The facility consists of approximately 250,000 square feet within a five story building including: five courts, judicial suites, and administrative space for Superior Court, Clerk of Superior Court, Public Defender and Integrated Criminal Justice Information Systems.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Intergovernmental Cap Proj (422)	$ -	$ -	$ 2,594,765	$ -	$ -	$ -	$ -	$ 2,594,765	$ 2,594,765
County Improvement Fund (435)	4,254,078	24,995,922	405,235	-	-	-	-	405,235	29,655,235
General Fund Imp Fund (445)	341,288	388	3,233,324	-	-	-	-	3,233,324	3,575,000
Project Total	**$ 4,595,366**	**$ 24,996,310**	**$ 6,233,324**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 6,233,324**	**$ 35,825,000**

Downtown Justice Center (Continued)

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current User Department Operating Costs							
Personal Sevices	$ 2,762,842	$ 3,104,721	$ 3,197,863	$ 3,293,799	$ 3,392,612	$ 3,494,391	$ 19,246,227
Supplies & Services	814,464	821,681	821,681	821,681	821,681	821,681	4,922,869
Capital Outlay	-	-	-	-	-	-	-
	$ 3,577,306	$ 3,926,402	$ 4,019,544	$ 4,115,480	$ 4,214,293	$ 4,316,072	$ 24,169,096
Post Construction User Department Operating Costs							
Personal Sevices	$ 2,762,842	$ 3,104,721	$ 2,895,249	$ 2,982,106	$ 3,071,569	$ 3,163,716	$ 17,980,203
Supplies & Services	814,464	459,534	80,697	80,697	80,697	80,697	1,596,786
Capital Outlay	-	-	-	-	-	-	-
	$ 3,577,306	$ 3,564,255	$ 2,975,946	$ 3,062,803	$ 3,152,266	$ 3,244,413	$ 19,576,989
Net User Department Operating Costs (post less current)							
Personal Sevices	$ -	$ -	$ (302,614)	$ (311,692)	$ (321,043)	$ (330,674)	$ (1,266,024)
Supplies & Services	-	(362,147)	(740,984)	(740,984)	(740,984)	(740,984)	(3,326,083)
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ (362,147)	$ (1,043,598)	$ (1,052,676)	$ (1,062,027)	$ (1,071,658)	$ (4,592,107)
Current Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ 143,341	$ 147,641	$ 152,070	$ 156,633	$ 161,332	$ 761,017
Supplies & Services	-	906,314	933,503	961,509	990,354	1,020,064	4,811,744
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 1,049,655	$ 1,081,145	$ 1,113,579	$ 1,146,986	$ 1,181,396	$ 5,572,761
Net Facilities Management Department Operating Costs (post less current)							
Personal Sevices	$ -	$ 143,341	$ 147,641	$ 152,070	$ 156,633	$ 161,332	$ 761,017
Supplies & Services	-	906,314	933,503	961,509	990,354	1,020,064	4,811,744
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 1,049,655	$ 1,081,145	$ 1,113,579	$ 1,146,986	$ 1,181,396	$ 5,572,761
Total User and FMD Net Operating Costs (net plus net)							
Personal Sevices	$ -	$ 143,341	$ (154,973)	$ (159,622)	$ (164,411)	$ (169,343)	$ (505,007)
Supplies & Services	-	544,167	192,519	220,525	249,370	279,080	1,485,661
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 687,508	$ 37,547	$ 60,903	$ 84,959	$ 109,737	$ 980,654

Managing for Results

Purpose Statement

The purpose of the Downtown Justice Center project is to co-locate existing justice courts from leased building spaces into County-owned and geographically co-located facilities for Maricopa County residents so their limited jurisdiction court needs can be handled in a more efficient and effective manner.

Downtown Justice Center (Continued)

Strategic Goals

By June 2007, the Superior Court and Justice Courts will provide timely, fair, and impartial justice in case processing by resolving 95% of all Court cases in compliance with established trial court and limited jurisdiction court standards.

Strategic Plan Programs Supported

- Case Management
- Court Information Services
- Court Operations Support

Strategic Plan Activities Supported

- Justice Courts Caseflow Management
- Superior Court and Juvenile Court Caseflow Management

Performance Measures

Measure	FY 2005-06 YTD Actual	FY 2005-06 Estimated	FY 2006-07 Estimated with Capital Improvement
RESULT: Percent of Misdemeanor DUI cases resolved.	88.46%	88.46%	84.00%
OUTPUT: Number of Misdemeanor DUI cases resolved.	5,750	11,500	10,500
DEMAND: Number of Misdemeanor DUI cases filed.	6,500	13,000	12,500
EFFICIENCY: Cost per Misdemeanor DUI case resolved.	$ -	$ -	$ 78.11
RESULT: Percent of Civil Traffic cases resolved.	99.43%	99.43%	99.43%
OUTPUT: Number of Civil Traffic cases resolved.	87,000	174,000	174,000
DEMAND: Number of Civil Traffic cases filed	87,500	175,000	175,000
EFFICIENCY: Cost per Civil Traffic case resolved.	$ -	$ -	$ 24.73

Durango Animal Care and Control Facility

User Department: Animal Care and Control
Project Location: Durango Complex
Supervisor District(s): 5
Managing Department: Facilities Management
Project Partner(s): Not Applicable
Completion Date: June 2008

Project Description

The Durango Animal Care and Control facility includes administrative offices, general public areas, business office, hospital, indoor kennels, kennel support area, field enforcement area, truck wash, and general building space. Site space will consist of parking and site considerations, outdoor kennels and patios, for a total of approximately 227,000 square feet.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
County Improvement Fund (435)	$ -	$ 50,000	$ 9,650,000	$ 7,230,000	$ -	$ -	$ -	$ 16,880,000	$ 16,930,000
Project Total	**$ -**	**$ 50,000**	**$ 9,650,000**	**$ 7,230,000**	**$ -**	**$ -**	**$ -**	**$ 16,880,000**	**$ 16,930,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ 47,869	$ 49,305	$ 50,784	$ 52,308	$ 53,877	$ 254,143
Supplies & Services	-	369,735	380,827	392,252	404,019	416,140	1,962,973
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 417,604	$ 430,132	$ 443,036	$ 456,327	$ 470,017	$ 2,217,116
Net Facilities Management Department Operating Costs (post less current)							
Personal Sevices	$ -	$ 47,869	$ 49,305	$ 50,784	$ 52,308	$ 53,877	$ 254,143
Supplies & Services	-	369,735	380,827	392,252	404,019	416,140	1,962,973
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 417,604	$ 430,132	$ 443,036	$ 456,327	$ 470,017	$ 2,217,116
Total User and FMD Net Operating Costs (net plus net)							
Personal Sevices	$ -	$ 47,869	$ 49,305	$ 50,784	$ 52,308	$ 53,877	$ 254,143
Supplies & Services	-	369,735	380,827	392,252	404,019	416,140	1,962,973
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 417,604	$ 430,132	$ 443,036	$ 456,327	$ 470,017	$ 2,217,116

Managing for Results

Purpose Statement

The purpose of the Durango Animal Care and Control project is to provide facilities for animal licensing, sheltering, enforcement, and animal cruelty activities so that the spread of rabies can be controlled, citizens can recover lost pets, and animals can be held for final disposition.

Strategic Goals

Develop and obtain funding for a master plan to build new animal care centers by June 2006.

Strategic Plan Programs Supported

- Animal Enforcement
- Animal Licensing and Sheltering

Strategic Plan Activities Supported

- Animal Cruelty
- Enforcement
- Cat/Dog Adoption and Licensing
- Fostering
- Impoundment
- Quarantine

Performance Measures

Measure	FY 2005-06 YTD Actual	FY 2005-06 Estimated	FY 2006-07 Estimated with Capital Improvement
RESULT: Percent of animals impounded at MCACC facilities.	1.7%	1.3%	3%
OUTPUT: Number of animals impounded.	27,715	50,000	50,000
DEMAND: Number of dogs and cats in Maricopa County.	1,599,122	1,599,122	1,599,122
EFFICIENCY: Cost per impounded animal.	$ 36.34	$ 36.34	$ 32.25

Entry Stations, Monuments, and Restrooms

User Department:	Maricopa County Parks and Recreation Department (MCPRD)
Project Location:	Usery (1 entry station & monument sign), McDowell (1 monument sign and 1 comfort station) Cave Creek (1 entry station), Estrella (1 entry station and monument sign), and White Tank (1 entry station, 1 comfort station, and monument sign) Mountain Regional Parks
Supervisor District(s):	1, 2, 4, and 5
Managing Department:	Parks and Recreation
Project Partner(s):	None
Completion Date:	June 2007



Project Description

The purpose of this request is to fund the construction of entry station buildings, comfort stations, and monument signs throughout the Maricopa County Park System. The entry stations are the primary contact point for park visitors. The entry station attendants provide a vast variety of information to park visitors and potential park visitors, they direct park activity, encourage park use, sell annual passes, and direct all the participants in the many special events. From race participants to wedding parties to campers, all the questions and answers are received and answered by the entry station attendants when volunteer park hosts staff the entry station.

The entry station, comfort station, and monument projects would include site adaptation, engineering, and construction of 4 new entry stations, 2 comfort stations, and 4 monuments signs, all of which have prototype plans. The old entry stations and comfort stations would be demolished and new structures built at approximately the same locations, and new monument signs constructed. MCPRD's entry

Entry Stations, Monuments, and Restrooms (Continued)

stations and comfort stations are literally coming apart, are a danger to the public and attendants, are a maintenance and operation nuisance, and are a cost-consuming problem to the staff and park system. Adding new entry stations and comfort stations to the park system will reduce the maintenance costs and more importantly attract more visitors to the Maricopa County Parks System. The monument signs would be a welcoming structure to visitors. The project cost is estimated to be $1,650,003 for 4 entry station buildings, 2 comfort stations, and 4 monument signs.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
General Fund Imp Fund (445)	$ -	$ 86,662	$ 1,563,341	$ -	$ -	$ -	$ -	$ 1,563,341	$ 1,650,003
Project Total	**$ -**	**$ 86,662**	**$ 1,563,341**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,563,341**	**$ 1,650,003**

Operating Cost Summary

Not applicable.

Managing for Results

Purpose Statement

The purpose of the project is to enhance the park system for the citizens of Maricopa County and out of town visitors so they may have a pleasant outdoor experience.

Strategic Goals

By December 2006, in order to meet the increased park usage and demand for park services, we will identify a funding source for each of the capital projects in the improvement plan for the park system.

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

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

Strategic Plan Programs Supported

- Park Education and Recreation Program
- Park Support Program

Strategic Plan Activities Supported

- Community Resources
- Interpretive Services
- Recreation
- Maintenance and Development

Performance Measures

Entry Stations, Monuments, and Restrooms (Continued)

Measure	FY 2005-06 YTD Actual	FY 2005-06 Estimated	FY 2006-07 Estimated with Capital Improvement
RESULT: Percent of demand met	100%	100%	100%
OUTPUT: Number of visitors at regional parks	498,258	1,290,764	1,311,719
DEMAND: Number of expected number of all regional park users	498,258	1,290,764	1,311,719
EFFICIENCY: Cost per output	$ 0.79	$ 1.26	$ 1.56

Estrella Mountain Regional Family Campground Design Update

User Department: Maricopa County Parks and Recreation Department (MCPRD)
Project Location: Estrella Mountain Regional Park
Supervisor District: 5
Managing Department: Parks and Recreation
Project Partner(s): None
Completion Date: June 2007

Project Description:

The Maricopa County Parks and Recreation Department (MCPRD) Visitor Study, September 2003, conducted by Arizona State University Department of Recreation Management and Tourism, states that camping is one of the leading activities in our parks for our visitors. Further, Estrella staff receives frequent requests for a family campground. The campground construction will include building 88 camp sites, 4 park host sites, 4 restrooms with showers, a playground, 10 walk-in campsites, and a RV dump station. Adding a family campground to the Estrella Park will provide new overnight opportunities because camping at sites with water and electric do not exist at the park. The revenue to the park is estimated to increase by 50% because camping is MCPRD's highest source of revenue. In 2006 dollars, the project cost is estimated to be $9,700,000, the engineering contract is approximately 2.5% of the project total, and the in-house project manager is approximately 4%, which is approximately $378,300 of the construction cost.

The design update is estimated to cost $150,000 and will include updating the construction documents and preparing the project for the construction bidding process so that in Fiscal Year 2007-08, the MCPRD will be granted the construction funds.

Funding/Cost Summary:

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
General Fund Imp Fund (445)	$ -	$ -	$ 150,000	$ -	$ -	$ -	$ -	$ 150,000	$ 150,000
Project Total	**$ -**	**$ -**	**$ 150,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 150,000**	**$ 150,000**

Operating Cost Summary:

Not applicable.

Estrella Mountain Irrigation System

User Department: Maricopa County Parks and Recreation Department (MCPRD)
Project Location: Estrella Mountain Regional Park
Supervisor District(s): 5
Managing Department: Parks and Recreation
Project Partner(s): None
Completion Date: September 2006

Project Description

The purpose of this request is to fund the design and construction of a new irrigation system in the picnic loop, which has 60 acres of turf that is required to be irrigated. The irrigation system was installed in the 1960's. There are many problems with the existing system such as the irrigation concrete vault is falling apart, the pumps are corroded, gophers destroy the solenoid valve control lines, the system is water inefficient, and often requires high maintenance & repair costs. In 2003, the irrigation system used 71,440,000 gallons of water; that is 7,144 –10,000 gallon swimming pools. A $7,000 irrigation strainer was added to system as a bandage repair the summer of 2003. With a new irrigation system, the water usage would be cut in half, which would be a 50% cost savings and a 50% ground water savings. Further, The Maricopa County Parks and Recreation Department Visitor Study, September 2003, conducted by Arizona State University Department of Recreation Management and Tourism, states that picnicking at 59% is the highest participating activity at Estrella. As a result a beautiful, healthy, green lawn is important to the visitors and vital to the economics and revenue of Estrella Mountain Regional Park. The project cost is $745,000.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
General Fund Imp Fund (445)	$ -	$ 125,000	$ 620,000	$ -	$ -	$ -	$ -	$ 620,000	$ 745,000
Project Total	**$ -**	**$ 125,000**	**$ 620,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 620,000**	**$ 745,000**

Operating Cost Summary

Not applicable.

Managing for Results

Purpose Statement

The purpose of the project is to enhance the park system for the citizens of Maricopa County and out of town visitors so they may have a pleasant outdoor experience.

Strategic Goals

By December 2006, in order to meet the increased park usage and demand for park services, we will identify a funding source for each of the capital projects in the improvement plan for the park system.

Estrella Mountain Irrigation System (Continued)

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

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

Strategic Plan Programs Supported

- Park Education and Recreation Program
- Park Support Program

Strategic Plan Activities Supported

- Community Resources
- Interpretive Services
- Recreation
- Maintenance and Development

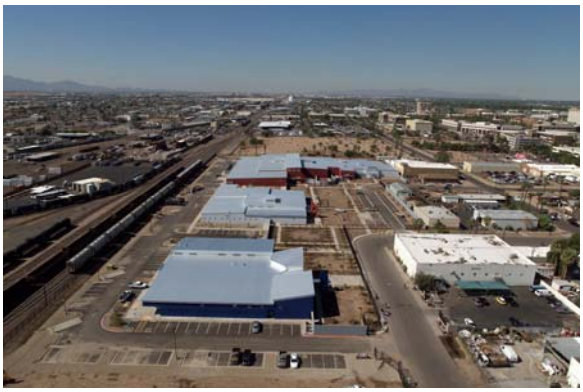
Performance Measures

Measure	FY 2005-06 YTD Actual	FY 2005-06 Estimated	FY 2006-07 Estimated with Capital Improvement
RESULT: Percent of demand met	100%	100%	100%
OUTPUT: Number of visitors at regional parks	498,258	1,290,764	1,311,719
DEMAND: Number of expected number of all regional park users	498,258	1,290,764	1,311,719
EFFICIENCY: Cost per output	$ 0.79	$ 1.26	$ 1.56

Human Services Campus

User Department: Public Health
Project Location: Between 9th & 13th Ave, Madison St & Jackson St
Supervisor District(s): 5
Managing Department: Facilities Management
Project Partner(s): Human Services Campus LLC
Completion Date: June 2007 Phase II





Project Description

The project is split into two phases. The first phase is complete as of November 2005. The second phase is the completion of the NOVA Safe Haven building. NOVA has started construction on the existing CASS building site. The NOVA building is dependent upon public donations for funding.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Intergovernmental Cap Proj (422)	$ 6,996,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,996,000
County Improvement Fund (435)	12,250,104	4,400,000	1,002,896	-	-	-	-	1,002,896	17,653,000
Project Total	**$ 19,246,104**	**$ 4,400,000**	**$ 1,002,896**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,002,896**	**$ 24,649,000**

Human Services Campus (Continued)

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ 47,394	$ 48,816	$ 50,280	$ 51,789	$ 53,342	$ 251,621
Supplies & Services	-	166,534	171,530	176,676	181,976	187,435	884,152
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 213,928	$ 220,346	$ 226,956	$ 233,765	$ 240,778	$ 1,135,773
Net Facilities Management Department Operating Costs (post less current)							
Personal Sevices	$ -	$ 47,394	$ 48,816	$ 50,280	$ 51,789	$ 53,342	$ 251,621
Supplies & Services	-	166,534	171,530	176,676	181,976	187,435	884,152
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 213,928	$ 220,346	$ 226,956	$ 233,765	$ 240,778	$ 1,135,773
Total User and FMD Net Operating Costs (net plus net)							
Personal Sevices	$ -	$ 47,394	$ 48,816	$ 50,280	$ 51,789	$ 53,342	$ 251,621
Supplies & Services	-	166,534	171,530	176,676	181,976	187,435	884,152
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 213,928	$ 220,346	$ 226,956	$ 233,765	$ 240,778	$ 1,135,773

Managing for Results

Purpose Statement

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

Strategic Goals

By June 2007, develop public health facilities that will ensure that client service needs are met in safe, efficient and regionally located working environments.

Strategic Plan Programs Supported

- Healthcare for Homeless Individuals

Strategic Plan Activities Supported

- Primary Care Clinic for the Homeless

Human Services Campus (Continued)

Performance Measures

Measure	FY 2005-06 YTD Actual	FY 2005-06 Estimated	FY 2006-07 Estimated with Capital Improvement
RESULT: Percent of homeless in Phoenix area seen at least once.	23%	51%	52%
OUTPUT: Number of homeless people seen.	2,432	5,200	5,350
DEMAND: Number of homeless people in the Phoenix area.	13,000	13,000	13,000
EFFICIENCY: Cost per encounter.	$ 69.00	$ 61.00	$ 59.00

Maricopa Regional Trail System

User Department: Parks and Recreation
Project Location: Multiple Locations
Supervisor District(s): All
Managing Department: Parks and Recreation Department
Project Partner(s): Not Applicable
Completion Date: August 2013

Project Description

The Maricopa Trail program will design and build a regional trail system to connect the Maricopa County Parks with a shared use, non-motorized recreational linear park experience. It will link and assist communities to become more livable and will create open space corridors to protect natural and cultural resources. It will provide an enhanced health, informed education and increased recreational opportunity and park amenity.

The Maricopa Trail was initiated and recommended by the Board of Supervisors in 2000.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
General Fund Imp Fund (445)		$ 40,715	$ 1,541,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 5,541,000	$ 5,581,715
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 40,715**	**$ 1,541,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 5,541,000**	**$ 5,581,715**

Operating Cost Summary

Not applicable.

Maricopa Regional Trail System (Continued)

Managing for Results

Purpose Statement

The purpose of the project is to build a trail system for the citizens of Maricopa County and out of town visitors so they may have a pleasant outdoor experience.

Strategic Goals

By December 2006, in order to meet the increased park usage and demand for park services, we will identify a funding source for each of the capital projects in the improvement plan for the park system.

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

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

Strategic Plan Programs Supported

- Park Education and Recreation Program
- Park Support Program

Strategic Plan Activities Supported

- Community Resources
- Interpretive Services
- Recreation
- Maintenance and Development

Performance Measures

Measure	FY 2005-06 YTD Actual	FY 2005-06 Estimated	FY 2006-07 Estimated with Capital Improvement
RESULT: Percent of demand met	100%	100%	100%
OUTPUT: Number of visitors at regional parks	498,258	1,290,764	1,311,719
DEMAND: Number of expected number of all regional park users	498,258	1,290,764	1,311,719
EFFICIENCY: Cost per output	$ 0.79	$ 1.26	$ 1.56

McDowell Mountain Regional Park Competitive Track

User Department: Parks and Recreation
Project Location: McDowell Mountain Regional Park
Supervisor District(s): 2
Managing Department: Parks and Recreation
Project Partner(s): Arizona State Parks and Salt River Project
Completion Date: June 2007

Project Description

The purpose of this request is to fund the construction of a restroom building with showers at the McDowell Mountain Regional Park Competitive Track. The multi-use track is used frequently by casual recreational users and for special racing events and is composed of three routes of varying difficulty and length. The 2.9-mile technical loop is most difficult; the 3.0-mile Sport Loop is designed for beginners and intermediate riders and the 8.2-mile Long Loop is an intermediate test for all riders. Together, the 14.3 miles of track may be used in various combinations to test all riders from beginners to the local elite athletes who regularly use the track for training. It was completed in 1998 and immediately used to host the Cactus Cup Mountain Bike Race. It continues to host a stop on the Dust Devil Mountain Bike Series; 24-Hours of Adrenalin; and other locally sponsored races.

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

This project is highly needed because currently the closest restroom facility to this highly used track is 2.5 miles away. The park installs port-a-johns for large events but the capacity is such that these temporary restrooms are not sufficient to meet the demand and there is no available drinking fountain. The first and most important impact of not building a restroom facility would be the continued unsanitary conditions. Many competitive track users use the parking lot and desert as an alternative to the port-a-johns and this is hazardous to park staff cleaning up the human waste and to the desert where waste is washed into the surface and ground water and may contaminate the water system. Second, the competitive track restroom facility would serve a large recreating public that has not had access to reasonable restroom facilities; last year McDowell Mountain Regional Park (MMPR) had 60,550 visitors. Third, the negative impact of not having the restroom facility funded would cause MMPR to lose the economic opportunities to host local and national events that are profitable and vital to the park's operating budget. Last, the Maricopa County Parks and Recreation Department would not be meeting their mission statement to provide recreational and educational opportunities while protecting park resources for residents and visitors so they can enjoy a safe and meaningful outdoor experience.

McDowell Mountain Regional Park Competitive Track (Continued)

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Grant Funds	$ -		$ 150,000	$ -	$ -	$ -	$ -	$ 150,000	$ 150,000
General Fund Imp Fund (445)	-	19,492	61,408	-	-	-	-	61,408	80,900
Intergovernmental Cap Proj (422)	-	4,100	29,000	-	-	-	-	29,000	33,100
Project Total	**$ -**	**$ 23,592**	**$ 240,408**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 240,408**	**$ 264,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current User Department Operating Costs							
Personal Sevices	$ 219,630	$ 237,588	$ 237,588	$ 237,588	$ 237,588	$ 237,588	$ 1,407,570
Supplies & Services	52,764	109,070	109,070	109,070	109,070	109,070	598,114
Capital Outlay	-	-	-	-	-	-	-
	$ 272,394	$ 346,658	$ 346,658	$ 346,658	$ 346,658	$ 346,658	$ 2,005,684
Post Construction User Department Operating Costs							
Personal Sevices	$ 219,630	$ 237,588	$ 237,588	$ 237,588	$ 237,588	$ 237,588	$ 1,407,570
Supplies & Services	52,764	109,070	110,570	110,570	110,570	110,570	604,114
Capital Outlay	-	-	-	-	-	-	-
	$ 272,394	$ 346,658	$ 348,158	$ 348,158	$ 348,158	$ 348,158	$ 2,011,684
Net User Department Operating Costs (post less current)							
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	1,500	1,500	1,500	1,500	6,000
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ 1,500	$ 1,500	$ 1,500	$ 1,500	$ 6,000

Managing for Results

Strategic Goals

By December 2006, in order to meet the increased park usage and demand for park services, we will identify a funding source for each of the capital projects in the improvement plan for the park system.

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

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

Strategic Plan Programs Supported

- Park Education and Recreation Program
- Park Support Program

McDowell Mountain Regional Park Competitive Track (Continued)

Strategic Plan Activities Supported

- Community Resources
- Interpretive Services
- Recreation
- Maintenance and Development

Performance Measures

Measure	FY 2005-06 YTD Actual	FY 2005-06 Estimated	FY 2006-07 Estimated with Capital Improvement
RESULT: Percent of demand met	100%	100%	100%
OUTPUT: Number of visitors at regional parks	498,258	1,290,764	1,311,719
DEMAND: Number of expected number of all regional park users	498,258	1,290,764	1,311,719
EFFICIENCY: Cost per output	$ 0.79	$ 1.26	$ 1.56

Northeast Superior Court/Justice Court Expansion

User Department: Trial Courts, Superior Courts and Clerk of the Court
Project Location: Union Hills Rd and 40th St
Supervisor District(s): 3
Managing Department: Facilities Management
Project Partner(s): Not Applicable
Completion Date: June 2005 (Construction)



Project Description

The Northeast Superior Court Project is Phase I of what is planned to eventually become the Northeast Regional Center for Maricopa County. The facility houses 12 Superior Court courtrooms including court administration and support space in approximately 73,500 square feet. Four new justice courts are also included in the building with required support space. The total building square footage is 104,900. The facility became operational during Fiscal Year 2005-06. In Fiscal Year 2006-07, funding for this project will be for warranty and closeout items.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Intergovernmental Cap Proj (422)	$ 2,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,000,000
General Fund Imp Fund (445)	15,720,910	837,845	41,245	-	-	-	-	41,245	16,600,000
Project Total	**$ 17,720,910**	**$ 837,845**	**$ 41,245**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 41,245**	**$ 18,600,000**

Northeast Superior Court/Justice Court Expansion (Continued)

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current User Department Operating Costs							
Personal Sevices	$ 1,704,061	$ 1,860,441	$ 1,916,254	$ 1,973,742	$ 2,032,954	$ 2,093,943	$ 11,581,395
Supplies & Services	205,523	212,446	212,446	212,446	212,446	212,446	212,446
Capital Outlay	-	-	-	-	-	-	-
	$ 1,909,584	$ 2,072,887	$ 2,128,700	$ 2,186,188	$ 2,245,400	$ 2,306,389	$ 11,793,841
Post Construction User Department Operating Costs							
Personal Sevices	$ 1,584,661	$ 1,741,041	$ 1,793,272	$ 1,847,070	$ 1,902,483	$ 1,959,557	$ 10,828,084
Supplies & Services	42,346	49,269	49,269	49,269	49,269	49,269	49,269
Capital Outlay	-	-	-	-	-	-	-
	$ 1,627,007	$ 1,790,310	$ 1,842,541	$ 1,896,339	$ 1,951,752	$ 2,008,826	$ 10,877,353
Net User Department Operating Costs (post less current)							
Personal Sevices	$ (119,400)	$ (119,400)	$ (122,982)	$ (126,671)	$ (130,472)	$ (134,386)	$ (753,311)
Supplies & Services	(163,177)	(163,177)	(163,177)	(163,177)	(163,177)	(163,177)	(979,062)
Capital Outlay	-	-	-	-	-	-	-
	$ (282,577)	$ (282,577)	$ (286,159)	$ (289,848)	$ (293,649)	$ (297,563)	$ (1,732,373)
Current Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ 95,605	$ 98,473	$ 101,427	$ 104,470	$ 107,604	$ 507,580
Supplies & Services	-	508,523	$ 523,779	539,492	555,677	572,347	2,699,818
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 604,128	$ 622,252	$ 640,919	$ 660,147	$ 679,951	$ 3,207,398
Net Facilities Management Department Operating Costs (post less current)							
Personal Sevices	$ -	$ 95,605	$ 98,473	$ 101,427	$ 104,470	$ 107,604	$ 507,580
Supplies & Services	-	508,523	523,779	539,492	555,677	572,347	2,699,818
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 604,128	$ 622,252	$ 640,919	$ 660,147	$ 679,951	$ 3,207,398
Total User and FMD Net Operating Costs (net plus net)							
Personal Sevices	$ (119,400)	$ (23,795)	$ (24,509)	$ (25,244)	$ (26,001)	$ (26,781)	$ (245,731)
Supplies & Services	(163,177)	345,346	360,602	376,315	392,500	409,170	1,720,756
Capital Outlay	-	-	-	-	-	-	-
	$ (282,577)	$ 321,551	$ 336,093	$ 351,071	$ 366,498	$ 382,389	$ 1,475,025

Managing for Results

Purpose Statement

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

Northeast Superior Court/Justice Court Expansion (Continued)

Strategic Goals

By June 2007, the Superior Court and Justice Courts will provide timely, fair, and impartial justice in case processing by resolving 95% of all Court cases in compliance with established trial court and limited jurisdiction court standards.

Strategic Plan Programs Supported

- Case Management
- Court Information Services
- Court Operations Support

Strategic Plan Activities Supported

- Justice Courts Caseflow Management
- Superior Court and Juvenile Court Caseflow Management

Performance Measures

Measure	FY 2005-06 YTD Actual	FY 2005-06 Estimated	FY 2006-07 Estimated with Capital Improvement
RESULT: Percent of Misdemeanor DUI cases resolved.	88.46%	88.46%	84.00%
OUTPUT: Number of Misdemeanor DUI cases resolved.	5,750	11,500	10,500
DEMAND: Number of Misdemeanor DUI cases filed.	6,500	13,000	12,500
EFFICIENCY: Cost per Misdemeanor DUI case resolved.	$ -	$ -	$ 78.11
RESULT: Percent of Civil Traffic cases resolved.	99.43%	99.43%	99.43%
OUTPUT: Number of Civil Traffic cases resolved.	87,000	174,000	174,000
DEMAND: Number of Civil Traffic cases filed	87,500	175,000	175,000
EFFICIENCY: Cost per Civil Traffic case resolved.	$ -	$ -	$ 24.73

Northwest Consolidated Justice Courts

User Department: Trial Courts and Clerk of the Court
Project Location: Statler Blvd & Tierra Buena Ln
Supervisor District(s): 4
Managing Department: Facilities Management
Project Partner(s): Not Applicable
Completion Date: October 2005 (Construction)



Project Description

The Northwest Consolidated Justice Courts will serve the Lake Pleasant, North Valley, Manistee, and Hassayampa Justice Courts. The project is a 35,271 square foot building which includes four courts, Clerk of the Court, Constables, and Court administration space. The facility became operational during Fiscal Year 2005-06. In Fiscal Year 2006-07, funding for this project will be for warranty and close-out items.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
County Improvement Fund (435)	$ 3,303,429	$ 3,196,571	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,500,000
General Fund Imp Fund (445)	712,043	-	87,957	-	-	-	-	87,957	800,000
Project Total	**$ 4,015,472**	**$ 3,196,571**	**$ 87,957**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 87,957**	**$ 7,300,000**

Northwest Consolidated Justice Courts (Continued)

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current User Department Operating Costs							
Personal Sevices	$ 1,896,718	$ 2,329,810	$ 2,399,704	$ 2,471,695	$ 2,545,846	$ 2,622,222	$ 14,265,996
Supplies & Services	425,069	565,119	565,119	565,119	565,119	565,119	3,250,664
Capital Outlay	-	-	-	-	-	-	-
	$ 2,321,787	$ 2,894,929	$ 2,964,823	$ 3,036,814	$ 3,110,965	$ 3,187,341	$ 17,516,660
Post Construction User Department Operating Costs							
Personal Sevices	$ 1,896,718	$ 2,155,410	$ 2,220,072	$ 2,286,674	$ 2,355,275	$ 2,425,933	$ 13,340,082
Supplies & Services	425,069	91,723	91,723	91,723	91,723	91,723	883,684
Capital Outlay	-	-	-	-	-	-	-
	$ 2,321,787	$ 2,247,133	$ 2,311,795	$ 2,378,397	$ 2,446,998	$ 2,517,656	$ 14,223,766
Net User Department Operating Costs (post less current)							
Personal Sevices	$ -	$ (174,400)	$ (179,632)	$ (185,021)	$ (190,572)	$ (196,289)	$ (925,913)
Supplies & Services	-	(473,396)	(473,396)	(473,396)	(473,396)	(473,396)	(2,366,980)
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ (647,796)	$ (653,028)	$ (658,417)	$ (663,968)	$ (669,685)	$ (3,292,893)
Current Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ 143,341	$ 147,641	$ 152,070	$ 156,633	$ 161,332	$ 761,017
Supplies & Services	-	785,305	808,864	833,130	858,124	883,868	4,169,291
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 928,646	$ 956,505	$ 985,201	$ 1,014,757	$ 1,045,199	$ 4,930,308
Net Facilities Management Department Operating Costs (post less current)							
Personal Sevices	$ -	$ 143,341	$ 147,641	$ 152,070	$ 156,633	$ 161,332	$ 761,017
Supplies & Services	-	785,305	808,864	833,130	858,124	883,868	4,169,291
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 928,646	$ 956,505	$ 985,201	$ 1,014,757	$ 1,045,199	$ 4,930,308
Total User and FMD Net Operating Costs (net plus net)							
Personal Sevices	$ -	$ (31,059)	$ (31,991)	$ (32,950)	$ (33,939)	$ (34,957)	$ (164,896)
Supplies & Services	-	311,909	335,468	359,734	384,728	410,472	1,802,311
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 280,850	$ 303,477	$ 326,784	$ 350,789	$ 375,515	$ 1,637,414

Managing for Results

Purpose Statement

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

Strategic Goals

By June 2007, the Superior Court and Justice Courts will provide timely, fair, and impartial justice in case processing by resolving 95% of all Court cases in compliance with established trial court and limited jurisdiction court standards.

Northwest Consolidated Justice Courts (Continued)

Strategic Plan Programs Supported

- Case Management
- Court Information Services
- Court Operations Support

Strategic Plan Activities Supported

- Justice Courts Caseflow Management
- Superior Court and Juvenile Court Caseflow Management

Performance Measures

Measure	FY 2005-06 YTD Actual	FY 2005-06 Estimated	FY 2006-07 Estimated with Capital Improvement
RESULT: Percent of Misdemeanor DUI cases resolved.	88.46%	88.46%	84.00%
OUTPUT: Number of Misdemeanor DUI cases resolved.	5,750	11,500	10,500
DEMAND: Number of Misdemeanor DUI cases filed.	6,500	13,000	12,500
EFFICIENCY: Cost per Misdemeanor DUI case resolved.	$ -	$ -	$ 78.11
RESULT: Percent of Civil Traffic cases resolved.	99.43%	99.43%	99.43%
OUTPUT: Number of Civil Traffic cases resolved.	87,000	174,000	174,000
DEMAND: Number of Civil Traffic cases filed	87,500	175,000	175,000
EFFICIENCY: Cost per Civil Traffic case resolved.	$ -	$ -	$ 24.73

Park System Master Plan

User Department: Maricopa County Parks and Recreation Department (MCPRD)
Project Location: All Maricopa County Parks
Supervisor District(s): 1 through 5
Managing Department: Parks and Recreation
Project Partner(s): None
Completion Date: Fall 2008

Project Description

In 1965, the Maricopa County Board of Supervisors approved the Maricopa County Regional Park System Plan. Since then, Maricopa County has grown tremendously in population, transportation, and economics to name a few factors. Park design, planning, and philosophy have also changed along with time and because of this, the Maricopa County Parks and Recreation Department (MCPRD) System Plan is outdated and portions are no longer applicable to the overall park system. Parks like Casey Abbot Semi Regional Park and Thunderbird Semi Regional were part of the system in 1965 but have been transferred to other agencies. In the past 41 years, many of MCPRD Parks have expanded their boundaries such as Lake Pleasant Regional Park and White Tank Mountain Regional Park. MCPRD has acquired new parks and a conservation area in the past decade, for example, San Tan Mountain Regional Park, Adobe Dam Regional Park, and Spur Cross Ranch Conservation Area. A new and updated master plan is needed to guide future policies, procedures, standards and potential recreation opportunities for all these changes. The master plan would further identify a long-term and flexible approach to providing recreational opportunities in the parks development, while appropriately managing park resources. The master planning estimated cost is $485,200, including some in-house project management costs.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
General Fund Imp Fund (445)	$ -	$ -	$ 485,200			$ -	$ -	$ 485,200	$ 485,200
Project Total	**$ -**	**$ -**	**$ 485,200**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 485,200**	**$ 485,200**

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Operating Cost Summary

There will be no operating costs associated with this project.

Playground Shade Structures

User Department: Maricopa County Parks and Recreation Department (MCPRD)
Project Location: Cave Creek Regional Park, McDowell Mountain Regional Park, Usery Mountain Regional Park, White Tank Mountain Regional Park.
Supervisor District(s): 2, 4
Managing Department: Parks and Recreation
Project Partner(s): None
Completion Date: June 2007

Project Description

The purpose of this request is to fund the design and construction of new playground shade structures at Cave Creek Regional Park (2), McDowell Mountain Regional Park (3), Usery Mountain Regional Park (3) and White Tank Mountain Regional Park (3).

The addition of new playground shade structures will provide a safe environment for children to play by keeping the playground equipment shaded from the hot Arizona sun. This will also enhance visitors overall experience by allowing use of the playgrounds during the summer months and peak daylight hours.

The total project cost is estimated to be $ 589,050.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
General Fund Imp Fund (445)	$ -	$ -	$ 589,050	$ -	$ -	$ -	$ -	$ 589,050	$ 589,050
Project Total	**$ -**	**$ -**	**$ 589,050**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 589,050**	**$ 589,050**

Operating Cost Summary

There is no additional operating cost for the shade structure project.

Public Health Clinic

User Department: Public Health and Environmental Services
Project Location: 16th St & Roosevelt St
Supervisor District(s): 5
Managing Department: Facilities Management
Project Partner(s): Not Applicable
Completion Date: June 2007

Project Description

The Public Health Clinic upgrades and replaces an aging clinical facility for Public Health. The site is located near the current public health facility, which is one-half mile south of the freeway and in close proximity to other downtown facilities. Client visits to the Public Health Clinic are high volume year-round, peaking June through September for childhood immunizations. The building is approximately 53,500 square feet, which includes 2,492 square feet for the Environmental Services Facility (completed under a separate project). The facility also includes approximately 200 underground parking spaces. Fiscal Year 2006-07 funds will be used to complete the remodel of the information technology room relocation from the garage to the second floor.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
County Improvement Fund (435)	$ 12,637,583	$ 114,517	$ 275,000	$ -	$ -	$ -	$ -	$ 275,000	$ 13,027,100
Project Total	**$ 12,637,583**	**$ 114,517**	**$ 275,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 275,000**	**$ 13,027,100**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current Facilities Management Department Operating Costs							
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Facilities Management Department Operating Costs							
Personal Services	$ -	$ 47,869	$ 49,305	$ 50,784	$ 52,308	$ 53,877	$ 254,143
Supplies & Services	-	377,347	388,667	400,327	412,337	424,707	2,003,386
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 425,216	$ 437,972	$ 451,112	$ 464,645	$ 478,584	$ 2,257,529
Net Facilities Management Department Operating Costs (post less current)							
Personal Sevices	$ -	$ 47,869	$ 49,305	$ 50,784	$ 52,308	$ 53,877	$ 254,143
Supplies & Services	-	377,347	388,667	400,327	412,337	424,707	2,003,386
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 425,216	$ 437,972	$ 451,112	$ 464,645	$ 478,584	$ 2,257,529
Total User and FMD Net Operating Costs (net plus net)							
Personal Sevices	$ -	$ 47,869	$ 49,305	$ 50,784	$ 52,308	$ 53,877	$ 254,143
Supplies & Services	-	377,347.00	388,667.41	400,327.43	412,337.26	424,707.37	2,003,386.47
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 425,216	$ 437,972	$ 451,112	$ 464,645	$ 478,584	$ 2,257,529

Public Health Clinic (Continued)

Managing for Results

Purpose Statement

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

Strategic Goals

By June 2007, develop public health facilities that will ensure that client service needs are met in safe, efficient and regionally located working environments.

Strategic Plan Programs Supported

- Bio-Defense Preparedness and Response
- Chronic Disease and Tobacco Control
- Community Development
- Family Health
- HIV/HCV Services
- Immunization Services
- Infectious Disease Control and Treatment
- Nutrition
- Oral Health
- Birth and Death Certificates

Strategic Plan Activities Supported

- Bio-Defense Intelligence Gathering
- Planning and Training
- Cardiovascular Disease Education
- Childhood Injury Prevention and General Health Education
- Tobacco Use Prevention
- Women Together for Health
- HIV Community Education and Support
- HIV Counseling
- Minority and Community Health
- Family Planning
- Lead Hazard Reduction
- Newborn Intensive Care
- Adult and Child Immunizations
- Public Health Lab and Pharmacy

Public Health Clinic (Continued)

Performance Measures

Measure	FY 2005-06 YTD Actual	FY 2005-06 Estimated	FY 2006-07 Estimated with Capital Improvement
RESULT: Percent of adults/students who received tobacco cessation or prevention education	100%	100%	100%
OUTPUT: Number of adults/students receiving cessation or prevention education	5,900	11,800	11,800
DEMAND: Number of adults/students requesting cessation or prevention education	5,900	11,800	11,800
EFFICIENCY: Cost per student/adult.	$ 287.18	$ 287.18	$ 280.02
RESULT: Percent of copies of birth and death certificates requested.	100%	100%	100%
OUTPUT: Number of birth and death certificates provided.	145,214.00	288,026	298,107
DEMAND: Number of birth and death certificates requested.	145,214.00	288,026	298,107
EFFICIENCY: Cost per certificate.	$ 2.46	$ 3.04	$ 3.04

Restroom Projects – Phase 3

User Department: Maricopa County Parks and Recreation Department (MCPRD)
Project Location: Usery (2), McDowell (2)
Supervisor District(s): 1, 2
Managing Department: Parks and Recreation
Project Partner(s): None
Completion Date: June, 2008

Project Description

The purpose of this request is to fund the construction of replacement restroom buildings throughout the Maricopa County Park System. The Maricopa County Parks and Recreation Department (MCPRD) Visitor Study, September 2003, conducted by Arizona State University Department of Recreation Management and Tourism, states that restrooms are the amenity most requested by those surveyed. Restroom improvements will include site planning, engineering, and construction of 4 new restrooms. The old restrooms will be demolished and new, modern structures will be built. The parks' restrooms are literally coming apart, are a danger to the public, are a maintenance and operation nuisance, and are a cost-consuming problem to the staff and park system. Adding new restrooms to the park system will reduce the maintenance costs and more importantly attract more visitors to the parks. The project cost is estimated to be $1,662,100, the architectural contract and in-house project management is approximately 11% of the project total, which is approximately $183,940, of the total project cost, leaving $1,478,160 for construction.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
General Fund Imp Fund (445)	$ -	$ -	$ 1,662,100	$ -	$ -	$ -	$ -	$ 1,662,100	$ 1,662,100
Project Total	**$ -**	**$ -**	**$ 1,662,100**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,662,100**	**$ 1,662,100**

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Operating Cost Summary

Not Applicable.

San Tan Justice Courts

User Department: Trial Courts and Clerk of the Court
Project Location: City of Chandler
Supervisor District(s): 1
Managing Department: Facilities Management
Project Partner(s): Not Applicable
Completion Date: February 2007 (Construction)



Project Description

The project includes the design and construction of the Maricopa County Santan Consolidated Justice Courts. The project will house the San Marcos, Santan, University Lakes, and Kyrene Justice Courts. The project is located at the Chandler Civic Center.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Intergovernmental Cap Proj (422)	$ -	$ -	$ 1,600,000	$ -	$ -	$ -	$ -	$ 1,600,000	$ 1,600,000
County Improvement Fund (435)	250,817	849,183	4,144,765	-	-	-	-	4,144,765	5,244,765
General Fund Imp Fund (445)	-	-	4,107,737	-	-	-	-	4,107,737	4,107,737
Project Total	**$ 250,817**	**$ 849,183**	**$ 9,852,502**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 9,852,502**	**$ 10,952,502**

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San Tan Justice Courts (Continued)

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current User Department Operating Costs							
Personal Sevices	$ 2,190,544	$ 2,522,259	$ 2,597,927	$ 2,675,865	$ 2,756,141	$ 2,838,825	$ 15,581,560
Supplies & Services	791,563	1,076,120	1,076,120	1,076,120	1,076,120	1,076,120	6,172,163
Capital Outlay	-	-	-	-	-	-	-
	$ 2,982,107	$ 3,598,379	$ 3,674,047	$ 3,751,985	$ 3,832,261	$ 3,914,945	$ 21,753,723
Post Construction User Department Operating Costs							
Personal Sevices	$ 2,190,544	$ 2,522,259	$ 2,381,524	$ 2,452,969	$ 2,526,559	$ 2,602,355	$ 14,676,210
Supplies & Services	791,563	729,290	72,160	72,160	72,160	72,160	1,809,493
Capital Outlay	-	-	-	-	-	-	-
	$ 2,982,107	$ 3,251,549	$ 2,453,684	$ 2,525,129	$ 2,598,719	$ 2,674,515	$ 16,485,703
Net User Department Operating Costs (post less current)							
Personal Sevices	$ -	$ -	$ (216,403)	$ (222,895)	$ (229,582)	$ (236,469)	$ (905,349)
Supplies & Services	-	(346,830)	(1,003,960)	(1,003,960)	(1,003,960)	(1,003,960)	(4,362,670)
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ (346,830)	$ (1,220,363)	$ (1,226,855)	$ (1,233,542)	$ (1,240,429)	$ (5,268,019)
Current Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ 47,869	$ 49,305	$ 50,784	$ 52,308	$ 53,877	$ 254,143
Supplies & Services	-	189,315	$ 194,994	200,844	206,870	213,076	1,005,099
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 237,184	$ 244,300	$ 251,629	$ 259,177	$ 266,953	$ 1,259,242
Net Facilities Management Department Operating Costs (post less current)							
Personal Sevices	$ -	$ 47,869	$ 49,305	$ 50,784	$ 52,308	$ 53,877	$ 254,143
Supplies & Services	-	189,315	194,994	200,844	206,870	213,076	1,005,099
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 237,184	$ 244,300	$ 251,629	$ 259,177	$ 266,953	$ 1,259,242
Total User and FMD Net Operating Costs (net plus net)							
Personal Sevices	$ -	$ 47,869	$ (167,098)	$ (172,111)	$ (177,274)	$ (182,592)	$ (651,206)
Supplies & Services	-	(157,515)	(808,966)	(803,116)	(797,090)	(790,884)	(3,357,571)
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ (109,646)	$ (976,063)	$ (975,227)	$ (974,365)	$ (973,477)	$ (4,008,777)

San Tan Justice Courts (Continued)

Managing for Results

Purpose Statement

The purpose of the Santan Justice Center project is to co-locate existing justice courts from leased building spaces into County-owned and geographically co-located facilities for Maricopa County residents so their limited jurisdiction court needs can be handled in a more efficient and effective manner.

Strategic Goals

By June 2007, the Superior Court and Justice Courts will provide timely, fair, and impartial justice in case processing by resolving 95% of all Court cases in compliance with established trial court and limited jurisdiction court standards.

Strategic Plan Programs Supported

- Case Management
- Court Information Services
- Court Operations Support

Strategic Plan Activities Supported

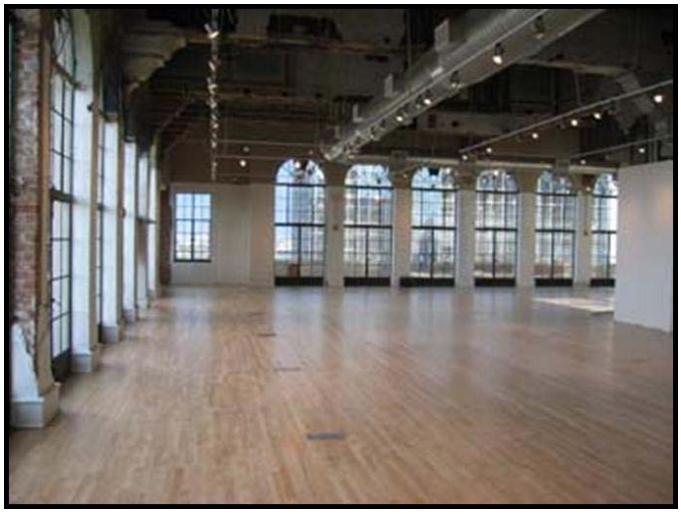
- Justice Courts Caseflow Management
- Superior Court and Juvenile Court Caseflow Management

Performance Measures

Measure	FY 2005-06 YTD Actual	FY 2005-06 Estimated	FY 2006-07 Estimated with Capital Improvement
RESULT: Percent of Misdemeanor DUI cases resolved.	88.46%	88.46%	84.00%
OUTPUT: Number of Misdemeanor DUI cases resolved.	5,750	11,500	10,500
DEMAND: Number of Misdemeanor DUI cases filed.	6,500	13,000	12,500
EFFICIENCY: Cost per Misdemeanor DUI case resolved.	$ -	$ -	$ 78.11
RESULT: Percent of Civil Traffic cases resolved.	99.43%	99.43%	99.43%
OUTPUT: Number of Civil Traffic cases resolved.	87,000	174,000	174,000
DEMAND: Number of Civil Traffic cases filed	87,500	175,000	175,000
EFFICIENCY: Cost per Civil Traffic case resolved.	$ -	$ -	$ 24.73

Security Building

User Department: Various County Departments
Project Location: 234 N Central Ave
Supervisor District(s): 5
Managing Department: Facilities Management
Project Partner(s): Not Applicable
Completion Date: June 2007 (Construction)





Project Description

This project covers Phase III closeout costs for tenant improvements within the Security Building including exterior east elevation renovated to the original historic condition at the front entry area.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
General Fund Imp Fund (445)	$ 4,869,034	$ 5,352,025	$ 100,000	$ -	$ -	$ -	$ -	$ 100,000	$ 10,321,059
Project Total	**$ 4,869,034**	**$ 5,352,025**	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000**	**$ 10,321,059**

Security Building (Continued)

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current Facilities Management Department Operating Costs							
Personal Sevices	$ 238,813	$ 245,977	$ 253,357	$ 260,957	$ 268,786	$ 276,850	$ 1,544,740
Supplies & Services	1,058,495	1,090,250	1,122,957	1,156,646	1,191,345	1,227,086	6,846,780
Capital Outlay	-	-	-	1	2	3	6
	$ 1,297,308	$ 1,336,227	$ 1,376,314	$ 1,417,604	$ 1,460,134	$ 1,503,939	$ 8,391,526
Post Construction Facilities Management Department Operating Costs							
Personal Sevices	$ 238,813	$ 245,977	$ 253,357	$ 273,625	$ 295,515	$ 319,156	$ 1,626,444
Supplies & Services	1,058,495	1,090,250	1,122,957	1,212,794	1,309,817	1,414,603	7,208,916
Capital Outlay	-	-	-	-	-	-	-
	$ 1,297,308	$ 1,336,227	$ 1,376,314	$ 1,486,419	$ 1,605,333	$ 1,733,759	$ 8,835,361
Net Facilities Management Department Operating Costs (post less current)							
Personal Sevices	$ -	$ -	$ -	$ 12,668	$ 26,729	$ 42,307	$ 81,704
Supplies & Services	-	-	-	56,148	118,472	187,517	362,137
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ 68,816	$ 145,201	$ 229,824	$ 443,841
Total User and FMD Net Operating Costs (net plus net)							
Personal Sevices	$ -	$ -	$ -	$ 12,668	$ 26,729	$ 42,307	$ 81,704
Supplies & Services	-	-	-	56,148	118,472	187,517	362,137
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ 68,816	$ 145,201	$ 229,824	$ 443,841

Southeast Justice Center

User Department: Trial Courts, Sheriff's Office, Adult Probation, Assessor
Project Location: East Maricopa County
Supervisor District(s): 2
Managing Department: Facilities Management
Project Partner(s): Not Applicable
Completion Date: May 2008 (Construction)

Project Description

The project will include the design and construction of the Southeast Consolidated Justice Center and Parking Garage. The project will house the North Mesa, East Mesa, West Mesa, and an expansion Justice Court; three Early Disposition Courts/Regional Court Center (EDC/RCC); combining Sheriff's Office substation functions within the holding and detention areas associated with the Justice and EDC/RCC courts; providing offices for Adult Probation; providing regional space for the Assessor's Office, and an 800 space parking garage. The project will be located at the current County Southeast Facility in Mesa.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Intergovernmental Cap Proj (422)	$ -	$ -	$ -	$ 1,410,000	$ 1,000,000	$ -	$ -	$ 2,410,000	$ 2,410,000
County Improvement Fund (435)	4,478	300,000	17,300,000	1,295,522	-	-	-	18,595,522	18,900,000
General Fund Imp Fund (445)	-	-	-	24,890,000	-	-	-	24,890,000	24,890,000
Project Total	**$ 4,478**	**$ 300,000**	**$ 17,300,000**	**$ 27,595,522**	**$ 1,000,000**	**$ -**	**$ -**	**$ 45,895,522**	**$ 46,200,000**

Southeast Justice Center (Continued)

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current User Department Operating Costs							
Personal Sevices	$ 1,729,123	$ 1,818,133	$ 1,872,677	$ 1,928,857	$ 1,986,723	$ 2,046,325	$ 11,381,838
Supplies & Services	354,005	370,357	370,357	370,357	370,357	370,357	2,205,790
Capital Outlay	-	-	-	-	-	-	-
	$ 2,083,128	$ 2,188,490	$ 2,243,034	$ 2,299,214	$ 2,357,080	$ 2,416,682	$ 13,587,628
Post Construction User Department Operating Costs							
Personal Sevices	$ 1,729,123	$ 1,818,133	$ 1,872,677	$ 1,754,457	$ 1,807,091	$ 1,861,304	$ 10,842,785
Supplies & Services	354,005	370,357	370,357	-	-	-	1,094,719
Capital Outlay	-	-	-	-	-	-	-
	$ 2,083,128	$ 2,188,490	$ 2,243,034	$ 1,754,457	$ 1,807,091	$ 1,861,304	$ 11,937,504
Net User Department Operating Costs (post less current)							
Personal Sevices	$ -	$ -	$ -	$ (174,400)	$ (179,632)	$ (185,021)	$ (539,053)
Supplies & Services	-	-	-	(370,357)	(370,357)	(370,357)	(1,111,071)
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ (544,757)	$ (549,989)	$ (555,378)	$ (1,650,124)
Current Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ -	$ -	$ 152,141	$ 156,705	$ 161,406	$ 470,253
Supplies & Services	-	-	-	833,057	858,049	883,790	2,574,896
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ 985,198	$ 1,014,754	$ 1,045,197	$ 3,045,148
Net Facilities Management Department Operating Costs (post less current)							
Personal Sevices	$ -	$ -	$ -	$ 152,141	$ 156,705	$ 161,406	$ 470,253
Supplies & Services	-	-	-	833,057	858,049	883,790	2,574,896
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ 985,198	$ 1,014,754	$ 1,045,197	$ 3,045,148
Total User and FMD Net Operating Costs (net plus net)							
Personal Sevices	$ -	$ -	$ -	$ (22,259)	$ (22,927)	$ (23,615)	$ (68,800)
Supplies & Services	-	-	-	462,700	487,692	513,433	1,463,825
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ 440,441	$ 464,765	$ 489,819	$ 1,395,025

Managing for Results

Purpose Statement

The purpose of the Southeast Consolidated Justice Courts project is to co-locate existing justice courts from leased building spaces into County-owned and geographically co-located facilities for Maricopa Countyresidents so their limited jurisdiction court needs can be handled in a more efficient and effective manner.

Southeast Justice Center (Continued)

Strategic Goals

By June 2007, the Superior Court and Justice Courts will provide timely, fair, and impartial justice in case processing by resolving 95% of all Court cases in compliance with established trial court and limited jurisdiction court standards.

Strategic Plan Programs Supported

- Case Management
- Court Information Services
- Court Operations Support

Strategic Plan Activities Supported

- Justice Courts Caseflow Management
- Superior Court and Juvenile Court Caseflow Management

Performance Measures

Measure	FY 2005-06 YTD Actual	FY 2005-06 Estimated	FY 2006-07 Estimated with Capital Improvement
RESULT: Percent of Misdemeanor DUI cases resolved.	88.46%	88.46%	84.00%
OUTPUT: Number of Misdemeanor DUI cases resolved.	5,750	11,500	10,500
DEMAND: Number of Misdemeanor DUI cases filed.	6,500	13,000	12,500
EFFICIENCY: Cost per Misdemeanor DUI case resolved.	$ -	$ -	$ 78.11
RESULT: Percent of Civil Traffic cases resolved.	99.43%	99.43%	99.43%
OUTPUT: Number of Civil Traffic cases resolved.	87,000	174,000	174,000
DEMAND: Number of Civil Traffic cases filed	87,500	175,000	175,000
EFFICIENCY: Cost per Civil Traffic case resolved.	$ -	$ -	$ 24.73

Southwest Justice Center

User Department: Trial Courts, Clerk of the Court, Sheriff's Office, Adult Probation
Project Location: City of Avondale
Supervisor District(s): 4
Managing Department: Facilities Management
Project Partner(s): Not Applicable
Completion Date: June 2008 (Construction)

Project Description

The project will include the design and construction of the Maricopa County Southwest Justice Center. The project will house the Estrella Mountain, Ironwood, Maryvale, Agua Fria Courts, an expansion Justice Court; three Early Disposition Courts/Regional Court Centers (EDC/RCC); combined Sheriff's Office substation functions within the holding and detention areas associated with the Justice and EDC/RCC courts and Adult Probation. Currently, a new site location for this project is being determined. The project is scheduled to start in Fiscal Year 2006-07.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Intergovernmental Cap Proj (422)	$ -	$ 190,298	$ 1,440,925	$ 4,259,702	$ -	$ -	$ -	$ 5,700,627	$ 5,890,925
County Improvement Fund (435)	63,130	16,115	1,620,755	-	-	-	-	1,620,755	1,700,000
General Fund Imp Fund (445)	-	-	13,659,075	-	-	-	-	13,659,075	13,659,075
Project Total	**$ 63,130**	**$ 206,413**	**$16,720,755**	**$ 4,259,702**	**$ -**	**$ -**	**$ -**	**$ 20,980,457**	**$ 21,250,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ 95,605	$ 98,473	$ 101,427	$ 104,470	$ 107,604	$ 507,580
Supplies & Services	-	530,087	545,990	562,369	579,240	596,618	2,814,304
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 625,692	$ 644,463	$ 663,797	$ 683,711	$ 704,222	$ 3,321,884
Net Facilities Management Department Operating Costs (post less current)							
Personal Sevices	$ -	$ 95,605	$ 98,473	$ 101,427	$ 104,470	$ 107,604	$ 507,580
Supplies & Services	-	530,087	545,990	562,369	579,240	596,618	2,814,304
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 625,692	$ 644,463	$ 663,797	$ 683,711	$ 704,222	$ 3,321,884
Total User and FMD Net Operating Costs (net plus net)							
Personal Sevices	$ -	$ 95,605	$ 98,473	$ 101,427	$ 104,470	$ 107,604	$ 507,580
Supplies & Services	-	530,087	545,990	562,369	579,240	596,618	2,814,304
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 625,692	$ 644,463	$ 663,797	$ 683,711	$ 704,222	$ 3,321,884

Southwest Justice Center (Continued)

Managing for Results

Purpose Statement

The purpose of the Southwest Consolidated Justice Courts project is to co-locate existing justice courts from leased building spaces into County-owned and geographically co-located facilities for Maricopa County residents so their limited jurisdiction court needs can be handled in a more efficient and effective manner.

Strategic Goals

By June 2007, the Superior Court and Justice Courts will provide timely, fair, and impartial justice in case processing by resolving 95% of all Court cases in compliance with established trial court and limited jurisdiction court standards.

Strategic Plan Programs Supported

- Case Management
- Court Information Services
- Court Operations Support

Strategic Plan Activities Supported

- Justice Courts Caseflow Management
- Superior Court and Juvenile Court Caseflow Management

Southwest Justice Center (Continued)

Performance Measures

Measure	FY 2005-06 YTD Actual	FY 2005-06 Estimated	FY 2006-07 Estimated with Capital Improvement
RESULT: Percent of Misdemeanor DUI cases resolved.	88.46%	88.46%	84.00%
OUTPUT: Number of Misdemeanor DUI cases resolved.	5,750	11,500	10,500
DEMAND: Number of Misdemeanor DUI cases filed.	6,500	13,000	12,500
EFFICIENCY: Cost per Misdemeanor DUI case resolved.	$ -	$ -	$ 78.11
RESULT: Percent of Civil Traffic cases resolved.	99.43%	99.43%	99.43%
OUTPUT: Number of Civil Traffic cases resolved.	87,000	174,000	174,000
DEMAND: Number of Civil Traffic cases filed	87,500	175,000	175,000
EFFICIENCY: Cost per Civil Traffic case resolved.	$ -	$ -	$ 24.73

Usery Mountain Water System

User Department: Maricopa County Parks and Recreation Department (MCPRD)
Project Location: Usery Mountain Regional Park
Supervisor District(s): Supervisor Fulton Brock
Managing Department: Parks and Recreation
Project Partner(s): None
Completion Date: June 2007

Project Description

The purpose of this request is to fund the design and construction of a new water system through the park. Per Facilities Management Department (FMD), the water system is developing leaks at least once per month, sometimes more often. For example, one stretch of water line had 8 leaks in just 5 months last year. Consequently, a large amount of water is lost each week and unfortunately leaks in remote areas are not discovered until the water bill is received the following month. Further, water line breaks are a major nuisance to our park visitors when the water needs to shut off and restrooms closed to repair the water lines. The project cost is $700,000.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
General Fund Imp Fund (445)	$ -	$ 55,000	$ 645,000	$ -	$ -	$ -	$ -	$ 645,000	$ 700,000
Project Total	**$ -**	**$ 55,000**	**$ 645,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 645,000**	**$ 700,000**

Operating Cost Summary

Not applicable.

Managing for Results

Purpose Statement

The purpose of the project is to enhance the park system for the citizens of Maricopa County and out of town visitors so they may have a pleasant outdoor experience.

Strategic Goals

By December 2006, in order to meet the increased park usage and demand for park services, we will identify a funding source for each of the capital projects in the improvement plan for the park system.

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

Usery Mountain Water System (Continued)

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

Strategic Plan Programs Supported

- Park Education and Recreation Program
- Park Support Program

Strategic Plan Activities Supported

- Community Resources
- Interpretive Services
- Recreation
- Maintenance and Development

Performance Measures

Measure	FY 2005-06 YTD Actual	FY 2005-06 Estimated	FY 2006-07 Estimated with Capital Improvement
RESULT: Percent of demand met	100%	100%	100%
OUTPUT: Number of visitors at regional parks	498,258	1,290,764	1,311,719
DEMAND: Number of expected number of all regional park users	498,258	1,290,764	1,311,719
EFFICIENCY: Cost per output	$ 0.79	$ 1.26	$ 1.56

Visitor Centers/Amphitheaters

User Department: Maricopa County Parks and Recreation Department
Project Location: Cave Creek Regional Park, McDowell Mountain Regional Park, Usery Mountain Regional Park, Estrella Mountain Regional Park, White Tank Mountain Regional Park and Lake Pleasant Regional Park
Supervisor District(s): 2, 4 and 5
Managing Department: Maricopa County Parks and Recreation Department
Project Partner(s): N/A
Completion Date: Estimated January 31, 2008

Project Description

The purpose of this request is to fund the design and construction of new Visitor Center buildings and Amphitheaters at Cave Creek Regional Park, McDowell Mountain Regional Park, Usery Mountain Regional Park and White Tank Mountain Regional Park. Additionally, it is to fund the design and construction of a new Visitor Center at Estrella Mountain Regional Park and a new Amphitheater at Lake Pleasant Regional Park.

The addition of new visitor centers and amphitheaters will attract more visitors to the parks and enhance their overall learning experience.

The total project cost is estimated to be $6,842,700 and the architectural contract is approximately 10% of the project total cost at $683,500. The remaining $6,159,200 allows $5,200,700 for the estimated cost of the 5 Visitor Centers and $958,500 for 5 Amphitheaters.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
General Fund Imp Fund (445)	$ -	$ -	$ 6,842,700	$ -	$ -	$ -	$ -	$ 6,842,700	$ 6,842,700
Project Total	**$ -**	**$ -**	**$ 6,842,700**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 6,842,700**	**$ 6,842,700**

Operating Cost Summary

Not applicable.

Vulture Mountain Study

User Department: Parks & Recreation
Project Location: Vulture Mountains south of Wickenburg
Supervisor District(s): 4
Managing Department: Parks & Recreation
Project Partner(s): Bureau of Land Management (BLM)
Completion Date: 2008

Project Description

In order to assess the potential for patenting the Bureau of Land Management (BLM) property in the Vulture Mountain area near Wickenburg, the BLM is required to undergo several assessments. The BLM has indicated that it may take up to two years for their staff to prepare these studies. The purpose of this request is to provide funding to allow BLM to expedite these studies through private contractors.

The land itself will likely remain with BLM and be managed in a cooperative agreement similar to that of most of San Tan Mountain Regional Park, pending Recreational Management & Public Purposes (RM&PP) acquisition. The park will include, at a minimum, trails and trailheads but will probably include some of the facilities found at other Regional Parks. Initial study costs are estimated at $100,000.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
General Fund Imp Fund (445)	$ -	$ -	$ 100,000	$ -	$ -	$ -	$ -	$ 100,000	$ 100,000
Project Total	**$ -**	**$ -**	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000**	**$ 100,000**

Operating Cost Summary

There are no operational costs associated with Vulture Mountain acquisition at this time.

Detention Fund

Summary

Criminal Justice Facilities Capital Improvement Projects for adult jails and juvenile detention total $84.5 million over five years, 10% of the recommended five-year CIP. These projects are funded by a sales tax increase approved by voters in November 1998 and again in 2002. The programming phase, based on the Jail Master Plan, was finalized in July 1999, and the design phase was completed in 2001. The construction closeout phase for three projects continues into 2005 and includes completion of all work and closeout of contracts. In addition to the Facilities Review Committee (FRC) process, a Citizens' Jail Oversight Committee (CJOC) reviews projects funded by the Jail Excise Tax.

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

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

In November 2002, the Maricopa County voters approved an extension of the November 1998 voter approved jail tax for an additional 20 years.

Project Detail

A total of six (6) capital projects are identified and recommended to the Board for support from the Detention Fund by the Facilities Review Committee in the proposed CIP. The recommended projects are noted in the table below.

455 DETENTION CAPITAL PROJECTS FUND	PRIOR YEARS	PROJECTED FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FIVE-YEAR TOTAL (FY 2007-11)	TOTAL PROJECT	Page
Continuing Projects										
Durango Jail Demolition	$ -	$ -	$ -	$ 50,000	$ 2,000,000	$ -	$ -	$ 2,050,000	$ 2,050,000	717
Durango Juvenile Detention/Treatment Center	80,225,285	3,104,478	7,995,522	-	-	-	-	7,995,522	91,325,285	718
Fourth Avenue Jail	139,392,912	1,700,000	1,000,000	-	-	-	-	1,000,000	142,092,912	721
Lower Buckeye Jail	222,709,652	3,000,000	1,000,000	-	-	-	-	1,000,000	226,709,652	724
Madison Street Jail Renovations	7,617	437,118	9,555,265	24,857,500	24,992,500	-	-	59,405,265	59,850,000	727
Project Reserve	-	-	-	3,000,000	10,000,000	-	-	13,000,000	13,100,000	
Subtotal	$ 442,335,466	$ 8,341,596	$ 19,550,787	$ 27,907,500	$ 36,992,500	$ -	$ -	$ 84,450,787	$ 535,227,849	
Completed Projects										
FMD Operations and Maintenance Building	$ 4,710,164	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,710,164	
Towers Jail Renovations (withdrawn)	-	100,000	-	-	-	-	-	-	100,000	
Jackson Street Garage	10,954,751	-	-	-	-	-	-	-	10,954,751	
Mesa Juvenile Detention Center	23,705,476	-	-	-	-	-	-	-	23,705,476	
Sheriff's Training Facility	8,764,831	-	-	-	-	-	-	-	8,764,831	
Southeast Regional Courtroom Buildout	427,601	-	-	-	-	-	-	-	427,601	
Subtotal	$ 48,562,823	$ 100,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 48,662,823	
TOTAL FUND 455	**$ 490,898,289**	**$ 8,441,596**	**$ 19,550,787**	**$ 27,907,500**	**$ 36,992,500**	**$ -**	**$ -**	**$ 84,450,787**	**$ 583,890,672**	

Durango Jail Demolition

User Department: Sheriff's Office, Correctional Health
Project Location: 3225 W. Gibson Ln
Supervisor District(s): 5
Managing Department: Facilities Management
Project Partner(s): Not Applicable
Completion Date: June 2009



Project Description

This project is for the abatement and demolition of the Durango Jail. Planning for a replacement facility will be funded from a separate project--the Jail Master Plan Update.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Detention Fund (455)	$ -	$ -	$ -	$ 50,000	$ 2,000,000	$ -	$ -	$ 2,050,000	$ 2,050,000
Project Total	**$ -**	**$ -**	**$ -**	**$ 50,000**	**$ 2,000,000**	**$ -**	**$ -**	**$ 2,050,000**	**$ 2,050,000**

Operating Cost Summary

Not applicable.

Durango Juvenile Detention/Treatment Center

User Department: Juvenile Probation
Project Location: South of Durango St between 27th & 35th Ave
Supervisor District(s): 5
Managing Department: Facilities Management
Project Partner(s): Not Applicable
Completion Date: June 2007





Project Description

The approximately 270,000 square foot project contains 220 beds, 12 new courts with judicial suites and associated office space for support staff and related functions. The Court building is currently open and occupied. The project includes the site improvements around the project, including repaving and realignment of Gibson Lane and the new Gibson Lane Bridge. The total project is scheduled to complete in Fiscal Year 2006-07. This facility became operational during Fiscal Year 2003-04. In Fiscal Year 2006-07, funding is for closeout costs associated with the project construction contract.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Detention Fund (455)	$ 80,225,285	$ 3,104,478	$ 7,995,522	$ -	$ -	$ -	$ -	$ 7,995,522	$ 91,325,285
Project Total	**$ 80,225,285**	**$ 3,104,478**	**$ 7,995,522**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 7,995,522**	**$ 91,325,285**

Durango Juvenile Detention/Treatment Center (Continued)

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current User Department Operating Costs							
Personal Sevices	$ 25,004,687	$ 26,451,133	$ 27,218,216	$ 28,007,544	$ 28,819,763	$ 29,655,536	$ 165,156,879
Supplies & Services	5,240,766	6,314,300	6,497,415	6,685,840	6,879,729	7,079,241	38,697,291
Capital Outlay	226,202	231,187	237,891	244,790	251,889	259,194	1,451,154
	$ 30,471,655	$ 32,996,620	$ 33,953,522	$ 34,938,174	$ 35,951,381	$ 36,993,971	$ 205,305,323
Post Construction User Department Operating Costs							
Personal Sevices	$ 25,632,219	$ 26,451,133	$ 27,218,216	$ 28,007,544	$ 28,819,763	$ 29,655,536	$ 165,784,411
Supplies & Services	5,247,765	6,314,300	6,497,415	6,685,840	6,879,729	7,079,241	38,704,290
Capital Outlay	219,202	231,187	237,891	244,790	251,889	259,194	1,444,154
	$ 31,099,186	$ 32,996,620	$ 33,953,522	$ 34,938,174	$ 35,951,381	$ 36,993,971	$ 205,932,854
Net User Department Operating Costs (post less current)							
Personal Sevices	$ 627,532	$ -	$ -	$ -	$ -	$ -	$ 627,532
Supplies & Services	6,999	-	-	-	-	-	6,999
Capital Outlay	(7,000)	-	-	-	-	-	(7,000)
	$ 627,531	$ -	$ -	$ -	$ -	$ -	$ 627,531
Current Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ 238,813	$ 245,977	$ 253,357	$ 260,957	268,786	$ 1,267,891
Supplies & Services	-	1,236,929	1,274,037	1,312,258	1,351,626	1,392,174	6,567,024
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 1,475,742	$ 1,520,014	$ 1,565,615	$ 1,612,583	$ 1,660,961	$ 7,834,915
Net Facilities Management Department Operating Costs (post less current)							
Personal Sevices	$ -	$ 238,813	$ 245,977	$ 253,357	$ 260,957	$ 268,786	$ 1,267,891
Supplies & Services	-	1,236,929	1,274,037	1,312,258	1,351,626	1,392,174	6,567,024
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 1,475,742	$ 1,520,014	$ 1,565,615	$ 1,612,583	$ 1,660,961	$ 7,834,915
Total User and FMD Net Operating Costs (net plus net)							
Personal Sevices	$ 627,532	$ 238,813	$ 245,977	$ 253,357	$ 260,957	$ 268,786	$ 1,895,423
Supplies & Services	6,999	1,236,929	1,274,037	1,312,258	1,351,626	1,392,174	6,574,023
Capital Outlay	(7,000)	-	-	-	-	-	(7,000)
	$ 627,531	$ 1,475,742	$ 1,520,014	$ 1,565,615	$ 1,612,583	$ 1,660,961	$ 8,462,446

Managing for Results

Purpose Statement

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

Strategic Goals

To reduce the dangers to children and staff and the increased expenses resulting from overcrowding, by July 2006 our detention facilities will be at or below capacity every day.

Durango Juvenile Detention/Treatment Center (Continued)

Strategic Plan Program Supported

- Juvenile Detention Program

Strategic Activities Supported

- Juvenile Detention Assessment
- Juvenile Detention Medical Assessment
- Juvenile Pre-Disposition Secure Care
- Juvenile Detention Behavioral Health
- Juvenile Post-Disposition Secure Care

Performance Measures

Measure	FY 2005-06 YTD Actual	FY 2005-06 Estimated	FY 2006-07 Estimated with Capital Improvement
RESULT: Percent of juvenile offenders who are detained.	87%	89%	89%
OUTPUT: Number of juvenile offenders who are assessed.	3,531	7,062	7,062
DEMAND: Number of juvenile offenders brought to detention by local law enforcement or court order.	4,921	9,842	9,842
EFFICIENCY: Cost per juvenile assessed.	$ 94.53	$ 128.92	$ 150.69

Fourth Avenue Jail

User Department: Sheriff's Office and Trial Courts
Project Location: 4th Ave and Madison St
Supervisor District(s): 5
Managing Department: Facilities Management
Project Partner(s): Not Applicable
Completion Date: June 2007







Project Description

This project resulted in an approximate 560,000 square foot mid-rise jail in downtown Phoenix that consists of a basement, ground level and three levels with mezzanines. The jail accommodates 2,100 pre-trial jail beds, an intake-processing center, two initial appearance courtrooms, two early disposition courtrooms and administrative support space. A tunnel system connects the new facility with the existing Madison Street Jail and courts. This facility became operational during Fiscal Year 2004-05. Funds for Fiscal Year 2006-07 will be for miscellaneous close-out costs for this project.

Fourth Avenue Jail (Continued)

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Detention Fund (455)	$ 139,392,912	$ 1,700,000	$ 1,000,000	$ -	$ -	$ -	$ -	$ 1,000,000	$ 142,092,912
Project Total	**$ 139,392,912**	**$ 1,700,000**	**$ 1,000,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,000,000**	**$ 142,092,912**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current User Department Operating Costs							
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction User Department Operating Costs							
Personal Sevices	$ 11,629,463	$ 14,216,161	$ 14,642,646	$ 15,081,925	$ 15,534,383	$ 16,000,414	$ 87,104,992
Supplies & Services	688,885	556,275	572,963	590,152	607,857	626,092	3,642,225
Capital Outlay	-	-	-	-	-	-	-
	$ 12,318,348	$ 14,772,436	$ 15,215,609	$ 15,672,077	$ 16,142,240	$ 16,626,507	$ 90,747,217
Net User Department Operating Costs (post less current)							
Personal Sevices	$ 11,629,463	$ 14,216,161	$ 14,642,646	$ 15,081,925	$ 15,534,383	$ 16,000,414	$ 87,104,992
Supplies & Services	688,885	556,275	572,963	590,152	607,857	626,092	3,642,225
Capital Outlay	-	-	-	-	-	-	-
	$ 12,318,348	$ 14,772,436	$ 15,215,609	$ 15,672,077	$ 16,142,240	$ 16,626,507	$ 90,747,217
Current Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ 525,229	$ 540,986	$ 557,215	$ 573,932	$ 591,150	$ 2,788,512
Supplies & Services	-	2,822,293	2,906,962	2,994,171	3,083,996	3,176,516	14,983,937
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 3,347,522	$ 3,447,948	$ 3,551,386	$ 3,657,928	$ 3,767,666	$ 17,772,449
Net Facilities Management Department Operating Costs (post less current)							
Personal Sevices	$ -	$ 525,229	$ 540,986	$ 557,215	$ 573,932	$ 591,150	$ 2,788,512
Supplies & Services	-	2,822,293	2,906,962	2,994,171	3,083,996	3,176,516	14,983,937
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 3,347,522	$ 3,447,948	$ 3,551,386	$ 3,657,928	$ 3,767,666	$ 17,772,449
Total User and FMD Net Operating Costs (net plus net)							
Personal Sevices	$ 11,629,463	$ 14,741,390	$ 15,183,632	$ 15,639,141	$ 16,108,315	$ 16,591,564	$ 89,893,505
Supplies & Services	688,885	3,378,568	3,479,925	3,584,323	3,691,852	3,802,608	18,626,161
Capital Outlay	-	-	-	-	-	-	-
	$ 12,318,348	$ 18,119,958	$ 18,663,557	$ 19,223,463	$ 19,800,167	$ 20,394,172	$ 108,519,666

Fourth Avenue Jail (Continued)

Managing for Results

Purpose Statement

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

Strategic Goals

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

Strategic Plan Programs Supported

- Custody Management

Strategic Activities Supported

- Detention Management
- Inmate Canteen
- Inmate Fingerprinting Identification
- Inmate Processing
- Mandated Inmate Programs and Services
- Meals

Performance Measures

Measure	FY 2005-06 YTD Actual	FY 2005-06 Estimated	FY 2006-07 Estimated with Capital Improvement
RESULT: Percent of inmates requiring detention.	100%	100%	100%
OUTPUT: Number of inmates detained.	502	10,045	10,506
DEMAND: Number of inmates requiring detention.	502	10,045	10,506
EFFICIENCY: Cost per inmate detained.	$ 7,444.32	$ 7,444.32	$ 7,317.69

Lower Buckeye Jail

User Department: Sheriff's Office and Correctional Health
Project Location: Lower Buckeye Rd, East of 35th Ave
Supervisor District(s): 5
Managing Department: Facilities Management
Project Partner(s): Not Applicable
Completion Date: June 2007



Project Description

The Lower Buckeye Jail contains 2,449 beds including maximum custody adult beds, minimum custody adult beds, remanded juvenile beds, psychiatric beds, and infirmary beds. The Lower Buckeye Jail also includes intake, jail command offices, Correctional Health Services offices, a central infirmary and pharmacy, and Central Services (laundry, stores, warehouse/food factory and central plant). This facility became operational during Fiscal Year 2004-05. Funding for Fiscal Year 2006-07 will be for miscellaneous closeout costs and settlement of an SRP easement issue.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Detention Fund (455)	$ 222,709,652	$ 3,000,000	$ 1,000,000	$ -	$ -	$ -	$ -	$ 1,000,000	$ 226,709,652
Project Total	**$ 222,709,652**	**$ 3,000,000**	**$ 1,000,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,000,000**	**$ 226,709,652**

Lower Buckeye Jail (Continued)

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current User Department Operating Costs							
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction User Department Operating Costs							
Personal Sevices	$ 8,214,071	$ 8,409,782	$ 8,662,075	$ 8,921,938	$ 9,189,596	$ 9,465,284	$ 52,862,746
Supplies & Services	391,987	429,716	442,607	455,886	469,562	483,649	2,673,408
Capital Outlay	-	-	-	-	-	-	-
	$ 8,606,058	$ 8,839,498	$ 9,104,683	$ 9,377,823	$ 9,659,158	$ 9,948,933	$ 55,536,153
Net User Department Operating Costs (post less current)							
Personal Sevices	$ 8,214,071	$ 8,409,782	$ 8,662,075	$ 8,921,938	$ 9,189,596	$ 9,465,284	$ 52,862,746
Supplies & Services	391,987	429,716	442,607	455,886	469,562	483,649	2,673,408
Capital Outlay	-	-	-	-	-	-	-
	$ 8,606,058	$ 8,839,498	$ 9,104,683	$ 9,377,823	$ 9,659,158	$ 9,948,933	$ 55,536,153
Current Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ 572,965	$ 590,154	$ 607,859	$ 626,094	$ 644,877	$ 3,041,949
Supplies & Services	-	3,310,626	3,409,945	3,512,243	3,617,610	3,726,138	17,576,562
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 3,883,591	$ 4,000,099	$ 4,120,102	$ 4,243,705	$ 4,371,015	$ 20,618,511
Net Facilities Management Department Operating Costs (post less current)							
Personal Sevices	$ -	$ 572,965	$ 590,154	$ 607,859	$ 626,094	$ 644,877	$ 3,041,949
Supplies & Services	-	3,310,626	3,409,945	3,512,243	3,617,610	3,726,138	17,576,562
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 3,883,591	$ 4,000,099	$ 4,120,102	$ 4,243,705	$ 4,371,015	$ 20,618,511
Total User and FMD Net Operating Costs (net plus net)							
Personal Sevices	$ 8,214,071	$ 8,982,747	$ 9,252,229	$ 9,529,796	$ 9,815,690	$ 10,110,161	$ 55,904,695
Supplies & Services	391,987	3,740,342	3,852,552	3,968,129	4,087,173	4,209,787	20,249,970
Capital Outlay	-	-	-	-	-	-	-
	$ 8,606,058	$ 12,723,089	$ 13,104,782	$ 13,497,925	$ 13,902,863	$ 14,319,948	$ 76,154,665

Lower Buckeye Jail (Continued)

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 for staff.

Strategic Goals

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

Strategic Plan Programs Supported

- Custody Management

Strategic Activities Supported

- Detention Management
- Inmate Canteen
- Inmate Fingerprinting Identification
- Inmate Processing
- Mandated Inmate Programs and Services
- Meals

Performance Measures

Measure	FY 2005-06 YTD Actual	FY 2005-06 Estimated	FY 2006-07 Estimated with Capital Improvement
RESULT: Percent of inmates requiring detention.	100%	100%	100%
OUTPUT: Number of inmates detained.	502	10,045	10,506
DEMAND: Number of inmates requiring detention.	502	10,045	10,506
EFFICIENCY: Cost per inmate detained.	$ 7,444.32	$ 7,444.32	$ 7,317.69

Madison Street Jail Renovations

User Department: Sheriff's Office and Correctional Health
Project Location: 225 W Madison St
Supervisor District(s): 5
Managing Department: Facilities Management
Project Partner(s): Not Applicable
Completion Date: June 2009

Project Description

The first year will provide an analysis of facility upgrades and needs as well as a determination of how to best approach this future work. In addition, the design phase will be completed. Years two and three will provide construction of necessary renovations based on the results of facility analysis and design.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Detention Fund (455)	$ 7,617	$437,118	$ 9,555,265	$ 24,857,500	$ 24,992,500	$ -	$ -	59,405,265	59,850,000
Project Total	**$ 7,617**	**$437,118**	**$ 9,555,265**	**$ 24,857,500**	**$ 24,992,500**	**$ -**	**$ -**	**$ 59,405,265**	**$ 59,850,000**

Madison Street Jail Renovations (Continued)

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current User Department Operating Costs							
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction User Department Operating Costs							
Personal Sevices	$ 14,837,328	$ 15,269,898	$ 15,727,995	$ 16,199,835	$ 16,685,830	$ 17,186,405	$ 95,907,290
Supplies & Services	50,852	45,429	46,792	48,196	49,641	51,131	292,041
Capital Outlay	-	-	-	-	-	-	-
	$ 14,888,180	$ 15,315,327	$ 15,774,787	$ 16,248,030	$ 16,735,471	$ 17,237,535	$ 96,199,331
Net User Department Operating Costs (post less current)							
Personal Sevices	$ 14,837,328	$ 15,269,898	$ 15,727,995	$ 16,199,835	$ 16,685,830	$ 17,186,405	$ 95,907,290
Supplies & Services	50,852	45,429	46,792	48,196	49,641	51,131	292,041
Capital Outlay	-	-	-	-	-	-	-
	$ 14,888,180	$ 15,315,327	$ 15,774,787	$ 16,248,030	$ 16,735,471	$ 17,237,535	$ 96,199,331
Current Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Facilities Management Department Operating Costs							
Personal Sevices	$ -	$ 238,813	$ 245,977	$ 253,357	$ 260,957	$ 268,786	$ 1,267,891
Supplies & Services	-	1,602,094	1,650,157	1,699,662	1,750,651	1,803,171	8,505,735
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 1,840,907	$ 1,896,134	$ 1,953,018	$ 2,011,609	$ 2,071,957	$ 9,773,625
Net Facilities Management Department Operating Costs (post less current)							
Personal Sevices	$ -	$ 238,813	$ 245,977	$ 253,357	$ 260,957	$ 268,786	$ 1,267,891
Supplies & Services	-	1,602,094	1,650,157	1,699,662	1,750,651	1,803,171	8,505,735
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 1,840,907	$ 1,896,134	$ 1,953,018	$ 2,011,609	$ 2,071,957	$ 9,773,625
Total User and FMD Net Operating Costs (net plus net)							
Personal Sevices	$ 14,837,328	$ 15,508,711	$ 15,973,972	$ 16,453,191	$ 16,946,787	$ 17,455,191	$ 97,175,181
Supplies & Services	50,852	1,647,523	1,696,949	1,747,857	1,800,293	1,854,302	8,797,775
Capital Outlay	-	-	-	-	-	-	-
	$ 14,888,180	$ 17,156,234	$ 17,670,921	$ 18,201,049	$ 18,747,080	$ 19,309,493	$ 105,972,956

Managing for Results

Strategic Goals

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

Strategic Plan Programs Supported

- Custody Management

Strategic Activities Supported

- Detention Management
- Inmate Canteen

Madison Street Jail Renovations (Continued)

- Inmate Fingerprinting Identification
- Inmate Processing
- Mandated Inmate Programs and Services
- Meals

Performance Measures

Measure	FY 2005-06 YTD Actual	FY 2005-06 Estimated	FY 2006-07 Estimated with Capital Improvement
RESULT: Percent of inmates requiring detention.	100%	100%	100%
OUTPUT: Number of inmates detained.	502	10,045	10,506
DEMAND: Number of inmates requiring detention.	502	10,045	10,506
EFFICIENCY: Cost per inmate detained.	$ 7,444.32	$ 7,444.32	$ 7,317.69

Maricopa County Department of Transportation

Summary

The Maricopa County Department of Transportation (MCDOT) employs an objective planning procedure for evaluating and ranking potential projects for inclusion in its five-year Transportation Improvement Program (TIP). This procedure includes using equally weighted, objective criteria to score and rank potential projects. The ranking criteria used by the Department of Transportation for future roadway improvements include:

- Safety (crash history), pavement conditions, and current sufficiency levels of roadways
- Land use, regional travel usage, and environmental factors
- Current and future traffic volumes compared to the physical capacity of the roadway
- A benefit/cost analysis that measures reductions in delay due to improvements
- Joint sponsorship of the project and the actual commitment of funds by partnering agencies
- Bonus points for intelligent transportation systems, alternative modes and environmental enhancements

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

The Maricopa County Board of Supervisors (BOS) annually approves the TIP. This annual approval authorizes expenditures by MCDOT for making transportation improvements to roadways and bridges, acquiring rights-of-way, developing Intelligent Transportation Systems (ITS) and conducting future studies of county roadways.

MCDOT staff, representatives from cities and towns, and the public recommend projects for inclusion in the TIP. MCDOT then internally prepares its recommendations for future roadway improvements. Funding from all available sources is then matched against the proposed projects. MCDOT typically considers the highest rated projects first and subsequently recommends improvements based on the rankings, potential financial partners, and available budget.

The recommended projects are then submitted to the Transportation Advisory Board for their review and input. The BOS makes the final decision regarding projects to be included in the TIP.

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), the Maricopa Association of Governments, 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 110 capital projects are identified and recommended to the Board from MCDOT. The recommended projects are as follows:

234 TRANSPORTATION CAPITAL PROJECTS	PRIOR YRS.	FY 2005-06 PROJECTED	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	5-YEAR TOTAL (FY 2007-2011)	Page
7THST:CAREFREEHWY-DESERT HILLS	$ -	$ 470,545	$ 890,000	$ 770,000	$ 1,640,000	$ 8,050,000	$ -	$ 11,350,000	
51ST AVE: BROADWAY - BASELINE	1,956,289	2,946,000	2,946,000	-	-	-	-	2,946,000	
51ST AVE: SANTA CRUZ-GRIC BDRY	120,333	85,000	10,000	-	-	-	-	10,000	
67TH AVE: PINNACLE P - HAPPY V	2,125	103,604	340,000	-	-	-	-	340,000	
75TH AVE: MC 85 - VAN BUREN	446,809	2,670,000	2,651,000	-	-	-	-	2,651,000	
99TH AVE AT PALMERAS	-	100,000	650,000	-	-	-	-	650,000	
115TH AVE BRIDGE AT GILA RIVER	9,688,511	2,000	2,000	2,000	-	-	-	4,000	
ALABAMA AT 111TH AVE	-	-	275,000	-	-	-	-	275,000	
ALMA SCH:MCLELLAN - MCKELLIPS	160,937	259,524	625,000	-	-	-	-	625,000	
APACHE BL BRIDGE/TEMPE CANAL	-	1,000	501,000	-	-	-	-	501,000	
AZTECH SMART CORRIDORS PH III	-	248,007	180,000	1,500,000	-	-	-	1,680,000	
BEARDSLEY RD @ AGUA FRIA RIVER	98,529	343,169	10,000	-	-	-	-	10,000	
BELL RD AT R H JOHNSON	191,710	450,977	1,195,000	-	-	-	-	1,195,000	
BELL RD: SR 303 -L101 ITS IMP	93,526	1,022,749	140,000	-	-	-	-	140,000	
BELL RD:SR303L /GRAND AV (ITS)	3,372	5,963	80,000	10,000	1,500,000	-	-	1,590,000	
BUSH HWY: USERY - STEWART MTN	36,940	31,200	60,000	1,050,000	-	-	-	1,110,000	
CAMELBACK AT AGUA FRIA DCR	-	-	-	-	10,000	500,000	-	510,000	
CAMELBACK AT LITCHFIELD	-	-	110,000	-	-	-	-	110,000	
CAMELBACK AT WIGWAM CREEK BLVD	-	-	295,000	-	-	-	-	295,000	
CAMINO DEL SOL AT SPANISH GDN	-	-	285,000	-	-	-	-	285,000	
CANDIDATE ASSESSMENT REPORTS	1,043,421	789,030	1,800,000	1,600,000	1,600,000	1,600,000	1,600,000	8,200,000	
CAVE CRK LONE MT - CRFREE HWY	1,008,833	1,000	1,000	-	-	-	-	1,000	
CHAND HGTS AT SANOKI WASH	208,419	148,547	80,000	2,230,000	-	-	-	2,310,000	
CHANDLER HTS RD @ 124TH ST	36,220	137,600	205,000	-	-	-	-	205,000	
COTTON LANE AT MCDOWELL	-	6,226	60,000	-	-	-	-	60,000	
COTTON LN BRIDGE @ GILA RIVER	3,000,447	4,625,287	42,800,000	7,900,000	-	-	-	50,700,000	
DEER VALLEY @ AGUA FRIA RIVER	96,602	269,500	10,000	-	-	-	-	10,000	
DEER VALLEY RD: 83RD - 91ST AV	21,420	85,000	20,000	-	-	-	-	20,000	
DEER VALLEY: EL MIRAGE TO LK P	-	-	40,000	1,140,000	1,130,000	2,450,000	30,600,000	35,360,000	
DESERT HILLS @ SKUNK CREEK	-	160,000	80,000	65,000	200,000	2,925,000	-	3,270,000	
DOBSON RD BRIDGE @ SALT RIVER	-	280,000	1,050,000	1,050,000	-	-	-	2,100,000	
DYNAMITE BLVD: CC RD - 56TH ST	47,282	332,596	205,000	-	-	-	-	205,000	
DYSART BRIDGE @ COLTER CHANNEL	-	320,000	70,000	-	-	-	-	70,000	
EAST VALLEY SIG MOD 6	-	-	10,000	500,000	-	-	-	510,000	
EL MIRAGE : BEARDSLEY - LP 303	2,233,782	4,661	65,000	25,000	25,000	25,000	6,850,000	6,990,000	
EL MIRAGE : BELL - BEARDSLEY	4,159,302	-	65,000	55,000	25,000	25,000	7,850,000	8,020,000	
EL MIRAGE:NORTH'N/BELL	2,793	226,033	30,000	-	-	-	-	30,000	
ELLSWORTH GERMAN - BASELINE	6,782,078	14,202,007	10,860,000	-	-	-	-	10,860,000	
ELLSWORTH RD: HUNT HWY - RIGGS	230	269,127	30,000	-	-	-	-	30,000	
ELLSWORTH: HUNT TO CHNDLR HTS	-	-	70,000	-	-	-	-	70,000	
ELLSWORTH: UIV - MCLELLAN	3,989,974	5,475,105	1,504,500	-	-	-	-	1,504,500	
FIG SPRINGS: NEW RVR - TNF	24,559	91,061	10,000	-	-	-	-	10,000	
FOREST RD MCDOWELL - RIO VERDE	-	-	-	-	200,000	250,000	540,000	990,000	
GALIVAN PK: CLOUD TO JOY RNCH	-	-	80,000	280,000	1,080,000	-	-	1,440,000	
GENERAL CIVIL ENGINEERING	786,644	215,055	500,000	2,000,000	2,000,000	2,000,000	4,000,000	10,500,000	
GILBERT RD:MCDOWELL - SR 87	7,163,483	12,543,318	270,000	-	-	-	-	270,000	
GLENDALE AVE AT AGRA FRIA	-	-	-	10,000	590,000	-	-	600,000	
HONDA BOW: 7TH AVE TO 11TH AVE	-	85,000	35,000	-	-	-	-	35,000	
HUNT HWY AT HAWES	-	-	865,000	575,000	-	-	-	1,440,000	
INDIAN SCH: LITCHFIELD-DYSART	52,172	1,095,821	810,000	4,935,000	-	-	-	5,745,000	
INDIAN SCHOOL AT OLD LITCHFIELD	-	1,853	60,000	-	-	-	-	60,000	
INDIAN SCHOOL RD SIG MOD	-	-	10,000	240,000	-	-	-	250,000	
LOW VOLUME ROADS PROGRAM	1,233,838	2,049,226	3,020,000	3,020,000	3,020,000	3,020,000	3,020,000	15,100,000	
LOWER BUCKEYE RD @ 67TH AVE	40,680	193,807	239,000	-	-	-	-	239,000	
MC 85 AT 119TH AVE	-	9,174	220,000	-	-	-	-	220,000	
MC 85 AT EL MIRAGE	-	-	280,000	-	-	-	-	280,000	
MC 85 EXT: SR 85 TO TURNER RD	500,342	1,598,680	2,182,000	-	-	-	-	2,182,000	
MC 85: 107TH AVE - 91ST AVE	628,748	456,697	2,910,000	1,010,000	7,451,000	-	-	11,371,000	
MC 85: 91ST AVE - 75TH AVE	313,998	925,232	180,000	40,000	2,130,000	6,030,000	-	8,380,000	
MC 85: COTTON LN-ESTRELLA PKWY	1,207,349	1,241,385	855,000	4,380,000	-	-	-	5,235,000	
MC85: JACKRABBIT - PERRYVILLE	871	1,000	225,000	5,000	-	-	-	230,000	
MC85: PERRYVILLE - COTTON LN	1,262	1,000	440,000	-	-	-	-	440,000	
MCDOWELL: SHOULDERS WIDENING	171,054	29,365	1,320,000	-	-	-	-	1,320,000	
MEEKER AT CAMINO DEL SOL	-	-	275,000	-	-	-	-	275,000	
MINGUS AT 25TH AVENUE	-	19,177	390,000	-	-	-	-	390,000	
NORTHERN AVE @ 107TH AVE	34,461	235,165	507,500	-	-	-	-	507,500	
NORTHERN AVE: SR 303 TO GRAND	-	510,000	2,040,000	2,030,000	2,030,000	2,030,000	2,030,000	10,160,000	
OCOTILLO RD: EOM - PALO VERDE	197,641	-	1,000	501,000	-	-	-	502,000	
OLD STAGE: N RVR - COYOTE PASS	32,383	69,951	10,000	-	-	-	-	10,000	
OLD US 80 BRIDGE @ GILA RIVER	-	185,448	525,000	280,000	6,650,000	-	-	7,455,000	

Project Detail (Continued)

234 TRANSPORTATION CAPITAL PROJECTS	PRIOR YRS.	FY 2005-06 PROJECTED	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	5-YEAR TOTAL (FY 2007-2011)	Page
OLIVE AT 103RD AVE	-	-	275,000	-	-	-	-	275,000	
OLIVE AT LITCHFIELD RD	-	220	230,000	-	-	-	-	230,000	
OLIVE AT REEMS	-	-	1,160,000	-	-	-	-	1,160,000	
OLIVE AVE @ BEARDSLEY CANAL	-	193,000	92,000	100,000	-	-	-	192,000	
OLIVE AVE AT AGUA FRIA	-	-	10,000	500,000	-	-	-	510,000	
PEORIA AT LITCHFIELD RD	-	28,598	230,000	-	-	-	-	230,000	
PINNACLE PK AT 83RD & 91ST AVE	-	203,453	940,000	-	-	-	-	940,000	
PINNACLE PK: LK PLEASNT - 83RD AVE	133,047	455	710,000	-	-	-	-	710,000	
PM10 PROGRAM	1,569,146	106,826	1,200,000	650,000	3,150,000	3,000,000	3,000,000	11,000,000	
PM10: (PH3) NE AREA	710,799	202,822	190,000	-	-	-	-	190,000	
PM10: (PH4) IN SE VALLEY	585,065	739,338	950,000	-	-	-	-	950,000	
PM10: (PH4) IN SW VALLEY	258,118	205,759	400,000	-	-	-	-	400,000	
PM10: BOX BAR & NEEDLE ROCK	290,256	127,016	10,000	1,125,000	-	-	-	1,135,000	
POWER RD: ELLIOT TO GUADALUPE	438	-	450,000	-	-	-	-	450,000	
POWER RD: GUADALUPE - BSELINE	1,383,475	771,095	925,000	5,025,000	-	-	-	5,950,000	
PREVIOUS YEAR'S PROJECTS	3,149,170	564,750	350,000	350,000	350,000	350,000	350,000	1,750,000	
PROJECT RESERVES ACCOUNT	981,224	479,786	8,235,000	5,915,000	5,915,000	5,915,000	5,925,000	31,905,000	
PROP MGMT/PRIOR YEARS PROJECTS	94,062	51,436	50,000	50,000	50,000	50,000	50,000	250,000	
QUEEN CRK RD: AZ AVE - MCQUEEN	1,909,087	554,972	530,000	190,000	3,340,000	-	-	4,060,000	
R H JOHNSON AT MEEKER	-	-	250,000	-	-	-	-	250,000	
R.H. JOHNSON AT STARDUST	-	11,636	90,000	-	-	-	-	90,000	
RIGGS RD: GILBERT TO VAL VISTA	-	-	10,000	10,000	6,110,000	-	-	6,130,000	
RIGGS: ELLSWORTH TO MERIDIAN	-	-	405,000	-	-	-	-	405,000	
RIO VERDE DR: FOREST TO 136TH	-	202,570	40,000	270,000	1,180,000	-	-	1,490,000	
ROW IN-FILL/ROAD INVENTORY SYS	15,721,096	1,812,040	250,000	2,500,000	2,500,000	2,500,000	2,500,000	10,250,000	
SIGNAL MODERNIZATION SC 1	-	-	10,000	780,000	-	-	-	790,000	
SIGNAL MODERNIZATION SC/SCW 2	-	-	10,000	725,000	-	-	-	735,000	
SIGNAL MODERNIZATION SCW 3	-	-	10,000	750,000	-	-	-	760,000	
SIGNAL MODERNIZATION SCW 4	-	-	10,000	750,000	-	-	-	760,000	
SIGNAL MODERNIZATION SCW 5	-	-	10,000	750,000	-	-	-	760,000	
SMALL CITIES ASSIST PROG	1,292,446	301,312	400,000	400,000	400,000	400,000	400,000	2,000,000	
SONOMA AT DYSART	-	-	295,000	-	-	-	-	295,000	
SPECIAL PROJECTS	12,521	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	
SR303 AT WADDELL	-	122,715	385,000	-	-	-	-	385,000	
SR303 RAMP AT GRAND	-	565	180,000	-	-	-	-	180,000	
SUN CITY MILL & OVERLAY: PH 2	-	-	3,520,000	-	-	-	-	3,520,000	
SUN CITY MILL & OVERLAY: PH 3	-	-	-	2,220,000	-	-	-	2,220,000	
SUN CITY MILL & OVERLAY: PH 4	-	-	-	-	1,920,000	-	-	1,920,000	
TIP DEVELOPMENT	1,006,222	363,045	500,000	300,000	300,000	300,000	300,000	1,700,000	
UNALLOCATED FORCE ACCOUNT	76,398	205,332	1,274,034	1,863,346	2,635,346	3,136,346	3,165,346	12,074,418	
UNION HILLS MULTI-USE PATH	-	-	150,000	-	-	-	-	150,000	
VAL VISTA GERMANN TO RAY	-	-	-	-	-	-	1,601,000	1,601,000	
VAL VISTA: THOMAS TO SOUTHERN	149,372	-	401,000	-	-	-	-	401,000	
WARNER RD AT POWER RD	-	-	275,000	-	-	-	-	275,000	
WARRANTED TRAFFIC IMPROVEMENTS	2,358	27,306	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000	
WILLIAMS FLD AT HIGLEY	885,175	570,000	690,000	-	-	-	-	690,000	
WILLIAMS FLD: GILBERT -LINDSAY	148,112	20,000	532,000	910,000	5,700,000	-	-	7,142,000	
NON-PROJECT	1,152,622	897,172	-	2,375,000	1,980,000	2,850,000	3,575,000	10,780,000	
TOTAL FUND 234	**$ 127,271,145**	**$ 91,982,942**	**$ 119,194,034**	**$ 69,711,346**	**$ 70,811,346**	**$ 51,406,346**	**$ 81,356,346**	**$ 392,479,418**	

Managing for Results

Purpose Statement

The purpose of the Build Roads and Bridges program is to provide design and construction of roads and bridges for the traveling public so that they can get to their destination in a safe and efficient manner.

Strategic Goals

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

By December 2006, MCDOT will complete a transportation system plan update, including specific policies and strategies that support the delivery of significant, major regional transportation facilities and services.

By December 2006, MCDOT will demonstrate support for the MAG Regional Transportation Plan and cooperation with our regional partners by proactively establishing partnerships with other local governments on the regional arterial projects contained in the Plan.

Strategic Plan Programs Supported

- Engineer Roads and Structures
- Build Roads and Structures

Strategic Plan Activities Supported

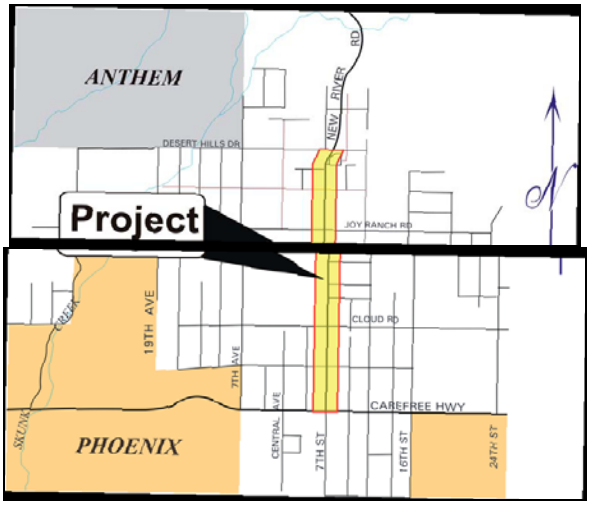
- Design
- Right of Way
- Utilities Relocation
- Project Management
- Roadway Construction
- Program Management and Support
- Construction Management and Engineering
- Construction Inspection
- Survey
- Quality Assurance/Control

Performance Measures

Measure	FY 2005-06 YTD Actual	FY 2005-06 Estimated	FY 2006-07 Estimated with Capital Improvement
RESULT: Percent of planned transportation projects completed	45.0%	67.7%	75.0%
OUTPUT: Number of planned transportation projects completed	9	21	30
DEMAND: Number of transportation projects anticipated to be completed	20	31	40
EFFICIENCY: Cost per planned transportation projects completed	$ 12,292,673	$ 5,268,288	$ 3,973,134
RESULT: Percent of planned transportation projects completed on time & within budget	30.0%	38.7%	75.0%
OUTPUT: Number of planned transportation projects completed on time & within budget	6	12	30
DEMAND: Number of transportation projects anticipated to be completed on time & within budget	20	31	40
EFFICIENCY: Cost per planned transportation projects completed on time & within budget	$ 18,439,009	$ 9,219,505	$ 3,973,134

7th St: Carefree Hwy – Desert Hills Dr

User Department: Transportation
Project Location: 7th St: Carefree Hwy - Desert Hills Dr
Supervisor District(s): 3
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2010



Project Description

The purpose of this project is to widen the roadway from two to four lanes, increasing the capacity and safety of the roadway.

Total length of the project is approximately 3 miles.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that it not only does it identify the cost and design parameters for construction it allows area residents and other concerned individuals an opportunity to express their view on the proposed project and be involved in the decision making process.

Funding/Cost Summary

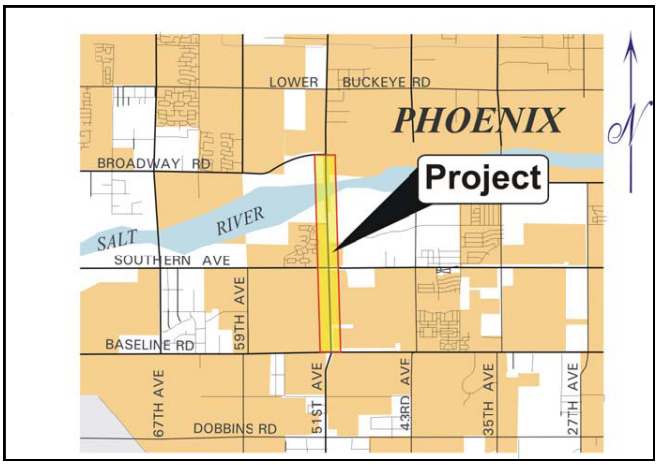
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 470,545	$ 890,000	$ 770,000	$ 1,640,000	$ 8,050,000	$ -	$ 11,350,000	$ 11,820,545
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 470,545**	**$ 890,000**	**$ 770,000**	**$ 1,640,000**	**$ 8,050,000**	**$ -**	**$ 11,350,000**	**$ 11,820,545**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ -	$ 4,871	$ 22,511
Supplies & Services	5,216	5,367	5,523	5,683	-	6,017	27,806
Capital Outlay	913	939	967	995	-	1,053	4,867
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ -	$ 11,942	$ 55,183

51st Ave: Broadway Rd – Baseline Rd

User Department: Transportation
Project Location: 51st Ave: Broadway Rd - Baseline Rd
Supervisor District(s): 5
Managing Department: Transportation
Project Partner(s): City of Phoenix
Completion Date: 2007



Project Description

The purpose of this project is to widen the road with two additional through lanes and a center left-turn lane. The City of Phoenix is the lead agency with the County contributing $2,945,000 toward construction. Total length of the project is 1.8 miles.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that the wider road will have increased capacity and with improved drainage and be safer to travel.

Funding/Cost Summary

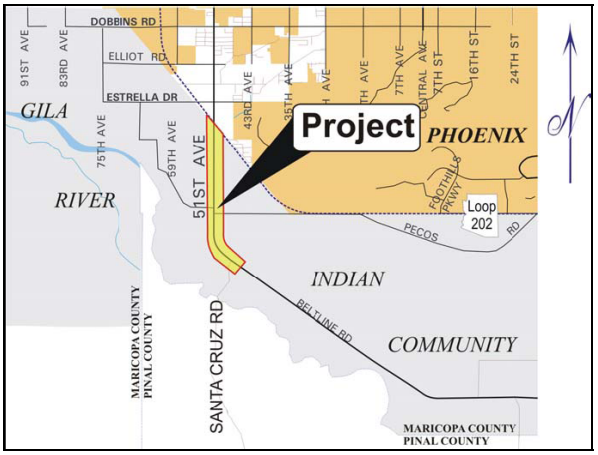
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 1,956,289	$ 2,946,000	$ 2,946,000	$ -	$ -	$ -	$ -	$ 2,946,000	$ 7,848,289
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 1,956,289**	**$ 2,946,000**	**$ 2,946,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,946,000**	**$ 7,848,289**

Operating Cost Summary

Not applicable; the City of Phoenix maintains the road.

51st Ave: Santa Cruz Rd – Gila River Indian Community Boundary Corridor Study

User Department: Transportation
Project Location: 51st Ave: Santa Cruz – Gila River Indian Community Boundary
Supervisor District(s): 5
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007



Project Description

The purpose of this corridor study is to examine current and proposed development along the corridor to identify what type and when roadway improvements will be required for widening the roadway for the traveling public so that right-of-way and roadway needs can be identified and used for future planning and programming. The Gila River Indian Community is the lead agency on the study.

Total length of the study is approximately 4 miles.

Construction is not scheduled at this time and is contingent on both the study results and funding availability.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that not only does it identify future roadway improvement phasing requirements so that when the roadway is eventually widened the traveling public will have a roadway that is smoother, safer, less congested and more economical to travel, it allows area residents and other concerned individuals an opportunity to express their view on the proposed project and be involved in the decision making process.

Funding/Cost Summary

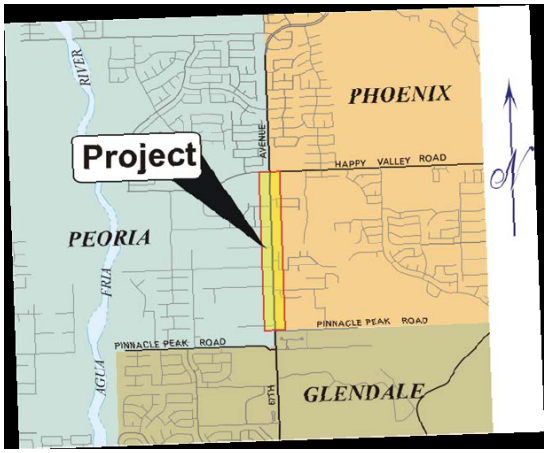
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 120,333	$ 85,000	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000	$ 215,333
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 120,333**	**$ 85,000**	**$ 10,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,000**	**$ 215,333**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

67th Ave: Pinnacle Peak Rd – Happy Valley Rd DCR

User Department: Transportation
Project Location: 67th Ave: Pinnacle Peak Rd – Happy Valley Rd
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007



Project Description

The purpose of this project was to develop a design concept report (DCR) 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. In conjunction with the study it was agreed to provide an interim solution by adding additional lanes to relieve the congestion.

Total length of the study is approximately 1.0 miles.

The Maricopa County Transportation Advisory Board recommended this project. The benefit to the public is that it provides a temporary solution until a more permanent fix can be funded.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 2,125	$ 103,604	$ 340,000	$ -	$ -	$ -	$ -	$ 340,000	$ 445,728
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 2,125**	**$ 103,604**	**$ 340,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 340,000**	**$ 445,728**

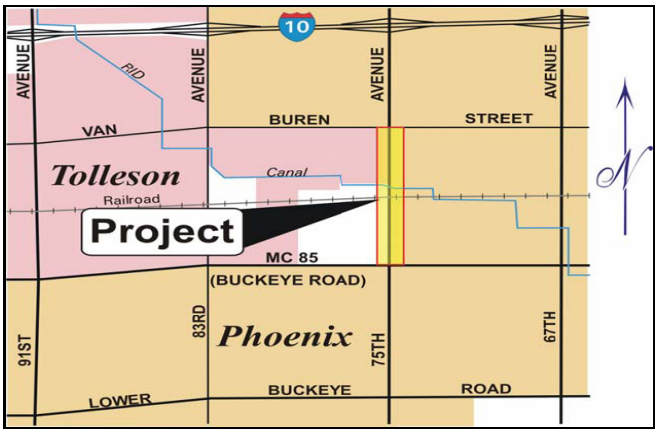
Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	6,879	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 64,097

75th Ave: MC 85 – Van Buren St

User Department: Transportation
Project Location: 75th Ave: MC 85 – Van Buren St
Supervisor District(s): 5
Managing Department: Transportation
Project Partner(s): City of Phoenix
Completion Date: 2007



Project Description

This project will result in the reconstruction of 75th Avenue from two lanes to five lanes including a continuous left-turn lane. It also includes utility relocations and upgrades to the Southern Pacific Railroad crossing.

The City of Phoenix will construct a storm sewer along 75th Ave and has requested to assume project lead. The County's portion of the project will be a cash contribution of $2,650,000.

Total length of the project is approximately 1.0 mile.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that the wider road will have increased capacity and with improved drainage and be safer to travel.

Funding/Cost Summary

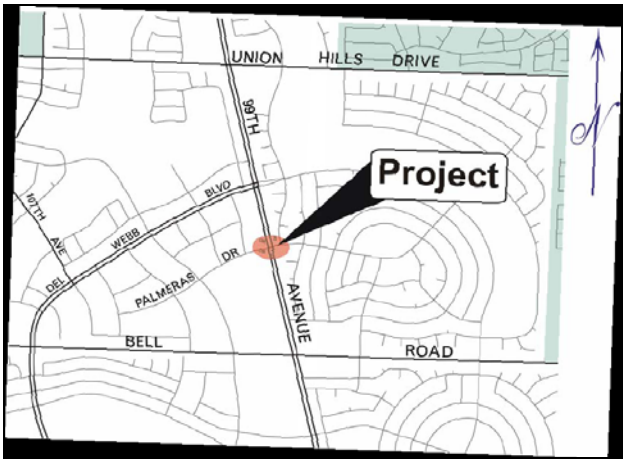
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 446,808	$ 2,670,000	$ 2,651,000	$ -	$ -	$ -	$ -	$ 2,651,000	$ 5,767,808
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 446,808**	**$ 2,670,000**	**$ 2,651,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,651,000**	**$ 5,767,808**

Operating Cost Summary

The City of Phoenix will maintain the road.

99th Ave at Palmeras

User Department: Transportation
Project Location: 99th Ave at Palmeras
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): None
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals and make other improvements at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 100,000	$ 650,000	$ -	$ -	$ -	$ -	$ 650,000	$ 750,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 100,000**	**$ 650,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 650,000**	**$ 750,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 19,637
Supplies & Services	6,313	-	6,685	6,879	7,078	7,283	34,239
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 53,875

115th Ave Bridge at Gila River

User Department: Transportation
Project Location: 115th Ave Bridge at Gila River
Supervisor District(s): 5
Managing Department: Transportation
Project Partner(s): State of Arizona and City of Avondale
Completion Date: 2008

Project Description

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. The benefit to the public is that it provides better fiscal management by providing a means to track payments.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 9,164,844	$ (521,667)	$ (521,667)	$ (521,667)	$ (523,667)	$ (523,667)	$ -	$ (2,090,668)	$ 6,552,509
Partnership Contributions/IGA/IDA	523,667	523,667	523,667	523,667	523,667	523,667	-	2,094,668	3,142,001
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 9,688,511**	**$ 2,000**	**$ 2,000**	**$ 2,000**	**$ -**	**$ -**	**$ -**	**$ 4,000**	**$ 9,694,511**

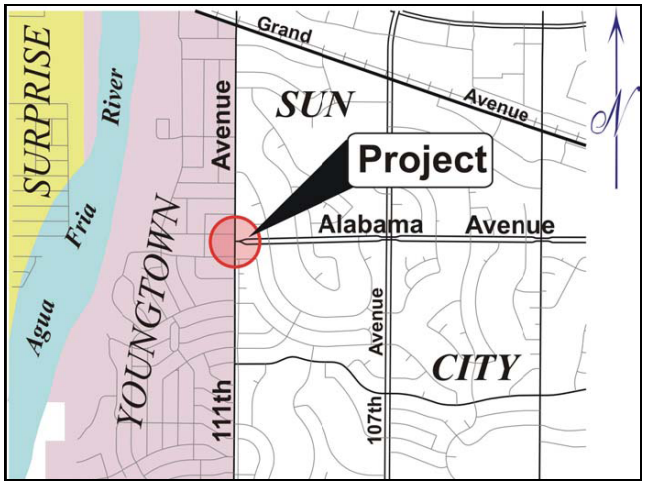
Negative amounts indicate repayment of previous expenditures

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Alabama at 11th Ave

User Department: Transportation
Project Location: Northwest Maricopa County
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): None
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals and make other improvements at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

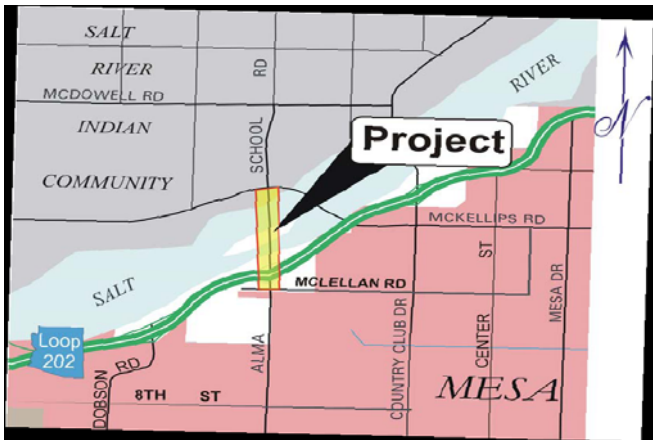
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 275,000	$ -	$ -	$ -	$ -	$ 275,000	$ 275,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 275,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 275,000**	**$ 275,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,949	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	-	6,685	6,885	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,834	$ 11,138	$ 11,461	$ 64,097

Alma School Rd: McLellan Rd – McKellips Rd

User Department: Transportation
Project Location: Alma School Rd: McLellan Rd – McKellips Rd
Supervisor District(s): 1 & 2
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007



Project Description

This project was to widen the south bridge over the Salt River on Alma School Road from McLellan Road to the North Bridge. Changes in traffic patterns indicate the widening is not needed. The bridge scour protection will be completed to protect the bridge during flooding.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that the bridge will have increased protection during floods making it available to the public for travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 160,937	$ 259,524	$ 625,000	$ -	$ -	$ -	$ -	$ 625,000	$ 1,045,461
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 160,937**	**$ 259,524**	**$ 625,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 625,000**	**$ 1,045,461**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Apache Blvd Bridge at Tempe Canal

User Department: Transportation
Project Location: Apache Blvd Bridge at Tempe Canal
Supervisor District(s): 1
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007

Project Description

The Apache Road Bridge over the Tempe Canal must be strengthened before the light rail line can use the bridge. Rather than reinforce the existing bridge it was decided to replace the bridge with a stronger wider bridge. Valley Metro Rail will replace the bridge with the County contributing $500,000 to the project. The funding agreement has been completed and signed by the Board of Supervisors.

The Maricopa County Transportation Advisory Board recommended this project. The benefit to the public is that once constructed the new bridge will allow the light rail line traffic.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 1,000	$ 501,000	$ -	$ -	$ -	$ -	$ 501,000	$ 502,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 1,000**	**$ 501,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 501,000**	**$ 502,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

AZTECH Smart Corridors Phase III

User Department: Transportation
Project Location: Various
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): Cities of Mesa and Glendale
Completion Date: 2007

Project Description

The purpose of this project is to install an Intelligent Transportation System (ITS) "Smart Instrumentation" along corridors in both Glendale and Mesa. 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. The benefit to the public is that it provides real time traffic data to the cities and the county so that signal adjustments can be made and information provided to commuters so that they have a faster and safer commute.

Funding/Cost Summary

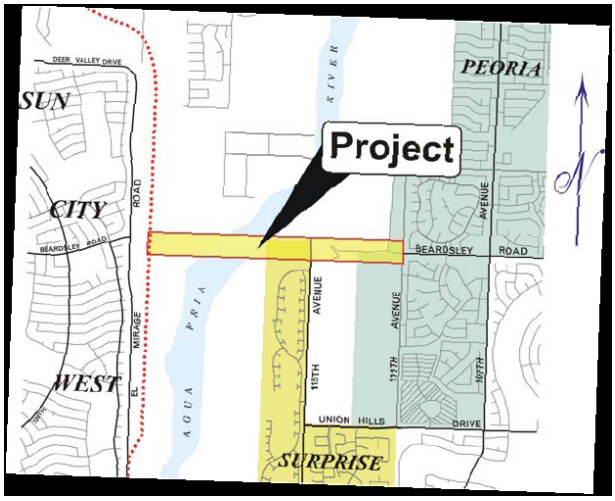
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 248,007	$ 180,000	$ (200,000)	$ -	$ -	$ -	$ (20,000)	$ 228,007
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	1,700,000	-	-	-	1,700,000	1,700,000
Project Total	**$ -**	**$ 248,007**	**$ 180,000**	**$ 1,500,000**	**$ -**	**$ -**	**$ -**	**$ 1,680,000**	**$ 1,928,007**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Beardsley Rd at Agua Fria River DCR

User Department: Transportation
Project Location: Beardsley Rd at Agua Fria River
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007



Project Description

The purpose of this project was to prepare a Design Concept Report (DCR) on the feasibility of constructing a bridge over the Agua Fria River at Beardsley Road to improve traffic conditions in the Sun City West/Surprise Bell Road corridor. Construction is not anticipated at this time. It was determined that the Deer Valley Road location was the preferred location for a new bridge in the near future.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that it not only does it identify the cost and preferred location for the bridge it allows area residents and other concerned individuals an opportunity to express their view on the proposed bridge and be involved in the decision making process.

Funding/Cost Summary

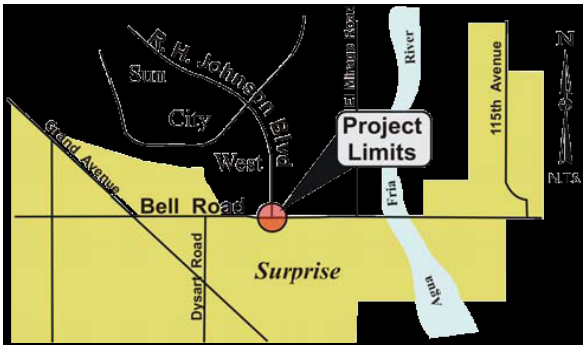
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 98,529	$ 343,169	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000	$ 451,698
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 98,529**	**$ 343,169**	**$ 10,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,000**	**$ 451,698**

Operating Cost Summary

Not Applicable.

Bell Rd at R H Johnson Blvd

User Department: Transportation
Project Location: Bell Rd at R H Johnson Blvd
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): City of Surprise
Completion Date: 2007



Project Description

The purpose of this project is to design a dedicated right-turn lane and other safety improvements for the traveling public so that an effective roadway design will be developed so that when constructed, the improved roadway will reduce congestion and increase safety.

The City of Surprise has annexed this portion of Bell Road and will contribute $550,000 toward construction. Construction was intentionally delayed until the summer months when traffic volume is reduced and there is less impact on the traveling public.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that it will improve traffic flow through the intersection by providing a dedicated right turn lane for traffic going into Sun City West so that the current curb lane can be used for through traffic.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 191,711	$ (99,023)	$ 645,000	$ -	$ -	$ -	$ -	$ 645,000	$ 737,688
Partnership Contributions/IGA/IDA	-	550,000	550,000	-	-	-	-	550,000	1,100,000
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 191,711**	**$ 450,977**	**$ 1,195,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,195,000**	**$ 1,837,688**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ -	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 22,900
Supplies & Services	5,216	-	5,523	5,683	5,848	6,017	28,286
Capital Outlay	913	-	967	995	1,024	1,053	4,951
Total	$ 10,351	$ -	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 56,137

Operating Cost Summary (Continued)

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	6,879	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 64,097

Bell Rd: SR 303 – Loop 101 (ITS)

User Department: Transportation
Project Location: Bell Rd: SR 303 – Loop 101
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): City of Peoria and City of Surprise
Completion Date: 2009

Project Description

The purpose of this project is to design and 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. This project will be funded from Highway User Revenue Funds (HURF), fund 234, and from Federal monies.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that it will provide technological improvements to county roads for the traveling public so that congestion will be reduced and safety will be improved.

Funding/Cost Summary

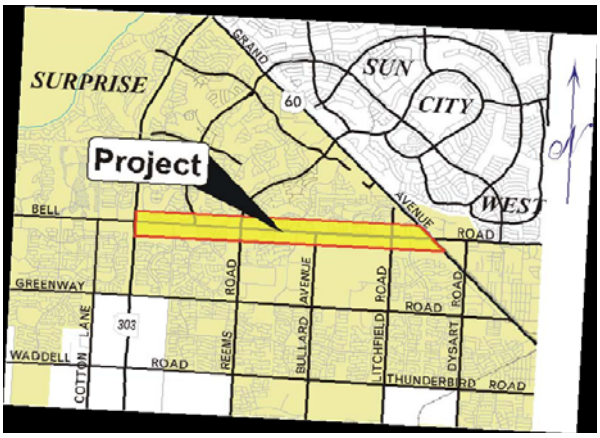
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ (164,628)	$ 5,963	$ (64,000)	$ 10,000	$ 500,000	$ -	$ -	$ 446,000	$ 287,336
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	168,000	-	144,000	-	1,000,000	-	-	1,144,000	1,312,000
Project Total	**$ 3,372**	**$ 5,963**	**$ 80,000**	**$ 10,000**	**$ 1,500,000**	**$ -**	**$ -**	**$ 1,590,000**	**$ 1,599,336**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Bell Rd: SR 303 – Grand Ave (ITS)

User Department: Transportation
Project Location: Bell Rd: SR 303L – Grand Ave
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): Federal Highway Administration
Completion Date: 2009



Project Description

The purpose of this project is to design and 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. This project will be funded from Highway User Revenue Funds (HURF), fund 234, and from Federal monies.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that it will provide technological improvements to county roads for the traveling public so that congestion will be reduced and safety will be improved.

Funding/Cost Summary

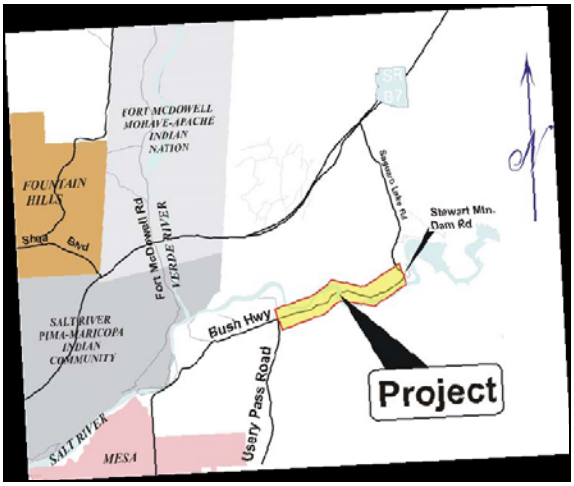
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ (164,628)	$ 5,963	$ (64,000)	$ 10,000	$ 500,000	$ -	$ -	$ 446,000	$ 287,336
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	168,000	-	144,000	-	1,000,000	-	-	1,144,000	1,312,000
Project Total	**$ 3,372**	**$ 5,963**	**$ 80,000**	**$ 10,000**	**$ 1,500,000**	**$ -**	**$ -**	**$ 1,590,000**	**$ 1,599,336**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Bush Hwy: Usery Pass Rd – Stewart Mountain Dam Rd

User Department: Transportation
Project Location: Bush Hwy: Usery Pass Rd – Stewart Mountain Dam Rd
Supervisor District(s): 2
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2008



Project Description

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 and safety improved.

The Maricopa County Transportation Advisory Board recommended construction of this project with construction contingent on receiving federal funding which now have been allocated for reimbursement in FY 08. The benefit to the public is that it will add paved shoulders for bicycle lanes on this popular bicycling route increasing safety for cyclists and motorists.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 36,941	$ 31,200	$ 60,000	$ 550,000	$ -	$ -	$ -	$ 610,000	$ 678,141
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	500,000	-	-	-	500,000	500,000
Project Total	**$ 36,941**	**$ 31,200**	**$ 60,000**	**$ 1,050,000**	**$ -**	**$ -**	**$ -**	**$ 1,110,000**	**$ 1,178,141**

Operating Cost Summary

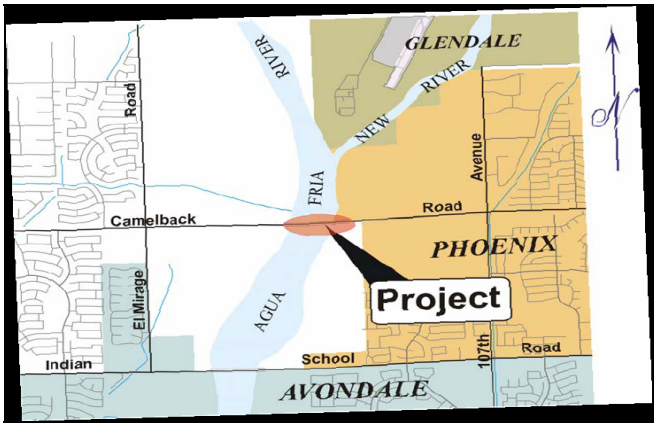
	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Operating Cost Summary (Continued)

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	6,879	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 64,097

Camelback Ave at Agua Fria DCR

User Department: Transportation
Project Location: Camelback Ave at Agua Fria River
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): None
Completion Date: 2007



Project Description

The purpose of this project was to prepare a Design Concept Report (DCR) on the feasibility of constructing a bridge over the Agua Fria River at Camelback Ave. Construction is not anticipated at this time.

Construction is not scheduled at this time and is contingent on both the study results and funding availability.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that not only does it identify the cost and design parameters for construction, but it allows area residents and other concerned individuals an opportunity to express their view on the proposed project and be involved in the decision making process.

Funding/Cost Summary

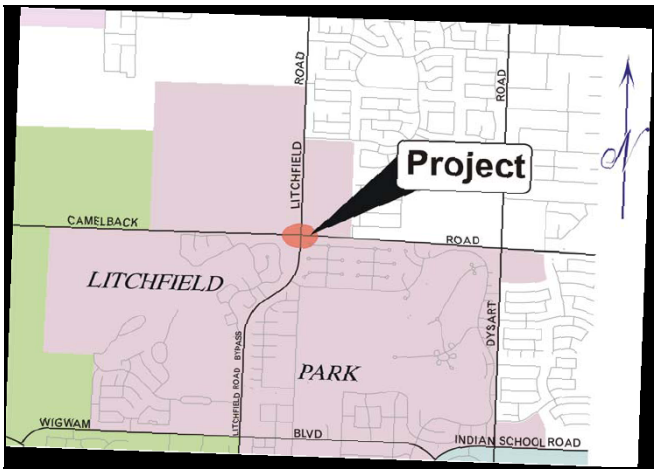
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ -	$ -	$ 10,000	$ 500,000	$ -	$ 510,000	$ 510,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,000**	**$ 500,000**	**$ -**	**$ 510,000**	**$ 510,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Camelback at Litchfield Road

User Department: Transportation
Project Location: Northwest Maricopa County
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): None
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals and make other improvements at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

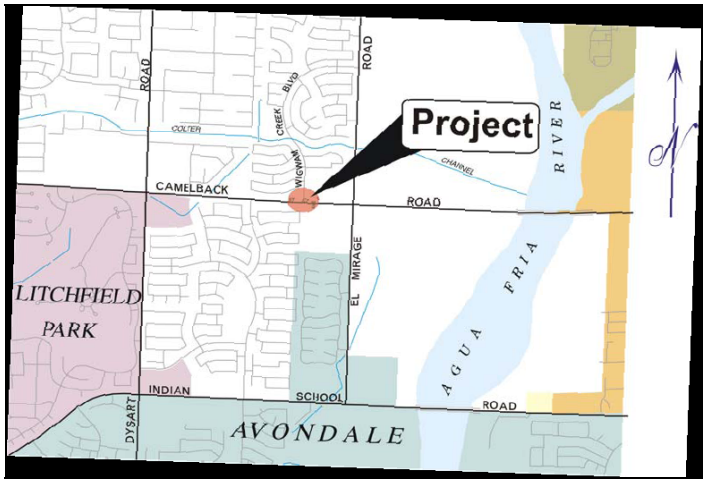
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 110,000	$ -	$ -	$ -	$ -	$ 110,000	$ 110,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 110,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 110,000**	**$ 110,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,949	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	-	6,685	6,885	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,834	$ 11,138	$ 11,461	$ 64,097

Camelback at Wigwam Creek Blvd

User Department: Transportation
Project Location: Northwest Maricopa County
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s):
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals and make other improvements at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

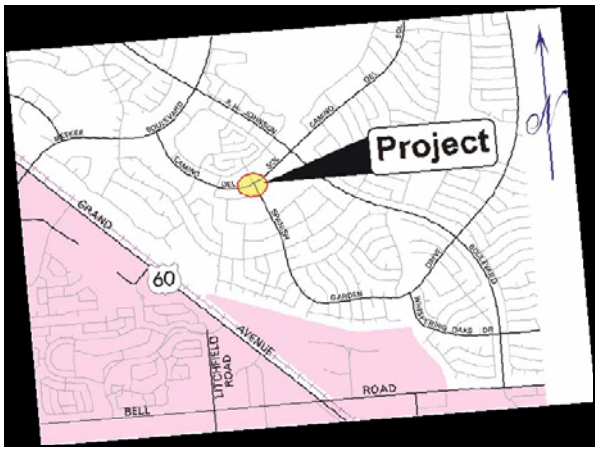
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 295,000	$ -	$ -	$ -	$ -	$ 295,000	$ 295,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 295,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 295,000**	**$ 295,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,949	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	-	6,685	6,885	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,834	$ 11,138	$ 11,461	$ 64,097

Camino Del Sol at Spanish Garden

User Department: Transportation
Project Location: Northwest Maricopa County
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s):
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals and make other improvements at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 285,000	$ -	$ -	$ -	$ -	$ 285,000	$ 285,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 285,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 285,000**	**$ 285,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,949	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	-	6,685	6,885	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,834	$ 11,138	$ 11,461	$ 64,097

Candidate Assessment Reports

User Department: Transportation
Project Location: Various
Supervisor District(s): All
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: Ongoing

Project Description

The purpose of this fund is to reserve monies for advance planning studies and an initial assessment of potential projects (candidate assessment reports or CARS) so that sufficient information is developed to make further program development decisions.

This Maricopa County Transportation Advisory Board recommended this fund. The benefit to the public is that it provides a funding for advance planning and more accurate initial assessments of projects, which results in a better use of public funds.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 1,043,421	$ 789,030	$ 1,800,000	$ 1,600,000	$ 1,600,000	$ 1,600,000	$ 1,600,000	$ 8,200,000	$ 10,032,451
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 1,043,421**	**$ 789,030**	**$ 1,800,000**	**$ 1,600,000**	**$ 1,600,000**	**$ 1,600,000**	**$ 1,600,000**	**$ 8,200,000**	**$ 10,032,451**

Operating Cost Summary

Not applicable.

Cave Creek Rd: Lone Mountain Rd – Carefree Hwy

User Department: Transportation
Project Location: Cave Creek Rd: Lone Mountain Rd – Carefree Hwy
Supervisor District(s): 3
Managing Department: Transportation
Project Partner(s): Town of Cave Creek
Completion Date: 2008

Project Description

The purpose of this project is to monitor for intergovernmental agreement (IGA) compliance of annual deferred payments from the Town of Cave Creek for construction completed in FY 2002.

The Maricopa County Transportation Advisory Board recommended this project. The benefit to the public is that it allowed early construction of improvements on Cave Creek Road making the road safer and easier to travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 891,378	$ (44,455)	$ (44,455)	$ (45,455)	$ -	$ -	$ -	$ (89,910)	$ 757,013
Partnership Contributions/IGA/IDA	117,455	45,455	45,455	45,455	-	-	-	90,910	253,820
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 1,008,833**	**$ 1,000**	**$ 1,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,000**	**$ 1,010,833**

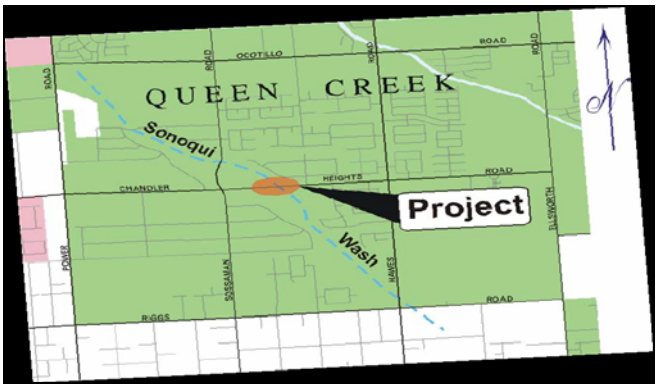
Negative numbers indicate repayment of funds expended in an earlier year.

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Chandler Heights Rd at Sonoqui Wash

User Department: Transportation
Project Location: Chandler Heights Rd at Sonoqui Wash
Supervisor District(s): 1
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2008



Project Description

The purpose of this project is to construct a five-lane bridge (68' wide) over Sonoqui Wash.

The Maricopa County Transportation Advisory Board recommended this project. The benefit to the public is that it will provide an all weather crossing making travel safer.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 208,419	$ 148,547	$ 80,000	$ 2,230,000	$ -	$ -	$ -	$ 2,310,000	$ 2,666,966
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 208,419**	**$ 148,547**	**$ 80,000**	**$ 2,230,000**	**$ -**	**$ -**	**$ -**	**$ 2,310,000**	**$ 2,666,966**

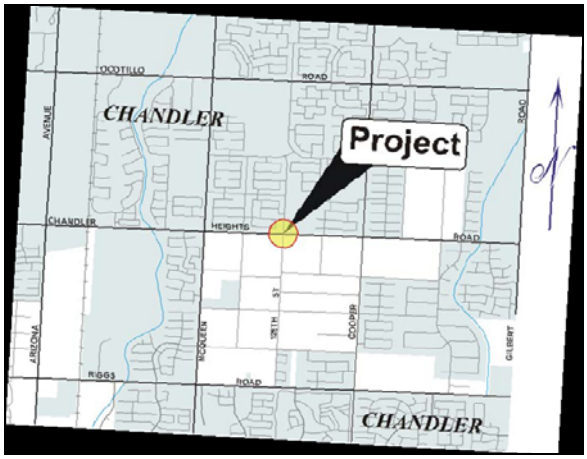
Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ -	$ 4,601	$ 4,734	$ 4,871	$ 22,774
Supplies & Services	5,216	5,367	-	5,683	5,848	6,017	28,130
Capital Outlay	913	939	-	995	1,024	1,053	4,924
Total	$ 10,351	$ 10,652	$ -	$ 11,278	$ 11,605	$ 11,942	$ 55,828

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	6,879	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 64,097

Chandler Heights Rd at 124th St

User Department: Transportation
Project Location: Chandler Heights Rd at 124th St
Supervisor District(s): 1
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

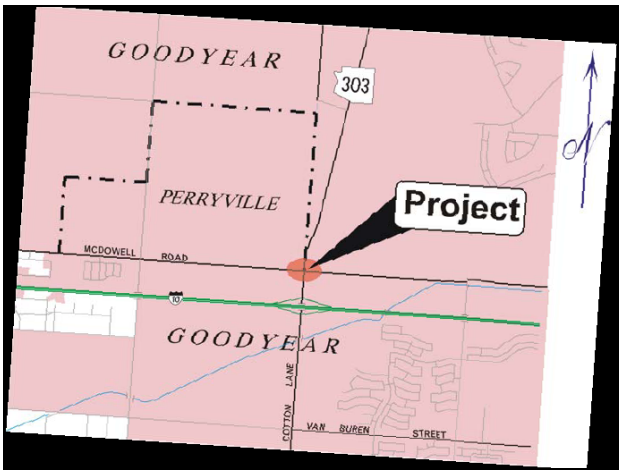
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 36,220	$ 137,600	$ 205,000	$ -	$ -	$ -	$ -	$ 205,000	$ 378,820
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 36,220**	**$ 137,600**	**$ 205,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 205,000**	**$ 378,820**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 19,637
Supplies & Services	6,313	-	6,685	6,879	7,078	7,283	34,239
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 53,875

Cotton Lane at McDowell

User Department: Transportation
Project Location: Cotton Lane at McDowell
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s):
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals and make other improvements at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

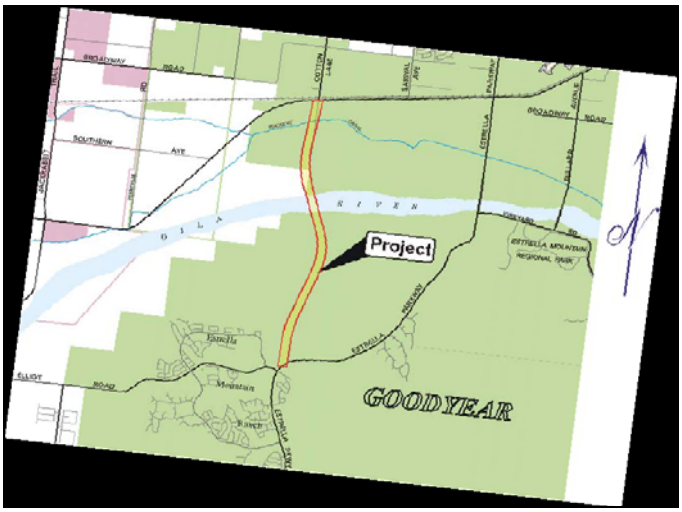
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 6,226	$ 60,000	$ -	$ -	$ -	$ -	$ 60,000	$ 66,226
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 6,226**	**$ 60,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 60,000**	**$ 66,226**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 19,637
Supplies & Services	6,313	-	6,685	6,879	7,078	7,283	34,239
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 53,875

Cotton Lane Bridge at Gila River

User Department: Transportation
Project Location: MC 85 & Cotton Lane across the Gila River to Estrella Parkway
Supervisor District(s): 5
Managing Department: Transportation
Project Partner(s): City of Goodyear
Completion Date: 2008



Project Description

The purpose of this project is to construct a new bridge over the Gila River on the Cotton lane alignment along with a new road beginning at MC 85 and extending to Estrella Parkway. At both MC 85 and at Estrella Parkway, new intersections will be constructed. The City of Goodyear will provide up to $42,000,000 in funding for construction and will assume maintenance responsibilities upon completion.

The Maricopa County Transportation Advisory Board recommended this project. The benefit to the public is that it provides another bridge crossing of the Gila River in the southwest valley so that the traveling public living south of the river in a rapidly developing area will have a safe and reliable commute.

Funding/Cost Summary

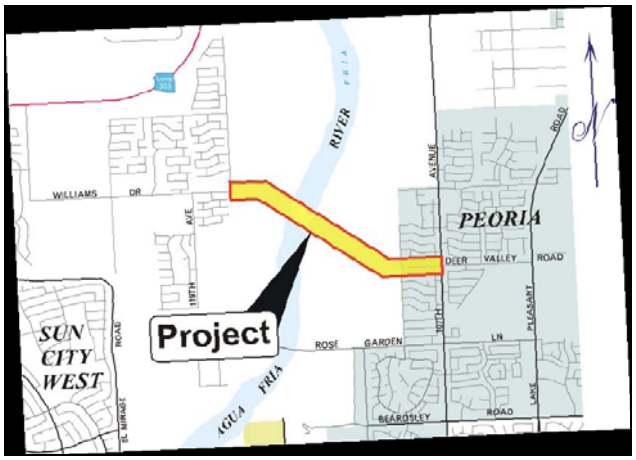
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 3,000,448	$ 4,625,287	$ 14,800,000	$ 900,000	$ (7,000,000)	$ -	$ -	$ 8,700,000	$ 16,325,736
Partnership Contributions/IGA/IDA	-	-	28,000,000	7,000,000	7,000,000	-	-	42,000,000	42,000,000
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 3,000,448**	**$ 4,625,287**	**$ 42,800,000**	**$ 7,900,000**	**$ -**	**$ -**	**$ -**	**$ 50,700,000**	**$ 58,325,736**

Operating Cost Summary

The City of Goodyear will annex and maintain.

Deer Valley Road Bridge at Agua Fria River DCR

User Department: Transportation
Project Location: Deer Valley Road at the Agua Fria River
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): None at this time
Completion Date: 2007



Project Description

The purpose of this project is to prepare a Design Concept Report (DCR) on the feasibility of constructing a bridge over the Agua Fria River at Deer Valley Road to improve traffic conditions in the Sun City West/Surprise Bell Road corridor. Once the study is finalized, planning will begin on construction of the bridge as a separate project.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that it not only does it identify the cost and preferred location for the bridge it allows area residents and other concerned individuals an opportunity to express their view on the proposed bridge and be involved in the decision making process.

Funding/Cost Summary

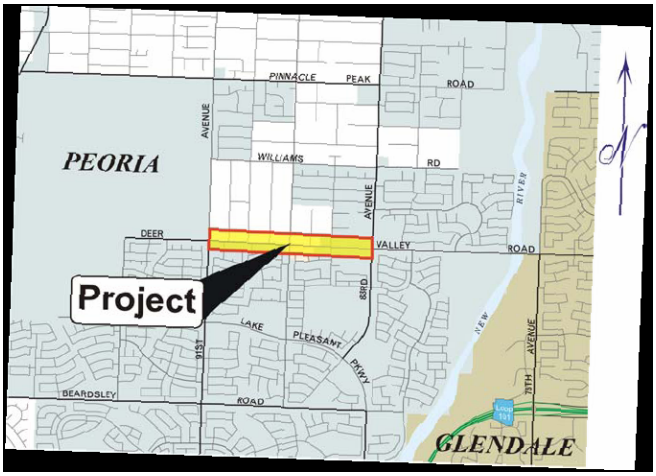
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 96,602	$ 269,500	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000	$ 376,102
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 96,602**	**$ 269,500**	**$ 10,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,000**	**$ 376,102**

Operating Cost Summary

Not applicable.

Deer Valley Rd: 83rd Ave – 91st Ave DCR

User Department: Transportation
Project Location: Deer Valley Rd: 83rd Ave – 91st Ave
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007



Project Description

The purpose of this project is to complete a Design Concept Report (DCR) to establish design parameters for paving the roadway for the traveling public so that right-of-way, drainage, utility relocation and environmental requirements can be identified and an accurate cost estimate can be made for increasing the capacity and safety of the roadway. The City of Peoria will conduct the study and the County will contribute financially to the study plus review and comment. Total length of the study area is approximately 1 mile.

This project is adjacent to an area being studied by the Flood Control District. The results of their study may impact the DCR results.

Construction is not scheduled at this time and is contingent on both the study results and funding availability.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that it not only does it identify the cost and design parameters for construction it allows area residents and other concerned individuals an opportunity to express their view on the proposed project and be involved in the decision making process.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 21,420	$ 85,000	$ 20,000	$ -	$ -	$ -	$ -	$ 20,000	$ 126,420
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 21,420**	**$ 85,000**	**$ 20,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 20,000**	**$ 126,420**

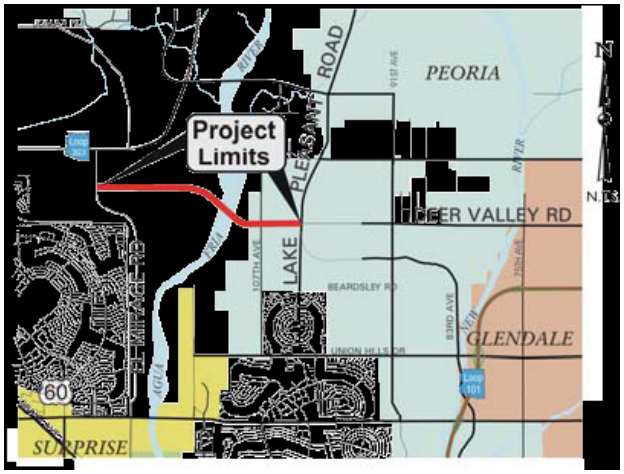
Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	6,879	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 64,097

Deer Valley Road: El Mirage to Lake Pleasant

User Department: Transportation
Project Location: Deer Valley Road at the Agua Fria River
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): None at this time
Completion Date: 2011



Project Description

The purpose of this project is to construct a bridge over the Agua Fria River at Deer Valley Road to improve traffic conditions in the Sun City West/Surprise Bell Road corridor. Total length of the project is 2.6 miles.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that the new bridge will improve traffic flow in the Sun City West/Surprise Bell Road corridor by providing the traveling public with an alternate route across the Agua Fria River.

Funding/Cost Summary

The FY 07 funding is to begin planning the project.

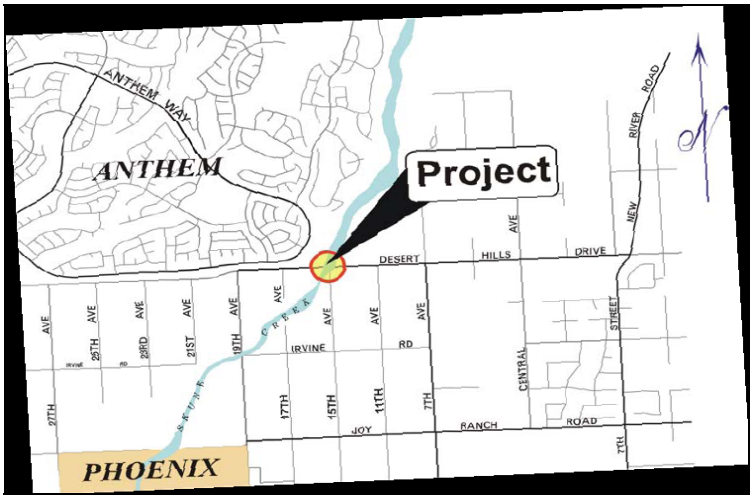
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 40,000	$ 1,140,000	$ 1,130,000	$ 2,450,000	$ 30,600,000	$ 35,360,000	$ 35,360,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 40,000**	**$ 1,140,000**	**$ 1,130,000**	**$ 2,450,000**	**$ 30,600,000**	**$ 35,360,000**	**$ 35,360,000**

Operating Cost Summary

Not applicable.

Desert Hills Dr at Skunk Creek DCR

User Department: Transportation
Project Location: Desert Hills Drive west of 7th Ave
Supervisor District(s): 3
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007



Project Description

The purpose of this project is to construct an all weather crossing replacing the dip crossing, which during heavy storms prevents emergency vehicles and school busses to cross. Total length of the project is approximately 0.1 miles.

The Maricopa County Transportation Advisory Board recommended this project. The benefit to the public is that it will provide an all weather crossing at Skunk Creek making travel easier and safer.

Funding/Cost Summary

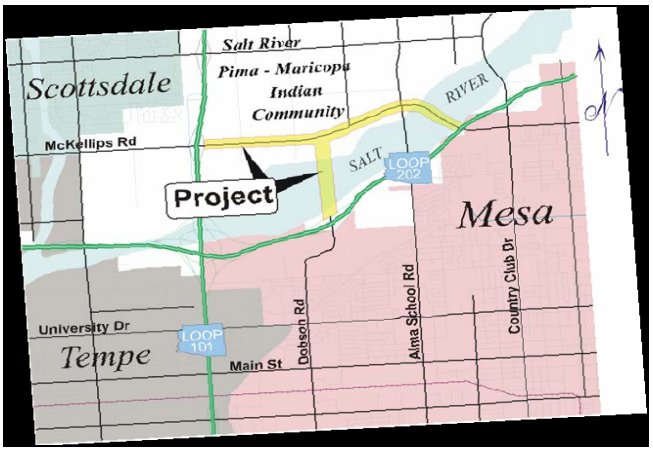
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 160,000	$ 80,000	$ 65,000	$ 200,000	$ 2,925,000	$ -	$ 3,270,000	$ 3,430,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 160,000**	**$ 80,000**	**$ 65,000**	**$ 200,000**	**$ 2,925,000**	**$ -**	**$ 3,270,000**	**$ 3,430,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ -	$ 4,871	$ 22,511
Supplies & Services	5,216	5,367	5,523	5,683	-	6,017	27,806
Capital Outlay	913	939	967	995	-	1,053	4,867
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ -	$ 11,942	$ 55,183

Dobson Rd Bridge at Salt River

User Department: Transportation
Project Location: Dobson Rd Bridge at Salt River
Supervisor District(s): 1 & 2
Managing Department: Transportation
Project Partner(s): Salt River Pima Maricopa Indian Community, City of Mesa and Maricopa Association of Governments
Completion Date: 2013



Project Description

This project will construct a new bridge across the Salt River from the current end of Dobson Rd to McKellips Rd. Total project length is approximately three miles.

This project is included in the Regional Transportation Plan as a phase I project with $15.3 million allocated to the project. Salt River Pima Maricopa Indian Community, City of Mesa and the County will provide additional local funding. The initial cost of the project is estimated to be $25 million.

The first step will be the completion of an environmental assessment and a design concept report (DCR) to identify the preferred bridge location and design.

Funding/Cost Summary

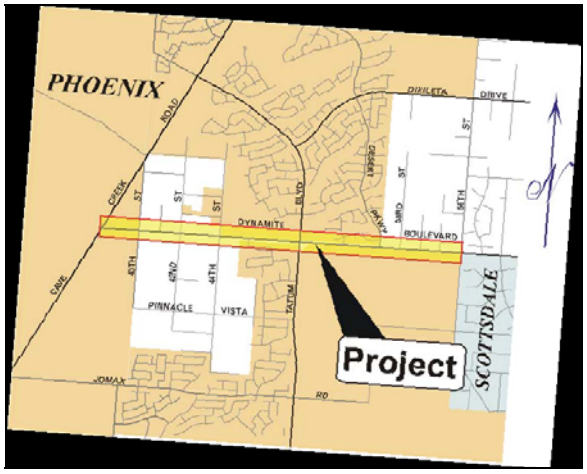
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 280,000	$ 1,050,000	$ 1,050,000	$ -	$ -	$ -	$ 2,100,000	$ 2,380,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 280,000**	**$ 1,050,000**	**$ 1,050,000**	**$ -**	**$ -**	**$ -**	**$ 2,100,000**	**$ 2,380,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Dynamite Blvd: Cave Creek Rd – 56th St DCR

User Department: Transportation
Project Location: Dynamite Blvd: Cave Creek Rd – 56th St
Supervisor District(s): 3
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007



Project Description

The purpose of this project is to prepare a Design Concept Report (DCR) to establish design parameters for paving the roadway for the traveling public so that right-of-way, drainage, utility relocation and environmental requirements can be identified and an accurate cost estimate can be made for increasing the capacity and safety of the roadway. Currently, the road is two lanes and is in poor condition due to high traffic volume resulting from development in the area. The City of Phoenix is a potential funding partner. The study was started last year, but the City requested that it be delayed until they completed their study of the Sonoran Parkway which will impact the study results. Total length of the project is approximately 2.2 miles.

Construction is not scheduled at this time and is contingent on both the study results and funding availability.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that it not only does it identify the cost and design parameters for construction it allows area residents and other concerned individuals an opportunity to express their view on the proposed project and be involved in the decision making process.

Funding/Cost Summary

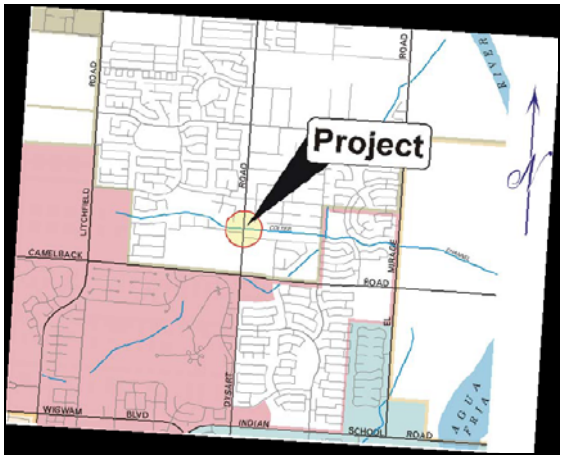
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 47,282	$ 332,596	$ 205,000	$ -	$ -	$ -	$ -	$ 205,000	$ 584,878
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 47,282**	**$ 332,596**	**$ 205,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 205,000**	**$ 584,878**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Dysart Road Bridge at Colter Channel

User Department: Transportation
Project Location: On Dysart Rd north of Camelback Rd
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007



Project Description

The purpose of this project is to replace the existing two-lane bridge with a new bridge that will accommodate four lanes of traffic.

The Maricopa County Transportation Advisory Board recommended this project. The benefit to the public is that once constructed the new bridge will not create a bottleneck as development occurs.

Funding/Cost Summary

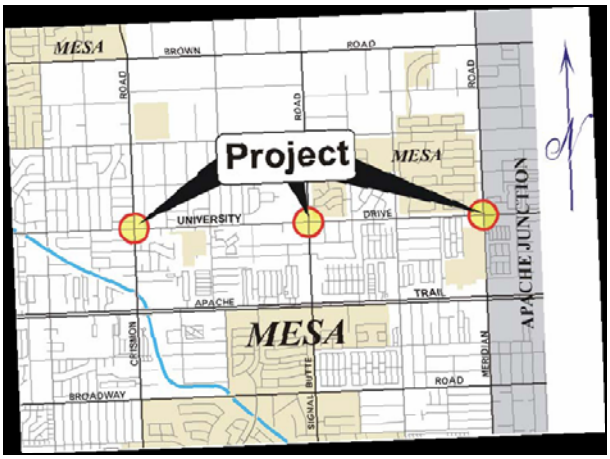
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 320,000	$ 70,000	$ -	$ -	$ -	$ -	$ 70,000	$ 390,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 320,000**	**$ 70,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 70,000**	**$ 390,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

East Valley Signal Modernization: Phase 6

User Department: Transportation
Project Location: East Maricopa County
Supervisor District(s): 1
Managing Department: Transportation
Project Partner(s):
Completion Date: 2008



Project Description

The purpose of this project is to replace obsolete traffic signals at selected intersections to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that it provides real time traffic data so that signal adjustments can be made so that commuters experience less travel delay and have a faster and safer commute.

Funding/Cost Summary

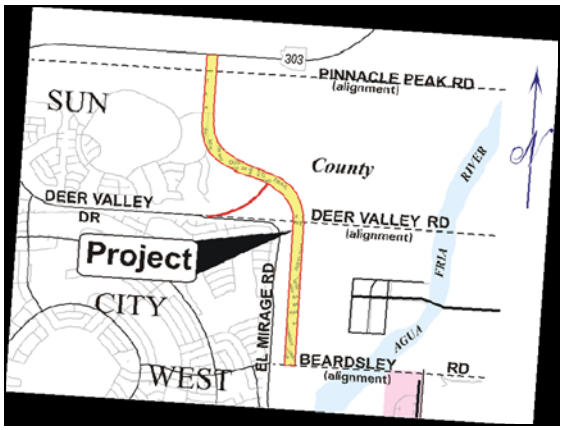
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 10,000	$ 500,000	$ -	$ -	$ -	$ 510,000	$ 510,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 10,000**	**$ 500,000**	**$ -**	**$ -**	**$ -**	**$ 510,000**	**$ 510,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ -	$ 3,949	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	-	6,885	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ -	$ 10,834	$ 11,138	$ 11,461	$ 64,097

El Mirage: Beardsley to Loop 303

User Department: Transportation
Project Location: El Mirage: Beardsley to Loop 303
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): None
Completion Date: 2011



Project Description

This project will result in the construction of a new four-lane road between Beardsley road and S R 303.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that once constructed the traveling public will have a roadway that is smoother, safer and more economical to travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 2,233,782	$ 4,661	$ 65,000	$ 25,000	$ 25,000	$ 25,000	$ 6,850,000	$ 6,990,000	$ 9,228,442
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 2,233,782**	**$ 4,661**	**$ 65,000**	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 6,850,000**	**$ 6,990,000**	**$ 9,228,442**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ -	$ 22,374
Supplies & Services	5,216	5,367	5,523	5,683	5,848	-	27,636
Capital Outlay	913	939	967	995	1,024	-	4,837
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ -	$ 54,847

Operating Cost Summary (Continued)

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	6,879	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 64,097

El Mirage: Bell to Beardsley

User Department: Transportation
Project Location: El Mirage: Bell to Beardsley
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): N/A
Completion Date: 2011



Project Description

This project will result in the construction of a new four-lane road between Bell Road and Beardsley Road.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that once constructed the traveling public will have a roadway that is smoother, safer and more economical to travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 4,159,302	$ -	$ 65,000	$ 55,000	$ 25,000	$ 25,000	$ 7,850,000	$ 8,020,000	$ 12,179,302
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 4,159,302**	**$ -**	**$ 65,000**	**$ 55,000**	**$ 25,000**	**$ 25,000**	**$ 7,850,000**	**$ 8,020,000**	**$ 12,179,302**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ -	$ 22,374
Supplies & Services	5,216	5,367	5,523	5,683	5,848	-	27,636
Capital Outlay	913	939	967	995	1,024	-	4,837
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ -	$ 54,847

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	6,879	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 64,097

El Mirage Rd: Northern Ave – Bell Rd Corridor Study

User Department: Transportation
Project Location: El Mirage Rd: Northern Ave – Bell Rd
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007



Project Description

The purpose of this corridor study is to examine current and proposed development along the corridor to identify what type and when roadway improvements will be required for widening the roadway for the traveling public so that right-of-way and roadway needs can be identified and used for future planning and programming. Total length of the study area is approximately 6 miles.

Construction is not scheduled at this time. The study results will identify future required projects.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that it not only does it identify future roadway improvement phasing requirements so that when the roadway is eventually widened the traveling public will have a roadway that is smoother, safer, less congested and more economical to travel, it allows area residents and other concerned individuals an opportunity to express their view on the proposed project and be involved in the decision making process.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 2,793	$ 226,033	$ 30,000	$ -	$ -	$ -	$ -	$ 30,000	$ 258,826
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 2,793**	**$ 226,033**	**$ 30,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 30,000**	**$ 258,826**

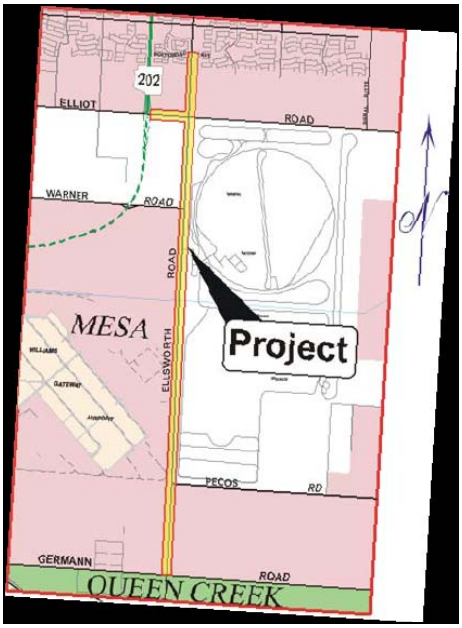
Operating Cost Summary

Corridor Study - Portions of the corridor do not have an existing roadway

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Ellsworth Rd: Germann Rd – Elliot

User Department: Transportation
Project Location: Ellsworth Rd: Germann Rd – Elliot
Supervisor District(s): 1 & 2
Managing Department: Transportation
Project Partner(s): City of Mesa and Maricopa County Flood Control District
Completion Date: 2007



Project Description

This project will reconstruct and widen the existing two-lane road to provide four travel lanes with a raised median. The west half of the roadway between Pecos Road and the Powerline Floodway will be constructed with a third travel lane in the southbound direction. Other improvements include box culverts, a storm drain system, landscaping and two fully signalized intersections (one at Elliot Road and one at Germann Road).

The project will be constructed in two phases. Phase I is from Germann to Ray Rd. Phase II is from Ray to Elliot Rd. Both phases are under construction.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that the wider road will have increased capacity and with improved drainage and with signalized intersections be safer to travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 4,971,692	$ 9,004,207	$ 8,374,800	$ -	$ -	$ -	$ -	$ 8,374,800	$ 22,350,699
Partnership Contributions/IGA/IDA	1,810,386	5,197,800	2,485,200	-	-	-	-	2,485,200	9,493,386
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 6,782,078**	**$ 14,202,007**	**$ 10,860,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,860,000**	**$ 31,844,085**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ -	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 22,900
Supplies & Services	5,216	-	5,523	5,683	5,848	6,017	28,286
Capital Outlay	913	-	967	995	1,024	1,053	4,951
Total	$ 10,351	$ -	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 56,137

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	6,879	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 64,097

Ellsworth Rd: Hunt Hwy – Riggs Rd

User Department: Transportation
Project Location: Ellsworth Rd: Hunt Hwy – Riggs Rd
Supervisor District(s): 1
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007

Project Description

The purpose of this project is to prepare a Design Concept Report (DCR) to establish design parameters for an all weather crossing so that right-of-way, drainage, utility relocation and environmental requirements can be identified and an accurate cost estimate can be made for increasing the capacity and safety of the roadway. Total length of the project is approximately 1 mile.

Construction is not scheduled at this time and is contingent on both the study results and funding availability.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that not only does it identify the cost and design parameters for construction, but it allows area residents and other concerned individuals an opportunity to express their view on the proposed project and be involved in the decision making process.

Funding/Cost Summary

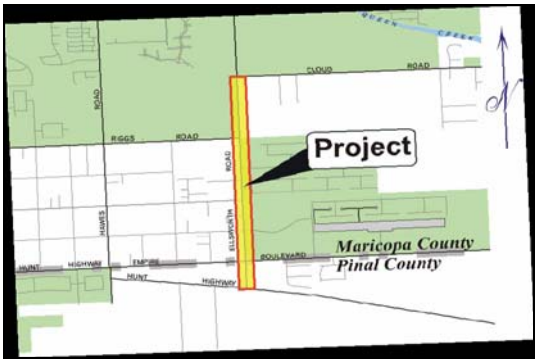
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 230	$ 269,127	$ 30,000	$ -	$ -	$ -	$ -	$ 30,000	$ 299,356
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 230**	**$ 269,127**	**$ 30,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 30,000**	**$ 299,356**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Ellsworth Rd: Hunt Hwy to south of Chandler Hts DCR

User Department: Transportation
Project Location: Southeast Maricopa County
Supervisor District(s): 1
Managing Department: Transportation
Project Partner(s): None
Completion Date: 2007



Project Description

The purpose of this project is to prepare a Design Concept Report (DCR) to establish design parameters for paving the roadway for the traveling public so that right-of-way, drainage, utility relocation and environmental requirements can be identified and an accurate cost estimate can be made for increasing the capacity and safety of the roadway. Total length of the project is approximately 1.5 miles.

Construction is not scheduled at this time and is contingent on both the study results and funding availability.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that it not only does it identify the cost and design parameters for construction it allows area residents and other concerned individuals an opportunity to express their view on the proposed project and be involved in the decision making process.

Funding/Cost Summary

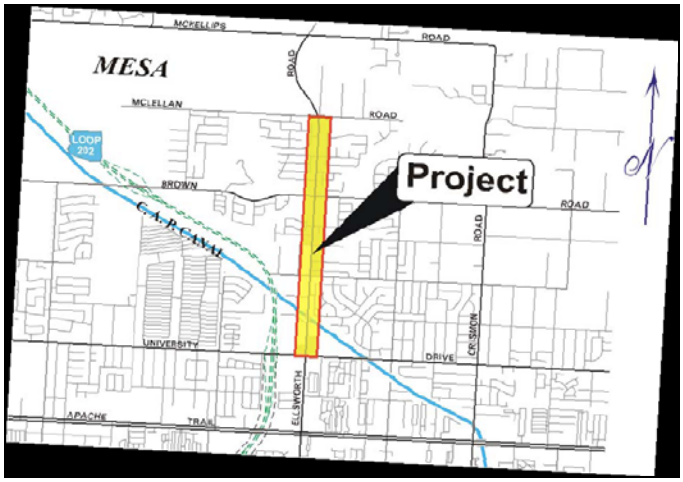
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 70,000	$ -	$ -	$ -	$ -	$ 70,000	$ 70,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 70,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 70,000**	**$ 70,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Ellsworth Rd: University Dr – McLellan Rd

User Department: Transportation
Project Location: Ellsworth Rd: University Dr – McLellan Rd
Supervisor District(s): 2
Managing Department: Transportation
Project Partner(s): City of Mesa
Completion Date: 2007



Project Description

This project will reconstruct and widen the existing two-lane road to provide four travel lanes (two in each direction) with a raised center median. Selected segments fronting new residential development will be constructed with a third travel lane in either the north or southbound direction, as appropriate. Additional improvements include a traffic signal at Brown Road, a storm drain system, street lighting, curb, gutter, sidewalk and landscaping. This will also reconstruct ¼ mile of Adobe Road.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that once constructed the traveling public will have a roadway that is smoother, safer and more economical to travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 3,974,598	$ 2,318,617	$ (75,000)	$ -	$ -	$ -	$ -	$ (75,000)	$ 6,218,215
Partnership Contributions/IGA/IDA	15,376	3,156,488	1,579,500	-	-	-	-	1,579,500	4,751,364
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 3,989,974**	**$ 5,475,105**	**$ 1,504,500**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,504,500**	**$ 10,969,579**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Operating Cost Summary (Continued)

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	6,879	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 64,097

Fig Springs Rd: New River Rd – Tonto National Forest DCR

User Department: Transportation
Project Location: Fig Springs Rd: New River Rd – Tonto National Forest
Supervisor District(s): 3
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007

Project Description

The purpose of this project is to prepare a Design Concept Report (DCR) to establish design parameters for paving the roadway for the traveling public so that right-of-way, drainage, utility relocation and environmental requirements can be identified and an accurate cost estimate can be made for increasing the capacity and safety of the roadway. Total length of the project is approximately 1.75 miles.

Construction is not scheduled at this time and is contingent on both the study results and funding availability.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that it not only does it identify the cost and design parameters for construction it allows area residents and other concerned individuals an opportunity to express their view on the proposed project and be involved in the decision making process.

Funding/Cost Summary

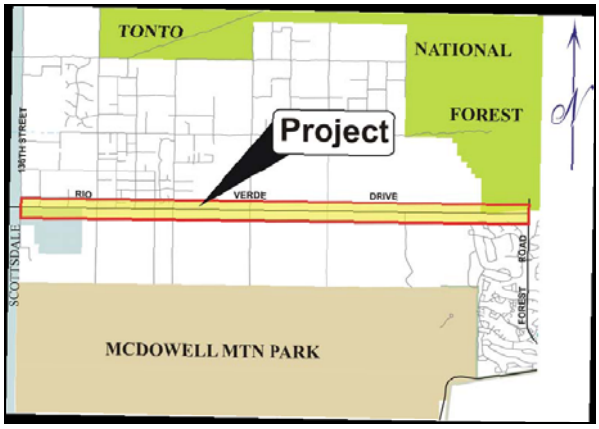
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 24,558	$ 91,061	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000	$ 125,619
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 24,558**	**$ 91,061**	**$ 10,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,000**	**$ 125,619**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Forest Road: McDowell to Rio Verde Drive

User Department: Transportation
Project Location: Northeast Maricopa County
Supervisor District(s): 2
Managing Department: Transportation
Project Partner(s): Federal Highway Administration
Completion Date: 2011



Project Description

Forest Road is part of a popular bicycling route. The project will widen the existing road to provide adequate shoulders for use as a bicycle path.

Federal funding has been allocated for this project. Construction is planned for FY 2011 when the federal funding is available.

The Maricopa County Transportation Advisory Board recommended this project. The benefit to the public is that once constructed both motorists and bicyclists will have a roadway that is safer to travel.

Funding/Cost Summary

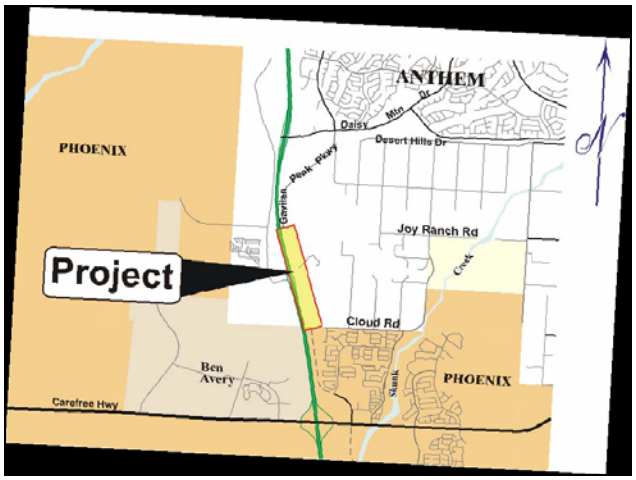
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ -	$ -	$ 200,000	$ 250,000	$ 140,000	$ 590,000	$ 590,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	400,000	400,000	400,000
Project Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ 200,000**	**$ 250,000**	**$ 540,000**	**$ 990,000**	**$ 990,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Gavilan Peak Parkway: Cloud to Joy Ranch

User Department: Transportation
Project Location: North Central Maricopa County
Supervisor District(s): 3
Managing Department: Transportation
Project Partner(s): None
Completion Date: 2010



Project Description

The purpose of this project is to construct a two lane roadway connecting the existing Gavilan Parkway with Cloud Road, which will provide an alternate route to Anthem from Carefree Highway.

Total length of the project is approximately one mile.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that the new road will reduce congestion, be safe and more economical to travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 80,000	$ 280,000	$ 1,080,000	$ -	$ -	$ 1,440,000	$ 1,440,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 80,000**	**$ 280,000**	**$ 1,080,000**	**$ -**	**$ -**	**$ 1,440,000**	**$ 1,440,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ -	$ -	$ -	$ -	$ 4,734	$ 4,871	$ 9,606
Supplies & Services	-	-	-	-	5,848	6,017	11,865
Capital Outlay	-	-	-	-	1,024	1,053	2,077
Total	$ -	$ -	$ -	$ -	$ 11,605	$ 11,942	$ 23,547

General Civil Engineering

User Department: Transportation
Project Location: General Civil Engineering
Supervisor District(s): All
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: Ongoing

Project Description

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.

The Maricopa County Transportation Advisory Board recommended this fund. The benefit to the public is that it provides better fiscal management by providing a mechanism for funding unexpected work, reducing costly delays in projects.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 786,644	$ 215,055	$ 500,000	$ 2,000,000	$ 2,000,000	$ 2,000,000	$ 4,000,000	$ 10,500,000	$ 11,501,699
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 786,644**	**$ 215,055**	**$ 500,000**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**	**$ 4,000,000**	**$ 10,500,000**	**$ 11,501,699**

Operating Cost Summary

Not applicable.

Gilbert Rd: McDowell Rd – SR 87 with LWC

User Department: Transportation
Project Location: Gilbert Rd: McDowell Rd – SR 87
Supervisor District(s): 2
Managing Department: Transportation
Project Partner(s): City of Mesa, Salt River Pima Maricopa Indian Community and Arizona Department of Transportation
Completion Date: 2007

Project Description

This project will result in the widening of Gilbert Road from McDowell Road to State Route 87. The roadway is to be built to the "Road of Regional Significance" standard, which is seven lanes with a curbed median or continuous two way left-turn lane. This project includes a low-water crossing over the Salt River and a sound wall along McDowell Rd. It includes the future purchase of right-of-way along Gilbert Rd.

This Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that once constructed motorists will have a roadway that is safer and more economical to travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 7,000,666	$ 10,535,653	$ (230,000)	$ -	$ -	$ -	$ -	$ (230,000)	$ 17,306,319
Partnership Contributions/IGA/IDA	162,817	2,007,665	500,000	-	-	-	-	500,000	2,670,482
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 7,163,482**	**$ 12,543,318**	**$ 270,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 270,000**	**$ 19,976,800**

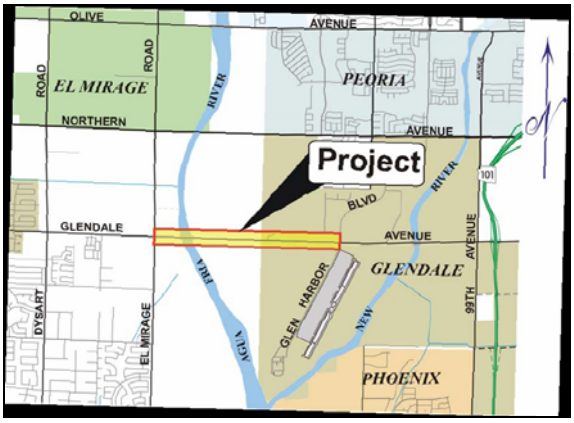
Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ -	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 22,900
Supplies & Services	5,216	-	5,523	5,683	5,848	6,017	28,286
Capital Outlay	913	-	967	995	1,024	1,053	4,951
Total	$ 10,351	$ -	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 56,137

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	6,879	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 64,097

Glendale Ave at Agua Fria DCR

User Department: Transportation
Project Location: Glendale Ave at Agua Fria River
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s):
Completion Date: 2007



Project Description

The purpose of this project was to prepare a Design Concept Report (DCR) on the feasibility of constructing a bridge over the Agua Fria River at Glendale Ave. Construction is not anticipated at this time.

Construction is not scheduled at this time and is contingent on both the study results and funding availability.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that not only does it identify the cost and design parameters for construction, but it allows area residents and other concerned individuals an opportunity to express their view on the proposed project and be involved in the decision making process.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ -	$ 10,000	$ 590,000	$ -	$ -	$ 600,000	$ 600,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ -**	**$ 10,000**	**$ 590,000**	**$ -**	**$ -**	**$ 600,000**	**$ 600,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Honda Bow Rd: 7th Ave – 11th Ave DCR

User Department: Transportation
Project Location: Honda Bow Rd: 7th Ave – 11th Ave
Supervisor District(s): 3
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007

Project Description

The purpose of this project is to prepare a Design Concept Report (DCR) to establish design parameters for paving the roadway so that right-of-way, drainage, utility relocation and environmental requirements can be identified and an accurate cost estimate can be made for increasing the capacity and safety of the roadway. At Skunk Creek there is a dip crossing, which during heavy storms prevents emergency vehicles and school busses to cross. Total length of the project is approximately 0.5 miles.

Construction is not scheduled at this time and is contingent on both the study results and funding availability.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that it not only does it identify the cost and design parameters for construction it allows area residents and other concerned individuals an opportunity to express their view on the proposed project and be involved in the decision making process.

Funding/Cost Summary

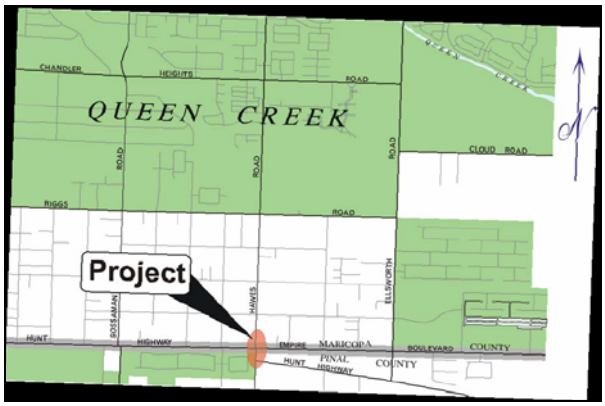
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 85,000	$ 35,000	$ -	$ -	$ -	$ -	$ 35,000	$ 120,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 85,000**	**$ 35,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 35,000**	**$ 120,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Hunt Highway at Hawes Road

User Department: Transportation
Project Location: Southeast Maricopa County
Supervisor District(s): 1
Managing Department: Transportation
Project Partner(s): Town of Queen Creek, Pinal County
Completion Date: 2008



Project Description

The purpose of this project is to install traffic signals and make other improvements at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

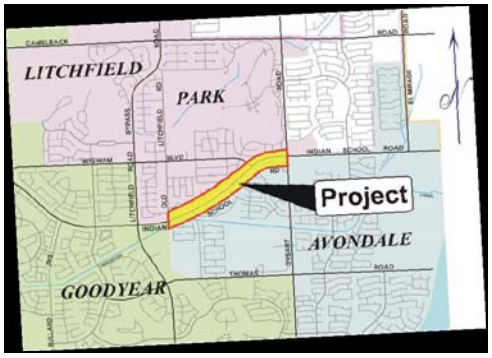
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 865,000	$ 575,000	$ -	$ -	$ -	$ 1,440,000	$ 1,440,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 865,000**	**$ 575,000**	**$ -**	**$ -**	**$ -**	**$ 1,440,000**	**$ 1,440,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ -	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	-	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ -	$ 11,138	$ 11,461	$ 64,097

Indian School Rd: Litchfield Rd – Dysart Rd

User Department: Transportation
Project Location: Indian School Rd: Litchfield Rd – Dysart Rd
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2008



Project Description

The purpose of this project is to widen Indian School Road from the current two lanes to four lanes plus a center dual left turn lane. A Design Concept Report (DCR) has been prepared to establish design parameters, right-of-way, drainage, utility relocation and environmental requirements with a cost estimate for increasing the capacity and safety of the roadway. The City of Litchfield Park borders the roadway on the north and the City of Avondale borders the roadway on the south. Neither city has committed to be construction funding partners. Total length of the project is approximately 1.4 miles.

Construction is planned to begin during FY 2007 using design-build procurement method once right-of-way and utility issues are resolved. The Maricopa County Transportation Advisory Board recommended this project. The benefit to the public is that once constructed it eliminates a congested portion of Indian School the traveling public will have a roadway that is smoother, safer and more economical to travel.

Funding/Cost Summary

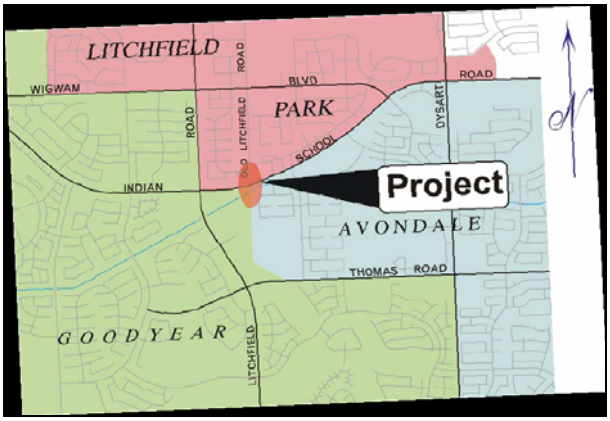
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 52,173	$ 1,095,821	$ 810,000	$ 4,935,000	$ -	$ -	$ -	$ 5,745,000	$ 6,892,994
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 52,173**	**$ 1,095,821**	**$ 810,000**	**$ 4,935,000**	**$ -**	**$ -**	**$ -**	**$ 5,745,000**	**$ 6,892,994**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ -	$ 4,601	$ 4,734	$ 4,871	$ 22,774
Supplies & Services	5,216	5,367	-	5,683	5,848	6,017	28,130
Capital Outlay	913	939	-	995	1,024	1,053	4,924
Total	$ 10,351	$ 10,652	$ -	$ 11,278	$ 11,605	$ 11,942	$ 55,828

Indian School at Old Litchfield

User Department: Transportation
Project Location: Indian School at Old Litchfield
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s):
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals and make other improvements at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

The FY 07 funding is to complete the project.

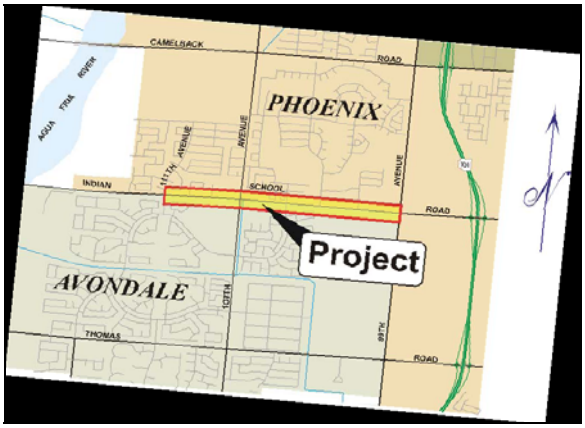
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 1,853	$ 60,000	$ -	$ -	$ -	$ -	$ 60,000	$ 61,853
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 1,853**	**$ 60,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 60,000**	**$ 61,853**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 19,637
Supplies & Services	6,313	-	6,685	6,879	7,078	7,283	34,239
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 53,875

Indian School Road Signal Modernization

User Department: Transportation
Project Location: Northwest Maricopa County
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s):
Completion Date: 2008



Project Description

The purpose of this project is to replace obsolete traffic signals at selected intersections on Indian School Road to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that it provides real time traffic data so that signal adjustments can be made so that commuters experience less travel delay and have a faster and safer commute.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 10,000	$ 240,000	$ -	$ -	$ -	$ 250,000	$ 250,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 10,000**	**$ 240,000**	**$ -**	**$ -**	**$ -**	**$ 250,000**	**$ 250,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	-	$ 3,949	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	-	6,885	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	-	$ 10,834	$ 11,138	$ 11,461	$ 64,097

Low Volume Roads Program

User Department: Transportation
Project Location: Various locations to be determined
Supervisor District(s): All
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: Annual Program

Project Description

The purpose of this program is to pave dirt roads that do not qualify for federal funding inside and outside of the PM10 Non-Attainment area for dust mitigation and drainage improvements for the traveling public so that safety will be improved and dust problems will be reduced. Presently, a consultant is identifying and prioritizing all dirt roads in the county that meets the criteria for paving. Once completed specific roads will be identified.

The Maricopa County Transportation Advisory Board recommended this project. The benefit to the public is that once repairs are completed to reduce dust particulate (PM10) pollution for the traveling public and improve safety so that the traveling public will have a roadway that is smoother, safer and more economical to travel.

Funding/Cost Summary

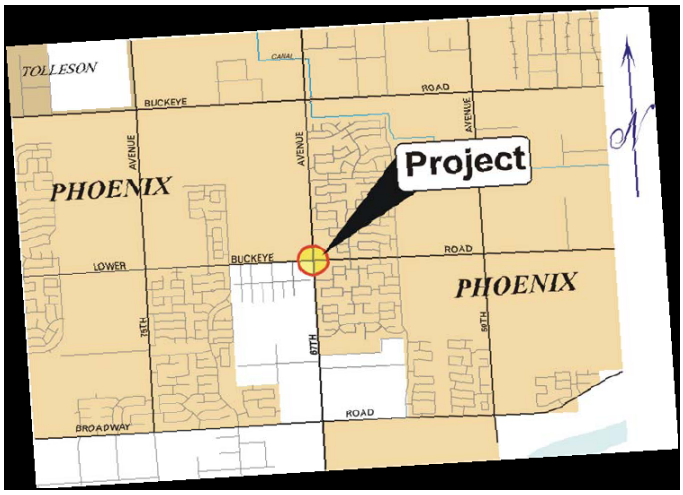
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 1,233,839	$ 2,049,226	$ 3,020,000	$ 3,020,000	$ 3,020,000	$ 3,020,000	$ 3,020,000	$ 15,100,000	$ 18,383,065
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 1,233,839**	**$ 2,049,226**	**$ 3,020,000**	**$ 3,020,000**	**$ 3,020,000**	**$ 3,020,000**	**$ 3,020,000**	**$ 15,100,000**	**$ 18,383,065**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Lower Buckeye Rd at 67th Ave

User Department: Transportation
Project Location: Lower Buckeye Rd at 67th Ave
Supervisor District(s): 5
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that this intersection improvement project provides traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 40,680	$ 193,807	$ 239,000	$ -	$ -	$ -	$ -	$ 239,000	$ 473,487
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 40,680**	**$ 193,807**	**$ 239,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 239,000**	**$ 473,487**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 19,637
Supplies & Services	6,313	-	6,685	6,879	7,078	7,283	34,239
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 53,875

MC 85 at 119th Ave

User Department: Transportation
Project Location: MC 85 at 119th Ave
Supervisor District(s): 5
Managing Department: Transportation
Project Partner(s):
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals and make other improvements at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

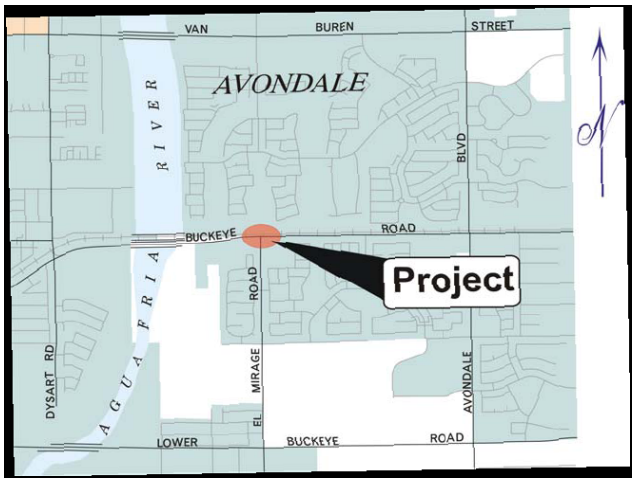
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 9,174	$ 220,000	$ -	$ -	$ -	$ -	$ 220,000	$ 229,174
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 9,174**	**$ 220,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 220,000**	**$ 229,174**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 19,637
Supplies & Services	6,313	-	6,685	6,879	7,078	7,283	34,239
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 53,875

MC 85 at El Mirage

User Department: Transportation
Project Location: MC 85 at El Mirage
Supervisor District(s): 5
Managing Department: Transportation
Project Partner(s):
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals and make other improvements at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

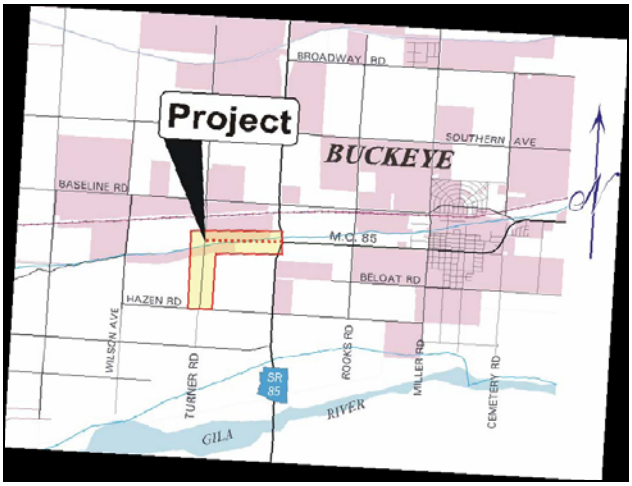
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 280,000	$ -	$ -	$ -	$ -	$ 280,000	$ 280,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 280,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 280,000**	**$ 280,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 19,637
Supplies & Services	6,313	-	6,685	6,879	7,078	7,283	34,239
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 53,875

MC 85 Extension: SR 85 – Turner Rd

User Department: Transportation
Project Location: MC 85 Extension: SR 85 – Turner Rd
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): Arizona Department of Transportation
Completion Date: 2007



Project Description

The intent of this project is to construct a new two-lane paved road to provide for local traffic to traverse between MC 85 and Old US 80. Presently, the traveling public and area residents use SR 85 to interconnect between these two roadways. The Arizona State Department of Transportation (ADOT) in the process of improving SR 85 to a higher speed, multi-lane, controlled access facility, and desires to have this slower moving local traffic rerouted.

ADOT will contribute up to $2,100,000 towards construction to build the MC 85 Extension. Irrigation relocation will be involved. Construction is planned so that the annual irrigation dry-up will coincide with the irrigation relocation.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that by building the extension it eliminates a potential hazardous intersection and improves safety on both MC 85 and SR 85.

Total length of the project is approximately 1.0 mile.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 131,342	$ 1,598,680	$ 479,086	$ -	$ -	$ -	$ -	$ 479,086	$ 2,209,108
Partnership Contributions/IGA/IDA	-	-	1,702,914	-	-	-	-	1,702,914	1,702,914
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 131,342**	**$ 1,598,680**	**$ 2,182,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,182,000**	**$ 3,912,022**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices		$ -	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 18,677
Supplies & Services		-	5,523	5,683	5,848	6,017	23,070
Capital Outlay		-	967	995	1,024	1,053	4,038
Total	$ -	$ -	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 45,786

Maintenance on this new road will begin approximately one year after completion.

MC 85: 107th Ave – 91st Ave

User Department: Transportation
Project Location: MC 85: 107th Ave – 91st Ave
Supervisor District(s): 5
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2009



Project Description

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. The benefit to the public is that, once constructed, motorists will have a roadway that is safer and more economical to travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 628,748	$ 456,697	$ 2,910,000	$ 1,010,000	$ 7,451,000	$ -	$ -	$ 11,371,000	$ 12,456,445
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 628,748**	**$ 456,697**	**$ 2,910,000**	**$ 1,010,000**	**$ 7,451,000**	**$ -**	**$ -**	**$ 11,371,000**	**$ 12,456,445**

Operating Cost Summary

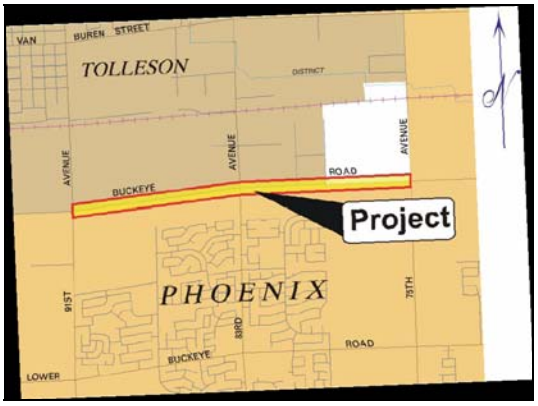
	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ -	$ 4,734	$ 4,871	$ 22,644
Supplies & Services	5,216	5,367	5,523	-	5,848	6,017	27,970
Capital Outlay	913	939	967	-	1,024	1,053	4,896
Total	$ 10,351	$ 10,652	$ 10,960	$ -	$ 11,605	$ 11,942	$ 55,510

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	6,879	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 64,097

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MC 85: 91st Ave – 75th Ave

User Department: Transportation
Project Location: MC 85: 91st Ave – 75th Ave
Supervisor District(s): 5
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2010



Project Description

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. The benefit to the public is that once constructed motorists will have a roadway that is safer and more economical to travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 313,998	$ 925,232	$ 180,000	$ 40,000	$ 2,130,000	$ 6,030,000	$ -	$ 8,380,000	$ 9,619,231
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 313,998**	**$ 925,232**	**$ 180,000**	**$ 40,000**	**$ 2,130,000**	**$ 6,030,000**	**$ -**	**$ 8,380,000**	**$ 9,619,231**

Operating Cost Summary

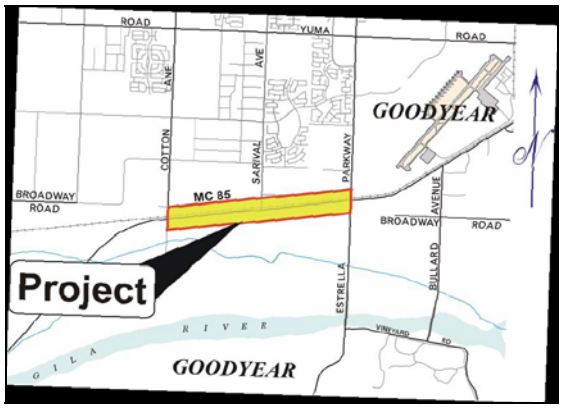
	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ -	$ 4,871	$ 22,511
Supplies & Services	5,216	5,367	5,523	5,683	-	6,017	27,806
Capital Outlay	913	939	967	995	-	1,053	4,867
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ -	$ 11,942	$ 55,183

Operating Cost Summary (Continued)

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	6,879	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 64,097

MC 85: Cotton Ln – Estrella Pkwy

User Department: Transportation
Project Location: MC 85: Cotton Ln – Estrella Pkwy
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2008



Project Description

This project will result in the widening of the MC 85 from a two-lane arterial roadway to four lanes with a continuous left-turn lane and bike lanes.

This Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that once constructed motorists will have a roadway that is safer and more economical to travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 1,207,349	$ 1,241,385	$ 855,000	$ 4,380,000	$ -	$ -	$ -	$ 5,235,000	$ 7,683,734
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 1,207,349**	**$ 1,241,385**	**$ 855,000**	**$ 4,380,000**	**$ -**	**$ -**	**$ -**	**$ 5,235,000**	**$ 7,683,734**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ -	$ 4,601	$ 4,734	$ 4,871	$ 22,774
Supplies & Services	5,216	5,367	-	5,683	5,848	6,017	28,130
Capital Outlay	913	939	-	995	1,024	1,053	4,924
Total	$ 10,351	$ 10,652	$ -	$ 11,278	$ 11,605	$ 11,942	$ 55,828

Operating Cost Summary (Continued)

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	6,879	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 64,097

MC 85: Jackrabbit Tr – Perryville Rd DCR

User Department: Transportation
Project Location: MC 85: Jackrabbit Tr – Perryville Rd
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2008

Project Description

The purpose of this project is to prepare a Design Concept Report (DCR) to establish design parameters so that right-of-way, drainage, utility relocation and environmental requirements can be identified and an accurate cost estimate can be made for increasing the capacity and safety of the roadway. Total length of the project is approximately 1 mile.

Construction is not scheduled at this time and is contingent on both the study results and funding availability.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that it not only does it identify the cost and design parameters for construction it allows area residents and other concerned individuals an opportunity to express their view on the proposed project and be involved in the decision making process.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 871	$ 1,000	$ 225,000	$ 5,000	$ -	$ -	$ -	$ 230,000	$ 231,871
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 871**	**$ 1,000**	**$ 225,000**	**$ 5,000**	**$ -**	**$ -**	**$ -**	**$ 230,000**	**$ 231,871**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	6,879	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 64,097

MC 85: Perryville Rd – Cotton Ln

User Department: Transportation
Project Location: MC 85: Perryville Rd – Cotton Ln
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007

Project Description

The purpose of this project is to prepare a Design Concept Report (DCR) to establish design parameters so that right-of-way, drainage, utility relocation and environmental requirements can be identified and an accurate cost estimate can be made for increasing the capacity and safety of the roadway. Total length of the project is approximately 2 miles.

Construction is not scheduled at this time and is contingent on both the study results and funding availability.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that it not only does it identify the cost and design parameters for construction it allows area residents and other concerned individuals an opportunity to express their view on the proposed project and be involved in the decision making process.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 1,262	$ 1,000	$ 440,000	$ -	$ -	$ -	$ -	$ 440,000	$ 442,262
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 1,262**	**$ 1,000**	**$ 440,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 440,000**	**$ 442,262**

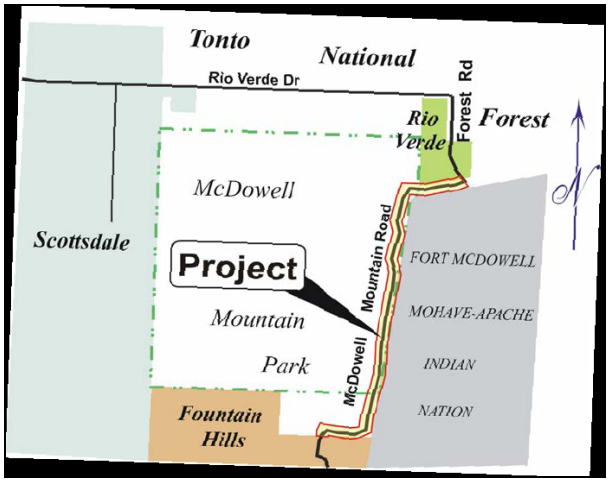
Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	6,879	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 64,097

McDowell Mountain Rd: Shoulders Widening

User Department: Transportation
Project Location: McDowell Mountain Rd North of Fountain Hills
Supervisor District(s): 2
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2008



Project Description

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 on this popular bicycle route. Federal Funds will be used to help pay for construction.

This Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that once constructed motorists and cyclists will have a roadway that is safer and more economical to travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 171,054	$ 29,365	$ 825,130	$ -	$ -	$ -	$ -	$ 825,130	$ 1,025,549
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	494,870	-	-	-	-	494,870	494,870
Project Total	**$ 171,054**	**$ 29,365**	**$ 1,320,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,320,000**	**$ 1,520,419**

Operating Cost Summary

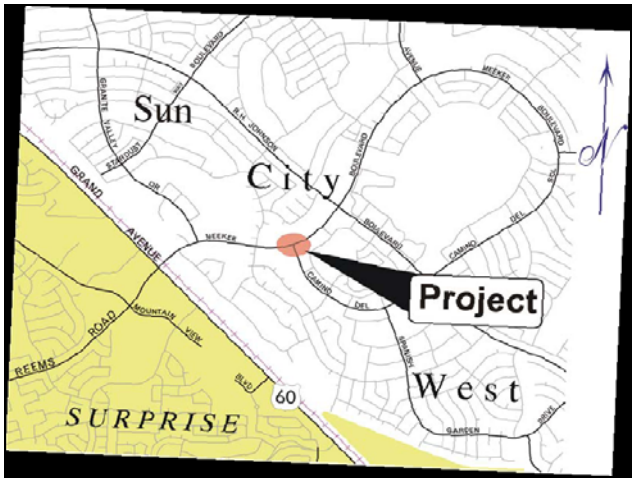
	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Operating Cost Summary (Continued)

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	6,879	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 64,097

Meeker at Camino Del Sol

User Department: Transportation
Project Location: Northwest Maricopa County
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s):
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals and make other improvements at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 275,000	$ -	$ -	$ -	$ -	$ 275,000	$ 275,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 275,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 275,000**	**$ 275,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,949	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	-	6,685	6,885	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,834	$ 11,138	$ 11,461	$ 64,097

Mingus at 25th Ave

User Department: Transportation
Project Location: Mingus at 25th Ave
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s):
Completion Date: 2007



Project Description

The purpose of this project is to replace an undersized pipe with a box culvert to improve safety, reduce local flooding, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is a reduction in the number of road closures due to flooding so that the traveling public have a safer commute and experience less travel delay.

Funding/Cost Summary

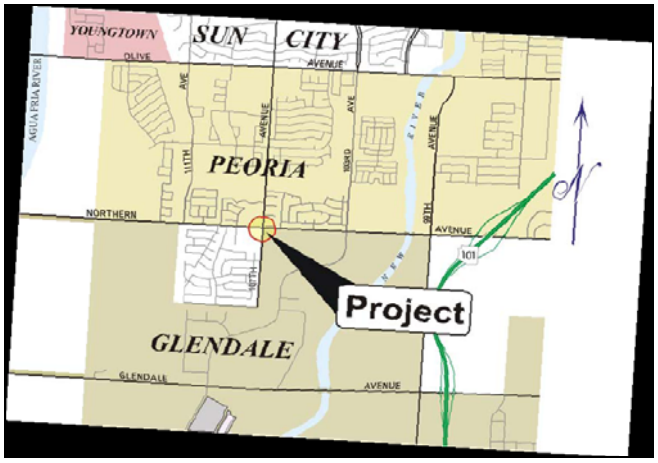
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 19,177	$ 390,000	$ -	$ -	$ -	$ -	$ 390,000	$ 409,177
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 19,177**	**$ 390,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 390,000**	**$ 409,177**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Northern Ave at 107th Ave

User Department: Transportation
Project Location: Northern Ave at 107th Ave
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): City of Glendale and City of Peoria
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

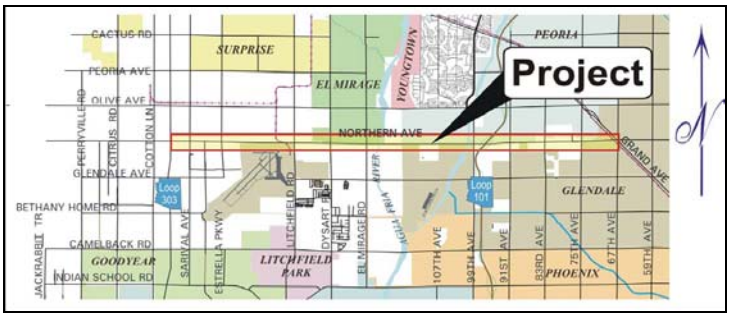
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ (106,124)	$ 235,165	$ 366,914	$ -	$ -	$ -	$ -	$ 366,914	$ 495,955
Partnership Contributions/IGA/IDA	140,586	-	140,586	-	-	-	-	140,586	281,172
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 34,462**	**$ 235,165**	**$ 507,500**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 507,500**	**$ 777,127**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 19,637
Supplies & Services	6,313	-	6,685	6,879	7,078	7,283	34,239
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 53,875

Northern Ave: SR 303 – Grand Ave (US 60)

User Department: Transportation
Project Location: Northern Ave: SR 303 – Grand Ave
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): City of Glendale, City of Peoria and Maricopa Association of Governments
Completion Date: TBD



Project Description

Northern Avenue is included in the Regional Transportation Plan (RTP) as a major arterial improvement. This project begins the preliminary engineering work to identify the preferred alignment, identify the right-of-way needed, and to begin environmental clearances. Once the environmental assessment is completed, right-of-way acquisition will begin to preserve the corridor. The County is expected to take the lead on the project with financial participation from the Cities of Glendale and Peoria and the Maricopa Association of Governments (RTP funding).

The Maricopa County Transportation Advisory Board recommended this project. The benefit to the public is that it identifies the cost and design parameters for construction, begins the right-of-way acquisition process for the corridor, and allows area residents and other concerned individuals an opportunity to be involved in the decision making process.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 510,000	$ 2,040,000	$ 2,030,000	$ 2,030,000	$ 2,030,000	$ 2,030,000	$ 10,160,000	$ 10,670,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 510,000**	**$ 2,040,000**	**$ 2,030,000**	**$ 2,030,000**	**$ 2,030,000**	**$ 2,030,000**	**$ 10,160,000**	**$ 10,670,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Ocotillo Dr: EOM – Palo Verde

User Department: Transportation
Project Location: South of Wickenburg
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): Town of Wickenburg
Completion Date: 2008

Project Description

The purpose of this project is to pave Ocotilla to reduce dust, improve safety, and improve traffic flow. The Town of Wickenburg has agreed to enter in an agreement to annex the roadway. The County's obligation will be to participate financially in the project by paying up to $500,000 towards construction once an agreement is completed.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 197,641	$ -	$ 1,000	$ 501,000	$ -	$ -	$ -	$ 502,000	$ 699,641
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 197,641**	**$ -**	**$ 1,000**	**$ 501,000**	**$ -**	**$ -**	**$ -**	**$ 502,000**	**$ 699,641**

Operating Cost Summary

The Town of Wickenburg will annex and maintain the road.

Old Stage Rd: New River Rd – Coyote Pass

User Department: Transportation
Project Location: Old Stage Rd from New River Rd north to Coyote Pass then south on Coyote Pass to New River Rd
Supervisor District(s): 3
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007

Project Description

The purpose of this project is to prepare a Design Concept Report (DCR) to establish design parameters for paving the roadway for the traveling public so that right-of-way, drainage, utility relocation and environmental requirements can be identified and an accurate cost estimate can be made for increasing the capacity and safety of the roadway. Total length of the project is approximately 4.5 miles.

Construction is not scheduled at this time and is contingent on both the study results and funding availability.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that it not only does it identify the cost and design parameters for construction it allows area residents and other concerned individuals an opportunity to express their view on the proposed project and be involved in the decision making process.

Funding/Cost Summary

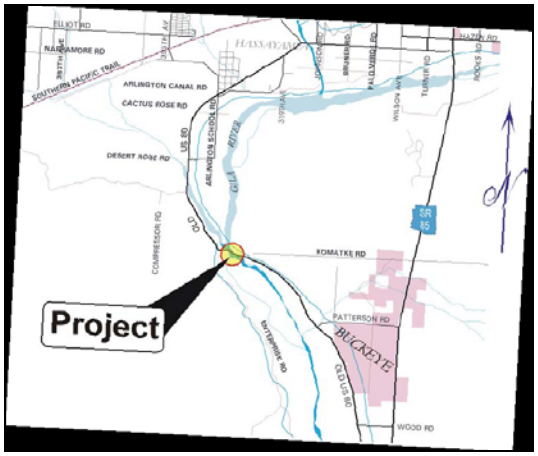
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 32,383	$ 69,951	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000	$ 112,333
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 32,383**	**$ 69,951**	**$ 10,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,000**	**$ 112,333**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Old US 80 Bridge at Gila River

User Department: Transportation
Project Location: On Old US 80 B at the Gila River just south of the Gillespie Dam
Supervisor District(s): 5
Managing Department: Transportation
Project Partner(s): Federal Highway Administration
Completion Date: 2009



Project Description

This historic bridge was constructed in 1929 and is in need of major repairs, which will require closing the bridge and constructing a temporary by-pass road. Federal funds will be requested to pay for a portion of the repairs. An aerial survey has been completed of the project site and by-pass road. Currently, an assessment is being made to identify the extent of the repairs needed and their cost prior to requesting federal funding.

The Maricopa County Transportation Advisory Board recommended this project. The benefit to the public is that once repairs are completed the service life of the bridge will be extended for several years.

Funding/Cost Summary

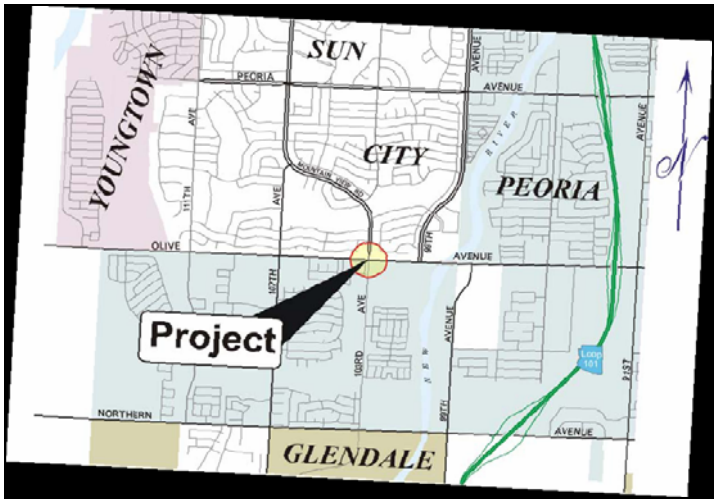
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 185,448	$ 525,000	$ 280,000	$ 6,650,000	$ (1,000,000)	$ -	$ 6,455,000	$ 6,640,448
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	1,000,000	-	1,000,000	1,000,000
Project Total	**$ -**	**$ 185,448**	**$ 525,000**	**$ 280,000**	**$ 6,650,000**	**$ -**	**$ -**	**$ 7,455,000**	**$ 7,640,448**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ -	$ 4,734	$ 4,871	$ 22,644
Supplies & Services	5,216	5,367	5,523	-	5,848	6,017	27,970
Capital Outlay	913	939	967	-	1,024	1,053	4,896
Total	$ 10,351	$ 10,652	$ 10,960	$ -	$ 11,605	$ 11,942	$ 55,510

Olive at 103rd Ave

User Department: Transportation
Project Location: Northwest Maricopa County
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s):
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals and make other improvements at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 275,000	$ -	$ -	$ -	$ -	$ 275,000	$ 275,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 275,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 275,000**	**$ 275,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,949	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	-	6,685	6,885	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,834	$ 11,138	$ 11,461	$ 64,097

Olive at Litchfield Rd

User Department: Transportation
Project Location: Olive at Litchfield Rd
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): City of Peoria
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals and make other improvements at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 220	$ 230,000	$ -	$ -	$ -	$ -	$ 230,000	$ 230,220
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 220**	**$ 230,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 230,000**	**$ 230,220**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 19,637
Supplies & Services	6,313	-	6,685	6,879	7,078	7,283	34,239
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 53,875

Olive Ave at Reems

User Department: Transportation
Project Location: Southwest County
Supervisor District(s): 4
Managing Department: Flood Control District
Project Partner(s): Flood Control District
Completion Date: 2007

Project Description

The purpose of this project is to design and construct a box culvert at the Olive Avenue at Reems Road, and extend the Reems Road box culvert at Northern Avenue as part of the Maricopa County Flood Control District's Reems Road Channel and Basin Project. The County's financial participation will cover the costs associated with extending the culverts and adding a culvert to accommodate the future roadway widths, Northern Parkway Bridge, bridge abutments, and additional drainage flows from the future Northern Parkway. The county's share of the project cost is estimated at $1,128,000.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that when both Reems Road and Northern Parkway are widened the box culverts will not have to be extended or replaced to accommodate the new roadways with their increased drainage requirements.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 1,160,000	$ -	$ -	$ -	$ -	$ 1,160,000	$ 1,160,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 1,160,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,160,000**	**$ 1,160,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Olive Ave at Beardsley Canal

User Department: Transportation
Project Location: Olive Ave at Beardsley Canal
Supervisor District(s): 4
Managing Department: Maricopa County Flood Control District
Project Partner(s): Maricopa County Flood Control District
Completion Date: 2008

Project Description

The Flood Control District is constructing three culverts to accommodate storm water runoff on Olive Avenue and Reems Road. MCDOT will contribute $192,000 to widen the culverts to accommodate future road widening.

The Maricopa County Transportation Advisory Board recommended this project. The benefit to the public is that by widening the box culverts now it will not only accommodate storm water runoff, but also save money and accommodate future road widening.

Funding/Cost Summary

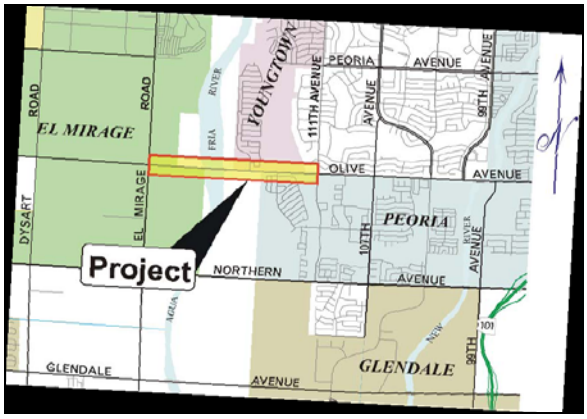
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 193,000	$ 92,000	$ 100,000	$ -	$ -	$ -	$ 192,000	$ 385,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 193,000**	**$ 92,000**	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ 192,000**	**$ 385,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Olive Ave at Agua Fria DCR

User Department: Transportation
Project Location: Olive Ave at Agua Fria River
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s):
Completion Date: 2007



Project Description

The purpose of this project was to prepare a Design Concept Report (DCR) on the feasibility of constructing a bridge over the Agua Fria River at Olive Ave. Construction is not anticipated at this time.

Construction is not scheduled at this time and is contingent on both the study results and funding availability.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that not only does it identify the cost and design parameters for construction, but it allows area residents and other concerned individuals an opportunity to express their view on the proposed project and be involved in the decision making process.

Funding/Cost Summary

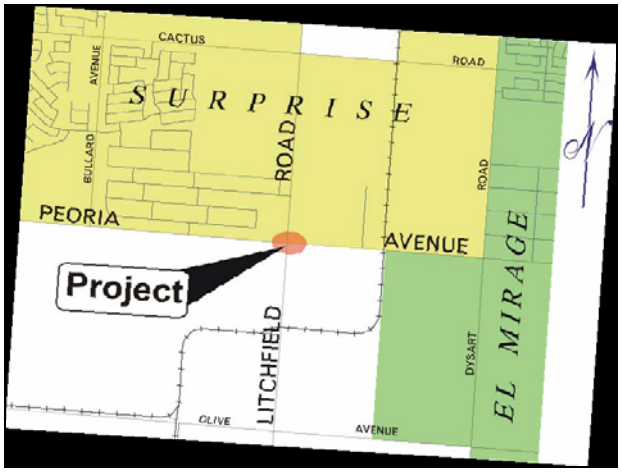
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 10,000	$ 500,000	$ -	$ -	$ -	$ 510,000	$ 510,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 10,000**	**$ 500,000**	**$ -**	**$ -**	**$ -**	**$ 510,000**	**$ 510,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Peoria Ave at Litchfield Rd

User Department: Transportation
Project Location: Peoria Ave at Litchfield Rd
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s):
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals and make other improvements at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

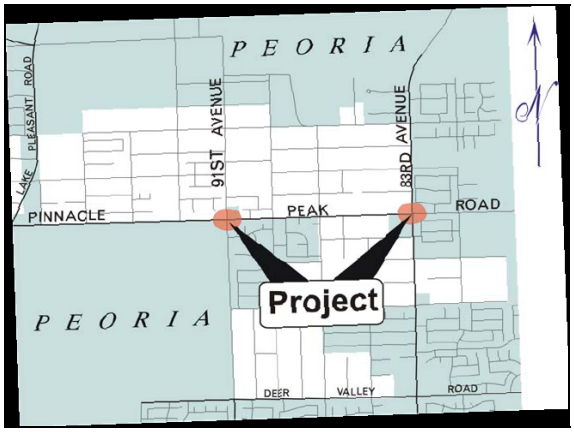
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 28,598	$ 230,000	$ -	$ -	$ -	$ -	$ 230,000	$ 258,598
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 28,598**	**$ 230,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 230,000**	**$ 258,598**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 19,637
Supplies & Services	6,313	-	6,685	6,879	7,078	7,283	34,239
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 53,875

Pinnacle Peak at 91st Ave and 83rd Ave

User Department: Transportation
Project Location: Pinnacle Peak at 91st Ave and 83rd Ave
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): City of Peoria
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals and make other improvements at the two intersections to improve safety, reduce congestion, and improve traffic flow. The County will design both intersections and provide the completed design package to Peoria who will construct the 83rd Ave intersection while the County will construct the 91st Ave intersection once the necessary state land has been acquired.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

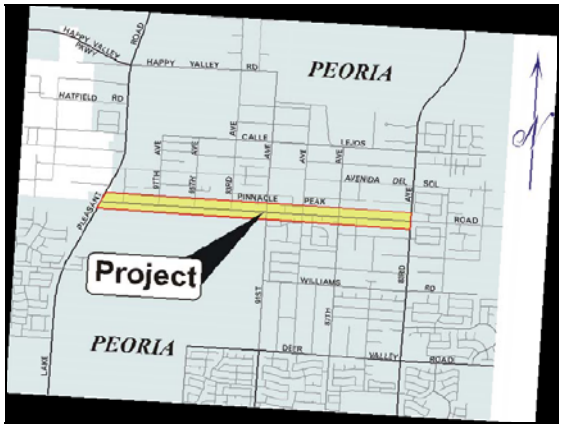
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 203,453	$ 908,250	$ -	$ -	$ -	$ -	$ 908,250	$ 1,111,703
Partnership Contributions/IGA/IDA	-	-	31,750	-	-	-	-	31,750	31,750
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 203,453**	**$ 940,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 940,000**	**$ 1,143,453**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 19,637
Supplies & Services	6,313	-	6,685	6,879	7,078	7,283	34,239
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 53,875

Pinnacle Peak Rd: Lake Pleasant to 83rd Ave

User Department: Transportation
Project Location: Pinnacle Peak Rd: Lake Pleasant to 83rd Ave
Supervisor District(s) 4
Managing Department: Flood Control District
Project Partner(s): City of Peoria, Flood Control District
Completion Date: 2007



Project Description

This is a project to improve drainage on Pinnacle Peak Road from 91st Avenue to 87th Avenue. The County will pay one third (1/3) of the estimated $2,100,000 cost, making the County's estimated share $700,000.00. The District will invoice the County for 50% of the one-third cost share upon awarding of a contract for construction. Upon completion of the construction and final accounting, the District will invoice the County for the final 50% of the one-third contribution.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that it will result in the improved drainage along Pinnacle Peak Road making it safer to drive.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 133,048	$ 455	$ 710,000	$ -	$ -	$ -	$ -	$ 710,000	$ 843,503
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 133,048**	**$ 455**	**$ 710,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 710,000**	**$ 843,503**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Operating Cost Summary (Continued)

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	6,879	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 64,097

PM10 Program

User Department: Transportation
Project Location: County wide
Supervisor District(s): All
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: Continuous

Project Description

The purpose of this program is to reduce dust on dirt roads within the PM10 area for travelers on the road and citizens living within the PM10 Non-Attainment area so that dust related health problems are reduced and compliance with federal mandates is accomplished. 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. The benefit to the public is that it reduces fugitive dust particulates improving public health and making the roads safer to travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ (221,272)	$ (893,174)	$ 200,000	$ 650,000	$ 3,150,000	$ 3,000,000	$ 3,000,000	$ 10,000,000	$ 8,885,553
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	1,790,418	1,000,000	1,000,000	-	-	-	-	1,000,000	3,790,418
Project Total	**$ 1,569,146**	**$ 106,826**	**$ 1,200,000**	**$ 650,000**	**$ 3,150,000**	**$ 3,000,000**	**$ 3,000,000**	**$ 11,000,000**	**$ 12,675,971**

Operating Cost Summary

Not applicable.

PM10 Roads: (Ph3) Northeast Area

User Department: Transportation
Project Location: PM 10 Roads (Ph 3) in NE Area
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007

Project Description

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. The benefit to the public is that it reduces fugitive dust particulates improving public health and making the roads safer to travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 710,799	$ 202,822	$ 190,000	$ -	$ -	$ -	$ -	$ 190,000	$ 1,103,621
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 710,799**	**$ 202,822**	**$ 190,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 190,000**	**$ 1,103,621**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ -	$ -	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 18,677
Supplies & Services	5,216	-	5,523	5,683	5,848	6,017	28,286
Capital Outlay	913	-	967	995	1,024	1,053	4,951
Total	$ 6,129	$ -	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 51,915

PM10 Roads: (Ph4) In Southeast Valley

User Department: Transportation
Project Location: Southeast County
Supervisor District(s): 1
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007

Project Description

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 compliance with federal mandates is accomplished.

This Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that it reduces fugitive dust particulates improving public health and making the roads safer to travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 585,065	$ 739,338	$ 950,000	$ -	$ -	$ -	$ -	$ 950,000	$ 2,274,403
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 585,065**	**$ 739,338**	**$ 950,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 950,000**	**$ 2,274,403**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ -	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 22,900
Supplies & Services	5,216	-	5,523	5,683	5,848	6,017	28,286
Capital Outlay	913	-	967	995	1,024	1,053	4,951
Total	$ 10,351	$ -	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 56,137

PM10 Roads: (Ph4) In Southwest Valley

User Department: Transportation
Project Location: South Central County
Supervisor District(s): 5
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007

Project Description

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 compliance with federal mandates is accomplished.

This Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that it reduces fugitive dust particulates improving public health and making the roads safer to travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 258,118	$ 205,759	$ 400,000	$ -	$ -	$ -	$ -	$ 400,000	$ 863,877
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 258,118**	**$ 205,759**	**$ 400,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 400,000**	**$ 863,877**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ -	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 22,900
Supplies & Services	5,216	-	5,523	5,683	5,848	6,017	28,286
Capital Outlay	913	-	967	995	1,024	1,053	4,951
Total	$ 10,351	$ -	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 56,137

PM10: Box Bar Rd & Needle Rock Rd

User Department: Transportation
Project Location: Northeast County
Supervisor District(s): 2
Managing Department: Transportation
Project Partner(s): U. S. Forest Service
Completion Date: 2008

Project Description

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. The U. S. Forest Service is completing the environmental assessment for this project.

This Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that it reduces fugitive dust particulates improving public health and making the roads safer to travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 290,257	$ 127,017	$ 10,000	$ 1,125,000	$ -	$ -	$ -	$ 1,135,000	$ 1,552,274
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 290,257**	**$ 127,017**	**$ 10,000**	**$ 1,125,000**	**$ -**	**$ -**	**$ -**	**$ 1,135,000**	**$ 1,552,274**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ -	$ 4,601	$ 4,734	$ 4,871	$ 22,774
Supplies & Services	5,216	5,367	-	5,683	5,848	6,017	28,130
Capital Outlay	913	939	-	995	1,024	1,053	4,924
Total	$ 10,351	$ 10,652	$ -	$ 11,278	$ 11,605	$ 11,942	$ 55,828

Power Rd: Elliot Rd – Guadalupe Rd

User Department: Transportation
Project Location: Power Rd: Elliot Rd – Guadalupe Rd
Supervisor District(s): 1 & 2
Managing Department: Transportation
Project Partner(s): City of Mesa
Completion Date: 2007

Project Description

This is a project to improve Power Road to the City of Mesa standards. The City of Mesa is the lead agency. Maricopa County will participate under an intergovernmental agreement (IGA) and pay $450,000 towards construction of the road.

This Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that it will result in the widening of the road to six through-lanes with a continuous center-turn lane that will be safer and more economical to drive.

Funding/Cost Summary

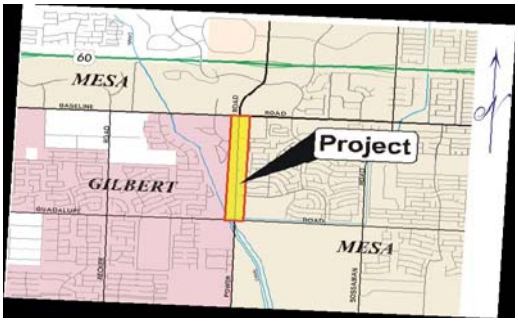
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 438	$ -	$ 450,000	$ -	$ -	$ -	$ -	$ 450,000	$ 450,438
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 438**	**$ -**	**$ 450,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 450,000**	**$ 450,438**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ -	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 22,900
Supplies & Services	5,216	-	5,523	5,683	5,848	6,017	28,286
Capital Outlay	913	-	967	995	1,024	1,053	4,951
Total	$ 10,351	$ -	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 56,137

Power Rd: Guadalupe Rd – Baseline Rd

User Department: Transportation
Project Location: Power Rd: Guadalupe Rd – Baseline Rd
Supervisor District(s): 1 & 2
Managing Department: Transportation
Project Partner(s): City of Gilbert and City of Mesa
Completion Date: 2008



Project Description

This project will result in the widening of Power Road from four to six lanes. Both the City of Gilbert and the City of Mesa will participate financially in the project.

This Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that it will result in the widening of the road to six through-lanes that will be safer and more economical to drive.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 1,383,475	$ 771,095	$ (737,249)	$ 3,362,751	$ -	$ -	$ -	$ 2,625,502	$ 4,780,072
Partnership Contributions/IGA/IDA	-	-	1,662,249	1,662,249	-	-	-	3,324,498	3,324,498
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 1,383,475**	**$ 771,095**	**$ 925,000**	**$ 5,025,000**	**$ -**	**$ -**	**$ -**	**$ 5,950,000**	**$ 8,104,570**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ -	$ 4,601	$ 4,734	$ 4,871	$ 22,774
Supplies & Services	5,216	5,367	-	5,683	5,848	6,017	28,130
Capital Outlay	913	939	-	995	1,024	1,053	4,924
Total	$ 10,351	$ 10,652	$ -	$ 11,278	$ 11,605	$ 11,942	$ 55,828

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	6,879	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 64,097

Previous Year's Projects

User Department: Transportation
Project Location: N/A
Supervisor District(s): All
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: Ongoing

Project Description

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. The benefit to the public is that it provides better fiscal management by providing a funding mechanism for unanticipated costs on completed projects.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 2,811,994	$ (751,975)	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 1,750,000	$ 3,810,019
Partnership Contributions/IGA/IDA	337,176	1,316,725	-	-	-	-	-	-	1,653,901
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 3,149,170**	**$ 564,750**	**$ 350,000**	**$ 350,000**	**$ 350,000**	**$ 350,000**	**$ 350,000**	**$ 1,750,000**	**$ 5,463,920**

Operating Cost Summary

Not applicable.

Project Reserves Account

User Department: Transportation
Project Location: N/A
Supervisor District(s): All
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: Ongoing

Project Description

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. The benefit to the public is that it provides better fiscal management by providing a funding mechanism for unanticipated project costs and helps to keep projects on schedule for completion by eliminating funding delays.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 981,224	$ 479,786	$ 8,235,000	$ 5,915,000	$ 5,915,000	$ 5,915,000	$ 5,925,000	$ 31,905,000	$ 33,366,010
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 981,224**	**$ 479,786**	**$ 8,235,000**	**$ 5,915,000**	**$ 5,915,000**	**$ 5,915,000**	**$ 5,925,000**	**$ 31,905,000**	**$ 33,366,010**

Operating Cost Summary

Not applicable.

Property Management on Prior Years Projects

User Department: Transportation
Project Location: N/A
Supervisor District(s): All
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: Ongoing

Project Description

The purpose of this reserve fund is to pay for land acquisition related expenses that occurred in previous fiscal years so that prior fiscal year contractual debts are paid.

This Maricopa County Transportation Advisory Board recommended this fund. The benefit to the public is that it provides for better fiscal management.

Funding/Cost Summary

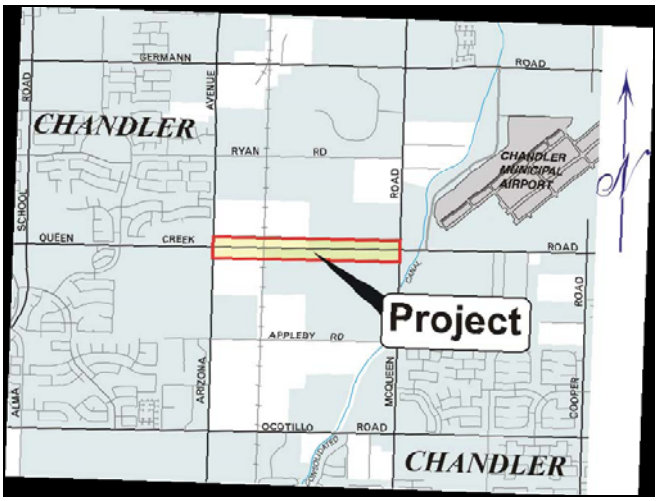
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 85,692	$ 51,436	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 250,000	$ 387,128
Partnership Contributions/IGA/IDA	8,370	-	-	-	-	-	-	-	8,370
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 94,062**	**$ 51,436**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 250,000**	**$ 395,498**

Operating Cost Summary

Not applicable.

Queen Creek Rd: Arizona Ave – McQueen Rd

User Department: Transportation
Project Location: Queen Creek Rd: Arizona Ave – McQueen Rd
Supervisor District(s): 1
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2009



Project Description

This project will result in the widening of Queen Creek Road from two to six lanes.

This Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that it will result in the widening of the road to six through-lanes that will be safer and more economical to drive.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 1,909,087	$ 554,972	$ 530,000	$ 190,000	$ 3,340,000	$ -	$ -	$ 4,060,000	$ 6,524,059
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 1,909,087**	**$ 554,972**	**$ 530,000**	**$ 190,000**	**$ 3,340,000**	**$ -**	**$ -**	**$ 4,060,000**	**$ 6,524,059**

Operating Cost Summary

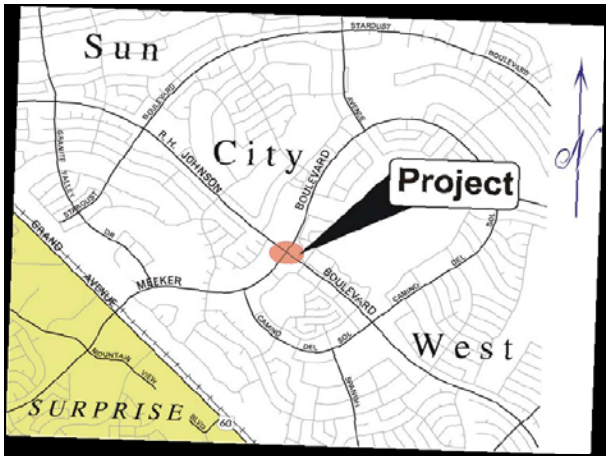
	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ -	$ 4,734	$ 4,871	$ 22,644
Supplies & Services	5,216	5,367	5,523	-	5,848	6,017	27,970
Capital Outlay	913	939	967	-	1,024	1,053	4,896
Total	$ 10,351	$ 10,652	$ 10,960	$ -	$ 11,605	$ 11,942	$ 55,510

Operating Cost Summary (Continued)

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	6,879	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 64,097

R. H. Johnson at Meeker

User Department: Transportation
Project Location: Northwest Maricopa County
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s):
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals and make other improvements at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 250,000	$ -	$ -	$ -	$ -	$ 250,000	$ 250,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 250,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 250,000**	**$ 250,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,949	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	-	6,685	6,885	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,834	$ 11,138	$ 11,461	$ 64,097

R. H. Johnson at Stardust

User Department: Transportation
Project Location: R. H. Johnson at Stardust
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s):
Completion Date: 2007

Project Description

The purpose of this project is to install traffic signals and make other improvements at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

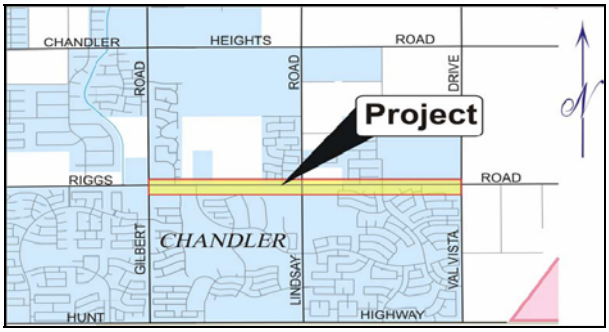
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 11,636	$ 90,000	$ -	$ -	$ -	$ -	$ 90,000	$ 101,636
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 11,636**	**$ 90,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 90,000**	**$ 101,636**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 19,637
Supplies & Services	6,313	-	6,685	6,879	7,078	7,283	34,239
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 53,875

Riggs Rd: Gilbert to Val Vista

User Department: Transportation
Project Location: Southeast County
Supervisor District(s): 1
Managing Department: Transportation
Project Partner(s): City of Chandler
Completion Date: 2009



Project Description

The purpose of this project is to widen the roadway from two and four lanes to six lanes. Total length of the project is approximately two miles.

The City of Chandler will be the lead agency and the County will contribute approximately $400,000 towards the cost of construction, which is expected to begin in FY 2009. The exact amount will be determined by an Intergovernmental Agreement currently in process. As part of the agreement the City of Chandler will annex the road.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that it will better accommodate the future traffic demand for the roadway providing the traveling public with a roadway that is smoother, safer and more economical to travel.

Funding/Cost Summary

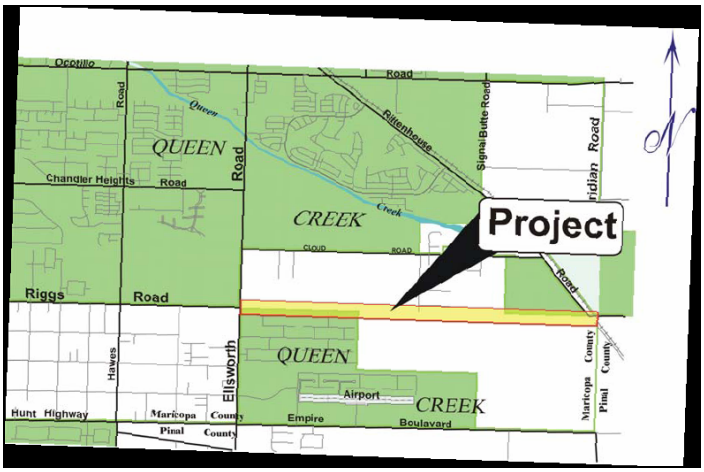
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 10,000	$ 10,000	$ 6,110,000	$ -	$ -	$ 6,130,000	$ 6,130,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 10,000**	**$ 10,000**	**$ 6,110,000**	**$ -**	**$ -**	**$ 6,130,000**	**$ 6,130,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ -	$ 4,734	$ 4,871	$ 22,644
Supplies & Services	5,216	5,367	5,523	-	5,848	6,017	27,970
Capital Outlay	913	939	967	-	1,024	1,053	4,896
Total	$ 10,351	$ 10,652	$ 10,960	$ -	$ 11,605	$ 11,942	$ 55,510

Riggs Rd: Ellsworth to Meridian

User Department: Transportation
Project Location: Southeast County
Supervisor District(s): 1
Managing Department: Transportation
Project Partner(s): Town of Queen Creek
Completion Date: 2009



Project Description

The purpose of this project is to widen the roadway to 6 lanes. Total length of the project is approximately three miles.

The Town of Queen Creek will be the lead agency and the County will contribute approximately $400,000 towards the cost of design.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that it will better accommodate the future traffic demand for the roadway providing the traveling public with a roadway that is smoother, safer and more economical to travel.

Funding/Cost Summary

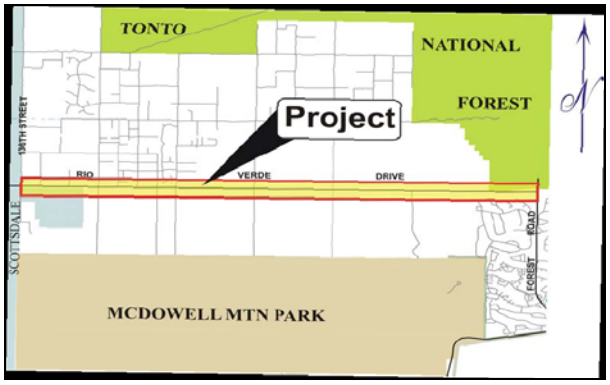
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 405,000	$ -	$ -	$ -	$ -	$ 405,000	$ 405,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 405,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 405,000**	**$ 405,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Rio Verde Dr: Forest Rd – 136th St

User Department: Transportation
Project Location: Rio Verde Dr: Forest Rd – 136th St
Supervisor District(s): 2
Managing Department: Transportation
Project Partner(s): Federal Highway Administration
Completion Date: 2009



Project Description

Rio Verde Drive is part of a popular bicycling route. The project will widen the existing road to provide adequate shoulders for use as a bicycle path.

Federal funding has been allocated for this project. Construction is planned for FY 2009 when the federal funding is available.

The Maricopa County Transportation Advisory Board recommended this project. The benefit to the public is that once constructed both motorists and bicyclists will have a roadway that is safer to travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 202,570	$ 40,000	$ 270,000	$ 672,500	$ -	$ -	$ 982,500	$ 1,185,070
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	507,500	-	-	507,500	507,500
Project Total	**$ -**	**$ 202,570**	**$ 40,000**	**$ 270,000**	**$ 1,180,000**	**$ -**	**$ -**	**$ 1,490,000**	**$ 1,692,570**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ -	$ 4,734	$ 4,871	$ 22,644
Supplies & Services	5,216	5,367	5,523	-	5,848	6,017	27,970
Capital Outlay	913	939	967	-	1,024	1,053	4,896
Total	$ 10,351	$ 10,652	$ 10,960	$ -	$ 11,605	$ 11,942	$ 55,510

Right Of Way (R.O.W.) In-Fill/Road Inventory System

User Department: Transportation
Project Location: Various
Supervisor District(s): All
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: Ongoing

Project Description

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. In the early years of the county, roads were built to allow farmers get their products to market. Citizens were happy to get the road and often title to the land used for the road was not transferred to the county. This fund is used to obtain fee title when these situations are identified.

This Maricopa County Transportation Advisory Board recommended this fund. The benefit to the public is that it provides better fiscal management by providing a funding mechanism for acquisition of public right-of-way for existing county roads.

Funding/Cost Summary

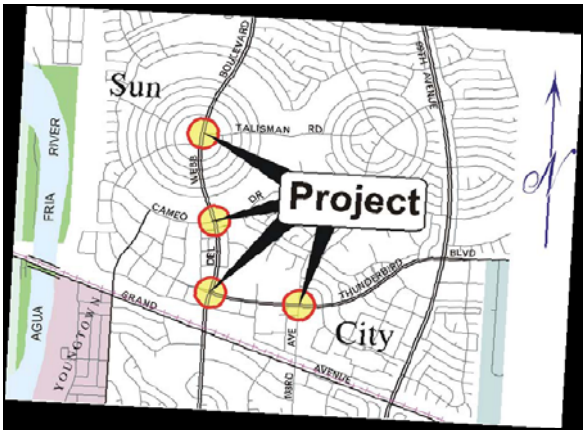
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 15,715,759	$ 1,811,290	$ 250,000	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ 10,250,000	$ 27,777,049
Partnership Contributions/IGA/IDA	5,337	750	-	-	-	-	-	-	6,087
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 15,721,096**	**$ 1,812,040**	**$ 250,000**	**$ 2,500,000**	**$ 2,500,000**	**$ 2,500,000**	**$ 2,500,000**	**$ 10,250,000**	**$ 27,783,136**

Operating Cost Summary

Not applicable.

Signal Modernization: Sun City Phase 1

User Department: Transportation
Project Location: Northwest Maricopa County
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s):
Completion Date: 2008



Project Description

The purpose of this project is to replace obsolete traffic signals at these five intersections to improve safety, reduce congestion, and improve traffic flow: Thunderbird at Del Web; Cameo at Del Web; N. Thunderbird at Del Web; Talisman at Del Web; and, Thunderbird at 103rd Ave.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that it provides real time traffic data so that signal adjustments can be made so that commuters experience less travel delay and have a faster and safer commute.

Funding/Cost Summary

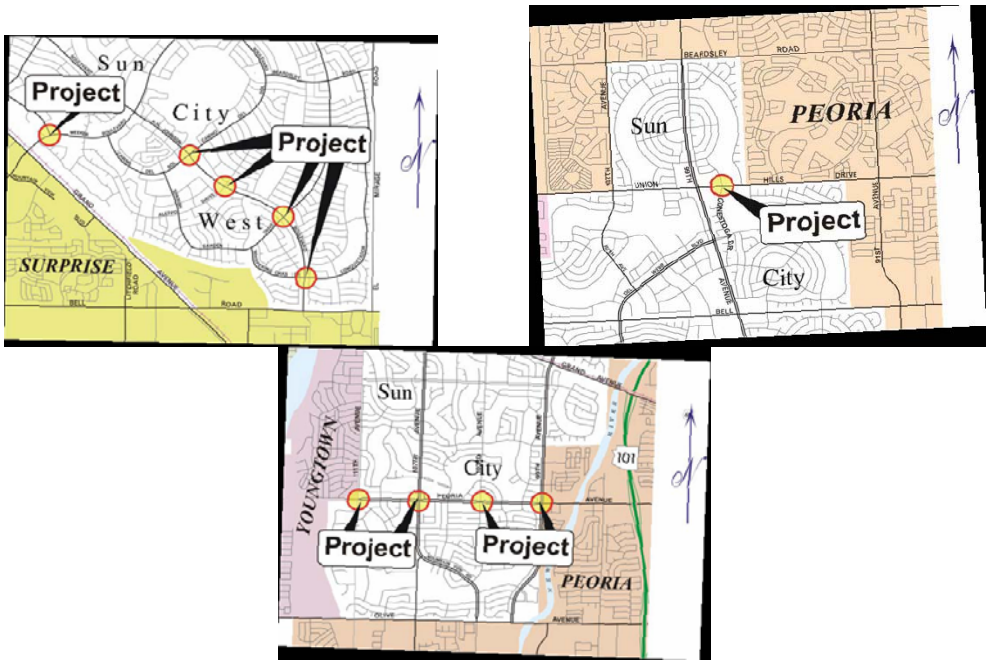
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 10,000	$ 780,000	$ -	$ -	$ -	$ 790,000	$ 790,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 10,000**	**$ 780,000**	**$ -**	**$ -**	**$ -**	**$ 790,000**	**$ 790,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ -	$ 3,949	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	-	6,885	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ -	$ 10,834	$ 11,138	$ 11,461	$ 64,097

Signal Modernization: Sun City/Sun City West Phase 2

User Department: Transportation
Project Location: Northwest Maricopa County
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s):
Completion Date: 2008



Project Description

The purpose of this project is to replace obsolete traffic signals at these ten intersections in Sun City and Sun City West to improve safety, reduce congestion, and improve traffic flow:

- Granite Valley at Meeker
- R H Johnson at Camino Del Sol
- R H Johnson at Aleppo
- R H Johnson at Spanish Garden
- R H Johnson at Whispering Oaks
- Union Hills at Conestoga
- Peoria at 111th Ave
- Peoria at 107th Ave
- Peoria at 103rd Ave
- Peoria at 99th Ave

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that it provides real time traffic data so that signal adjustments can be made so that commuters experience less travel delay and have a faster and safer commute.

Funding/Cost Summary

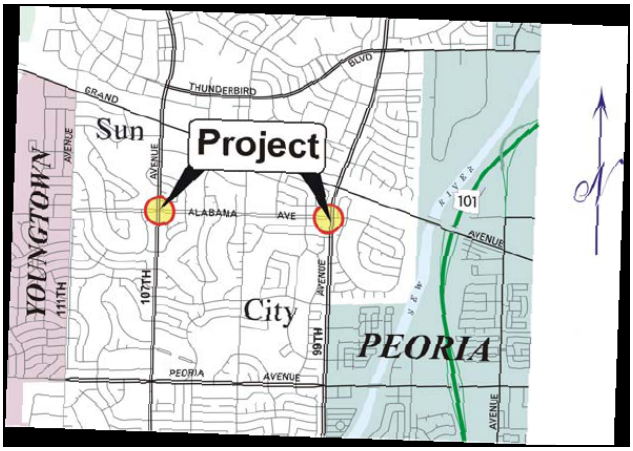
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 10,000	$ 725,000	$ -	$ -	$ -	$ 735,000	$ 735,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 10,000**	**$ 725,000**	**$ -**	**$ -**	**$ -**	**$ 735,000**	**$ 735,000**

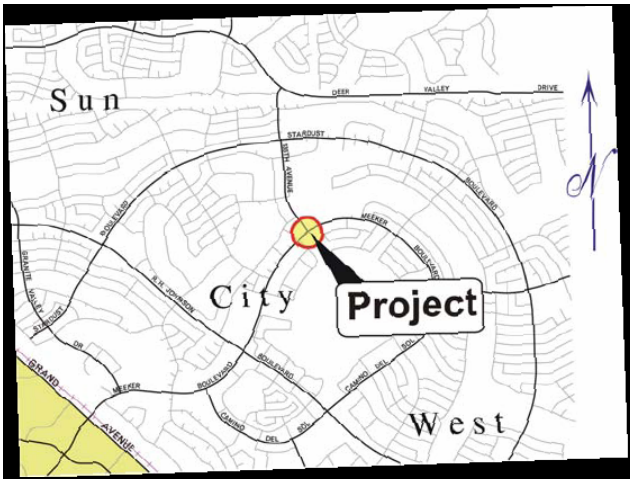
Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ -	$ 3,949	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	-	6,885	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ -	$ 10,834	$ 11,138	$ 11,461	$ 64,097

Signal Modernization: Sun City West Phase 3

User Department: Transportation
Project Location: Northwest Maricopa County
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s):
Completion Date: 2008





Project Description

The purpose of this project is to replace obsolete traffic signals at selected intersections in Sun City West to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that it provides real time traffic data so that signal adjustments can be made so that commuters experience less travel delay and have a faster and safer commute.

Funding/Cost Summary

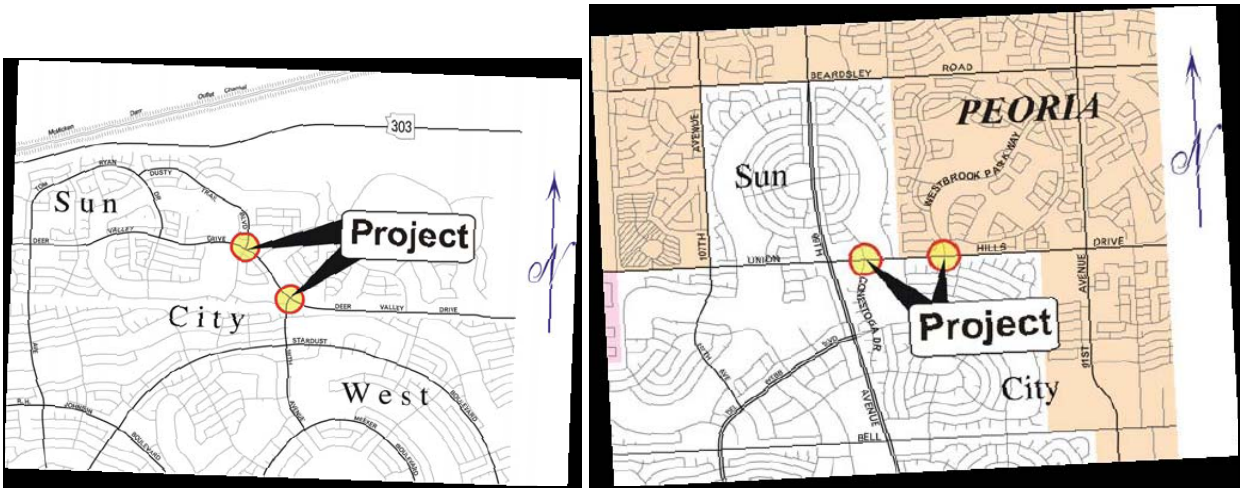
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 10,000	$ 750,000	$ -	$ -	$ -	$ 760,000	$ 760,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 10,000**	**$ 750,000**	**$ -**	**$ -**	**$ -**	**$ 760,000**	**$ 760,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ -	$ 3,949	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	-	6,885	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ -	$ 10,834	$ 11,138	$ 11,461	$ 64,097

Signal Modernization: Sun City West Phase 4

User Department: Transportation
Project Location: Northwest Maricopa County
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s):
Completion Date: 2008



Project Description

The purpose of this project is to replace obsolete traffic signals at selected intersections in Sun City West to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that it provides real time traffic data so that signal adjustments can be made so that commuters experience less travel delay and have a faster and safer commute.

Funding/Cost Summary

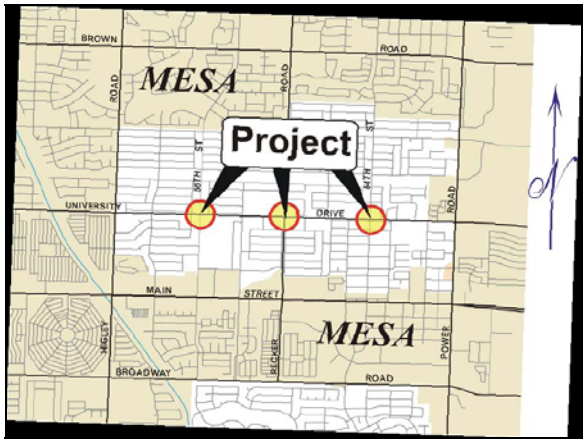
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 10,000	$ 750,000	$ -	$ -	$ -	$ 760,000	$ 760,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 10,000**	**$ 750,000**	**$ -**	**$ -**	**$ -**	**$ 760,000**	**$ 760,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ -	$ 3,949	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	-	6,885	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ -	$ 10,834	$ 11,138	$ 11,461	$ 64,097

Signal Modernization: Sun City West Phase 5

User Department: Transportation
Project Location: Northwest Maricopa County
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s):
Completion Date: 2008



Project Description

The purpose of this project is to replace obsolete traffic signals at selected intersections in Sun City West to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that it provides real time traffic data so that signal adjustments can be made so that commuters experience less travel delay and have a faster and safer commute.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 10,000	$ 750,000	$ -	$ -	$ -	$ 760,000	$ 760,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 10,000**	**$ 750,000**	**$ -**	**$ -**	**$ -**	**$ 760,000**	**$ 760,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ -	$ 3,949	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	-	6,885	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ -	$ 10,834	$ 11,138	$ 11,461	$ 64,097

Small Cities Transportation Assistance Program (SCTAP)

User Department: Transportation
Project Location: Various
Supervisor District(s): All
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: Ongoing

Project Description

The purpose of this fund 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. The benefit to the public is that it makes it possible for smaller cities to complete transportation projects that they would otherwise not be able to afford making their roads smoother, safer and more economical to travel.

Funding/Cost Summary

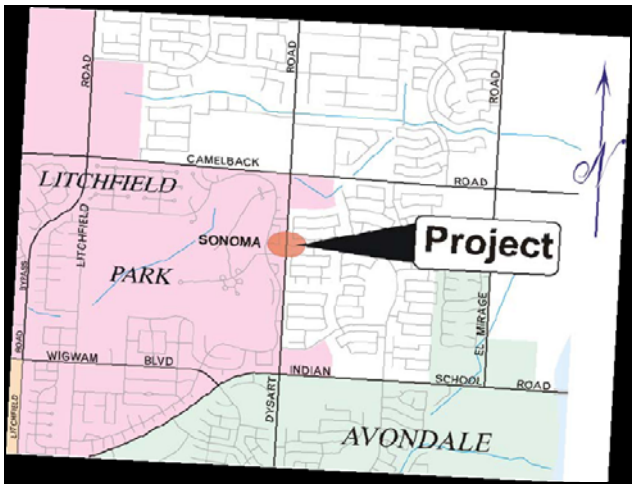
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 1,292,446	$ 301,312	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 2,000,000	$ 3,593,758
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 1,292,446**	**$ 301,312**	**$ 400,000**	**$ 400,000**	**$ 400,000**	**$ 400,000**	**$ 400,000**	**$ 2,000,000**	**$ 3,593,758**

Operating Cost Summary

Not applicable.

Sonoma at Dysart Rd

User Department: Transportation
Project Location: Northwest Maricopa County
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s):
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals and make other improvements at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 295,000	$ -	$ -	$ -	$ -	$ 295,000	$ 295,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 295,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 295,000**	**$ 295,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,949	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	-	6,685	6,885	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,834	$ 11,138	$ 11,461	$ 64,097

Special Projects

User Department: Transportation
Project Location: To Be Determined
Supervisor District(s): All
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: Ongoing

Project Description

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 rapidly developing cost-sharing opportunities that may not be available in the future.

This Maricopa County Transportation Advisory Board recommended this fund. The benefit to the public is that it provides better fiscal management by providing a rapid funding mechanism for unanticipated projects that will benefit the residents of Maricopa County

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 12,521	$ -	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 5,000,000	$ 5,012,521
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 12,521**	**$ -**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 5,000,000**	**$ 5,012,521**

Operating Cost Summary

Not applicable.

SR 303 at Waddell

User Department: Transportation
Project Location: SR 303 at Waddell
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): None
Completion Date: 2007

Project Description

The purpose of this project is to install traffic signals and make other improvements at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 122,715	$ 235,000	$ -	$ -	$ -	$ -	$ 235,000	$ 357,715
Partnership Contributions/IGA/IDA	-	-	150,000	-	-	-	-	150,000	150,000
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 122,715**	**$ 385,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 385,000**	**$ 507,715**

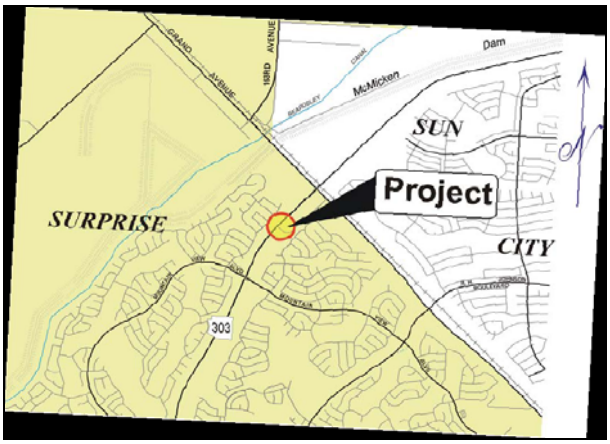
The FY 07 funding is to complete construction of the project.

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 19,637
Supplies & Services	6,313	-	6,685	6,879	7,078	7,283	34,239
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 53,875

SR 303 Off Ramp at US 60 (Grand Ave.)

User Department: Transportation
Project Location: SR 303 Off Ramp at US 60
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s):
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals and make other improvements at the off ramp to SR 303 to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

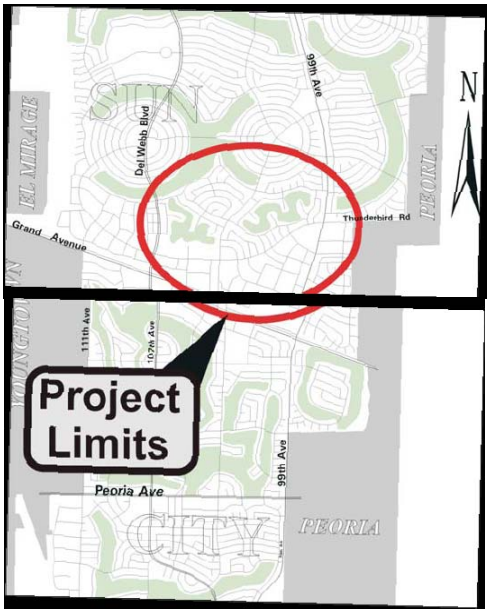
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ 565	$ 180,000	$ -	$ -	$ -	$ -	$ 180,000	$ 180,565
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 565**	**$ 180,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 180,000**	**$ 180,565**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 19,637
Supplies & Services	6,313	-	6,685	6,879	7,078	7,283	34,239
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 53,875

Sun City Mill & Overlay: Phase 2

User Department: Transportation
Project Location: Sun City
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007



Project Description

The purpose of this project is to mill (remove the existing asphalt surface) and overlay (replace with new asphalt) to rehabilitate the existing deteriorated pavement. The developer constructed many of the roads in Sun City, 35 to 40 years ago. Maintenance efforts have increased in frequency over the last decade, and rehabilitation has become necessary. This is the second of four phases to complete the resurfacing.

The Maricopa County Transportation Advisory Board recommended this project. The benefit to the public is that once resurfaced the traveling public will have a roadway that is smoother, safer and more economical to travel.

Funding/Cost Summary

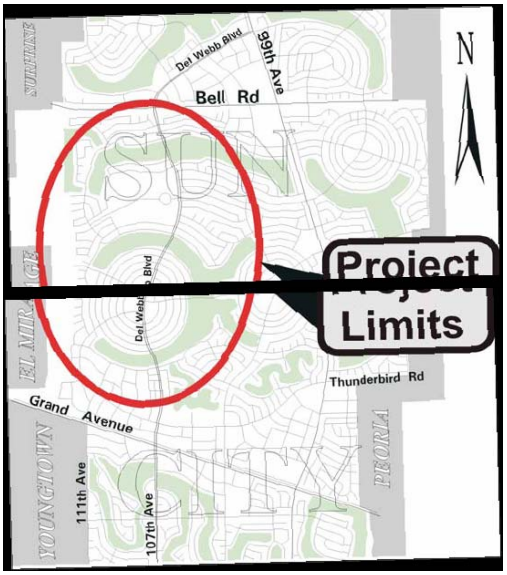
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 3,520,000	$ -	$ -	$ -	$ -	$ 3,520,000	$ 3,520,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 3,520,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,520,000**	**$ 3,520,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ -	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 22,900
Supplies & Services	5,216	-	5,523	5,683	5,848	6,017	28,286
Capital Outlay	913	-	967	995	1,024	1,053	4,951
Total	$ 10,351	$ -	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 56,137

Sun City Mill & Overlay: Phase 3

User Department: Transportation
Project Location: Sun City
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2008



Project Description

The purpose of this project is to mill (remove the existing asphalt surface) and overlay (replace with new asphalt) to rehabilitate the existing deteriorated pavement. The developer constructed many of the roads in Sun City, 35 to 40 years ago. Maintenance efforts have increased in frequency over the last decade, and rehabilitation has become necessary. This is the third of four phases to complete the resurfacing.

The Maricopa County Transportation Advisory Board recommended this project. The benefit to the public is that once resurfaced the traveling public will have a roadway that is smoother, safer and more economical to travel.

Funding/Cost Summary

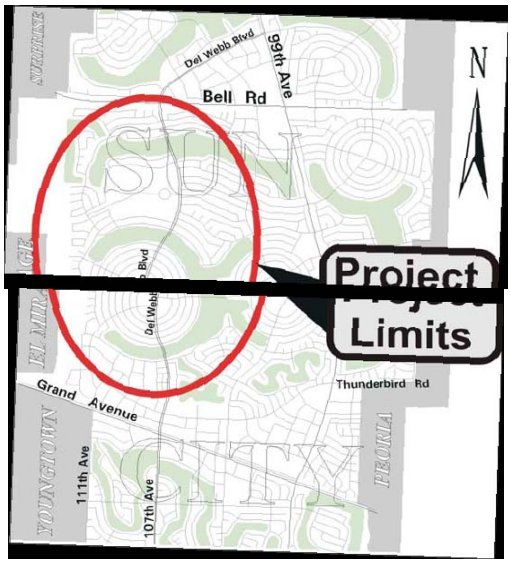
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ -	$ 2,220,000	$ -	$ -	$ -	$ 2,220,000	$ 2,220,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ -**	**$ 2,220,000**	**$ -**	**$ -**	**$ -**	**$ 2,220,000**	**$ 2,220,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ -	$ 4,601	$ 4,734	$ 4,871	$ 22,774
Supplies & Services	5,216	5,367	-	5,683	5,848	6,017	28,130
Capital Outlay	913	939	-	995	1,024	1,053	4,924
Total	$ 10,351	$ 10,652	$ -	$ 11,278	$ 11,605	$ 11,942	$ 55,828

Sun City Mill & Overlay: Phase 4

User Department: Transportation
Project Location: Sun City
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2009



Project Description

The purpose of this project is to mill (remove the existing asphalt surface) and overlay (replace with new asphalt) to rehabilitate the existing deteriorated pavement. The developer constructed many of the roads in Sun City, 35 to 40 years ago. Maintenance efforts have increased in frequency over the last decade, and rehabilitation has become necessary. This is the fourth of four phases to complete the resurfacing.

The Maricopa County Transportation Advisory Board recommended this project. The benefit to the public is that once resurfaced the traveling public will have a roadway that is smoother, safer and more economical to travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ -	$ -	$ 1,920,000	$ -	$ -	$ 1,920,000	$ 1,920,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,920,000**	**$ -**	**$ -**	**$ 1,920,000**	**$ 1,920,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ -	$ 4,734	$ 4,871	$ 22,644
Supplies & Services	5,216	5,367	5,523	-	5,848	6,017	27,970
Capital Outlay	913	939	967	-	1,024	1,053	4,896
Total	$ 10,351	$ 10,652	$ 10,960	$ -	$ 11,605	$ 11,942	$ 55,510

Transportation Improvement Program (T.I.P.) Development

User Department: Transportation
Project Location: N/A
Supervisor District(s): All
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: Ongoing

Project Description

The purpose of this fund is to provide for overall management of the five-year Transportation Improvement Program (TIP) to include budget monitoring and schedule support.

The Maricopa County Transportation Advisory Board recommended this fund. The benefit to the public is that it provides better fiscal management by providing a funding mechanism to identify project management costs.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 1,006,222	$ 363,045	$ 500,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 1,700,000	$ 3,069,267
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 1,006,222**	**$ 363,045**	**$ 500,000**	**$ 300,000**	**$ 300,000**	**$ 300,000**	**$ 300,000**	**$ 1,700,000**	**$ 3,069,267**

Operating Cost Summary

Not applicable.

Unallocated Force Account

User Department: Transportation
Project Location: N/A
Supervisor District(s): All
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: Ongoing

Project Description

The purpose of this fund is to reserve monies to cover unallocated (or shortfall) in MCDOT labor costs on individual projects in the Capital Improvement Plan so county citizens receive new and improved roads on schedule.

This Maricopa County Transportation Advisory Board recommended this fund. The benefit to the public is that it provides better fiscal management by providing a funding mechanism for MCDOT labor charges consistent with historic averages.

Funding/Cost Summary

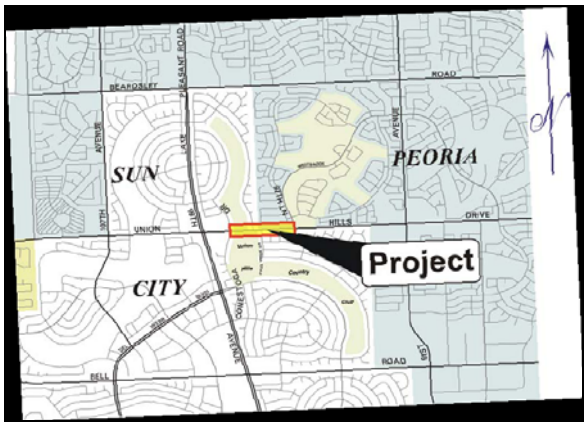
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 76,398	$ 205,332	$ 1,274,034	$ 1,863,346	$ 2,635,346	$ 3,136,346	$ 3,165,346	$ 12,074,418	$ 12,356,148
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 76,398**	**$ 205,332**	**$ 1,274,034**	**$ 1,863,346**	**$ 2,635,346**	**$ 3,136,346**	**$ 3,165,346**	**$ 12,074,418**	**$ 12,356,148**

Operating Cost Summary

Not applicable.

Union Hills Multi-Modal Path

User Department: Transportation
Project Location: Northwest Maricopa County
Supervisor District(s): 4
Managing Department: Transportation
Project Partner(s): Gila River Indian Community
Completion Date: 2007



Project Description

The purpose of this project is to construct a multi-modal path along Union Hills from Palo Verde Drive to Westbrook Parkway to improve safety, reduce congestion, and improve traffic flow. The Gila River Indian Community State Shared Revenue Program provided a grant of $52,000 to pay for half the estimated construction costs of the multi-modal path with curb and gutter improvements on Union Hills Drive.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that the separating slow moving traffic from the fast moving traffic so that they will have a roadway that is safer.

Funding/Cost Summary

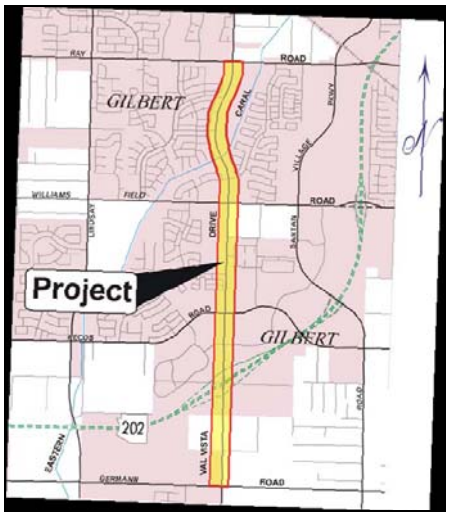
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 150,000	$ -	$ -	$ -	$ -	$ 150,000	$ 150,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 150,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 150,000**	**$ 150,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ -	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 22,900
Supplies & Services	5,216	-	5,523	5,683	5,848	6,017	28,286
Capital Outlay	913	-	967	995	1,024	1,053	4,951
Total	$ 10,351	$ -	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 56,137

Val Vista Rd: Germann to Ray

User Department: Transportation
Project Location: Southeast County
Supervisor District(s): 1
Managing Department: Transportation
Project Partner(s): Town of Gilbert
Completion Date: 2011



Project Description

The purpose of this project is to widen the roadway to 6 lanes. Total length of the project is approximately three miles.

The Town of Gilbert will be the lead agency and the County will contribute approximately $1,600,000 towards the cost of construction for the portion of the roadway that lies within the County's control. Payment will be made in FY 2011. The exact amount will be determined by an Intergovernmental Agreement currently in process. As part of the agreement the Town of Gilbert will annex the road. If funds become available the payment will be advanced.

The Maricopa County Transportation Advisory Board recommended this study. The benefit to the public is that it will better accommodate the future traffic demand for the roadway providing the traveling public with a roadway that is smoother, safer and more economical to travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,601,000	$ 1,601,000	$ 1,601,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,601,000**	**$ 1,601,000**	**$ 1,601,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 27,245
Supplies & Services	5,216	5,367	5,523	5,683	5,848	6,017	33,653
Capital Outlay	913	939	967	995	1,024	1,053	5,891
Total	$ 10,351	$ 10,652	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 66,789

Val Vista Dr: Thomas Rd – Southern Canal

User Department: Transportation
Project Location: Val Vista Dr: Thomas Rd – Southern Canal
Supervisor District(s): 2
Managing Department: Transportation
Project Partner(s): City of Mesa
Completion Date: 2007

Project Description

This is a project to improve Val Vista Road to the City of Mesa standards. The City of Mesa is the lead agency. Maricopa County will participate under an intergovernmental agreement (IGA) and pay $400,000 towards construction. Participation will be financial and costs will be those that would equate to MCDOT standard improvements. This project will result in the widening of the road to four through-lanes with a continuous center-turn lane.

This Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that it will result in the widening of the road and it will be safer and more economical to drive.

Funding/Cost Summary

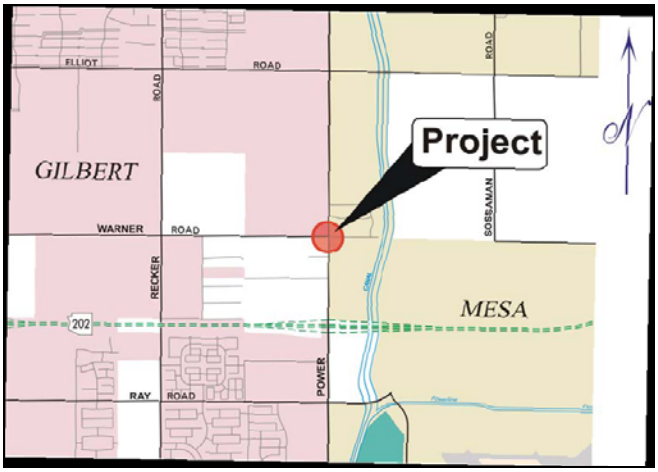
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 149,372	$ -	$ 401,000	$ -	$ -	$ -	$ -	$ 401,000	$ 550,372
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 149,372**	**$ -**	**$ 401,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 401,000**	**$ 550,372**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ -	$ 4,471	$ 4,601	$ 4,734	$ 4,871	$ 22,900
Supplies & Services	5,216	-	5,523	5,683	5,848	6,017	28,286
Capital Outlay	913	-	967	995	1,024	1,053	4,951
Total	$ 10,351	$ -	$ 10,960	$ 11,278	$ 11,605	$ 11,942	$ 56,137

Warner Road at Power Road

User Department: Transportation
Project Location: Southeast Maricopa County
Supervisor District(s): 1
Managing Department: Transportation
Project Partner(s):
Completion Date: 2007



Project Description

The purpose of this project is to install traffic signals and make other improvements at the intersection to improve safety, reduce congestion, and improve traffic flow.

The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that these intersection improvement projects provide traffic signals and roadway widening for the traveling public so that they will have an intersection that is safer and experience less travel delay.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 275,000	$ -	$ -	$ -	$ -	$ 275,000	$ 275,000
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 275,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 275,000**	**$ 275,000**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ -	$ 3,834	$ 3,949	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	-	6,685	6,885	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ -	$ 10,519	$ 10,834	$ 11,138	$ 11,461	$ 64,097

Warranted Traffic Improvements

User Department: Transportation
Project Location: Various
Supervisor District(s): 2
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: Ongoing

Project Description

Growth in the valley creates changes in traffic patterns that often require the addition of traffic signals at intersections or the addition of turning lanes at locations that previously were quiet county roads. The purpose of this project is to reserve money for safety projects that are immediately needed. As a safety project is identified, funds are allocated to that project by Board action.

This Maricopa County Transportation Advisory Board recommended this project. The benefit to the public is that it provides better fiscal management by providing a funding mechanism for unanticipated traffic improvements resulting in safer and more economical travel.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 2,358	$ 27,306	$ 3,000,000	$ 3,000,000	$ 3,000,000	$ 3,000,000	$ 3,000,000	$ 15,000,000	$ 15,029,664
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 2,358**	**$ 27,306**	**$ 3,000,000**	**$ 3,000,000**	**$ 3,000,000**	**$ 3,000,000**	**$ 3,000,000**	**$ 15,000,000**	**$ 15,029,664**

Operating Cost Summary

Not applicable.

Williams Field Rd at Higley Rd

User Department: Transportation
Project Location: Williams Field Rd at Higley Rd
Supervisor District(s): 1
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2007



Project Description

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. The benefit to the public is that it will result in the widening of the road and it will be safer and more economical to drive.

Funding/Cost Summary

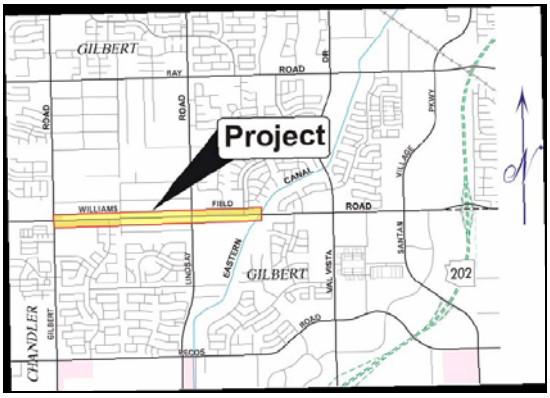
Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 885,175	$ 570,000	$ 690,000	$ -	$ -	$ -	$ -	$ 690,000	$ 2,145,175
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 885,175**	**$ 570,000**	**$ 690,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 690,000**	**$ 2,145,175**

Operating Cost Summary

The Town of Gilbert will maintain the intersection .

Williams Field Rd: Gilbert Rd – Lindsay Rd

User Department: Transportation
Project Location: Williams Field Rd: Gilbert Rd – Lindsay Rd
Supervisor District(s): 1
Managing Department: Transportation
Project Partner(s): Not Applicable
Completion Date: 2009



Project Description

The purpose of this project is to reconstruct and widen 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.

Construction is for FY 09 but is contingent on funding availability, agreement on the type of roadway to be constructed, and partnership formation. The Town of Gilbert is a potential funding partner.

The Maricopa County Transportation Advisory Board recommended this design effort. The benefit to the public is that it not only does it identify the cost and design parameters for construction it allows area residents and other concerned individuals an opportunity to express their view on the proposed project and be involved in the decision making process.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Highway User Revenue Funds	$ 148,112	$ 20,000	$ 532,000	$ 910,000	$ 5,700,000	$ -	$ -	$ 7,142,000	$ 7,310,111
Partnership Contributions/IGA/IDA	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-
Project Total	**$ 148,112**	**$ 20,000**	**$ 532,000**	**$ 910,000**	**$ 5,700,000**	**$ -**	**$ -**	**$ 7,142,000**	**$ 7,310,111**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Cost per Mile to Maintain Project							
Personal Sevices	$ 4,223	$ 4,345	$ 4,471	$ -	$ 4,734	$ 4,871	$ 22,644
Supplies & Services	5,216	5,367	5,523	-	5,848	6,017	27,970
Capital Outlay	913	939	967	-	1,024	1,053	4,896
Total	$ 10,351	$ 10,652	$ 10,960	$ -	$ 11,605	$ 11,942	$ 55,510

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Average Maintenance Cost per Signalized Intersection							
Personal Sevices	$ 3,621	$ 3,726	$ 3,834	$ 3,945	$ 4,059	$ 4,177	$ 23,362
Supplies & Services	6,313	6,496	6,685	6,879	7,078	7,283	40,735
Capital Outlay	-	-	-	-	-	-	-
Total	$ 9,934	$ 10,222	$ 10,519	$ 10,824	$ 11,138	$ 11,461	$ 64,097

Debt Service

Debt Management Plan

Introduction to Debt

A comprehensive debt plan should be developed by all jurisdictions intending to issue debt. The purpose of Maricopa County's Debt Management Plan is to set forth the parameters for issuing debt, to manage the debt portfolio and provide guidance to decision makers regarding the timing and purposes for which debt may be issued.

Provisions of the debt plan must be compatible with the County's goals pertaining to the capital program and budget, the financial plan, and the operating budget. A debt plan should strike an appropriate balance between establishing limits on the debt program and providing sufficient flexibility to enable the County to respond to unforeseen circumstances and new opportunities that may benefit the County. This document is not intended to review the County's total financial position. It is a study of the County's current debt position, as growth in the County could result in an increased need for capital financing. Revenues, as well as needs, should drive the County's debt issuance program.

Decisions regarding the use of debt will be based in part on the long-term needs of the County and the amount of equity (cash) dedicated in a given fiscal year to capital outlay. A disciplined, systematic approach to debt management should allow the County to enhance its credit ratings, while at the same time meeting the growing demands of the County's capital projects.

The information contained herein reflects the current debt status of Maricopa County for the fiscal year ended June 30, 2005. 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, 2005. 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-bonded obligations are added by most security analysts when calculating an issuer's debt ratios.

Debt Issuance History

The County has used debt financing for many years to finance capital projects. The following chart illustrates the amount of debt, as well as, categories of outstanding debt for the fiscal year ended June 30, 2005.

LONG-TERM LIABILITIES
All Categories of Debt (2)
Maricopa County, Arizona
As of June 30, 2005

	Year Ending June 30				
	2001	2002	2003	2004	2005
GOVERNMENTAL ACTIVITES*:					
Bonds, loans, and other payables:					
General obligation bonds	$ 79,595,000	$ 58,370,000	$ 39,515,000	$ 20,165,000	$ -
Lease revenue bonds (4)	104,355,000	104,355,000	91,558,756	93,569,382	101,101,501
Lease purchase agreement	-	-	-	-	10,812,000
Special assessment debt with governmental commitment (1)	589,431	458,977	368,573	343,102	235,458
Housing Department bonds (3)	81,862	64,925	50,811	-	-
Housing Department loans (3)	1,861,500	1,754,922	1,641,310	-	-
Certificates of participation (4)	13,575,118	9,804,315	5,808,084	-	5,500,000
Installment purchase agreements (4)	-	-	-	-	892,254
Capital leases	14,225,356	19,442,376	19,414,904	10,820,105	13,474,099
Total Governmental activities	$ 214,282,267	$ 194,250,515	$ 158,357,438	$ 124,897,589	$ 132,015,312
BUSINESS-TYPE ACTIVITES:					
Bonds and other payables:					
Lease revenue bonds (4)	20,500,000	20,500,000	17,986,244	16,670,618	43,499
Certificates of participation (4)	11,824,853	11,768,519	10,940,368	5,865,000	-
Capital leases	229,159	-	-	-	-
Installment purchase agreements (4)	3,023,111	2,607,815	2,350,524	1,252,049	-
Total Business-type activities	$ 35,577,123	$ 34,876,334	$ 31,277,136	$ 23,787,667	$ 43,499

*Modified to exclude Stadium District bonds and obligations

Notes:

(1) Does not represent an obligation of the County.
(2) Long-term liabilities excludes claims and judgments payable, reported and incurred but not reported claims, and liabilities for closure and post closure costs.
(3) On July 1, 2003, the Housing Authority of Maricopa County became a legally separate entity and will be reported as a discretely presented component unit. During fiscal year 2004, the Authority implemented HUD Flyer No. 4. As a result, long-term debt (bonds and loans) were written off as the debt is ultimately secured by HUD.
(4) On January 1, 2005, the Maricopa County Medical Center (business-type activity) was transitioned to the Maricopa County Special Health Care District, a separate legal entity. The long-term debt obligations as previously reported in the Medical Center that include the lease revenue bonds, certificates of participation and installment purchase agreements are the responsibility of the County. Therefore, on January 1, 2005, the long-term debt obligations were reclassified from business-type activities to governmental activities. Maricopa County will pay the debt service including principal and interest as it becomes payable and request reimbursement from the Special Health Care District for their applicable debt obligations as provided for in the Intergovernmental Agreement.

Financing Alternatives

The County should evaluate all potential funding sources before considering which method of financing may be the most appropriate. Sources of funding may include: current revenues and fund balances; intergovernmental grants from federal, state or other sources; state revolving funds or loan pools; private sector contributions through impact fees or public/private partnerships; and leasing.

There are many sources of funding, depending on the type of debt to be incurred and the length of time for repayment. Short-term financing is defined as debt maturing not later than one year after the date of its issuance. There are basically three reasons for using short-term debt:

- A vehicle to deal with temporary cash flow difficulties. This situation arises when cash receipts do not follow the same pattern as cash outlays.
- To handle unexpected costs resulting from natural emergencies or other significant unexpected events.
- In anticipation of issuing a long-term bond for capital financing. This form of financing offers an opportunity to borrow for short periods until the true, final costs of a project are known.

Pay-As-You-Go Financing

This method means that capital projects are paid for from the government's current revenue base. The County does not issue bonds and does not have to repay the borrowings over time.

There are several advantages to this method. For example, pay-as-you-go financing will save the amount of interest which otherwise would be paid on bonds issued to finance the program. The government is not encumbered by as much debt service when economic conditions deteriorate due to normal business cycles. Since the use of current revenues can be adjusted in a given budget year, pay-as-you-go financing can provide greater budgetary flexibility than does a debt issue. The jurisdiction's long-term debt capacity is preserved for the future. Finally, lower debt ratios may have a positive effect upon the jurisdiction's credit rating.

Relying on current revenues to finance capital improvements also presents several disadvantages. Exclusive reliance upon pay-as-you-go funds for capital improvements means that existing residents are obliged to pay for improvements that will benefit new residents who relocate to the area. If the jurisdiction is forced to finance the improvements within a single budget, the large capital outlay required for some projects may result in an onerous tax burden. The County must be careful to ensure that the use of current revenues for capital projects does not diminish its availability to respond to emergencies and ongoing mandated services.

Grants

Government grants stem from a variety of sources, but the majority of grant revenues for capital projects come from federal and state governments. Grants often require a County matching contribution. Most grants require an application from the County, identifying specific improvements or equipment that will be purchased with the grant money.

Short-Term Borrowing (Notes)

Tax Anticipation Notes (TANs) are notes issued in anticipation of the collection of taxes, as referenced in the Arizona Revised Statutes (A.R.S.), Title 35, Chapter 3, Article 3.1. They provide operating funds to meet regular payroll and other operating expenses. During the fiscal year when tax payments are received, sufficient sums are used to retire the note. The timing of the note sale, the note's due date, and repayment of funds are all components of cash flow and cash management analysis.

The County last issued a TAN in August 1995 for $40 million, which matured on July 31, 1996. The TAN was retired and the County has not needed to issue additional TANs.

Lines and Letters of Credit – Where their use is judged by the Chief Financial Officer to be prudent and advantageous to the County, the County has the power to enter into agreements with commercial banks or other financial entities for purposes of acquiring lines or letters of credit. The Board of Supervisors must approve any agreement with financial institutions for the acquisition of lines or letters of credit.

On July 1, 2001, the County entered into a $35,000,000 municipal revolving line of credit with an interest rate of 65% of the bank's prime rate and a maturity date of June 30, 2005. The municipal revolving line of credit was renewed to July 1, 2006, for $35,000,000. Outstanding principal and interest is due on June 30 of each year. During fiscal year 2005, the County had not borrowed against the line of credit.

On July 1, 2004, the County entered into an $8,503,093 irrevocable standby letter of credit issued to the Industrial Commission of Arizona for unfunded workers' compensation claims. The irrevocable standby letter of credit matured on July 1, 2005. The letter of credit was reserved against the municipal revolving line of credit. During fiscal year 2005, the letter of credit had not been drawn upon. The irrevocable standby letter of credit was renewed to July 1, 2006 for $8,031,435.

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)

Certificates of Participation represent proportionate interests in semiannual lease payments. Participation in the lease is sold in the capital markets. The County's obligation to make lease payments is subject to annual appropriations made by the County for that purpose. Rating agencies typically give Certificate of Participation issues a grade below that of General Obligation Bonds. A.R.S., Title 11, Chapter 2, Article 4, §11-251, Paragraph 46, provides for a maximum repayment term of twenty five years for the purchase or improvement of real property.

Lease-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 indebtedness pertaining to general obligation bonds may not exceed six percent of the value of the County's taxable property ascertained by the last assessment. All general obligation bonds must be approved by voters regardless of amount issued up to the six percent limit. The County may issue non-general obligation bonds without voter approval up to six percent of the taxable property. However, with voter approval, the County may become indebted for an amount not to exceed fifteen percent of such taxable property.

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

2004-05 Constitutional General Obligation Bonding Capacity Maricopa County, Arizona		
2004-05 Secondary Assessed Valuation	$	33,197,218,398
15% of Secondary Assessed Valuation		4,979,582,760
Less: GO Bonded Debt Outstanding		-
Plus: GO Debt Service Fund Balance		-
Unused Fifteen Percent Borrowing Capacity	$	4,979,582,760

Rating Agency Analysis

Independent assessments of the relative credit worthiness of municipal securities are provided by rating agencies. They furnish letter grades that convey their assessment of the ability and willingness of a borrower to repay its debt in full and on time. Credit ratings issued by these agencies are a major function in determining the cost of borrowed funds in the municipal bond market.

Moody's Investors Service, Standard and Poor's Corporation, and Fitch Ratings are the three major rating agencies that rate municipal debt. These rating agencies have provided a rating assessment of credit worthiness for Maricopa County. There are five primary factors that comprise their ratings:

- Economic conditions – stability of trends,
- Debt-history of County – debt and debt position,
- Governmental/administration – leadership and organizational structure of the County,
- Financial performance – current financial status and the history of financial reports,
- Debt management – debt policies, including long-term planning.

Each of the rating agencies has their own method of assigning a rating on the ability and willingness of a borrower to repay in full and on time. Issuers must pay a fee for the opportunity to have one or more rating agencies rate existing and proposed debt issuance. The following chart outlines how the ratings reflect creditworthiness, ranging from very strong securities to speculative and default situations.

Examples of the rating systems are:

BOND RATINGS **Explanation of corporate/municipal bond ratings**	**RATING AGENCIES**		
	Fitch	Moody's	Standard & Poor's
Premium quality	AAA	Aaa	AAA
High quality	AA	Aa	AA
Medium quality	A	A	A
Medium grade, lower quality	BBB	Baa	BBB
Predominantly speculative	BB	Ba	BB
Speculative, low grade	B	B	B
Poor to default	CCC	Caa	CCC
Highest speculation	CC	Ca	CC
Lowest quality, no interest	C	C	C
In default, in arrears	DDD		DDD
Questionable value	DD		DD
	D		D

Fitch and Standard & Poor's may use "+" or "-" to modify ratings while Moody's may use numerical modifiers such as 1 (highest), 2, or 3.

History of Debt Rating

On November 11, 2003, Maricopa County received a bond rating upgrade from AA to AA+ from Fitch Ratings. **Fitch Ratings Press Release dated November 11, 2003,** states that the bond rating "upgrades are based on the imminent transfer of the county's health care delivery system to a separate voter-approved special health district with its own property tax levy. The upgrades also reflect continued financial improvement despite slower growth in the county's predominant revenue source, a record of continued economic growth and diversification, successful fiscal reforms, and the county's very modest debt profile."

The following illustrates a history of the County's various debt ratings:

Type of Debt	Fitch	Date Rating Assigned	Moody's	Date Rating Assigned	Standard & Poor's	Date Rating Assigned
General Obligation	AA+	11/11/03	Aa3	12/6/01	A+	4/11/97
	AA	12/4/01	Aa3	5/26/00	A	5/27/94
	AA	4/5/00	A-1	11/6/98	AA	6/2/76
			A-2	3/17/97		
			A	6/13/94		
			Aa	7/26/93		
			Aa-1	8/21/81		
			Aa	12/6/72		

Ratio Analysis

Rating analysts compare direct net debt to the population in order to measure the size or magnitude of the County's debt. This ratio is referred to as the Direct Net Debt Per Capita Ratio. The same ratio is applied to all debt within the County which includes School Districts, Cities and Towns, and Special Districts. This ratio is referred to as the Overall Net Debt Per Capita Ratio. The taxable value of the County is a measure of the County's wealth. It also reflects the capacity of the County's ability to service current and future debt. The ratio of Direct Net Debt as a percentage of Full Value (FV) Property is the comparison of direct net debt to the County's taxable value. The same ratio is applied to all debt within the County and is referred to as the Overall Net Debt as a percentage of Full Value Property. The Full Value Property Per Capita ratio represents the per capita value of taxable property in the County. An explanation of how each ratio is calculated is included in the notes adjacent to the following tables.

There are an infinite number of ratios, which could be calculated to measure the County's debt burden. The following analysis focuses on commonly used ratios instead of creating customized ones. The ratios calculated are for governmental activities and do not include business-type activities. The source of repayment is from either the secondary tax levy or by appropriation from the general fund for debt service payments. Debt for which there is a source of repayment; i.e. pledged revenues for car rental service charge, debt service has been excluded.

DIRECT AND OVERALL NET DEBT
MARICOPA COUNTY, ARIZONA

GOVERNMENTAL ACTIVITES	Audited 6/30/04	Unaudited 6/30/05	Projected 6/30/06	Projected 6/30/07
General Obligation	$ 20,165,000	$ -	$ -	$ -
Less: Amount available for Retirement of General Obligation Debt	-	-	-	-
Lease Revenue Bonds (5)	110,240,000	101,145,000	91,830,000	82,325,000
Lease Purchase Agreement	0	10,812,000	9,451,000	8,031,000
Certificate of Participation (5)	5,865,000	5,500,000	5,115,000	4,715,000
Capital Leases	10,820,105	13,466,797	7,349,805	2,410,253
Installment Purchase Agreement (5)	1,251,950	892,254	546,202	205,765
Direct Net Debt	$ 148,342,055	$ 131,816,051	$ 114,292,007	$ 97,687,018
Overlapping Debt (1)	5,343,308,638	5,861,863,210	6,198,920,345	6,555,358,264
Overall Net Debt	$ 5,491,650,693	$ 5,993,679,261	$ 6,313,212,352	$ 6,653,045,282
Population Estimate (2)	3,254,363	3,329,561	3,405,237	3,480,881
Full Value of Taxable Property (3)	$ 226,293,569	$ 253,264,911	$ 276,058,753	$ 300,904,041
Ratios (4)				
Direct Net Debt Per Capita	$ 45.58	$ 39.59	$ 33.56	$ 28.06
Overall Net Debt Per Capita	$ 1,687.47	$ 1,800.16	$ 1,853.97	$ 1,911.31
Direct Net Debt As Percentage Of Full Value Property	.0656%	.0520%	.0414%	.0325%
Overall Net Debt As % Of FV Property	2.43%	2.37%	2.29%	2.21%
FV Property Per Capita	$ 69,535.44	$ 76,065.56	$ 81,068.88	$ 86,444.79

Notes:

(1) Projected overlapping debt for 2006 and 2007 was based on a three year average of 5.75%.
-General Obligation Bonds for: Cities, Towns, School Districts and Special Assessment Districts. Source: www.azdor.gov/ResearchStats/bonding/05-0002i.pdf

(2) Source: www.workforce.az.gov, projections for 2005 and 2006 are based on a 2.22% estimated annual growth rate.

(3) Secondary Valuation Taxable Property Estimates: 2005 provided by the Assessor's Office; 2006 and 2007; based on a 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

(5) Governmental activities direct and overall net debt includes the applicable portion of outstanding debt obligations that were reclassified from the transition of the Maricopa County Medical Center (business-type activity) to the Maricopa County Special Health Care District, a separate legal entity. The debt obligations are included in the calculation as they are a direct obligation to the County and are not paid from pledged revenues. Maricopa County will be reimbursed by the Maricopa County Special Health Care District for the debt service payments paid on behalf of the County as provided for in the Intergovernmental Agreement.

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.

Recently retired General Obligation Bonds were the result of the 1986 general election where the voters authorized the County to issue long-term debt. The resulting proceeds from the sale of the bonds were used for the purpose of making improvements in the County which included Criminal and Civil Courts Facilities, Juvenile Court – Juvenile Treatment and Detention Facilities, Law Enforcement and Public Safety, Regional Park Improvements, Environmental Protection, Sanitary Landfill, Public Health Facilities, Infrastructure, Communication Improvements, etc.

Legal Debt Margin – County indebtedness pertaining to general obligation bonds may not exceed six percent of the value of the County's taxable property ascertained by the last assessment. However, with voter approval, the County may become indebted for an amount not to exceed 15 percent of such taxable property. At June 30, 2005, the County had no outstanding general obligation debt, (0.00% of taxable property), while the 6 percent limit was $1,991,833,104 and the 15 percent limit was $4,979,582,760.

Lease Revenue Bonds

On June 1, 2001, the Maricopa County Public Finance Corporation issued $124,855,000 of Lease Revenue Bonds to pay for the acquisition, construction and equipment for a planned 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 that date. Upon the final lease payment, the title to the assets will transfer to the County. The County's obligation to make lease payments will be subject to and dependent upon annual appropriations made by the County.

On December 3, 2003, the Maricopa County Public Finance Corporation issued Lease Revenue Refunding Bonds, Series 2003, of $16,880,000 (par value) with an interest rate ranging from 2.5% to 4% and maturing on July 1, 2012. The proceeds were used to advance refund the 2000 certificates of participation principal of $4,103,000, 1996 certificates of participation principal of $1,576,452, 1994 certificates of participation principal of $3,815,000, 1993 certificates of participation principal of $580,000, and several capital leases aggregating $11,104,817. The bonds were issued at a premium of $457,156 and debt service reserve accounts previously established totaling $4,461,354 were used for the current refunding and to pay cost of issuance expense.

Under the terms of the bond indentures, the Corporation received the proceeds to current refund County debt obligations and the County will make lease payments to extinguish the debt. The County will be obligated to pay on each lease payment date an amount equal to the lease payments then due. The County's obligation to pay the lease payments will continue until all lease payments due under the lease have been paid. The County's obligation to make lease payments will be subject to and dependent upon annual appropriations made by the County.

DEBT SERVICE REQUIREMENTS TO MATURITY

Lease Revenue Bonds

Maricopa County, Arizona

As of June 30, 2005

Year Ending June 30	Governmental Activities		Business-Type Activities	
	Principal	Interest	Principal	Interest
2006	$ 9,308,434	$ 4,874,068	$ 6,566	$ 1,291
2007	9,498,024	4,434,264	6,976	1,021
2008	8,477,750	4,044,588	7,250	791
2009	8,592,476	3,671,792	7,524	587
2010	8,890,076	3,238,803	4,924	394
2011-15	46,069,741	9,076,726	10,259	319
2016	10,265,000	278,525	-	-
Total	$ 101,101,501	$ 29,618,766	$ 43,499	$ 4,403

On January 1, 2005, the Maricopa County Medical Center (business-type activity) was transitioned to the Maricopa County Special Health Care District, a separate legal entity. The following represents the reimbursement schedule for debt service obligations to Maricopa County from the Maricopa County Special Health Care District as provided for in the Intergovernmental Agreement.

REIMBURSEMENT REQUIREMENTS TO MATURITY

Special Health Care District (Lease Revenue Bonds)

Maricopa County, Arizona

As of June 30, 2005

Year Ending June 30	Principal	Interest	Total Debt Service
2006	$ 1,458,937	$ 694,342	$ 2,153,279
2007	1,530,562	626,269	2,156,831
2008	1,606,741	563,380	2,170,121
2009	1,478,163	503,181	1,981,344
2010	1,526,943	435,430	1,962,373
2011-15	6,270,806	1,179,934	7,450,740
2016	1,335,273	36,231	1,371,504
Total	$ 15,207,425	$ 4,038,767	$ 19,246,192

SUMMARY OF LEASE REVENUE BOND AMOUNTS OUTSTANDING BY ISSUE

As of June 30, 2005

Bond Issue	Amount
2001 Lease Revenue Bonds	$ 87,580,000
2003 Lease Revenue Refunding Bonds	13,565,000
Total	$ 101,145,000

Lease Purchase Agreement

On August 28, 2004, the Maricopa County Public Finance Corporation entered into a Lease Purchase Agreement with a financial institution not to exceed $15,000,000 with a fixed interest rate of 4.165% and maturing on June 1, 2012. The Lease Purchase Agreement will be on a draw down basis and will be re-amortized after each draw down. The purpose of the Lease Purchase Agreement is to provide financing for the construction and capital equipment for the Human Services Project. The County is obligated to make the principal and interest payments on the amounts borrowed under this agreement. As of June 30, 2005, the County had not drawn the remaining $3,000,000 from the lease purchase agreement.

DEBT SERVICE REQUIREMENTS TO MATURITY

Lease Purchase Agreement

Maricopa County, Arizona

As of June 30, 2005

Year Ending June 30	Principal	Interest	Total Debt Service
2006	$ 1,361,000	$ 449,615	$ 1,810,615
2007	1,420,000	393,625	1,813,625
2008	1,478,000	334,483	1,812,483
2009	1,539,000	272,926	1,811,926
2010	1,604,000	208,828	1,812,828
2011-12	3,410,000	214,492	3,624,492
Total	$ 10,812,000	$ 1,873,969	$ 12,685,969

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE

As of June 30, 2005

Lease Purchase Agreement Issue	Amount
Total Lease Purchase Agreement, Series 2004	$ 10,812,000

Special Assessment Districts

A Special Assessment District (County Improvement District) process begins with the circulation of a petition. The petition must be signed by either a majority of the persons owning real property or by the owners of fifty-one percent or more of the real property within the limits of the proposed district. With the approval of the petition by the Board of Supervisors, a new improvement district is established. County Improvement Districts are further described in A.R.S., Title 48, Chapter 6, Article 1.

With the Board of Supervisors acting as the Board of Directors for each district, approval of an engineer, and the approval of plans, specifications and cost estimates soon follow. Each of these early phases of the improvement district process contain regulations for public notification through posting of the property, publication in the local newspaper, and the set up of a protest period.

Once the Board approves the awarding of the bid, construction follows. Since the residents pay for these improvements, an assessment is levied against each property owner. Depending on the type of improvement, some assessments are carried on the property tax roll, while others are collected through the County Improvement District Office. If the property owners are unable to prepay the improvement assessment within 30 days after the completion of the work, bonds are sold for the balance of the construction amount. The bonds are collateralized by properties within the District. The receivable is held by the Improvement District, and billed on a semi-annual basis. In cases of a delinquent payment of an assessment, the lien including penalty and interest may be sold at a public auction. If there is no purchaser for the lien, the District (not the County) will assume, as a general obligation, the amount of the assessment and interest accruing thereon.

The following table illustrates the outstanding principal amount by issue for the Special Assessment District Bonds.

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE

As of June 30, 2005

Bond Issue	Amount
Queen Creek Water	$ 56,252
Fairview Lane	5,082
East Fairview Lane	7,250
White Fence Farms	24,194
104th Place/University Drive	14,086
Central Avenue	46,207
Billings Street	2,280
Marquerite Drive	26,053
7th Street North	54,053
Total	$ 235,458

Certificates of Participation

Certificates of Participation represent proportionate interests in semiannual lease payments. The County's obligation to make lease payments is subject to annual appropriations made by the County for that purpose.

On November 1, 2000, Maricopa County Public Finance Corporation issued $6,975,000 of Certificates of Participation to pay for the cost of construction for the Desert Vista Health Center.

The following schedule shows all outstanding debt service for the Certificates of Participation as of June 30, 2005. On January 1, 2005, the outstanding debt obligations were reclassified from the transition of the Maricopa County Medical Center (business-type activity) to the Maricopa County Special Health Care District, a separate legal entity. Maricopa County will pay the debt service including principal and interest as they become due and payable and will request reimbursement from the Maricopa County Special Health Care District as provided for in the Intergovernmental Agreement. The following schedule reflects the Maricopa County debt service requirements which will be reimbursed by the Maricopa County Special Health Care District as provided for in the Intergovernmental Agreement.

DEBT SERVICE REQUIREMENTS TO MATURITY
Certificates of Participation
Maricopa County, Arizona
As of June 30, 2005

Year Ending June 30	Governmental Activities	
	Principal	Interest
2006	$ 385,000	$ 271,786
2007	400,000	253,043
2008	420,000	233,258
2009	445,000	212,170
2010	465,000	189,759
2011 – 15	2,740,000	555,148
2016	645,000	17,738
Total	$ 5,500,000	$ 1,732,901

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
As of June 30, 2005

Certificate of Participation Issues	Amount
Total Certificates of Participation, Series 2000	$ 5,500,000

Capital Leases (Lease-Purchase Obligations)

Maricopa County uses lease-purchase financing to expand its borrowing power. This financing technique provides long-term financing through a lease (with a mandatory purchase provision). Lease-purchase agreements use non-appropriation clauses to avoid being classified as long-term debt, which might be subject to State legal restrictions. This clause allows the government to terminate the lease without penalty. However, because it is not likely that the County would be willing to forego the property, lease-purchase agreements are considered long-term obligations for policy planning purposes, regardless of the legal structure.

The County maintains many capital leases, with the majority relating to the computer equipment refresh program where most personal computers are replaced every three years.

The security for lease-purchase financing is the lease payments made by the County and, where legally permitted, also the asset being financed. The following schedule shows all outstanding capital leases as of June 30, 2005.

Capital Leases Governmental Activities Maricopa County, Arizona Fiscal Year Ending June 30, 2005	
2006	$ 6,397,922
2007	5,078,806
2008	2,400,575
2009	27,195
2010	18,130
Total minimum lease payments	13,922,628
Less: Amount representing interest	(455,831)
Present value of net minimum lease payments	$ 13,466,797

Installment Purchase Contracts Payable

The County has entered into installment purchase contracts payable for the acquisition of medical equipment used in the Maricopa County Special Health Care District The Maricopa County Special Health Care District is obligated to reimburse the County for the debt service payments as provided for in the Intergovernmental Agreement. The total purchase price of the capital equipment was $2,382,705.

The future minimum payments required under the contracts at June 30, 2005, are as follows.

Installment Purchase Contracts Payable Governmental Activities Maricopa County, Arizona Fiscal Year Ending June 30, 2005	
2006	$ 378,731
2007	358,051
2008	208,863
Total minimum lease payments	945,645
Less: Amount representing interest	(53,391)
Present value of net minimum lease payments	$ 892,254

Debt Policies

Regular, updated debt policies can be an important tool to ensure the use of the County's resources to meet its financial commitments to provide needed services to the citizens of Maricopa County and to maintain sound financial practices.

Administration of Policy

The County Manager is the Chief Executive of the County. With the exception of those responsibilities specifically assigned by state statute to the Chief Financial Officer, the County Manager is ultimately responsible for the approval of any form of County borrowing. The Chief Financial Officer coordinates the administration and issuance of debt, as designated by the County Manager.

The Chief Financial Officer is also responsible for attestation of disclosure and other bond related documents. References to the "County Manager or his designee" in bond documents are hereinafter assumed to assign the Chief Financial Officer as the "designee" for administration of this policy.

Use of Debt Financing

Debt financing includes General Obligation Bonds, Revenue Bonds, Certificates of Participation, Lease/Purchase agreements, and other obligations permitted to be issued or incurred under Arizona law.

Method of Sale

Debt issues of the County may be sold by competitive, negotiated, or private placement sale methods unless otherwise limited by state law. The selected method of sale will be the option which is expected to result in the lowest cost and most favorable terms given the financial structure used, market conditions, and prior experience.

Competitive Sale

The County will use the competitive sale method unless there are compelling reasons which indicate that a negotiated sale or private placement would have a more favorable result due to prevailing conditions in the market, a financing structure which requires special pre-marketing efforts, or factors are present that are expected to result in an insufficient number or competitive bids. Advantages of using a competitive sale is that the issuer is getting the lowest net interest cost on that day time and all parties are given an equal opportunity, but timing is very inflexible.

Negotiated Sale

When determined appropriate, the County may elect to sell its debt obligations through a negotiated sale. Such determination may be made on an issue by issue basis, for a series of issues, or for part or all of a specific financing program. Negotiated underwriting may be considered upon recommendation of the Chief Financial Officer. Advantages of a negotiated sale is that timing is extremely flexible, the size of the issue can be easily changed at last minute and the issuer has influence over the underwriter selection and bond distribution.

Use of Bond Insurance

This is an insurance policy purchased by an issuer or an underwriter for either an entire issue or specific maturities. It will guarantee the payment of principal and interest, which in turn provides a higher credit rating and thus a lower borrowing cost for an issuer.

The present value of the estimated debt service savings from insurance should be at least equal to or greater than the insurance premium when insurance is purchased directly by the County. The bond insurance company will usually be chosen based on an estimate of the greatest net present value insurance benefit (present value of debt service savings less insurance premium).

Arbitrage Liability Management

Arbitrage is defined as the practice of simultaneously buying and selling an item in different markets in order to profit from a spread in prices or yields resulting from market conditions.

Arbitrage profits are made by selling tax-exempt bonds and investing the proceeds in higher-yielding taxable securities, when referencing municipal bonds. Municipal issuers are allowed to make arbitrage profits under certain restricted conditions. The sale of tax-exempt bonds primarily for the purpose for making arbitrage profits is prohibited by Section 103(c) of the Internal Revenue Code.

The Debt Management Division of the Department of Finance shall establish a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code. This will include tracking investment earnings on bond proceeds, using outside experts to assist in calculating rebate payments, preparing returns, and making payments in a timely manner in order to preserve the tax exempt status of the County's outstanding debt issues. Additionally, general financial reporting and certification requirements embodied in bond covenants will be monitored to ensure that all covenants are met. The County will structure its financing in such a way as to reduce or eliminate future Arbitrage Rebate liability, wherever feasible.

Selection of Professional Services

The Chief Financial Officer shall be responsible for establishing a solicitation and selection process for securing professional services that are required to develop and implement the County's debt program. Goals of the solicitation and selection process shall include encouraging participation from qualified service providers, both local and national, and securing services at competitive prices.

Bond Counsel – To render opinions on the validity, enforceability and tax exempt status of the debt and related legal matters, and to prepare the necessary resolutions, agreements and other documents.

Financial Advisor – To advise on the structuring of obligations to be issued, inform the County of various options, advise the County as to how choices will impact the marketability of County obligations and provide other services as defined by contract. To ensure independence, the financial advisor will not bid on nor underwrite any County debt issues.

Competitive proposals will be taken periodically for services to be provided over a period of one year with annual renewal options.

Other professional services will be retained, when required, including managing underwriters, credit agencies, escrow agents, trustees, printers, and others. These services will be procured when in the best interest of the County by a competitive selection process.

Continuing Disclosure of County Financial Information

Annual financial statements and other pertinent credit information, including the Comprehensive Annual Financial Report (CAFR), will be provided by the County upon request. A copy of the CAFR can be viewed from the Maricopa County home page at: http://www.maricopa.gov/finance/. All material that has a pertinent bearing on County finances will be provided to the agencies that maintain a rating on County securities.

The Chief Financial Officer shall be responsible for providing ongoing disclosure information to established national information repositories and for maintaining compliance with disclosure standards dictated by state and national regulatory bodies.

Copies of official statements for future issuance's of its bonds will be available through the following recognized municipal repositories:

Bloomberg Municipal Repositories
100 Business Park Drive
Skillman, NJ 08558
Phone: (609) 279-3225
Fax: (609) 279-5962
Email: Munis@Bloomberg.com

DPC Data Inc.
One Executive Drive
Fort Lee, NJ 07024
Phone: (201) 346-0701
Fax: (201) 947-0107
Email: nrmsir@dpcdata.com

FT Interactive Data
Attn: NRMSIR
100 Williams Street, 15th Floor
New York, NY 10038
Phone (212) 771-6999; (800) 689-8466
Fax: (212) 771-7390
Email: NRMSIR@Interactivedata.com

Standard & Poor's
Security Evaluations, Inc.
55 Water Street – 45th Floor
New York, NY 10041
Phone: (212) 438-4595
Fax: (212) 438-3975
Email: nrmsir_repository@sandp.com

The Securities and Exchange Commission released final "continuing disclosure" rules (the "Rules") for municipal bond issues on November 10, 1994, (amended existing Rule 15c2-12). The Rules, which in general were effective on July 3, 1995, impact nearly every issuer of municipal securities. The stated purpose of the Rules is to deter fraud and manipulation in the municipal securities market by prohibiting the underwriting and subsequent recommendation of securities for which adequate information is not available. No underwriter can purchase or sell bonds in an offering of more than $1,000,000 after July 3, 1995, unless it has reasonably determined that an issuer has undertaken to provide to the public information repositories on a continuing basis both annual financial information and notices of specified material events affecting the issuer or its securities.

This is applicable unless an exemption applies. The County intends to fully comply with the "continuing disclosure" rules.

Maturity Structures

Principal payment schedules should not extend beyond the economic life of the project or equipment financed.

The structure of debt issued by the County should be to provide for either level principal or level debt service. Except in select instances, deferring the repayment of principal should be avoided.

Ratings

The County's goal is to maintain or improve its bond ratings. To that end, prudent financial management policies will be adhered to in all areas. The Chief Financial Officer shall be responsible for maintaining relationships with the rating agencies that currently assign ratings to the County's various debt obligations. The County will maintain a line of communication with the rating agencies informing them of major financial events in the County as they occur. Full disclosure of operations will be made to the bond rating agencies. County staff, with the assistance of the financial advisor and bond counsel, will prepare the necessary materials for presentation to the rating agencies. A personal meeting with representatives of the rating agencies will be scheduled every few years or whenever a major project is initiated.

Modification to Policies

These policies will be reviewed annually and significant changes may be made with the approval of the County Manager. Significant policy changes will be presented to the Board of Supervisors for approval.

Attachments

Budget Calendar

11/14/05 – 12/9/05	OMB Develops Targets
12/5/2005	Board Approves Budget Guidelines/BFR Accountability Policy/Pay for Performance Plan
12/6/2005	Budget Kick-off - Budget Prep Instructions Provided to Departments
12/06/05 - 12/16/05	Budget System Released / Budget Targets Distributed to Departments
3/6/06 - 3/31/06	Department Meetings and Negotiations as Needed
3/17/2006	CIP Budgets Due to OMB
4/3/06 - 4/21/06	OMB Consolidates Budget
4/28/2006	Recommended Budget Document Complete
5/8/06 – 5/12/06	Board Briefings
5/15/2006	County Manager Presents FY 2006-07 Budget to Board
5/17/2006	Board Adopts Tentative Budget
6/19/2006	Final Adoption of FY 2006-07 Budget
8/21/2006	Board Sets Tax Rates

Note: Dates are subject to change.

Budgeting for Results Accountability Policy

A. Introduction

According to A.R.S. §42-17106, the County may not incur expenditures in excess of the amounts appropriated by the Board of Supervisors in the annual budget. A Special District may not exceed its duly adopted budget without an action by its Board of Directors amending its budget. The purpose of the Budgeting for Results Accountability Policy is to provide Departments/Special Districts with flexibility in managing their allocated public resources to achieve program results, while upholding accountability for spending within legal appropriations.

B. Definitions

Appropriation: Authorization by the Board of Supervisors to incur expenditures for a specific purpose, defined in Maricopa County as total expenditures by Department and fund; "budget items" as referenced in A.R.S. §42-17106. Appropriation for a Special District is the authorization by its Board of Directors to incur expenditures for the purposes specified in the Detailed Budget adopted by the Board of Directors.

Department: All County Departments, including Elected Official Offices, Court Departments, and Appointed Departments.

Detailed Budget: Budget allocation within an appropriation by month, organization unit, program/activity/service, object/source, and position.

Special District: All Maricopa County Special Districts, including the Flood Control District, Library District, and Stadium District.

C. Policy Guidelines

1. Budgets shall be appropriated and controlled by the Board of Supervisors/Board of Directors at the level of Department/Special District and fund and, where applicable, by capital improvement project.
2. Appropriation levels are not guaranteed from one fiscal year to the next. Each year, appropriation amounts for each Department/Special District and fund shall be recommended by OMB for approval by the Board of Supervisors/Board of Directors, based on detailed reviews of spending needs, priorities, expected results, and available funding.
3. Departments/Special Districts shall develop and maintain detailed revenue and expenditure budgets that will be loaded into the main financial system. Detailed budgets will be prepared by month, organization unit, object/source and position according to instructions developed by the Office of Management and Budget. *Beginning in FY 2002-03, detailed budgets will also be allocated to programs and activities.* Detailed budgets shall exactly equal Board appropriations.
4. Appropriations shall be changed during the fiscal year only with Board of Supervisors/Board of Directors approval, with the exception of grants approved by the Board in the previous fiscal year and carried over into the new year. The Office of Management and Budget may approve appropriation adjustments for carried-over grants if the Board of Supervisors/Board of Directors previously appropriated the grant, and the Department of Finance certifies the carried-over grant balance.
5. The Board of Supervisors/Board of Directors must approve all changes in capital improvement project appropriations. All requests for project appropriations must be accompanied by a request for Board approval to amend the five-year capital improvement program.

Budgeting for Results Accountability Policy (continued)

6. In order to maximize results, Departments/Special Districts will have the flexibility to reallocate their detailed budgets for the remainder of the current fiscal year within appropriations approved by the Board of Supervisors/Board of Directors. Budgetary flexibility is accompanied by the responsibility to produce expected results while absorbing unanticipated spending increases. If a Department/Special District requests an appropriation increase or contingency transfer for an unanticipated spending increase, the Board of Supervisors/Board of Directors shall determine whether the department will be controlled according to its detailed budget. The Office of Management and Budget shall validate that all detailed budget adjustments balance and reconcile to appropriations set by the Board of Supervisors/Board of Directors.
7. All positions must be fully funded and budgeted in accordance with the *Funded Positions Policy (B3001)*. In order to create new positions, departments/special districts must first verify full-year funding. If a position loses funding, it shall be identified and eliminated.
8. Departments/Special Districts shall recommend for approval any agreements that commit the County/Special District to expenditures for which funding is not identified in future years. Departments/Special Districts shall verify funding for all purchase requisitions or other contracts or agreements.
9. Department/Special District expenditures and revenues shall be monitored and reported on a monthly basis throughout the fiscal year. The Department of Finance shall prepare and submit to the Board a comprehensive monthly analysis of budget variances by Department/Special District and fund, and will investigate any negative year-to-date variances.
10. Any Departments/Special Districts for which the Department of Finance reports a negative year-to-date expenditure or revenue variance must provide a written explanation and corrective action plan to the Department of Finance and the Office of Management and Budget. The Office of Management and Budget and the Department of Finance will review and approve all corrective action plans, and report them to the Board once they are finalized.
11. If there is a significant risk that a Department/Special District will exceed its annual appropriation, the Board of Supervisors/Board of Directors may place restrictions on the ability of a Department/Special District to adjust its detailed budget, and may also control its expenditures according to the detailed budget.
12. Departments/Special Districts shall not exceed their expenditure appropriations. Departments/Special Districts shall be required to reduce expenditures to offset any revenue shortfall. Also, Departments/Special Districts may not exceed the budget for a specific capital improvement project.
13. At the close of the fiscal year, the Department of Finance will prepare and submit to the Board of Supervisors/Board of Directors a comprehensive report of all audited actual expenditures relative to all Department/Special District appropriations. The report will include an explanation of each instance in which expenditures exceed appropriations by the Board of Supervisors/Board of Directors.
14. If a Department/Special District exceeds its annual expenditure appropriation, its expenditures will be reviewed. by the Office of Management and Budget. They will identify the causes of the overrun and report the findings, along with a corrective action plan, to the Board of Supervisors/Board of Directors.
15. If a Department/Special District exceeds its expenditure appropriation, the Office of Management and Budget may recommend that the Department's/Special District's appropriation be appropriated and controlled according to the specific line-items in its detailed budget for the entire succeeding fiscal year, and any changes in the detailed budget shall require Board of Supervisors/Board of Directors approval.

Budgeting for Results Accountability Policy (continued)

16. The Board of Supervisors/Board of Directors may reduce a Department or Special District's appropriations for the subsequent fiscal year by an amount equal to the overrun in the previous fiscal year

Funded Position Policy

Introduction

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

Definitions

Full Time Equivalent (FTE): A value equivalent to a number of employees paid full time (forty hours per week, or from 2,080 to 2,096 hours per year, depending on the calendar). A half-time position that is paid 20 hours per week equates to .5 FTE; four half-time positions, each paid for 20 hours per week, equals 2.0 FTE, and so on. A single position may have an FTE value greater than zero, but not greater than 1.0. A group of positions has an aggregate FTE value based on the FTE values of the specific positions within the group.

Fully Funded Position: An authorized position that is fully funded by the general revenues of the County, a special revenue source, or a grant.

Payroll Liability: The salaries, benefits, payoff of accrued vacations and compensatory time, and career center expenses that result from a reduction in force.

Under-funded Position: A position for which a County Department/Special District has 1% to 99% of the funding required to support it on an annualized basis

Unfunded Position: A position that is not funded.

New Position Establishment Policy Guidelines

In order to create a new position, County Departments/Special Districts must submit a request to the Office of Management and Budget (OMB) on an official form that includes the following information:

- Working title and description of the position or positions requested.
- The number of positions requested and FTE value(s) of the position(s) requested.
- A Brief description of the purpose of the new position(s), including relation to program/ activity/service, performance measures, key results, and strategic goals.
- The full cost of the requested position(s), including not only direct salaries and benefits, but also indirect costs such as uniform allowances, equipment, and mandated or essential training. The County Department/Special District will also indicate whether it has enough building space, or identify the costs and sources of funding for additional space if needed.
- The funding source of the position(s) and location in the current budget.
- A list of any positions to be deleted in conjunction with creating the new position, along with a description of any other budgetary reductions made to offset the cost of the new position(s).
- Justification of why budget savings, including savings from deleted positions, should be used to create new positions and not result in a budget reduction.

The County Department/Special District director, elected official or chief deputy to an elected official must sign all position requests.

Funded Position Policy (Continued)

Position requests must be sent to the Office of Management and Budget for review. OMB will verify that the requested positions have been budgeted appropriately and that there is adequate funding to support the budget as a whole, including the requested position(s). OMB will not approve new positions unless their fully annualized cost can be supported within the County Department's/Special District's current appropriation, or if the Board of Supervisors/Directors has approved other funding. OMB will also verify that the request complies with established policies and priorities of the Board of Supervisors/Directors.

On approval by OMB, position requests from Elected or Judicial Branch departments will be forwarded to Compensation for review of job description and salary information. Requests from appointed County Departments/Special Districts will be forwarded to the Deputy County Administrator for final approval before they are forwarded to Compensation.

If a position request is denied, Elected or Judicial Branch departments may appeal the decision to the Board of Supervisors/Directors. If the Board of Supervisors/Directors approves a position request on appeal, the approval must be accompanied by an action to provide funding for the position(s) as necessary.

Position Funding Policy Guidelines

Each year as part of the budget process, County Departments/Special Districts must verify that budgets and funding are adequate to support all authorized positions. The Office of Management and Budget will validate that position funding is adequate, and will identify all positions that are potentially unfunded or under funded.

Personnel will be budgeted by market range title, full-time equivalent (FTE) and average wage and benefit rates at the fund and organizational unit level within County Department/Special District budgets. Total authorized FTE's and average wage and benefit rates must be at or lower than budgeted levels at all times, and fully funded on an annualized basis with current appropriation levels and funding.

Personnel savings due to natural staff turnover will be budgeted in all County Departments/Special Districts at appropriate levels. If actual personnel savings reaches high levels due to failure to fill positions for extended periods, adjustments will be made to either eliminate the positions or make efforts to fill them.

County Departments/Special Districts with vacant under funded positions will discuss the funding shortfall with OMB. County Departments/Special Districts have the option of eliminating the position(s) or identifying additional funding for the position(s).

OMB and County Departments/Special Districts will delete any vacant positions identified as unfunded or under-funded.

If filled positions are identified as unfunded or under-funded, the County Departments/Special Districts will provide the following information:

- The position or positions' contribution to provision of service and results.
- The full cost to continue the position.
- The resulting payroll liability if current employee(s) are terminated due to lack of funding.

This information will be forwarded for review and validation by the Office of Management and Budget. OMB will consolidate the information and forward it to the Board of Supervisors/Board of Directors for possible action.

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 and performance measurements for a department, agency and the County. A Strategic Plan provides information to department/agency staff, corporate decision makers, the Board of Supervisors and the public about how the department/agency is organized to deliver results and what results the department/agency is accountable for achieving. It also provides the opportunity for all County employees to see how they contribute at all levels in the organization.

Managing for Results Resource Guide: This guide describes Maricopa County's strategic planning process, and how to develop and implement a plan. The Resource Guide is available to all County employees.

Department/Agency: This includes appointed departments, offices, elected departments, special districts and the judicial branch.

General Policy

All Maricopa County departments/agencies will participate in the Maricopa County Managing for Results system and shall comply with this policy.

General Requirements

Planning for Results

Each department/agency will develop and submit to the Office of Management and Budget a department/agency strategic plan as part of the budget process.

All strategic plans will be developed and presented to the Office of Management and Budget in required format as outlined in the Managing for Results Resource Guide. All strategic plans will be submitted according to the annual budget calendar.

All managers will work with assigned employees to establish performance plans that align with department/agency strategic plans. Performance plans will be developed in accordance with *Performance Management policy (A1802).*

Managing for Results Policy (Continued)

The County Manager will develop and present to the Board of Supervisors a Countywide strategic plan, which contains strategic priorities and key result measures.

Budgeting for Results

The Office of Management and Budget and the Department of Finance will develop and maintain a financial structure aligned with the Managing for Results system.

The Board of Supervisors directs the Office of Management and Budget to review department/agency strategic plans and performance measures as a basis for making funding recommendations.

Reporting Results

Departments/Agencies will report quarterly to the Office of Management and Budget on their family of measures for budget and planning purposes according to the annual budget calendar.

The Office of Management and Budget will prepare and distribute a summary of measures.

Evaluating Results

Internal Audit will review and report on strategic plans and performance measures.

Decision Making and Accountability

The Board of Supervisors directs all Management to use performance information to manage activities effectively and efficiently.

Management will consider performance information in making policy and program decisions.

Performance Management Process Policy

Purpose

This policy integrates the Performance Management Process with the Managing for Results process 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 Management Plan that supports the overall department results. This written plan should clearly communicate how individual employee job functions relate to departmental Managing for Results plans. It should also include individual employee performance goals and their associated measures. The Performance Management Plan consists of an Employee Summary Sheet, the actual Performance Management Plan, and a Professional Development Plan. The primary purpose of the Employee Summary Sheet is to align employee performance to Managing for Results (MFR) within their given departments. Additionally, this tool will be used to track education levels of employees, providing needed information for succession planning and career planning considerations. The Performance Management Plan (PMP) specifies individual goals and measures, and the associated program, activity, or service for each goal. There are no limitations on the number of goals that can be listed. The final document of the PMP is the professional development tool. This tool allows supervisors and managers to recommend additional training or education to subordinates, so that they may successfully fulfill the requirements of their current job, while developing human capital for future organizational needs. 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.

Performance Management Process Policy (Continued)

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.

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: Outstanding; Exceeds; Meets; Marginal, or Unacceptable. All performance ratings must fit into these County Standards. Ratings should accurately reflect the employee's performance in relation to agreed-upon expectations set forth in the Performance Plan.

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. Conducting 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 the County's and department's Managing for Results 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 develop 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 more frequently needed to coach and counsel. Supervisors will complete the performance evaluation annually. Managers will 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.

Performance Management Process Policy (Continued)

Human Resources will offer:

- Training for employees, supervisors and managers on the use of tools and the process itself.
- Consulting, as requested, with directors and managers on the use of tools and the process itself.
- Coaching for supervisors, as requested, during implementation of the process.
- Development and electronic distribution of standard forms.

Human Resources/Records will receive all performance plans and annual evaluations, record the dates completed into HRMS, and file them in the official employee personnel file at Human Resources.

Reserve and Tax Reduction Policy

Introduction

The purpose of this policy is to provide for long-term financial stability and low, sustainable tax rates through responsible use of non-recurring resources, appropriate and minimal use of debt, and maintenance of reserve funds. Adherence to the policy will insure that Maricopa County maintains recurring revenue streams sufficient to support ongoing spending requirements. Adequate reserves will allow the County to maintain services during economic downturns without drastic expenditure reductions or tax increases while longer-term budgetary adjustments are put in place.

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

Definitions

Fund Balance: The difference between fund assets and fund liabilities.

Reserve Policy Guidelines

The Board of Supervisors will maintain reserve fund balances in the General Fund, and in other funds as appropriate. Reserves will be designated for elimination of cash flow borrowing in the General Fund and in other funds as necessary.

Unreserved beginning fund balances will be estimated and included in the annual budget; such expenditures will be designated in the budget as appropriated fund balance. Fund balances may be appropriated for the following specific uses:

- Acquisition of fixed assets.
- Retirement of outstanding debt.
- Fiscal stabilization by offsetting operating revenue shortfalls due to economic downturns, so long as adjustments are made to restore the structural balance of the budget within one to two fiscal years.

As an alternative method of acquiring assets, estimated fund balances may be reserved for repayment of debt used to build or acquire capital improvements. This method of financing will set aside fund balances that will fully or partially cover the outstanding debt, while maintaining additional cash reserves. As a guideline, no less than 25% of the outstanding debt principal must be held in reserve, or the capital acquisition must result in operating savings, such as building leases, that offset the ongoing debt service expenditures. The Board may consider exemptions to this guideline if there is a strong business justification for doing so.

Proceeds from the sale of real property will be reserved for capital improvements or to repay debt used to finance capital improvements, so long as future liabilities associated with the property, including environmental clean-up, have been met.

Use of fund balances must be consistent with the Tax Reduction Policy Guidelines, as outlined.

Reserve and Tax Reduction Policy (Continued)

Tax Reduction Policy Guidelines

Unless otherwise required by law, the Board of Supervisors/Board of Directors will strive to maintain the combined primary, debt service, Library District, and Flood Control District property tax rates at current or lower levels.

The Board of Supervisors/Board of Directors may reduce property tax rates under the following conditions:

- The tax reduction is sustainable for the foreseeable future according to reasonable and conservative forecasts.
- The budget is currently structurally balanced, e.g., recurring revenue exceeds recurring expenditures and will remain so into the future according to reasonable and conservative forecasts.
- Fund balance reserves are sufficient to eliminate cash-flow borrowing and unexpected economic changes.
- Fund balances have been appropriated or reserved for repayment of outstanding debt.
- Necessary capital expenditures are appropriated from fund balance, or supported by debt that is backed by reserved fund balances.

Minimum Fund Balances for Cashflow Purposes

Each year, the Department of Finance, in collaboration with the Office of Management and Budget, calculates the minimum fund balances needed for the upcoming fiscal year to avoid short-term borrowing (such as Line of Credit, Tax Anticipation Note, or Internal Borrowing Agreement) in the General Fund, Flood Control District, and Library District. OMB uses trend analysis to estimate revenue collection and spending patterns for each fund. In addition, the calculation model assumes growth commensurate with the Consumer Price Index. The model assumptions are re-examined each year and modified when necessary. Calculated minimum fund balance requirements for FY 2006-07 are listed in the table below, followed by fund-specific information.

Fund	Required Minimum Fund Balance
General	$94,019,106
Flood Control District	$4,626,756
Library District	$2,436,203

General Fund

Cash from a variety of sources can be used in the calculation of the minimum fund balance requirement for the General Fund. These include:

1) General Fund
2) Internal Service Funds
    a. Equipment Services Fund
    b. Reprographics Fund
    c. Telecommunications Fund
3) Enterprise Funds
    a. Solid Waste Fund

The internal service funds listed above are included because they are an extension of General Fund activities and represent available cash for county administrative operations. The Solid Waste Fund is included because it has a significant cash balance generated by the sale of the Northwest Regional Landfill in September, 1996. These funds were set aside by the County to separately account for and fulfill the General Fund obligation to fund long-term (25 plus years) landfill post-closure costs. Given this connection to the General Fund and that it is not anticipated that these post-closure costs will ever require significant draws on this cash, the balance is available for the County's administrative/operational cashflow needs.

The General Fund's strongest financial position, due to property tax payments, occurs in November and May. Historically, the General Fund reaches its lowest fund balance position between September and October.

Minimum Fund Balances for Cashflow Purposes (Continued)

Flood Control District

The Flood Control District has one fund available to finance its operational expenditures. The District utilizes a separate capital projects fund for its CIP, with expenditures supported by fund transfers from the Flood Control District's operational Fund. The Flood Control District's operational fund is primarily funded with property tax. As a result, it shares the same pattern of fiscal low and high points as the General Fund. For purposes of calculating the minimum fund balance, it is assumed that major intergovernmental revenue will be collected and transfers to the capital projects fund will occur uniformly during the year.

Library District

Similar to the Flood Control District, the Library District only has one fund to finance its operations. It is primarily funded through property tax and has a fairly uniform spending pattern during the year.

Policy for Administering Grants

Introduction

The purpose of this policy is to serve as the frame work for Departments/Special Districts to follow when applying for grants and negotiating the terms and conditions of the agreements and/or contracts to ensure optimum financial and administrative arrangements for Maricopa County or the Special District.

Definitions

Central Service Costs (A-87): refers to costs, benefiting both grant and non-grant activities for inclusion as part of indirect cost in grants. The allocation is calculated in compliance with the Federal Office of Management and Budget Circular A-87.

Department: refers to the department, office or agency under budgetary responsibility of the Board of Supervisors, which has direct oversight responsibility for the program(s) funded partially or totally with the grant funds. The elected official or department director of the Department shall act as the agent of the County for purposes of this policy.

Department Overhead: Departmental/Special District costs incurred for both grant and non-grant programs.

Grantor Agency: refers to a Federal, state, local, or private agency or organization, which provides the grant funding and/or grant funding oversight.

Indirect Costs: refers to those costs incurred for a common or institution-wide objective that benefits more than one grant program or project. Such costs are not readily assignable to the cost objective specifically benefited.

In-Kind: refers to contributions in the form of goods or services rather than in cash.

One-time Grants: refers to funding from a Grantor Agency which is provided for a limited duration for a specified project or program. This type of grant may be provided to start a new program or service or for a program or service which has a limited life.

Ongoing Grants: refers to funding from a Grantor Agency which is expected to be provided year after year for a specified program(s) or service(s).

Special District: Flood Control District of Maricopa County, Maricopa County Library District, Maricopa County Stadium District.

Policy

Maricopa County and Special Districts receive significant funding from Federal, state, and local agencies annually. The following policy statements will ensure that the County or Special District is managing grants to its optimum potential.

The Board of Supervisors or Board of Directors must formally accept all grant awards prior to any funds being expended.

Departments/Special Districts will consistently negotiate grant agreements to meet County or Special District goals and policies. This includes conducting a cost/benefit study to determine the appropriateness of Maricopa County or a Special District pursuing a particular grant.

Policy for Administering Grants (Continued)

Departments/Special Districts will negotiate for advance funding financial arrangements first and only accept reimbursement funding as the final option.

Departments/Special Districts will clearly define any matching requirements required by Maricopa County or Special District during the application process.

To minimize interest expense to Maricopa County, Departments/Special Districts will attempt to and negotiate a reimbursement schedule that is in alignment with this policy. Departments/Special Districts will closely monitor their expenditures and claim reimbursement whenever expenses exceed $100,000, or on a monthly basis.

Maricopa County or Special District will utilize the County financial system to track, monitor and report all grant financial activity. All grant activity must be closed out within 150 days of the grant end date.

Departments/Special Districts are required to charge indirect costs on all grants unless prohibited by the grant contract, law, County Board of Supervisors approval or Special District Board of Directors approval.

- Indirect costs will always be included (applied for) in the financial section of the grant application.
- Indirect costs will be recovered at the maximum allowed by the Grantor or as defined on the Indirect Cost Plan that is approved by the Department of Finance.

Departments/Special Districts do not have the authority to negotiate a lower indirect cost reimbursement in order to increase program funding.

Departments will expend all grant funds prior to expending any general fund appropriations, or in the case of Special Districts, before expending other Special District revenues in relation to grant programs.

Guidelines

This Policy shall serve as the framework for Departments/Special Districts to follow when applying for grants and negotiating the terms and conditions of the agreements. The Policy is not intended to discourage Departments/Special Districts from seeking grant funding as a means to support various services and programs. Rather, it is intended to provide consistent guidelines for grant administration to ensure optimum financial arrangements for Maricopa County or Special District and to enhance Board of Supervisors or Board of Directors acceptance of grants conforming to this Policy. Specific information and detailed procedures are contained in the Maricopa County Grant Manual, which is located at ebc.maricopa.gov/library/finance. The Grant Manual will be updated as necessary by the Department of Finance.

Initial Grant Application

Departments/Special Districts are not required to obtain Board of Supervisors/Board of Directors approval prior to submitting an application for grant funding if the application complies fully with this policy.

Departments/Special Districts are required to obtain the approval of the Board of Supervisors/Board of Directors prior to submitting an application for grant funding for any type of deviation from this policy including full indirect cost recovery. The information on the agenda must be clear and describe the nature of the deviation(s). It must also be clearly noted the intent or non-intent to apply for further grants from this particular grantor of this nature. After this grant has been reviewed and accepted by the Board

Policy for Administering Grants (Continued)

of Supervisors/Board of Directors, subsequent grants in that fiscal year from the same Grantor Agency with like provisions do not require the Board's review and acceptance during the application process.

Grants for the Judicial Branch in Maricopa County will be identified by the Presiding Judge of the Superior Court in an annual presentation to the Board of Supervisors. The presentation will reference the individual grants, and whether any of the provisions of the grants deviate from this Policy. After these grants have been reviewed and accepted by the Board of Supervisors, subsequent grants for that fiscal year from the same Grantor Agency with like provisions do not require the Board's review and acceptance of the grant. Subsequent grants from a new Grantor Agency must be transmitted to the Board of Supervisors for review and acceptance.

Departments/Special Districts may seek approval for both the Grant Submittal and Grant Award Acceptance at the pre-submission stage, provided that all terms of the grant are in compliance with this policy and the information presented to the Board of Supervisors/Board of Directors is consistent.

Departments/Special Districts will provide to the Department of Finance a copy of all grant agreements which must specifically include the award amount, grant period dates, availability of indirect costs and the indirect cost percentage (%), distinction between reimbursement or advance funding and a complete description of the grant. The provided information will be used to establish controls on the County financial system and will not be changed or modified (award period, grant award, etc.) without supporting documentation from the Grantor.

On-Going Grant Application

From year to year, Departments/Special Districts may receive grant funding from the same Grantor for the continuation of a program. In this case, Departments must notify the Board of Supervisors/Board of Directors in an annual or more frequent presentation of their intent to apply for all ongoing grants.

Grants for the Judicial Branch in Maricopa County will be identified by the Presiding Judge of the Superior Court in an annual presentation to the Board of Supervisors. The presentation will reference the individual grants, and whether any of the provisions of the grants deviate from this policy. After these grants have been reviewed and accepted by the Board of Supervisors, subsequent grants for that fiscal year from the same Grantor Agency with like provisions do not require the Board's review and acceptance of the grant. Subsequent grants from a new Grantor Agency will be transmitted to the Board of Supervisors for review and acceptance.

Funding

To improve cash management practices, it is the County and Special Districts' preference to receive funding on an advance basis instead of a reimbursement basis. Therefore, every effort is to be made by Departments/Special Districts to obtain advance funding from the Grantor Agency. This is especially critical for one-time grant funded programs where the County or Special District is advancing funds to nonprofit subcontractors.

The Department/Special District may be requested by the Office of Management and Budget (OMB) to present the cost/benefits of accepting a grant versus not accepting a particular grant. The cost/benefit analysis must take into account if the grant-funded services are mandated and comply with the MfR Budgeting format.

One-time Grants, which are actually start-up grants for new programs or services, will be so noted in the submittal to the Board of Supervisors/Board of Directors. Program costs, which Departments/Special Districts wish to continue once the grant funding has been depleted, will be identified and reported to the Board of Supervisors/Board of Directors at the time of submittal for

Policy for Administering Grants (Continued)

consideration. The Department must present analysis and information to the Board of Supervisors/Board of Directors to assist the Board in deciding whether the County or Special District should fund expenses for the project or program from other County or Special District funds following the depletion of the grant funds.

Claiming Reimbursement

Departments/Special District will record and track grant revenues and expenditures utilizing the County financial system.

Departments/Special District shall submit claims to the Grantor Agency as frequently as permitted under the grant agreement. This will be no less frequent than monthly or when the expenditures reach $100,000, unless otherwise established by the grantor.

At grant year-end, each Department/Special District shall close out its respective grants. This includes preparing and submitting any required final reports to the Grantor Agency and either returning excess funds or requesting final reimbursement for the grant year. All grant closing documentation will be submitted to the Finance Department to ensure the grants are accurately closed on the financial system within 150 days after the grant end date as represented on the County financial system. All unreimbursed costs must be identified and a plan of action defined to ensure an alternate funding source is identified and the grant is effectively closed within the 150 day timeframe. All unresolved grant balances/(deficits) after the 150 day timeframe will be reported to the Board of Supervisors by the Department of Finance and the Office of Management and Budget by utilizing the Fund Balance Report.

Indirect Costs (A-87 Charges)

Federal Office of Management and Budget Circular A-87 recognizes indirect costs as legitimate grant expenses. As such, it is the intention of Maricopa County or Special District to recover indirect costs at all opportunities. In order to do so, the Department of Finance will prepare the following plans on an annual basis:

A-87 County-wide Central Services Cost Allocation Plan. The Department of Finance is responsible for preparing and negotiating the County-wide A-87 plan with Maricopa County's cognizant agency, United States Department of Housing and Urban Development (HUD). The Department of Health and Human Services is Maricopa County's assigned cognizant agency regarding audit issues.

Whenever permitted by the Grantor Agency, grants requiring County or Special District matching funds may utilize County Overhead (A-87) as a last option. All other opportunities must be exhausted to meet the in-kind match before utilizing County Overhead (A87). If the required match exceeds the amount of in-kind and/or County Overhead (A-87) or Overhead is not an allowable expense by the Grantor Agency the Department must inform the Board of Supervisors/Board of Directors of the exception and estimate the relative financial in-kind impact.

Departmental Indirect Cost Allocation Plan(s). The County's A-87 indirect costs plans are used as a means of equitably recovering indirect costs from both federal and non-federal grant programs. All departments/Special Districts receiving grant funds shall submit a written request to the Department of Finance to prepare a Departmental A-87 Indirect Cost Allocation Plan.

In some cases the grantor may limit the recovery of indirect costs to a percentage less than the combined Departmental and County-wide A-87 indirect rate. In these cases, the Departmental A-87 rate shall be satisfied first. Any remaining funds will then be applied to the County-wide A-87 rate.

Policy for Administering Grants (Continued)

Specific accounting information and examples can be found in the County Grant Manual located at ebc.Maricopa.gov/library/finance.

Purchase of Computing and Network Systems Relating to Grant Supported Programs

To ensure compatibility and supportability of the County computing and network infrastructure, Departments/Special Districts are to consult with and obtain approval from the Chief Information Officer prior to purchasing any desired equipment. This applies to hardware, software and communications technologies including data, voice, video, image radio telemetry and facsimile purchases under the provisions of the County's Procurement Code.

Departments/Special Districts are to utilize the Technology Financing Program unless the grant specifically does not provide for this type of activity. As an example, a grant that is Board-approved for two (2) years would not allow for the purchase of computers under the Technology Financing Program as the Technology Financing Program is a 36-month program.

To ensure effective asset management and tracking, all computer-related items must be tagged with an asset number by the Technology Finance Program Coordinator and recorded in an asset database. This information is utilized for the projection of asset replacement purposes.

Departments in the Judicial Branch of Maricopa County will consult with the Chief Information Officer prior to any purchases under the Judicial Procurement Code to determine whether the purchase will require compatibility and supportability of the County computing and network infrastructure.

Department of Finance Responsibility

While each Department/Special District has staff assigned to monitor and report the financial activities of grants, the Department of Finance will provide general and technical oversight and monitoring of all grant funds. At a minimum, the Department of Finance will:

- Review and approve grant agenda items when they comply with County policy and the County Grant Manual.
- Establish a Board approved grant on the County financial system when all supporting documentation is provided.
- Prepare and provide to the Departments/Special Districts a monthly grant report (Fund Balance Report). This report will include inception to date financial activity for each individual grant. This report will be used to ensure the effective management and maintenance of grant activity.
- Ensure that grant expenditures do not exceed grant awards.
- Review individual grant balances, utilizing the Fund Balance Report, on a quarterly basis to identify departments that are not requesting reimbursement from the Grantor Agency on a timely basis. Departments/Special Districts that are not regularly claiming reimbursements will be contacted by the Department of Finance.
- Communicate with the Office of Management and Budget regarding fund balance and/or deficit issues.
- Initiate the preparation of the Indirect Cost Allocation Plan by providing a copy of the current plan, detailed listing of expenditures and other supporting data. Provide support, guidance and direction to Departments/Special Districts to assist them in the preparation of their Indirect Cost Allocation Plan.
- Review Fund Balance Report for closed Grants to determine compliance with fund balance/(deficits).

Policy for Administering Grants (Continued)

- Review and recommend approval of proposed Grant applications when Department/Special District is not in full compliance with Grant policy.

Office of Management and Budget Responsibilities

- Review and recommend approval of grant agenda items when they comply with County policy and the County Grant Manual.
- Review and recommend approval of Department's/Special District's proposed grant budget.
- Review and recommend approval of adjustments to Department's/Special District's grant budget as necessary.
- Review and take action as necessary to correct any deficit in Grant Funded Budgets.
- Review and take action as necessary to minimize lost interest earnings to the General Fund due to negative cash positions in Grant funds.
- Review and take action as necessary regarding departmental indirect cost rate plans. Ensure maximum reimbursement of all allowable indirect costs.
- Consistent with Board policy, review departments spending to ensure that Grant Funds are used before General Fund dollars, and for Special Districts, to ensure that Grant Funds are used before other Special District revenues.
- Review and recommend approval of proposed Grant applications when Department/Special District is not in full compliance with Grant policy.

Department/Special District Responsibilities

Each Department/Special District will ensure the following general maintenance activities are completed as defined below:

- Review, reconcile and certify the monthly Fund Balance Report. Any discrepancies are to be reported to the Department of Finance within two (2) weeks of receiving the Fund Balance Report. A written response must be received by the Department of Finance to validate the monthly certification.
- Reconcile and close expired grants on the County financial system within 150 days of the grant end date (as entered on the County financial system).
- Communicate with the Office of Management and Budget and the Department of Finance regarding grants with a negative balance (unreimburseable expense). The Department/Special District must develop a plan of action to resolve the deficit. For departments, the plan should only consider utilizing General Funds as a last option.
- Prepare the Indirect Cost Allocation Plan in the format defined by the Department of Finance. Obtain Departmental/Special District approval of the Indirect Cost Allocation Plan and provide a complete copy of the plan with all supporting documentation to the Department of Finance and the Office of Management and Budget by the timeline established by the Department of Finance.
- Comply with all reporting requirements as defined by the grantor.
- Comply with all record retention requirements as defined by the grantor.

Related Documents

The following documents are available at the indicated site.

Grant Manual: ebc.maricopa.gov/library/finance
OMB Circular A-87: www.whitehouse.gov/omb/circulars/a087/a087-all.html

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 Manager, 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 Manager 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 Manager or designated to ensure that the expenditures are budgeted and appropriate.

If approved, the contingency budget will be reduced and the appropriate department appropriation or other General Government item will be increased.

Capital Asset Policy

Purpose

The purpose of the Capital Asset Policy is to establish policies and procedures governing the capital asset activities for Elected Officials and employees to ensure consistent management of all capital asset activity.

Specific information regarding Arizona Revised Statutes can be viewed at the following Internet site: http://www.azleg.state.az.us/ArizonaRevisedStatutes.asp

This policy defines the overall responsibility for capital asset expenditures. Specific information and detailed procedures are contained in the Capital Asset Manual, which is located at http://ebcstg.maricopa.gov/library/finance/

This policy is a new comprehensive policy for all county departments and Special Districts. Therefore, all department/Special District policies regarding capital assets are revoked except where noted.

Definitions

The following terms are used throughout the Capital Asset Policy (A2507):

Acquisition: A newly acquired capital asset.

Betterment: An increase in the value of an asset due to an improvement made to the asset. The valid entries are between 01 and 99. The original asset acquisition will be assigned betterment number 00. A betterment must have a cost of $5,000.00 or more.

Capital Asset: Assets of a relatively fixed or permanent nature owned by the County/Special District. This includes: equipment, machinery, and vehicles with an estimated useful life of over one year costing more than $5,000.00, improvements other than buildings exceeding $5,000.00 in cost, and all buildings and land parcels regardless of value. Upgrades and/or enhancements of existing capital assets are also considered a capital asset.

Capital Projects Funds: A fund which accounts for the proceeds of bond issues and other resources expended for the acquisition, construction or reconstruction of major capital facilities. Capital Projects Funds' purchases are accounted for in the Government Wide Statement of Net Assets.

Department: A department is a specialized division within a large organization. As an example, the Department of Finance, Environmental Services, and Office of Management & Budget.

Department Head: The Elected Official, Presiding Judge, or Appointed Department Director serving as the responsible party for conducting business on behalf of the County/Special District.

Depreciation: The allocation of the cost of property over its economic (useful) life.

Depreciation Method: The method used to allocate the cost of property over its economic (useful) life. The County/Special Districts use the Straight Line Method (SL) for all depreciable assets.

Capital Asset Policy (Continued)

Disposition: The process of eliminating an asset from the on-line financial system due to sale, destruction, obsolescence, loss/theft, etc. This is the process initiated by the owner department. ***When a department disposes of an asset due to loss, theft or damage, the responsible department must comply with Administrative Policy A2230 Self Insured Property Coverage and Deductible Policy,*** **found at: http://ebc.maricopa.gov/pp/admin.** See Capital Asset Manual for a listing of valid Disposition codes.

Disposition Authority: An additional field of information used to identify the method of disposal. This will be the Auction Date, the Trade-in Date, the Journal Voucher Number (for an Internal Sale), or any other relevant information about the asset disposal.

Disposition Method: A code identifying the way in which an asset was retired. See the Capital Asset Manual for a complete listing of valid Disposition codes.

Elected Official: A person who is chosen by ballot to an office or post of authority by eligible voters to represent them in a public capacity and perform the duties for which they were elected.

Historical Value: The original cost of a capital asset. If the original cost of a capital asset is unavailable, the estimated value is to be utilized.

Infrastructure Assets: Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include roads, bridges, tunnels, drainage systems, water and sewer systems, dams, and lighting systems.

Salvage Value: The estimated amount that can be realized from the disposition of a retired asset at the end of its estimated useful life. Salvage value for all County/Special District assets is zero.

Special District: Flood Control District of Maricopa County, Maricopa County Library District, or Maricopa County Stadium District.

Useful Life: The time period, in years, over which a capital asset is expected to remain valuable to the County/Special District. See the Capital Asset Manual for a complete list of valid useful lives of assets.

Policy

Each Department/Special District will designate a Capital Asset Manager (See Section D for Responsibilities.).

The Department of Finance will utilize an on-line financial system to capture and report the data associated with capital assets and expenditures.

All items to be capitalized and entered into the on-line financial system by the Department of Finance must be expended out of a capital asset object code. For further clarification of the specific capital asset object codes to utilize, please review the Capital Asset Manual.

Amounts paid for items not considered general or medical supplies, that have a useful life of one year or more but cost less than $5,000.00 per item will be expended out of a non-capital equipment object code. For further clarification of the specific non-capital equipment object code to utilize, please review the Capital Asset Manual.

Capital assets will be recorded at actual cost. Actual cost includes all charges necessary to place the item in its intended location and condition for use, such as taxes, freight, title search fees and installation charges. The following capitalization levels are utilized by the County/Special Districts:

Capital Asset Policy (Continued)

Land Parcels

All land parcels (regardless of value) shall be capitalized and entered into the on-line financial system by the Department of Finance. Land is capitalized at its original purchase price plus any costs incurred to put the land in the condition necessary for its intended use, such as legal fees and excavation costs. The items included in this section are tracts and parcels of land, rights-of-way and easements owned by the County/Special District. Please review the Capital Asset Manual for the correct object code to utilize when purchasing land parcels.

Improvements Other Than Buildings

Assets in this category that are equal to or exceed $5,000.00 in original cost shall be capitalized and entered into the on-line financial system by the Department of Finance. The capitalized cost will be the actual dollar cost of installation or acquisition of these assets at the date of acquisition, including any fees for services related thereto. Items included in this section are: land improvements, leasehold improvements, retaining walls, flagpoles, fences, gateways and surfacing recreation areas such as tennis courts. Please review the Capital Asset Manual for the correct object code to utilize when purchasing items associated with the improvement to areas other than buildings.

Buildings

All buildings (regardless of value) shall be capitalized and entered into the on-line financial system by the Department of Finance. The capitalized cost will include the cost to build or the purchased cost at the time of acquisition, architect and engineer's fees, permits, insurance during construction, interest during construction and other administrative (indirect) costs and appraisals. Costs such as land acquisition and demolition are not included as part of building costs. They are included as costs of the land as indicated above. Please review the Capital Asset Manual for the correct object code to utilize when purchasing buildings.

Machinery and Equipment

All moveable assets that are equal to or exceed $5,000.00 in original cost and a useful life greater than one year shall be capitalized and entered into the on-line financial system by the Department of Finance. These items must be tagged with numbered property tags. Please review the Capital Asset Manual for the correct object code to utilize when purchasing machinery and equipment.

Generally, this classification includes tangible personal property. Items that meet these criteria include computer servers, large copiers, large office machines, major machinery and construction equipment, audio-visual equipment, communications equipment, medical equipment and recreational equipment. Please review item H. below regarding the specific instructions when purchasing technology items as defined in the Capital Asset Manual.

Software that is purchased for a “main frame” system will be capitalized under this category. The initial purchase will be capitalized only; the annual maintenance costs **will not** be capitalized.

Capital Asset Policy (Continued)

Vehicles

All vehicles that are equal to or exceed $5,000.00 in original cost and a useful life greater than one year shall be capitalized and entered into the on-line financial system. Generally, this classification includes construction vehicles, passenger vehicles, trucks, trailers, aircraft and other mechanized vehicles.

Please review the Capital Asset Manual for the correct object code to utilize when purchasing vehicles. Please review the specific instructions when purchasing vehicles as defined in the Capital Asset Manual.

The Board of Supervisors/Board of Directors must approve and accept **all** donations via the agenda process. Donated assets should be recorded at the estimated fair market value at the date of the gift. These items are to be included in the on-line financial system or the Department/Special District Inventory Control Listing depending upon the value of the asset.

It is the responsibility of each individual department/Special District to report all donations that are equal to or exceed the capitalization level of $5,000.00 to the Department of Finance. The individual must submit the appropriate acquisition form with a copy of the approved agenda item to the Department of Finance to ensure donated assets are included in the on-line financial system and appropriately recorded in the financial records. This includes all Land and Buildings (regardless of value), Improvements Other Than Buildings (value of $5,000.00 or more), Machinery, Equipment and Vehicles (value of $5,000.00 or more).

Capital Assets acquired through a capital lease agreement will be recorded in the on-line financial system. The Department of Finance will coordinate all capital lease agreements and maintain a copy of all capital lease documentation to ensure effective record keeping and financial reporting. (It is the responsibility of each department to ensure those items that meet the capitalization policy are included in the on-line financial system).

The Technology Financing Program (TFP) is a comprehensive program that provides a mechanism for financing technology equipment purchases and spreading the payments for the equipment over a three-year (36-month) period. All new technology equipment that includes but is not limited to: desktops, laptops, servers, printers, etc., must be financed through the TFP – including capital and non-capital assets. All assets meeting the criteria of a capital asset (equal to or exceeding $5,000.00 in original cost and a useful life greater than one year) must be capitalized and entered into the on-line financial system using a capital asset acquisition form by the Department of Finance.

All capital assets that are recorded into the on-line financial system must have a unique asset number assigned.

The Straight-Line (SL) method of depreciation shall be utilized for all assets (except Land assets as this type of asset is not depreciated). Straight-Line depreciation is calculated as follows: the cost of an asset less the estimated salvage value (zero for Maricopa County/Special Districts as defined in “K” below) is divided by the estimated useful life to arrive at an annual depreciation charge.

Maricopa County/Special Districts will fully exhaust the utility of an asset (to use an asset for spare parts or until it becomes functionally obsolete). The cost to dispose of an asset generally exceeds the proceeds that may be received. Therefore, salvage value of all assets is zero.

Capital Asset Policy (Continued)

Capital Improvement Projects (CIP) include those projects that are not completed at fiscal year-end for construction of buildings, improvements and other projects meeting the capitalization level. This account represents a temporary classification of capitalized interest, labor, materials, equipment and overhead costs of a construction project. The expenditures associated with CIP are tracked and reported utilizing Function Codes within the on-line financial system. At year-end, if the project is not complete, the amount is recorded as Work In Process (WIP) and represented in the appropriate financial statements. At the completion of a project, the amount is capitalized and an asset is entered into the on-line financial system. Each department/Special District must inform the Department of Finance of all completed projects to ensure they are included in the on-line financial system and accurately reported in the financial statements.

A complete physical validation (inventory) of all capitalized assets must be taken on an annual basis as outlined in the Capital Asset Manual.

A complete physical validation (inventory) of all assets financed through the TFP – including capital and non-capital assets must be taken on an annual basis as outlined in the Capital Asset Manual.

The Department of Finance – Capital Assets Division, may conduct random reviews to ensure compliance with the established Capital Asset Manual. The Department of Finance will coordinate all review activities with the Departmental Capital Asset Manager as not to disrupt the routine of the department. The review will determine the adequacy and effectiveness of the County/Special District's Capital Asset Program by evaluating the reliability and integrity of asset information and the means used to identify the value, classify the asset and record the information. It will further identify the Department's compliance with the Capital Asset Manual.

To ensure that correct and accurate Capital Asset information is available to County/Special District management, the Department of Finance will complete a monthly reconciliation of capital asset expenditures (utilizing capital asset object codes) against Capital Asset Acquisitions and/or Betterments entered into the on-line financial system. Upon completion of the reconciliation, the Department of Finance will prepare and submit to the Departmental Capital Asset Manager a report that delineates the findings. It is the responsibility of each department/Special District to review and complete the reconciliation within ten (10) working days from the date of distribution. This will ensure all actions are taken prior to the next "month-end" close. Any discrepancies identified on this report must be communicated to the Department of Finance – Capital Asset personnel immediately to ensure corrective action is taken.

It is the responsibility of each individual department/Special District to process all Capital Asset transactions including dispositions, transfers, and change/modifications within 15 working days of occurrence.

Department/Special District Capital Asset Managers who knowingly and willfully submit falsified capital asset information shall be referred to the appropriate departmental authority for any necessary action.

Capital Asset Policy (Continued)

Authority and Responsibilities:

The County/Special Districts (Department Directors):

Responsible to ensure the safety of all Capital Assets procured or donated within their respective department(s).

Responsible to manage the overall Capital Asset Program within their respective department(s).

Responsible to ensure the Annual Capital Asset Validation is completed accurately as defined in the Capital Asset Manual.

Responsible to review and certify the annual Capital Asset Validation as defined in Capital Asset Manual.

Responsible to review and authorize all Capital Asset Disposition(s) within their respective department(s).

Responsible to review all Capital Asset reports distributed by the Department of Finance

Responsible to define a specific individual within their respective department(s) as the Department Capital Asset Manager. In addition, they are responsible to inform the Department of Finance of any change in Capital Asset Manager assignment within 30 days of occurrence.

The Department of Finance:

Responsible to provide each department with a monthly reconciliation of the capital expenditures.

Responsible to provide at minimum a quarterly Reconciliation Status Report (RSR) to Department Directors, Chief Officers and Elected Officials to provide awareness regarding their specific department(s) compliance with the monthly reconciliation process.

Responsible to provide numbered asset tags.

Responsible to provide a complete listing of capital assets on a quarterly basis, or upon request.

Responsible to provide training and guidance to departmental staff regarding capital asset management.

Responsible to maintain the on-line financial system to ensure accurate and timely financial reporting.

Departmental Capital Asset Manager:

Responsible to complete the monthly reconciliation (as defined in the Capital Asset Manual) of the capital asset expenditures and capital asset acquisition and/or betterment forms and return that information to the Department of Finance within 10 working days.

Responsible to process all capital asset transactions within 15 days of occurrence. This includes dispositions, transfers, change/modifications and journal vouchers.

Responsible to affix a capital asset tag on all capital assets as defined in the Capital Asset Manual.

Internal Audit Department:

Responsible to review the department/Special District compliance with the Capital Asset Policy and Capital Asset Manual.

Vehicle Replacement Policy

A. 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.

B. 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.

C. Guidelines

1. The Department/Special District, working with Equipment Services, prepares a needs assessment to determine which vehicles require replacement for upcoming fiscal years.
2. Vehicle replacement will be funded only for the current equivalent equipment class, make, model and equipment extras.
3. Upgrades are not funded under the appropriate vehicle replacement budget. If a Department/Special District determines upgrades are necessary, the Department/Special District has two options: (a) pay for the upgrades from the Department's/Special District's current operating budget; or (b) request upgrades and additions during the development of the Department/Special District budget.
4. If the full cost of replacement is actually lower than originally estimated, the savings will revert to the appropriate fund.
5. Possible cost overruns will be absorbed by the appropriate vehicle replacement budget.
6. OMB must approve all charges to the vehicle replacement budget.

D. 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:

Vehicle Replacement Policy (Continued)

1. A justification statement which supports changes to be in the best interest of Maricopa County citizens, enhances services provided to the citizens and benefits the County/County Special District overall. This statement can also include information on changes in service levels which require the use of a different vehicle class, the impact on current and future costs for maintenance, operation and replacement as well as information on funding.
2. A spreadsheet which reflects the current vehicle replacement schedule with costs and the proposed vehicle schedule with costs. The spreadsheet needs to reflect the increase or decrease of cost for each vehicle and an explanation for the cost change.
3. A complete justification for any equipment additions to the replacement vehicles and how these equipment additions enhance the service levels being provided to Maricopa County citizens.
4. OMB will review the request and provide the Department/Special District and Equipment Services with final approval or disapproval of the proposed change to the Department's/Special District's equipment vehicle replacement plan within three working days of receipt.

Fund Descriptions

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

201 Adult Probation Fees — Collects the fees assessed to persons placed on probation in the Superior Court per A.R.S. §13-901. Monies collected are used to supplement County General Fund appropriations for the compensation costs of probation officers who provide pre-sentence investigations (A.R.S. §12-267).

203 Sheriff Donations — Accounts for and segregates funds to be used in support of mandated functions. Funding is provided by non-specific donations and proceeds from the sale of donated items.

204 Justice Court Judicial Enhancement — Revenues consist of fees and surcharges collected under the authority of A.R.S. §22-281; and time payment fees collected under authority of A.R.S. §12-116; and On-line access subscription fees collected under authority of A.R.S. §22-284. Expenditures are used to improve, maintain and enhance the ability to collect and manage monies assessed or received by the courts and to improve court automation projects.

205 Court Document Retrieval — Accounts for the collection of an additional filing or appearance fee, not to exceed five dollars, to be used to defray the cost of converting the Clerk of Superior Court's document storage and retrieval system to micrographics or computer automation as established by A.R.S. §12-284.01.

207 Palo Verde — Palo Verde receives an annual allocation of approximately $200,000 from the State of Arizona. Expenditures are utilized for nuclear disaster training.

208 Judicial Enhancement — Revenues consist of fees and surcharges collected under authority of A.R.S. §12-284.03 and time payment fees collected under authority of A.R.S. §12-116. In addition, revenues are received from the State Judicial Enhancement Fund established by A.R.S. §12-113. Expenditures are used to improve, maintain and enhance the collection and management of funds and court automation projects.

209 Public Defender Training — Established by A.R.S. §12-117 to account for fees that are paid on a time payment basis as established by A.R.S. §12-116. Expenditures are utilized for Public Defender Training.

210 Waste Management — Established by the Board of Supervisors to segregate this activity from the General Fund. This fund accounts for a fixed $65,000 fee from Waste Management Corporation plus a percentage based on the tonnages of refuse dumped. Expenditures are used for economic development in Mobile and other unincorporated areas of the County.

211 Adult Probation Grants — Revenues consist of grant funds that are used for domestic violence, women's treatment programs, gang prevention and criminal justice records improvement.

212 Sheriff RICO Fund — This fund consists of monies received as result of participation in any investigation or prosecution, whether by final judgment, settlement, or otherwise. Monies may be used for the funding of gang prevention programs, substance abuse prevention programs substance abuse education programs and witness protection or for any purposes permitted by federal law relating to the disposition of any property that is transferred to a law enforcement agency.

Fund Descriptions (Continued)

213 County Attorney RICO — Accounts for the funds provided by the sale of confiscated property. Operated by the County Attorney, RICO consists of all the activity of the Anti-Racketeering Program.

214 Sheriff Jail Enhancement Fund — Per A.R.S. 41-2401, the Arizona State Department of Corrections allocates criminal justice enhancement funds to County Sheriffs for the purpose of enhancing County Jail facilities and operations.

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

216 Clerk of the Court Grants — Accounts for the grant funds that are utilized for the improvement of court automation systems, child support enforcement and the processing of criminal history dispositions.

217 CDBG Housing Trust — Accounts for the grant funds that are utilized to expand the supply of low income housing through the rehabilitation and reconstruction of single family occupancy homes.

218 Clerk of Court Fill the GAP — This fund was set up as indicated by A.R.S. 41-2421F and accounts for monies distributed under A.R.S. 41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997 – 1998 by the counties for the processing of criminal cases in the Superior Court, including the Office of the Clerk of the Superior Court, and Justice Courts.

219 County Attorney Grants — Accounts for funds that are utilized for the investigation and prosecution of child abuse and domestic violence cases and the enhancement of anti-gang enforcement efforts to deter, investigate, prosecute or adjudicate gang offenders. Victim assistance is provided to include transportation, payment of emergency expenses, education programs and training to children's advocates.

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

221 County Attorney Fill the GAP — County Attorney Fill the GAP was set up as indicated by A.R.S. 41-2421F and accounts for monies distributed under A.R.S. 41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by the counties for the processing of criminal cases by county attorneys.

222 Human Services Grants — Accounts for the grant funds that are utilized for community action services designed to help the disadvantaged achieve self-sufficiency and family stability.

223 Transportation Grants — Transportation Grants was set up to account for all Grant activity administered by the County Transportation Department.

224 Medical Examiner Grant Fund — Accounts for the grant funds that are utilized to support the County's anti-bioterrorism efforts.

225 Parks Spur Cross Ranch Conservation — To account for the money collected from a Town imposed ½% transaction privilege tax for the operation of the County Park. The Town was to commence collection of the tax by December 1, 2000.

226 Planning and Development Fees — Performs mandated community planning functions. Funding is provided mainly through license and impact fees.

Fund Descriptions (Continued)

227 **Juvenile Probation Grants** — Accounts for the grant funds that are utilized for the child nutrition program, family counseling and safe schools program.

228 **Juvenile Probation Special Fees** — This fund was established by A.R.S. §12-268 to account for juvenile probation fees collected and used for the purpose of supplementing County General Fund appropriations for the compensation of personnel of the Juvenile Court.

229 **Juvenile Restitution Fund** — Pursuant to A.R.S. §8-346, the fund was established for the payment of restitution in juvenile delinquency proceedings. This fund consists of state and local appropriations, gifts, devices and donations from any public or private source.

230 **Parks & Recreation Grants** — Accounts for the grant funds that are utilized for state lake improvements, park restoration and the construction and maintenance of hiking trails.

232 **Transportation Operations** — Plans and implements an environmentally balanced multi-model transportation system. Operations are funded through highway user taxes.

233 **Public Defender Grants** — Accounts for grant funds that are utilized for public defender training and to increase the processing of drug cases.

234 **Transportation Capital Project** — Transportation Capital Projects was set up administratively as a capital project fund to track capital project activity of the County Transportation Department. Funding is provided by a reimbursement transfer from the Transportation Fund that derives it's funding from the State Highway User's Tax.

235 **Del Webb Special Revenue Fund** — A special revenue fund to account for revenue received from the Del Webb Anthem community that is restricted to expenditure for development services (the implementation and enforcement of the development master plan) and recreational services (trail system and library) supporting that community.

236 **Recorder's Surcharge** — Accounts for the collection of a special recording surcharge, not to exceed four dollars, to be used to defray the cost of converting the County Recorder's document storage and retrieval system to micrographics or computer automation as established by A.R.S. §11-475.01.

238 **Superior Court Grants** — Grant funds are used for drug enforcement accounting, court appointed special advocates and case processing assistance.

239 **Parks Souvenir Fund** — Accounts for sales proceeds of sundry items at the Maricopa County Parks.

240 **Lake Pleasant Recreation Services** — Provides the public with positive leisure opportunities in a safe, accessible and efficient manner through quality development and programming while conserving and protecting unique and environmentally sensitive areas.

241 **Parks Enhancement Fund** — Accounts for park and recreation revenues and expenditures associated with enhancing parks and recreation programs pursuant to A.R.S. §11-941

242 **Library District Grants** — Library District Grants was set up to account for all Grant activity administered by the County Library District.

243 **Parks Donations Fund** — Contributions accounts for activities that are financed through donations by citizens or groups.

244 **Library District** — Provides and maintains library services for the residents of Maricopa County. Operations are funded by a secondary tax levy.

Fund Descriptions (Continued)

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

249 General Government Grants — General Government Grants was set up to account for all non-department specific grant activity.

250 Cactus League Operations — Provides regional leadership and financial resources to assure the presence of Major League Baseball in Maricopa County. Operations are funded by a rental vehicle surcharge.

251 Sheriff Grants — Accounts for grant funds that are utilized for patrolling lakes, improving the fingerprinting system, and enhancing DUI and overall traffic enforcement capabilities.

252 Inmate Services — Accounts for the funds that are held in trust for the benefit and welfare of the inmates, established under A.R.S. §31-121. The majority of revenues are derived from sales of food and sundries to the inmates.

253 Ballpark Operations — Accounts for all revenues and expenditures related to Chase Field.

254 Inmate Health Services — Accounts for the co-payments received from inmates for self initiated health service pursuant to A.R.S. §31-161 and A.R.S. §31-162.

255 Detention Operations — was established under the authority of propositions 400 and 401, which were passed in the General Election of November 3, 1998 and extended in the General Election of November 5, 2002. These propositions authorized a temporary 1/5-cent sales tax to be used for the construction and operation of adult and juvenile detention facilities.

256 Probate Fees — Administers the monies received by the Clerk of the Superior Court pursuant to A.R.S. §14-5314 and A.R.S. §14-5414 to preserve, audit, and safeguard the estates and wards for whom the court has a fiduciary responsibility.

257 Conciliation Court Fees — Accounts for monies collected under A.R.S. §25-311.01 related to the dissolution of marriages. The funds collected are used by the Domestic Violence Shelter fund and the Child Abuse Prevention and Treatment fund.

259 Superior Court Special Revenue — Accounts for monies received under an intergovernmental agreement with the Department of Economic Security to conduct Title IV-D child support enforcement enhancements.

260 Research and Reporting — Accounts for the activity of governmental research projects that are billed back to the municipalities contracting for these services on a cost reimbursement basis.

261 Law Library Fees — Established by A.R.S. §12-305 to account for a portion of the fees collected by the Clerk of the Superior Court to be used for the purchase of books for the county law library.

262 Public Defender Fill the Gap — Public Defender Fill the Gap was set up as indicated by A.R.S. 41-2421F and accounts for monies distributed under A.R.S 41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by counties for the processing of criminal cases by the county public defender, legal defender and contract indigent defense counsel in each county.

Fund Descriptions (Continued)

263 **Legal Defender Fill the Gap** — Legal Defender Fill the Gap was set up as indicated by A.R.S. 41-2421F and accounts for monies distributed under A.R.S. 41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by counties for the processing of criminal cases by the county public defender, legal defender and contract indigent defense counsel in each county.

264 **Superior Court Fill the Gap**— Superior Court Fill the Gap was set up as indicated by A.R.S 41-2421F and accounts for monies distributed under A.R.S. 41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by the counties for the processing of criminal cases in the Superior Court, including the Office of the Clerk of the Superior Court, and Justice Courts.

265 **Public Health Fees** — Accounts for public health programs that are self-supported by Vital Health fees and pharmacy operations.

266 **Check Enforcement Program** — Accounts for fees that are collected pursuant to A.R.S. sections 13-1809 and 13-1810, any investigation and prosecution costs and any monies that are obtained as a result of a forfeiture and that are recovered for the county through enforcement of A.R.S. section 13-1802, 13-1807, 13-2002 or 13-2310, whether by final judgment, settlement or otherwise. The monies in the fund shall be used for the investigation, prosecution and deferred prosecution of theft, forgery and fraud.

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

268 **Victim Compensation Restitution Fund**— Victim Compensation and Assistance Fund was established to administer funding provided from the State Victim Compensation and Assistance fund (AR.S. 41-2407) and from prisoner supervision fees under A.R.S.31-418. Fund is used for establishing, maintaining and supporting programs that compensate and assist victims of crime.

269 **Victim Compensation Interest Fund**— The County Attorney Victim Compensation and Restitution Fund was established as authorized by A.R.S 11-538 consisting of monies that are distributed pursuant to A.R.S. 12-286 (seventy-five per cent of the interest earned on restitution monies that are received in trust). The County Attorney shall use monies in the fund to assist eligible victims of crime with medical, counseling and funeral expenses and lost wages.

270 **Child Support Enhancement** — Accounts for funds received from a federal incentive award that is utilized for the enhancement of child support collections through efficient operation of the IV-D program.

271 **Expedited Child Support** — Accounts for the funds that are utilized to establish, maintain and enhance programs designed to expedite the processing of petitions filed and enforce the resultant court orders. Revenues collected for subsequent case filing fees for post-decree petitions in dissolution cases, pursuant to A.R.S. §25-412 and A.R.S. §12-284, fund operations.

273 **Victim Location** — Revenues are derived from interest earned on restitution monies received in trust and are to be distributed to the County Attorney and Clerk of the Superior Court on a pro rata basis (County Attorney – 75% and Superior Court – 25%). Fund was established by A.R.S. §12-287.

Fund Descriptions (Continued)

274 Clerk of the Court EDMS — The Clerk of the Court EDMS Fund was established to account for Electronic Document Management System (EDMS) Fees which are collected as authorized by Board Agenda C16020028, ADM1005 and State Attorney General's Opinion 195-18 (R94-63).

275 Juvenile Probation Diversion — The Juvenile Probation Diversion fund was established by A.R.S 11-537 and consists of diversion fees that are collected pursuant to section 8-321(N). The monies shall be used at the discretion of the County Attorney for administering county community based alternative programs that are established pursuant to A.R.S. 8-321.

276 Spousal Maintenance Enforcement Enhancement — The Spousal Maintenance Enforcement Fund is established for the Clerk of the Superior Court consisting of monies received pursuant to A.R.S. §12-289. The Clerk will spend monies in the fund to enhance enforcement of spousal maintenance orders. In addition to the fees required by A.R.S. §12-284, the Clerk shall charge and collect a surcharge of five dollars for each filing of a petition or an answer for annulment, dissolution or marriage or legal separation. The Clerk will use the surcharge only for the purposes prescribed by this statute.

281 Children's Issues Education — Accounts for the funds that are utilized for educational programs regarding the impact that divorce, the restructuring of families and judicial involvement have on children pursuant to A.R.S. §25-354. Revenues that are received from the Clerk's educational program fees supplement any state or county appropriations.

282 Domestic Relations Mediation Education — Accounts for the funds that are utilized to establish, maintain and enhance programs designed to educate individuals regarding the impacts on children associated with marriage dissolution, legal separation, restructuring of families and the programs available for mediation of visitation or custody disputes, pursuant to A.R.S. §25-413. Operations are funded by revenues from a surcharge received by the Clerk for each filing of a post-adjudication petition in a domestic relation's case, pursuant to A.R.S. §12-284.

290 Waste Tire — Accounts for the operations activity of the waste tire processing center for the removal of waste tires from the County pursuant to A.R.S. §44-1305.

292 Correctional Health Grants — The Arizona Department of Health Services was awarded a grant by the Department for Health and Human Services, Centers for Disease Control and Prevention, to generate surveillance data for the Centers for Disease Control and Prevention and supplement the syphilis screening activities at the Madison Street Jail.

320 County Improvement Debt — Accounts for the debt service on the Lease Revenue Bonds, Series 2001. Funding is provided by transfers from the General Fund.

370 Stadium District Debt Series02 — Debt associated with the Stadium District projects.

375 Events Center — Accounts for Maricopa County Events Center (formerly Sundome) revenues and expenditures associated with staging entertainment events.

422 Intergovernmental Capital Projects — Intergovernmental Capital Projects account for capital project spending predominantly funded from General Fund revenues.

435 County Improvement Fund — Accounts for capital projects funded through the issuance of the Lease Revenue Bonds, Series 2001.

445 General Fund County Improvements — General Fund Capital Projects account for capital project spending funded from General Funds.

Fund Descriptions (Continued)

450 Long Term Project Reserve — Accounts for sales tax (Stadium Tax) proceeds collected in excess of the $238,000,000 cap imposed by County Board Resolution.

455 Detention Capital Projects — Accounts for the proceeds associated with the 1/5 of one-cent sales tax approved by voters in the General Election on November 3, 1998 and extended by voters in the General Election on November 5, 2002. The proceeds are for the construction and operation of adult and juvenile detention facilities.

503 Air Quality Grant - Air Quality Grants was set up to account for all Grant activity administered by the County Air Quality Department

504 Air Quality Fees — Air Pollution works to protect the environment and public health through control, preservation, and improvement of the County's air quality. Permit revenue is the funding source.

505 Environmental Services Grant — Environmental Services Grants was set up to account for all Grant activity administered by the County Environmental Services Department.

506 Environmental Services Environmental Health — Environmental Services – Health Fund was established to account for activities related to the protection of food and water supplies consumed by residents. Funding is provided by fees collected from Health Inspections and the sale of Health Permits.

532 Public Health — Protects, improves and preserves the physical, mental and social well being and the environment of the entire population of Maricopa County with a special responsibility to serve those most vulnerable. Federal and State grants fund operations.

541 Health Plan — is an ambulatory health care plan operated by Maricopa Managed Care Systems (MMCS). MMCS contracts with the Arizona Health Care Cost Containment System (AHCCCS) which provides monthly capitation revenues based on Maricopa County Health Plan enrollment.

551 Long-Term Care Plan — is a managed care, long term care plan operated by Maricopa Managed Care Systems (MMCS). Chronically ill and physically disabled patients receive medical services as a result of an annual contract with the Arizona Health Care Cost Containment System (AHCCCS).

572 Animal Control License/Shelter — Animal Control reduces the incidences of animal inflicted injuries and reduces the risk of exposure to rabies through enforcement of dog licensing laws, leash laws, capture and impoundment of stray dogs, public education, adoption or humane disposal of excess animals. Licenses and fees are the primary funding source.

573 Animal Control Grants — Animal Control Grants was set up to account for all Grant activity administered by Animal Control. .

574 Animal Control Field Operation — Animal Control Field Services was set up in FY2002-03 to segregate field services which are an optional County service from Animal Control Pound Activities which are required by Arizona State Statute.

580 Solid Waste Management — Solid Waste assists the cities and towns, businesses, and citizens in continuously improving regional waste management systems. This includes an ever-increasing focus on reducing the amount of waste generated, maximizing resource recovery, proper management of special wastes, and environmentally sound disposal.

Fund Descriptions (Continued)

652 Health Select Self-Insured Trust Fund — This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the County-run insurance plan.

654 Equipment Services — This fund provides assistance to other Maricopa County departments to ensure quality service to the citizens of Maricopa County by furnishing and maintaining the necessary County mobile equipment in an efficient manner.

673 Reprographics — This fund provides the County's printing and duplicating services.

675 Risk Management — This fund supports the comprehensive insurance/self-insurance program, which safeguards County assets and employees by means of a Trust Fund. Personnel skilled in loss control, claims and litigation and workers' compensation work together to avert risk and conserve the human and financial resources of Maricopa County.

681 Telecommunications — This fund provides cost effective voice, data, and radio communications to County employees.

685 Benefits Trust — This fund collects employee and employer contributions for payment of the employees' dental and short-term disability benefits.

715 School Grant Fund — Accounts for all grant activity administered by the Superintendent of Schools

780 School Transportation Fund — Accounts for reimbursement for mileage costs to parents of special-needs students.

782 School Communication Fund — Accounts for management of centralized billings paid by Superintendent of Schools for multiple school districts.

795 County School Indirect Cost — Accounts for federal indirect fees charged to school districts.

989 Flood Control Grant — This fund accounts for the Flood Control District grant funding and activity.

990 Flood Control Capital Projects — Flood Control Capital Projects was set up administratively as a capital project fund to track capital project activity of the Flood Control District. Funding is provided by a reimbursement transfer from the Flood Control District which derives it's funding from an annual Property Tax Levy.

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

Program and Activity Purpose Statements

Culture and Recreation

Parks and Recreation

Program Activity	Purpose
PARK EDUCATION & RECREATION	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 health
COMMUNITY RESOURCE	The purpose of the Parks Community Resource Activity is to provide unique facilities and opportunities for requesting individuals or groups so they can fulfill their specific community needs.
INTERPRETIVE SERVICES	The purpose of the Parks Interpretive Services Activity is to provide structured opportunities to interpret and experience park resources for park users and requesting groups so they can more fully appreciate and enjoy the natural environment.
RECREATION	The purpose of the Parks Recreation Activity is to provide facilities and opportunities to park users so they can enjoy a healthy and exhilarating experience.
PARK SUPPORT	The purpose of the Park Support Program is to provide well-maintained and safe facilities for park users so they can appreciate and enjoy the natural environment.
MAINTENANCE AND DEVELOPMENT	The purpose of the Parks Maintenance & Development Activity is to provide new and exceptionally well-maintained facilities for park users so they can enjoy a comfortable outdoor experience.

Maricopa County Events Center

Program Activity	Purpose
Entertainment Management	The purpose of the Entertainment Management Program is to provide ticketing and entertainment event services to the Maricopa County community and visitors so they can attend baseball and other entertainment events.
Events	The purpose of Events Activity is to provide entertainment services to the Maricopa County community and its visitors so they can attend baseball and other entertainment events.
Financial Management	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.
Fiscal Resource	The purpose of the Fiscal Resource Activity is to provide Financial Management Services for the community and for its visitors so that they can be protected from future capital repair expenditures to Bank One Ballpark by increasing Financial Reserves.

Education

Superintendent of Schools

Program Activity	Purpose
EDUCATION	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.
SCHOOL DISTRICT SUPPORT	The purpose of the school district support activity is to provide professional technical expertise, direction, services, and products to school districts so they can successfully manage their districts, meet their mandated obligations, and improve the quality of the educational services they provide.
PUBLIC INFORMATION SERVICES	The purpose of the public information services activity is to provide school and education related information to school districts and parents so they can make informed decisions regarding the education of their children.

Program and Activity Purpose Statements (Continued)

General Government

Assessor

Program Activity	Purpose
INFORMATION RESOURCE	The purpose of the Information Resource program is to provide quality customer service and reliable data to the public, government agencies and internal customers so that they can utilize our broad base of property information.
CUSTOMER SERVICE	The purpose of the Customer Service activity is to provide quality, timely customer service to the public and government agencies so that they can be better informed.
DATA DISTRIBUTION AND SALES	The purpose of the Data Distribution and Sales activity is to provide quality, timely data to the public and government agencies so that they can utilize required and desired property information.
PROPERTY ASSESSMENT & VALUATION	The purpose of the Property Assessment & Valuation program is to provide ownership, mapping, property characteristics, and valuation information to external and internal customers to ensure valuations comply with Arizona Revised Statues.
EXCHANGE OF DATA	The purpose of the Exchange of Data activity is to provide an appeal or correction opportunity for the taxpayer so that they can challenge or question their current value.
STATUTORY EXEMPTIONS	The purpose of the Statutory Exemptions activity is to provide an opportunity for the taxpayer to apply and receive any valuation adjustment or consideration in accordance to Arizona Revised Statues or the Constitution of Arizona.
PERSONAL PROP CHARACTERISTICS	The purpose of the Personal Property Inspection & Collection activity is to provide accurate data on each account for the tax role.
REAL PROP CHARACTERISTICS	The purpose of the Real Property Inspection & Collection activity is to provide accurate data on each parcel for the tax role.
VALUATION NOTIFICATION	The purpose of the Valuation and Notification activity is to provide accurate data for every tax payer on their real or personal property account.

Call Center

Program Activity	Purpose
STAR CENTER	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.
CUSTOMER SERVICE TELEPHONE	The purpose of the Customer Service Telephone Activity is to provide information for residents of Maricopa County so that they can make accurate, timely and informed decisions with a single telephone call.

Enterprise Technology

Program Activity	Purpose
INFO TECHNOLOGY APPLICATION	The purpose of the IT Application Program is to provide County-wide solutions on behalf of administrative departments so that they can meet their goals and deliver maximum benefit from their technology investments.
BUDGET/MANAGING FOR RESULTS	The purpose of the BUDGET AND MFR APPLICATIONS activity is to provide maintenance on existing applications and development of new applications for the Office of Management and Budget so it can automate its business functions to meet their goals and deliver results.
FINANCIAL APPLICATIONS	The purpose of the FINANCIAL APPLICATIONS activity is to provide maintenance on existing applications and development of new applications for the Finance Department so it can automate its business functions to meet their goals and deliver results.
HUMAN RESOURCE APPLICATIONS	The purpose of the HUMAN RESOURCES APPLICATIONS activity is to provide maintenance on existing applications and development of new applications for the Human Resources Department so it can automate its business functions to meet their goals and deliver results.

Program and Activity Purpose Statements (Continued)

INFO TECHNOLOGY INFRASTRUCTURE	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.
DATA NETWORK	The purpose of the DATA NETWORK activity is to provide a stable network with adequate bandwidth for County applications to County employees and the public so that they can transact business electronically.
NETWORK PROTECTION	The purpose of the NETWORK PROTECTION activity is to proactively monitor each server accessible to the internet on the County network making sure that vulnerabilities are detected and appropriate patches deployed so that County employees and public have uninterrupted access and have confidence in the integrity of resources and data.
PERSONAL COMMUNICATION DEVICES	The purpose of the PERSONAL COMMUNICATION DEVICES activity is to provide County employees with wireless communications devices obtained via approved vendors so that they can communicate from any location at any time.
RADIO NETWORK	The purpose of the RADIO NETWORK activity is to provide robust and reliable wireless voice communications to public safety and public works customers, County and non-County so that they can communicate throughout Maricopa County.
REMOTE ACCESS	The purpose of the REMOTE ACCESS activity is to provide secure access from remote locations into the County network, regardless of mode of access so teleworkers can conduct business regardless of location.
VOICE SYSTEMS	The purpose of the VOICE SYSTEMS Activity is to provide stable telecommunication related services, analysts and repair to all County agencies so that the County employees and public can interact in a reliable and easy manner.
INFO TECHNOLOGY MANAGEMENT	The purpose of the IT Management program is to provide vision, direction, leadership and IT oversight to County senior management so that they can effectively plan for and obtain maximum benefit from the IT resource.
ENTERPRISE MANAGEMENT	The purpose of the ENTERPRISE MANAGEMENT, COORDINATION AND CONSULTING activity is to provide vision, leadership, direction, analysis and recommendations to county management, staff and partners so they can collaborate on common goals and initiatives, implement IT best practices, optimize county IT resources and make informed business decisions.
TECHNOLOGY FINANCE	The purpose of the Technology Finance Program Activity is to provide a financing method for the purchase of computer equipment and peripherals for Maricopa County departments so that the County may plan and control technology expenditures and correctly capture information technology inventory.

Clerk of the Board of Supervisors

Program Activity	Purpose
EXECUTIVE SERVICES	The purpose of the Executive Services Program is to provide information and specialized assistance to elected and appointed officials and the public so they can make informed decisions, and understand and comply with County processes and protocol.
ELECTION & APPOINT SERVICES	The purpose of the Election and Appointed Services is to create and provide OML packets to appointees so that they can properly conduct business in the County's name.
INDIVIDUALIZED SPECIAL SERVICE	This purpose of the Special Districts Activity is to provide information and assistance to citizens so that they can legally create and manage Special Districts.
BOS MEETING MANAGEMENT	The purpose of the Meeting Management Activity is to provide posting notices, agendas, minutes, facilitation and the processing statutory items to the Board of Supervisors and the public so that they can be well informed.
INFORMATION RESOURCES	The purpose of the Information Resources Program is to provide research, compilation, and management of official records for County staff and the public so they can store and access information.
RECORDS MANAGEMENT	The purpose of the Records Management Activity is to provide record keeping services to the Board and the public have a complete and accurate record of actions.
STATUTORY SERVICES	The purpose of the Statutory Services Program is to provide applications processing and assistance for statutorily mandated procedures to applicants and/or requestors so they can conduct or maintain community related activities as needs arise.
LICENSES & PERMITS	The purpose of the Licenses Activity is to provide applications, application information, and coordinate the review and recommendation process for applicants so they can operate a licensed activity or function.

Program and Activity Purpose Statements (Continued)

County Manager's Office	
Program Activity	**Purpose**
GOVERNMENT RELATIONS	The purpose of the Legislative Service Activity is to provide representation and information to the Board of Supervisors and County Manager so they can pursue and achieve state and federal operational and fiscal legislative goals.
GRANTS	The purpose of the Grant Activity is to provide identification and coordination of grants to the County Manager and departments so they can maximize their grant potential and bring in revenue for county programs.
LEGISLATIVE SERVICE	The purpose of the Legislative Service Activity is to provide representation and information to the Board of Supervisors and County Manager so they can pursue and achieve state and federal operational and fiscal legislative goals.
RESEARCH AND SUPPORT	The purpose of the Research and Support Activity is to provide timely and accurate information and BOS/state legislative constituent services to assist the BOS/CM so that they can make informed policy decisions and solve constituent problems.
COUNTY MANAGER'S OFFICE	The purpose of the County Manager's 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.
COUNTY ADMINISTRATIVE OFFICER	The purpose of County Manager activity 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.
MANAGEMENT INFORMATION SERVICE	The purpose of the Management Information Services Activity is to provide problem management & personal response to the public and county management so that issues with county government are resolved quickly.
JUSTICE SYSTEM COORDINATION	The purpose of the justice system coordination activity is to provide interdepartmental coordination and communicate credible, useful information to the justice and law enforcement agencies and county administration, so that they may comply with requirements, solve problems with effective systemic solutions, and fulfill strategic goals to reduce recidivism and improve case processing.
JUSTICE SYSTEM COORDINATION	The purpose of the Justice System Coordination Activity is to provide interdepartmental coordination and communicate credible, useful information to the justice and law enforcement agencies and county administration, so that they may comply with requirements, solve problems with effective systemic solutions, and fulfill strategic goals to reduce recidivism and improve case processing.
Elections	
Program Activity	**Purpose**
ELECTIONS	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.
CANDIDATE FILING/CAMPAIGN FIN	The purpose of the Candidate Filing/Campaign Finance Activity is to provide the necessary knowledge to special interest groups and prospective candidates so that they may comply with Federal and State Regulations.
ELECTION PROCESSING	The purpose of the Elections Processing program is to process ballots for voters to insure the security of the ballot and to provide special processing for ballots not handled by the normal ballot tabulation process.
GEOGRAPHICAL SERVICES	The purpose of the Geographical Services Activity is to provide information for the County Elections Department, State and underlying jurisdictions so that votes tallied in their elections are from residents of the jurisdiction.
PUBLIC INFORMATION	The purpose of the Public Information Activity is to provide information for residents of the County so that can be exposed to honest and accurate information about elections so they can participate in the election process.

Program and Activity Purpose Statements (Continued)

POLL STAFFING	The purpose of the Poll Staffing Activity is to provide staffing for polling places for residents of the County so that can cast their ballot aided by a well-informed, courteous staff with the assurance that the integrity of their ballot will be maintained.
POLLING SITE SERVICES	The purpose of the Polling Site Services Activity is to provide facilities for voters so that can cast their votes quickly and conveniently.
TECH STAFF/BALLOT TABULATION	The purpose of the Technical Staff/Ballot Tabulation Activity is to provide data services for the County, State and underlying jurisdictions to insure that they are accurately and quickly informed of elections results.
EARLY VOTING	The purpose of the Early Voting Activity is to provide early voting services to registered voters so that they can request ballots and vote by mail or by dropping off their ballot at any poll.
WAREHOUSE	The purpose of the Warehouse Activity is to provide storage and delivery of election equipment and supplies for the Election Department so that adequate resources are delivered to hold elections.
VOTER REGISTRATION	The purpose of the Voter Registration Program is to provide registration services to eligible citizens who maintain residency in the County so they may readily express their preferences through the electoral process.
VOTER REGISTRATION SCANNING	The purpose of the Voter Registration Scanning Activity is to scan registrations for the voter registration program employees so they can readily access the data to process registrations and to distribute that data to the public.
VOTER REGISTRATION	The purpose of the Voter Registration Activity is to provide registration services to eligible citizens who maintain residency in the County so they may readily express their preferences through the electoral process.
Employee Health Initiatives	
Program Activity	**Purpose**
EMPLOYEE HEALTH INITIATIVES	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.
FI BASIC LIFE & AD&D	The purpose of the Fully Insured (FI) Basic Life and AD&D Activity is to provide an employer paid basic term life insurance and AD&D benefit to Maricopa County employees so that costs can be managed in the event of a death or dismemberment.
CS GEN MED & RX	The purpose of the County Sponsored (CS) General Medical and Pharmacy Activity is to provide a cost effective satisfactory benefit plan to benefit eligible Maricopa County active employees and retirees, so that they can choose medical which meet their needs.
FI DENTAL	The purpose of the Fully Insured (FI) Dental Activity is to provide a cost effective satisfactory prepaid dental benefit plan with an adequate network of participating dentists to benefit eligible Maricopa County employees so that they can choose a dental care organization and a primary care dental provider which meet their needs.
EAP	The purpose of the Employee Assistance Program (EAP) Activity is to provide a cost effective satisfactory Employee Assistance Program (EAP) to Maricopa County employees so that they can effectively resolve problems or concerns which become overwhelming and affect work performance, personal happiness, family relations and health.
FI GEN MED	The purpose of the Fully Insured (FI) General Medical Activity is to provide a cost effective satisfactory benefit plan to benefit eligible Maricopa County active employees and retirees, so that they can choose medical coverage from a variety of general medical benefit plans which meet their needs.
FI MENTAL HEALTH & SA	The purpose of the Fully Insured (FI) Mental health (MH) and Substance Abuse (SA) Activity is to provide a cost effective satisfactory benefit plan to benefit eligible Maricopa County active employees and retirees, so that they can receive external confidential counseling when faced with personal challenges to help people live and work well.

Program and Activity Purpose Statements (Continued)

FSA	The purpose of the Flexible Spending Account (FSA) Activity is to provide a cost effective elective reimbursement benefit plan to Maricopa County employees so that they can contribute pre-tax money to pay for health care expenses that are not covered by their insurance program and to pay for dependent care expenses as defined by the Internal Revenue Code.
MEDICAL INCENTIVE	The purpose of the General Medical Incentive Activity is to provide quality health care to benefit eligible Maricopa County employees by incenting the vendor according to nationally recognized standards so that they can receive medical services which demonstrate value.
LEAVE & BENEFITS COMPLIANCE	The purpose of the Leave and Benefits Compliance Activity is to ensure that Maricopa County procedures and policies are in compliance with all leave and benefit state and federal statues so that Maricopa County Management correctly interrupts and applies those policies and Maricopa County employees are treated fairly according to those laws.
SI PHARMACY	The purpose of the Self Insured (SI) Pharmacy Activity is to provide a cost effective satisfactory pharmacy benefit plan to benefit eligible Maricopa County active employees and retiree, so that they can manage costs by chosing a “generic”, “preferred” or “non-preferred” prescription drug medication.
FI MISC PRODUCTS	The purpose of the Fully Insured (FI) Miscellaneous Products Activity is to provide an array of elective Fully Insured Products to Maricopa County employees, so that they can choose additional benefits to help manage their health and personal costs.
SI CONSUMER CHOICE DRUG PLAN	The purpose of the Self Insured (SI) Consumer Choice Drug Plan activity is to provide a cost effective satisfactory pharmacy benefit plan to benefit eligible Maricopa County active employees and retirees, so they can spend the funds as smart consumers through the use of the most cost effective medication and an added incentive that allows for the unused funds to carry over to the next benefit year.
SI DENTAL	The purpose of the Self Insured (SI) Dental Activity is to provide a cost effective satisfactory dental benefit plan to Mariopa County employees so that they can choose a dental care organization that offers freedom of choice in selecting a dental provideer and by offering a product with in-network and out-of-work benefits.
STD DISABILITY	The purpose of the Self Insured (SI) Short-Term Disability Activity is to provide an elective cost effective satisfactory benefit to Maricopa County employees so that they can receive benefits if unable to work and lose income because of a covered illness or injury.
FI VISION	The purpose of the Fully Insured (FI) Vision Activity is to provide a cost effective satisfactory benefit plan benefit eligible Maricopa County employees and retirees, so that they can use vision services which meet their needs.
WELL-BEING	The purpose of the Employee Well-Being Activity is to provide direction, education, consulting and health services for Maricopa County employees so that they can have tools and information to improve their health.
ERGONOMICS	The purpose of the Ergonomic Activity is to provide direction, education, consulting and health services for Maricopa County Employees so that they can do their jobs safely and well.
Equipment Services	
Program Activity	**Purpose**
FLEET MANAGEMENT PROGRAM	The purpose of the Fleet Management Program is to provide operational vehicles and equipment to Maricopa County departments so they have reliable and cost-effective transportation for County activities.
FLEET PROCUREMENT AND REMOVAL	The purpose of the Fleet Procurement and Removal Activity is to procure and dispose of County vehicles and equipment for Maricopa County departments so that they can have adequate transportation for county-related travel and minimize capital investment costs.
FUEL FOR VEHICLES & EQUIPMENT	The purpose of the Fuel for Vehicles and Equipment Activity is to provide fuel to keep vehicles and equipment operational for Maricopa County departments so they have reliable and cost-effective transportation for County activities.

Program and Activity Purpose Statements (Continued)

RENTAL POOL	The purpose of the Rental Pool Activity is to provide operational vehicles to Maricopa County employees when departments do not have sufficient vehicles for employees to do their job.
VEHIC & EQUIP MAINTENANCE	The purpose of the Heavy Duty Vehicle and Equipment Repair Activity is to correct the operational and drivability problem(s) of the vehicles and equipment operated by employees and departments of Maricopa County so that they can have transportation to perform their duties.
VEHICLE & EQUIPMENT REPAIR	The purpose of the Light Duty Vehicle and Equipment Repair Activity is to correct the operational and drivability problem(s) of the vehicles and equipment operated by employees and departments of Maricopa County so that they can have transportation to perform their duties.
Facilities Management	
Program Activity	**Purpose**
CAPITAL FACILITIES MANAGEMENT	The purpose of the Capital Facility Management Program is to provide planning and economical execution of capital facility improvements and major maintenance for the County departments so that they can accomplish their individual missions in an efficient and satisfactory environment.
CAP IMP PLAN IMP	The purpose of the Capital Improvement Plan Implementation Activity is to provide fiscally prudent management, delivering projects on time and within budget to the County so they can successfully achieve established missions in efficient, safe and secure environments.
MAJ MAINT PLAN IMP	The purpose of the Capital Facility Management Program is to provide planning and economical execution of capital facility improvements and major maintenance for the County departments so that they can accomplish their individual missions in an efficient and satisfactory environment.
Planning	The purpose of the Planning Activity is to provide cost effective facility planning services to the County so that departments are satisfied.
BUILDING OPERATION AND MAINTENANCE	The purpose of the Building Operations and Maintenance Program is to provide cleaning and maintenance services to appointed and elected departments so they can have their employees work in safe, clean, functional, and cost-efficient facilities.
BUILDINGS AND GROUNDS	The purpose of the Buildings and Grounds Activity is to provide administrative oversight to out-sourced cleaning and other out-sourced services for specified County departments and agencies so that they may work in facilities that are cleaned and serviced to contract standards.
ENERGY MANAGEMENT	The purpose of the Energy Management Activity is to provide energy management services to the County so that annual energy costs are minimized.
FACILITIES MAINTENANCE	The purpose of the Maintenance Activity is to provide corrective and preventative maintenance services, within industry standard, to specified County departments and agencies so that they may operate in a safe, functionally stable, and cost-efficient environmetn.
PROTECTIVE SERVICES	The purpose of the Protective Services Program is to provide security and parking services to County appointed and elected departments, and visitors so that they can efficiently conduct their business in a safe and secure manner.
PARKING MANAGEMENT	The purpose of parking management activity is to provide parking for County Departments, Agencies and visitors so that they can efficiently access parking close to their business or work site.
SECURITY	The purpose of the Security activity is to provide security and emergency response services for applicable County Departments, Agencies and visiting public so they can have a safe and secure work and business environment.

Program and Activity Purpose Statements (Continued)

Finance	
Program Activity	**Purpose**
FINANCIAL SERVICES	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.
GENERAL ACCOUNTNG	The purpose of the General Accounting Activity is to provide guidance, training and general accounting services to County departments so they can accurately manage and report financial information.
ACCOUNTS PAYABLE	The purpose of the Accounts Payable Activity is to provide timely payment services to County departments so they can correctly remit payments to vendors.
COLLECTIONS	The purpose of the Collections Activity is to provide collection services for the court, government agencies, victims and interested parties so they can hold the responsible parties accountable and the appropriate parties can realize financial restitution.
FINANCIAL REPORTING	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.
EXTERNAL REPORTING	The purpose of the External Reporting Activity is to primarily provide timely financial and operational information to external governments and private financial institutions, so they can make sound decisions regarding the welfare of Maricopa County.
INTERNAL REPORTING	The purpose of the Internal Reporting Activity is to provide timely financial information to county government staff so they can make timely and sound financial decisions and manage their resources.
REAL ESTATE	The purpose of the Real Estate Program is to provide real estate services to appointed and elected departments so that County properties are managed in a professional manner.
REAL ESTATE MANAGEMENT	The purpose of the Real Estate Management Activity is to protect the Real Property Rights of the County and to support the efficient utilization of the County's Real Estate Assets.
Human Resources	
Program Activity	**Purpose**
CORPORATE INITIATIVES	The purpose of the Corporate Initiatives Program is to provide administrative support for the enterprise-wide initiatives for Maricopa County departments so that they are in compliance with Maricopa County regulations and are able to meet program goals.
COMBINED CHARAGABLE CAMPAIGN	The purpose of the Combined Charitable Campaign Activity is to provide administrative support to the Combined Charitable Campaign Chair, County Management and employees so they can give back to the Community they serve.
COMMUTE OPTIONS	The purpose of the Commute Options Activity is to provide administrative support and coordination of the Trip Reduction initiative so that Maricopa County and its departments are in compliance with applicable ordinances.

Program and Activity Purpose Statements (Continued)

EMPLOYEE DEVELOPMENT	The purpose of the Employee Development program is to provide organizational development, services, competency-based training and strategic intervention for all County departments so there is a productive and professional workplace.
EMPLOYEE RELATIONS	The purpose of the Employee Relations Activity is to provide workplace conflict resolution for County departments and employees so that they can maintain workplace professionalism and productivity.
MERIT COMMISSION	The purpose of the Merit Commission Activity is to provide administrative and operational support to the Merit Commission so that employees who go before Merit Commission can receive timely consideration for their appeal.
STAFF DEVELOPMENT	The purpose of the Staff Development activity is to provide leadership and competency development opportunities for County employees so they can perform their job requirements and enhance their careers.
EMPLOYMENT SERVICES	The purpose of the Employment Services program is to provide recruitment and personnel processing services for County departments so they can interview and hire a diverse workforce.
RECRUITING AND STAFFING	The purpose of the recruiting and staff activity is to provide County departments with a highly qualified workforce in a timely manner so that County departments can achieve their business objectives
PAYROLL & RECORDS MANAGEMENT	The purpose of the Payroll and Records Management Program is to provide centralized payroll and records management services to County departments and employees so that employee records are maintained accurately and employees are paid accurately and on-time.
PAYROLL	The purpose of the Payroll activity is to process payroll for employees so that they can be timely and accurately paid for their services.
RECORDS MANAGEMENT	The purpose the Records Management Activity is to maintain employee and employment transaction records for County management and employees so that there is an accurate employment history on file.
Internal Audit	
Program Activity	**Purpose**
AUDIT SERVICES	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.
AUDIT SERVICES	The purpose of the Audit Services Activity is to provide independent assessments and recommendations to the Board of Supervisors and County management so that they can make informed and fiscally prudent decisions.
MANAGEMENT SERVICES	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.
CONSULTING SERVICES	The purpose of the Consulting Services Activity is to provide a variety of specialized services so that County management will be assisted in achieving their business objectives.
EDUCATION AND TRAINING SVCS	The purpose of the Education and Training Services Activity is to provide information and training services to County management and employees so that they can perform their jobs more effectively.
INFO AND REPTNG SVCS	The purpose of the Information and Reporting Services Activity is to provide strategic information to the Board of Supervisors and County management so that they can more effectively manage County operations.

Program and Activity Purpose Statements (Continued)

Management & Budget	
Program Activity	**Purpose**
BUDGET MANAGEMENT	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.
BUDGETING	The purpose of the Budgeting Activity is to provide recommendations to the Board of Supervisors so that they can make informed budgetary decisions.
BUDGET MONITORING	The purpose of the Budget Monitoring Activity is to provide Countywide issue analysis and budget consolidation services to the Board of Supervisors so that they have the information they need to make informed decisions.
MANAGEMENT INFORMATION	The purpose of the Management Information Services Activity is to provide financial, budgetary, and management information to the Board of Supervisors and other interested parties so that they can form educated opinions and make informed decisions.
MULTI-YEAR PLANNING	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.
FORECASTING	The purpose of the Forecasting Activity is to provide long-range economic and financial forecasts to the Board of Supervisors and County management so they can have accurate information regarding future financial opportunities and constraints in order to make sound strategic decisions.
STRATEGIC PLANNING	The purpose of the Strategic Planning Activity is to provide planning services, tools, and reviews to County departments, agencies and the Board of Supervisors so that they develop strategic plans that are aligned with the County Strategic Plan and with Board of Supervisor's priorities.
EMPLOYEE COMPENSATION PROGRAM	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.
COMPENSATION MGMT & ANALYSIS	The purpose of the Compensation Management and Analysis activity is to provide compensation direction, framework, and consultations to Maricopa County departments so they can develop and implement pay strategies.
Materials Management	
Program Activity	**Purpose**
OPERATIONS	The purpose of the Materials Management Operations Program is to provide products and services associated with procurement, printing, and records management to customers and the public so that they can satisfy their customer's needs at the lowest cost and highest quality.
CONTRACT PRINTING SERVICES	The purpose of the Contract Printing Services activity is to provide graphics contracts and contract administration services to County departments so that they can have access to professional and competitive private sector sources of printed materials.
PRINTING SERVICES	The purpose of the Printing Services activity is to provide a wide range of printing services to County departments so they can obtain high quality printed materials and technical support.
PROCUREMENT SERVICES	The purpose of the Procurement Services activity is to provide guidance, support, and solutions to County departments and vendors so they can successfully achieve their goals and objectives within legal and budgetary parameters through the effective expenditure of tax dollars.
RECORDS MANAGEMENT SERVICES	The purpose of the Records Management Services activity is to provide technical assistance, solutions, tools, oversight, processes, and training to County departments so they can effectively manage county records within legal parameters.
Public Fiduciary	
Program Activity	**Purpose**
INDIGENT BURIAL	The purpose of the Indigent Burial Program is to provide final disposition to decedents of indigent families of Maricopa County so that eligible burial services can be arranged.
BURIAL SERVICES	The purpose of the Indigent Burial Services Activity is to conduct eligibility assessment and determinations so that indigent decedents in Maricopa County can be buried or cremated and the general public's health protected.

Program and Activity Purpose Statements (Continued)

FIDUCIARY SERVICES	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.
ESTATE ADMINISTRATION	The purpose of the Estate Administration Activity is to provide inventory and asset management to our clients under Court appointment so their estates are preserved and protected.
ESTATE OPERATIONS	The purpose of the Estate Operations Activity is to provide financial and accounting services to our clients and estates under Court appointment so that they receive accurate management of income and expenditures.
GUARDIANSHIP SERVICES	The purpose of the Guardianship Activity is to provide coordination, oversight and monitoring services of our clients medical and personal needs so they receive appropriate medical attention and their general well being is ensured.
INVESTIGATION SERVICES	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.
FINANCIAL EXPLOITATION PREV	The purpose of the Financial Exploitation Prevention Activity is to investigate whether abuse of a vulnerable person's assets has occurred and determine the appropriate actions needed to protect the person and their remaining assets so that the court and law enforcement agencies may proceed with protective proceedings.
INTAKE ACTIVITY	The purpose of the Public Fiduciary Intake Activity is to provide intake services to the community and the courts so that referrals and investigative orders can be assessed and investigated to determine the need for guardianship, conservatorship or probate so that the need for protective or other legal proceedings may be determined.
Recorder	
Program Activity	**Purpose**
RECORDER'S	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.
DOCUMENT OPERATIONS	The purpose of the Document Operations Activity is to provide a public record of transactions for the general public so that they can conduct their personal and business activities expeditiously with the assurance that their transactions were executed in accordance with the law.
MICROGRAPHICS	The purpose of the Micrographics Activity is to provide film and computer disks for the general public, vendors and title companies so that they may gain access to recorded documents.
MAILOUT	The purpose of the Mailout activity is to provide and prepare outgoing recorded documents for businesses and the general public so that they can receive original documents in a timely manner for business and/or personal use.
PUBLIC ASSISTANCE	The purpose of the Public Assistance Activity is to make copies of public records for the general public, title company and service companies so that they can quickly obtain copies of their recorded activities.
Research & Reporting	
Program Activity	**Purpose**
RESEARCH & REPORTING	The purpose of the Research And Reporting Program is to provide survey data services to county managers and external agencies so they can have statistically valid data upon which to base informed decisions.
COUNTY DEPT CONTRACTED SURVEYS	The purpose of the County Department Contracted Surveys Activity (CDCS) is to provide survey data to county agencies and departments so they have statistically valid data upon which to base informed decisions.
OUTSIDE AGENCY CONTRACT SURVEY	The purpose of the Outside Agency Contracted Surveys Activity is to assist other government and/or non-profit agencies with their survey data needs so that Maricopa County and its residents can benefit from the data collected.
STUDY DESIGN	The purpose of the County Sponsored Surveys Activity is to collect data from employees and customers and develop reports for County Management so they have statistically valid data upon which to base informed decisions.
COUNTY SPONSORED SURVEYS	The purpose of the County Sponsored Surveys Activity is to collect data from employees and customers and develop reports for County Management so they have statistically valid data upon which to base informed decisions.

Program and Activity Purpose Statements (Continued)

Risk Management	
Program Activity	**Purpose**
CLAIMS RESOLUTION AND LITIGATION MANAGEMENT	The purpose of the Claims Resolution and Litigation Management Program is to provide claims disposition and litigation management services to the County so they can reduce the cost of claims and expenses.
CLAIMS AND LITIGATION MGMT	The purpose of the Claims and Litigation Management Activity is to provide management of claims and lawsuits and monetary collection services to the County so they can reduce the cost of claims and expenses.
ENVIRONMENTAL MANAGEMENT	The purpose of the Environmental Management Program is to provide environmental technical services to the County so they can minimize or eliminate liabilities.
ENVIRONMENTAL MANAGEMENT SVCS	The purpose of the Environmental Management Services Activity is to provide environmental management services for the County so they can identify and mitigate potential liabilities.
RISK MANAGEMENT/SELF INSURANCE	The purpose of the Risk Management Self-Insurance Program is to provide coverage and liability reduction services to the County so they will have adequate protection of County assets.
TRUST FUND ADMINISTRATION	The purpose of the Trust Fund Administration Activity is to provide oversight of risk management services to Maricopa County departments, districts and trust members so they can have adequate protection and coverage of assets at the most cost effective price.
SAFETY MANAGEMENT	The purpose of the Safety Management Program is to provide safety management services to the County so they can ensure standards compliance and control and/or prevent losses.
SAFETY MANAGEMENT SERVICES	The purpose of the Safety Management Services Activity is to provide consultation, technical, and training services to the County so they can ensure standards compliance and control and/or prevent losses.

Treasurer	
Program Activity	**Purpose**
ACCOUNTING	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.
AGENCY ACCOUNTING	The purpose of the Agency Accounting Activity is to apportion tax collections and provide timely and accurate accounting and investment services for county agencies so that they can conduct their operations and make informed decisions, manage resources and report results relative to their agency.
TREASURER ACCOUNTING	The purpose of the Treasurer Accounting Activity is to provide timely and accurate accounting services for the Treasurer's Office staff so that they can make informed decisions, manage resources and report results.
PROPERTY TAX	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).
CLIENT SERVICE	The purpose of the Client Services Activity is to accept and post tax and non-tax payments for internal and external customers so that revenues are accurately and promptly posted (applied).
TAX SERVICES	The purpose of the Tax Services Activity is to provide property tax billing information and problem resolution for internal (Assessor, Finance, Sheriff departments) and external (property owners, tax service and mortgage companies) customers so that property taxes are paid and necessary adjustments made.

Program and Activity Purpose Statements (Continued)

Highways & Streets	
Transportation	
Program Activity	**Purpose**
BUILD ROADS AND BRIDGES	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.
CONSTRUCTION MGT & ENG	The purpose of the Construction Management and Engineering Activity is to provide construction management and engineering support to construction projects so projects can be delivered on time and in a cost-effective manner.
CONSTRUCTION INSPECTION	The purpose of the Construction Inspection Activity is to provide inspection support so projects can be delivered in a safe and cost-effective manner.
PROJECT MANAGEMENT	The purpose of the Project Management Activity is to provide overall project coordination of transportation improvement projects so projects are delivered on time and in a cost-effective manner.
QUALITY ASSUR & QLTY CNTRL	The purpose of the Quality Assurance and Control Activity is to provide quality oversight so that projects can be delivered at the level of quality specified.
ROADWAY CONSTRUCTION	The purpose of the Roadway Construction Activity is to deliver new or improved road and structure projects on time and in a cost-effecive manner.
SURVEY	The purpose of the Survey Activity is to provide survey suport so that projects can be delivered in a safe and cost-effective manner.
PROGRAM MGT AND SUPPORT	The purpose of the Program Management and Support Activity is to provide project management oversight and support so that projects can be delivered in a timely and cost-effective manner.
ENGINEER ROADS AND STRUCTURES	The purpose of the Engineer Roads and Structure program is to provide roadway pre-build services and support to contractors so they can build and implement cost effective and safe projects in a timely manner.
DESIGN	The purpose of the Design Activity is to provide complete construction plans and plan reviews to contractors so they can build and implement cost-effective and sae projects in a timely manner and with minimal changes.
IMPROVEMENT DISTRICT ADMIN	The purpose of the Improvement District Administration Activity is to provide local improvement financing and construction options to property owners so they can improve their neighborhood.
REGULATION	The purpose of the Regulation Activity is to provide plan reviews and field inspections of projects impacting Couty right-of-way for permit applicants so they can complete their projects in compliance with County requirements.
RIGHT-OF-WAY	The purpose of the Right-of-Way Activity is to provide the land rights identified in the roadway or structure design plans to the public and project team so they can build the roads or structures on time.
UTILITY RELOCATION	The purpose of the Utilities Relocation Activity is to provide oversight and management of utilities installation and relocation in County rights of way so that contractors can complete their projects in compliance with County requirements.
MANAGE TRAFFIC	The purpose of the Manage Traffic program is to provide traffic safety solutions to contractors and provide coordinated traffic information, and emergency and event control services to the traveling public so that their trip is safe and travel delays are minimized.
TRAFFIC ENGINEERING	The purpose of the Traffic Engineering Activity is to provide less congested and safer roadways to the traveling public throught the implementation of Traffic Engineering solutions so that they experience less delay and improved public safety.
TRAFFIC MANAGEMENT	The purpose of the Traffic Management Activity is to provide coordinated traffic and Intelligent Transportation Systems (ITS) operations services to reduce traffic congestion for the traveling public so that travel delays are minimized.
EAST AREA MAINTENANCE	The purpose of the East Area Maintenance Activity is to provide dirt roadway maintenance and overall system inspections in the Eastern region of Maricopa County so the traveling public can drive on safe roads.
INTEGRATED ROADWAY MAINT	The purpose of the Integrated Roadway Maintenance Activity is to provide cost-effective surface treatments, rehabilitations, betterments, and minor construction to roadways so the public travels on safe and efficient roadways.

Program and Activity Purpose Statements (Continued)

OFF-ROAD EQUIPMENT	The purpose of the Off Road Equipment Activity is to provide timely heavy equipment operations to the County roadway repair projects and maintenance area supervisors so projects can be completed efficiently and effectively.
ON-ROAD EQUIPMENT	The purpose of the On Road Equipment Activity is to provide timely trucking services to the County roadway maintenance projects and maintenance area supervisors so projects can be completed efficiently and effectively.
RIGHT-OF-WAY MAINTENANCE	The purpose of the Right-of-Way Maintenance Activity is to maintain guardrails and roadway appurtenances in addtion to keeping rights-of-way clear of sight restrictions so the public can travel safely.
TRAFFIC SIGNS MAINT	The purpose of the Traffic Signs Maintenance Activity is to repair/replace, manufacture and install traffic signs along Maricopa County's roadways in accordance with placement standards so that road users are provided information necessary to travel safely and lawfully.
ROADWAY STRIPING MAINT	The purpose of the Roadway Striping Maintenance Activity is to provide roadway markings on County roads so the road users can travel on safe roads in an orderly fashion.
TRAFFIC SIGNALS MAINT	The purpose of the Traffic Signals Maintenance Activity is to maintain and repair Maricopa County's traffic signal system so road users are provided efficient movement through current traffic conditions.
WEST AREA MAINTENANCE	The purpose of the West Area Maintenance Activity is to provide dirt roadway maintenance and overall system inspections in the Western region of Maricopa County so the traveling public can drive on safe roads.
WORK ZONE TRAFFIC CONTROL	The purpose of the Work Zone Traffic Control Activity is to provide barricades, flagging, and other temporary traffic control services to the traveling public and MCDOT workforces so they can drive and work safely in County work zones.
ROADWAY MAINTENENCE	The purpose of the Roadway Maintenance program is to provide roadway upkeep and betterments to the traveling public so they can have safe trips on smooth, cost effective roads.
ENVIRONMENTAL CLEARANCE	The purpose of the Environmental Clearance Activity is to provide environmental compliance documentation to the appropriate government agencies so they can allocate funds, issue permits, grant rights-of-way, and ensure environmental mitigation for transportation projects.
PROJECT PARTNERSHIPS	The purpose of the Project Partnerships Activity is to provide agreements and funding opportunities to public and private partners so the Maricopa County region can benefit from coordinated and collabroative transportation investments.
PUBLIC OUTREACH	The purpose of the Public Outreach Activity is to provide information and interactions to the public so they can be better informed about how MCDOT projects affect them and participate more fully in the development of MCDOT projects.
PROGRAMMING	The purpose of the Programming Activity is to provide prioritized transportation project recommendations to the Board of Supervisors so they can demonstrate regional leadership through effective and efficient transportation investment decisions.
TRANSPORTATION PLANNING	The purpose of the Transportation Planning Activity is to provide plans, studies, general transportation system research, information, and recommendations for Maricopa County so County decision makers can take an active and informed role in deciding long-range regional issues.

Health, Welfare & Sanitation

Animal Care & Control	
Program Activity	**Purpose**
ANIMAL CONTROL	The purpose of the Animal Control Program is to provide animal control services to fulfill contractual activities to unincorporated areas, cities and towns within Maricopa County and to assist other agencies so that the citizens can be free of animal related health and safety dangers as well as the dangers associated with irresponsible pet ownership.
ANML CTRL ENFORCEMENT ACTIVITY	The purpose of the Project Pet Food Activity is to distribute pet food to low-income residents of Maricopa County so that owners may continue to care for their pets and not be subjected to surrendering them.
ANIMAL CRUELTY INVESTIGATION	The purpose of the Animal Cruelty Activity is to initiate investigations on possible animal cruelty as determined by the Animal Control Officer (ACO) on site so that the appropriate charges may be filed in accordance with ARS Title 13.
KENNEL PERMIT ACTIVITY	The purpose of the Kennel Permit Activity is to process kennel permit applications, inspect premises to ensure that they are in compliance with health and safety laws and ordinances and issue permits so that citizens can be free of animal related health and safety dangers.

Program and Activity Purpose Statements (Continued)

PET ADOPTION	The puropse of the Pet Adoption Program is to provide adoptable animals to the people of Maricopa County so that there will be a reduction in euthanasia of sheltered animals and the creation of life-long human/animal bonds.
CAT ADOPTION ACTIVITY	The purpose of the Cat Adoption Activity is to provide healthy, well-socialized cats to adopting individuals and families of Maricopa County so that the animals will not be euthanized and the adopters can experience long-term ownership.
DOG ADOPTION ACTIVITY	The purpose of the Dog Adoption Activity is to provide healthy, well-socialized dogs to adopting individuals and families of Maricopa County so that the animals will not be euthanized and the adopters can experience long-term ownership.
PET LICENSING	The purpose of the Pet Licensing Program is to provide licensing services to the people of Maricopa County so that the spread of rabies can be controlled and citizens can recover lost pets.
CAT LICENSING ACTIVITY	The purpose of the Cat Licensing Activity is to provide licensing to the people of Maricopa County so that the spread of rabies can be controlled and that citizens can recover lost pets.
DOG LICENSING ACTIVITY	The purpose of the Dog Licensing Activity is to provide dog licensing to the people of Maricopa County so that the spread of rabies can be controlled and that citizens can recover lost pets.
ANIMAL SHELTERING PROGRAM	The purpose of the Animal Sheltering Program is to provide shelter and care to animals that are brought into Animal Care & Control shelter facilities so that they can be held for final disposition.
FOSTERING ACTIVITY	The purpose of the Fostering Activity is to extend the care of animals through foster homes so that they can gain the strength and immunity necessary for maintaining their health to be put up for adoption.
IMPOUNDMENT ACTIVITY	The purpose of the Impoundment Activity is to receive animals from MCACC Field Services, other animal control agencies and the public so that these animals can be sheltered and cared for.
QUARANTINE ACTIVITY	The purpose of the Quarantine Activity is to monitor the health of animals so that determinations may be made as to whether the animals are asymptomatic for rabies or not.
ANIMAL WELFARE SAFETY NET	The purpose of the Animal Welfare Safety Net Program is to provide low-cost medical, behavioral, and animal care services to the people of Maricopa County so that there may be a decrease in animal overpopulation, an increase in life-long relationships with people and their pets, and an increased knowledge as to the benefits of the human/animal period.
ANL CARE & BEHVR EDUC ACTIVITY	The purpose of the Humane Education Activity is to educate citizens about animal care and behavior so that people are knowledgeable and aware of the nuances and the responsibilities of pet ownership, animal behavior and the human/animal bond.
ANIMAL CARE VOLUNTEER ACTIVITY	The purpose of the Volunteer Activity is to provide citizens an opportunity to volunteer time to assist MCACC with its mandated and non-mandated services so that those who desire to volunteer will be given an opportunity and MCACC will be provided with an alternative staffing source to maintain a stabilized fee structure for the services provided to the citizens of Maricopa County.
LOW-COST SPAY/NEUTER ACTIVITY	The purpose of the Low-Cost Spay/Neuter Activity is to provide assistance to low-income residents for the spay/neuter of their pets so that the pet population will not increase and owners will not have to surrender pet offspring to our facilities.
OPERATION FELIX ACTIVITY	The purpose of the Operation FELIX Activity is to trap, neuter and release feral cats back into their colonies and to educate and assist citizens so that the feral cat population can be controlled.
PROJECT PET FOOD ACTIVITY	The purpose of the Project Pet Food Activity is to distribute pet food to low-income residents of Maricopa County so that owners may continue to care for their pets and not be subjected to surrendering them.

Program and Activity Purpose Statements (Continued)

Community Development	
Program Activity	**Purpose**
COMMUNITY DEVELOPMENT BLOCK GRANT	The purpose of the Community Development Block Grant Program is to provide eligible community improvements to CDBG subrecipients so that low and moderate income residents are empowered to develop viable communities.
CDBG ADMINISTRATION	The purpose of CDBG Administration is to provide administrative sevices to CDBG subrecipients so that CDBG administration compliance is achieved.
CDBG PROJECTS	The purpose of CDBG Projects is to provide funding for community improvement to CDBG subrecipients so that community development activities for low and moderate income residents are completed.
HOME	The purpose of the HOME Program is to provide affordable housing opportunities to qualified HOME recipients, subrecipients, and Community Housing Development Organizations (CHDOs) so that suitable housing for low and moderate income residents is preserved and expanded.
HOME ADMINISTRATION	The purpose of HOME Administration is to provide administrative services to HOME recipients, subrecipients, and CHDOs so that HOME administration compliance is achieved.
HOME PROJECTS	The purpose of HOME Projects is to provide funding for affordable housing units to HOME recipients, subrecipients, and CHDOs so that housing stock for low and moderate income residents is preserved and expanded.
Environmental Services	
Program Activity	**Purpose**
AIR QUALITY PROGRAM	The purpose of the Air Quality Program is to provide air pollution information and regulatory services to industry, other governmental agencies, and the general public so that they can effectively contribute to the attainment of the national ambient air quality standards.
COUNTYWIDE AQ MONITORING	The purpose of Air Quality Monitoring and Compliance is to provide oversight of all stationary and activity based air pollution sources to Maricopa County stakeholders so that they can be confident they live in a healthful environment.
DUST CNTRL EARTHMOVING COMPL	The purpose of Air Quality Monitoring and Compliance is to provide oversite of all stationary and activity based air pollution sources to Maricopa County stakeholders so that they can be confident they live in a healthful environment.
DUST CNTRL VACANT LOT COMPL	The purpose of the Dust Control Vacant Lot (DCVL) Activity is to provide air quality compliance inspections to all regulated vacant lots (open area parcels) so that those responsible for these parcels understand how to and do remain in compliance with all applicable federal, state and local air quality laws, rules and regulations.
EARTHMOVING PERMIT ENFORCEMENT	The purpose of the Enforcement activity is to provide legal remedies for the regulated community so that they can recognize their obligation to operate in compliance.
LARGE SOURCE PERMIT COMPLIANCE	The purpose of the Air Quality Permits Activity is to provide Air Quality Permits and enforcement of the Maricopa County Air Pollution Control Regulations to the regulated enterprises within Maricopa County so they can conduct business in manner which helps maintain air quality standards for Maricopa County.
LARGE SOURCE PERMIT ENFRCMENT	The purpose of the Enforcement activity is to provide legal remedies for the regulated community so that they can recognize their obligation to operate in compliance.
LARGE SOURCE PRMT ENG REVIEW	The purpose of the Air Quality Permits Activity is to provide Air Quality Permits and enforcement of the Maricopa County Air Pollution Control Regulations to the regulated enterprises within Maricopa County so they can conduct business in manner which helps maintain air quality standards for Maricopa County.
PLANNING AND ANALYSIS	The purpose of the Air Quality Planning and Permitting Activity is to provide rule writing and reviewing applications for stationary and activity based air pollution to permitted stationary air pollution sources so that they operate in compliance with all applicable regulations.

Program and Activity Purpose Statements (Continued)

SMALL BUSINESS ASST ACTIVITY	The purpose of the Small Business Assistance Activity is to provide air quality technical assistance to businesses so that they can operate within the federal, state and local air quality standards.
SMALL SOURCE COMPLAINT MNGT	The purpose of the Small Business Assistance Activity is to provide air quality technical assistance to businesses so that they can operate within the federal, state and local air quality standards.
SMALL SOURCE PERMIT COMPLIANCE	The purpose of the Air Quality Permits Activity is to provide Air Quality Permits and enforcement of the Maricopa County Air Pollution Control Regulations to the regulated enterprises within Maricopa County so they can conduct business in manner which hel
SMALL SOURCE PERMIT ENFRCMENT	The purpose of the Enforcement activity is to provide legal remedies for the regulated community so that they can recognize their obligation to operate in compliance.
SMALL SOURCE PRMT ENG REVIEW	The purpose of the Air Quality Permits Activity is to provide Air Quality Permits and enforcement of the Maricopa County Air Pollution Control Regulations to the regulated enterprises within Maricopa County so they can conduct business in manner which helps maintain air quality standards for Maricopa County.
TRIP REDUCTION ACTIVITY	The purpose of the Trip Reduction Activity is develop trip reduction plans so that the companies with 50 or more employees can help to reduce emissions caused by single occupancy commuter traffic.
VOL VEHICLE REPAIR & RETROFIT	The purpose of the VVR&R Activity is to provide emissions repair work to County residents who have received an emissions test failure notice so that they can comply with vehicle registration emission standards.
ENVIRONMENTAL HEALTH SERVICES	The purpose of the Environmental Health Division is to provide Environmental Health Inspections and educational services for the general public and regulated facilities so that compliance is maintained with applicable regulations of the Maricopa County Environmental Health Code.
ENV HEALTH ENFORCEMENT ACT	The purpose of the Enforcement activity is to provide legal remedies for the regulated community so that they can recognize their obligation to operate in compliance.
ENV HEALTH PERMIT COMPLIANCE	The purpose of the Environmental Health Permits Activity is to provide Environmental Health Permits and enforcement of the Enviromental Health Code to the regulated businesses within Maricopa County so they can conduct business while maintaining a safe food and water supply.
ENV HEALTH PLAN REVIEW	The purpose of the Environmental Health Plan Review Activity is to provide Environmental Health Inspections and educational services to the general public and new facilities under construction (e.g. Public/Semi-Public Bathing Places, Eating & Drinking Establishments, Food Processor, Meat Markets, Pet Shops, Public Accommodations, Retail Food Establishments, Peddlers, and Institutional Facilities), so that compliance is maintained with building design and structural aspects regulated by the Maricopa County Environmental Health Code.
VECTOR CONTROL PROGRAM	The purpose of the Vector Control Program is to provide surveillance and testing, adulticiding, and larviciding of vector species, respond to vector control complaints, educate the public, and study vector borne diseases for the citizens of Maricopa Countty so that they can reduce the incidence of vector borne diseases.
MOSQUITO ADULTICIDING	The purpose of the Adulticiding Activity is to abate mosquitoes for the citizens of Maricopa County so that vector control personnel can reduce vector borne diseases by reducing the population of adult mosquitoes.
MOSQUITO LARVICIDING	The purpose of Larviciding Activity is to treat breeding sites with larvicide for the citizens of Maricopa County so that vector control personnel can reduce vector borne diseases by reducing the population of adult mosquitoes.
RODENT CONTROL	The purpose of Vector Control Rodent Control Activity is to answer, respond, and forward complaints involving rodent activity for the concerned citizens of Maricopa County.
VECTOR CONTROL COMPLAINT MGMT	The purpose of Vector Control Complaint Activity is to answer, respond, and forward complaints for surveillance and testing for the concerned citizens of Maricopa County so that they can have their complaints recorded.

Program and Activity Purpose Statements (Continued)

VECTOR PUBLIC EDUCATION	The purpose of Vector Public Education Activity is to provide education and information about WNV specifically and mosquito control generally, and seek voluntary compliance to take the necessary precautions to prevent the transmission of WNV to Maricopa County citizens so that they are aware the County's and their own role in the reduction of the spread of WNV disease.
VECTOR SURVEILLANCE & TESTING	The purpose of the Vector Control Surveillance and Testing Activity is to provide necessary and accurate data in an efficient manner on vector species to vector control personnel so that they can initiate appropriate control activities to reduce Maricopa County's citizens' exposure to vector borne diseases.
STORM WATER COMPLIANCE ACT	The purpose of the StormWater Control Activity is to provide compliance for stormwater runoffl activities for stakeholders in Maricopa County so that they can be safe from hazards caused by non compliance with applicable rules governing stormwater runoff facilities.
Health Care Mandates	
Program Activity	**Purpose**
PRE-AHCCCS LIABILITY MANAGEMENT	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.
LITIGATION SUPPORT	The purpose of the Litigation Support Activity is to provide documents and technical expertise to litigation counsel so they can effectively defend the financial interests of Maricopa County Administration.
RESOLUTIONS	The purpose of the Resolutions Activity is to provide a review of disputed pre-AHCCCS claims for Maricopa County Administration so they can fulfill their statutory obligation to resolve claims, limit their pre-AHCCCS financial liability, and avoid the need for subsequent litigation.
INDIGENT BEHAVIORAL HEALTH	The purpose of the Indigent Behavioral Health Program is to provide funds to the State for mental health programs so that they can ensure that their court-ordered obligations are met.
ARNOLD V. SARN	The purpose of the SARN - ARNOLD V. SARN Activity is to contribute funding to the Arizona Department of Health Services (ADHS) via an Intergovernmental Agreement (IGA) to provide adequate services for Maricopa County's indigent seriously mentally ill (SMI) persons.
GEN MENTAL HEALTH	The purpose of the Genenral Mental Health Activity is to contribute funding to the Arizona Department of Health Services (ADHS) via an Intergovernmental Agreement (IGA) to provide the same level of behavioral health services for indigent non-SMI population in Maricopa County that were in place prior to the 1981 inception of the AHCCCS program.
DISPROPORTIANATE SHARE MATCH	The purpose of the Disproportionate Share Match Program is to provide support for the federal Disproportionate Share Hospital program for Maricopa Medical Center.
DISPROPORTIONATE SHARE MATCH	The purpose of the Disproportionate Share Match Activity is to provide support for the federal Disproportionate Share Hospital program for Maricopa Medical Center.
INDIGENT HEALTH CARE	The purpose of the Indigent Health Care Program is to provide funds to the State's AHCCCS programs and to provide funding for outstanding Pre-AHCCCS claims for Maricopa County Administration so that they can ensure accurate and proper distribution of funds.
PRE-AHCCCS LIABILITY	The purpose of the Pre-AHCCCS Liability Activity is to provide funding for outstanding Pre-AHCCCS claims for Maricopa County Administration so that they can ensure accurate and proper distribution of funds.
AHCCCS CONTRIBUTION	The purpose of the AHCCCS Contribution Activity is to contribute financial support to the State AHCCCS program to satisfy the Federal Medicaid matching requirement, which represents a mandated contribution for the medical services cost of AHCCCS enrolled members.

Program and Activity Purpose Statements (Continued)

Medical Examiner	
Program Activity	**Purpose**
MEDICAL EXAMINERS	The purpose of the Medical Examiners is to provide a determination and timely report of findings as to the cause and manner of death, and an authorization for the cremation of decedent remains, for the families of decedents and the legal and medical community so that they can have closure, prosecute offenders, and take actions to safeguard public health and safety.
DECEDENT ADMISSIONS	The purpose of Admissions is to provide the admission record for the Medical Examiners so that they can conduct an examination and record the determination of the cause and manner of death.
CREMATION AUTHORIZATIONS	The purpose of Cremation Authorizations Activity is to provide certification for cremation to the public so that they can legally cremate a person's remains.
DECEDENT TRANSPORT	The purpose of Decedent Transport is to provide a timely recovery of decedents and preserve the chain of custody of remains and evidence for the Medical Examiners so that they can determine cause and manner of death.
DECEDENT MEDICAL EXAMINATION	The purpose of the Decedent Medical Examinations is to provide a certification as to the cause and manner of death, a timely report of findings, and expert testimony in legal proceedings for families of decedents and the legal and medical community so that they can conduct financial transactions and have closure, investigate and prosecute offenders, and reduce risks to public health and safety.
HISTOTECHNOLOGY	The purpose of Histotechnology is to produce micro slides of organ tissues according to established histology standards for the Medical Examiners so that they can make a timely determination whether or not an identifiable disease contributed to the cause and manner of death.
DECEDENT MEDICAL INVESTIGATIONS	The purpose of Medical Investigations is to provide medical and forensic information to the Medical Examiners so that they can use the information to make a timely determination of the cause and manner of death.
TRANSCRIPTION	The purpose of Transcription Activity is to provide the transcription of reports and information for the Medical Examiners so that they can issue their findings and the death can be registered.
TOXICOLOGY	The purpose of toxicology is to provide drug analyses and test results according to established laboratory standards to the Medical Examiners so that they can make a timely determination whether or not drugs or chemicals contributed to the cause and manner of death.
Public Health	
Program Activity	**Purpose**
BIO-DEFENSE PREPAREDNESS/RESPONSE	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.
BIO-DEFENSE INTELLIGENCE	The purpose of Bio-Defense Intelligence Gathering is to conduct disease surveillance so that the Maricopa County Department of Public Health (MCDPH) can mount a coordinated, rapid and appropriate response to any natural or intentional biological event, disease outbreak, or other public health disaster threatening the health and safety of Maricopa County residents.
PLANNING AND TRAINING	The purpose of Planning and Training is to provide readiness assessment, preparedness and response planning and training to the Maricopa County Department of Public Health (MCDPH) and to the Health and Human Services (HHS) Constellation partners and other identified partners so that they can be fully prepared and responsive to a public health disaster or emergency.
COMMUNITY DEVELOPMENT	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.
HIV COMMUNITY EDUCATION	The purpose of HIV Community Education is to provide meetings of HIV prevention agencies in Maricopa County so that they may coordinate efforts to better serve the community.
HIV/AIDS SERVICES PLANNING	The purpose of HIV/AIDS Services Planning Council Support is to provide facilitation of fulfilling all legislatively mandated roles and responsibilities of the Planning Council so that the Planning Council effectively meets the needs of those living with HIV/AIDS.
MINORITY AND COMMUNITY HEALTH	The purpose of Minority and Community Health is to provide public health resources to communities of color who are at greater risk of disease, so that disease disparities can be reduced.

Program and Activity Purpose Statements (Continued)

HIV/HCV SERVICES	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.
HEPATITIS EDUC, PREV & SURV	The purpose of the Hepatitis Education, Prevention and Survival activity is to provide information and skills to incarcerated populations at risk for hepatitis so they can change attitudes and practices to prevent the spread of viral hepatitis.
HIV COUNSELING & TESTING	The purpose of HIV Counseling and Testing is to provide counseling and testing services for people at risk for HIV so that they can reduce the likelihood of contracting HIV or get early intervention services if infected with HIV.
HIV PREVENTION	The purpose of HIV Prevention Activity is to provide information and skills to populations at risk for HIV so that the rate of HIV infection will be reduced in Maricopa County.
SERVICES FOR PEOPLE WITH HIV/A	The purpose of Services for People with HIV/AIDS (Ryan White Title I) is to provide medical, health and support services to people living with HIV in the Phoenix Eligible Metropolitan Area (EMA) so that they can lead healthier, longer, and more productive lives.
FAMILY HEALTH	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.
FAMILY HEALTH PARTNERSHIPS	The purpose of Family Health Partnerships is to provide technical assistance to local programs so that they can expand their capacities to improve maternal/child health outcomes.
FAMILY PLANNING	The purpose of Family Planning is to provide affordable (low cost or free) well-women health examinations and family planning services to uninsured women so that these women may plan their pregnancies and remain healthy throughout their pregnancies.
NEWBORN INTENSIVE CARE	The purpose of the Newborn Intensive Care Activity is to provide in-home nursing visits and case management services to families of babies who were critically ill at birth so that the physical, developmental, social and environmental status of these babies is improved.
PREGNANCY CONNECTION	The purpose of the Pregnancy Connection activity is to provide intervention and prevention services to uninsured pregnant adolescents/women so that access to early prenatal care is increased and babies are born healthy.
PARENT SUPPORT CENTER	The purpose of the Parent Support Center is to provide parenting education and supportive services to families so that child abuse and domestic violence is prevented and families are healthier.
WELL WOMAN HEALTHCHECK	The purpose of the Well Woman Healthcheck is to provide increased access to preventive health services to uninsured older women so that there is earlier detection of breast and cervical cancer.
HEALTH RELATED DATA	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.
BIRTH & DEATH CERT REGISTRN	The purpose of the Birth and Death Records Activity is to record pertinent information about births and deaths in Maricopa County for public health professionals so that they can quickly and accurately detect disease and death patterns.
BIRTH AND DEATH CERTIFICATES	The purpose of the Birth and Death Certificates activity is to provide copies of birth and death certificates on request to private individuals who are entitled to have them so that they can conduct their personal business in a timely manner.
HEALTH AND DISEASE STATISTICS	The purpose of Health and Disease Statistics (Epidemiology) is to provide information and training regarding population health status as well as epidemiologic and data methods and procedures to other Public Health divisions, County departments, and the public at large so that they can productively use accurate data to implement and evaluate health-related interventions.

Program and Activity Purpose Statements (Continued)

CHRONIC DISEASE & TOBACCO CONTROL	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.
CARDIOVASCULAR DISEASE EDUC	The purpose of Cardiovascular Disease Education is to provide education and motivation to students in grades four through eight to increase their physical activity now, and throughout their lives.
CHILD INJ PREVENT & HLTH EDUCN	The purpose of Childhood Injury Prevention and General Health Education is to educate people on child safety issues and distribute child safety devices to low income children in Maricopa County so that the rate of unintentional injuries and deaths may be reduced.
TOBACCO USE EDUCATION	The purpose of the Maricopa County Tobacco Use Prevention activity is to provide leadership, direction, education and support to all residents of Maricopa County so they can live in tobacco-free communities.
WOMEN TOGETHER FOR HEALTH	The purpose of the Women Together for Health activity is to provide education, motivation and support to women of childbearing years so that they can make positive changes to improve their health.
HEALTHCARE FOR HOMELESS INDIVIDUALS	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.
PRIMARY CARE CLINIC-HOMELESS	The purpose of the Primary Care Clinic for the Homeless is to provide integrated primary care, medical and behavioral health services, in a holistic manner for homeless persons of Maricopa County so that an optimal level of function is achieved.
INFECTIOUS DISEASE CONTROL & TREATMENT	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.
GENERAL HEALTH SURVEILLANCE	The purpose of General Health Surveillance is to provide investigations of all cases of communicable diseases to residents of Maricopa County so that the sources of disease can be identified and the spread of infectious diseases can be controlled.
HANSEN'S DISEASE	The purpose of Hansen's Disease Services is to provide medical services to individuals suspected or confirmed with Hansen's Disease (also known as leprosy) so that they prevent the development of debilitating conditions due to lack of or inappropriate treatment of the disease.
HIV SURVEILLANCE	The purpose of HIV Surveillance is to provide verification and follow-up to reported and suspected cases of HIV and AIDS so that spread of HIV will be reduced in the community.
INF DISEASE CNTL FOR REFUGEES	The purpose of Infectious Disease Control for Refugees is to provide necessary communicable disease screening and treatment to newly-arrived refugees to Maricopa County so that the community experiences better total health and the spread of disease is prevented.
JAIL WORK RELEASE EXAMINATIONS	The purpose of Jail Work Release Examinations is to provide screening for communicable diseases and basic physical exam to incarcerated individuals to determine their suitability for placement in outdoor incarcerated work release living environment.
PUBLIC HEALTH LABORATORY	The purpose of the Laboratory is to provide client testing for Public Health clinics so that they will receive their results quickly and at great cost savings.
PUBLIC HEALTH PHARMACY	The purpose of the pharmacy is to provide medications for Public Health programs and clients so that they can get cost savings on expensive medications.
SEXUALLY TRANSMITTED DISEASE	The purpose of STD Testing and Treatment is to provide testing, treatment, and follow-up to people at risk for developing a STD (other than HIV) so that they may be disease free.
TUBERCULOSIS SERVICES	The purpose of Tuberculosis Services is to provide identification, prevention, and treatment of individuals with active tuberculosis and their contacts, so that they are free of tuberculosis and the spread of TB in the community is reduced.

Program and Activity Purpose Statements (Continued)

IMMUNIZATION SERVICES	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.
ADULT IMMUNIZATIONS	The purpose of Adult Immunizations is to provide the recommended or required immunizations to individuals planning to travel outside the United States or to meet immunizations requirements in the United States so that they can experience better total health through prevention activities.
CHILDHOOD IMMUNIZATIONS	The purpose of Childhood Immunizations is to provide immunizations to children 0 to 18 and education to parents, guardians, and day care and school staff to reduce/eliminate the transmission of vaccine preventable diseases.
IMMUNIZATION EDUCATION	The purpose of Immunization Education is to provide classes to immunization providers in the community so that there will be an increase in immunization coverage rates for their clients (0-2 years old).
NUTRITION	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.
COMMUNITY NUTRITION	The purpose of Community Nutrition is to build community partnerships to provide nutrition programs, resources and referrals for the residents of Maricopa County so that they can implement nutrition and lifestyle practices to improve health, reduce chronic disease risks, and decrease barriers to food security.
WOMEN INFANTS & CHILDREN (WIC)	The purpose of WIC is to provide supplemental food and nutrition education for pregnant, breastfeeding, postpartum women, infants & children (up to age five) so that they adopt lifetime nutrition habits for better nutritional/health status.
ORAL HEALTH	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.
DENTAL INSURANCE	The purpose of Dental Insurance is to provide access to dental insurance benefits for low income people in Maricopa and Pinal Counties so they have the opportunity to receive dental services when needed.
DENTAL SURVEILLANCE	The purpose of Dental Surveillance is to provide disease monitoring services to schools in Maricopa County so that oral health needs can be determined and addressed.
DENTAL SEALANTS	The purpose of Dental Sealants is to provide dental sealants to uninsured, AHCCCS- and KidsCare-eligible second and sixth grade students in Maricopa County so that they experience less tooth decay.
ORAL HEALTH TOBACCO USE	The purpose of Oral Health Tobacco Use Prevention is to provide curriculum and training that emphasizes the oral health manifestations of tobacco use to dental and medical health care providers in Maricopa County so that they can improve their ability and capacity to incorporate this knowledge into their practice.
Solid Waste	
Program Activity	**Purpose**
ENVIRONMENTAL WASTE MANAGEMENT	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.
HOUSEHOLD HAZARDOUS WASTE	The purpose of the Household Hazardous Waste Collection Activity is to provide wate collection services for batteries, oil, paint, and antifreeze for residents of Maricopa County so they can have an environmentally safe disposal outlet for these wastes.
ILLEGAL DEUMPING CLEAN-UP	The purpose of the Illegal Dumping Clean-Up Activity is to provide the cleanup of illegally disposed of solid wastes for Maricopa County residents so they are provided a safe environment and protection of public health.
WASTE TIRE MANAGEMENT	The purpose of the Waste Tire Activity is to provide collection and disposal facilities for Maricopa County residents so waste tires will not be illegally disposed of within the County.

Program and Activity Purpose Statements (Continued)

WASTE DISPOSAL MANAGEMENT	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.
LANDFILL POST-CLOSURE MONITOR	The purpose of the Landfill Post-Closure Maintenance and Monitoring Activity is to provide the necessary post-closure maintenance and monitoring services to landfills in order to protect the health and environment of the residents of Maricopa County.
WASTE TRANSFER STATION	The purpose of the Waste Transfer Station Activity is to provide waste disposal facilities for Maricopa County residents who are not provided with private waste collection so they can safely dispose of solid wastes.

Public Safety

Adult Probation	
Program Activity	**Purpose**
BEHAVIORAL CHANGE	The purpose of the Behavioral Change Program is to provide assessment, treatment and education services to offenders so that they can experience positive behavioral change.
EDUCATION ACTIVITY	The purpose of the Education Activity is to provide education classes and services for adult students so that they can develop new life skills as evidenced by their successful completion of the education program.
PRESENTENCE ACTIVITY	The purpose of the Presentence Activity is to provide timely investigation, screening and assessments of offenders for judges so that they (judges) can make informed sentencing decisions.
PRETRIAL BAIL/BOND REVIEW	The purpose of the Pretrial Bail/Bond Review Activity is to provide the court with a review and report of the defendant's bail/bond and custody status so that the court can modify the bail/bond custody status, if appropriate.
PRETRIAL INIT AP RELEASE INFO	The purpose of the Pretrial Jail Initial Appearance Release Information Activity is to provide information on arrested defendants to the Initial Appearance Court so that the court can make appropriate release decisions in a timely manner.
PRETRIAL SUPERVISION ACTIVITY	The purpose of the Pretrial Supervision Activity is to provide supervision of conditionally released defendants so they can successfully complete release conditions without termination.
TRANSITION & TREATMNT ACTIVITY	The purpose of the Transition and Treatment Activity is to provide treatment services to probationers so that they can make behavioral change as evidenced by successful completion of the treatment program.
COMMUNITY JUSTICE	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.
COMMUNITY RESTORATION ACTIVITY	The purpose of the Community Restoration Activity is to provide services to victims and members of the community so that they can recover from the financial and emotional harm caused by crime.
IN-CUSTODY MANAGEMENT ACTIVITY	The purpose of the In-Custody Management Activity is to provide case management of jailed probationers for field probation officers so that they can be relieved of community supervision responsibility while the probationer is incarcerated.
INDIRECT SERVICES ACTIVITY	The purpose of the Indirect Services Activity is to provide administrative services for probationers who reside outside the county or in prison, so that their cases can be monitored and processed until returned to active supervision or terminated from supervision or terminated from supervision.

Program and Activity Purpose Statements (Continued)

INTENSIVE PROBATION ACTIVITY	The purpose of the Intensive Probation Activity is to provide community supervision of high-risk probationers so that they can be held accountable and not be committed to the Department of Corrections
STANDARD PROBATION ACTIVITY	The purpose of the Standard Probation Activity is to provide community supervision of probationers so that they can be held accountable and not be committed to the Department of Corrections.
WARRANTS ACTIVITY	The purpose of the Warrants Activity is to provide investigation and apprehension services for the Court so that absconded probationers are returned to the Court.
Clerk of the Superior Court	
Program Activity	**Purpose**
COURT RECORDS	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, County and other governmental agencies so that they can pursue legal processes and/or obtain and maintain legal and financial records and information.
CASE AND DOCUMENT FILING	The purpose of the Case and Document Filing Activity is to provide proof of the initiation of a case, filing of subsequent case documents, receipt of fees, and mandated processing services to the public, legal community, Courts, County and other governmental agencies so that they can have access to the judicial process and expedite resolution.
MEMORIALIZE COURT PROCEEDINGS	The purpose of the Memorialization of Court Proceedings Activity is to memorialize court proceedings and events for the court and other interested parties so that they can have an objective record of those events in order to facilitate the judicial procesess and expedite resolution.
FIDUCIARY SERVICES	The purpose of thd Clerk of Superior Court Fiduciary Services Program is to allocate and disburse court-ordered fees, provide account receivables and to execute court support orders to the public, legal community, courts, County and other governmental agencies so that they can be assured that all Superior Court monies are properly receipted, accounted for and disbursed.
COURT ORDERED RECEIVABLES	The purpose of the Court Ordered Receivables Activity is to provide information to individuals and businesses regarding their financial obligation due to the Superior Court so that they can comply with state law and court order by executing payments timely and completely.
COURT ORDERED DISBURSEMENT	The purpose of the Court Ordered Disbursement Activity is to disburse trust monies to public agencies, businesses and individuals so that they can have access to monies as provided by court order.
COURT SUPPORT ORDERS	The purpose of the Court Support Orders Activity is to execute Court-directed orders for the Court and the parties so that they can implement or obtain equities in the dissolution of marriages.
PUBLIC RECORDS	The purpose of the Public Records Program is to register public applications and record legal documentation so that there is an accessible public record.
COURT DOCUMENT PRESERVATION	The purpose of the Court Document Preservation Activity is to preserve legal documents for the citizens of Maricopa County and other governmental agencies so that documents can be retrieved upon request.
PUBLIC REGISTRATIONS	The purpose of the Public Registrations Activity is to register marriages, passport applications and process server certifications for the citizens of Maricopa County so that there is a legal, public record.
Constables	
Program Activity	**Purpose**
SERVICE OF PROCESS	The purpose of the Service of Process Program is to provide the distribution of court documents to public and governmental agencies so they can proceed with litigation.
SERVICE OF PROCESS	The purpose of the Service of Process Activity is to provide timely, professional service of court process to the public and governmental agencies so they can proceed with litigation.

Program and Activity Purpose Statements (Continued)

Correctional Health	
Program Activity	**Purpose**
ADULT/REMANDED JUVENILE INMATE TREATMENT	To provide medically necessary health care to adults and remanded juveniles in County correctional facilities in order to protect the health and safety of the community.
ACUTE INFIRMARY ACTIVITY	The purpose of the Acute Infirmary Activity is to provide necessary treatment to inmates unable to be placed in general population that do not require hospitalization so that they can regain their health and return to the general inmate population.
ADULT INPATIENT PSYCH UNITS	The purpose of the Adult Inpatient Psychiatric Unit Activity is to provide inpatient psychiatric treatment for inmates with mental health conditions so severe that prohibit their placement in general population so that they can be successfully reintegrated into the general inmate population.
EXTERNAL HLTH CARE COST	The purpose of the External Health Care Cost Activity is to provide payments for outside medical services rendered to Maricopa County inmates so that they can receive mandated health care.
LONG TERM CARE INFIRMARY	The purpose of the LTC Infirmary Activity is to provide a specialized environment to inmates with chronic/debilitating health conditions who are unable to be placed in general population that do not require hospitalization so that they can stay in jail per court mandate.
MED DISPENSION & DISTRIBUTION	The purpose of the Medication Dispensing and Distribution Activity is to provide daily distribution of provider prescribed and pharmacy provided prescriptions to inmates for prevention and treatment of illness/disease.
SICK CALL TREATMENT-MEDICAL	The purpose of the Sick Call Treatment and Appointment Activity is to provide medically necessary care and treatment to inmates so they can have constitutionally mandated access to health care.
UTILIZATION MANAGEMENT ACT	The purpose of the Utilization Review Activity is to review requested outside services for medical necessity to ensure the most cost effective delivery of health care.
HEALTH CARE MANAGEMENT	To provide CHS internal and authorized external agencies the necessary associated services that assist and complement the direct administration of health care to patients incarcerated in County jails.
CLINICAL EDUCATION & TRAINING	The purpose of the Education and Training Activity is to provide an environment that encourages professional development by offering internal and external training opportunities to employees to ensure that all employees must achieve both a level of competence and compliance with continuing education credits as required by CHS policy, state licensure or mandated by an accrediting agency such as NCCHC.
HEALTH RECORDS	The purpose of the Health Records Activity is to provide an accurate inmate health care record to all parties requesting that information so they can continue with inmate care or utilize the information in legal proceedings.
HEALTH RISK MANAGEMENT	The purpose of the Health Risk Management Activity is to provide trending, analysis, recommendations, interventions, and reports to Department and County management so that they can make programmatic decisions or take action to contain or reduce adverse patient outcomes and the risk of adverse legal outcomes.
INFECTION CONTROL	The purpose of the Infection Control Activity is to provide surveillance, prevention and control of communicable diseases and significant infections for CHS staff and inmates so that measures can be implemented to minimize the incidence of infectious conditions and communicable diseases.
INMATE ASSESSMENT	The purpose of the Inmate Assessment Program is to provide medically necessary health care to persons in County correctional facilities in order to protect the health and safety of the community.
14-DAY HEALTH ASSESSMENT	The purpose of the Inmate 14 Day Health Assessment Activity is to identify medically necessary health care for inmates so they can have constitutionally mandated access to health care.
HEALTH SERVICES REQUESTS	The purpose of the Health Requests Activity is to identify medically necessary health care treatment and care for inmates so they can have constitutionally mandated access to health care.
RECEIVING SCREENING HLTH CARE	The purpose of the Receiving Screening Health Care Activity is to identify detainees with immediate medical, dental and mental health needs prior to booking and provide necessary intervention so that arrestee is medically stable for admission to jail.

Program and Activity Purpose Statements (Continued)

RESTORATION TO COMPETENCY	The purpose of the Rule 11 Custody Restoration Program is to provide timely treatment to incompetent criminal defendants so they become able to understand the nature and object of the criminal proceedings against them or to assist in their legal defense or are found not restorable.
ESTATE PROBATES & TRUST ADMIN	The purpose of the Estate Probates and Trust Administrations Activity is to ensure that case reviews are completed within required due dates so that litigants' property and rights are protected.
RULE 11 - ASH PAYMENT	The purpose of the ASH Activity is to provide payments to Arizona State Hospital for mental health services rendered to Maricopa County inmates so that they can receive mandated health care.
RULE 11 CUSTODY RESTORATION	The purpose of the Rule 11 Custody Restoration Activity is to provide timely treatment to incompetent criminal defendants so they become able to understand the nature and object of the criminal proceedings against them or to assist in their legal defense or are found not restorable.
BIODEFENSE PREPAREDNESS	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's response so that the Department can mount a coordinated, rapid and appropriate response.
PLANNING AND TRAINING	The purpose of Planning and Training is to provide readiness assessment, preparedness and response planning and training to the Maricopa County Department of Public Health (MCDPH) and to the Health and Human Services (HHS) Constellation partners and other identified partners so that they can be fully prepared and responsive to a public health disaster or emergency.
County Attorney	
Program Activity	**Purpose**
CIVIL LEGAL SERVICES	The purpose of the Civil Legal Services Program is to provide legal advice and representation to County officers, administrators and managers so that they can manage the affairs of the County with the benefit of timely and responsive legal advice and representation.
CIVIL REPRESENTATION ACTIVITY	The purpose of the Civil Representation Activity is to provide a defense for claims filed against the County, or to initiate claims, protests, lawsuits and appeals for Maricopa County so that a timely and just result is achieved.
LEGAL ADVICE ACTIVITY	The purpose of the Legal Advice Activity is to provide legal advice to county officers, administrators and managers so that they can have timely and quality advice to manage the affairs of county government.
COMMUNITY SERVICES	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.
ADOPTION ACTIVITY	The purpose of the Adoptions Activity is to provide information, free legal assistance and representation in uncontested adoptions to prospective adoptive parents so that they can legally adopt children in Maricopa County.
SEXUALLY VIOLENT PREDATOR	The purpose of the Sexually Violent Predator Activity is to provide legal and civil commitment services on behalf of the citizens of Maricopa County so that the court can determine if sexually violent predators require additional confinement for rehabilitation purposes in order to protect the community.
VICTIM COMPENSATION ACTIVITY	The purpose of the Victim Compensation Activity is to provide financial reimbursement to victims of violent crimes so that they can recover eligible crime related financial loss.
PROSECUTION	The purpose of the Prosecution Program is to provide comprehensive felony, misdemeanor, delinquency and incorrigibility prosecution in the adult and juvenile courts on behalf of the people of Maricopa County so that they can be assured that justice has been served and offenders are held accountable for their criminal or delinquent acts.
APELLATE ACTIVITY	The purpose of the Appellate Activity is to provide post-conviction legal services on behalf of the people of Maricopa County so that they can be assured that justice is served.
CHARGING ACTIVITY	The purpose of the Charging Activity is to provide prompt charging decisions, criminal filings and juvenile petitions for law enforcement agencies and victims so that they can see that offenders are held accountable and that justice is served.

Program and Activity Purpose Statements (Continued)

CHECK ENFORCEMENT PROGRAM ACTY	The purpose of the Check Enforcement Diversion Activity is to provide recovery of monies from bad check writers and to deter the writing of bad checks through prosecution, education and the assessment of fines, so that Maricopa County residents and businesses will see successful recovery of lost monies and that offenders are held accountable.
DRUG DIVERSION ACTIVITY	The purpose of the drug diversion activity is to provide alternatives to criminal prosecution to appropriate offenders so that they can receive drug rehabilitation services without the cost of prosecution.
IDENTITY THEFT	The purpose of the Identity Theft Prosecution Activity is to provide prosecution of persons who commit identity theft to crime victims and the public so that they can be assured that offenders will receive just punishment and crime will be prevented.
INVESTIGATION RELATED CASE	The purpose of the Investigations Related Case Support Activity is to provide pre and post file investigative services accompanied by accurate and complete reporting to Deputy County Attorneys so that they can successfully prosecute cases.
PROSECUTION RELATED INVEST	The purpose of the Prosecution Related Investigation Activity is to provide investigative services accompanied by accurate and complete reporting to Deputy County Attorneys so that they can successfully prosecute cases.
COUNTY ATTORNEY INITIATED INV	The purpose of the County Attorney Initiated Investigations Activity is to provide original investigative and surveillance findings to the County Attorney and Chief Deputy so that they can determine if further legal action is needed.
METH & DANGEROUS DRUGS	The purpose of the Meth and Other Illegal Drugs Prosecution Activity is to provide prosecution of persons who commit meth and other illegal drug offenses to crime victims and the public so that they can be assured that offenders will receive just punishment and crime will be prevented.
TRIAL ACTIVITY	The purpose of the Trial Activity is to provide criminal and juvenile prosecution of offenders to the people of Maricopa County so that they can live in a safer community.
VICTIM ASSISTANCE ACTIVITY	The purpose of the Victim Assistance Activity is to provide victims' rights and victim assistance services to victims of crimes committed in Maricopa County so that they can experience a reduction in trauma, strive to "feel whole" again, and be informed of criminal or juvenile justice proceedings.
EMPLOYEE TRAINING & DEVELOPMENT	The purpose of the Employee Training and Development Program is to provide training and education to MCAO employees so that they can have the training, skills, and support necessary to efficiently and effectively perform their job functions.
CAREER DEVELOPMENT	The purpose of the Career Development Activity is to provide mentoring, career development and counseling opportunities to MCAO employees so that the Office retains employees for a longer period of time and enables employees to excel at their job functions and promote within the organization.
EMPLOYEE TRAINING	The purpose of the Employee Training Activity is to provide education, and self-development to MCAO employees so that they can have the knowledge and skills necessary to excel at their job functions.
Emergency Management	
Program Activity	**Purpose**
PREPAREDNESS	The purpose of the preparedness program is to provide plans and programs that will reduce or eliminate the effects of disasters and enable political subdivisions and the population to respond when they occur.
TRAINING AND EXERCISE	The purpose of the training and exercise activity is to provide training and disaster simulations for public and private entities within Maricopa County so they can gain the knowledge and practical experience needed to respond to an actual emergency.
PLANNING	The purpose of the planning activity is to provide emergency plans and guidance for public and private entities within Maricopa County so that they can react in an informed and consistent manner to disasters.

Program and Activity Purpose Statements (Continued)

PUBLIC INFORMATION	The purpose of the public information activity is to provide emergency awareness information to the people of Maricopa County so they can prepare for and respond to a disaster.
RESPONSE & RECOVERY	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.
EMERGENCY OPERATIONS MGMT	The purpose of the emergency operations management activity is to provide a coordinated disaster response and recovery effort for the people of Maricopa County to protect their lives, their property, and the environment.
Integrated Crimal Justice Information System	
N/A	
Juvenile Probation	
Program Activity	**Purpose**
JUVENILE EARLY INTERVENTION	The purpose of the Juvenile Early Intervention Program is to provide Prevention and Diversion opportunities to juveniles and families to prevent juvenile crime.
DIVERSION	The purpose of the Juvenile Court Diversion Activity is to divert juvenile offenders from the formal court process by providing alternatives to formal court intervention for juvenile offenders and their families so that they can avoid future entry into juvenile justice processes.
JUVENILE CRIME PREVENTION	The purpose of the Crime & Truancy Prevention Activity is to provide crisis counseling and referral services, delinquency and truancy prevention information, and law-related education to juveniles and their families to prevent juvenile crime.
TEEN COURT	The purpose of the Teen Court Activity is to provide educational courtroom simulations as a community-based alternative to formal court intervention to juveniles and families so that they can avoid future offenses.
JUVENILE DETENTION	The purpose of the Juvenile Detention Program is to provide a structured detention setting for juvenile offenders so that they can appear for court hearings and not re-offend upon release into the community.
ALTERNATIVE TO JUV SECURE CARE	The purpose of the Alternatives to Juvenile Secure Care Activity is to provide community-based alternatives to secure care detention for juvenile offenders so that they can remain in their community while ensuring their appearance in court and do not commit further offenses.
JUV DETENTION ASSESSMENT	The purpose of the Juvenile Detention Assessment (JDAC) Activity is to assess and recommend initial placement for juvenile offenders presented to detention so that they can be placed in an environment that best meets the needs of the juvenile and the community safety is enhanced.
JUV DETENTION MEDICAL HEALTH	The purpose of the Juvenile Detention Medical Health Activity is to provide mandated medical treatment and services to juveniles placed in detention so that they can maintain and/or improve their physical well-being.
JUV PRE-DISPO SECURE CARE	The purpose of the Juvenile Detention Pre-Disposition Secure Care Activity is to provide a safe, healthy environment for juveniles so that their physical, emotional and educational needs are met while ensuring their appearance in court.
JUV POST-DISPO SECURE CARE	The purpose of the Juvenile Detention Post-Disposition Secure Care Activity is to provide secure detention for adjudicated juveniles so that they meet legal obligations and not re-offend.
JUV DET BEHAVIORAL HEALTH	The purpose of the Juvenile Detention Behavioral Health Activity is to provide mandated behavioral health care for juvenile offenders placed in detention so that they can maintain and/or improve their mental well-being.
JUVENILE INFORMATION	The purpose of the Juvenile Information Program is to provide accurate juvenile case record information for the Court so that they can make informed decisions regarding the disposition of juvenile offenders.
JUVENILE INFO SYSTEM MGMNT	The purpose of the Juvenile Information System Management Activity is to provide accurate juvenile case record information for the Court so that they can make informed decisions regarding the disposition of juvenile offenders.

Program and Activity Purpose Statements (Continued)

JUVENILE PROBATION SUPERVISION	The purpose of the Juvenile Probation Supervision Program is to provide appropriate levels of community supervision to adjudicated juveniles who have been placed on probation so that they can become law abiding members of the community.
JUV COMP RESTORATION ACTIVITY	The purpose of the Juvenile Offender Competency Restoration Activity is to provide psychological assessment and restoration services to juvenile offenders so that they can become legally competent to participate in their court proceedings.
JUV COURT SERVICES	The purpose of the Juvenile Court Services Activity is to provide information to the Court, Juvenile Probation clients, and victims so that all parties have the necessary information to make informed decisions.
JUV INTENSIVE PROB SUPERVISION	The purpose of the Juvenile Intensive Probation Supervision Activity is to provide statutorily mandated supervision to juveniles so that they can comply with the orders of the Court and avoid future criminal behavior.
JUV STANDARD PROB SUPERVISION	The purpose of the Juvenile Standard Supervision Activity is to provide the appropriate level of supervision to adjudicated juveniles so that they can comply with the orders of the Court and avoid future criminal behavior.
JUVENILE TREATMENT	The purpose of the Juvenile Treatment Program is to provide individualized treatment to juvenile offenders so that they can meet their legal obligations and avoid future criminal behavior.
COMPETENCY DEVELOPMENT	The purpose of the Juvenile Skills Development Activity is to provide vocational rehabilitation and community service opportunities to juvenile offenders so that they can satisfy legal obligations while learning job skills.
DRUG TREATMENT	The purpose of the Drug Treatment Activity is to provide substance abuse based treatment to juvenile offenders so that they can become law-abiding citizens and avoid future criminal behavior.
NON-RESIDENTIAL TREATMENT	The purpose of the Non-Residential Treatment Activity is to provide therapeutic sessions and structured activities to juvenile offenders so that they can become accountable for their own behavior and avoid future criminal involvement.
RESIDENTIAL TREATMENT	The purpose of the Residential Treatment Activity is to provide therapy and structured activities in a residential environment for juvenile offenders so that they can become accountable for their own behavior and avoid future criminal involvement.
SEX OFFENDER TREATMENT	The purpose of the Sex Offender Treatment Activity is to provide specialized treatment to juvenile offenders so that they can become law-abiding citizens, thereby avoiding future court involvement.
YOUTH RECOVERY	The purpose of the Youth Recovery Academy is to provide specialized behavioral and substance abuse therapy to juvenile offenders so that they can become law-abiding citizens and avoid future criminal behavior.
Planning & Development	
Program Activity	**Purpose**
ONE STOP SHOP	The purpose of the One Stop Shop program is to provide a single point of contact for coordinated county development services to the customer so they may complete their development projects in a faster and more cost efficient manner.
CODE ENFORCEMENT	The purpose of the Code Enforcement Activity is to provide inspection, enforcement, licensing and permitting services, under the operational guidelines of the Planning and Development Department, to constituents, so they can enjoy their properties and/or operate their businesses in compliance with County codes and ordinances.
COMPREHENSIVE PLANNING	The purpose of the Comprehensive Planning Activity is to develop and maintain planning elements and provide information to various private and public entities of Maricopa County so they make informed decisions concerning growth, development and investment.
CUSTOMER SERVICES	The purpose of the Customer Services Activity is to provide accurate planning and development information to customers so they can make informed development decisions and receive timely delivery of property based services.

Program and Activity Purpose Statements (Continued)

DRAINAGE ENFORCEMENT	The purpose of the drainage enforcement activity is to provide enforcement of drainage regulations to residents and property owners so that they can use and develop their property in a manner that reduces and limits the risk of flooding.
DRAINAGE INSPECTION	The purpose of the Drainage Inspection Activity is to provide drainage inspections to residents and builders so that they can complete construction in compliance with approved drainage regulations.
DRAINAGE REVIEW	The purpose of the drainage review activity is to provide plan review comments or approvals to the One-Stop Shop Distribution Center so that they can notify permit applicants of required changes to their plans or to pick up approved permits.
PERMIT INSPECTIONS	The purpose of the Permit Inspection Activity is to provide development inspections for builders so they can complete construction in compliance with approved development codes.
PLANNING AND ZONING	The purpose of the Planning and Zoning Activity is to provide information, support and a recommendation to the Planning Commission so they are enabled to make planning and land use recommendations to the Board of Supervisors.
PLAN REVIEW	The purpose of the Plan Review Activity is to provide plan review comments or approvals to the Distribution Center so they can notify permit applicants of required changes to their plans or to pick up their approved permits.
ZONING ADJUDICATION	The purpose of the Zoning Adjudication (Board of Adjustment (BA) Staffing) activity is to provide information, support and a recommendation to the Board of Adjustment so they are enabled to make appropriate quasi-judicial rulings.
Indigent Representation	
Program Activity	**Purpose**
ADULT CIVIL REPRESENTATION	The purpose of the Adult Civil Representation Program is to provide effective legal representation to assigned indigent persons in civil matters so that their rights are protected.
ADLT CIVIL PRVT COUNSEL EXP	The purpose of the Adult Civil Private Counsel Expense Activity is to provide effective legal representation to assigned indigent adults in Adult Civil matters where private counsel is retained, so that their rights are retained.
ADULT GUARDIAN AD LITEM REP	The purpose of the Guardian ad Litem Representation Activity is to provide effective legal representation to assigned indigent persons in Guardian ad Litem matters, so that their rights are protected.
PROBATE REP	The purpose of the Probate Representation Activity is to provide effective legal representation to assigned indigent adults in Probate matters so that their rights are protected.
ADULT FELONY REPRESENTATION	The purpose of the Adult Felony Representation Program is to provide effective legal representation to assigned indigent adults charged with felony offenses so that their rights are protected.
CAPITAL REP	The purpose of the Capital Representation Activity is to provide effective legal representation to assigned indigent adults charged with Capital offenses so that their rights are protected.
CLASS 2 & 3 FELONY REP	The purpose of the Class 2 and 3 Felony Representation Activity is to provide effective legal representation to assigned indigent adults charged with Class Two and Class Three Felony offenses so that their rights are protected.
CLASS 4,5,6 FELONY REP	The purpose of the Class 4, 5, and 6 Felony Representation Activity is to provide effective legal representation to assigned indigent adults charged with Class Four, Class Five, or Class Six Felony offenses so that their legal rights are protected.
FELONY DUI REP	The purpose of the Felony DUI Representation Activity is to provide effective legal representation to assigned indigent adults charged with Felony DUI offenses so that their rights are protected.

Program and Activity Purpose Statements (Continued)

ADLT FELONY PRVT COUNSEL EXP	The purpose of the Adult Felony Private Counsel Expense Activity is to process court-ordered payments for legal expenses incurred for representation of persons deemed indigent by the Court, who are represented by privately retained counsel in Adult Felony Cases, so that their rights are protected.
OTHER HOMICIDE REP	The purpose of the Other Homicide Representation Activity is to provide effective legal representation to assigned indigent adults charged with Non-Capital Homicide offenses so that their rights are protected.
VIOLATION OF PROBATION REP	The purpose of the Violation of Probation Representation Activity is to provide effective legal representation to assigned indigent adults accused of violating the conditions of their probation so that their rights are protected.
WITNESS REP	The purpose of the Witness Representation Activity is to provide effective legal representation to assigned indigent adult witnesses who may testify in criminal matters so that their legal rights are protected.
ADULT MISDEMEANOR REPRESENTATION	The purpose of the Adult Misdemeanor Representation Program is to provide effective legal representation to assigned indigent adults charged with misdemeanor offenses so that their rights are protected.
MISDEMEANOR REP	The purpose of the Misdemeanor Representation Activity is to provide effective legal representation to assigned indigent adults charged with misdemeanor offenses so that their rights are protected.
APPELLATE REPRESENTATION	The purpose of the Appellate Representation Program is to provide effective legal representation to assigned indigent persons appealing their convictions, adjudications, and dependency matters so that their rights are protected.
ADLT APPEALS PRVT COUNSEL EXP	The purpose of the Adult Appeals Private Counsel Expense Activity is to process Court-ordered payments for legal expenses incurred for representation of persons deemed indigent by the Court, who are represented by privately retained counsel in Adult Appeal Cases so that their rights are protected.
ADULT APPEAL REP	The purpose of the Adult Appeal Representation Activity is to provide effective legal representation to assigned indigent adults appealing their convictions so that their legal rights are protected.
ADULT POST CONVCTN RELIEF REP	The purpose of the Post Conviction Relief Representation Activity is to provide effective legal representation to assigned indigent adults who have filed for Post Conviction Relief so that their legal rights are protected.
JUVENILE APPEAL REP	The purpose of the Juvenile Appeal Representation Activity is to provide effective legal representation to assigned indigent juveniles appealing their delinquency or dependency matters so that their legal rights are protected.
DEPENDENCY REPRESENTATION	The purpose of the Dependency Representation Program is to provide effective legal representation to assigned indigent persons in dependency or severance matters so that their legal interests are protected.
CHILD DEPENDENCY REP	The purpose of the Child Dependency Representation Activity is to provide legal representation, when appointed by the Court, to indigent children in Juvenile Court dependency matters involving their individual rights so they can obtain the most favorable resolution of their cases under the circumstances.
CHILD R&R REP	The purpose of the Child Report and Review Representation Activity is to provide legal representation, when appointed by the court, to indigent children in juvenile court Report and Review status cases involving their individual rights so they can obtain the most favorable resolution of their cases under the circumstances.
CHILD SVRNCE/PERM GUARD REP	The purpose of the Child Severence or Permanent Guardianship Representation Activity is to provide legal representation, when appointed by the court, to indigent children in juvenile court severance or permanent guardianship matters involving their individual rights so they can obtain the most favorable resolution of their cases under the circumstances.

Program and Activity Purpose Statements (Continued)

DEP GAL DEPENDENCY REP	The purpose of the Guardian ad Litem Dependency Representation Activity is to act as the legal guardian ad litem, when appointed by the Court, for indigent children in Juvenile Court dependency matters involving their individual rights so they can obtain the most favorable resolution of their cases under the circumstances.
DEP GAL R&R REP	The purpose of the Guardian ad Litem Report and Review Representation Activity is to act as the legal guardian ad litem, when appointed by the Court, for indigent children in Juvenile Court dependency matters involving their individual rights so they can obtain the most favorable resolution of their cases under the circumstances.
DEPENDENCY PRVT COUNSEL EXP	The purpose of the Dependency Private Counsel Expense Activity is to process court-ordered payments for legal expenses incurred for representation of persons deemed indigent by the court, who are represented by Privately Retained Counsel in Dependency cases, so that their rights are protected.
DEP GAL SVRNCE/PERM GUARD REP	The purpose of the Guardian ad Litem Severence or Permanent Guardianship Representation Activity is to act as the legal guardian ad litem, when appointed by the Court, for indigent children in Juvenile Court severance or permanent guardianship matters involving their individual rights so they can obtain the most favorable resolution of their cases under the circumstances.
PARENTAL DEPENDENCY REP	The purpose of the Parental Dependency Representation Activity is to provide legal representation, when appointed by the court, to indigent parents in juvenile court on dependency matters involving their parental rights so they can obtain the most favorable resolution of their cases under the circumstances.
PARENTAL R&R REP	The purpose of the Parental Report and Review Representation Activity is to provide legal representation, when appointed by the court, to indigent parents in juvenile court Report and Review status cases involving their parental rights so they can obtain the most favorable resolution of their cases under the circumstances.
PARENTAL SVRNCE/PERM GUARD REP	The purpose of the Parental Severence or Permanent Guardianship Representation Activity is to provide legal representation, when appointed by the court, to indigent parents in juvenile court severance or permanent guardianship matters involving their parental rights so they can obtain the most favorable resolution of their cases under the circumstances.
JUVENILE CIVIL REPRESENTATION	The purpose of the Juvenile Civil Representation Program is to provide effective legal representation to assigned indigent persons in Juvenile Civil matters so that their legal interests are protected.
FAMILY COURT REP	The purpose of the Family Court Representation Activity is to provide legal representation, when appointed by the court, to indigent clients in juvenile court on issues involving their rights so they can obtain the most favorable resolution of their cases under the circumstances.
JUV CIVIL PRVT COUNSEL EXP	The purpose of the Juvenile Civil Private Counsel Expense Activity is to process court-ordered payments for legal expenses incurred for representation of persons deemed indigent by the court, who are represented by privately retained counsel in Juvenile Civil Cases, so that their rights are protected.
JUVENILE NOTIFICATION REP	The purpose of the Juvenile Notification Representation Activity is to provide legal representation, when appointed by the court, to juveniles with abortion issues involving their rights so they can obtain the most favorable resolution of their cases under the circumstances.
JUVENILE DELINQUENT INCORRIGIBLITY REPRESENTATION	The purpose of the Juvenile Delinquency and Incorrigibility Representation Program is to provide effective legal representation to assigned indigent juveniles charged with incorrigible or delinquent acts so that their rights are protected.
FELONY-LEVEL DELINQUENCY REP	The purpose of the Felony-Level Juvenile Delinquency Representation Activity is to provide effective legal representation to assigned indigent juveniles charged with felony-level delinquent acts so that their rights are protected.
INCORR & MISD-LEVEL DELINQ REP	The purpose of the Incorrigibility and Misdemeanor-Level Juvenile Delinquency Representation Activity is to provide effective legal representation to assigned indigent juveniles charged with incorrigibility or misdemeanor-level delinquent acts so that their rights are protected.

Program and Activity Purpose Statements (Continued)

JUV DELINQ PRVT COUNSEL EXP	The purpose of the Juvenile Delinquency Private Counsel Expense Activity is to process court-ordered payments for legal expenses incurred for representation of juveniles deemed indigent by the court, who are represented by privately retained counsel in Delinquency or Violation of Probation cases, so that their rights are protected.
JUV VIOLATION OF PROBATION REP	The purpose of the Juvenile Violation of Probation Representation Activity is to provide effective legal representation to assigned indigent juveniles who are accused of violating the conditions of their probation, so that their rights are protected.
MENTAL HEALTH REPRESENTATION	The purpose of Mental Health Representation Program is to provide effective legal representation to assigned indigent persons who are at risk of loss of liberty in civil mental health matters so that their rights are protected.
MENTAL HEALTH REP	The purpose of the Mental Health Representation Activity is to provide effective legal representation to assigned indigent persons who are at risk of loss of liberty in civil mental health matters so that their rights are protected.
SEXUALLY VIOLENT PREDATOR REP	The purpose of the Sexually Violent Person Representation Activity is to provide effective legal representation to assigned indigent persons who are at risk of loss of liberty in sexually violent person matters so that their legal rights are protected.
Sheriff	
Program Activity	**Purpose**
CUSTODY MANAGEMENT	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.
INMATE ADDICTIVE RECOVERY	The purpose of the Inmate Addictive Recovery Activity is to provide addictive recovery treatment and rehabilitation services to adult and juvenile inmates so that they will not return to jail.
INMATE EDUCATION	The purpose of the Inmate Education Activity is to provide classes to jailed juvenile and adult inmates so that qualifying juveniles receive special education and inmates participating in general education programs receive their GEDs.
INMATE FINGERPRINT IDENTIFICATION	The purpose of the Inmate Fingerprint Identification Activity is to provide identification of individuals booked into Sheriff's Custody to law enforcement agencies so that they can be properly detained.
INMATE LABOR	The purpose of the Inmate Labor Activity is to provide work management for fully sentenced inmates so that work can be credited toward reduced sentence time for eligible inmates and accomplished at a reduced cost to the public.
INMATE RELEASE	The purpose of the Inmate Release Activity is to provide charge disposition services to inmates, criminal justice agencies, and the public so that inmates can be accurately and expeditiously released from custody.
INMATE CANTEEN AND SPEC SVCS	The purpose of the Inmate Canteen and Special Services Activity is to provide a self-supporting program where toilet articles, candy, notions, and other sundries can be sold to inmates so that proceeds can be used to fund programs for inmate benefit and welfare.
INMATE TRANSPORT	The purpose of the Inmate Transport Activity is to provide confined and secured prisoner/inmate transportation, primarily to court, so they arrive at scheduled destination points without incident
INMATE SKILLS TRAINING	The purpose of the Inmate Skills Training Activity is to provide opportunities to adult and juvenile inmates so they can learn vocational and coping skills.

Program and Activity Purpose Statements (Continued)

INMATE RELATED MANDATES	The purpose of the Inmate Related Mandates Activity is to provide laundry and other services to inmates so that the Sheriff's Office is in compliance with constitutional, legislative, or judicial mandates.
INMATE MEALS	The purpose of the Inmate Meals Activity is to provide low cost meals to inmates so that minimum daily food requirements are met.
INTAKE	The purpose of the Intake Activity is to properly and efficiently process prisoners so that they can be assigned and transferred to a Sheriff's Housing Facility.
ADULT DETENTION MANAGEMENT	The purpose of the Mandated Enforcement and Detention Training Activity is to provide mandated training to Maricopa County Sheriff's Office compensated and non-compensated sworn and detention personnel so that they can be prepared/certified to perform job and maintain proficiency standards.
INMATE SMI ADDICTIVE RECOV	The purpose of the Seriously Mentally Ill Addictive Treatment Activity is to provide addictive recovery programs similar to Alpha for seriously mentally ill inmates so that they won't return to jail.
CENTRALIZED MCSO OPERATIONS	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.
FLEET MANAGEMENT	The purpose of the Fleet Management Activity is to provide vehicle management services to the MCSO employees so that they can accomplish their assignments.
INFORMATION TECHNOLOGY	The purpose of the Information Technology Activity is to provide IT leadership and services to MCSO bureaus so that communication and processes can be accomplished more efficiently through automation.
EMPLOYEE PROFESSIONAL STANDARDS	The purpose of the Employee Professional Standards Activity is to provide administrative investigative services for the Maricopa County Sheriff's Office so that qualified employees can be hired and retained
MANDATED ENF AND DET TRAINING	The purpose of the Mandated Enforcement and Detention Training Activity is to provide mandated training to Maricopa County Sheriff's Office compensated and non-compensated sworn and detention personnel so that they can be prepared/certified to perform job and maintain proficiency standards.
ENFORCEMENT	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.
CIVIL PROCESS	The purpose of the Civil Process Activity is to provide mandated and statutory services, including taxation, licensing and court directives so that items are processed according to the mandate or statute.
DISPATCH	The purpose of the Dispatch Activity is to provide 24-hour emergency communications operations for the general public and public safety personnel so that calls can be taken and dispatched within standard thresholds.
DISASTER & DISRUPTION RESP	The purpose of the Disaster and Community Threat Disruption Response Activity is to provide support to the National Response Plan (NRP) through the State's Homeland Security Strategy so that acts of terrorism can be prevented and vulnerabilities to critical hazards can be reduced, damage can be minimized, and recovery can take place.
ENF SUPPORT AND SPEC RESPONSE	The purpose of the Enforcement Support and Specialized Response Activity is to provide patrol resources including personnel with special training and equipment for non-routine situations so that injury/damage can be avoided or controlled.
EXTRADITIONS	The purpose of the Extraditions Activity is to return subjects to Arizona who are wanted on Maricopa County Superior Court warrants and are in-custody in other states or countries so that can appear in court when requested.
INTELLIGENCE	The purpose of the Intelligence Activity is to provide lawful collection, synthesis and assessment of criminal information for the Sheriff's Office and the criminal justice system so enforcement action can be taken.

Program and Activity Purpose Statements (Continued)

INTELLIGENCE	The purpose of the Intelligence Activity is to provide lawful collection, synthesis and assessment of criminal information for the Sheriff's Office and the criminal justice system so enforcement action can be taken.
INVESTIGATIONS	The purpose of the Investigations Activity is to provide criminal investigative services for the public and the prosecution so that arrests can be made and cases can be cleared.
COMMUNTIY OUTREACH	The purpose of the Community Outreach Activity is to promote safety and crime prevention in the community so that the public is better informed.
PATROL	The purpose of the Patrol Activity is to provide preventive enforcement and law enforcement response to the general public in County Districts, at the Lakes, and on Park Trails so that criminal activity can be deterred and offenders can be apprehended.
PROPERTY AND EVIDENCE	The purpose of the property and evidence activity is to provide custodial service for evidentiary and other property so that it can be readily retrieved for review or release in the same condition as it was upon initial receipt and destroyed, released or disposed of according to mandate.
SMI APPREHEN INTERVEN	The purpose of the Seriously Mentally Ill Apprehension Intervention Activity is to provide an evaluation by law enforcement and health care professionals for local law enforcement agencies so that they can safely deal with seriously mentally ill violent/nonviolent offenders by directing them to an appropriate treatment facility.
SEARCH AND RESCUE	The purpose of the MCSO Search and Rescue Activity is to provide aid in missions involving the life or health of any person so that individuals can be rescued or recovered.
WARRANTS INFO PROCESSING	The purpose of the Warrants Information Processing activity is to provide comprehensive warrants records management services so that criminal information can be entered, verified, reported, and retrieved according to law.
Trial Courts	
Program Activity	Purpose
CRIMINAL JUSTICE	The purpose of the Criminal Justice Program is to resolve felony and misdemeanor cases for defendants, victims, and the public so that they are afforded timely and just legal resolutions.
CAPITAL ADJUDICATION	The purpose of the Capital Adjudication Activity is to resolve capital cases for defendants and victims so that they are afforded timely and just legal resolutions.
CRIMINAL TRAFFIC	The purpose of the Criminal Traffic Adjudication Activity is to resolve criminal traffic cases for defendants and victims so that they are afforded timely and just legal resolutions.
FELONY DUI ADJUDICATION	The purpose of the Felony DUI Adjudication Activity is to resolve felony DUI cases for defendants and victims so that they are afforded timely and just legal resolutions.
GENERAL FELONY ADJUDICATION	The purpose of the General Felony Adjudication Activity is to resolve felony cases for defendants and victims so that they are afforded timely and just legal resolutions.
MISDEMEANOR CRIM ADJUDICATION	The purpose of the Misdemeanor Criminal Adjudication Activity is to resolve misdemeanor cases for defendants and victims so that they are afforded timely and just legal resolutions.
MISDEMEANOR DUI	The purpose of the Misdemeanor DUI Adjudication Activity is to resolve misdemeanor DUI cases for defendants and victims so that they are afforded timely and just legal resolutions.
CIVIL JUSTICE	The purpose of the Civil Justice Program is to resolve civil cases for litigants so that they are afforded timely and just legal resolutions.
CIVIL TRAFFIC	The purpose of the Civil Traffic Activity is to resolve civil traffic cases in Justice Courts for defendants and victims so that they are afforded timely and just legal resolutions.

Program and Activity Purpose Statements (Continued)

GENERAL CIVIL ADJUDICATION	The purpose of the General Civil Adjudication Activity is to resolve Superior Court civil cases for litigants so that they are afforded timely and just legal resolutions.
CIVIL SMALL CLAIMS	The purpose of the Civil Small Claims Activity is to resolve small claims cases in Justice Courts for litigants so that they are afforded timely and just legal resolutions.
FORCIBLE DETAINER	The purpose of the Forcible Detainer Activity is to resolve forcible detainer cases in Justice Courts for litigants so that they are afforded timely and just legal resolutions.
INJUNCTIONS AGAINST HARASS	The purpose of the Injunctions Against Harassment Activity is to provide injunctions against harassment to litigants with cause so that they receive timely and just legal resolutions.
ORDERS OF PROTECTION	The purpose of the Orders of Protection Activity is to provide orders of protection to litigants with cause so that they receive timely and just legal resolutions.
SMALL CIVIL (JUSTICE COURTS)	The purpose of the Small Civil Activity is to resolve Justice Court civil cases for litigants so that they are afforded timely and just legal resolutions.
FAMILY ADJUDICATION	The purpose of the Family Adjudication Program is to resolve pre-decree and post-decree Family Court matters for litigants so that they receive timely and just legal resolutions.
FAMILY PRE DECREE	The purpose of the Family Pre-Decree Activity is to resolve pre-decree Family Court cases for litigants so that they receive timely and just legal resolutions.
FAMILY POST DECREE	The purpose of the Family Post-Decree Activity is to resolve post-decree Family Court issues for litigants so that they receive timely and just legal resolutions.
JUVENILE JUSTICE	The purpose of the Juvenile Justice Program is to adjudicate dependency and delinquency matters for juveniles so that they receive timely and just legal resolutions and their well-being is maintained.
JUVENILE DELINQUENCY ADJUD	The purpose of the Juvenile Delinquency Activity is to adjudicate delinquency matters for juveniles so that they receive timely and just legal resolutions.
JUVENILE DEPENDENCY ADJUD	The purpose of the Juvenile Dependency Activity is to establish dependency for juveniles so that their well-being is maintained.
MENTAL HEALTH COURT	The purpose of the Mental Health Court Program is to resolve mental health and competency issues for litigants and defendants so that they receive timely and just legal resolutions.
MENTAL HEALTH	The purpose of the Mental Health Activity is to resolve mental health and competency issues for litigants and defendants so that they receive timely and just legal resolutions.
COURT OPERATIONS SUPPPORT	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.
COURT INTERPRETATION	The purpose of the Court Interpretation Activity is to provide interpretation for litigants so that they understand court proceedings.
COURT SECURITY	The purpose of the Court Security Activity is to provide physical and electronic deterrent services to the Court and the public so they can have a safe and secure environment in which to conduct judicial proceedings and other court business.

Program and Activity Purpose Statements (Continued)

COURT TRANSLATION	The purpose of the Court Translation Activity is to provide non-English verbal and written translation from other languages for the judicial system so that they can effectively conduct court proceedings.
INDIGENT DEFENSE REIMBURSE	The purpose of the Indigent Defense Reimbursement Activity is to screen indigent defendants for the Court to ensure that legal representation is provided at public expense only to those who are truly unable to pay.
JURORS	The purpose of the Juror Activity is to provide impartial jury panels to defendants and litigants so that they will render informed decisions in court cases.
PUB INFORM & COMMUNITY OUTRCH	The purpose of the Public Information and Community Outreach Activity is to provide website access to the public so that case information and court forms can be accessed by litigants without having to make a trip to a courthouse.
OFFICIAL COURT RECORD KEEPING	The purpose of the Official court Record Keeping Activity is to provide an official court case record for the Court so that they ensure impartial and fair adjudication.
PROBATE COURT	The purpose of the Probate Court Program is to ensure that probate case reviews are completed within required due dates so that litigants' property and rights are protected.
ESTATE PROBATES & TRUST ADMIN	The purpose of the Estate Probates and Trust Administrations Activity is to ensure that case reviews are completed within required due dates so that litigants' property and rights are protected.
TAX ADJUDICATION	The purpose of the Tax Court Program is to provide property tax appeals to litigants so that they receive timely and just legal resolutions.
LARGE RECORD TAX ADJUD	The purpose of the Large Record Tax Activity is to provide property tax appeals to litigants so that they receive timely and just legal resolutions.
SMALL RECORD TAX ADJUD	The purpose of the Small Record Tax Activity is to provide property tax appeals to litigants so that they receive timely and just legal resolutions.

FY 2006-07 Revenue Object and Definitions

Revenue Source	Sub-Revenue Source	Sub-Revenue Source Name	Revenue Source	Sub-Revenue Source	Sub-Revenue Source Name
0601	00	PROPERTY TAXES	0635	19	KENNEL FEES
0601	01	REAL PROP TAXES - CURRENT YEAR	0635	20	VITAL STATISTICS
0601	02	REAL PROP TAXES - PRIOR YEAR	0635	21	CAMPGROUND RESERVE FEES
0601	03	PERSONAL PROPERTY TAXES CURREN	0635	22	TARGET RANGE FEES
0601	04	PERSONAL PROPERTY TAXES PRIOR	0635	23	PARK ENTRANCE FEES
0605	00	TAX PENALTIES & INTEREST	0635	24	REC ACTIVITIES FEES
0606	00	SALES TAXES	0635	25	BUILDING PLAN REVIEWS
0610	00	LICENSES AND PERMITS	0635	26	AUTOPSIES
0610	01	LIQUOR LICENSES	0635	27	INDIGENT DEFENSE REVENUES
0610	02	PAWN SHOP LICENSES	0635	28	PROBATION SERVICE FEES
0610	03	PEDDLERS LICENSES	0635	29	SPECIAL LAW ENFORCE SERVICE
0610	04	AIR POLLUTION PERMITS	0635	30	DAMAGE RECOVERY
0610	05	ANIMAL LICENSES	0635	31	LANDFILL CHARGES
0610	06	BUILDING SAFETY PERMITS	0635	32	INSURANCE PREMIUMS
0610	07	ENVIRONMENTAL PERMITS	0635	33	COUNTY PREMIUM HLTH/LIFE
0610	08	FLOOD CONTROL LICENSES	0635	34	EMPLOYEE PREMIUM HLTH/LIFE
0610	09	MARRIAGE LICENSES	0635	35	CIGNA DEDUCTIBLE
0610	10	MOBILE HOME MOVING PERMIT	0635	36	COUNTY PREMIUM PHARMACY
0610	11	MOBILE HOME USE PERMIT	0635	37	ACCRUED REVENUE-PAYROLL
0610	12	PLANNING VARIANCE PERMIT	0635	38	HEALTH SELECT
0610	13	PUBLIC HEALTH ENG PERMIT	0636	00	INTERNAL SERVICE CHARGES
0610	14	COUNTY RIGHT OF WAY USE	0636	01	ISF CHARGE-CTY PREM HLTH/LIFE
0610	15	CABLE TV LICENSE FEES	0637	00	FINES & FORFEITS
0615	00	GRANTS	0637	01	CIVIL SANCTIONS TRAFFIC
0615	01	FEDERAL	0637	02	COURT FINES
0615	02	STATE	0637	03	LIBRARY FINES
0615	03	OTHER GRANTS	0637	04	ANTI-RACKETEERING FINES
0620	00	OTHER INTERGOVERNMENTAL	0637	05	DIVERSION FINE
0620	01	FEDERAL SHARED REVENUE	0638	00	PATIENT SERVICES REVENUE
0620	02	OTHER SHARED REVENUE	0638	01	REVENUE DEDUCTIONS
0620	03	FEDERAL SHARE OF COSTS	0638	02	CAPITATION REVENUE
0620	04	STATE SHARED REVENUE	0638	03	PROTEASE CAPITATION REVENUE
0620	05	STATE SHARE OF COST	0638	04	REINSURANCE REVENUE
0620	06	OTHER GOVERNMENT SHARE OF COST	0638	05	THIRD PARTY LIABILITY REVENUE
0620	07	INTRGV-EMPLOYER PREM HLTH/LIFE	0638	06	HOSPITAL SUPPLEMENT REVENUE
0620	08	INTRGV-EMPLOYEE PREM HLTH/LIFE	0638	07	SOBRA KICK
0621	00	PAYMENTS IN LIEU OF TAXES	0638	08	PATIENT CONTRIBUTIONS
0621	01	SALT RIVER PROJECT	0638	09	HCBS PLACEMENT RECONCILIATION
0621	02	FEDERAL	0638	10	SOC RECONCILIATION
0621	03	STATE	0645	00	INTEREST EARNINGS
0621	04	CITY-PMT IN LIEU OF TAXES	0650	00	MISCELLANEOUS REVENUE
0625	00	STATE SHARED SALES TAX	0650	01	BUILDING RENTALS
0626	00	STATE SHARED HIGHWAY USER REV	0650	02	EQUIPMENT RENTALS
0630	00	STATE SHARED VEHICLE LICENSE	0650	03	PAYPHONE RECEIPTS
0635	00	OTHER CHARGES FOR SERVICES	0650	04	VENDING MACHINE RECEIPTS
0635	01	FILL THE GAP	0650	05	OTHER RENTS & COMMISSION
0635	02	GARNISH & SUPPORT FEES	0650	06	SALE OF BOOKS/COPIES/ETC.
0635	03	TAX SALE FEES	0650	07	SALE OF FIXED ASEST
0635	05	CERTIFICATIONS	0650	08	SALE FOOD BULK NOURISHMENT
0635	06	COURT FEES	0650	09	SALE OF POSTAGE
0635	07	CONSTABLE FEES	0650	10	SALE OF DATA INFORMATION
0635	08	FIDUCIARY FEES	0650	11	INSURANCE RECOVERIES
0635	09	JURY FEES	0650	12	CASH OVER/SHORT
0635	10	LEGAL SERVICES	0650	13	DONATIONS/CONTRIBUTIONS
0635	11	PASSPORTS	0650	14	BAD CHECK FEES (NSF)
0635	12	PROBATE FEES	0651	00	GAIN ON FIXED ASSETS
0635	13	RECORDING FEES	0652	00	PROCEEEDS FROM FINANCING
0635	14	RECORD AUTOMATION SURCHARGE	0652	01	CAPITAL LEASE PROCEEDS
0635	15	SUBDIVISION FEES	0652	02	CERT OF PART PROCEEDS
0635	16	ZONING CLEAR REVIEW FEES	0652	03	BOND PROCEEDS
0635	17	ZONING APPLICATION	0680	00	TRANSFERS IN
0635	18	ROOM & BOARD PROBATION	0690	00	INVENTORY

FY 2006-07 Expenditure Object and Definitions

Object	Sub Object	Sub Object Name	Object	Sub Object	Sub Object Name
701	00	REGULAR PAY	801	02	AUTO-TIRES TUBES BATTERY
701	01	FULL TIME REGULAR SALARIES	801	03	OTHER AUTOMOTIVE SUPPLY
701	02	PERMANENT PART TIME	801	04	BEDDING & LINEN
701	03	OTHER SALARIES & WAGES	801	05	CLEANING & JANITORIAL
701	04	COMPENSATORY TIME	801	06	CLOTHING/UNIFORMS
701	05	HOLIDAY PAY	801	07	TECHNOLOGY SUPPLIES
701	06	VACATION PAY	801	08	SOFTWARE
701	07	JURY DUTY	801	09	EDUCATIONAL SUPPLIES
701	08	ADMINISTRATIVE LEAVE WITH PAY	801	10	ENVIRONMENTAL SUPPLIES
701	09	ON THE JOB INJURY LEAVE	801	11	FOOD-PERISHABLE
701	10	MILITARY LEAVE	801	12	FOOD-PREPARATION
701	11	SICK LEAVE	801	13	FOOD-NON PERISHABLE
705	00	TEMPORARY PAY	801	14	FOOD-SPECIAL FUNCTIONS
710	00	OVERTIME	801	15	FOOD-NOURISHMENTS
750	00	FRINGE BENEFITS	801	16	KITCHEN & DINING SUPPLIES
750	01	FICA	801	17	LANDSCAPING SUPPLIES
750	02	MEDICARE TAX	801	18	OFFICE SUPPLIES
750	03	ELECTED OFFICIALS RETIREMENT	801	19	RECREATIONAL SUPPLIES
750	04	CORRECTIONS OFFICERS RETIREMNT	801	20	SAFETY APPAREL
750	05	PUBLIC SAFETY RETIREMENT	801	21	SMALL TOOLS & EQUIPMENT
750	06	STATE RETIREMENT PLAN	801	22	FURNITURE UNDER $1000
750	07	DENTAL PLAN	801	23	LAUNDRY SUPPLIES
750	08	EMPLOYER'S DENTAL SERVICES	801	24	PROCUREMENT CARD
750	09	HEALTH SELECT PLAN	801	25	BOOK/PAMPHLET/SUBSCRIPTIONS
750	10	CIGNA HEALTH PLAN	801	26	AUTOMOTIVE R&M SUPPLIES
750	11	MANUFACTURERS LIFE	801	27	BUILDING R&M SUPPLIES
750	12	ON THE JOB INJURY INSURANCE	801	28	COMMUNICATION R&M SUPPLIES
750	13	UNEMPLOYMENT INSURANCE	801	29	ELECTRICAL R&M SUPPLIES
750	14	BUS FARE SUBSIDY PLAN	801	30	GROUNDS R&M SUPPLIES
750	15	ASRS LONG TERM DISABILITY	801	31	HEAT/LIGHT/COOL R&M SUPPLIES
750	16	INVESTIGATOR RETIREMENT	801	32	OFFICE R&M SUPPLIES
750	17	CONCORDIA DENTAL	801	33	PLUMBING R&M SUPPLIES
750	18	RELIASTER LIFE	801	34	ROAD R&M SUPPLIES
750	19	MEDICAL/DENTAL WAIVER	801	35	OTHER R&M SUPPLIES
750	20	CIGNA DEDUCTIBLE	802	00	MEDICAL SUPPLIES
750	21	PARK RANGERS RETIREMENT	802	01	DENTAL SUPPLIES
750	22	SELF-INSURED PHARMACY	802	02	LABORATORY SUPPLIES
750	23	VANPOOL SUBSIDY PLAN	802	03	LAB-REAGENTS & MEDIA
790	00	OTHER PERSONNEL SERVICES	802	04	LAB-CONSUMABLES
790	01	PRODUCTION BONUS	802	05	RADIOLOGY SUPPLIES
790	02	DIFFERENTIALS	802	06	X-RAY FILM
790	03	WORKING CONDITION	802	07	X-RAY CONTRAST & MEDIA
790	04	WEEKEND PREMIUM	802	08	PHARMACEUTICALS
790	05	STANDBY PAY	802	09	BLOOD & PLASMA SUPPLIES
790	06	REGULAR OVER BUDGET	802	10	ANESTHETIC SUPPLIES
790	07	PERFORMANCE INCENTIVE AWARD	802	11	OXYGEN & OTHER GASES
790	08	BUDGET DEFERRED HOURS PAID	802	12	RADIOACTIVE SUPPLIES
790	09	LUMP SUM PAYMENT	802	13	O R INSTRUMENTS
790	10	EMPLOYEE SUGGESTION AWARD	802	14	MEDICAL R&M SUPPLIES
790	11	AWARDS PROGRAM CREDIT	802	15	DURABLE MEDICAL EQUIPMENT
790	12	OTHER ADJUSTMENTS	803	00	FUEL
790	13	PEAK PERFORMERS	804	00	NON-CAPITAL EQUIPMENT
795	00	PERSONNEL SERVICES ALLOC-OUT	804	01	COMMUNICATION EQUIPMENT
796	00	PERSONNEL SERVICES ALLOC-IN	804	02	CONS EQUIP NON-MOTORIZED
801	00	GENERAL SUPPLIES	804	03	EDUCATION/REC EQUIPMENT
801	01	AUTO-GAS OIL LUBE	804	04	ENGR/SCIENTIFIC EQUIPMENT
			804	05	KITCHEN/LAUNDRY EQUIPMENT

FY 2006-07 Expenditure Object and Definitions (continued)

Object	Sub Object	Sub Object Name	Object	Sub Object	Sub Object Name
804	06	HEAT/COOL/LIGHT EQUIPMENT	811	14	PATIENT TRANSPORT SVCS - MMC
804	07	MEDICAL/LAB EQUIPMENT	811	15	BAD DEBT EXPENSE
804	08	OFFICE FURNITURE/EQUIPMENT	811	16	REBATES
804	09	SHOP EQUIPMENT	811	17	SHORT-TERM DISABILITY CLAIMS
804	10	WEAPONS/GUNS	811	18	INPATIENT HOSPITALIZATION
804	11	COMPUTER EQUIPMENT	811	19	OUTPATIENT
804	12	FURNITURE OVER $1000	811	20	MEDICAL COMPENSATION
805	00	SUPPLIES-ALLOCATION OUT	811	21	NURSING FACILITY
806	00	SUPPLIES-ALLOCATION IN	811	22	HOME HEALTH
808	00	LEGAL - GROSS PROCEEDS	811	23	FAMILY PLANNING
809	00	DAMAGES PAID	811	24	VENTILATION
810	00	LEGAL SERVICES	811	25	INSTITUTION CARE
810	01	PARALEGAL/STUDENT TIME	811	26	HOME & COMMUNITY BASED SVC
810	02	ATTORNEYS CRIM INDIG-COURT	811	27	SANCTION FEES
810	03	ATTORNEYS NON-CRIMIN COURT	811	28	INSTITUTION-INTERMEDIATE
810	04	ATTORNEYS-JUVENILE COURTRT	811	29	ATTENDANT CARE
810	05	ATTORNEYS OTHER NON-COURT	811	30	ADULT FOSTER CARE
810	06	EXPERT WITNESS FEES/EXPENSE	811	31	ACH/ACHT
810	07	EYE WITNESS FEES/EXPENSE	811	32	BEHAVIORAL HEALTH
810	08	INTERPRETER FEES/EXPENSE	811	33	NURSING HOMES-IBNR
810	09	VISITING JUDGES FEES	811	34	ACH/AFC-IBNR
810	10	MENTAL EXAMINATION FEES	811	35	DENTAL-IBNR
810	11	RULE 11 EXAM	811	36	SRL'S-IBNR
810	12	RULE 26.5 EXAM	812	00	OTHER SERVICES
810	13	DEPOSITION REPORT SERVICE	812	01	ACCOUNTING & AUDITING
810	14	PRELIM HEARING/GRAND JURY	812	02	ACTUARIAL
810	15	TRIALS REPORT SERVICE	812	03	ADMINISTRATIVE SERVICES
810	16	APPEALS TRANSRIPTION SERVICE	812	04	HSA ALLOCATION
810	17	DEPOSITION TRANS SERVICE	812	05	ARCHITECTURAL
810	18	PRELIM HEAR/GRAND JURY TR S	812	06	APPRAISAL SERV
810	19	TRANSCRIPT MISCELLANEOUS	812	07	CONSULTING & MANAGEMENT
810	20	JURY FEES	812	08	BROKER FEES
810	21	JURY LODGING	812	09	EDUCATORS & TRAINERS
810	22	JURY MEALS	812	10	ENGINEERING
810	23	JURY MILEAGE	812	11	TECHNOLOGY CONSULTING
810	24	ARBITRATION EXPENSE	812	12	SECURITY GUARD SVCS
810	25	JUDGEMENTS/SETTLEMENTS	812	13	CLAIMS ADMIN SERVICE FEE
810	26	LITIGATION EXPENSE	812	14	ARCOR PERSONNEL SERVICES
810	27	MERIT SYSTEM HEARING EXPENSE	812	15	ELECTION WORKERS OUTSIDE
810	28	INVESTIGATION EXPENSE COURT IN	812	16	LAUNDRY/DRY CLEANING SVCS
810	29	INVESTIGATION TIME	812	17	PERSONNEL HIRE/TEST SVCS
810	30	INVESTIGATION EXPENSE OTHER	812	18	TEMPORARY HELP OUTSIDE
810	31	LEGAL NOTICE PUBLICATION	812	19	COLLECTION FEES
811	00	HEALTH CARE SERVICES	812	20	JTPA-OCCUPATIONAL/VOCATIONAL
811	01	NURSES	812	21	JTPA-OJT
811	02	MENTAL HEALTH SERVICES	812	22	GP - AUTO LIABILITY
811	03	DENTISTS	812	23	GP - GENERAL LIABILITY
811	04	PHYSICIANS	812	24	GP - MEDICAL MALPRACTICE
811	05	CONTRACT MEDICAL PROVIDER	812	25	OTHER INSURANCE
811	06	HOSPITAL/MEDICAL SERVICES	812	26	AUTO PHYSICAL DAMAGE CLAIMS
811	07	PRIMARY CARE SERVICES	812	27	AUTO LIABILITY CLAIMS
811	08	THERAPY SERVICES	812	28	ENVIRONMENTAL LIAB CLAIMS
811	09	RADIOLOGY SERVICES	812	29	BOILER INSURANCE
811	10	EMERGENCIES	812	30	COURSE CONST INSURANCE
811	11	PRESCRIPTIONS	812	31	GENERAL LIABILITY CLAIMS
811	12	LABORATORY SERVICES	812	32	GENERAL LIABILITY INSURANCE
811	13	TRANSPORTATION/AMBULANCE	812	33	WORKMENS COMP INDEMNITY

FY 2006-07 Expenditure Object and Definitions (continued)

Object	Sub Object	Sub Object Name	Object	Sub Object	Sub Object Name
812	34	WORKMENS COMP INSURANCE	839	10	RESEARCH AND REPORTING
812	35	WORKMENS COMP MEDICAL	841	00	TRAVEL
812	36	DENTAL INSURANCE	841	01	AIRLINE/BUS/TAXI
812	37	DISABILITY INSURANCE	841	02	MEALS
812	38	HEALTH CLAIMS	841	03	LODGING
812	39	HEALTH INSURANCE	841	04	MILEAGE ALLOWANCE
812	40	INDIVIDUAL/BLANKET BONDS	841	05	INVESTIGATIVE TRAVEL
812	41	UNEMPLOYMENT CLAIMS	841	06	WITNESS TRAVEL
812	42	PROPERTY CLAIMS	841	07	PRISONER/COURT WARD TRAVEL
812	43	PROPERTY INSURANCE	842	00	EDUCATION AND TRAVEL
812	44	MALPRACTICE CLAIMS	842	01	COUNTY SPONSORED TRAINING
812	45	MALPRACTICE INSURANCE	842	02	PAID VENDOR TRAINING
812	46	LIFE INSURANCE	842	03	EDUCATION REIMBURSEMENT
812	47	MENTAL HEALTH PROGRAM	842	04	CONFERENCE/SEMINAR FEES
812	48	NOTARY BONDS	843	00	POSTAGE/FREIGHT/SHIPPING
812	49	SIGHT CARE	843	01	FREIGHT
812	50	PRINTING-BINDING-DUPLICATION	843	02	MOVING SERVICES
812	51	TAX SALE PUBLICATION	843	03	POSTAGE
812	52	OTHER PUBLICATION & ADV EXP	843	04	SHIPPING
812	53	RECORDS MANAGEMENT SERVICES	843	05	COURIER SERVICE
812	54	MEMBERSHIPS/CERT/LICENSE	845	00	SUPPORT AND CARE OF PERSONS
820	00	RENT & OPERATING LEASES	845	01	BURIAL OF INDIGENTS
820	01	RENT	845	02	PERSONAL CARE
820	02	AUTOMOBLE RENT	845	03	HOME MEALS SERVICE
820	03	BUILDING RENT	845	04	JTPA-FINANCIAL ASST.(NBP/NRP)
820	04	SPECIAL FUNCTION RENT	845	05	NURSING HOMES
820	05	COPYING EQUIPMENT RENT	850	00	UTILITIES
820	06	COMMUNICATION EQUIP RENT	850	01	MICROWAVE
820	07	DATA PROCESSING EQUIP RENT	850	02	U S WEST CHARGES
820	08	GROUNDS/LAND RENT	850	03	LONG DISTANCE CHARGES
820	09	MEDICAL EQUIPMENT RENT	850	04	OTHER COMMUNICATION SERVICES
820	10	OFFICE EQUIPMENT RENT	850	05	ELECTRICITY
825	00	REPAIRS AND MAINTENANCE	850	06	NATURAL/PROPANE GAS
825	01	AUTOMOTIVE R&M	850	07	REFUSE REMOVAL
825	02	BUILDING R&M	850	08	SEWAGE DISPOSAL
825	03	CONSTRUCTION EQUIP R&M	850	09	WATER
825	04	COMMUNICATION EQUIP R&M	850	10	INFECTIOUS WASTE DISPOSAL
825	05	DATA PROCESS EQUIP R&M	855	00	INTEREST EXPENSE
825	06	GROUNDS R&M	861	00	GAIN/LOSS ON FIXED ASSETS
825	07	HEAT/LIGHT/COOL R&M	865	00	DEPRECIATION
825	08	MEDICAL/LAB EQUIP R&M	870	00	OTHER ADJUSTMENTS
825	09	COPYING EQUIP R&M	870	02	ITEMS FOR RESALE
825	10	OFFICE EQUIP R&M	870	04	ITEMS FOR INVENTORY
825	11	JANITORIAL SERVICE	870	05	INTERGOVT HOLDING ACCOUNT
830	00	INTERGOVERNMENTAL PAYMENTS	871	00	INVENTORY
830	01	TAXES & ASSESSMENTS	872	00	SERVICES-ALLOCATION OUT
830	02	MANDATED HEALTH CARE PAYMENTS	873	00	SERVICES-ALLOCATION IN
839	00	INTERNAL SERVICE CHARGES	880	00	TRANSFERS OUT
839	01	TELECOM DISCRETIONARY	880	01	CENTRAL SERVICE COST ALLOCAT
839	02	COUNTY COUNSEL	890	00	LOSS ON FIXED ASSETS
839	03	BASE LEVEL EQ SERVICES CHARGES	910	00	LAND
839	04	RISK MANAGEMENT	910	01	LAND ACQUISITION-ROW
839	05	BASE LEVEL TELECOM	910	02	LAND ACQUISITION-OTHER
839	06	TELECOM WIRELESS SYSTEMS	910	03	RELOCATION-FACILITIES
839	07	REPROGRAPHICS	915	00	BUILDINGS AND IMPROVEMENTS
839	08	MOTOR POOL	915	01	CONSTRUCTION WORK IN PROGRESS
839	09	CELL PHONE	915	02	ALTERATIONS/IMPROVEMENTS

FY 2006-07 Expenditure Object and Definitions (continued)

Object	Sub Object	Sub Object Name
920	00	CAPITAL EQUIPMENT
920	01	COMMUNICATIONS CAP EQUIPMENT
920	02	CONS CAP EQUIP NON-MOTORIZED
920	03	EDUCATION/REC CAP EQUIPMENT
920	04	ENGR/SCIENTIFIC CAP EQUIPMENT
920	05	KITCHEN/LAUNDRY CAP EQUIPMENT
920	06	HEAT/COOL/LIGHT CAP EQUIPMENT
920	07	MED/LAB/ CAP CAP EQUIPMENT
920	08	SHOP CAP EQUIPMENT
920	09	COMPUTER CAP EQUIPMENT
930	00	VEHICLES & CONSTRUCTION EQUIP
930	01	CONSTRUCTION VEHICLES
930	02	TRAILERS
930	03	OTHER MECHANIZED
930	04	TRUCKS
930	05	WATERCRAFT
930	06	AIRCRAFT\HELICOPTERS
930	07	PASSENGER VEHICLES
940	00	INFRASTRUCTURE
940	01	ROAD CONSTRUCTION
940	02	ENVIRONMENTAL
940	03	UTILITY RELOCATION
940	04	INTERGOVERNMENTAL
940	05	CONSTRUCTION MANAGEMENT
950	00	DEBT SERVICE
950	01	PRINCIPAL BOND
950	02	INTEREST BOND
950	03	PRINCIPAL COP
950	04	INTEREST COP
950	05	PRINCIPAL CAPITAL LEASE
950	06	INTEREST CAPITAL LEASE
955	00	CAPITAL-ALLOCATION OUT
956	00	CAPITAL-ALLOCATION IN

Arizona State Auditor General Forms (Schedule A)

MARICOPA COUNTY
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2006-07

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2005-06* (1)	ACTUAL EXPENDITURES/ EXPENSES 2005-06**	FUND BALANCE/ NET ASSETS*** July 1, 2006**	DIRECT PROPERTY TAX REVENUES 2006-07	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2006-07	OTHER FINANCING 2006-07		INTERFUND TRANSFERS 2006-07		TOTAL FINANCIAL RESOURCES AVAILABLE 2006-07	BUDGETED EXPENDITURES/ EXPENSES 2006-07
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	$ 981,034,181	$ 831,437,923	$ 212,381,047	Primary: $ 398,725,245	$ 798,025,270	$ -	$ -	$ 7,022,061	$ 215,942,665	$ 1,200,210,958	$ 1,200,210,958
2. General Fund - Override Election				Secondary: -						-	
3. Total General Fund	981,034,181	831,437,923	212,381,047	398,725,245	798,025,270	-	-	7,022,061	215,942,665	1,200,210,958	1,200,210,958
4. Special Revenue Funds	710,204,610	596,710,365	158,135,255	85,498,032	626,015,579	-	-	161,460,770	191,682,120	839,427,516	735,098,129
5. Debt Service Funds Available	34,130,775	34,409,258	16,124,463		10,556,460	-	-	9,337,196	482,500	35,535,619	23,133,894
6. Less: Designation for Future Debt Retirement										-	
7. Total Debt Service Funds	34,130,775	34,409,258	16,124,463	-	10,556,460	-	-	9,337,196	482,500	35,535,619	23,133,894
8. Capital Projects Funds	297,851,538	206,060,945	111,090,626		43,303,874	40,930,000	-	231,098,467	-	426,422,967	288,872,928
9. Internal Service Funds	102,575,615	98,704,054	43,144,725		81,119,072	-	-	-	811,209	123,452,588	80,021,184
10. Enterprise Funds Available	96,838,077	93,968,355	-		-	-	-	-	-	-	-
11. Less: Designation for Future Debt Retirement										-	
12. Total Enterprise Funds	96,838,077	93,968,355	-	-	-	-	-	-	-	-	-
13. Eliminations Funds	(70,995,861)	(72,263,473)	-		(67,940,624)	-	-	(408,918,494)	(408,918,494)	(67,940,624)	(67,940,624)
14. TOTAL ALL FUNDS	$ 2,151,438,935	$ 1,789,027,427	$ 540,876,116	$ 484,223,277	$ 1,491,079,631	$ 40,930,000	$ -	$ -	$ -	$ 2,557,109,024	$ 2,259,396,469

EXPENDITURE LIMITATION COMPARISON	2005-06	2006-07
1. Budgeted expenditures/expenses	2,151,438,935	2,259,396,469
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	2,151,438,935	2,259,396,469
4. Less: estimated exclusions	1,277,914,235	1,455,948,616
5. Amount subject to the expenditure limitation	873,524,700	803,447,853
6. EEC expenditure limitation	873,524,701	803,447,854

* Includes Expenditure/Expense Adjustments Approved in 2005-06 from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts in this column represent Fund Balance/Net Asset amounts except for amounts invested in capital assets, net of related debt, and reserved/restricted amounts established as offsets to assets presented for informational purposes (i.e., prepaids, inventory, etc.).

(1) Revenue and expenditures for FY 2005-06 from the Research and Reporting Special Revenue fund have been restated to the General Fund. Revenues and expenditures for FY 2005-06 from the Solid Waste Enterprise Fund have been restated to the Special Revenue Fund category.

Arizona State Auditor General Forms (Schedule B)

MARICOPA COUNTY
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2006-07

	2005-06 FISCAL YEAR	2006-07 FISCAL YEAR
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A).	$ 371,224,118	$ 398,725,245
2. Amount received from primary property taxation in the 2005-06 fiscal year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18).	$	
3. Property tax levy amounts		
A. Primary property taxes	$ 371,224,118	$ 398,725,245
B. Secondary property taxes		
General Fund - Override election	$	$
Flood Control District	62,733,411	67,096,622
Library District	17,295,751	18,401,410
Total secondary property taxes	$ 80,029,162	$ 85,498,032
C. Total property tax levy amounts	$ 451,253,280	$ 484,223,277
4. Property taxes collected*		
A. Primary property taxes		
(1) 2005-06 year's levy	$ 371,224,118	
(2) Prior years' levies		
(3) Total primary property taxes	$ 371,224,118	
B. Secondary property taxes		
(1) 2005-06 year's levy	$ 80,029,162	
(2) Prior years' levies		
(3) Total secondary property taxes	$ 80,029,162	
C. Total property taxes collected	$ 451,253,280	
5. Property tax rates		
A. County tax rate		
(1) Primary property tax rate	1.1971	1.1794
(2) Secondary property tax rate		
General Fund - Override election		
Flood Control District	0.2119	0.2047
Library District	0.0521	0.0507
(3) Total county tax rate	1.4611	1.4348
B. Special assessment district tax rates		
Secondary property tax rates		

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

Arizona State Auditor General Forms (Schedule C)

MARICOPA COUNTY
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2006-07

SOURCE OF REVENUES	ESTIMATED REVENUES 2005-06	ACTUAL REVENUES 2005-06*	ESTIMATED REVENUES 2006-07
GENERAL FUND			
Taxes			
TAX PENALTIES & INTEREST	$ 11,834,653	$ 12,696,623	$ 12,700,000
PAYMENTS IN LIEU OF TAXES	8,029,157	8,878,454	8,782,492
STATE SHARED SALES TAX	407,330,479	458,364,002	491,811,670
STATE SHARED VEHICLE LICENSE	126,127,849	136,618,538	144,035,674
Licenses and permits			
LICENSES AND PERMITS	1,854,000	2,067,143	2,066,000
Intergovernmental			
OTHER INTERGOVERNMENTAL	75,225,413	77,350,490	80,315,343
GRANTS	-	-	-
Charges for services			
OTHER CHARGES FOR SERVICES	23,125,479	28,674,436	24,869,084
PATIENT SERVICE REVENUE	52,848	46,237	46,237
INTERNAL SERVICE CHARGES	4,549,469	4,571,862	5,732,994
Fines and forfeits			
FINES & FORFEITS	12,457,158	14,836,017	15,044,128
Investments			
INTEREST EARNINGS	4,503,265	15,136,839	10,003,265
Rents, royalties, and commissions			
Contributions			
Voluntary contributions			
Miscellaneous			
MISCELLANEOUS REVENUE	2,336,555	5,096,759	2,618,383
Total General Fund	$ 677,426,325	$ 764,337,400	$ 798,025,270

Arizona State Auditor General Forms (Schedule C) (Continued)

MARICOPA COUNTY
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2006-07

SOURCE OF REVENUES	ESTIMATED REVENUES 2005-06	ACTUAL REVENUES 2005-06*	ESTIMATED REVENUES 2006-07
SPECIAL REVENUE FUNDS			
Road Fund			
TRANSPORTATION	$ 106,067,343	$ 109,425,665	$ 113,655,039
Total Road Fund	$ 106,067,343	$ 109,425,665	$ 113,655,039
Health Services Fund			
PATIENT SERVICE REVENUE	$ 1,198,557	$ 1,037,884	$ 979,740
Total Health Services Fund	$ 1,198,557	$ 1,037,884	$ 979,740
GRANTS, MISC. REVENUE, ETC.	$ 457,861,619	$ 467,615,694	$ 511,380,800
	$ 457,861,619	$ 467,615,694	$ 511,380,800
Total Special Revenue Funds	$ 565,127,519	$ 578,079,243	$ 626,015,579
DEBT SERVICE FUNDS			
GENERAL GOVERNMENT	$ 4,693,935	$ 5,055,283	$ 5,041,366
STADIUM DISTRICT	5,515,094	6,088,417	5,515,094
Total Debt Service Funds	$ 10,209,029	$ 11,143,700	$ 10,556,460
CAPITAL PROJECTS FUNDS			
APPROPRIATED FUND BALANCE	$ 4,148,623	$ 913,457	$ 3,300,000
TRANSPORTATION	29,366,281	16,623,559	39,510,191
STADIUM DISTRICT	493,683	526,789	493,683
Total Capital Projects Funds	$ 34,008,587	$ 18,063,804	$ 43,303,874
PERMANENT FUNDS			
	$	$	$
Total Permanent Funds	$ -	$ -	$ -
ENTERPRISE FUNDS			
MARICOPA MANAGED CARE SYSTEMS	$ 81,569,822	$ 82,049,459	$ -
Total Enterprise Funds	$ 81,569,822	$ 82,049,459	$ -
INTERNAL SERVICE FUNDS			
EMPLOYEE HEALTH INITIATIVES	$ 50,971,799	$ 46,662,488	$ 24,628,889
CHIEF INFORMATION OFFICER	15,232,361	16,408,352	16,557,997
MATERIALS MANAGEMENT	901,885	928,708	901,885
EQUIPMENT SERVICES	10,596,904	12,706,435	12,280,301
RISK MANAGEMENT	23,116,120	24,879,229	26,750,000
Total Internal Service Funds	$ 100,819,069	$ 101,585,212	$ 81,119,072

Arizona State Auditor General Forms (Schedule C) (Continued)

MARICOPA COUNTY
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2006-07

SOURCE OF REVENUES	ESTIMATED REVENUES 2005-06	ACTUAL REVENUES 2005-06*	ESTIMATED REVENUES 2006-07
ELIMINATIONS FUNDS			
ELIMINATIONS	$ (70,965,989)	$ (72,263,473)	$ (67,940,624)
Total Eliminations Funds	$ (70,965,989)	$ (72,263,473)	$ (67,940,624)
TOTAL ALL FUNDS	$ 1,398,194,362	$ 1,482,995,347	$ 1,491,079,631

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

Arizona State Auditor General Forms (Schedule D)

MARICOPA COUNTY

Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers

Fiscal Year 2006-07

FUND	OTHER FINANCING 2006-07 SOURCES	OTHER FINANCING 2006-07 <USES>	INTERFUND TRANSFERS 2006-07 IN	INTERFUND TRANSFERS 2006-07 <OUT>
GENERAL FUND				
MEDICAL EXAMINER	$	$	$	$ 17,188
GENERAL GOVERNMENT	-		7,022,061	168,839,337
APPROPRIATED FUND BALANCE	-			46,989,577
SHERIFF	-			51,563
PUBLIC HEALTH	-			45,000
Total General Fund	$ -	$ -	$ 7,022,061	$ 215,942,665
SPECIAL REVENUE FUNDS				
EMERGENCY MANAGEMENT	$	$	$	$ 74,747
COMMUNITY DEVELOPMENT				25,380
HUMAN SERVICES				934,317
PARKS & RECREATION			38,000	217,000
PLANNING & DEVELOPMENT				374,905
GENERAL GOVERNMENT			160,895,270	-
APPROPRIATED FUND BALANCE				38,670,475
TRANSPORTATION				68,093,970
SOLID WASTE				75,683
STADIUM DISTRICT			482,500	1,560,393
FLOOD CONTROL DISTRICT				77,315,461
ANIMAL CARE & CONTROL				1,959,135
AIR QUALITY				303,802
PUBLIC HEALTH			45,000	1,698,440
ENVIRONMENTAL SERVICES				378,412
Total Special Revenue Funds	$ -	$ -	$ 161,460,770	$ 191,682,120
DEBT SERVICE FUNDS				
GENERAL GOVERNMENT	$	$	$ 9,337,196	$
STADIUM DISTRICT				482,500
Total Debt Service Funds	$ -	$ -	$ 9,337,196	$ 482,500
CAPITAL PROJECTS FUNDS				
APPROPRIATED FUND BALANCE	$ 40,930,000	$	$ 85,839,052	$
TRANSPORTATION			66,383,561	
STADIUM DISTRICT			1,560,393	
FLOOD CONTROL DISTRICT			77,315,461	
Total Capital Projects Funds	$ 40,930,000	$ -	$ 231,098,467	$ -
PERMANENT FUNDS				
	$	$	$	$
Total Permanent Funds	$ -	$ -	$ -	$ -

Arizona State Auditor General Forms (Schedule D) (Continued)

MARICOPA COUNTY
Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2006-07

FUND	OTHER FINANCING 2006-07 SOURCES	OTHER FINANCING 2006-07 <USES>	INTERFUND TRANSFERS 2006-07 IN	INTERFUND TRANSFERS 2006-07 <OUT>
ENTERPRISE FUNDS				
	$	$	$	$
Total Enterprise Funds	$ -	$ -	$ -	$ -
INTERNAL SERVICE FUNDS				
CHIEF INFORMATION OFFICER	$	$	$	$ 286,708
MATERIALS MANAGEMENT				50,483
EQUIPMENT SERVICES				356,086
RISK MANAGEMENT				117,932
Total Internal Service Funds	$ -	$ -	$ -	$ 811,209
ELIMINATIONS FUND				
PARKS & RECREATION	$	$	$ (38,000)	$ (38,000)
TRANSPORTATION			(66,383,561)	(66,383,561)
STADIUM DISTRICT			(2,042,893)	(2,042,893)
FLOOD CONTROL DISTRICT			(77,315,461)	(77,315,461)
ELIMINATIONS			(263,138,579)	(263,138,579)
Total Eliminations Funds	$ -	$ -	$ (408,918,494)	$ (408,918,494)
TOTAL ALL FUNDS	$ 40,930,000	$ -	$ -	$ -

Arizona State Auditor General Forms (Schedule E)

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2006-07

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2005-06	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2005-06	ACTUAL EXPENDITURES/ EXPENSES 2005-06*	BUDGETED EXPENDITURES/ EXPENSES 2006-07
GENERAL FUND				
BOARD OF SUPERVISORS DIST 1	$ 306,515	$ 12,540	$ 285,314	$ 341,043
BOARD OF SUPERVISORS DIST 2	306,515	12,540	306,041	341,043
BOARD OF SUPERVISORS DIST 3	306,515	12,540	293,286	341,043
BOARD OF SUPERVISORS DIST 4	306,515	12,540	291,603	341,043
BOARD OF SUPERVISORS DIST 5	306,515	12,540	296,072	341,043
CLERK OF THE BOARD	536,893	56,038	546,647	623,410
ADULT PROBATION	50,303,044	1,832,993	49,903,089	55,280,402
ASSESSOR	18,118,945	2,130,799	18,095,702	22,979,361
CALL CENTER	1,555,385	56,069	1,506,676	1,686,973
EMERGENCY MANAGEMENT	233,760	2,327	225,321	235,773
CLERK OF THE SUPERIOR COURT	26,383,155	2,737,209	27,574,168	32,090,197
FINANCE	3,086,638	107,678	3,113,487	4,442,521
COUNTY ATTORNEY	57,520,494	4,233,056	59,090,730	67,528,212
COUNTY MANAGERS OFFICE	1,996,561	65,573	2,014,830	2,667,353
ELECTIONS	7,255,771	113,796	7,089,294	19,040,514
HUMAN SERVICES	2,067,234	103,917	2,345,578	2,702,378
INTERNAL AUDIT	1,349,254	63,973	1,382,493	1,897,474
CONSTABLES	1,908,645	59,970	1,968,615	2,126,145
CORRECTIONAL HEALTH	3,580,435	44,978	2,393,468	3,719,176
JUVENILE PROBATION	11,680,865	667,252	11,824,691	21,320,911
MEDICAL EXAMINER	4,923,739	964,291	5,735,031	6,660,197
PARKS & RECREATION	1,692,756	92,625	1,604,482	1,766,029
HUMAN RESOURCES	2,954,676	83,653	2,887,162	3,182,409
PUBLIC FIDUCIARY	2,186,245	89,675	2,205,915	2,256,900
EMPLOYEE HEALTH INITIATIVES	2,326,033	42,838	2,129,487	2,457,959
RECORDER	2,114,696	51,300	2,113,969	2,349,174
SUPERINTENDENT OF SCHOOLS	2,165,072	45,539	1,987,365	2,132,796
HEALTH CARE MANDATES	301,233,694	11,989	300,389,667	317,896,691
CHIEF INFORMATION OFFICER	5,819,236	139,715	5,776,409	7,504,804
TREASURER	4,147,293	278,107	4,303,107	4,668,836
RESEARCH & REPORTING	296,304	-	354,609	349,072
GENERAL GOVERNMENT	168,455,307	(30,898,585)	70,920,478	195,190,654
APPROPRIATED FUND BALANCE	99,010,666	(16,014,927)	18,148,587	165,391,470
MANAGEMENT & BUDGET	2,777,491	284,243	2,627,931	3,232,305
SHERIFF	54,588,802	5,446,381	57,963,660	67,455,441
PUBLIC DEFENDER	32,831,396	4,148,584	35,816,937	36,608,991
LEGAL DEFENDER	7,431,420	725,329	7,667,169	8,459,463
LEGAL ADVOCATE	6,794,249	702,746	7,044,883	7,752,303
CONTRACT COUNSEL	14,162,317	(122,051)	16,913,211	16,768,051
FACILITIES MANAGEMENT	11,460,411	501,894	11,212,591	12,932,897
MATERIALS MANAGEMENT	1,489,584	205,619	1,681,676	1,961,265
ANIMAL CARE & CONTROL	375,193	4,698	380,151	375,982
TRIAL COURTS	67,135,563	5,079,891	70,456,267	77,815,530
AIR QUALITY	-	544,023	364,680	546,899
PUBLIC HEALTH	8,743,496	291,549	8,515,764	12,029,428
ENVIRONMENTAL SERVICES	1,738,045	33,389	1,689,629	2,419,397
Total General Fund	$ 995,963,338	$ (14,929,157)	$ 831,437,923	$ 1,200,210,958

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Arizona State Auditor General Forms (Schedule E) (Continued)

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2006-07

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2005-06	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2005-06	ACTUAL EXPENDITURES/ EXPENSES 2005-06*	BUDGETED EXPENDITURES/ EXPENSES 2006-07
SPECIAL REVENUE FUNDS				
ADULT PROBATION	$ 14,536,894	$ 581,504	$ 14,909,409	$ 16,132,870
EMERGENCY MANAGEMENT	806,303	301,890	1,178,902	1,250,147
CLERK OF THE SUPERIOR COURT	8,874,258	372,158	8,734,405	9,561,287
COMMUNITY DEVELOPMENT	15,970,994	-	8,070,746	13,518,945
COUNTY ATTORNEY	12,799,672	124,199	12,418,548	11,918,136
HUMAN SERVICES	37,132,605	(210,245)	33,871,444	36,892,125
CORRECTIONAL HEALTH	39,634,375	376,792	41,797,457	41,838,500
JUVENILE PROBATION	45,991,188	2,620,530	44,505,567	39,937,815
MEDICAL EXAMINER	12,689	-	14,932	-
PARKS & RECREATION	5,043,954	357,230	4,692,574	5,339,800
RECORDER	7,509,286	64,977	7,288,965	6,435,103
SUPERINTENDENT OF SCHOOLS	-	-	-	3,648,304
INTEGRATED CRIMINAL JUST INFO	1,766,906	24,439	1,309,627	1,817,932
PLANNING & DEVELOPMENT	13,320,022	1,195,672	13,528,612	17,428,155
GENERAL GOVERNMENT	88,006,674	(16,931,262)	26,702,794	79,096,363
APPROPRIATED FUND BALANCE	36,486,113	(73,678)	6,134,937	34,917,369
SHERIFF	166,430,334	11,991,188	172,376,591	189,299,237
PUBLIC DEFENDER	2,227,664	205,517	1,961,579	2,526,833
LEGAL DEFENDER	105,542	7,000	112,541	134,794
LEGAL ADVOCATE	19,500	-	10,000	17,500
TRANSPORTATION	54,020,065	748,347	47,487,438	58,301,537
LIBRARY DISTRICT	15,256,294	5,571,533	18,373,335	18,948,379
SOLID WASTE	4,792,338	103,471	5,161,920	7,939,066
STADIUM DISTRICT	2,497,658	-	2,056,945	2,514,561
FLOOD CONTROL DISTRICT	32,201,482	1,811,545	32,272,807	34,655,410
FACILITIES MANAGEMENT	2,178,614	115,922	1,939,696	3,081,810
ANIMAL CARE & CONTROL	8,112,123	89,442	7,589,512	8,527,458
TRIAL COURTS	16,674,245	238,640	16,265,592	17,892,544
AIR QUALITY	10,470,060	1,804,895	10,655,068	13,510,386
PUBLIC HEALTH	43,571,742	445,693	43,912,505	46,000,854
ENVIRONMENTAL SERVICES	11,234,271	583,346	11,375,915	11,939,909
MARICOPA EVENTS CENTER	-	-	-	75,000
Total Special Revenue Funds	$ 697,683,865	$ 12,520,745	$ 596,710,365	$ 735,098,129
DEBT SERVICE FUNDS				
GENERAL GOVERNMENT	$ 17,416,902	$ 11,271,279	$ 30,345,479	$ 17,691,300
STADIUM DISTRICT	5,442,594	-	4,063,779	5,442,594
Total Debt Service Funds	$ 22,859,496	$ 11,271,279	$ 34,409,258	$ 23,133,894
CAPITAL PROJECTS FUNDS				
APPROPRIATED FUND BALANCE	$ 105,428,056	$ 11,662,473	$ 50,487,263	$ 97,675,894
TRANSPORTATION	110,571,009	-	91,914,646	119,194,034
STADIUM DISTRICT	3,000	5,745,000	4,244,979	1,003,000
FLOOD CONTROL DISTRICT	62,142,000	2,100,000	59,414,057	71,000,000
Total Capital Projects Funds	$ 278,144,065	$ 19,507,473	$ 206,060,945	$ 288,872,928
PERMANENT FUNDS				
	$	$	$	$
Total Permanent Funds	$ -	$ -	$ -	$ -

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Arizona State Auditor General Forms (Schedule E) (Continued)

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2006-07

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2005-06	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2005-06	ACTUAL EXPENDITURES/ EXPENSES 2005-06*	BUDGETED EXPENDITURES/ EXPENSES 2006-07
ENTERPRISE FUNDS				
MARICOPA MANAGED CARE SYSTEM	$ 87,070,639	$ 9,767,438	$ 93,968,355	$ -
Total Enterprise Funds	$ 87,070,639	$ 9,767,438	$ 93,968,355	$ -
INTERNAL SERVICE FUNDS				
EMPLOYEE HEALTH INITIATIVES	$ 50,596,799	$ -	$ 44,885,068	$ 24,253,889
CHIEF INFORMATION OFFICER	14,593,068	$ 74,032	$ 14,992,642	$ 13,790,213
MATERIALS MANAGEMENT	811,961	$ 260,602	$ 1,094,556	$ 1,005,833
EQUIPMENT SERVICES	10,171,760	$ 55,827	$ 11,720,287	$ 11,804,591
RISK MANAGEMENT	26,011,566	$ -	$ 26,011,501	$ 29,166,658
Total Internal Service Funds	$ 102,185,154	$ 390,461	$ 98,704,054	$ 80,021,184
ELIMINATIONS FUNDS				
ELIMINATIONS	$ (70,965,989)	$ (29,872)	$ (72,263,473)	$ (67,940,624)
Total Eliminations Funds	$ (70,965,989)	$ (29,872)	$ (72,263,473)	$ (67,940,624)
TOTAL ALL FUNDS	$ 2,112,940,568	$ 38,498,367	$ 1,789,027,427	$ 2,259,396,469

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Glossary

Activity: A set of services grouped together around a common purpose or result.

AHCCCS: Arizona Health Care Cost Containment System.

ALTCS: Arizona Long Term Care System.

Balanced Budget: An annual budget in which expenditures or uses do not exceed available resources. Current year spending as well as future spending obligations must be taken into account.

Base Level Internal Service Charge: A base-level, fixed charge that is required by all agencies for normal business operations that cannot be controlled directly by department management. As an example, Telecommunications provides base-level services that include phone line administration, 506 and 372 exchange, voice mail, transmission systems, etc.

Base Level Request: An initial fiscal year's budget amount, with adjustments for program changes, grants, and departmental realignments, which are approved by the Maricopa County Board of Supervisors and annualized costs for previously funded budget issues (initiatives). A department's base budget request must be within the budget target provided.

Baseline: An established level of previous or current performance that could be used to set improvement goals and provide a comparison for assessing future progress.

Benchmarking: A continuous process of collecting information on internal or external standards, processes, and/or best practices, evaluating why they are successful and applying what is learned.

Budgeting for Results: A budgeting strategy where decisions are based on or informed by performance information that describes the cost or efficiency of producing an activity and the results achieved for customers—those whose best interests are served by or who receive or use the products or services of a department or program. This is accomplished by structuring the accounting and budgeting systems according to the structure of departments' strategic plans.

Note: Accountability is at the heart of Budgeting for Results—County Government is willing and able to tell taxpayers what they are getting for their money in terms of results for customers.

Capital Budget: The first year of the Capital Improvement Program (CIP).

Capital Improvement Program (CIP): A five-year plan of capital improvement projects that outlines project costs, funding sources and future operating costs associated with each capital improvement.

Capital Improvement Project: A major, nonrecurring expenditure of $150,000 or more used to expand or improve the County's physical assets, including land, facilities and infrastructure. Capital improvement projects generally result in new facilities with expected life spans of many years, in substantial extension of the useful life and monetary value of existing facilities, or in increases to the existing "footprint" of a building. Capital improvement projects generally span two or more years.

Note: Separate and distinct new facilities should be budgeted as discrete projects. Portions of new facilities should be included in the overall project budget for the overall facility.

Capital Outlay: An expenditure from a department operating budget for the acquisition of, or addition to, a fixed asset. A fixed asset is an item that costs $5,000 or more and has a useful life of at least one year. Fixed assets with costs over $5,000 should be budgeted and itemized in the capital object codes (900 series).

Capital Projects Fund: A fund established to account for the proceeds of bond issues and other resources for the acquisition, construction or reconstruction of major capital facilities.

Carryover Funding: An amount budgeted for FY 2006-07 to pay for a capital expenditure budgeted for FY 2005-06 for which an obligation has been incurred that cannot be paid by June 30, 2006. Note: Carryover items should be identified in the base budget submission.

Central Services Cost Allocation Plan: An allocation of General Fund Central Service department's costs (i.e. human resources, internal audit) to all non-General Fund departments through a consistent, logical methodology in proportion to the service or benefit received.

COP's (Certificates of Participation): A method of structuring and securitizing lease payments to investors by dividing the lease payments into fractionalized interests or shares for individual sale to investors. A formal certificate represents each share, much like a bond. However, unlike bonds, COPs are typically subject to annual appropriation and do not represent a "debt" of the issuer or other lessor, but rather a proportionate interest in a flow of lease payments that are pledged to a trust.

County: Maricopa County government.

DCM: Deputy County Manager.

Debt Service Fund: A fund used to account for the accumulation of resources for and payment of general obligation, special assessment, and stadium district bond principal and interest.

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

Department: An organizational unit headed by a director or elected official. In terms of financial structure, departments can have multiple funding sources, (i.e. general fund, special revenue etc.) that are based on specified uses. The combinations of the various funds are consolidated at the department level.

Discretionary Internal Service Charge: A charge for a service above the base service level that can be controlled at the discretion of the requesting department, such as fuel use, motor pool, reprographic services, long distance, cellular phones, pagers, telecom work orders.

Econometrics: A forecasting method that captures the behavioral relationships of many variables (called explanatory variables) on the variable being forecast. The method applies regression analysis to historical data to determine the marginal impact of the explanatory variable. Typically, the explanatory variables are related to the demography or economy of the community.

Efficiency Measure: A performance measure that measures the average activity cost per output or result. Examples include cost per participant served or cost per building inspection completed within seventy-two hours.

Eliminations: Eliminations are included in the budget to offset amounts budgeted as expenditures in one fund that are associated with offsetting revenues and expenditures in another fund. Interdepartmental charges from the Reprographics (print shop) fund to various County departments are one example. Departments pay the print shop for services, and these costs are included in departments' budgeted expenditures, supported by revenues from sources external to the County. The print shop, in turn, budgets these payments as revenue, along with expenditures related to the cost of providing printing services.

Enterprise Fund: A fund used to account for operations that are financed and operated in a manner similar to private enterprises where the intent of the County is that the costs of providing goods and services to the general public on a continuing basis be financed through user charges. This allows for the evaluation of these funds on the same basis as investor-owned enterprises in the same industry.

Environmental Assessment: An analysis of the internal and external trends and issues that will have a major impact on the department and its customers over the next two to five years. Issue statements summarize the trends and the impact on the department. The environmental assessment is based on data-based information and reasoned professional judgment that describes changes anticipated both from inside and outside the department.

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

Full Time Equivalent (FTE): A value equivalent to the number of employees paid full time (forty hours per week, or from 2,080 to 2,096 hours per year, depending on the calendar). A half-time position that is paid 20 hours per week equates to .5 FTE; four half-time positions, each paid for 20 hours per week, equals 2.0 FTE, and so on. A single position may have an FTE value greater than zero, but not greater than 1.0. A group of positions has an aggregate FTE value based on the FTE values of the specific positions within the group.

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

Fund Balance/Equity: An amount comprised of accumulated excess or deficiency of revenues less expenditures in a fund. This is measured at the beginning or end of a fiscal year.

GAAP: Generally Accepted Accounting Principles.

General Fund: A fund accounting for all financial resources of the County, except those required to be accounted for in other funds, and serves as the County's primary operating fund.

GO Bond: General Obligation Bonds are approved by a majority of Maricopa County residents that are sold to raise funding for capital expenditures. Funding for repayment is provided by the County's secondary debt service property tax levy.

Indirect Cost: A cost that is necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service. The central service cost allocation is an example of the allocation of indirect costs.

Input: A volume of resources used to provide an activity. Inputs are typically stated in terms of dollars or hours, but are sometimes stated in terms of people or material resources.

Internal Charge: A cost billed to one County department by another County department for base level or discretionary services provided.

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

Issue Statement: A summary statement of an issue and trend that will have a major impact on the department and its customers over the subsequent two to five years. Issue statements include what that impact will be and are the products of the environmental assessment phase in strategic planning.

Key Result Measure: A performance measure that is directly related to the program purpose statement and measures the impact that a program had on citizens/customers.

Major Maintenance: A category of non-routine projects comprised of major maintenance or upgrades to facilities and/or equipment that will achieve demonstrable savings in operational cost, extend the useful life of assets, or achieve at least ten percent savings in current energy consumption. Each project cost must exceed $20,000 for it to be classified as a major maintenance item. Examples of Major Maintenance projects include replacing heating, ventilation, and cooling (HVAC) systems, replacing roofs, repairing building exteriors, retrofitting light fixtures, installing variable drive fan motors, installing energy management systems, etc. Maintenance projects costing less than $20,000 will be treated as Facilities base-level or discretionary services, and charged accordingly (refer to Internal Charges section).

Mandate: A program that meets constitutional, statutory or court-ordered requirements from either Federal or State entities.

MCSO: Maricopa County Sheriff's Office.

MFR (Managing for Results): A systemic approach to management decision-making, resource allocation, and accountability for results. It includes an integrated system of processes: Planning for Results, Budgeting for Results, Delivering Services and Collecting Data, Reporting Results, Evaluating Results, and Decision Making.

MHP: Maricopa Health Plans.

Mission: A clear, concise statement of purpose for the entire department. The mission focuses on the broad, yet distinct, results the department will achieve for its customers.

MMC: Maricopa Medical Center.

MOE: Maintenance of Effort. Maintaining funding of maintenance and operational expenditures, including detention personnel compensation, employee related expenses, utility expenses of the facility, costs of food and care of prisoners, administrative support costs and costs of maintaining and repairing the facility and grounds, at a level before the voter approved detention excise tax.

Object Code: Identifies the balance sheet account (assets, liabilities, or fund equity), revenue source, or expenditure/expense type (e.g., cash, accounts payable, real property taxes, salaries and wages).

OMB: Office of Management and Budget.

Org: A level two budget under the budget org. This usually denotes a unit under the division.

Example of a departmental budget structure:

Department 110 Adult Probation	
Budget Org (level 1)	1100 Administration Services
Org (level 2)	1101 Department Administration

Output Measure: A performance measure that measures the number of units produced. Examples include number of participants enrolled in job training courses or number of building inspections completed.

PCN: A position control number assigned to a position.

Performance Measure: An on-going, quantitative indicator of resources consumed, workload, productivity, efficiency, and effectiveness. Performance measures should relate directly to objectives and allow for measurement of the same thing over a period of time. (See Family of Measures)

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

Personal Services Allocation – Out/In: An object code (795 or 796) used to record payroll expenditures that will be charged/credited to a department for work performed on a special assignment basis. The department providing the personal services will record the expenditure as a credit and the receiving department will record the expenditure as a debit.

Personnel Savings: A savings normally realized when positions are vacant or employees are paid at lower rate than budgeted. Object code 701, sub-line "Regular Pay Personnel Savings" and object code 750 sub-line "Benefits Personnel Savings" are provided to recognize the expenditure. This reduction (negative) to the personal services budget allows the department to use these budget dollars to fund other items.

Position: A specific employment, whether occupied or vacant, involving duties requiring the services of one person. A position may be full or part-time as reflected in the FTE value.

Program: A set of activities that have a common purpose or result. Programs provide operational and performance information for strategic decision making.

Restatement: A budgetary transfer which provides for a specific increase to revenues or expenditures in one department, activity or fund with a corresponding decrease in revenues and expenditures in another department, activity or fund for a net impact of zero (or less).

Result Measure: A performance measure that measures the impact or benefit that customers experience as a consequence of receiving a department's services, stated as a percentage or rate. Examples include percentage of job trainees who had jobs for six months or longer or percentage of building inspections completed within seventy-two hours.

Results Initiative: A request for funding above the budget base to support a program, activity and strategic goal identified in the strategic planning process. Results initiatives address mandates, demands for service caused by demographic changes, new programs, or expansion of existing programs. Results initiatives must clearly relate to the department's mission and be supported by relevant performance measures.

Service: A service is the deliverable or product that the customer receives from a department. Services are described as nouns, not verbs, thus defining services in terms of what the customer receives rather than in terms of what the department does.

Special Revenue Fund: A fund that accounts for the proceeds of specific revenue sources (other than major capital projects) that is legally restricted to specific purpose expenditures.

Strategic Goal: A strategic goal translates resources into significant results to be achieved over the next two to five years, providing the basis for evaluating the department as a whole.

Strategic Plan: A strategic plan sets forth the purpose, strategic goals, operational organization, and performance expectations for a department. The strategic plan provides information to department staff, corporate decision makers, the Maricopa County Board of Supervisors and the public about how the department is organized to deliver results and what results the department is accountable for achieving. The plan provides the opportunity for all department staff to see how they contribute at all levels in the organization.

Sub-object Code: Identifies detailed balance sheet account, revenue source, or expenditure/expense type (e.g., cash on hand, current real property taxes, overtime wages).

Supplies and Services: A category of expenditures within the budget for all standard costs of daily operations, including such items as office supplies, rent, contractual services, and travel.

Technology Results Initiative: A results initiative for technology expenditures for more than $20,000 or an amount above a department's base budget for new or improved technology systems or expenditures used for maintaining existing information technology systems.

Trend: A documented recurrence of a measurable event or circumstance over time that is increasing, decreasing or even staying the same. The size of the number of occurrences often determines whether the recurrences constitute a trend. If the number of recurrences is very small, such as number of floods in a year, it may take a number of years to document a trend in one direction or another. While a large number of events or occurrences, such as the number of court cases of a particular type, may reveal a trend within months or a few of years.

Acknowledgements

The Fiscal Year 2006-07 Maricopa County Annual Business Strategies was made possible with the help of many dedicated individuals. Most importantly, the Board of Supervisors and the County Manager for providing the policy guidance and leadership that is the backbone of the budget process. Thanks must also be given to the Elected Officials, Deputy County Manager, Assistant County Managers, and Department Directors and Managers for their cooperation during this past year. This document could not have been produced without the conscientious and creative efforts of the entire staff of the Office of Management and Budget whose members include: Tara Acuna, LeeAnn Bohn, Christopher Bradley, Thomas Brandt, Neeraj Deshpande, Shannon Fitzgerald, Daren Frank, Cindy Goelz, Brian Hushek, Kirk Jaeger, Lisa Johnson, Wendy Johnson, Marc Kuffner, Hannah Lee, Jack Patton, Kimberly Roman, Scott Rothe, Jamie Rullo, Monica Staats, Dexter Thomas, Maria Tutelman, Victor Wickersham, Sandi Wilson, Ryan Wimmer, Janet Woolum. We would also like to thank David Hill, Duane Lee and Debbie Fisher of the Office of Enterprise Technology who have spent many hours working to provide us the schedules for this document.

With the Board's approval of the FY 2006-07 Budget on June 19, 2006, and the corresponding tax rates on August 21, 2006 we start down the path of developing the FY 2007-08 budget.

Maricopa County
Flood Control District, Library District, Stadium District
FY 2006-07 Annual Business Strategies



Maricopa County

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Motions

Flood Control District

It is moved that the Board of Directors of the Maricopa County Flood Control District approve the Fiscal Year 2006-07 Budget in the amount of $105,655,410 by total appropriation for each fund for the Flood Control District and by project for the Flood Control District Capital Improvement Program. This represents an increase of $111,237 from the tentative budget of $105,544,173.

Library District

It is moved that the Board of Directors of the Maricopa County Library District approve the Fiscal Year 2006-07 Budget by total appropriation for each fund for the Library District in the amount of $18,948,379.

Stadium District

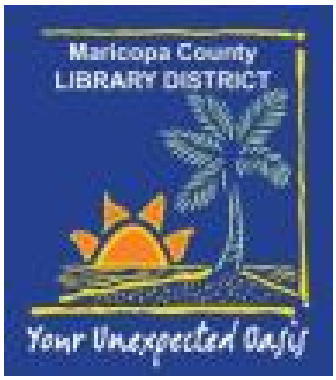
It is moved that the Board of Directors of the Maricopa County Stadium District approve the Fiscal Year 2006-07 Budget by total appropriation for each fund for the Stadium District in the amount of $8,960,155.

Other Special Districts

It is moved that the Maricopa County Board of Supervisors approve the Fiscal Year 2006-07 Budget for the Other Special Districts per the FY 2006-07 Budget Schedules entitled “Direct Assessment of Special Districts Secondary Roll” and “Street Lighting Improvement District Levies Secondary Roll.”


Flood Control District
of Maricopa County

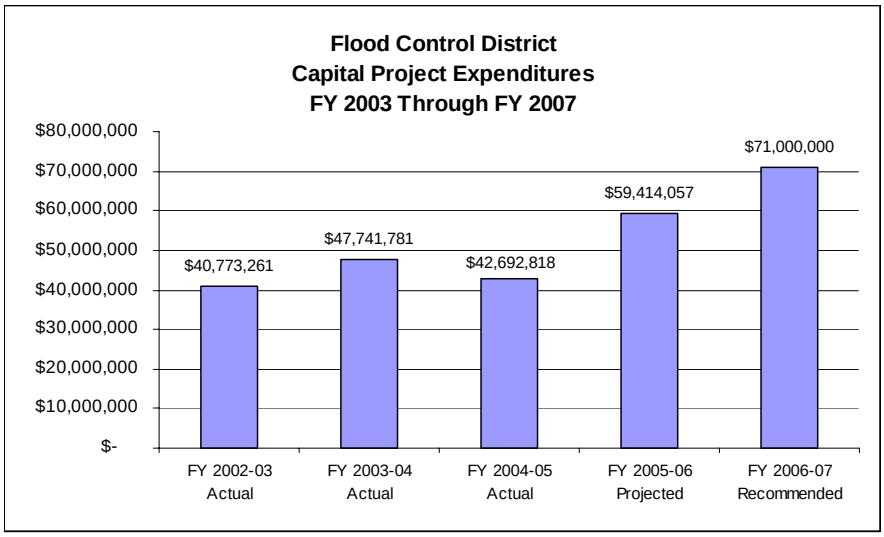

Stadium District
Maricopa County


Maricopa County
LIBRARY DISTRICT
Your Unexpected Oasis

Flood Control District Transmittal Letter

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

The recommended Fiscal Year 2006-07 expenditure budget for the Flood Control District is $105,544,173, which is $7,289,146 (7.4%) higher than the prior fiscal year's budget. Increased expenditures are mainly due to higher spending in capital projects and operating activities such as floodplain delineation, planning, and flood hazard education. Expenditures for capital projects have increased by $6,758,000 (10.5%) in Fiscal Year 2006-07.

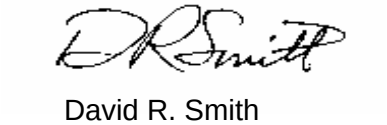


For the first time in four years, the Flood Control District will be lowering its tax rate from 0.2119 to 0.2047. The District was directed by the Board of Directors to implement a 2% levy cap, excluding new construction, in order to protect taxpayers from tax increases due to increased assessed property values. The reduced rate results in a property tax revenue budget of $67,096,622. Revenue increases are also expected in Fiscal Year 2006-07 as a result of increased permit issuances, as well as the anticipated sale of the District's Cave Buttes property, valued at $20 million. In total, the Flood Control District expects to receive over $110 million this year, which is $13,068,447 (13.4%) more than in Fiscal Year 2005-06.

The recommended Flood Control District Capital Improvement Project budget reflects strong activity in the construction phase of major infrastructure projects, which are geographically distributed to benefit all five County Supervisory Districts. Additionally, the budget provides for continued funding of $3,960,000 for the Flood Prone Properties Acquisition program. The Flood Control District has scheduled 20 projects, totaling $352 million, in their five-year capital improvement plan.

I wish to offer my appreciation to the Board of Directors for their support and guidance during the budget development process. I believe this budget is sustainable, responsible, and aligns with the District's mission.

Sincerely,



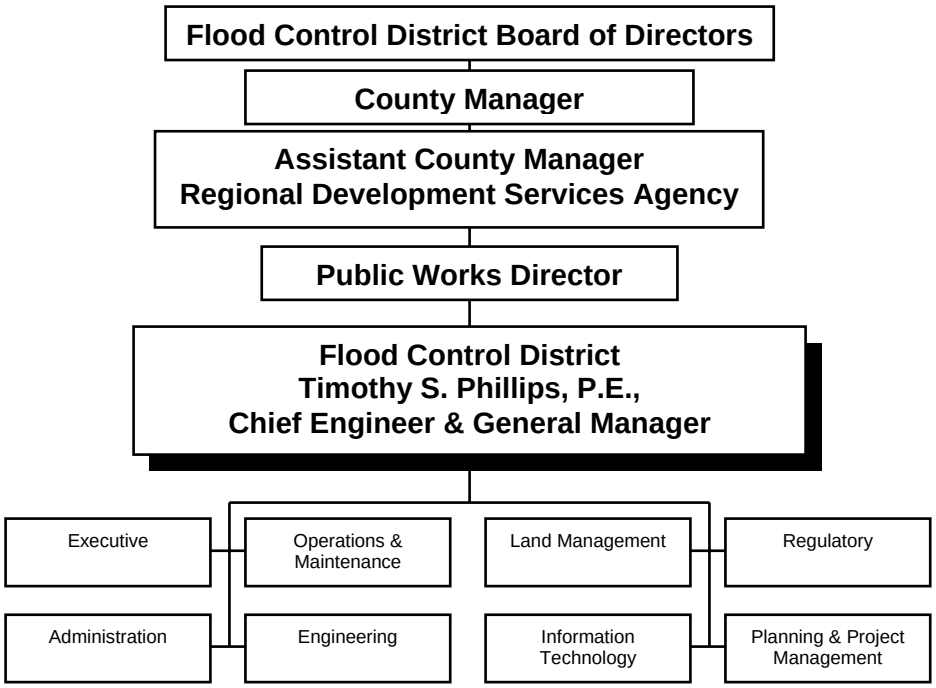
David R. Smith
County Manager

On June 19, 2006, the Maricopa County Flood Control District Board of Directors adopted the FY 2006-07 Budget totaling $105,655,410. This represents a $111,237 increase from the recommended budget of $105,544,173.

Flood Control District

Analysis by Jamie Rullo, Senior Management & Budget Analyst

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.

Strategic Goals

- "Risk Mitigation Model" - By FY 2008-09, the Flood Control District will develop and implement a model for flood hazard risk mitigation that measures the amount of risk mitigated through actions taken by each of its programs in terms of the number of people affected and the inflation

adjusted cost per resident. **Status**: A study team has formed and preliminary work is in process.

- "Flood Delineation" - Beginning in FY 2004-05 and for each year for the next 5 years, the Flood Control District will continue to identify flood and erosion hazard areas by delineating at least 5% of the existing (3,334) linear miles of undelineated watercourses and conducting studies on 5% of the total number of square miles (7,070) of watershed needing study. **Status**: Three new studies were begun in Fiscal Year 2005-06. There is a change underway to change from measuring linear miles to square miles.

- "Flood Hazard Mitigation" - Beginning in FY 2004-05 and for each year for the next five years, the Flood Control District will continue to provide maximum flood hazard mitigation to the people who live and work in Maricopa County by completing 10% of the structural projects listed in the 5-year CIP plan (40). To the extent allowed by its enabling statutes, the District will include provisions for multiple use opportunities incorporating the principles of landscape architecture and land use planning in their siting, planning, and design. **Status**: The District is making progress in achieving this goal.

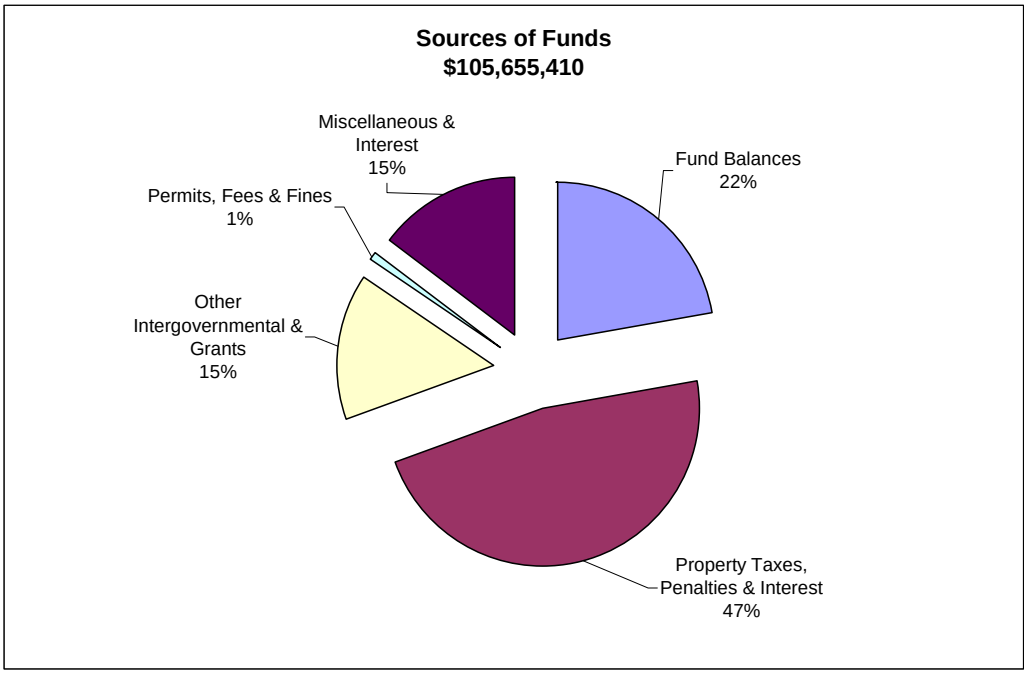
- "Community Rating System" - By the end of calendar year 2007, the Flood Control District will have the requisite number of 500 points to increase its Community Rating System rating from a level 5 to a level 4 thereby saving the property owners in unincorporated Maricopa County an additional 5% on their annual flood insurance premiums. **Status**: The District continues to work towards having the requisite number of points to increase the Community Rating System; however, FEMA has not published the new rules that are necessary for the District to know the exact status. Delays at FEMA are caused by their focus on recent hurricane disasters.

- "Public Education" - Beginning in FY 2004-05 and for each year for the next five years, 50% of those who live in and visit Maricopa County will be exposed to flood hazard information, flood mitigation project information, and flood safety guidance through mass media and public education programs as measured by public meeting counts and PR Tracker. **Status**: The District anticipates meeting this goal as stated.

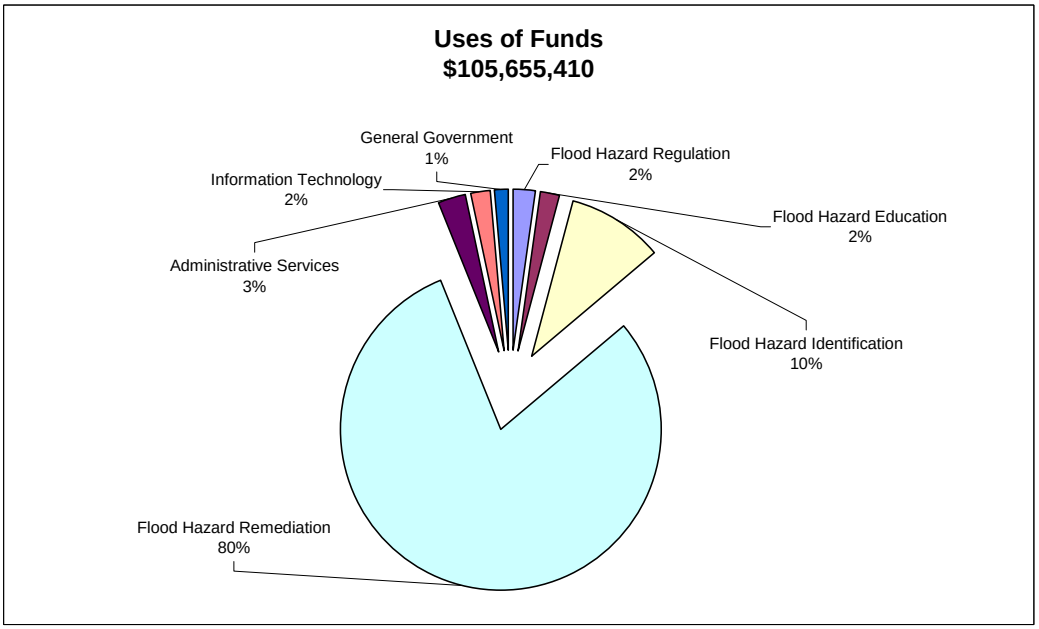
- "Floodplain Regulation Compliance" - Beginning in FY 2004-05 and for each year for the next five years, the Flood Control District will provide floodplain regulation compliance guidance, direction, permitting, and enforcement so that 100% of the structures permitted for building within delineated floodplains are in compliance with applicable state and federal laws and are not flooded during storm runoff events. **Status**: The District is making progress in meeting this goal.

Budget Summary

Sources of Funds



Uses of Funds



Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
69FH - FLOOD HAZARD REGULATION PROGRA	$ 983,129	$ 225,000	$ 225,000	$ 168,328	$ 250,000	$ 25,000	11.1%
DENF - DRAINAGE ENFORCEMENT	5,930	-	-	-	-	-	
DINS - DRAINAGE INSPECTION	26,055	-	-	-	-	-	
DREV - DRAINAGE REVIEW	512,515	-	-	696	-	-	
FENF - FLOODPLAIN ENFORCEMENT	(445)	-	-	800	-	-	
FINS - FLOODPLAIN INSPECTIONS	1,511	-	-	1,256	-	-	
FMAP - FLOODPLAIN MAP INFORMATION	263,396	-	-	-	-	-	
FREV - FLOODPLAIN REVIEW	110,760	225,000	225,000	198,880	250,000	25,000	11.1%
QUAL - STORMWATER QUALITY	63,407	-	-	(33,304)	-	-	
69HI - FLOOD HAZARD IDENTIFICATION	$ (3,979)	$ -	$ -	$ -	$ -	$ -	
FLDP - FLOODPLAIN DELINEATION	(53,999)	-	-	-	-	-	
HYDR - HYDROMETEOROLOGY	20	-	-	-	-	-	
PLNG - PLANNING	50,000	-	-	-	-	-	
69HR - FLOOD HAZARD REMEDIATION	$ 15,972,871	$ 33,547,000	$ 33,647,000	$ 27,535,877	$ 42,256,000	$ 8,609,000	25.6%
HAZD - FLOOD CONTROL STRUCTURES	14,314,050	23,478,000	23,478,000	25,416,579	21,106,000	(2,372,000)	-10.1%
MAIN - MAINTENANCE	450	-	-	300	-	-	
PMGT - PROPERTY MANAGEMENT	1,658,372	10,069,000	10,169,000	2,118,998	21,150,000	10,981,000	108.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 190,848	$ 40,000	$ 40,000	$ 49,937	$ -	$ (40,000)	-100.0%
GISA - GIS APPLICATION DEVELOPMENT	190,848	40,000	40,000	49,937	-	(40,000)	-100.0%
99AS - ADMINISTRATIVE SERVICES PROG	$ 488,302	$ 140,000	$ 40,000	$ 210,423	$ 200,000	$ 160,000	400.0%
99GV - GENERAL GOVERNMENT	$ 56,240,862	$ 63,250,138	$ 63,250,138	$ 63,092,192	$ 67,564,585	$ 4,314,447	6.8%
TOTAL PROGRAMS	**$ 73,872,033**	**$ 97,202,138**	**$ 97,202,138**	**$ 91,056,757**	**$ 110,270,585**	**$ 13,068,447**	13.4%
EXPENDITURES							
69FH - FLOOD HAZARD REGULATION PROGRA	$ 2,265,623	$ 1,666,337	$ 1,962,667	$ 1,972,645	$ 2,310,595	$ (347,928)	-17.7%
DENF - DRAINAGE ENFORCEMENT	(24,668)	-	-	532	-	-	
DINS - DRAINAGE INSPECTION	140,944	-	-	6,484	-	-	
DREV - DRAINAGE REVIEW	319,148	-	-	73,055	-	-	
FENF - FLOODPLAIN ENFORCEMENT	155,180	138,787	87,449	118,711	52,103	35,346	40.4%
FINS - FLOODPLAIN INSPECTIONS	249,777	293,100	434,632	351,408	471,193	(36,561)	-8.4%
FMAP - FLOODPLAIN MAP INFORMATION	404,038	160,746	113,906	106,904	68,200	45,706	40.1%
FREV - FLOODPLAIN REVIEW	693,482	723,073	967,200	976,073	1,342,390	(375,190)	-38.8%
QUAL - STORMWATER QUALITY	327,721	350,631	359,480	339,478	376,709	(17,229)	-4.8%
69HE - FLOOD HAZARD EDUCATION PROGRAM	$ 478,789	$ 715,838	$ 784,578	$ 783,402	$ 2,161,383	$ (1,376,805)	-175.5%
EDAY - EDUCATION	350,512	205,952	260,152	304,015	1,494,867	(1,234,715)	-474.6%
MASM - MASS MEDIA	128,277	509,886	524,426	479,386	666,516	(142,090)	-27.1%
69HI - FLOOD HAZARD IDENTIFICATION	$ 9,824,913	$ 10,856,688	$ 11,166,045	$ 11,178,338	$ 10,263,124	$ 902,921	8.1%
FLDP - FLOODPLAIN DELINEATION	1,776,729	2,159,955	2,322,428	2,197,474	2,378,474	(56,046)	-2.4%
HYDR - HYDROMETEOROLOGY	880,673	898,247	1,003,110	961,647	-	1,003,110	100.0%
PLNG - PLANNING	7,167,511	7,798,486	7,840,507	8,019,217	7,884,650	(44,143)	-0.6%
69HR - FLOOD HAZARD REMEDIATION	$ 51,583,609	$ 2,711,322	$ 77,142,551	$ 70,446,376	$ 84,348,863	$ (7,206,312)	-9.3%
HAZD - FLOOD CONTROL STRUCTURES	43,878,389	(7,296,479)	65,977,899	60,996,442	72,577,282	(6,599,383)	-10.0%
MAIN - MAINTENANCE	7,106,189	9,678,288	10,819,373	9,012,235	10,928,418	(109,045)	-1.0%
PMGT - PROPERTY MANAGEMENT	599,031	329,513	345,279	437,698	843,163	(497,884)	-144.2%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 1,610,448	$ 1,996,367	$ 1,991,348	$ 1,781,961	$ 2,067,873	$ (76,525)	-3.8%
BUAS - BUSINESS APPLICATION DEVELOP	404,420	246,765	253,795	296,806	339,500	(85,705)	-33.8%
DACR - DATA CENTER	59	-	-	-	-	-	
DESK - DESKTOP SUPPORT	551,609	532,952	539,989	502,752	730,187	(190,198)	-35.2%
GISA - GIS APPLICATION DEVELOPMENT	603,675	1,216,650	1,197,564	982,143	998,186	199,378	16.6%
HDSP - HELP DESK SUPPORT	50,684	-	-	260	-	-	
99AS - ADMINISTRATIVE SERVICES PROG	$ 4,635,545	$ 75,256,125	$ 4,067,033	$ 4,383,337	$ 3,036,673	$ 1,030,360	25.3%
99GV - GENERAL GOVERNMENT	$ 1,144,170	$ 1,140,805	$ 1,140,805	$ 1,140,805	$ 1,466,899	$ (326,094)	-28.6%
TOTAL PROGRAMS	**$ 71,543,097**	**$ 94,343,482**	**$ 98,255,027**	**$ 91,686,864**	**$ 105,655,410**	**$ (7,400,383)**	-7.5%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 REQUESTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE								
TAXES	$ 55,544,623	$ 62,733,411	$ 62,733,411	$ 62,733,411	$ 63,988,079	$ 67,096,622	$ 4,363,211	7.0%
LICENSES & PERMITS	2,315,702	505,000	505,000	2,932,092	1,000,000	1,000,000	495,000	98.0%
INTERGOVERNMENTAL REVENUES	13,236,682	23,479,727	23,479,727	22,883,265	21,306,000	21,291,213	(2,188,514)	-9.3%
MISCELLANEOUS REVENUE	2,775,026	10,484,000	10,484,000	2,507,989	20,882,750	20,882,750	10,398,750	99.2%
TOTAL REVENUE	**$ 73,872,033**	**$ 97,202,138**	**$ 97,202,138**	**$ 91,056,757**	**$ 107,176,829**	**$ 110,270,585**	**$ 13,068,447**	**13.4%**
EXPENDITURES								
PERSONAL SERVICES	$ 12,374,664	$ 13,465,651	$ 15,338,521	$ 14,817,087	$ 15,955,524	$ 16,066,761	$ (728,240)	-4.7%
SUPPLIES	1,776,860	1,593,612	1,577,022	1,623,715	2,015,172	2,014,327	(437,305)	-27.7%
SERVICES	21,460,690	21,482,390	21,511,558	20,418,633	19,243,912	20,346,192	1,165,366	5.4%
OTHER FINANCING USES	-	-	-	-	1,108,407	-	-	
CAPITAL OUTLAY	35,930,883	57,801,829	59,827,926	54,827,429	67,228,130	67,228,130	(7,400,204)	-12.4%
TOTAL EXPENDITURES	**$ 71,543,097**	**$ 94,343,482**	**$ 98,255,027**	**$ 91,686,864**	**$ 105,551,145**	**$ 105,655,410**	**$ (7,400,383)**	**-7.5%**

Total Budget by Fund

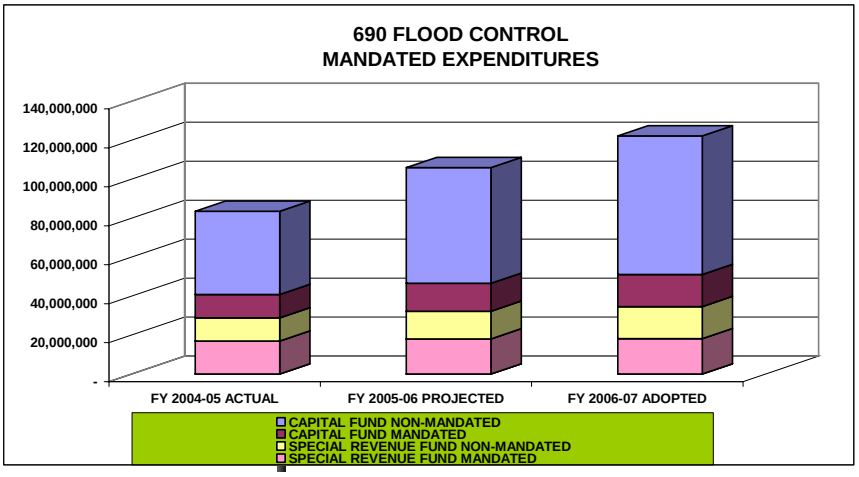
	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 REQUESTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE								
900 ELIMINATIONS	$ (53,327,784)	$ (70,816,471)	$ (69,004,926)	$ (69,004,926)	$ (71,000,000)	$ (77,315,461)	$ (8,310,535)	12.0%
990 FLOOD CONTROL CAPITAL PROJ	53,327,784	70,816,471	69,004,926	69,004,926	71,000,000	77,315,461	8,310,535	12.0%
989 FLOOD CONTROL GRANTS	322,202	-	-	-	-	-	-	
991 FLOOD CONTROL	73,549,831	97,202,138	97,202,138	91,056,757	107,176,829	110,270,585	13,068,447	13.4%
ALL FUNDS	**$ 73,872,033**	**$ 97,202,138**	**$ 97,202,138**	**$ 91,056,757**	**$ 107,176,829**	**$ 110,270,585**	**$ 13,068,447**	**13.4%**
EXPENDITURES								
900 ELIMINATIONS	$ (53,327,784)	$ (70,816,471)	$ (69,004,926)	$ (69,004,926)	$ (71,000,000)	$ (77,315,461)	$ 8,310,535	-12.0%
990 FLOOD CONTROL CAPITAL PROJ	42,692,818	62,142,000	64,242,000	59,414,057	71,000,000	71,000,000	(6,758,000)	-10.5%
989 FLOOD CONTROL GRANTS	208,215	-	-	-	-	-	-	
991 FLOOD CONTROL	81,969,848	103,017,953	103,017,953	101,277,733	105,551,145	111,970,871	(8,952,918)	-8.7%
ALL FUNDS	**$ 71,543,097**	**$ 94,343,482**	**$ 98,255,027**	**$ 91,686,864**	**$ 105,551,145**	**$ 105,655,410**	**$ (7,400,383)**	**-7.5%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
991 FLOOD CONTROL	208.00	210.00	209.00	(1.00)	0%
TOTAL FUNDS	**208.00**	**210.00**	**209.00**	**(1.00)**	**0%**

One FTE was reduced as a result of the Public Works consolidation.

Mandates



Mandates (Continued)

Program Activity	Purpose	Mandate
FLOOD HAZARD REGULATION	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.	
FLOODPLAIN ENFORCEMENT	The purpose of the Floodplain Enforcement Activity is to provide enforcement of the floodplain regulations to residents and property owners so they can be kept out of harm's way of floods and use/develop their property with an acceptable risk of flooding.	ARS 48-3608, ARS 48-3609, ARS 48-3609B, ARS 48-3613, ARS 48-3614, ARS 48-3615, ARS 48-3610, 44 CFR 59 - 78
FLOODPLAIN INSPECTIONS	The purpose of the Floodplain Inspections Activity is to provide floodplain inspections to residents and builders so they can complete construction in compliance with approved floodplain regulations.	ARS 48-3608, ARS 48-3609, ARS 48-3609B, ARS 48-3613, ARS 48-3614, ARS 48-3615, ARS 48-3610, 44 CFR 59 - 78
FLOODPLAIN MAP INFORMATION	The purpose of the Floodplain Map Information Activity is to provide realtors, appraisors, engineers, and the public with flood determination information from flood insurance rate maps so they will know if they can build on their property, where they can build, and whether they need flood insurance.	ARS 48-3608, ARS 48-3606 ARS 48-3609, ARS 48-3609B, ARS 48-3613, ARS 48-3614, ARS 48-3615, ARS 48-3610, 44 CFR 59 - 78
FLOODPLAIN REVIEW	The purpose of the Floodplain Review Activity is to provide plan review comments or approvals to the One-Stop-Shop Distribution Center so they can notify permit applicants of required changes to their plans or to pick up their approved permits.	ARS 48-3608, ARS 48-3609, ARS 48-3609B, ARS 48-3613, ARS 48-3610, 44 CFR 59 - 78
STORMWATER QUALITY	The purpose of the Stormwater Quality Activity is to provide right-of-way water quality plan reviews for regional coordination services and construction activities to County residents so they can comply with state and federal water quality regulations in a cost-effective manner.	ARS 3608, ARS 48-3609B, ARS 48-3610
FLOOD HAZARD EDUCATION	The purpose of the Flood Hazard Education program is to provide information to the public so they can be knowledgeable about the risks of floods and flood hazards, and the Flood Control District projects, studies, and activities that will affect them.	
EDUCATION	The purpose of the Education Activity is to provide information and learning opportunities to the public about flood and stormwater related issues so they are aware of the dangers and can be safe.	ARS 48-3609B, ARS 48-3616, 44 CFR 59 - 78
MASS MEDIA	The purpose of the Mass Media Activity is to provide information to reporters, and discuss with them information about flood hazards and projects so they can be more knowledgeable about flood risks and flood control projects and provide accurate and balanced information to the public.	ADMINISTRATIVE
FLOOD HAZARD IDENTIFICATION	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.	
FLOODPLAIN DELINEATION	The purpose of the Floodplain Delineation Activity is to provide a map of the physical boundaries of the area adjoining a watercourse that mey be covered by floodwater during a flood so the public is aware of the dangers inherent in that property.	ARS 48-3605, ARS 48-3609, ARS 48-3609B, ARS 48-48-3616, ARS 11-821
PLANNING	The purpose of the Planning Activity is to provide studies which identify and document flood and erosion hazards and alternative mitigation solutions to public and private organizations so they can incorporate knowledge of flood hazards in their plans and their flood hazard remediation requests to the District.	ARS 48-3609, ARS 48-3609B, ARS 48-3616, ARS 11-821
FLOOD HAZARD REMEDIATION	The purpose of the Flood Hazard Remediation program is to provide protection to the public from flood hazards through structural and non-structural solutions to mitigate flood hazards to provide protection to the public so that they can live with minimal risk of loss of life or property due to flooding.	
FLOOD CONTROL STRUCTURES	The purpose of the Flood Control Structures (Capital Projects) Activity is to provide structural and non-structural (buy-out) solutions to known flooding and drainage problems to residents and government agencies so they can have reduced risks of injury, death, and property damage due to flooding.	ARS 48-3616, ARS 45-1423, ARS 48-1424
MAINTENANCE	The purpose of the Maintenance Activity is to provide upkeep of the flood control system and its associated properties for the public so they can get safe, functional, and aesthetically pleasing flood control facilities.	ARS 48-3603, ARS 48-3608, ARS 3609B, Code of Federal Regulations Title 2, Title 33 Chapter II (Structure Maintenance) ARS 45-1212, ARS 45-1423
PROPERTY MANAGEMENT	The purpose of the Property Management Activity is to provide stewardship of Flood Control District owned real property for the public so they can get the best possible utility from it.	ARS 9-402 (City Code), ARS 48-3603, ARS 33-1324, ARS 45-1423

Revenue Sources and Variance Commentary

Property Taxes

The Flood Control District collects property taxes based on the secondary net assessed values of real property. Unlike the primary property tax rate, there is no constitutional limitation on growth for the secondary property tax rate. However, the Flood Control District Board of Directors has chosen to impose growth limitations similar to those imposed on the primary rate in order to minimize the burden on the taxpayers of Maricopa County. As a result, beginning in FY 2006-07 the secondary rate associated with the Flood Control District was capped at 2% annual growth on property taxed in the prior year.

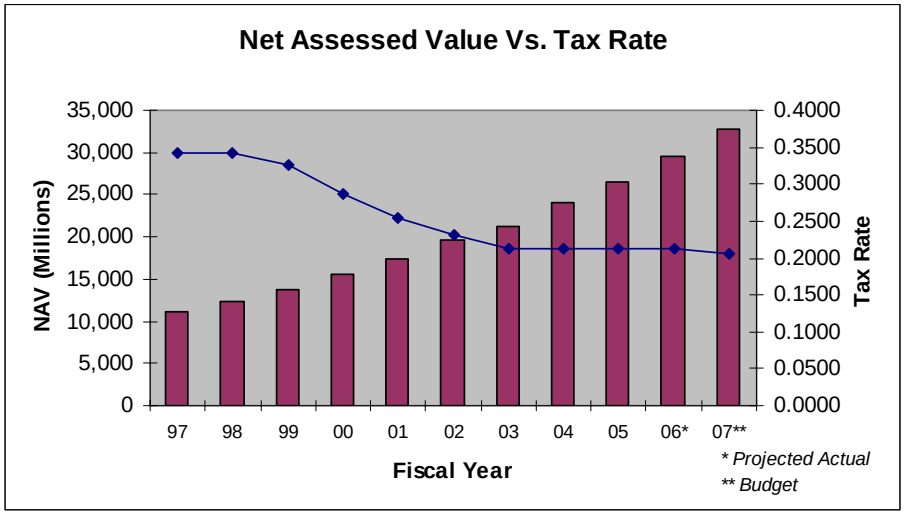
The Board of Supervisors must adopt the Flood Control District's property tax levy on or before the third Monday in August for the fiscal year that begins on the previous July 1. Real property taxes are paid in arrears in two installments, due November 1 and May 1.

Flood Control District Preliminary Tax Levy

Fiscal Year	Net Assessed Value (Thousands)	Tax Rate (per $100 N.A.V.)	Tax Levy	
1996-97	$11,129,482	0.3425	$ 36,078,354	
1997-98	12,361,851	0.3425	38,118,477	
1998-99	13,660,618	0.3270	42,339,342	
1999-00	15,504,112	0.2858	44,670,223	
2000-01	17,485,890	0.2534	44,310,754	
2001-02	19,544,069	0.2319	45,042,553	
2002-03	21,174,169	0.2119	45,322,696	
2003-04	24,140,629	0.2119	44,165,629	
2004-05	26,585,248	0.2119	50,550,367	
2005-06	29,605,196	0.2119	62,733,411	*
2006-07	32,778,027	0.2047	67,096,622	**

**Projected Actual*
*** Budget*

The schedule to the right lists the secondary net assessed values, tax rates, and secondary property tax levy for the last ten fiscal years, plus the assessed values and the preliminary tax rates for FY 2006-07. The Flood Control District's property tax rate will be reduced to $0.2047 per $100 net assessed value, a difference of ($0.0072) from FY 2005-06. The FY 2006-07 budget is based on this preliminary rate. As reflected in the graph below, the tax rate has steadily declined over the past decade, while the secondary net assessed value has more than tripled.



The FY 2006-07 budget includes an estimated secondary property tax levy (excluding Salt River Project) of $67,096,622, an increase of $4,363,411 (6.96%) from the FY 2005-06 adopted levy. Property tax revenue growth will be tempered in Fiscal Year 2006-07 and future fiscal years as the result of the Board of Director's commitment to reduce property tax rates by establishing self-imposed limits on the District's property tax levy.

Comparative Tax Data

FY 2006-07 PRELIMINARY PROPERTY TAX LEVY
Flood Control District Levy

Description	Assessed Value	Salt River Proj. Effective Assessed Value	Total Assessed Value w/SRP	Revenue from 1-cent Levy	Tax Rates	Property Tax Levy	SRP Payments in Lieu (PILT)	Total Tax Levy & PILT
FLOOD CONTROL DISTRICT:								
FY 2006-07 Preliminary	$ 32,778,027,362	$ 90,480,096	$ 32,868,507,458	$ 3,286,851	$ 0.2047	$ 67,096,622	$ 185,213	$ 67,281,835
FY 2005-06 Final	29,605,196,407	90,480,096	29,695,676,503	2,969,568	0.2119	62,733,411	191,727	62,925,138
Variance	*$ 3,172,830,955*	*$ -*	*$ 3,172,830,955*	*$ 317,283*	*$ (0.0072)*	*$ 4,363,211*	*$ (6,514)*	*$ 4,356,697*

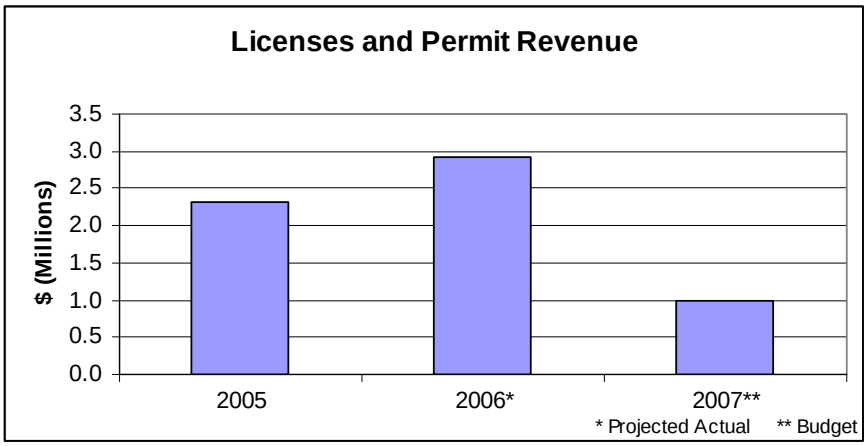
Levy Limit

FY 2006-07 Flood Control District Levy Limit
Adopted by the Board of Directors on January 4, 2006

A. Adopted Levy		
A1. Adopted Secondary Tax Levy	$	62,733,411
A2. A1 multiplied by 1.02		63,988,079
B. Current Net Assessed Value Subject to Taxation in Prior Year		
B5. Net Secondary Assessed Value - See H1		31,256,164,204
C. Current Net Assessed Value		
C5. Net Secondary Assessed Value		32,778,027,362
D. Recommended Calculation		
D3. Recommended Tax Rate (A2. divided by B5. Divided by 100)	**$**	**0.2047**
D5. Recommended Levy Limit (C5. Divided by 100 times D3.)	**$**	**67,096,622**
Maximum Levy Increase:	**$**	**4,363,211**
		7.0%
* Current value of property taxed in the prior year is unavailable for centrally valued property. Estimated as follows:		
Curr. Value locally assessed property taxed in prior year:	$	30,785,298,061
Curr. Value of all centrally assessed property:		470,866,143
	$	31,256,164,204

Licenses and Permits

The Flood Control District collects revenue from customers for drainage plans, plan site reviews, and licenses. Rates for licenses and services are approved by the Board of Directors, 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. The chart to the right shows FY 2004-05 actual revenue, FY 2005-06 projected revenue, and FY 2006-07 budgeted revenue for this category.



Intergovernmental Revenues

Intergovernmental revenues are amounts received by the Flood Control District from other government or public entities, and include payments in lieu of taxes, 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.

Payments in Lieu of Taxes

Payments in lieu of taxes are collected from the Salt River Project (SRP) and the federal government. 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. The table below reflects historical payments in lieu of taxes data.

Fiscal Year	Payments in Lieu of Taxes
2001-02	$ 152,544
2002-03	136,905
2003-04	152,557
2004-05	196,239
2005-06*	191,727
2006-07**	185,213

** Projected Actual*
*** Budget*

Other Intergovernmental Revenue

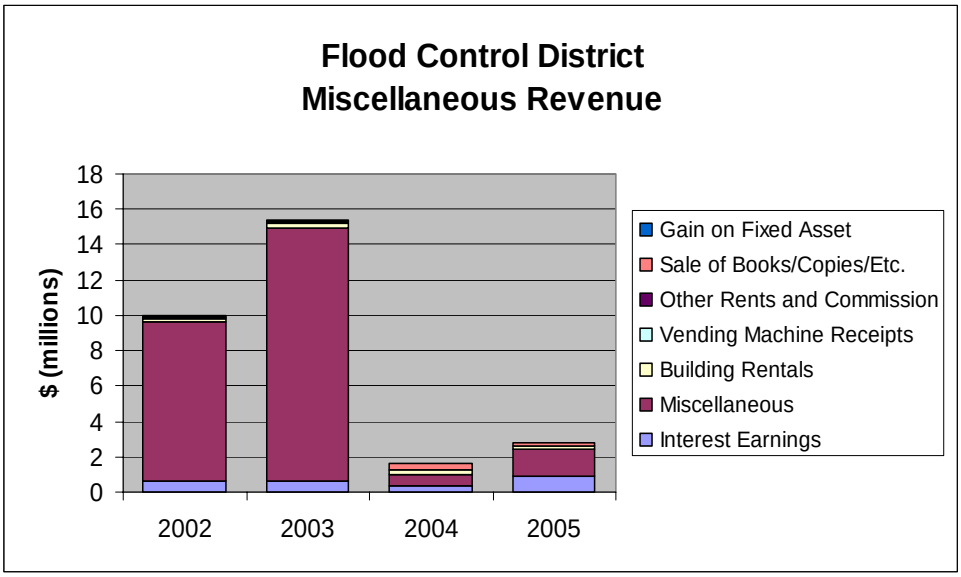
Other Intergovernmental Revenue includes a variety of payments from other jurisdictions, usually as required by Intergovernmental Agreements (IGA's) with the District. The following table shows the projected and budgeted intergovernmental revenue, by jurisdiction.

Flood Control District
Intergovernmental Revenue

Jurisdiction	FY 2005-06 Projected Actual	FY 2006-07 Recommended
City of Phoenix	$ 5,211,000	$ 3,072,000
City of Scottsdale	298,000	-
Town of Wickenburg	520,000	715,000
City of Peoria	8,840,000	-
City of Mesa	826,000	1,370,000
MCDOT	2,372,000	619,000
NRCS	9,082,000	4,498,000
Queen Creek	740,000	-
Town of Gilbert	225,000	-
City of Chandler	3,000	-
ADOT	672,000	-
Multiple Jurisdictions	25,264,000	10,832,000
Total	$54,053,000	$ 21,106,000

Miscellaneous Revenue

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



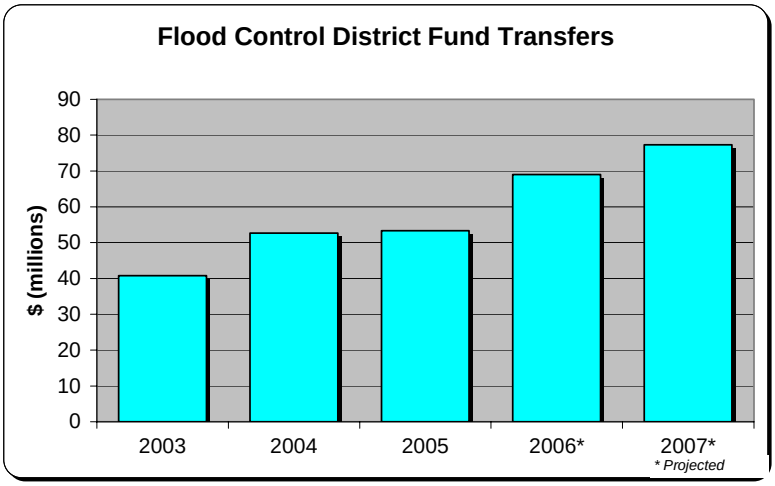
Listed to the right are the miscellaneous revenues, other than bond proceeds, recorded for fiscal years 2001-02 through 2004-05. Note that revenues in fiscal years 2001-02 and 2002-03 include sale of land, which is non-recurring in nature.

Other Financing Sources

In the Flood Control District, Other Financing Sources are comprised solely of Fund Transfers In.

Fund Transfers In

The Flood Control District transfers fund balances from the operating to the capital fund throughout the year in order to support the District's capital improvement program.



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 2006-07. "Beginning fund balance" represents resources accumulated within each fund as of the start of the fiscal year, based on actual and projected revenues and expenditures for prior fiscal years. For budgeting purposes, fund balances are "Unreserved/Undesignated", which means that estimated unreserved fund balances are reduced by amounts designated for other purposes. Fund designations are explained in greater detail later in this section. A list of fund balance designations is provided below, as well.

The process for estimating all beginning fund balances for FY 2006-07 begins with audited actual fund balance information at the end of FY 2004-05, as presented in the Maricopa County Comprehensive Annual Financial Report (CAFR). For governmental funds, the "unreserved fund balance" is used.

Beginning Fund Balance and Variance Commentary

	Unreserved/ Undesignated Beginning Fund Balance	Revenue & Transfers In	Expenditures & Transfers Out	Appropriated Fund Balance	Operating Expenditures	Unreserved/ Undesignated Ending Fund Balance
SPECIAL REVENUE						
989 FLOOD CONTROL GRANTS	$ 57,151	$ -	$ -	$ -	$ -	$ 57,151
991 FLOOD CONTROL	1,700,286	110,270,585	111,970,871	-	111,970,871	-
SPECIAL REVENUE TOTAL	**$ 1,757,437**	**$ 110,270,585**	**$ 111,970,871**	**$ -**	**$ 111,970,871**	**$ 57,151**
CAPITAL PROJECTS						
990 FLOOD CONTROL CAPITAL PROJECTS	$ 25,128,054	$ 77,315,461	$ 71,000,000	-	$ 71,000,000	$ 31,443,515
CAPITAL PROJECTS TOTAL	**$ 25,128,054**	**$ 77,315,461**	**$ 71,000,000**	**$ -**	**$ 71,000,000**	**$ 31,443,515**
ELIMINATIONS	**$ -**	**$ (77,315,461)**	**$ (77,315,461)**	**$ -**	**$ (77,315,461)**	**$ -**
ALL FUNDS	**$ 26,885,491**	**$ 110,270,585**	**$ 105,655,410**	**$ -**	**$ 105,655,410**	**$ 31,500,666**

Fund Designations

The following schedule lists amounts designated within the estimated balances of the Flood Control District's operating fund. Designations are the District's self-imposed limitations on financial resources that would otherwise be available for use. The major fund balance designation is for budget stabilization to ensure that sufficient cash is set aside to cover shortfalls during the fiscal year due to the property tax collection cycle.

FY 2006-07 Fund Balance Designations

Fund/Designation	FY 2005-06	FY 2006-07	(Inc.)/Dec.
Flood Control District (Fund 991)			
Budget Stabilization:			
Cash Flow/Property Tax	$ 7,653,929	4,626,756	$ 3,027,173 (1)

(1) Based on estimate of the amount needed to eliminate the need for Tax Anticipation Notes or other forms of short-term borrowing to finance current operations. Amount decreasing because of additional revenue from other sources.

Base Adjustments

Revenue

- Property Taxes have increased due to increased property assessment values.

- Licenses and Permits revenue has increased as a reflection of increased demand for permits.

- Other Intergovernmental Revenue has decreased due to the timing of cost-shared projects. More revenue was received in Fiscal Year 2005-06 from cities, towns, and other jurisdictions for certain projects that continue into Fiscal Year 2006-07 based on the terms of the agreement. Additionally, some intergovernmental agreements have been completed.

- Miscellaneous Revenue has increased due to the anticipated sale of the Cave Buttes property which has shown significant appreciation. This property was slated to be sold in Fiscal Year 2005-06 for $10 million, but the District has decided to wait in order to realize a higher value through appreciation.

Expenditures

- Regular Pay and Fringe Benefits have increased due to market adjustments, increased health and dental premiums, increased retirement contribution costs, and a pay for performance increase averaging 3.5%.

- Temporary Pay has increased in order to accommodate increased demands in services primarily in the Flood Control Structures and Floodplain Review activities.

- General Supplies have increased significantly in several programs. The primary increases are in information technology for software upgrades and in maintenance for landscaping and ground supplies.

- Fuel has increased due to the increased costs of gasoline and diesel as well as usage of vehicles in the Floodplain Inspections, Maintenance, and Floodplain Review activities.

- Expenditure increases in Non-Capital equipment are for items such as rain and stream stations, office furniture and equipment, and generators and pumps. Most of the expenditures are for the Maintenance Activity.

- Legal Services expenditures have increased primarily to fund services for pending court cases and litigation, as well as land encroachment issues.

- Expenditures for Utilities have increased due to increased utility rates.

- Expenditures for Internal Service Fees and Central Service Charge Allocations have been moved to Intergovernmental Payments.

Results Initiatives

Not applicable.

Reconciliation

Flood Control Operating Fund (991) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 103,017,953**	**$ 97,202,138**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 103,017,953**	**$ 97,202,138**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 63,954	$ -
Annualization of Market Adjustments		59,102	-
FY 2006-07 Pay for Performance		415,062	-
	Subtotal	**$ 538,118**	**$ -**
FY 2006-07 BUDGET TARGET:		**$ 103,556,071**	**$ 97,202,138**
BASE ADJUSTMENTS:			
Expenditures Requested above Target		$ 1,995,074	$ -
Decreased Regular Pay		(69,523)	-
Increased Fringe Benefits		69,523	-
Decreased Non-Capital Equipment		(845)	-
Decreased Internal Service Charges		(6,127)	-
Decreased Education & Training		(60,300)	-
Increased Utilities		60,300	-
Increased Transfers Out		6,426,698	-
Revenue Requested above Target		-	9,974,691
Increased Property Taxes		-	3,108,543
Decreased Payments in Lieu of Taxes		-	(14,787)
	Subtotal	**$ 8,414,800**	**$ 13,068,447**
FY 2006-07 ADOPTED BASE:		**$ 111,970,871**	**$ 110,270,585**
FY 2006-07 ADOPTED BUDGET:		**$ 111,970,871**	**$ 110,270,585**
Less Transfer to CIP Fund 990		(77,315,461)	-
FY 2006-07 ADOPTED OPERATING BUDGET:		**$ 34,655,410**	**$ 110,270,585**

Flood Control Capital Projects Fund (990) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 62,142,000**	**$ 70,816,471**
MID-YEAR ADJUSTMENTS:			
Pubilc Works Internship Program		$ -	$ (100,000)
Pay for Performance Increase		-	(352,190)
Public Works Market Adjustments		-	(1,359,355)
East Mesa ADMP		2,100,000	-
	Subtotal	**$ 2,100,000**	**$ (1,811,545)**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 64,242,000**	**$ 69,004,926**
BASE ADJUSTMENTS:			
Expenditure Change from Prior Year		$ 6,758,000	$ -
Revenue Change from Prior Year		-	1,995,074
Increased Transfers In from Fund 991		-	6,315,461
	Subtotal	**$ 6,758,000**	**$ 8,310,535**
FY 2006-07 ADOPTED BUDGET:		**$ 71,000,000**	**$ 77,315,461**

Flood Control District of Maricopa County

Capital Improvement Program

Summary

The Flood Control District employs a separate planning procedure than that utilized by the County at large. The procedure includes intergovernmental agency collaboration and prioritization based on an established list of ranking criteria for designated types of projects. The Flood Control District project ranking criteria follows:

- Submitting agency priority
- Master plan element
- Hydrologic/hydraulic significance
- Level of protection
- Area protected
- Environmental quality
- Area-wide benefits
- Total projected cost
- Level of partner(s) participation
- Operational and maintenance costs
- Operational and maintenance responsibility

The prioritization procedure used by the Flood Control District is a multi-step decision process intended to implement previously approved fiscal policies from the District's Strategic Plan. Potential CIP projects are identified primarily through agency requests and/or the Area Drainage Master Studies/Area Drainage Master Plans (ADMS/ADMP), flood plain delineation studies, or 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 submitted 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 additional future structural maintenance responsibility to only those projects that are multi-jurisdictional and regional in nature and involve main watercourses.

Project Detail

A total of 20 capital projects are identified and recommended to the Board by the Flood Control District. The recommended projects are as follows:

990 FLOOD CONTROL CAPITAL PROJECTS	PRIOR YEARS	PROJECTED FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-2011	5-YEAR TOTAL (FY 2007-2011)	TOTAL PROJECT	Page
ACDC ADMP	$28,082,033	$139,332	$1,560,000	$2,114,000	$0	$0	$0	$3,674,000	$31,895,365	21
ADOBE DAM ADMP	6,582,893	677,877	-	540,000	1,030,000	2,030,000	8,260,000	11,860,000	19,120,770	23
BUCKEYE #1	12,406	10,000	10,000	850,000	8,180,000	8,150,000	-	17,190,000	17,212,406	24
DURANGO ADMP	8,170,729	3,331,604	8,833,000	5,500,000	4,600,000	6,200,000	-	25,133,000	36,635,333	26
EAST MARICOPA FLOODWAY	39,519,113	6,334,675	2,604,000	840,000	9,670,000	4,140,000	5,160,000	22,414,000	68,267,788	28
EAST MESA ADMP	27,171,609	3,238,697	2,827,000	3,080,000	5,120,000	2,060,000	-	13,087,000	43,497,306	30
GLENDALE/PEORIA ADMP	46,653,435	4,399,462	8,755,000	8,110,000	7,360,000	7,430,000	-	31,655,000	82,707,897	32
HIGLEY ADMP	5,045,681	10,233	-	1,510,000	-	-	-	1,510,000	6,565,914	34
MARYVALE ADMP	45,875,210	7,605,366	15,350,000	1,150,000	2,080,000	3,400,000	3,100,000	25,080,000	78,560,576	35
MCMICKEN DAM	10,045,395	1,783,751	100,000	-	-	-	-	100,000	11,929,146	37
METRO ADMP	150,525	1,020,790	1,510,000	3,230,000	1,110,000	2,020,000	-	7,870,000	9,041,315	39
PARADISE VLY, SCOTTSDALE,PHX	5,580,231	2,634,370	484,000	484,000	-	-	-	968,000	9,182,602	40
PROJECT RESERVES	-	3,953,091	1,035,000	1,110,000	1,113,000	1,210,000	2,750,000	7,218,000	11,171,091	
QUEEN CREEK ADMP	10,786,269	2,030,712	4,995,000	5,485,000	1,520,000	2,590,000	6,690,000	21,280,000	34,096,982	41
S PHOENIX DRAINAGE IMPROVEMENT	33,530,892	1,382,514	1,693,000	-	-	840,000	7,200,000	9,733,000	44,646,405	47
SALT/GILA RIVER	1,863,924	37,173	10,000	1,020,000	-	-	-	1,030,000	2,931,097	43
SCATTER WASH CHANNEL	1,501,363	202,493	45,000	306,000	-	-	-	351,000	2,054,856	45
SKUNK CREEK/NEW RIVER	59,735,201	7,030,739	82,000	510,000	-	-	-	592,000	67,357,941	46
SPOOK HILL ADMP	5,149,624	1,478,223	2,300,000	4,620,000	3,600,000	5,180,000	5,160,000	20,860,000	27,487,847	48
SPOOK HILL FRS	38,557	41,324	81,000	4,291,000	-	-	-	4,372,000	4,451,881	50
TOWN OF GUADALUPE	8,650,363	-	-	380,000	-	-	-	380,000	9,030,363	52
WHITE TANKS ADMP	56,318,301	11,112,580	13,279,000	13,380,000	16,187,000	16,320,000	16,030,000	75,196,000	142,626,881	53
WHITE TANKS DAM #4	2,246,579	18,363	220,000	3,390,000	4,050,000	4,060,000	10,260,000	21,980,000	24,244,942	56
F650 - GILA BEND	873	-	-	-	-	-	-	-	873	
WICKENBURG ADMS	4,170,880	513,544	1,267,000	4,740,000	-	-	-	6,007,000	10,691,424	58
NON-PROJECT	426	22,722	3,960,000	4,360,000	4,380,000	4,370,000	5,390,000	22,460,000	22,483,148	
TOTAL FUND 990	**$ 406,881,640**	**$ 59,009,636**	**$ 71,000,000**	**$ 71,000,000**	**$ 70,000,000**	**$ 70,000,000**	**$ 70,000,000**	**$ 352,000,000**	**$ 817,891,276**	

Managing for Results

Purpose Statement

The purpose of the project in terms 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.

Strategic Goals

Beginning in FY 2004-05 and for each year for the next five years, the Flood Control District will continue to provide maximum flood hazard mitigation to the people who live and work in Maricopa County by completing 10% of the structural projects listed in the 5-year CIP plan (40). And, to the extent allowed by its enabling statutes, the District will include provisions for multiple use opportunities incorporating the principles of landscape architecture and land use planning in their siting, planning, and design

Strategic Plan Program Supported

- Flood Hazard Remediation

Strategic Activities Supported

- Capital Projects

Performance Measures

Performance measures have been revised; no data are available.

ACDC Area Drainage Master Plan

User Department: Flood Control District of Maricopa County
Project Location: 580.05.31 - 10th Street Wash Improvements - Alice Ave to ACDC (Along 10th Street, North of Arizona Canal Diversion Channel (ACDC) to Alice Avenue)
Supervisor District(s): 3
Managing Department: Flood Control District
Project Partner(s): City of Phoenix
Completion Date: FY 2007

Project Description

10th Street Wash Improvements (Alice to ACDC) (580.05.31)

The Flood Control District of Maricopa County (District) conducted the ACDC Area Drainage Master Study in June of 1992. The study recommended this project to be completed along with upstream improvements such as 10th Street Wash Basin #1, Basin #2a and #2b. The portion of the 10th Street Wash to be improved is from Alice Avenue to ACDC.

The project is located within the jurisdiction of City of Phoenix, Township 3N, Range 3E, Section 33 of GSRBM. The project is about 3,000 feet in length starting at just south of Alice Avenue along 10th Street to ACDC. Most of the project will be within the existing drainage rights-of-way. The project will include multiple pipes or box culvert with small open channel on top of the box and/or pipes. Several inlet structures (catch basins, etc.) will be located along the east side of the channel to capture sheet flows. Several utilities may need to be relocated to facilitate the new pipe/box culverts.

The 10th Street Wash Improvements Project:

- Eliminates the existing floodplain containing 84 homes and commercial properties,
- Eliminates the existing hazard of a deep and unsafe open channel without any type of security fence and/or guard rail,
- Provides positive outfall for the storm drain coming from east along El Caminito Blvd.
- Connects the east and west neighborhood currently divided by the drainage channel,
- Enhances the quality of life through diminishing the impacts of flooding; and
- Increases opportunities for multi-use corridor facilities

The design is currently 60% complete. The final plans are due to be completed by end of April 2006. The construction funding is available starting Fiscal Year 2006-07. The District and the City anticipates advertising the project for construction starting July 2006. The project will be constructed in six months from start of construction.

ACDC Area Drainage Master Plan (Continued)

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 28,082,033	$ -	$ 810,000	$ 1,469,000	$ -	$ -	$ -	$ 2,279,000	$ 30,361,033
Partnership Contributions/IGA/IDA	-	139,332	750,000	645,000	-	-	-	1,395,000	1,534,332
Project Total	**$ 28,082,033**	**$ 139,332**	**$ 1,560,000**	**$ 2,114,000**	**$ -**	**$ -**	**$ -**	**$ 3,674,000**	**$ 31,895,365**

Operating Cost Summary

Not applicable

Adobe Dam Area Drainage Master Plan

User Department: Flood Control District of Maricopa County
Project Location: Adobe Dam
Supervisor District(s): 3
Managing Department: Flood Control District
Project Partner(s): UMC
Completion Date: FY 2011

Project Description

Adobe Dam ADMP 520.xx.xx

The major objectives of the Adobe Dam/Desert Hill ADMP are to quantify selected drainage, flooding, and erosion hazards within the study area; identify solutions to alleviate potential flood and erosion damage within the watershed by mitigating the expected increase in runoff due to development and preserving the ability of the primary wash corridors to convey stormwater; develop a plan that area floodplain managers, municipalities, and developers will use as a basis for drainage and watershed regulation, improvements, and design; and identify cost-effective, sustainable flood and erosion control solutions for the study area that may be implemented together or individually, based on scheduling, funding, and cost sharing.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 6,582,893	$ 677,877	$ -	$ 540,000	$ 1,030,000	$ 2,030,000	$ 8,260,000	$ 11,860,000	$ 19,120,770
Project Total	**$ 6,582,893**	**$ 677,877**	**$ -**	**$ 540,000**	**$ 1,030,000**	**$ 2,030,000**	**$ 8,260,000**	**$ 11,860,000**	**$ 19,120,770**

Operating Cost Summary

Not applicable

Buckeye FRS No. #1

User Department:	Flood Control District of Maricopa County
Project Location:	207.xx.xx – Buckeye #1 Dam Rehabilitation - along the western slopes of the White Tank Mountains, parallels the north side of Interstate 10 for 7.1 miles west to the Hassayampa River
Supervisor District(s):	4
Managing Department:	Flood Control District
Project Partner(s):	Natural Resources Conservation Service
Completion Date:	FY 2010

Project Description

Buckeye #1 Rehabilitation Project (207.xx.xx)

Buckeye FRS #1 is the western-most dam of the series of three flood control dams that were all designed and built by the Soil Conservation Service (now the Natural Resources Conservation Service – NRCS) from 1973 to 1975. The dam is located along the western slopes of the White Tank Mountains and parallels the north side of Interstate 10 for 7.1 miles west to the Hassayampa River. The dam is operated and maintained by the Flood Control District of Maricopa County (District) and is regulated under the jurisdiction of the Arizona Department of Water Resources (ADWR). The District has formal operating agreements with NRCS for all structural features of the Buckeye Watershed Project inclusive of Buckeye FRS #1.

Since the dam's original construction, the dam has experienced considerable transverse cracking. ADWR has identified the transverse cracking in Buckeye FRS #1 as a dam safety deficiency that must be corrected. ADWR currently classifies the dam as "unsafe non-emergency" due to embankment cracking. The District has completed Phase I Assessments of the dam and has filed application for federal cost share assistance and technical assistance under Public Law 106-472, *The Small Watershed Amendment*, with NRCS for a rehabilitation project to address the dam safety issues and to maintain flood control benefits to downstream properties for the next 100 years. Alternatives may include a modified dam, floodways, or basins, which will provide a minimum of 100-year flood protection.

Buckeye FRS #1 has been identified as a major component of the proposed Maricopa Regional Trail Phase 3 Master Plan. Project planning will include the coordination of any interested stakeholders for the incorporation of a recreational federal cost share component to the rehabilitation project. Initially, the reconstructed dam will not require the current level of maintenance; however, the long-term maintenance requirements will be similar to today's efforts.

Buckeye FRS No. #1 (Continued)

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 12,406	$ 10,000	$ 10,000	$ 850,000	$ 8,180,000	$ 8,150,000	$ -	$ 17,190,000	$ 17,212,406
Project Total	**$ 12,406**	**$ 10,000**	**$ 10,000**	**$ 850,000**	**$ 8,180,000**	**$ 8,150,000**	**$ -**	**$ 17,190,000**	**$ 17,212,406**

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current User Department Operating Costs							
Personal Sevices	$ 51,891	$ 53,967	$ 56,125	$ 58,370	$ 60,705	$ 63,133	$ 344,191
Supplies & Services	14,618	15,203	15,811	16,443	17,101	17,785	96,961
Capital Outlay	-	-	-	-	-	-	-
	$ 66,509	$ 69,169	$ 71,936	$ 74,814	$ 77,806	$ 80,918	$ 441,153
Post Construction User Department Operating Costs							
Personal Sevices	$ 51,891	$ 53,967	$ 56,125	$ 58,370	$ 60,705	$ 94,333	$ 375,391
Supplies & Services	14,618	15,203	15,811	16,443	17,101	26,585	105,761
Capital Outlay	-	-	-	-	-	-	-
	$ 66,509	$ 69,169	$ 71,936	$ 74,814	$ 77,806	$ 120,918	$ 481,153
Net User Department Operating Costs (post less current)							
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ 31,200	$ 31,200
Supplies & Services	-	-	-	-	-	8,800	8,800
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ 40,000	$ 40,000

Durango Area Drainage Master Plan

User Department:	Flood Control District of Maricopa County
Project Location:	565.xx.xx - I-10 south to the Salt/Gila Rivers, and from approximately 27th Avenue west to the Agua Fria River 565.04.31 – along 75th Ave., Van Buren Street to the Salt River
Supervisor District(s):	5
Managing Department:	565.xx.xx – To be determined 565.04.31 – City of Phoenix
Project Partner(s):	City of Phoenix
Completion Date:	565.xx.xx – FY 2011 565.04.31 – FY 2008

Project Description

Durango ADMP (565.xx.xx)

The study consisted of an area drainage master plan that recommended guidelines for storm water management and structural mitigation measures for flooding in the Durango Study area. The study included analysis of approximately 68 square miles of watershed, which extends from I-10 south to the Salt/Gila Rivers and from approximately 27th Avenue west to the Agua Fria River. The study identified drainage problems, updated the existing hydrology due to development and new hydrologic methodology, developed cost effective solutions for a storm water collection and conveyance system, and identified potential outfall alternatives. Currently, the Study is in the implementation phase, which identifies the next design and construction phases for of solutions to the identified flooding hazards. Total expenditures proposed for the master project are now estimated at $130 million for identified projects, which includes the costs for the 75th Avenue Storm Drain & Durango Regional Conveyance Channel.

75th Avenue Storm Drain/Durango Regional Conveyance Channel (565.04.31)

The 75th Avenue Storm Drain and Durango Regional Conveyance Channel Project will provide an interim regional outfall for the City of Phoenix and is the first phase of the Durango Regional Conveyance Channel Project. The area north of the UPRR railroad has associated flooding hazards. The improvements will reduce the flooding hazards and remove approximately 71 structures from an identified floodplain. The project was requested by the City of Phoenix for inclusion into the District's CIP in the FY 2001/2002 Prioritization Procedure. Construction of the storm drain is ongoing. Construction of the DRCC will begin in summer 2006. The City of Phoenix will operate and maintain the completed project and the DRCC basin will become a City park.

Durango Area Drainage Master Plan (Continued)

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 8,170,729	$ 2,703,604	$ 6,411,000	$ 2,178,000	$ 2,350,000	$ 3,200,000	$ -	$ 14,139,000	$ 25,013,333
Partnership Contributions/IGA/IDA	-	628,000	2,422,000	3,322,000	2,250,000	3,000,000	-	10,994,000	11,622,000
Project Total	**$ 8,170,729**	**$ 3,331,604**	**$ 8,833,000**	**$ 5,500,000**	**$ 4,600,000**	**$ 6,200,000**	**$ -**	**$ 25,133,000**	**$ 36,635,333**

Operating Cost Summary

Not applicable

East Maricopa Floodway

User Department: Flood Control District of Maricopa County
Project Location: 121.03.33 – Chandler Heights Basin; located between Queen Creek Road and Chandler Heights Road, and between the EMF Channel and Higley Road
Supervisor District(s): 1
Managing Department: Flood Control District
Project Partner(s): None
Completion Date: 121.03.33 - FY 2010

Project Description

Chandler Heights Basin (121.03.33)

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 about 8,500 cfs. The existing condition 100-year is about 15,000 cfs. The study proposed to mitigate the problem by constructing two large off line detention basins. The Chandler Heights Basin is one of those two off line basins, and it will mitigate flows from the Queen Creek and Sonoqui Washes into the EMF.

This project is being accomplished solely by the District, and consists of a pre-design, a final design and construction. The design has been completed, as has construction of the first phase. Phase 2 construction improvements to Queen Creek Wash, is presently underway with completion scheduled for FY 2007. Because of the size of the basin and because of the cost, construction will be phased over a number of years. The District will be negotiating an Intergovernmental Agreement with the Town of Gilbert for the Town's recreational use of the basin in the future. The Town would fund the recreation amenities and assume responsibility for certain operation and maintenance obligations. District operation and maintenance will be increased, unless the Town of Gilbert implements park facilities, in which case the District maintenance will be minor.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 39,519,113	$ 6,134,675	$ 2,404,000	$ 840,000	$ 9,670,000	$ 4,140,000	$ 5,160,000	$ 22,214,000	$ 67,867,788
Partnership Contributions/IGA/IDA	-	200,000	200,000	-	-	-	-	200,000	400,000
Project Total	**$ 39,519,113**	**$ 6,334,675**	**$ 2,604,000**	**$ 840,000**	**$ 9,670,000**	**$ 4,140,000**	**$ 5,160,000**	**$ 22,414,000**	**$ 68,267,788**

East Maricopa Floodway (Continued)

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current User Department Operating Costs							
Personal Sevices	$ 198,468	$ 203,430	$ 208,515	$ 213,728	$ 219,071	$ 224,548	$ 1,267,760
Supplies & Services	249,058	255,284	261,666	268,208	274,913	281,786	1,590,914
Capital Outlay	-	-	-	-	-	-	-
	$ 447,525	$ 458,714	$ 470,181	$ 481,936	$ 493,984	$ 506,334	$ 2,858,675
Post Construction User Department Operating Costs							
Personal Sevices	$ 198,468	$ 216,630	$ 230,515	$ 236,608	$ 243,271	$ 250,948	$ 1,376,440
Supplies & Services	249,058	272,084	289,666	297,328	305,713	315,386	1,729,235
Capital Outlay	-	-	-	-	-	-	-
	$ 447,526	$ 488,714	$ 520,181	$ 533,936	$ 548,984	$ 566,334	$ 3,105,675
Net User Department Operating Costs (post less current)							
Personal Sevices	$ -	$ 13,200	$ 22,000	$ 22,880	$ 24,200	$ 26,400	$ 108,680
Supplies & Services	-	16,800	28,000	29,120	30,800	33,600	138,320
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 30,000	$ 50,000	$ 52,000	$ 55,000	$ 60,000	$ 247,000

East Mesa Area Drainage Master Plan

User Department:	Flood Control District of Maricopa County
Project Location:	442.08.31 – Ellsworth Channel - begin at Pecos and Ellsworth Roads and convey to the EMF 442.11.31 – Siphon Draw Drainage Improvements - Vicinity of along Meridian Road and north of Elliot Road
Supervisor District(s):	1
Managing Department:	442.08.31 – Flood Control District 442.11.31 – Flood Control District
Project Partner(s):	City of Mesa
Completion Date:	442.08.31 – To be Determined 442.11.31 – FY 2009

Project Description

Ellsworth Channel (442.08.31)

Design and construction of the Ellsworth Channel was included in the Maricopa County Department of Transportation's (MCDOT) Ellsworth Road - Germann to Baseline project (Project). Ellsworth Channel was identified as a high priority component of the regional flood plan in the East Mesa Area Drainage Master Plan. MCDOT developed a Design Concept Report (DCR) for the Project, which provided a preliminary design for the flood control features. Ellsworth Channel will begin at Pecos and Ellsworth roads and convey the future 100-year storm flows and Ellsworth Road drainage to the East Maricopa Floodway and alleviate significant flooding problems for the upgraded Ellsworth Road. MCDOT is the lead agency for the Project. IGA 2000A002 authorizes design and construction of the Ellsworth Channel and identifies a cost share of 50 percent Flood Control District, 40 percent City of Mesa, and 10 percent MCDOT, for the channel part of the project. The City of Mesa will assume operation and maintenance of the completed project.

Siphon Draw Drainage Improvements (442.11.31)

This project is the final element of the recommended plan for the East Mesa ADMP for the area south of the Superstition Freeway and north of Warner Road. This project, as currently envisioned, will collect sheet flow from east of Meridian Road, attenuate the flows and convey the flow to the storm drain which was constructed for the Elliot Basin and Channel project near the 104th Street alignment. There are two possible alternatives to accomplish this drainage system. The first alternative is to have a detention basin on the east side of Meridian Road just north of Elliot Road in Pinal County. The channel along Meridian Road would discharge to this basin which would discharge into a pipe along Elliot Road to the existing storm drain system. This basin would be located on State Land and the release of this land may not occur for some time; therefore, there is a second alternative that consists of intercepting the flow along Meridian Road and conveying it along the existing power-lines and along Siphon Draw Wash. The flow along the power-lines alignment and Siphon Draw Wash will discharge to new basins on City of Mesa owned rights-of-way located north of Elliot Road and East of Signal Butte Road. These basins will attenuate the flows and outlet into a new storm drain within Elliot Road. It

East Mesa Area Drainage Master Plan (Continued)

is assumed that the District will be the lead agency for design and construction and that the City of Mesa will assume operation and maintenance responsibilities for the facilities west of Meridian Road.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 27,171,609	$ 2,615,697	$ 2,547,000	$ 1,080,000	$ 3,120,000	$ 2,060,000	$ -	$ 8,807,000	$ 38,594,306
Partnership Contributions/IGA/IDA	-	623,000	280,000	2,000,000	2,000,000	-	-	4,280,000	4,903,000
Project Total	**$ 27,171,609**	**$ 3,238,697**	**$ 2,827,000**	**$ 3,080,000**	**$ 5,120,000**	**$ 2,060,000**	**$ -**	**$ 13,087,000**	**$ 43,497,306**

Operating Cost Summary

Not applicable

Glendale/Peoria Area Drainage Master Plan

User Department:	Flood Control District of Maricopa County
Project Location:	450.02.32 – Rose Garden Lane Channel; located along Rose Garden Lane from Lake Pleasant Road to the Agua Fria River 450.02.33 - 83rd Avenue and Pinnacle Peak Road Improvements; located between 83rd and 91st Avenues, and from Calle Lejos to south of Williams Road 450.xx.xx (a) – Pinnacle Peak Road Channel; located along Pinnacle Peak Road from 83rd Avenue to the Agua Fria River
Supervisor District(s):	4
Managing Department:	450.02.32 - City of Peoria 450.02.33 - Flood Control District 450.xx.xx - To be Determined
Project Partner(s):	City of Glendale, City of Peoria, Maricopa County Department of Transportation
Completion Date:	450.02.32 - FY 2008 450.02.33 - FY 2008 450.xx.xx - FY 2010

Project Description

Rose Garden Lane Channel (450.02.32)

The District completed the Glendale/Peoria Area Drainage Master Plan Update Study (G/P ADMP) in May 2001. The Study made several recommendations for regional drainage infrastructure to provide 100-year protection for the G/P ADMP watershed. The Rose Garden Lane Channel is a high priority recommendation of the G/P ADMP and ranks as a high priority flood control project for the City of Peoria. The City Council of Peoria adopted the recommendations of the G/P ADMP in May 2001, and the Board of Directors for the District adopted the G/P ADMP recommendations in December 2001 (Resolution FCD 2001R012).

The channel is an open channel along the north side of Rose Garden Lane and will provide 100-year level of protection. The channel will benefit an area between approximately Lake Pleasant Road and the Agua Fria River, south of Rose Garden Lane. The channel will accept flows, which currently flow over Rose Garden Lane and overflow the Beardsley Channel, and direct them to the Agua Fria River. An intergovernmental agreement between the District and the City of Peoria to define the project partners' responsibilities for construction, construction management and operations and maintenance is in process. The City of Peoria is the project lead agency with the District as a 50% cost-share partner. The City of Peoria will own, operate and maintain the completed project.

Glendale/Peoria Area Drainage Master Plan (Continued)

83rd Avenue/Pinnacle Peak Road Improvements (450.02.33)

The 83rd Avenue/Pinnacle Peak Road Drainage Improvements Project is a high priority recommendation of the Glendale/Peoria (G/P) ADMP and ranks as a high priority flood control project for the City of Peoria. Resolution FCD 2001R012 authorized the District to cost share in the project and to undertake the design, land and rights-of-way (R/W) acquisitions, construction, construction management, and operation and maintenance of the Project. Intergovernmental agreements have been approved for design, construction and operation and maintenance. The District is the lead agency. The design is presently underway with construction documents available in June 2006.

The project will provide a combination of 10-year and 100-year levels of protection. The project will benefit an area between approximately 83rd and 91st Avenues, south of Calle Lejos (one-half mile north of Pinnacle Peak Road), and ties in to existing infrastructure on the east side of 83rd Avenue, south of Williams Road. The project includes the following components: 1) Two detention basins - one at the southeast corner of 87th Avenue and Avenida del Sol, and the other at the northwest corner of 83rd Avenue and Pinnacle Peak Road (the Pinnacle Peak Road Basin). 2) A series of 10-year and 100-year storm drains along Calle Lejos, Avenida del Sol, Cielo Grande, Pinnacle Peak Road, and 83rd, 87th, 89th and 91st Avenues will capture the storm flows and direct them into the basins with the ultimate project outfall being into an existing open channel on the east side of 83rd Avenue, south of Williams Road. The City of Peoria and the Maricopa County Department of Transportation (MCDOT) will share responsibilities for operation and maintenance of the completed project.

Pinnacle Peak Road Channel 450.xx.xx

The Pinnacle Peak Road Channel Improvements Project is one of the recommended projects from the Glendale/Peoria (G/P) ADMP. The project is presently in the development stages with on-going discussions occurring among the District, the City of Peoria and MCDOT to define the project and project responsibilities. The proposed project will consist of a channel and culvert storm drain system along the north side of Pinnacle Peak Road from about 87th Avenue to the Agua Fria River. It will be necessary to obtain approval of a project resolution as well as an intergovernmental agreement. It is anticipated that the District will be the lead agency for the project.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$46,653,435	$ 2,754,462	$ 7,116,000	$ 6,471,000	$ 7,360,000	$ 7,430,000	$ -	$ 28,377,000	$ 77,784,897
Partnership Contributions/IGA/IDA	-	1,645,000	1,639,000	1,639,000	-	-	-	3,278,000	4,923,000
Project Total	**$46,653,435**	**$ 4,399,462**	**$ 8,755,000**	**$ 8,110,000**	**$ 7,360,000**	**$ 7,430,000**	**$ -**	**$ 31,655,000**	**$ 82,707,897**

Operating Cost Summary

Not applicable

Higley Area Drainage Master Plan

User Department: Flood Control District of Maricopa County
Project Location: Southeast corner of Queen Creek Road and McQueen Road
Supervisor District(s): 1
Managing Department: Flood Control District
Project Partner(s): City of Chandler
Completion Date: FY 2008

Project Description

Queen Creek Road Basin - 491.xx.xx

The project was recommended in the Higley Area Drainage Master Study to alleviate flooding within the project vicinity. The District acquired the property for the basin in late 2004. The District entered into an intergovernmental agreement (IGA) with the City of Chandler to design and excavate the basin. The City agreed to take over the maintenance of the basin. The City also agreed to develop the basin as a City park site. The basin will be excavated to store 204 acre-feet of water for up to 100-yr storm event. The District's funding is capped at $1.5 million, including cost for excavation and design portion of the basin.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 5,045,681	$ 10,233	$ -	$ 1,510,000	$ -	$ -	$ -	$ 1,510,000	$ 6,565,914
Project Total	**$ 5,045,681**	**$ 10,233**	**$ -**	**$ 1,510,000**	**$ -**	**$ -**	**$ -**	**$ 1,510,000**	**$ 6,565,914**

Operating Cost Summary

Not applicable

Maryvale Area Drainage Master Plan

User Department: Flood Control District of Maricopa County
Project Location: 620.03.32 - along the Grand Canal extending westerly from 63rd Avenue to the New River
620.05.31 – 26th Ave. & Verde Lane Basin; located along Verde Lane between 25th and 26th Drives
Supervisor District(s): 4, 5
Managing Department: 620.03.32 – Flood Control District
620.05.31 – City of Phoenix
Project Partner(s): Cities of Glendale and Phoenix
Completion Date: 620.03.32 – FY 2011
620.05.31 – FY 2007

Project Description

Bethany Home Outfall (620.03.32)

The Bethany Home Road Outfall Channel project includes a linear basin and channel along the Grand Canal extending westerly from 63rd Avenue to the New River. The project will have a 100-year capacity removing approximately 745 structures from the floodplain. The channel alignment (Phase I and II) is in Phoenix, Glendale, and unincorporated Maricopa County. Portions of the channel are being used as a trail corridor and linear park.

Phase I of the project has been completed by the Arizona Department of Transportation (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 freeway drainage channel to accommodate additional flows from the Maryvale area.

Phase II of the project includes 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 plan also recommends ten-year capacity storm drains, located within Bethany Home Road and Camelback Road, extending from 59th Avenue to the Outfall Channel. The cost share for the project is approximately 50% District and 25% each for the Cities of Glendale and Phoenix. The first reach of the Phase II project (Loop 101 to 83rd Avenue) is completed. Design and construction of the remainder or the improvements will be phased over several years, with completion anticipated in 2011. Each of the cities will own, operate and maintain the completed project within their jurisdictions.

26th Avenue/Verde Lane Basin (620.05.31)

The City of Phoenix has accepted the Maryvale Area Drainage Master Plan (ADMP) as the hydrological basis for future drainage improvements within the ADMP watershed. A Design Concept Report for 26thAvenue & Verde Lane area was prepared by the City of Phoenix. The recommended basin alternative will provide a retention volume for the 100-year, 24-hour storm. The recommended alternative will incorporate a storm drain system designed to intercept flow from along the I-17 frontage road. Flows will be intercepted along 25th and 26th Drives, eliminating flooding for storms up to and including the10-year event. The Verde Lane Detention Basin will provide a positive outfall location for

Maryvale Area Drainage Master Plan (Continued)

the proposed storm drains thereby precluding ponding from occurring within streets and houses in this area. The basin will drain into the existing 27th Avenue storm drain system after the peak flows have passed. This project cost will be shared equally with the City.

Design by the City has been completed, and construction bids have been opened. For funding reasons, the City has delayed award of the construction contract, which is expected to occur before the end of this fiscal year. The City has acquired all necessary rights-of-way. The City of Phoenix will own, operate and maintain the completed project.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 45,875,210	$ 2,254,366	$10,331,000	$ -	$ 466,000	$ 1,645,000	$ 3,100,000	$ 15,542,000	$ 63,671,576
Partnership Contributions/IGA/IDA	-	5,351,000	5,019,000	1,150,000	1,614,000	1,755,000	-	9,538,000	14,889,000
Project Total	**$ 45,875,210**	**$ 7,605,366**	**$15,350,000**	**$ 1,150,000**	**$ 2,080,000**	**$ 3,400,000**	**$ 3,100,000**	**$ 25,080,000**	**$ 78,560,576**

Operating Cost Summary

Not applicable

McMicken Dam

User Department: Flood Control District of Maricopa County
Project Location: 202.01.31 – McMicken Dam Fissure Risk Zone Remediation - East of the Beardsley Canal, north of Olive Avenue
Supervisor District(s): 4
Managing Department: Flood Control District
Project Partner(s): None
Completion Date: FY 2006

Project Description

McMicken Dam Fissure Risk Zone Remediation (202.01.31)

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 has determined that significant ground subsidence has 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 initiated Structures Assessment Program Phase I studies for McMicken Dam and several Geotechnical Investigations for McMicken Dam. The results of a geotechnical study 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 that necessitates corrective action in a timely manner. The District initiated an alternatives analysis to determine the best plan for mitigation of the fissures and other immediate McMicken Dam deficiencies. The segment of dam located within a high fissure risk zone was removed and replaced with a new dam segment and basin outside the high fissure risk zone. Construction was completed in FY 2005-2006. Initially, the reconstructed dam will not require the current level of maintenance but will require significant monitoring. The long-term maintenance requirements will be similar to previous efforts.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 10,045,395	$ 1,783,751	$ 100,000	$ -	$ -	$ -	$ -	$ 100,000	$ 11,929,146
Project Total	**$ 10,045,395**	**$ 1,783,751**	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000**	**$ 11,929,146**

McMicken Dam (Continued)

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current User Department Operating Costs							
Personal Sevices	$ 101,627	$ 104,168	$ 106,772	$ 109,441	$ 112,177	$ 114,982	$ 649,167
Supplies & Services	284,883	292,005	299,305	306,787	314,457	322,319	1,819,755
Capital Outlay	-	-	-	-	-	-	-
	$ 386,510	$ 396,172	$ 406,077	$ 416,229	$ 426,634	$ 437,300	$ 2,468,922
Post Construction User Department Operating Costs							
Personal Sevices	$ 101,627	$ 113,268	$ 116,099	$ 119,002	$ 121,977	$ 125,026	$ 697,000
Supplies & Services	284,883	317,905	325,852	333,999	342,349	350,907	1,955,894
Capital Outlay	-	-	-	-	-	-	-
	$ 386,510	$ 431,172	$ 441,952	$ 453,001	$ 464,326	$ 475,934	$ 2,652,893
Net User Department Operating Costs (post less current)							
Personal Sevices	$ -	$ 9,100	$ 9,328	$ 9,561	$ 9,800	$ 10,045	$ 47,833
Supplies & Services	-	25,900	26,548	27,211	27,891	28,589	136,139
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ 35,000	$ 35,875	$ 36,772	$ 37,691	$ 38,633	$ 183,971

Metro Area Drainage Master Plan

User Department: Flood Control District of Maricopa County
Project Location: 625.02.31 - 24th Avenue & Camelback Basin; located between Missouri Avenue and Camelback Road, and between 23rd Avenue and I-17
Supervisor District(s): 3
Managing Department: City of Phoenix
Project Partner(s): City of Phoenix
Completion Date: 625.02.31 – FY 2008

Project Description

24th Avenue/Camelback Basin (625.02.31)

A drainage study was prepared by the City of Phoenix in 2003 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 within a 3.6 square mile drainage area in the vicinity of 24th Avenue and Camelback Road. The watershed extends from the ACDC on the North to the Grand Canal in the South and between I-17 on the West to 19th Avenue on the East. Because of increasing costs for rights-of-way and construction, the project has been redefined to consist of two basins and associated storm drains. The necessary approvals through the resolution and intergovernmental agreement process will be required. This will be the first phase of the project. The basin is located at Camelback Road and 24th Avenue with associated storm drains. The basin and storm drain system will be designed to contain runoff from a 10-year storm event. The City of Phoenix is the lead agency for all tasks for this project. The City has begun the design and has nearly completed the rights-of-way acquisitions for the basin. It is proposed that the project cost be shared equally between the District and the City. Construction is scheduled for Fiscal Year 2006-07. The City of Phoenix will own, operate and maintain the completed project.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 150,525	$ 1,020,790	$ 1,510,000	$ 3,230,000	$ 1,110,000	$ 2,020,000	$ -	$ 7,870,000	$ 9,041,315
Project Total	**$ 150,525**	**$ 1,020,790**	**$ 1,510,000**	**$ 3,230,000**	**$ 1,110,000**	**$ 2,020,000**	**$ -**	**$ 7,870,000**	**$ 9,041,315**

Operating Cost Summary

Not applicable

Paradise Valley, Scottsdale, Phoenix

User Department: Flood Control District of Maricopa County
Project Location: 120.03.31 – Scottsdale Road Corridor Drainage - along the east side of Scottsdale Road from Thunderbird Road to Sweetwater Avenue
Supervisor District(s): 2
Managing Department: City of Scottsdale
Project Partner(s): City of Scottsdale
Completion Date: FY 2007

Project Description

Scottsdale Road Corridor Drainage Improvements (120.03.31)

This project includes improving an existing earthen drainage channel just east of Scottsdale Road from Thunderbird Road to Sweetwater Avenue with a closed system either as pipe and/or a box culvert. The City will be the lead agency for the project. The District and the City entered into an intergovernmental agreement (IGA) to design and construct the project. The improvements will be designed to convey up to 10-year flows. The City will own, operate and maintain the system once constructed.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 5,580,231	$ 1,985,370	$ 484,000	$ 484,000	$ -	$ -	$ -	$ 968,000	$ 8,533,601
Partnership Contributions/IGA/IDA	-	649,000	-	-	-	-	-	-	649,000
Project Total	**$ 5,580,231**	**$ 2,634,370**	**$ 484,000**	**$ 484,000**	**$ -**	**$ -**	**$ -**	**$ 968,000**	**$ 9,182,601**

Operating Cost Summary

Not applicable.

Queen Creek Area Drainage Master Plan

User Department:	Flood Control District of Maricopa County
Project Location:	480.04.31 – Sonoqui Wash, west of Higley Road to Chandler Heights Road 480.xx.xx – Sonoqui Wash, Chandler Heights to Riggs Road 480.05.31 - Queen Creek Wash Channel (Recker-Higley); located along the wash south of Queen Creek Road from Recker to Higley Roads
Supervisor District(s):	1
Managing Department:	480.04.31 – Flood Control District 480.xx.xx - Flood Control District 480.05.31 - Town of Gilbert
Project Partner(s):	Town of Gilbert, Town of Queen Creek
Completion Date:	480.04.31 – FY 2008 480.xx.xx - FY 2011 480.05.31 – FY 2007

Project Description

Sonoqui Wash Channelization (480.04.31)

The project design includes channelization of existing wash from confluence of Queen Creek Wash, just west of Higley Road to Chandler Heights Road. The existing wash does not contain 100-year flows and is subject to overtopping and flooding adjacent property owners. The proposed channel will be designed to collect and convey the 100-year flow. The current floodplain encompasses approximately 800 acres of land. After completion of the project, a 200' wide strip of land will be conveying all of the floodwaters and remaining land can be removed from the floodplain. This is a joint project between the District and both the Towns of Gilbert and Queen Creek. The District will be the lead agency for the design of the project including bank improvements, major roadway crossings, channel stabilization, and landscape and trail improvements. The District will be constructing the drainage related improvements and both of the Towns will be required to implement the proposed landscaping of the channel at their own expense. Both of the Towns are expected to take responsibility of owning, operating and maintaining their portion of the channel. The adjacent developers, as per their development agreement with the Towns, will dedicate most of the land required for construction of the channel. The design has been completed and awaiting construction funding starting fiscal year 2006/07. The engineer's estimated cost of construction is approximately $8.5 million.

Sonoqui Wash Channelization (Chandler Heights Road to Riggs Road) (480.xx.xx)

The Sonoqui Wash Floodplain Delineation Study from Higley Road to Riggs Road indicated that significant ponding and breakouts of flood flows occur along the wash. Results from the Queen Creek & Sonoqui Wash Hydraulic Master Plan for Queen Creek and Sonoqui Washes indicate that the most

Queen Creek Area Drainage Master Plan (Continued)

feasible solution to contain breakouts from Sonoqui Wash is to increase the cross section of the wash to contain the 100-year flood flows.

In conjunction with Town of Queen Creek, the District is undertaking this project. The project design includes channelization of existing wash from Chandler Heights Road to Riggs Road. The proposed channel will be designed to collect and convey the 100-year flow. The total length of the project is approximately 2 miles. The District will be the lead agency for the design and other related tasks including bank improvements, major roadway crossings, channel stability analysis and landscape and trail improvements. The existing floodplain within this reach contains 115 acres of developable land, and once the project is constructed the floodplain can be removed from these properties. The Town of Queen Creek has requested the project and will be required to assume the maintenance responsibilities of the project after completion. The Town owns majority of the property required to construct the channel.

Queen Creek Wash (Recker to Higley) (480.05.31)

The Town of Gilbert proposed improvements to Queen Creek Wash from Recker to Higley Roads. Improvements have already been made to the wash upstream of Recker Road and are under construction for the wash downstream of Higley Road as part of the District's EMF Basins project. The Town is the proposed lead agency for design, utility relocation, construction, and construction management. The Town will be the lead agency for rights-of-way acquisition and will own, operate and maintain the completed project. A design and construction IGA has been approved, and design is underway. The proposed improvements are to replace the existing wash with a natural desert vegetated100-year, 24-hour capacity channel. The total cost of the project, excluding force, is estimated to be $2,400,000 and will be shared between the District and the Town with the District's cost-share capped at $1,000,000.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$10,786,269	$ 1,725,712	$ 3,035,000	$ 3,325,000	$ 1,520,000	$ 2,590,000	$ 6,690,000	$ 17,160,000	$ 29,671,981
Partnership Contributions/IGA/IDA	-	305,000	1,960,000	2,160,000	-	-	-	4,120,000	4,425,000
Project Total	**$ 10,786,269**	**$ 2,030,712**	**$ 4,995,000**	**$ 5,485,000**	**$ 1,520,000**	**$ 2,590,000**	**$ 6,690,000**	**$ 21,280,000**	**$ 34,096,981**

Operating Cost Summary

Not applicable.

Salt/Gila Regional Master Plan

User Department: Flood Control District of Maricopa County
Project Location: 126.01.31 - Tres Rios - located along the Salt and Gila Rivers from about 83rd Avenue to the Agua Fria River
Supervisor District(s): 5
Managing Department: United States Army Corps of Engineers and the City of Phoenix
Project Partner(s): City of Phoenix
Completion Date: FY 2008

Project Description

Tres Rios (126.01.31)

The Tres Rios Project is a federal project under the auspices of the U.S. Army Corps of Engineers. The local sponsor is the City of Phoenix. The project is located in and along the Salt and Gila Rivers from about 83rd Avenue to the Agua Fria River. The project consists of the restoration of habitat within and along the river, including constructed wetlands, open water marshes, and riparian corridors. Along the north bank of the river from approximately 105th Avenue to the Agua Fria River will be constructed a flood control levee with interior drainage facilities to remove property and homes along the north side of the river from the floodplain. The District's participation includes a $2,000,000 cash contribution and the use of District owned rights-of-way at no cost to the City, as well as attending meetings, reviewing design concepts and contributing input pertaining to the design of the levee. The Board of Directors has approved a Resolution and an Intergovernmental Agreement with the city identifying the District's role in the project. It is anticipated that the District's current operation and maintenance of the Holly Acres Levee (113th Ave. – 123rd Ave.) will be doubled when the Tres Rios north bank levee (105th Ave – Agua Fria River) is completed.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 1,863,924	$ 37,173	$ 10,000	$ 1,020,000	$ -	$ -	$ -	$ 1,030,000	$ 2,931,097
Project Total	**$ 1,863,924**	**$ 37,173**	**$ 10,000**	**$ 1,020,000**	**$ -**	**$ -**	**$ -**	**$ 1,030,000**	**$ 2,931,097**

Salt/Gila Regional Master Plan (Continued)

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current User Department Operating Costs							
Personal Sevices	$ 5,569	$ 5,708	$ 5,851	$ 5,997	$ 6,147	$ 6,301	$ 35,573
Supplies & Services	2,181	2,236	2,291	2,349	2,407	2,468	13,932
Capital Outlay	-	-	-	-	-	-	-
	$ 7,750	$ 7,944	$ 8,142	$ 8,346	$ 8,555	$ 8,768	$ 49,505
Post Construction User Department Operating Costs							
Personal Sevices	$ 5,569	$ 5,708	$ 5,851	$ 47,887	$ 48,037	$ 48,191	$ 161,243
Supplies & Services	2,181	2,236	2,291	19,459	19,517	19,578	65,262
Capital Outlay	-	-	-	-	-	-	-
	$ 7,750	$ 7,944	$ 8,142	$ 67,346	$ 67,555	$ 67,768	$ 226,505
Net User Department Operating Costs (post less current)							
Personal Sevices	$ -	$ -	$ -	$ 41,890	$ 41,890	$ 41,890	$ 125,670
Supplies & Services	-	-	-	17,110	17,110	17,110	51,330
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ 59,000	$ 59,000	$ 59,000	$ 177,000

Scatter Wash Channel

User Department: Flood Control District of Maricopa County
Project Location: 590.03.31 – Scatter Wash Basin & Channel - Scatter Wash immediately downstream of I-17
Supervisor District(s): 3, 4
Managing Department: Arizona Department of Transportation Project
Partner(s): City of Phoenix, Arizona Department of Transportation
Completion Date: FY 2008

Project Description

Scatter Wash Channel & Basin (590.03.31)

The Arizona Department of Transportation (ADOT) has proposed a channel and basin improvement project for Scatter Wash at and immediately downstream (west of) Interstate 17 (I-17). This project is a joint project among ADOT, the City of Phoenix and the Flood Control District. A comprehensive IGA for design through operation and maintenance has been approved. The project will provide 100-year flood protection to this reach of Scatter Wash and will consist of improvements to Scatter Wash at the I-17 crossing, channel improvements immediately up and downstream of I-17 and construction of an off-line basin. ADOT is the lead agency for design and construction and the City and ADOT will own, operate and maintain the project features within their jurisdiction. ADOT has a consultant under contract for the design of the project in conjunction with improvements planned for I-17 and design is moving forward to the 30% submittal.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 1,501,363	$ 202,493	$ 45,000	$ 306,000	$ -	$ -	$ -	$ 351,000	$ 2,054,856
Project Total	**$ 1,501,363**	**$ 202,493**	**$ 45,000**	**$ 306,000**	**$ -**	**$ -**	**$ -**	**$ 351,000**	**$ 2,054,856**

Operating Cost Summary

Not applicable.

Skunk Creek and New River

User Department: Flood Control District of Maricopa County
Project Location: 400.06.31 – New River (Grand-Skunk Creek) - the reach of New River from Grand Avenue north to the Skunk Creek confluence with New River
Supervisor District(s): 4
Managing Department: Flood Control District
Project Partner(s): City of Peoria
Completion Date: FY 2006

Project Description

New River (Grand to Skunk Creek) (400.06.31)

The Middle New River Watercourse Master Plan study undertaken by the District identified projects to improve the conveyance capacity and provide bank protection along the New River. One of the recommended project areas is the reach of New River from Grand Avenue north to the Skunk Creek confluence with New River. Recommended improvements include channelization and bank protection for approximately 2 miles of New River, and an 800-foot reach on the west side of New River south of Bell Road. The City of Peoria is a project partner. The City and the District are property owners along and within the New River alignment. Intergovernmental agreements have been entered into with the City for design, construction and operations and maintenance of the project. 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. Construction will be completed in 2006, and the City of Peoria will assume the operations and maintenance responsibilities.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 59,735,201	$ 4,125,739	$ 82,000	$ 510,000	$ -	$ -	$ -	$ 592,000	$ 64,452,940
Partnership Contributions/IGA/IDA	-	2,905,000	-	-	-	-	-	-	2,905,000
Project Total	**$ 59,735,201**	**$ 7,030,739**	**$ 82,000**	**$ 510,000**	**$ -**	**$ -**	**$ -**	**$ 592,000**	**$ 67,357,940**

Operating Cost Summary

Not applicable.

South Phoenix Drainage Improvement

User Department: Flood Control District of Maricopa County
Project Location: 117.08.31 – Laveen Area Conveyance Channel
117.09.31 - 23rd Avenue & Roeser Road Basin
Supervisor District(s): 5
Managing Department: 117.08.31 – Flood Control District
117.09.31 - City of Phoenix
Project Partner(s): City of Phoenix, SRP, Maricopa County Department of Transportation
Completion Date: 117.08.31 - FY 2007
117.09.31 - FY 2007

Project Description

Laveen Area Conveyance Channel (LACC) (117.08.31)

The Laveen Area Conveyance Channel (LACC) is a public and private partnership to improve the existing Maricopa Drain into a regional flood control facility. This project, consisting of 5.8 miles of conveyance channel and a detention basin at 43rd Avenue and Southern Avenue will reduce flooding in the Laveen area. The channel and basin will also function as park facilities for the City of Phoenix. Construction of the channel is complete. The irrigation and landscaping for the channel has begun and will be completed in summer 2006. The project will be turned over to the City of Phoenix when it is complete.

23rd Avenue/Roeser Road Storm Drain & Detention Basin (117.09.31)

The 23rd Avenue/Roeser Road Storm Drain & Detention Basin is identified as an element for regional flood control infrastructure as defined by the recommended plan for the South Phoenix / Laveen Drainage Improvement Project, The Preliminary Design Report was completed in July 1997. A proposed 10-acre detention basin, to be located on the northeast corner of 23rd Avenue and Roeser Road, will intercept flows from the north and the east. The Basin will be designed to intercept flows from a 100-year storm and will then discharge approximately 40cfs to a storm drain that will be constructed along Roeser Road. This storm drain will then discharge to a new storm drain to be constructed along 27th Avenue from Roeser Road to Broadway Road. An existing 108-inch storm drain will then convey the flow from Broadway Road to the Salt River. The City of Phoenix will operate and maintain the completed project. The City will award the project for construction in FY 2007.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 33,530,892	$ -	$ 1,693,000	$ -	$ -	$ 440,000	$ 3,700,000	$ 5,833,000	$ 39,363,892
Partnership Contributions/IGA/IDA	-	1,382,514	-	-	-	400,000	3,500,000	3,900,000	5,282,514
Project Total	**$ 33,530,892**	**$ 1,382,514**	**$ 1,693,000**	**$ -**	**$ -**	**$ 840,000**	**$ 7,200,000**	**$ 9,733,000**	**$ 44,646,406**

Operating Cost Summary

Not applicable.

Spook Hill Area Drainage Master Plan

User Department:	Flood Control District of Maricopa County
Project Location:	420.02.31- Hermosa Vista/Hawes Road Storm Drain and Basin; located between 90th Street and the Spook Hill FRS, and between McDowell Road and Hermosa Vista Road 420.03.31- McDowell Road Basin and Storm Drain; located along McDowell Road from Hawes Road to west of Sossaman Road
Supervisor District(s):	2
Managing Department:	Flood Control District
Project Partner(s):	City of Mesa, possibly Maricopa County Department of Transportation
Completion Date:	420.02.31 – FY 2010 420.03.31 – FY 2008

Project Description

Hermosa Vista/Hawes Road Drainage System (420.02.31)

The Spook Hill Area Drainage Master Plan updated and expanded the existing Spook Hill Area Drainage Master Study conducted in 1987. A preferred alternative has been chosen and adopted by the City of Mesa City Council and Flood Control District Board of Directors. The project includes a storm drain that will tie into the existing Madrid basin at 90th Street and McDowell, go west along McDowell Road, south along Hawes Road and west along Hermosa Vista Drive to the Spook Hill Flood Retarding Structure. A retention basin will be located at Hawes Road and Culver Street. The drainage system will provide 100-year storm protection. An intergovernmental agreement (IGA) between the City of Mesa and the District has been approved for design, which will be complete in 2007. A separate IGA will be negotiated for the project construction, operation and maintenance.

McDowell Road Basin and Storm Drain System (420.03.31)

The Spook Hill Area Drainage Master Plan also identified a project along McDowell Road from Hawes Road to west of Sossaman Road. The project includes a detention basin at the southwest corner of Sossaman Road and McDowell Road and a storm drain along McDowell Road from Hawes Road to just west of Sossaman Road. The drainage system will provide 100-year storm protection. Design is ongoing and will be complete in mid-2006. An intergovernmental agreement (IGA) between the City of Mesa and the District has been approved for design, and a separate IGA will be negotiated for the project construction, operation and maintenance.

Spook Hill Area Drainage Master Plan (Continued)

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 5,149,624	$ 1,243,223	$ 1,210,000	$ 3,650,000	$ 2,550,000	$ 3,780,000	$ 5,160,000	$ 16,350,000	$ 22,742,847
Partnership Contributions/IGA/IDA	-	235,000	1,090,000	970,000	1,050,000	1,400,000	-	4,510,000	4,745,000
Project Total	**$ 5,149,624**	**$ 1,478,223**	**$ 2,300,000**	**$ 4,620,000**	**$ 3,600,000**	**$ 5,180,000**	**$ 5,160,000**	**$ 20,860,000**	**$ 27,487,847**

Operating Cost Summary

Not applicable.

Spook Hill FRS/Red Mountain Freeway (Loop 202L) Modification

User Department: Flood Control District of Maricopa County
Project Location: 300.01.31 – Spook Hill FRS/Red Mountain Freeway - Mesa East of the CAP Canal, Parallel to the Power Road to University Drive Segment of the Red Mountain Freeway
Supervisor District(s): 2
Managing Department: Arizona Department of Transportation
Project Partner(s): Arizona Department of Transportation
Completion Date: FY 2008

Project Description

Spook Hill FRS/Red Mountain Freeway (Loop 202L) Modification (300.01.31)

Spook Hill Flood Retarding Structure (FRS) is a structural plan element of a Watershed Work Plan prepared by the Natural Resources Conservation Service *(NRCS; formerly Soil Conservation Service)* in January 1963 for the Buckhorn-Mesa Watershed Project located in Maricopa and Pinal Counties, Arizona. The Flood Control District of Maricopa County (District) operates and maintains the Buckhorn-Mesa Watershed Project, which is an integrated system of floodwater retarding structures and floodways. Spook Hill FRS was constructed and completed by NRCS in 1980 with the District as the local sponsor. The Arizona Department of Water Resources (ADWR) is the jurisdictional agency for dam safety for Spook Hill FRS. Spook Hill FRS was designed to impound floodwaters for a 100-year flood event and direct flows in excess of the 100-year flood event through an emergency spillway. Flows collected by the Apache Junction FRS and Signal Butte FRS are discharged from the Signal Butte Floodway into the Spook Hill FRS which, in conjunction with runoff from the Spook Hill FRS watershed, are conveyed north by the Spook Hill Floodway to the Salt River.

The Loop 202L Freeway is a major element of the Maricopa Association of Governments (MAG) adopted Regional Freeway System in the East Valley of Maricopa County. The Federal Highway Administration approved a Final Environmental Impact Statement (FEIS) in 1999 for the Loop 202L Freeway corridor between Country Club Drive (SR87) and Highway US60. The Loop 202L segment of the freeway, as currently being designed, will pass over Power Road, the Central Arizona Project (CAP) Canal, and the north end of Spook Hill FRS. The freeway will be located adjacent to and within the flood pool of Spook Hill FRS. The freeway will again pass over the Spook Hill FRS and CAP Canal, at the south end of the Spook Hill FRS and transition to become a depressed freeway at University Drive.

The Arizona Department of Transportation (ADOT) will modify the Spook Hill FRS to accommodate the construction of the freeway. Major modifications will include the relocation of a 900 foot section of the Spook Hill FRS embankment at the McDowell Road crossing, construction of a new principal spillway, removal of the existing principal spillway, and relocation of the low flow channel to accommodate the freeway mainline. Additional modifications proposed by ADOT are a levee within the existing flood pool to protect the freeway from flood events, excavation within the impoundment area to replace lost flood

Spook Hill FRS/Red Mountain Freeway (Loop 202L) Modification (Continued)

storage due to freeway construction, realignment of a section of the Signal Butte Floodway outlet, construction of a central filter in areas impacted by freeway construction, and the installation of improvements requested by the District to address dam safety and vector control issues.

All project costs, including rights-of-way acquisitions and use fees for District-owned lands, other lands, design, ALERT gauge installation and maintenance, permitting, utility relocations, construction, and construction management are the responsibility of ADOT. Cost-sharing opportunities negotiated as part of the IGA that benefit District operations include the installation of a central filter drain throughout the entire length of the Spook Hill FRS embankment and the repair of erosion gullies on the slopes of the embankment, both of which have been identified as dam safety deficiencies. The estimated cost of these benefits as included in the IGA will be reimbursed by State funds which will be credited to the District for right-of-way costs including market compensation payment for project utilization of District property. Construction is scheduled from January of 2006 to June of 2008.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 38,557	$ 41,324	$ 81,000	$ 4,291,000	$ -	$ -	$ -	$ 4,372,000	$ 4,451,881
Project Total	**$ 38,557**	**$ 41,324**	**$ 81,000**	**$ 4,291,000**	**$ -**	**$ -**	**$ -**	**$ 4,372,000**	**$ 4,451,881**

Operating Cost Summary

Not applicable.

Town of Guadalupe

User Department: Flood Control District of Maricopa County
Project Location: 035.xx.xx – Arizona Department of Transportation Pit Modifications
Supervisor District(s): 5
Managing Department: City of Tempe
Project Partner(s): City of Tempe
Completion Date: FY 2009

Project Description

Arizona Department of Transportation Pit Modifications 035.xx.xx

The Arizona Department of Transportation Pit Modification is to include a pump station that will be located in a large drainage basin near I-10 & Warner Road. In accordance with the IGA the pump station must be completed by the end of FY 2008-2009. The District will share in the cost of a pump station. The Pit Modification is a future component of the already completed Guadalupe Drainage Improvement Project. The Town of Guadalupe owns, operates and maintains this completed project. The District will share 50% of the design and construction costs which are being managed by the City of Tempe.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 8,650,363	$ -	$ -	$ 380,000	$ -	$ -	$ -	$ 380,000	$ 9,030,363
Project Total	**$ 8,650,363**	**$ -**	**$ -**	**$ 380,000**	**$ -**	**$ -**	**$ -**	**$ 380,000**	**$ 9,030,363**

Operating Cost Summary

Not applicable.

White Tanks – Agua Fria Area Drainage Master Plan

User Department:	Flood Control District of Maricopa County
Project Location:	470.04.30 – White Tanks #3 Modifications - north of Bethany Home Road, west of the Beardsley Canal 470.04.31 – White Tanks #3 North Inlet Channel - Olive Avenue near the Beardsley Canal 470.12.31 – Reems Road Channel - west side of Reems Road, south of Peoria Avenue and a 42-acre basin north of Olive Avenue
Supervisor District(s):	4, 5
Managing Department:	470.04.30 – Flood Control District 470.04.31 – Flood Control District 470.12.31 - Flood Control District
Project Partner(s):	City of Goodyear, City of Surprise, Maricopa Water District
Completion Date:	470.04.30 - FY 2007 470.04.31 - FY 2007 470.12.31 - FY 2009

Project Description

White Tanks FRS #3 Modifications (470.04.30)

White Tanks FRS #3 is ranked first in the nation by Natural Resources Conservation Service (NRCS) under their dam rehabilitation priority ranking process. The District and NRCS, therefore, propose to proceed with the Project under "The Small Watershed Rehabilitation Amendment" (Public Law 106-472), which authorizes NRCS to assist watershed project sponsors with rehabilitation of aging dams on a 65% federal, 35% local cost share basis. The District and NRCS completed the final work plan and environmental assessment in 2004. The District developed and signed an IGA with NRCS in 2004.

In FY 2003-2004, under Contract FCD 2003C014, alternatives were evaluated that would maintain the same flood protection as the existing dam. The project alternative selected was a dam modification. The Phase 1 dam modification design was completed during fiscal year 2004-2005 and the District awarded a construction contract for Phase 1 in 2005. Phase 2 design is currently in progress and scheduled for completion in calendar year 2006. It is intended that White Tanks FRS #3 Rehabilitation Project will be constructed in four phases as follows:

Phase I: White Tanks FRS #3 Rehabilitation Phase I
Phase II: White Tanks FRS #3 Rehabilitation Phase II
Phase III: White Tanks FRS #3 North Inlet Channel Improvements from Olive to Northern Avenues
Phase IV White Tanks FRS #3 North Inlet Channel Improvements from Northern Avenue to White Tanks FRS #3

White Tanks – Agua Fria Area Drainage Master Plan (Continued)

The federal cost share for Phase I is estimated to be $9.5 million. Federal funds for Phases I and II have been allocated in the amount of $13.5 million. It is intended that cost sharing for remainder of Phase II will be supplements to the IGA; however, federal funding of Phase II will be subject to future approval of federal appropriations. The District will continue to operate and maintain the rehabilitated dam.

White Tanks FRS #3 North Inlet Channel (470.04.31)

The White Tanks FRS #3 North Inlet Channel (NIC) Project includes a two-mile long earthen flood control channel from just north of Olive Avenue to the Glendale Avenue alignment, outletting to the White Tanks FRS#3; diversion structures/box culverts at Olive and Northern Avenues; erosion protection at Cholla Wash; and aesthetic treatments per District policy. The NIC Project will provide 100-year level of protection. Construction of the Channel will prevent 100-year flows from Waterfall Wash and Cholla Wash from flowing southeast over the Beardsley Canal, protecting existing and future development. The Maricopa Water District will be responsible for maintaining the project north of Northern Avenue and the District will maintain the project south of Northern Avenue. The Maricopa County Department of Transportation (MCDOT) will maintain the box culvert at Olive Avenue.

Reems Road Channel (470.12.31)

This Project will provide a flood control channel along the west side of Reems Road, south of Peoria Avenue and a new 42-acre basin north of Olive Avenue. The channel and basin will provide 100-year flood protection and outlet to the Dysart Drain within the Falcon Dunes Golf Course. The City of Surprise is constructing the channel from Peoria Avenue north to Waddell Road, and the District is constructing the channel and basin south of Peoria Avenue, and also cost-sharing with the City of Surprise on the box culvert to be constructed at Cactus Road. The District will operate the channel south of Peoria Avenue and the new basin until a recreation/park partner can be identified. MCDOT will maintain the box culverts at Olive Avenue and at the outlet crossing Reems Road.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 56,318,301	$ 3,128,580	$ 6,248,000	$ 8,239,000	$11,790,000	$12,545,000	$ 16,030,000	$ 54,852,000	$114,298,881
Partnership Contributions/IGA/IDA	-	7,984,000	7,031,000	5,141,000	4,397,000	3,775,000	-	20,344,000	28,328,000
Project Total	**$ 56,318,301**	**$ 11,112,580**	**$13,279,000**	**$ 13,380,000**	**$16,187,000**	**$16,320,000**	**$ 16,030,000**	**$ 75,196,000**	**$142,626,881**

White Tanks – Agua Fria Area Drainage Master Plan (Continued)

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current User Department Operating Costs							
Personal Sevices	$ 5,339	$ 5,473	$ 5,610	$ 5,750	$ 5,894	$ 6,041	$ 34,106
Supplies & Services	6,917	$ 7,090	$ 7,267	$ 7,449	$ 7,635	$ 7,826	44,184
Capital Outlay	-	-	-	-	-	-	-
	$ 12,256	$ 12,563	$ 12,877	$ 13,199	$ 13,529	$ 13,867	$ 78,291
Post Construction User Department Operating Costs							
Personal Sevices	$ 5,339	$ 5,473	$ 32,010	$ 33,470	$ 37,772	$ 38,716	$ 152,779
Supplies & Services	6,917	$ 7,090	40,867	$ 42,729	$ 48,207	$ 49,412	195,222
Capital Outlay	-	-	-	-	-	-	-
	$ 12,256	$ 12,563	$ 72,877	$ 76,199	$ 85,979	$ 88,128	$ 348,002
Net User Department Operating Costs (post less current)							
Personal Sevices	$ -	$ -	$ 26,400	$ 27,720	$ 31,878	$ 32,675	$ 118,673
Supplies & Services	-	-	33,600	35,280	40,572	41,586	151,038
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ 60,000	$ 63,000	$ 72,450	$ 74,261	$ 269,711

White Tanks FRS #4 and Channels

User Department: Flood Control District of Maricopa County
Project Location: 201.xx.xx – White Tanks #4 Dam Rehabilitation - Van Buren Street, west of Tuthill Road
Supervisor District(s): 4
Managing Department: Flood Control District
Project Partner(s): Possibly the Natural Resources Conservation Service
Completion Date: FY 2011

Project Description

White Tanks FRS #4 Rehabilitation (201.xx.xx)

White Tanks Flood Retarding Structure #4 (White Tanks FRS #4), operated and maintained by the District, requires corrective action to bring the structure into compliance with current dam safety standards and requirements. In addition, an inlet channel from White Tanks FRS #3 to #4 is required, and an outlet channel from White Tanks FRS #4 to the Gila River is required.

The District has completed Phase I Assessments for White Tanks FRS #4. The Arizona Department of Water Resources (state agency with regulatory authority) has classified the dam as having safety deficiencies that require corrective action. These deficiencies include transverse cracking of the embankment, left spillway adequacy, and unprotected corrugated metal pipe outlets. The Natural Resources Conservation Service (NRCS) has also identified these same deficiencies that require corrective action. The District submitted an Application to NRCS for federal funding assistance under Public Law 106-472 (Small Watershed Amendment) in May 2004. The District has initiated the alternatives evaluation and pre-design efforts under the operating budget for the project in fiscal year 2004/2005. Recommended channel configurations, alignments, and rehabilitation or replacement of White Tanks FRS #4 will be completed in FY 2006-07. The project may be divided into three separate projects. Initially, the reconstructed dam will not require the current level of maintenance; however, the long-term maintenance requirements will be similar to today's efforts.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 2,246,579	$ 18,363	$ 220,000	$ 3,390,000	$ 4,050,000	$ 4,060,000	$ 10,260,000	$ 21,980,000	$ 24,244,942
Project Total	**$ 2,246,579**	**$ 18,363**	**$ 220,000**	**$ 3,390,000**	**$ 4,050,000**	**$ 4,060,000**	**$ 10,260,000**	**$ 21,980,000**	**$ 24,244,942**

White Tanks FRS #4 and Channels (Continued)

Operating Cost Summary

	Current Year	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	Total Project
Current User Department Operating Costs							
Personal Sevices	$ 21,597	$ 22,137	$ 22,690	$ 23,258	$ 23,839	$ 24,435	$ 137,957
Supplies & Services	353,629	362,469	371,531	380,819	390,340	400,098	2,258,886
Capital Outlay	-	-	-	-	-	-	-
	$ 375,226	$ 384,606	$ 394,221	$ 404,077	$ 414,179	$ 424,533	$ 2,396,843
Post Construction User Department Operating Costs							
Personal Sevices	$ 21,597	$ 22,137	$ 22,690	$ 23,258	$ 28,339	$ 28,935	$ 146,957
Supplies & Services	353,629	362,469	371,531	380,819	460,840	470,598	2,399,886
Capital Outlay	-	-	-	-	-	-	-
	$ 375,226	$ 384,606	$ 394,221	$ 404,077	$ 489,179	$ 499,533	$ 2,546,843
Net User Department Operating Costs (post less current)							
Personal Sevices	$ -	$ -	$ -	$ -	$ 4,500	$ 4,500	$ 9,000
Supplies & Services	-	-	-	-	70,500	70,500	141,000
Capital Outlay	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ 75,000	$ 75,000	$ 150,000

Wickenburg Area Drainage Master Plan

User Department: Flood Control District of Maricopa County
Project Location: 343.01.31 – Wickenburg Downtown Flooding Mitigation - along the Sols Wash from the proposed SR93/Hassayampa River to approximately Hospital Wash

Supervisor District(s): 4

Managing Department: Flood Control District
Project Partner(s): Town of Wickenburg, Arizona Department of Transportation
Completion Date: FY 2009

Project Description

Wickenburg Downtown Flooding Mitigation (343.01.31)

The project includes facilities along the Sols Wash from the proposed SR93/Hassayampa River to approximately Hospital Wash to mitigate 100-year storm flows that cause flooding hazards to downtown Wickenburg. This project will remove a floodplain from approximately 120 residences. Additionally, this project works in conjunction with the proposed Arizona Department of Transportation SR-93 Interim Bypass Project roadway embankment to protect the downtown of Wickenburg from the existing Sols Wash and Hassayampa River FEMA delineated floodplain. The Town of Wickenburg will assume operation and maintenance responsibility for the flood control improvements. Design will be complete by early 2007.

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	FY 05-06 Projected	Year 1 FY 06-07	Year 2 FY 07-08	Year 3 FY 08-09	Year 4 FY 09-10	Year 5 FY 10-11	5-Year Total	Total Project
Flood Control Dist. Property Taxes	$ 4,170,880	$ 428,544	$ 552,000	$ 4,110,000	$ -	$ -	$ -	$ 4,662,000	$ 9,261,424
Partnership Contributions/IGA/IDA	-	85,000	715,000	630,000	-	-	-	1,345,000	1,430,000
Project Total	**$ 4,170,880**	**$ 513,544**	**$ 1,267,000**	**$ 4,740,000**	**$ -**	**$ -**	**$ -**	**$ 6,007,000**	**$ 10,691,424**

Operating Cost Summary

Not applicable.


Flood Control District
of Maricopa County

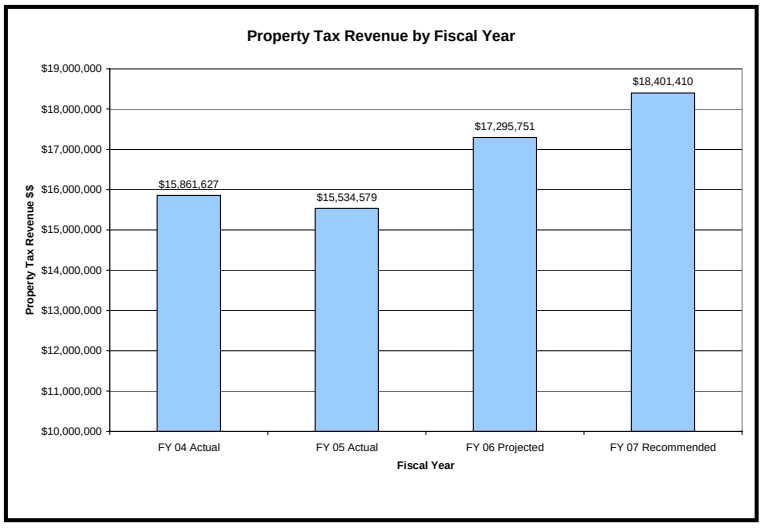
Library District Transmittal Letter

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

The Library District recommended expenditure budget for 2006-07 is $18,948,379. The recommended revenue budget is $19,995,824.

The tax rate has been reduced from $0.0521 to $0.0507 per $100 of assessed value due to the direction by the Board of Directors to implement a 2% levy cap, excluding new construction, in order to protect taxpayers from tax increases due to increased assessed property values.

During FY 2005-06, the Board approved a $500,000 increase to purchase additional electronic database services to be made available to all public libraries in the County. This increase raised the amount of funding from $1 million to $1.5 million. The FY 2006-07 budget continues the $1.5 million level of funding. The budget also reflects increasing the Reciprocal Borrowing Program rate from $24.50 to $29.00.

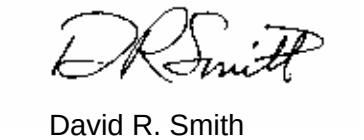


The District has seen continued growth in the use of the District's libraries by the residents of the County. In the first six months of this fiscal year, circulation of library materials is up 18%, staff intranet use is up 158%, web page use is up 42%, and electronic database use is up 23%.

During FY 2005-06, the District completed the transfer to a new communications system, which included new telephones, Wide Area Network, and email. The District also implemented a more secure cashiering system to meet concerns raised by the auditor on cash handling. All branches are utilizing the new software, equipment, and procedures.

I wish to offer my appreciation to the Board of Directors for their support and guidance during the budget development process. I believe this budget is sustainable, responsible, and aligns with the District's mission.

Sincerely,



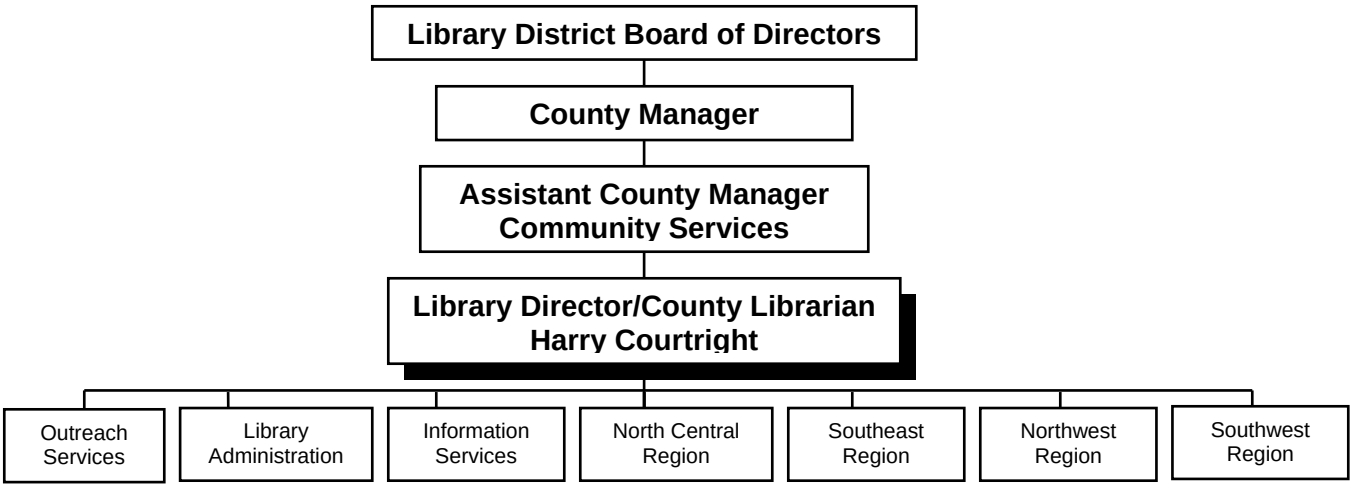
David R. Smith
County Manager

On June 19, 2006, the Maricopa County Library District Board of Directors adopted the FY 2006-07 Budget totaling $18,948,379.

Library District

Analysis by Vic Wickersham, Management & Budget Analyst

Organizational Chart



Mission

The Mission of the Maricopa County Library District is to provide access to a wealth of informational and recreational resources for people of all ages and backgrounds so that they may have the opportunity to expand their horizons through reading and learning.

Vision

Maricopa County Library District's vision is to exceed customer expectations by giving our best and transforming ourselves daily through innovation and relationship building.

Strategic Goals

- By December 31, 2006, develop a new model for providing equitable access to electronic resources to 75% of public libraries in the County. **Status**: The District will be purchasing electronic databases for all the public libraries in the County to use beginning in April 2006.

- By June 30, 2006, customer satisfaction with the library's collection of books and other materials will increase to 90%. **Status**: The District is making good progress towards this goal with the expansion of electronic databases for County libraries, a new grant to upgrade computers, and the library card sign-up campaign for children.

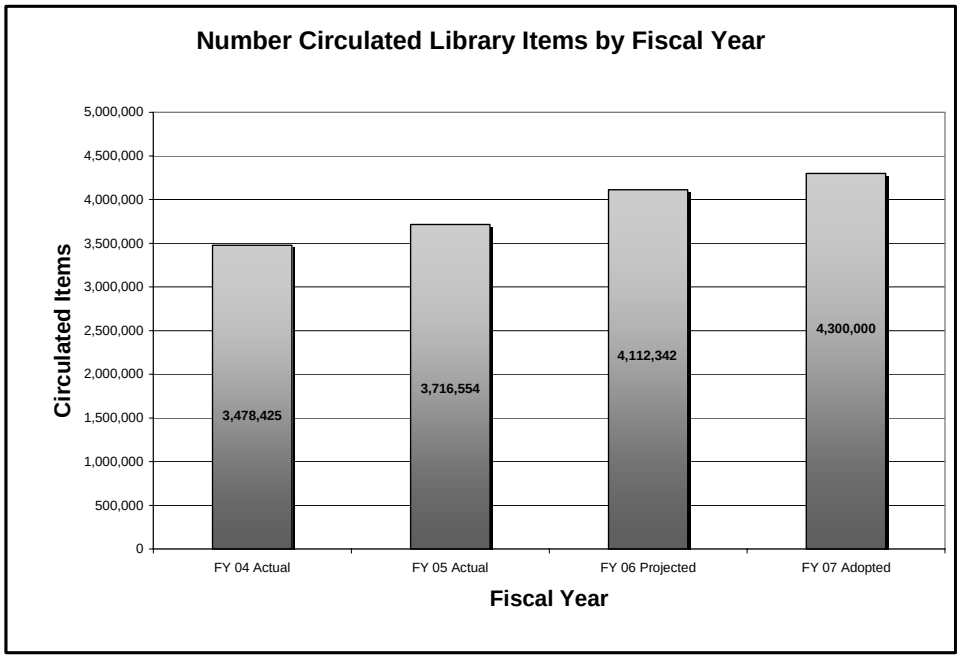
- By June 30, 2007, increase the number of library cardholders by 27% over cardholders on June 30, 2004. **Status**: The Library District is partnering with Childsplay to present a play encouraging library use to children which will be held in conjunction with a library card enrollment drive.

- By June 30, 2008, increase resource usage to meet or exceed the average increase of 10 benchmark libraries. **Status**: The District is making progress towards this goal with the

expansion of electronic databases for County libraries, a new grant to upgrade computers, and the library card sign-up campaign for children. Currently the District is 7th for circulations per capita but ranked last of five libraries reporting in the category of "users of electronic resources".

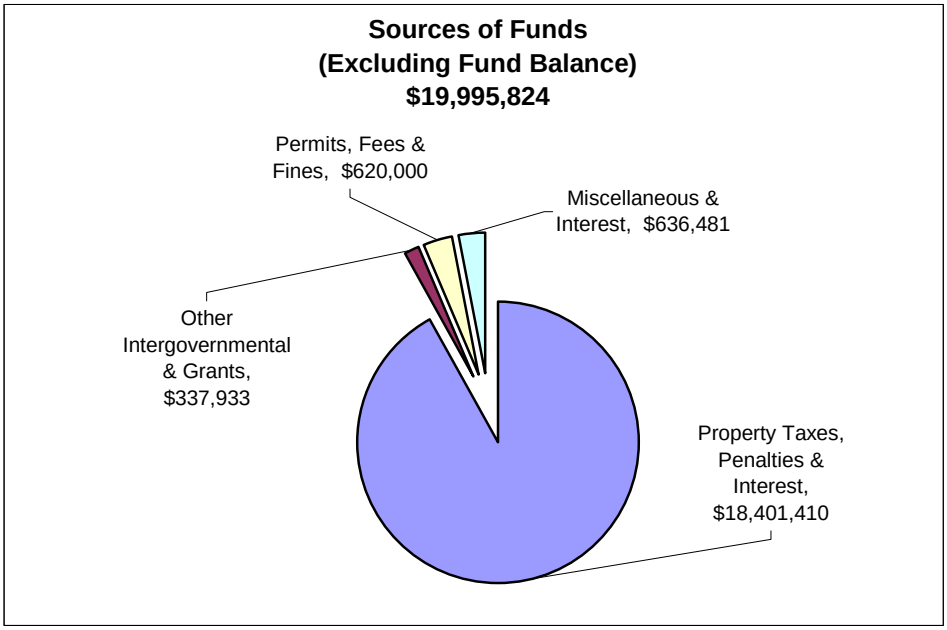
- By June 30, 2009, increase the number of active (card is used at least 3 times in 12 months) cardholders by 40% over cardholders on June 30, 2004. **Status**: The Library District is partnering with Childsplay to present a play encouraging library use to children which will be held in conjunction with a library card enrollment drive. Also, the District is providing to Grand Canyon University access to the District's automation facilities including the computerized catalog system.

- Promote, expand, and improve County-sponsored programs and activities for young people in Maricopa County to help them build their skills, develop a sense of civic involvement in the community, and successfully complete their education. **Status**: The District is progressing on this goal with the expansion of electronic databases for County libraries, a new grant to upgrade computers, the library card sign-up campaign for children, and the addition of new libraries in the County.

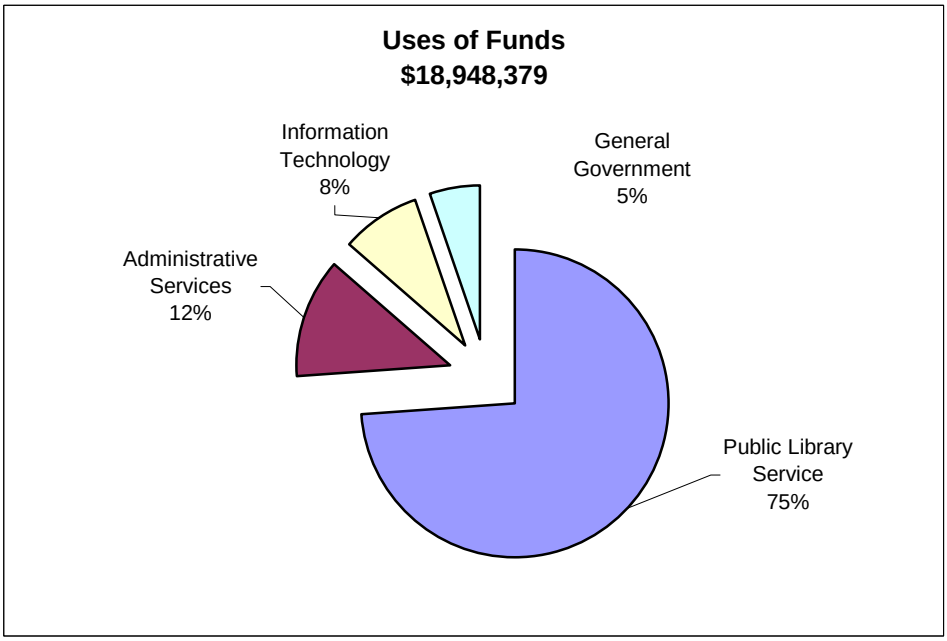


Budget Summary

Sources of Funds



Uses of Funds



Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
65PL - PUBLIC LIBRARY SERVICE	$ 1,430,692	$ 976,963	$ 1,411,670	$ 3,003,592	$ 963,500	$ (448,170)	-31.7%
CMMS - COMMONS	537,073	-	4,485	90,025	39,400	34,915	778.5%
INSV - INFORMATION SERVICES	55,785	-	-	-	-	-	
99IT - INFORMATION TECHNOLOGY PROGRAM	$ -	$ -	$ 10,000	$ -	$ -	$ (10,000)	-100.0%
ENIT - ENTERPRISE IT COLLABORATION	-	-	10,000	-	-	(10,000)	-100.0%
99AS - ADMINISTRATIVE SERVICES PROG	$ 167,888	$ 52,760	$ 397,970	$ 577,335	$ 356,041	$ (41,929)	-10.5%
99GV - GENERAL GOVERNMENT	$ 15,814,590	$ 14,204,277	$ 17,523,999	$ 17,578,214	$ 18,676,283	$ 1,152,284	6.6%
TOTAL PROGRAMS	$ 17,413,170	$ 15,234,000	$ 19,343,639	$ 21,159,141	$ 19,995,824	$ 652,185	3.4%
EXPENDITURES							
65PL - PUBLIC LIBRARY SERVICE	$ 12,376,137	$ 11,437,700	$ 15,873,732	$ 14,408,053	$ 14,018,915	$ 1,854,817	11.7%
CMMS - COMMONS	2,346,189	2,812,927	1,366,082	1,834,120	706,183	659,899	48.3%
INSV - INFORMATION SERVICES	337,159	1,133,101	1,156,741	751,395	1,126,689	30,052	2.6%
MAPC - MATERIALS, PROGRAMS & OUTREAC	9,692,789	7,491,672	13,350,909	11,822,539	12,186,043	1,164,866	8.7%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 626,123	$ 805,620	$ 1,401,556	$ 996,255	$ 1,542,873	$ (141,317)	-10.1%
BUAS - BUSINESS APPLICATION DEVELOP	227,661	466,009	339,861	293,264	378,025	(38,164)	-11.2%
DACR - DATA CENTER	1,250	17,564	124,498	336,730	689,189	(564,691)	-453.6%
DESK - DESKTOP SUPPORT	290,794	257,186	332,260	262,970	456,546	(124,286)	-37.4%
ENIT - ENTERPRISE IT COLLABORATION	106,419	47,297	140,544	92,175	-	140,544	100.0%
RETA - REPORTING/TECHNICAL ASSISTANCE	-	17,564	18,418	9,019	19,113	(695)	-3.8%
VANS - VALUE ADDED NETWORK SERVICE	-	-	445,975	2,097	-	445,975	100.0%
99AS - ADMINISTRATIVE SERVICES PROG	$ 2,057,776	$ 2,099,339	$ 2,638,904	$ 2,055,392	$ 2,362,255	$ 276,649	10.5%
99GV - GENERAL GOVERNMENT	$ 706,043	$ 913,635	$ 913,635	$ 913,635	$ 1,024,336	$ (110,701)	-12.1%
TOTAL PROGRAMS	$ 15,766,079	$ 15,256,294	$ 20,827,827	$ 18,373,335	$ 18,948,379	$ 1,879,448	9.0%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
TAXES	$ 15,534,579	$ 13,976,029	$ 17,242,557	$ 17,295,751	$ 18,401,410	$ 1,158,853	6.7%
INTERGOVERNMENTAL REVENUES	544,675	266,008	1,075,384	2,583,428	337,933	(737,451)	-68.6%
CHARGES FOR SERVICES	69,730	58,069	68,640	65,217	70,000	1,360	2.0%
FINES & FORFEITS	524,082	480,420	508,680	508,158	550,000	41,320	8.1%
MISCELLANEOUS REVENUE	740,103	453,474	448,378	706,588	636,481	188,103	42.0%
TOTAL REVENUE	**$ 17,413,170**	**$ 15,234,000**	**$ 19,343,639**	**$ 21,159,141**	**$ 19,995,824**	**$ 652,185**	**3.4%**
EXPENDITURES							
PERSONAL SERVICES	$ 7,669,810	$ 8,300,584	$ 8,489,429	$ 7,998,043	$ 9,103,516	$ (614,087)	-7.2%
SUPPLIES	4,135,156	1,680,059	5,404,583	4,442,480	5,400,141	4,442	0.1%
SERVICES	2,696,882	3,254,305	4,091,238	3,035,309	3,884,274	206,964	5.1%
CAPITAL OUTLAY	1,264,232	2,021,346	2,842,577	2,897,504	560,448	2,282,129	80.3%
TOTAL EXPENDITURES	**$ 15,766,079**	**$ 15,256,294**	**$ 20,827,827**	**$ 18,373,335**	**$ 18,948,379**	**$ 1,879,448**	**9.0%**

Total Budget by Fund

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
242 LIBRARY DISTRICT GRANTS	$ 75,436	$ 25,000	$ 167,480	$ 162,456	$ 25,000	$ (142,480)	-85.1%
244 LIBRARY DISTRICT	17,337,734	15,209,000	19,176,159	20,996,686	19,970,824	794,665	4.1%
ALL FUNDS	**$ 17,413,170**	**$ 15,234,000**	**$ 19,343,639**	**$ 21,159,141**	**$ 19,995,824**	**$ 652,185**	**3.4%**
EXPENDITURES							
242 LIBRARY DISTRICT GRANTS	$ 47,602	$ 25,000	$ 167,480	$ 84,692	$ 25,000	$ 142,480	85.1%
244 LIBRARY DISTRICT	15,718,478	15,231,294	20,660,347	18,288,643	18,923,379	1,736,968	8.4%
ALL FUNDS	**$ 15,766,079**	**$ 15,256,294**	**$ 20,827,827**	**$ 18,373,335**	**$ 18,948,379**	**$ 1,879,448**	**9.0%**

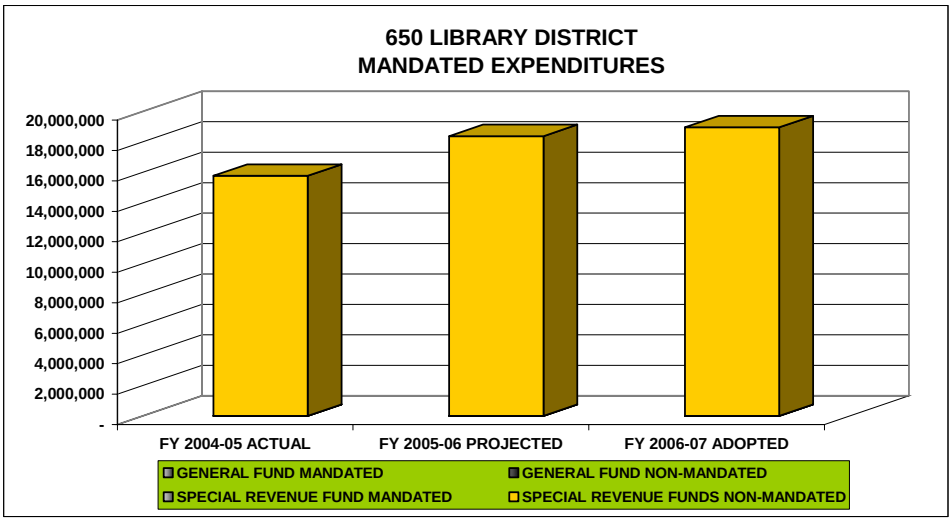
Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
244 LIBRARY DISTRICT	150.69	151.67	150.04	(1.63)	-1.1%
TOTAL FUNDS	**150.69**	**151.67**	**150.04**	**(1.63)**	**-1.1%**

The District requested 1.63 FTE less than the FY 2005-06 Revised Budget due to the successful reorganization and restructure of service delivery.

Mandates

Program Activity	Purpose	Mandate
PUBLIC LIBRARY SERVICES	The purpose of the Public Library Service program is to provide resources, activities and skilled assistance to our customers, so that their needs, interests and goals are met.	
COMMONS	The purpose of the Commons Activity is to provide safe, neutral and inviting public space and facilities to our customers so that their expectations for individual and group use are met.	NONE
INFORMATION SERVICES	The purpose of the Information Services activity is to provide skilled assistance/referral and information literacy training to our customers so that they get the information they want in a timely manner.	NONE
MATERIALS, PROGRAMS & OUTREACH	The Purpose of the Materials, Programs and Outreach activity is to provide resources and activities that reach out to our diverse community so that our customers may find enjoyment, personal development and cultural enrichment.	NONE



Revenue Sources and Variance Commentary

Property Taxes

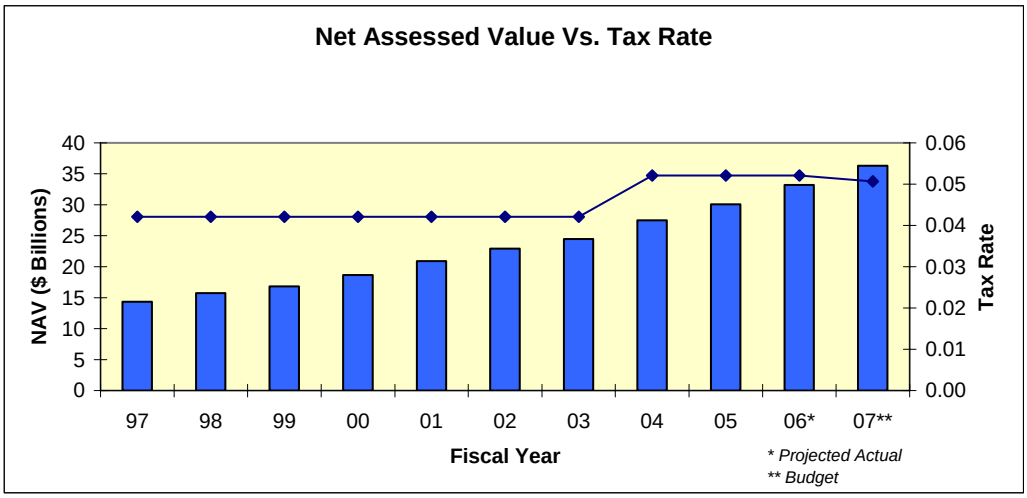
The Library District collects property taxes based on the secondary net assessed values of real property. Unlike the primary property tax rate, there is no constitutional limitation on growth for the secondary property tax rate. However, the Library District Board of Directors has chosen to impose growth limitations similar to those imposed on the primary rate in order to minimize the burden on the taxpayers of Maricopa County. As a result, beginning in FY 2006-07 the secondary rate associated with the Library District was capped at 2% annual growth on property taxed in the prior year. Below is a table summarizing historical property tax revenue collections for the Library District.

Library District Preliminary Tax Levy

Fiscal Year	Net Assessed Value (Thousands)	Tax Rate (per $100 N.A.V.)	Tax Levy
1996-97	$ 14,343,156	$ 0.0421	$ 6,038,469
1997-98	15,723,498	0.0421	6,619,593
1998-99	16,813,017	0.0421	7,078,280
1999-00	18,676,830	0.0421	7,862,946
2000-01	20,877,716	0.0421	8,586,315
2001-02	22,913,134	0.0421	9,646,430
2002-03	24,457,047	0.0421	10,182,607
2003-04	27,477,988	0.0521	14,162,234
2004-05	30,066,987	0.0521	15,534,579
2005-06	33,197,218	0.0521	17,295,751
2006-07	36,294,693	0.0507	18,401,410

The Board of Directors must adopt the Library District's property tax levy 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.

The schedule to the right lists the secondary net assessed values, tax rates, and secondary property tax levy for the last ten fiscal years, plus the assessed values and the preliminary tax rates for FY 2006-07. The Library District's property tax rate will be reduced to $0.0507 per $100 net assessed value, a difference of ($0.0014) from FY 2005-06. The FY 2006-07 budget is based on this preliminary rate. As reflected in the graph below, the tax rate is declining for the first time in over a decade, while the secondary net assessed value has more than doubled.



Revenue Sources and Variance Commentary (Continued)

The FY 2006-07 budget includes an estimated secondary property tax levy (excluding Salt River Project) of $18,401,410, an increase of $1,105,659 (6.39%) from the FY 2005-06 adopted levy. As indicated in the table below, property tax revenue growth will be tempered in Fiscal Year 2006-07 and future fiscal years as the result of the Board of Director's commitment to reduce property tax rates by establishing self-imposed limits on the District's property tax levy.

Comparative Tax Data

FY 2006-07 PRELIMINARY PROPERTY TAX LEVY
Library District Levy

Description	Assessed Value	Salt River Proj. Effective Assessed Value	Total Assessed Value w/SRP	Revenue from 1-cent Levy	Tax Rates	Property Tax Levy	SRP Payments in Lieu (PILT)	Total Tax Levy & PILT
LIBRARY DISTRICT:								
FY 2006-07 Preliminary	$ 36,294,693,601	$ 542,156,376	$ 36,836,849,977	$ 3,683,685	$ 0.0507	$ 18,401,410	$ 274,873	$ 18,676,283
FY 2005-06 Final	33,197,218,398	542,156,376	33,739,374,774	3,373,937	0.0521	17,295,751	282,463	17,578,214
Variance	*$ 3,097,475,203*	*$ -*	*$ 3,097,475,203*	*$ 309,748*	*$ (0.0014)*	*$ 1,105,659*	*$ (7,590)*	*$ 1,098,069*

Levy Limit

FY 2006-07 Library District Levy Limit
Adopted by the Board of Directors on January 4, 2006

A. Adopted Levy		
A1. Adopted Secondary Tax Levy	$	17,295,751
A2. A1 multiplied by 1.02		17,641,666
B. Current Net Assessed Value Subject to Taxation in Prior Year		
B5. Net Secondary Assessed Value (partially estimated*)	$	34,778,748,173
C. Current Net Assessed Value		
C5. Net Secondary Assessed Value	$	36,294,693,601
D. Recommended Calculation		
D3. Recommended Tax Rate (A2. divided by B5. Divided by 100)	**$**	**0.0507**
D5. Recommended Levy Limit (C5. Divided by 100 times D3.)	**$**	**18,401,410**
Maximum Levy Increase:	**$**	**1,105,659**
		6.4%
Limit Impact (Reduction from Levy at flat FY 2005-06 rate):	$	(508,125)
		-2.7%
* Current value of property taxed in the prior year is unavailable for centrally valued property.		
Estimated as follows:		
Curr. Value locally assessed property taxed in prior year:	$	32,272,639,545
Curr. Value of all centrally assessed property:		2,506,108,628
Total	$	34,778,748,173

Revenue Sources and Variance Commentary (Continued)

Intergovernmental Revenues

Intergovernmental Revenues are amounts received by the Library District from other government or public entities, and include payments in lieu of taxes, 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.

Payments in Lieu of Taxes

Payments in lieu of taxes are collected from the Salt River Project (SRP) and the federal government. 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. The table below reflects historical payments in lieu of taxes data.

Fiscal Year	Payments in Lieu of Taxes
2001-02	$ 191,864
2002-03	186,473
2003-04	252,593
2004-05	281,442
2005-06*	282,463
2006-07**	274,873

** Projected Actual*
*** Budget*

Grants

The Library District applies for a variety of grants from State, Federal and other sources. The chart below illustrates the grants for FY 2005-06 and FY 2006-07.

Grant Revenue	**FY 2005-06**	**FY 2006-07**
State Grant In Aid	$ 20,000	$ 25,000
Gates Library Initiative	75,000	
Library Svcs & Technology Act	59,480	
Library Svcs & Technology Act	3,000	
Scholastic Library Publishing Nat'l Library Week	5,000	
TOTAL	**$ 162,480**	**$ 25,000**

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 District. The following table shows the projected and budgeted intergovernmental revenue, by jurisdiction.

Intergovernmental Agreement Revenue		
	FY 2005-06	FY 2006-07
Gilbert, SE Regional Library	$ 500,000	$ -
Avondale	1,500,000	-
Surprise/Hollyhock	81,500	-
Grand Canyon Univ.(computer catalog)	42,035	-
Aguila	14,950	-
Deer Valley Unified School Dist (lease & library services)	-	24,500
Maricopa County Planning (space rental)	-	4,485
Maricopa County Special Healthcare District (automation services)	-	9,075
TOTAL	$ 2,138,485	$ 38,060

Other Charges for Services

The Library District collects Other Charges for Service for replacement library cards and damage and loss recovery charges.

Fines and Forfeits

The District collects fines in accord with the rates approved by the Board of Directors. The chart to the right illustrates the fines collected from FY 2001-02 through FY 2004-05, the projected amount for FY 2005-06 and the anticipated amount for FY 2006-07.

Fiscal Year	Fines
2001-02	$ 256,605
2002-03	339,099
2003-04	479,128
2004-05	524,082
2005-06*	508,158
2006-07**	550,000

** Projected*
*** Budget*

Revenue Sources and Variance Commentary (Continued)

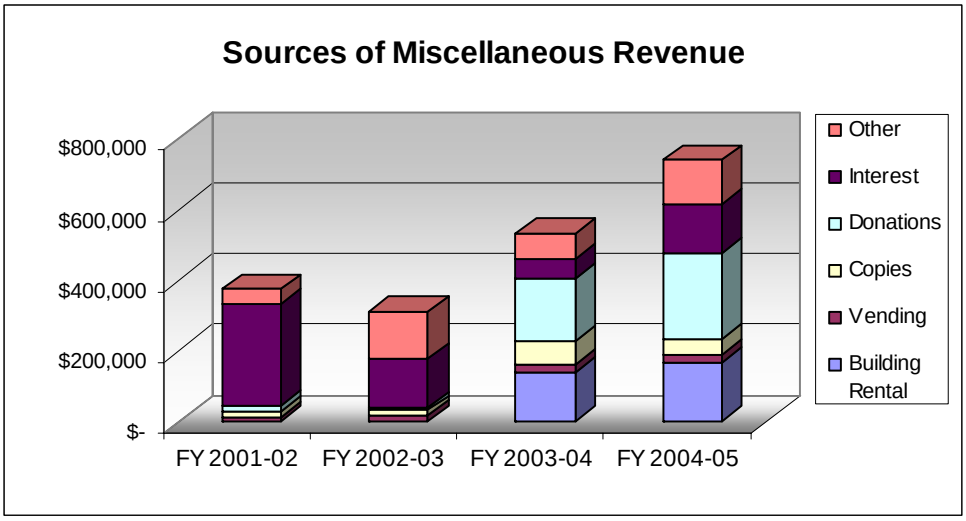
Miscellaneous Revenue

Fiscal Year	Miscellaneous Revenue
2001-02	$ 374,637
2002-03	$ 311,046
2003-04	$ 531,961
2004-05	$ 740,186
2005-06*	$ 706,613
2006-07**	$ 636,481

** Projected*
*** Budget*

The Library District classifies miscellaneous revenues as any revenues that do not fall within a more specific revenue category. Examples of miscellaneous revenues include vending receipts, sales of copies, interest earnings, building rental, and donations. The chart at the left illustrates the Miscellaneous Revenues from FY 2001-02 through the FY 2006-07 budget.

The graph below illustrates the types of miscellaneous revenues recorded for fiscal years 2001-02 through 2004-05.



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 2006-07. "Beginning fund balance" represents resources accumulated within each fund as of the start of the fiscal year, based on actual and projected revenues and expenditures for prior fiscal years. For budgeting purposes, fund balances are "Unreserved/Undesignated", which means that estimated unreserved fund balances are reduced by amounts designated for other purposes. Fund designations are explained in greater detail later in this section. A list of fund balance designations is provided below, as well.

The process for estimating all beginning fund balances for FY 2006-07 begins with audited actual fund balance information at the end of FY 2004-05, as presented in the Maricopa County Comprehensive Annual Financial Report (CAFR). For governmental funds, the "unreserved fund balance" is used.

Beginning Fund Balance and Variance Commentary

	Unreserved/ Undesignated Beginning Fund Balance	Revenue & Transfers In	Expenditures & Transfers Out	Appropriated Fund Balance	Operating Expenditures	Unreserved/ Undesignated Ending Fund Balance
SPECIAL REVENUE						
242 LIBRARY DISTRICT GRANTS	$ 77,763	$ 25,000	$ 25,000	$ -	$ 25,000	$ 77,763
244 LIBRARY DISTRICT	6,952,365	19,970,824	18,923,379	-	18,923,379	7,999,810
TOTAL LIBRARY DISTRICT FUNDS	$ 7,030,128	$ 19,995,824	$ 18,948,379	$ -	$ 18,948,379	$ 8,077,573

Fund Designations

The following schedule lists amounts designated within the estimated balances of the Library District's operating fund. Designations are the District's self-imposed limitations on financial resources that would otherwise be available for use. The major fund balance designation is for budget stabilization to ensure that sufficient cash is set aside to cover shortfalls during the fiscal year due to the property tax collection cycle.

FY 2006-07 Fund Balance Designations

Fund/Designation	FY 2005-06	FY 2006-07	(Inc.)/Dec.
Library District (Fund 244)			
Budget Stabilization:			
Cash Flow/Property Tax	$ 2,701,481	$ 2,436,203	$ 265,278 (1)

(1) Based on estimate of the amount needed to eliminate the need for Tax Anticipation Notes or other forms of short-term borrowing to finance current operations.

Base Adjustments

Revenue

- Property Taxes increased to reflect the most recent net assessed value.
- Other Governmental decreased to match the IGA Inventory Schedule.
- Other Charges for Services increased to equal the amount submitted by the District on their supporting documentation schedule.
- Fines & Forfeiture increased to match the District's Inventory Schedule.
- Reduce Payments In Lieu of Taxes to match the budget document comparative tax data table.

Expenditures

- Increased Regular Pay and Benefits for Pay for Performance, health, dental, and retirement increases.
- Increased Other Pay and Other Benefits by $258,964 for market study completed by Employee Compensation for Library District staff.

Results Initiatives

Not applicable.

Reconciliation

Library District Grants (242) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 25,000**	**$ 25,000**
MID-YEAR ADJUSTMENTS:		
LSTA Grant - New Generation Readers	$ 3,000	$ 3,000
LSTA Grant - Cultural Diversity	59,480	59,480
Gates Library Initiative - Tech. Access	75,000	75,000
Subtotal	**$ 137,480**	**$ 137,480**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 162,480**	**$ 162,480**
TARGET ADJUSTMENTS:		
One Time Expenses	$ (137,480)	$ -
One-Time Revenue	-	(137,480)
Subtotal	**$ (137,480)**	**$ (137,480)**
FY 2006-07 BUDGET TARGET:	**$ 25,000**	**$ 25,000**
FY 2006-07 ADOPTED BUDGET:	**$ 25,000**	**$ 25,000**

Library District (244) Appropriated Budget Reconciliation

		EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:		**$ 15,231,294**	**$ 15,209,000**
MID-YEAR ADJUSTMENTS:			
FY 2005-06 Pay for Performance		$ 172,489	$ -
IGA with Town of Gilbert		500,000	-
One-cent sales tax retained		3,319,722	-
IGA with Town of Gilbert		-	500,000
IGA for lease to Planning Dept		-	4,485
Grand Canyon Univ. for computerized catalog		-	42,035
One-cent sales tax retained		-	3,319,722
	Subtotal	**$ 3,992,211**	**$ 3,866,242**
FY 2005-06 REVISED RESTATED BUDGET:		**$ 19,223,505**	**$ 19,075,242**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 month)		$ 121,789	$ -
Retirement Contributions		106,636	-
One Time Expenses		(924,664)	-
FY 2005-06 Pay for Performance Annualization		35,873	-
One-Time Revenue		-	(130,035)
FY 2006-07 Pay for Performance		219,856	-
	Subtotal	**$ (440,510)**	**$ (130,035)**
FY 2006-07 BUDGET TARGET:		**$ 18,782,995**	**$ 18,945,207**
BASE ADJUSTMENTS:			
Property Tax		$ -	$ 1,082,736
Other Governmental		-	(84,000)
Other Charges for Services		-	1,250
Fines & Forfeit		-	32,200
Payments In Lieu of Taxes		-	(6,569)
Regular Pay Personnel Savings		(101,901)	-
Benefits Personnel Savings		(31,588)	-
Personnel Allocation In (Security Guards)		(1,459)	-
Internal Service Charges (Co. Atty)		18,368	-
Education & Training		(2,000)	-
Regular Pay, Other Pay - Market study		220,739	-
Fringe Benefits, Other Benefits - Market		38,225	-
	Subtotal	**$ 140,384**	**$ 1,025,617**
FY 2006-07 ADOPTED BUDGET:		**$ 18,923,379**	**$ 19,970,824**

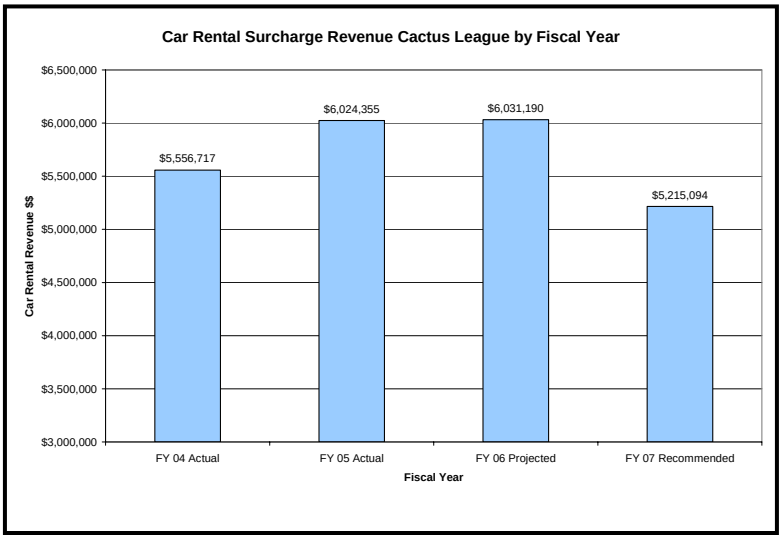

Maricopa County
LIBRARY DISTRICT
Your Unexpected Oasis

Stadium District Transmittal Letter

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

The Stadium District recommended expenditure budget for 2006-07 is $8,960,155. Included in this amount is funding for a Results Initiative Request (RIR) for $1 million to begin Phase I for the Chase Field Suite Renovations. The recommended revenue budget is $10,649,898.

The ball park is now entering its 9th season of baseball and the suite license agreements will be expiring next year. In keeping with the District's mission of providing a well-maintained, state-of-the-art facility and the strategic goal of generating on-going revenue, the District is budgeting capital funds from the Facility Reserves to renovate approximately one-third of the 69 suites. Renovating these suites will allow new long-term suite license agreements, which in turn will maintain and generate greater revenue to the District. Under the Agreements with the Arizona Diamondbacks, the District receives 5% of the suite premiums, which amounts to more than $300,000 per year.

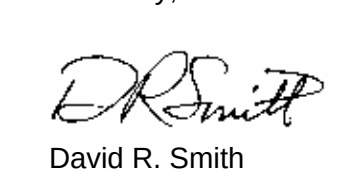


There is a decrease in expenditures in the Long Term Project Reserve Fund due to one-time costs included in the FY 2005-06 Revised Budget. These costs included the sound system renovation, light emitting diode advertising sign-boards, and other capital repair and maintenance costs.

Car rental surcharge revenues have increased substantially and have been more than adequate to cover the debt service payment on the Cactus League bonds. Once the required debt service payment has been made and the District's operations funded, the remaining revenue will be turned over to the Arizona Sports and Tourism Authority in accordance with the Intergovernmental Agreement.

I wish to offer my appreciation to the Board of Directors for their support and guidance during the budget development process. I believe this budget is sustainable, responsible, and aligns with the District's mission.

Sincerely,



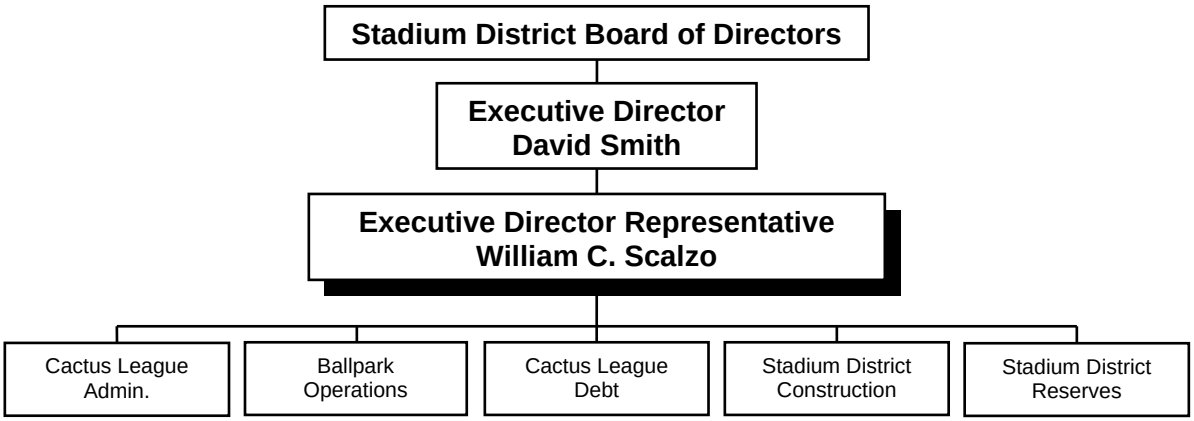
David R. Smith
County Manager

On June 19, 2006, the Maricopa County Stadium District Board of Directors adopted the FY 2006-07 Budget totaling $8,960,155.

Stadium District

Analysis by Vic Wickersham, Management & Budget Analyst

Organizational Chart



Mission

The mission of the Maricopa County Stadium District is to provide fiscal resources and asset management for the community and visitors to Maricopa County so they can attend Major League Baseball games and other entertainment events in state-of-the-art, well-maintained facilities.

Vision

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

Strategic Goals

- The District will provide management oversight and obtain an independent assessment every 3 years beginning in 2005 to ensure that the facility is maintained and operated in accordance with the existing agreements and remains competitive with other state-of-the-art facilities. **Status**: The District is progressing with this goal and has begun a plan to renovate one-third of the suites in FY 2006-07 for which they have submitted a Results Initiative Request. The facility assessment follow-up inspection was completed during this fiscal year. Also, the District purchased and installed LED sign-boards that will allow the facility to remain competitive.

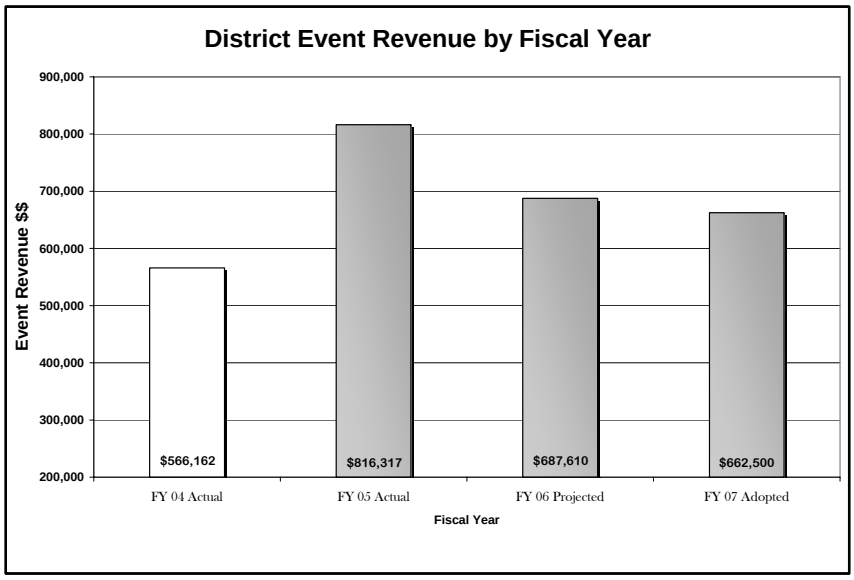
- The District will increase Chase Field revenues for non-baseball activities by 10% within five years beginning July 2006. **Status**: The District has already begun planning to meet this goal. They are in the process of finding events to book that will take the place of the Insight Dot Com Bowl. Thirty-four non-baseball game related uses were held using facilities at Chase Field during the first quarter.

- The District will increase use of Chase Field and public exposure to the facility through District and Day Use events for non-baseball activities by 5% within the five years beginning July 2006. **Status**: The District is on track to meet this goal. Thirty-four non-baseball game related uses were held using facilities at Chase Field during the first quarter.

- The District will obtain 5 new entrepreneurial revenue sources within 5 years beginning July 2003 to ensure the future stability of the Stadium District. **Status**: The District has obtained 3 new entrepreneurial revenue sources. They include the day use program, sale of documents, and an agreement with the food and beverage provider.

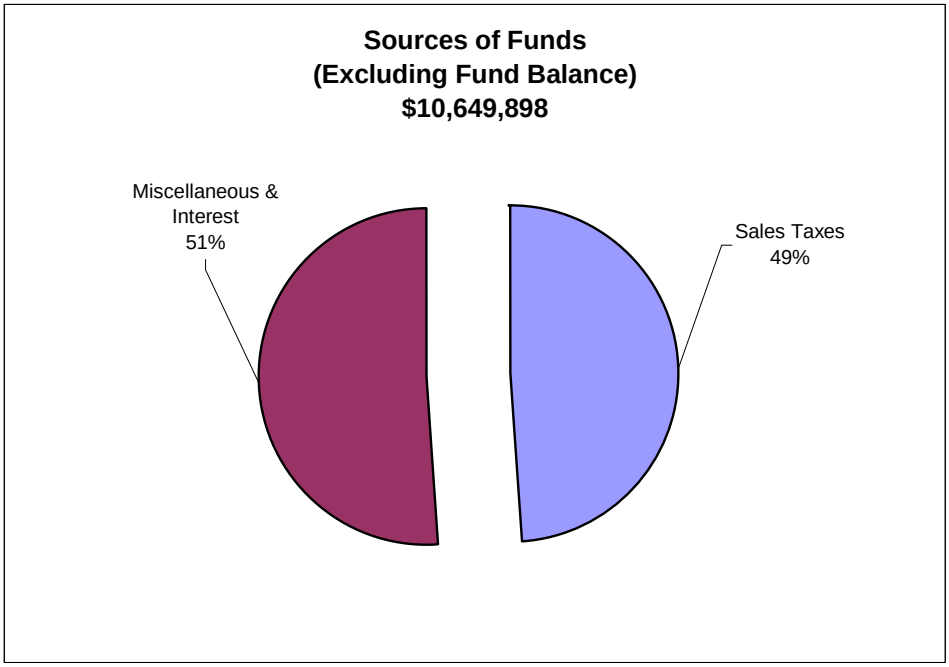
- The District will become an active member in the Lightrail Property Owner Citizens Committee and continue monthly meetings with the Facility Manager to minimize the affect of building operations and attendance at the facility. **Status**: This goal is on track.

- The District will develop and implement a department wide succession and transfer of knowledge plan within the next 6 months beginning July 2006. **Status**: The first step in this plan has been completed with the creation of the new Assistant Director position.

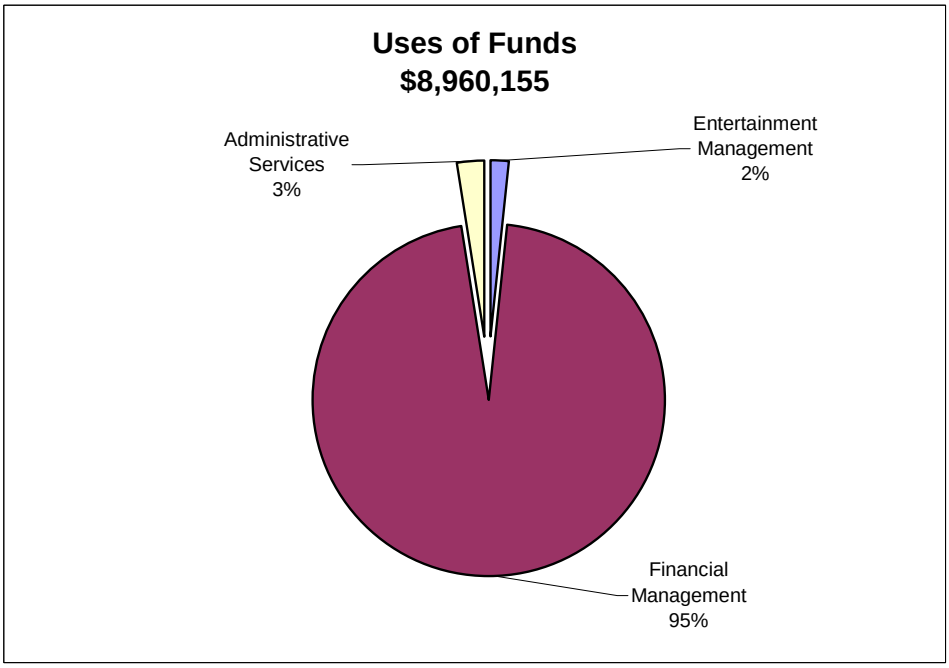


Budget Summary

Sources of Funds



Uses of Funds



Total Budget by Program and Activity

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
68EM - ENTERTAINMENT MANAGEMENT	$ 816,317	$ 662,500	$ 662,500	$ 688,465	$ 662,500	$ -	0.0%
EVEN - EVENTS	816,317	662,500	662,500	688,465	662,500	-	0.0%
68FM - FINANCIAL MANAGEMENT	$ 10,430,697	$ 9,987,398	$ 10,737,398	$ 10,252,323	$ 9,987,398	$ (750,000)	-7.0%
ASST - PHYSICAL ASSET MANAGEMENT	3,474,413	4,153,621	4,903,621	3,731,449	4,153,621	(750,000)	-15.3%
FISC - FISCAL RESOURCE	6,956,284	5,833,777	5,833,777	6,520,874	5,833,777	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	$ (116)	$ -	$ -	$ -	$ -	$ -	
99GV - GENERAL GOVERNMENT	$ 54,462	$ -	$ -	$ -	$ -	$ -	
TOTAL PROGRAMS	$ 11,301,360	$ 10,649,898	$ 11,399,898	$ 10,940,788	$ 10,649,898	$ (750,000)	-6.6%
EXPENDITURE							
68EM - ENTERTAINMENT MANAGEMENT	$ 56,145	$ 191,615	$ 193,546	$ 157,895	$ 153,997	$ 39,549	20.4%
EVEN - EVENTS	56,145	191,615	193,546	157,895	153,997	39,549	20.4%
68FM - FINANCIAL MANAGEMENT	$ 10,261,557	$ 7,529,972	$ 13,279,824	$ 9,993,568	$ 8,571,842	$ 4,707,982	35.5%
ASST - PHYSICAL ASSET MANAGEMENT	4,386,315	1,053,455	6,830,757	5,075,137	2,102,512	4,728,245	69.2%
FISC - FISCAL RESOURCE	5,875,241	6,476,517	6,449,067	4,918,431	6,469,330	(20,263)	-0.3%
99AS - ADMINISTRATIVE SERVICES PROG	$ 206,302	$ 186,477	$ 179,694	$ 179,052	$ 201,574	$ (21,880)	-12.2%
99GV - GENERAL GOVERNMENT	$ 34,741	$ 35,188	$ 35,188	$ 35,188	$ 32,742	$ 2,446	7.0%
TOTAL PROGRAMS	$ 10,558,745	$ 7,943,252	$ 13,688,252	$ 10,365,703	$ 8,960,155	$ 4,728,097	34.5%

Total Budget by Category

	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
TAXES	$ 6,024,416	$ 5,215,094	$ 5,215,094	$ 5,801,687	$ 5,215,094	$ -	0.0%
MISCELLANEOUS REVENUE	5,276,944	5,434,804	6,184,804	5,139,101	5,434,804	(750,000)	-12.1%
TOTAL REVENUE	**$ 11,301,360**	**$ 10,649,898**	**$ 11,399,898**	**$ 10,940,788**	**$ 10,649,898**	**$ (750,000)**	**-6.6%**
EXPENDITURES							
PERSONAL SERVICES	$ 585,143	$ 847,022	$ 877,540	$ 606,368	$ 889,113	$ (11,573)	-1.3%
SUPPLIES	1,580	2,931	2,931	5,675	6,250	(3,319)	-113.2%
SERVICES	738,444	1,328,254	1,297,736	1,122,720	1,299,747	(2,011)	-0.2%
CAPITAL OUTLAY	9,233,579	5,765,045	11,510,045	8,630,940	6,765,045	4,745,000	41.2%
TOTAL EXPENDITURES	**$ 10,558,745**	**$ 7,943,252**	**$ 13,688,252**	**$ 10,365,703**	**$ 8,960,155**	**$ 4,728,097**	**34.5%**

Total Budget by Fund

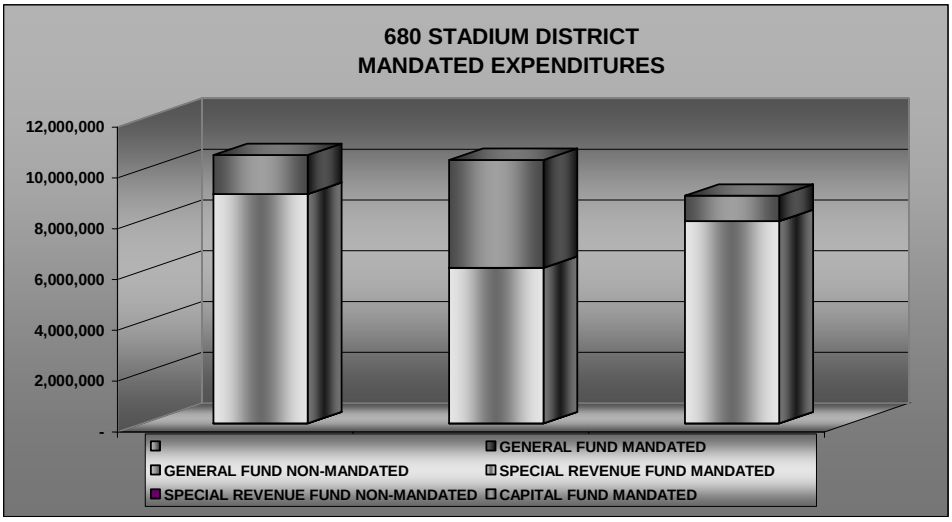
	FY 2004-05 ACTUAL	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2005-06 PROJECTED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
REVENUE							
250 CACTUS LEAGUE OPERATIONS	$ 416,814	$ 507,500	$ 507,500	$ 534,004	$ 507,500	$ -	0.0%
253 BALLPARK OPERATIONS	4,187,324	4,616,121	4,616,121	4,274,078	4,616,121	-	0.0%
370 STADIUM DIST DEBT SERIES02	6,533,420	5,515,094	5,515,094	6,088,417	5,515,094	-	0.0%
450 LONG TERM PROJECT RESERVE	1,535,853	2,093,820	2,843,820	2,126,926	2,054,076	(789,744)	-27.8%
900 ELIMINATIONS	(1,372,050)	(2,082,637)	(2,082,637)	(2,082,637)	(2,042,893)	39,744	-1.9%
ALL FUNDS	**$ 11,301,360**	**$ 10,649,898**	**$ 11,399,898**	**$ 10,940,788**	**$ 10,649,898**	**$ (750,000)**	**-6.6%**
EXPENDITURES							
250 CACTUS LEAGUE OPERATIONS	$ 285,515	$ 482,288	$ 482,288	$ 418,957	$ 482,288	$ -	0.0%
253 BALLPARK OPERATIONS	4,386,716	3,615,507	3,615,507	3,238,125	3,592,666	22,841	0.6%
370 STADIUM DIST DEBT SERIES02	5,725,590	5,925,094	5,925,094	4,546,279	5,925,094	-	0.0%
450 LONG TERM PROJECT RESERVE	1,532,973	3,000	5,748,000	4,244,979	1,003,000	4,745,000	82.6%
900 ELIMINATIONS	(1,372,050)	(2,082,637)	(2,082,637)	(2,082,637)	(2,042,893)	(39,744)	1.9%
ALL FUNDS	**$ 10,558,745**	**$ 7,943,252**	**$ 13,688,252**	**$ 10,365,703**	**$ 8,960,155**	**$ 4,728,097**	**34.5%**

Personnel by Fund

	FY 2005-06 ADOPTED	FY 2005-06 REVISED	FY 2006-07 ADOPTED	ADOPTED TO REVISED VARIANCE	%
253 BALLPARK OPERATIONS	5.00	5.00	5.00	-	0%
TOTAL FUNDS	**5.00**	**5.00**	**5.00**	**-**	**0%**

Mandates

Program Activity	Purpose	Mandate
ENTERTAINMENT MANAGEMENT	The purpose of the Entertainment Management Program is to provide ticketing and entertainment event services to the Maricopa County community and visitors so they can attend baseball and other	
EVENTS	The purpose of Events Activity is to provide entertainment services to the Maricopa County community and its visitors so they can attend baseball and other entertainment events.	ADMINISTRATIVE
FINANCIAL MANAGEMENT	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	
PHYSICAL ASSET MANAGEMENT	The purpose of the Physical Asset Management Activity is to provide oversight of BankOne Ballpark's facilities maintenance and use agreements for the users of BankOne Ballpark so that they can enjoy a	ADMINISTRATIVE
FISCAL RESOURCE	The purpose of the Fiscal Resource Activity is to provide Financial Management Services for the community and for its visitors so that they can be protected from future capital repair expenditures to Chase Field (Bank One Ballpark) by increasing Financial Reserves.	ADMINISTRATIVE



Revenue Sources and Variance Commentary

Special Sales Tax

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 Chase Field, formerly Bank One Ballpark.

Special Sales Tax

Fiscal Year		Stadium District Car Rental Surcharge	Stadium District Major League Baseball	Total
1996-97		$ 5,326,147	$ 96,058,302	$ 101,384,449
1997-98		5,443,369	35,997,339	41,440,708
1998-99		5,400,000	NA	5,400,000
1999-00		5,722,238	NA	5,722,238
2000-01		5,637,184	NA	5,637,184
2001-02		5,536,163	NA	5,536,163
2002-03		4,865,038	NA	4,865,038
2003-04		5,556,717	NA	5,556,717
2004-05		6,024,416	NA	6,024,416
2005-06	*	5,801,687	NA	5,801,687
2006-07	**	5,215,094	NA	5,215,094

* Projected Actual
** Budget

Miscellaneous Revenue

The Stadium District classifies miscellaneous revenues as any revenues that do not fall within a more specific revenue category. Examples of miscellaneous revenues include payments made under the agreements with the Arizona Diamondbacks baseball organization, naming rights fees, facility use charges and interest earnings. The chart at the right illustrates the miscellaneous revenues from FY 2001-02 through the FY 2006-07 Budget

Fiscal Year		Miscellaneous Revenue
2001-02		$ 4,953,957
2002-03		5,071,762
2003-04		4,916,724
2004-05		5,276,945
2005-06	*	5,139,101
2006-07	**	5,434,804

* Projected Actual
** Budget

Revenue Sources and Variance Commentary

Other Financing Sources

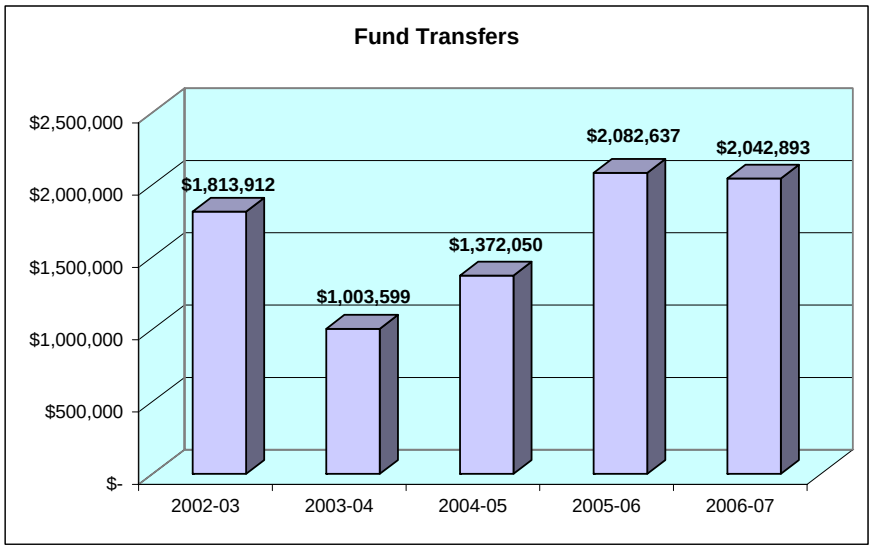
Other Financing Sources are comprised solely of Fund Transfers In.

Fund Transfers

Revenue is transferred between the Stadium District fund to provide resources for operations and capital improvements.

A portion of the car rental surcharge revenue from the Stadium District Debt Service Fund (320) is transferred to the Cactus League Operations Fund (250) to support Cactus League operations.

Additionally, half the net revenue from the Ballpark Operations Fund (253) is transferred to the Long Term Project Reserve Fund (450) along with amounts associated with loan repayments. These transfers are made as required under the agreements with the baseball team. The funds will be utilized to maintain and improve the facility.



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 2006-07. "Beginning fund balance" represents resources accumulated within each fund as of the start of the fiscal year, based on actual and projected revenues and expenditures for prior fiscal years. For budgeting purposes, fund balances are "Unreserved/Undesignated", which means that estimated unreserved fund balances are reduced by amounts designated for other purposes. Fund designations are explained in greater detail later in this section. A list of fund balance designations is provided below, as well.

The process for estimating all beginning fund balances for FY 2006-07 begins with audited actual fund balance information at the end of FY 2004-05, as presented in the Maricopa County Comprehensive Annual Financial Report (CAFR). For governmental funds, the "unreserved fund balance" is used.

Beginning Fund Balance and Variance Commentary

	Unreserved/ Undesignated Beginning Fund Balance	Revenue & Transfers In	Expenditures & Transfers Out	Appropriated Fund Balance	Operating Expenditures	Unreserved/ Undesignated Ending Fund Balance
SPECIAL REVENUE						
250 CACTUS LEAGUE OPERATIONS	$ 2,637,698	$ 507,500	$ 482,288	$ -	$ 482,288	$ 2,662,910
253 BALLPARK OPERATIONS	5,942,599	4,616,121	3,592,666	-	3,592,666	6,966,054
SPECIAL REVENUE TOTAL	**$ 8,580,297**	**$ 5,123,621**	**$ 4,074,954**	**$ -**	**$ 4,074,954**	**$ 9,628,964**
DEBT SERVICE						
370 STADIUM DIST DEBT SERIES02	$ 1,542,138	$ 5,515,094	$ 5,925,094	$ -	$ 5,925,094	$ 1,132,138
DEBT SERVICE TOTAL	**$ 1,542,138**	**$ 5,515,094**	**$ 5,925,094**	**$ -**	**$ 5,925,094**	**$ 1,132,138**
CAPITAL PROJECTS						
450 LONG TERM PROJECT RESERVE	$ 7,230,880	$ 2,054,076	$ 1,003,000	$ -	$ 1,003,000	$ 8,281,956
CAPITAL PROJECTS TOTAL	**$ 7,230,880**	**$ 2,054,076**	**$ 1,003,000**	**$ -**	**$ 1,003,000**	**$ 8,281,956**
TOTAL FUNDS	**$ 17,353,315**	**$ 12,692,791**	**$ 11,003,048**	**$ -**	**$ 11,003,048**	**$ 19,043,058**

Base Adjustments

Expenditures

Decrease in Long Term Project Reserve Fund (450) is due to one-time costs included in the FY 2005-06 Revised Budget. These costs included the sound system renovation, LED advertising sign-board, and other capital repair and maintenance costs.

Results Initiatives

The following Results Initiatives are adopted for FY 2006-07:

Suite Renovations Phase I, $1 million expenditure, Long Term Project Reserve Fund (450). The expected result will be a well-maintained, state-of-the-art facility that will generate greater revenue for the District.

Reconciliation

Cactus League Operations Fund (250) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 482,288**	**$ 507,500**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 482,288**	**$ 507,500**
FY 2006-07 BUDGET TARGET	**$ 482,288**	**$ 507,500**
BASE ADJUSTMENTS:		
Internal Service Charges adjustment	$ 571	$ -
Other Services adjustment	(571)	-
Subtotal	**$ -**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 482,288**	**$ 507,500**

Ballpark Operations (253) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 3,615,507**	**$ 4,616,121**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 3,615,507**	**$ 4,616,121**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 month)	$ 5,375	$ -
Retirement Contributions	4,516	-
FY 2005-06 Pay for Performance Annualization	955	-
FY 2006-07 Pay for Performance	10,458	-
Subtotal	**$ 21,304**	**$ -**
FY 2006-07 BUDGET TARGET:	**$ 3,636,811**	**$ 4,616,121**
BASE ADJUSTMENTS:		
Internal Service Charges adjustment	$ 2,285	$ -
Other Services adjustment	(18,930)	-
Legal Services adjustment	(25,000)	-
Education & Training adjustment	(2,500)	-
Subtotal	**$ (44,145)**	**$ -**
FY 2006-07 ADOPTED BUDGET:	**$ 3,592,666**	**$ 4,616,121**

Long Term Project Reserve (450) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2005-06 ADOPTED BUDGET:	**$ 3,000**	**$ 2,093,820**
MID-YEAR ADJUSTMENTS:		
Construction Manager at Risk contract	$ 745,000	$ -
LED sign board for advertising at Chase Field	3,500,000	-
Sound Systerm Renovation at Chase Field	1,500,000	750,000
Prepayment to Diamondbacks	-	
Subtotal	**$ 5,745,000**	**$ 750,000**
FY 2005-06 REVISED BUDGET:	**$ 5,748,000**	**$ 2,843,820**
FY 2005-06 REVISED RESTATED BUDGET:	**$ 5,748,000**	**$ 2,843,820**
TARGET ADJUSTMENTS:		
Sound Systerm Renovation at Chase Field (shared with Diamondbacks)	$ (1,500,000)	$ (750,000)
Subtotal	**$ (1,500,000)**	**$ (750,000)**
FY 2006-07 BUDGET TARGET	**$ 4,248,000**	**$ 2,093,820**
BASE ADJUSTMENTS:		
Construction Manager at Risk contract	$ (745,000)	$ -
LED sign board for advertising at Chase Field	(3,500,000)	-
RIR for Phase I of ballpark suite renovations	1,000,000	-
Eliminations adjustment		(39,744)
Subtotal	**$ (3,245,000)**	**$ (39,744)**
FY 2006-07 ADOPTED BUDGET:	**$ 1,003,000**	**$ 2,054,076**

Debt Service

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.

Debt Issuance History

The Stadium District has used debt financing for many years to finance capital projects. The following chart illustrates the amount of debt, as well as, categories of outstanding debt for the fiscal year ended June 30, 2005.

LONG-TERM LIABILITIES
All Categories of Debt (2)
Maricopa County Stadium District,
As of June 30, 2005

	Year Ending June 30				
	2001	2002	2003	2004	2005
GOVERNMENTAL ACTIVITES:					
Bonds, loans, and other payables:					
Stadium District revenue bonds	28,658,512	58,225,000	57,225,000	55,225,000	52,735,000
Stadium District contractual obligations	0	0	7,888,888	6,428,888	4,428,888
Stadium Debt with governmental commitment	27,935,000	0	0	0	0
Total Governmental activities	$ 56,593,512	$ 58,225,000	$ 65,113,888	$ 61,653,888	$ 57,163,888

The Stadium District Revenue Bonds are special obligations of the District. The bonds are payable solely from pledged revenues, consisting of car rental surcharges levied and collected by the District pursuant to A.R.S., Title 48, Chapter 26, Article 2, §48-4234. Under the statute, the District may set the surcharge at $2.50 on each lease or rental of a motor vehicle licensed for hire, for less than one year, and designed to carry fewer than 15 passengers, regardless of whether such vehicle is licensed in the State of Arizona. The District Board of Directors initially levied a surcharge at a rate of $1.50 beginning in January 1992. The District Board of Directors increased the surcharge to $2.50, the maximum amount permitted by statute, in January 1993. The bonds do not constitute a debt or a pledge of the faith or credit of Maricopa County, the State of Arizona, or any other political subdivision. The payment of the bonds is enforceable solely out of the pledged revenues and no owner shall have any right to compel any exercise of taxing power of the District, except for surcharges.

The following tables illustrate the existing debt service for the outstanding Stadium District Revenue Bonds.

DEBT SERVICE REQUIREMENTS TO MATURITY

Stadium District Revenue Bonds

Maricopa County, Arizona

As of June 30, 2005

Year Ending June 30	Principal	Interest	Total Debt Service
2006	$ 2,685,000	$ 2,737,592	$ 5,422,592
2007	2,820,000	2,603,345	5,423,345
2008	2,960,000	2,462,344	5,422,344
2009	3,105,000	2,314,344	5,419,344
2010	3,260,000	2,159,094	5,419,094
2011 – 15	18,850,000	8,252,244	27,102,244
2016 – 19	19,055,000	2,627,569	21,682,569
Total	$ 52,735,000	$ 23,156,532	$ 75,891,532

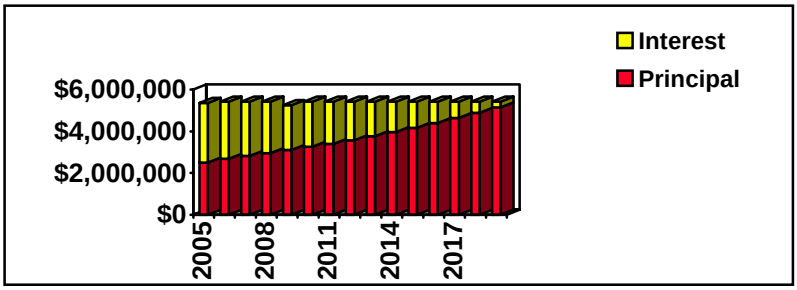
SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE

As of June 30, 2005

Bond Issue	Amount
Total Stadium District Revenue Bonds, Series 2002	$ 52,735,000

DEBT SERVICE REQUIREMENTS

Stadium District Revenue Bonds



Rating Agency Analysis

Independent assessments of the relative credit worthiness of municipal securities are provided by rating agencies. They furnish letter grades that convey their assessment of the ability and willingness of a borrower to repay its debt in full and on time. Credit ratings issued by these agencies are a major function in determining the cost of borrowed funds in the municipal bond market.

Moody's Investors Service, Standard and Poor's Corporation, and Fitch Ratings are the three major rating agencies that rate municipal debt. These rating agencies have provided a rating assessment of credit worthiness for Maricopa County. There are five primary factors that comprise their ratings:

- Economic conditions – stability of trends,
- Debt-history of County – debt and debt position,
- Governmental/administration – leadership and organizational structure of the County,
- Financial performance – current financial status and the history of financial reports,
- Debt management – debt policies, including long-term planning.

Each of the rating agencies has their own method of assigning a rating on the ability and willingness of a borrower to repay in full and on time. Issuers must pay a fee for the opportunity to have one or more rating agencies rate existing and proposed debt issuance. The following chart outlines how the ratings reflect creditworthiness, ranging from very strong securities to speculative and default situations.

Examples of the rating systems are:

BOND RATINGS Explanation of corporate/municipal bond ratings	RATING AGENCIES		
	Fitch	Moody's	Standard & Poor's
Premium quality	AAA	Aaa	AAA
High quality	AA	Aa	AA
Medium quality	A	A	A
Medium grade, lower quality	BBB	Baa	BBB
Predominantly speculative	BB	Ba	BB
Speculative, low grade	B	B	B
Poor to default	CCC	Caa	CCC
Highest speculation	CC	Ca	CC
Lowest quality, no interest	C	C	C
In default, in arrears	DDD		DDD
Questionable value	DD		DD
	D		D

Fitch and Standard & Poor's may use "+" or "-" to modify ratings while Moody's may use numerical modifiers such as 1 (highest), 2, or 3.

History of Debt Rating

On November 11, 2003, Maricopa County received a bond rating upgrade from AA to AA+ from Fitch Ratings. **Fitch Ratings Press Release dated November 11, 2003,** states that the bond rating "upgrades are based on the imminent transfer of the county's health care delivery system to a separate voter-approved special health district with its own property tax levy. The upgrades also reflect continued financial improvement despite slower growth in the county's predominant revenue source, a record of continued economic growth and diversification, successful fiscal reforms, and the county's very modest debt profile."

The following illustrates the Stadium District's debt rating.

Type of Debt	Fitch	Date Rating Assigned	Moody's	Date Rating Assigned	Standard & Poor's	Date Rating Assigned
Stadium District Revenue Bonds			Aaa (1)		AAA (1)	

(1) Bonds are insured, no underlying rating.

Stadium District Contractual Commitments

On February 17, 1994, the Stadium District entered into an agreement with the Arizona Diamondbacks (Team) to provide for the financing of a portion of the costs of acquisitions and construction of a new major league baseball stadium. In connection with the agreement, the Stadium District committed to provide up to $253,000,000 for the cost of the new stadium. The $253,000,000 was funded through the use of $238,000,000 of the special sales tax levy imposed on April 1, 1995. Under the Facility Development Agreement for the major league baseball stadium, the Stadium District was obligated to obtain a loan in the amount not to exceed $15 million to pay for part of the Stadium District's portion of construction costs. The Team agreed to include the Stadium District loan in its financing in order to allow the Stadium District to obtain more favorable financing terms, and the Stadium District agreed to repay the Team for this increase in the Team's borrowing. At June 30, 2005, the Stadium District had contractual commitments outstanding of $4,428,888 with a fixed interest rate of 7.15%.

DEBT SERVICE REQUIREMENTS TO MATURITY

Stadium District Contractual Commitments

Maricopa County, Arizona

As of June 30, 2005

Year Ending June 30	Principal	Interest	Total Debt Service
2006	$	$ 316,841	$ 316,841
2007		316,841	316,841
2008		316,841	316,841
2009		316,841	316,841
2010		316,841	316,841
2011 – 15	2,222,224	1,266,251	3,488,475
2016 – 19	2,206,664	314,058	2,520,722
Total	$ 4,428,888	$ 3,164,514	$ 7,593,402


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Special Districts

Direct Assessment Special Districts Secondary Roll

DIST. NO.	DISTRICT NAME	LEVY PURPOSE	2005-06 BUDGET	ESTIMATED EXPENDITURES 2005-06	2006-07 BUDGET REQUEST	LESS AVAILABLE FUNDS	2006-07 DIRECT ASSESSMENT
	Fairview Lane	Bond Interest	229	229	-	-	-
		Bond redemption	5,082	5,082	-	-	-
			5,311	5,311	-	-	-
	East Fairview Lane	Bond Interest	501	501	175	-	175
		Bond redemption	3,368	3,368	3,883	-	3,883
			3,869	3,869	4,058	-	4,058
	White Fence Farms	Bond Interest	1,900	1,900	709	-	709
		Bond redemption	8,445	8,445	15,750	-	15,750
			10,345	10,345	16,459	-	16,459
	104th Place/University Dr.	Bond Interest	1,009	1,009	375	-	375
		Bond redemption	5,763	5,763	8,324	-	8,324
			6,772	6,772	8,699	-	8,699
	Queen Creek Water Improv	Bond Interest	3,201	3,201	2,296	-	2,296
		Bond redemption	5,471	5,471	5,471	-	5,471
			8,672	8,672	7,767	-	7,767
	Central Ave	Bond Interest	3,786	3,786	2,626	-	2,626
		Bond redemption	19,153	19,153	6,631	-	6,631
			22,939	22,939	9,257	-	9,257
	Billings Street	Bond Interest	171	171	115	-	115
		Bond redemption	776	776	455	-	455
			947	947	570	-	570
	Marquerite Drive	Bond Interest	2,345	2,345	2,088	-	2,088
		Bond redemption	2,855	2,855	357	-	357
			5,200	5,200	2,445	-	2,445
	7th Street North Improv.	Bond Interest	4,084	4,084	3,604	-	3,604
		Bond redemption	6,006	6,006	6,006	-	6,006
			10,090	10,090	9,610	-	9,610
28531	14th Street	General	645	645	455	-	455
28548	192nd Ave.	General	1,230	1,230	740	-	740
28532	Avenida del Sol	General	245	245	265	-	265
28795	Circle City Community Park	General	15,000	15,000	13,800	-	13,800
28529	Estrella Dells	General	75,000	75,000	75,000	-	75,000
28793	Queen Creek Water Improv	General	21,000	21,000	10,900	-	10,900
28835	20th Street	General	15,408	15,408	10,146	-	10,146
		Subtotal	128,528	128,528	111,306	-	111,306
		Total	202,673	202,673	170,171	-	170,171

Street Lighting Improvement District Levies Secondary Roll

DIST #	DESCRIPTION	2005-06 BUDGET	Estimated 2006-07 BUDGET	Estimated TAX LEVY	TAX YEAR 2006 NET ASSESSED VALUATION	Estimated 2006 TAX RATE
13001	Sun City 38B	2,449	2,385	958	758,050	0.1264
13003	Sunrise Unit 5 Ph 2	2,160	2,685	2,685	1,073,450	0.2502
13005	Golden West 2	8,385	8,721	11,355	1,912,250	0.5938
13010	Empire Gardens 2	1,026	1,102	1,473	255,600	0.5763
13051	Towne Meadows	18,487	19,266	26,904	7,667,139	0.3509
13056	The Vineyards of Mesa	9,233	9,611	13,197	1,899,050	0.6949
13057	Clark Acres	759	783	1,022	353,250	0.2893
13059	Country Meadows 9	16,890	17,128	23,316	2,645,100	0.8815
13069	Sun Lakes 09	2,378	2,473	2,937	783,000	0.3751
13070	Camelot Golf Club Est. 1	4,173	4,351	5,602	993,057	0.5641
13072	Desert Sands Golf & CC 3	5,537	5,754	6,677	992,898	0.6725
13075	Litchfield Park 19	4,570	5,045	6,691	1,904,850	0.3513
13078	Sunrise Meadows 1	206	215	0	6,363,440	0.0000
13079	Estate Ranchos	937	977	1,211	487,040	0.2486
13103	Desert Foothills Est 5	3,851	4,013	5,549	1,486,692	0.3732
13107	Desert Foothills Est 6	5,037	5,242	7,218	1,541,750	0.4682
13109	Apache Wells Mobile P 3A	2,063	2,154	2,340	355,661	0.6579
13121	Desert Sands Golf & CC 4	9,220	9,614	11,297	1,999,817	0.5649
13122	Sun Lakes 07	3,348	3,489	4,132	903,050	0.4576
13128	Litchfield Park 17	3,588	3,618	4,642	826,800	0.5614
13132	Valencia Village	6,163	6,331	7,979	1,329,307	0.6002
13147	Superstition View #1	3,426	3,571	4,879	630,400	0.7740
13169	Sun Lakes 22	4,212	4,391	5,281	3,533,680	0.1494
13176	Villa Royale	619	646	750	773,099	0.0970
13177	Coronado Acres	609	632	940	230,100	0.4085
13178	Sun Lakes 10	7,443	7,763	9,467	3,098,445	0.3055
13184	Hopeville	1,443	1,478	1,837	274,166	0.6700
13188	Sun Lakes 21	10,913	11,377	13,941	5,194,227	0.2684
13191	Dreamland Villa-19	814	849	909	360,650	0.2520
13203	Sun Lakes 19	5,165	5,370	6,476	2,375,200	0.2727
13210	Crestview Manor	814	849	1,212	194,750	0.6223
13219	Sun Lakes 12	7,587	7,912	9,522	2,549,451	0.3735
13220	Sun Lakes 14	6,186	6,451	8,203	2,271,610	0.3611
13221	Sun Lakes 16 &16A	9,797	10,204	12,582	3,518,503	0.3576
13223	Sun Lakes 18	13,280	13,782	17,003	4,001,968	0.4249
13226	Sun Lakes 11 & 11A	1,388	1,448	1,767	1,076,650	0.1641
13228	Crimson Cove	1,831	1,911	2,418	213,063	1.1349
13247	Sun City 57	10,011	10,097	13,519	1,718,350	0.7867
13248	Apache Wells Mobile P 3B	3,092	3,247	3,442	740,885	0.4646
13263	Sun City 10	22,996	23,166	30,014	4,083,440	0.7350
13264	Sun Lakes 03A	1,925	2,002	2,504	545,200	0.4593
13268	Sun Lakes 08	3,285	3,414	3,993	693,150	0.5761
13271	Mesquite Trails	3,596	3,745	4,958	855,893	0.5793
13281	Sun City 10A	21,410	21,776	28,245	3,799,950	0.7433

Street Lighting Improvement District Levies Secondary Roll (Continued)

DIST #	DESCRIPTION	2005-06 BUDGET	Estimated 2006-07 BUDGET	Estimated TAX LEVY	TAX YEAR 2006 NET ASSESSED VALUATION	Estimated 2006 TAX RATE
13287	Empire Gardens 3	1,032	1,077	1,503	264,300	0.5687
13288	Empire Gardens 4	1,205	1,253	1,765	286,900	0.6152
13290	Sun Lakes 15	5,852	6,103	7,535	2,399,260	0.3141
13291	Sun City 50A	3,426	3,461	4,321	465,350	0.9285
13298	Sun City West	711,342	718,585	859,596	197,639,475	0.4349
13303	Sun Lakes 17	10,721	11,177	13,561	3,265,800	0.4152
13310	Casa Mia 2A	2,040	2,158	2,856	513,850	0.5558
13311	Pomeroy Estates	2,353	2,595	3,432	643,040	0.5337
13312	Rio Vista West 2	597	182	76	372,100	0.0204
13315	Apache Wells Mobile P 6	2,656	2,867	3,003	676,703	0.4438
13316	Sun City 44	17,311	17,429	21,809	2,597,855	0.8395
13325	Queen Creek Plaza	2,177	2,263	2,817	364,700	0.7724
13326	Rio Vista West	4,979	5,113	6,643	963,880	0.6892
13329	Desert Saguaro Estates 1	3,865	4,035	5,145	633,200	0.8125
13330	Sun City 45	13,488	13,654	18,086	2,327,950	0.7769
13331	Sun City 46	8,532	9,191	12,038	1,838,544	0.6548
13335	Casa Mia 2B	2,476	2,584	3,608	738,250	0.4887
13343	Knott Manor	1,878	1,952	2,346	251,550	0.9326
13346	Circle City	2,811	2,791	3,077	1,505,470	0.2044
13348	Desert Saguaro Estates 2	1,628	1,699	2,394	504,650	0.4744
13349	Sun City 47	19,929	20,118	26,190	3,173,124	0.8254
13351	Sun City 38	2,620	2,639	3,000	304,650	0.9847
13352	Mesa East	19,857	20,638	22,957	3,861,869	0.5945
13354	Sun City 49	19,806	21,596	28,192	3,722,700	0.7573
13356	Desert Sands Golf & CC 6	2,444	2,584	3,080	625,061	0.4928
13357	Desert Sands Golf & CC 7	4,126	4,307	5,108	746,040	0.6847
13358	Sun City 38A	2,660	2,682	3,000	301,900	0.9937
13359	Velda Rose Estates East 5	2,407	2,622	3,042	606,750	0.5014
13361	Sun Lakes 04	6,103	6,371	7,732	2,522,913	0.3065
13362	Sun Lakes 05	11,933	12,421	14,278	2,975,171	0.4799
13363	Sun Lakes 06	9,795	10,209	12,350	2,994,375	0.4124
13364	Sun City 48	15,883	16,090	21,883	3,644,172	0.6005
13371	Oasis Verde	6,836	7,113	9,997	1,303,850	0.7667
13372	Sun City 15D	4,287	4,389	4,918	382,646	1.2853
13374	Sun City 51	13,644	13,744	17,964	2,348,350	0.7650
13375	Sun City 52	12,521	12,912	16,563	2,606,511	0.6354
13376	Sun City 50	8,564	8,628	11,239	1,852,100	0.6068
13383	Sun City West Expansion I	127,051	123,570	138,117	34,873,271	0.3961
13386	Litchfield Park 18	4,114	4,336	5,618	1,218,650	0.4610
13392	Sun City 41	10,100	10,218	12,425	1,805,950	0.6880
13393	Sun City 53	30,112	30,706	39,350	7,156,144	0.5499
13394	Sun City 54	18,603	18,861	24,783	4,027,737	0.6153
13395	Sun City 55	19,202	19,537	26,029	3,442,600	0.7561
13396	Desert Skies 2	2,035	2,131	2,827	453,750	0.6230
13397	Sun City 56	4,344	4,376	5,316	930,957	0.5710
13401	Sun City 33	21,931	22,157	27,932	3,727,845	0.7493
13402	Rancho Del Sol 2	3,052	3,185	4,164	1,667,620	0.2497
13404	Sun City 17E F&G	8,826	8,977	11,190	2,312,350	0.4839
13417	Western Ranchettes	3,040	3,168	4,261	718,190	0.5933

Street Lighting Improvement District Levies Secondary Roll (Continued)

DIST #	DESCRIPTION	2005-06 BUDGET	Estimated 2006-07 BUDGET	Estimated TAX LEVY	TAX YEAR 2006 NET ASSESSED VALUATION	Estimated 2006 TAX RATE
13418	AZ Skies Mobile Est E2	3,052	3,185	3,794	269,426	1.4082
13419	Sun City 35	26,683	27,150	34,027	4,583,508	0.7424
13420	Az Skies Mobil Estates	3,865	4,035	4,788	514,016	0.9315
13421	Sun City 28A	2,219	2,300	2,903	631,100	0.4600
13422	Velda Rose Estates East 3	1,003	1,103	1,328	296,250	0.4483
13423	Velda Rose Estates East 4	1,404	1,532	1,756	218,900	0.8022
13424	Linda Vista	3,676	3,819	5,423	688,950	0.7871
13432	Sun City 17H	3,512	3,556	4,477	770,900	0.5807
13433	Sun Lakes 01	6,044	6,280	7,118	1,470,184	0.4842
13434	Sun Lakes 02	6,293	6,561	7,545	1,474,501	0.5117
13437	Granite Reef Vista Park	858	893	1,163	216,850	0.5363
13438	Sun City 34	3,611	3,656	4,508	793,750	0.5679
13439	Sun City 34A	18,020	18,165	22,143	3,681,887	0.6014
13440	Sun City 35A	17,219	17,410	22,050	3,169,298	0.6957
13441	Sun City 36	5,673	5,719	7,274	3,593,042	0.2024
13444	Velda Rose Estates East 2	1,608	1,744	2,115	384,850	0.5496
13446	Apache Wells Mobil P 1&2	14,255	15,407	16,413	3,626,810	0.4525
13447	Apache Cntry Club Est. 5	4,126	4,307	5,249	1,721,100	0.3050
13448	Apache Wells Mobile P 4B	1,017	1,162	1,292	235,350	0.5490
13449	Caballeros Haciendas	1,292	1,342	1,846	461,250	0.4002
13450	Casa Mia	6,185	6,486	8,741	1,214,150	0.7199
13451	Desert Skies	1,628	1,838	2,362	316,400	0.7465
13452	Dreamland Villa 16	10,454	11,287	13,166	2,379,460	0.5533
13453	Dreamland Villa 17	3,186	3,475	4,187	760,910	0.5503
13454	Linda Vista 2	3,117	3,226	4,399	687,500	0.6399
13455	Lucy T. Homesites 2	3,019	2,829	3,308	819,352	0.4037
13456	Luke Field Homes	8,454	8,576	10,419	791,878	1.3157
13459	McAfee Mobile Manor	1,635	1,683	2,047	370,513	0.5525
13460	Rancho Grande Tres	6,865	7,124	9,511	1,988,348	0.4783
13463	Sun Lakes 03	9,831	10,231	11,795	2,006,354	0.5879
13465	Western Ranchettes 2	3,029	3,150	4,364	718,900	0.6070
13478	La Casa Bonita	1,337	1,378	1,793	407,010	0.4405
13485	Sun City 32A	18,166	18,275	24,684	3,960,434	0.6233
13486	Sun City 31A	24,654	24,984	31,635	4,146,260	0.7630
13487	Sun City 39	9,828	9,973	14,001	3,368,550	0.4156
13488	Sun City 40	5,738	5,791	7,098	1,914,700	0.3707
13490	Brentwood Acres	1,628	1,699	2,187	313,600	0.6974
13492	Desert Sands Golf & CC 8	4,333	4,522	6,323	1,352,900	0.4674
13494	Sun City 37	15,756	15,860	20,788	2,286,667	0.9091
13495	Sun City 42	8,755	8,846	11,501	1,373,439	0.8374
13496	Sun City 43	19,311	19,443	24,609	2,901,050	0.8483
13499	Sun City 28B	2,849	2,869	3,815	413,850	0.9218
13510	Camelot Golf Club Est. 2	3,523	3,675	4,802	1,406,619	0.3414
13801	Scottsdale Estates 01	4,688	4,863	6,279	1,757,017	0.3574
13802	Scottsdale Highlands 1	1,839	1,910	2,496	877,000	0.2846
13810	Melville 1	5,836	6,054	8,247	1,852,900	0.4451
13812	Scottsdale Estates 04	13,318	13,818	17,836	4,395,850	0.4057
13813	Scottsdale Highlands 2	2,037	2,113	2,827	785,200	0.3600
13816	Scottsdale Estates 02	5,351	5,548	7,471	2,028,630	0.3683

Street Lighting Improvement District Levies Secondary Roll (Continued)

DIST #	DESCRIPTION	2005-06 BUDGET	Estimated 2006-07 BUDGET	Estimated TAX LEVY	TAX YEAR 2006 NET ASSESSED VALUATION	Estimated 2006 TAX RATE
13817	Cavalier	6,376	6,615	8,817	2,117,447	0.4164
13820	Hidden Village	1,633	1,694	2,288	1,340,900	0.1706
13821	Scottsdale Estates 03	7,228	7,501	10,061	3,257,600	0.3088
13825	Mesa Country Club Park	3,261	3,533	4,710	784,700	0.6002
13827	Scottsdale Estates 05	10,889	11,616	15,720	4,602,692	0.3415
13830	Trail West	1,630	1,690	2,369	724,950	0.3268
13836	Dreamland Villa	1,814	1,897	2,343	351,750	0.6661
13837	Scottsdale Cntry Acres	3,879	4,027	5,232	1,759,600	0.2973
13838	Cox Heights 1	3,676	3,816	5,138	1,552,265	0.3310
13839	Cox Heights 2	10,244	10,623	13,753	3,298,700	0.4169
13840	Dreamland Villa 02	2,643	2,812	3,197	1,477,657	0.2164
13844	Esquire Villa 1	5,298	5,498	7,538	1,160,860	0.6493
13848	Scottsdale Estates 07	11,225	11,650	15,504	4,079,590	0.3800
13849	Scottsdale Estates 06	11,395	11,831	15,185	4,311,329	0.3522
13850	Scottsdale Estates 08	7,399	7,673	10,570	3,158,386	0.3347
13851	Scottsdale Estates 09	4,706	4,890	6,197	1,562,900	0.3965
13853	Cox Hghts 3 & Scot Est 12	9,385	9,740	12,897	4,206,140	0.3066
13855	Glenmar	2,006	2,080	2,872	488,480	0.5879
13859	Dreamland Villa 03	5,170	5,484	6,758	1,024,270	0.6598
13862	Town & Country Scottsdale	2,169	2,251	3,025	787,550	0.3841
13863	Country Place at Chandler	6,932	7,119	9,876	2,163,710	0.4564
13864	Scottsdale Highlands 4	1,251	1,297	1,768	537,100	0.3292
13865	Trail West 2	2,040	2,121	2,898	935,300	0.3098
13868	Scottsdale Estates 16	6,123	6,356	8,291	1,999,862	0.4146
13869	J & O Frontier Place	2,574	2,670	3,249	1,112,800	0.2920
13870	McCormick Estates 1	1,547	1,645	2,210	386,234	0.5722
13872	Dreamland Villa 04	2,277	2,388	2,908	509,100	0.5712
13874	Hallcraft 1	27,261	28,305	36,883	9,993,100	0.3691
13875	Hallcraft 2	16,440	17,059	22,898	5,964,400	0.3839
13876	Hallcraft 3	11,423	11,853	15,334	8,702,400	0.1762
13879	Apache Cntry Club Est. 1	7,536	7,819	10,033	2,449,624	0.4096
13882	Scottsdale Cntry Acres 2	6,379	6,618	8,779	2,566,850	0.3420
13884	Mereway Manor	5,575	5,818	7,708	2,436,411	0.3164
13885	Cox Heights 7	1,836	1,906	2,466	746,410	0.3304
13886	Cox Heights 6	1,225	1,272	1,733	477,000	0.3633
13888	Cox Heights 4	4,488	4,657	5,963	1,972,400	0.3023
13890	Dreamland Villa 05	5,829	6,226	7,569	1,181,800	0.6405
13896	Scottsdale Highlands 5	1,630	1,690	2,312	494,150	0.4679
13901	Velda Rose Estates 1	1,204	1,294	1,544	249,470	0.6189
13908	Apache Cntry Club Est. 3	11,427	11,867	15,083	3,675,650	0.4103
13909	Dreamland Villa 06	4,123	4,408	5,463	1,109,271	0.4925
13911	Velda Rose Estates 2	1,814	1,948	2,400	312,600	0.7678
13912	Velda Rose Estates 3	2,006	2,193	2,660	614,780	0.4327
13913	Holiday Gardens 1	180	180	0	551,900	0.0000
13916	Sun City 06	33,917	28,327	27,103	5,007,550	0.5412
13917	Sun City 05	14,040	12,243	13,394	2,722,805	0.4919
13919	Dreamland Villa 07	6,419	7,046	8,355	1,468,850	0.5688
13921	Dreamland Villa 08	4,431	4,781	5,743	1,156,459	0.4966

Street Lighting Improvement District Levies Secondary Roll (Continued)

DIST #	DESCRIPTION	2005-06 BUDGET	Estimated 2006-07 BUDGET	Estimated TAX LEVY	TAX YEAR 2006 NET ASSESSED VALUATION	Estimated 2006 TAX RATE
13922	Velda Rose Cntry Club Add	2,584	2,761	3,437	342,700	1.0029
13923	Sun City 06C	25,748	23,290	24,737	4,320,982	0.5725
13924	Sun City 06D	23,635	21,107	21,204	3,673,292	0.5772
13925	Sun City 06G	10,368	10,450	12,114	2,001,006	0.6054
13926	Sun City 07	9,948	10,053	13,151	1,886,030	0.6973
13927	Sun City 08	11,779	12,087	15,420	2,307,603	0.6682
13928	Sun City 09	9,210	9,354	11,869	1,476,000	0.8041
13929	Velda Rose Estates 4	2,009	2,147	2,619	546,050	0.4796
13930	Dreamland Villa 09	6,222	6,767	8,419	1,413,100	0.5958
13931	Sun City 11	39,264	39,805	48,455	6,403,664	0.7567
13932	Sun City 12	29,336	29,617	36,936	4,471,911	0.8260
13933	Sun City 15	3,553	3,584	4,451	1,098,250	0.4053
13934	Sun City 17	3,805	3,823	4,473	598,800	0.7470
13935	Sun City 01	270,938	275,123	360,142	31,413,437	1.1465
13936	Velda Rose Gardens	3,868	4,101	4,622	523,042	0.8837
13937	Dreamland Villa 10	5,820	6,133	7,065	1,313,800	0.5378
13938	Sun City 15B	4,808	4,933	6,132	978,150	0.6269
13939	Sun City 18 & 18A	30,342	30,628	38,100	5,122,213	0.7438
13940	Sun City 17A	2,455	2,476	2,909	407,100	0.7146
13941	Sun City 17B & 17C	7,542	7,607	9,029	1,488,100	0.6067
13942	Sun City 19 & 20	33,054	33,999	39,959	5,547,657	0.7203
13943	Dreamland Villa 11	8,431	8,943	10,442	1,917,095	0.5447
13944	Sun City 23	19,179	19,369	26,880	2,560,667	1.0497
13950	Sun City 21 & 21A	30,406	30,689	38,191	4,785,280	0.7981
13951	Dreamland Villa 12	7,030	7,417	8,680	1,490,050	0.5825
13952	Sun City 11A	10,368	10,463	12,902	1,260,850	1.0233
13953	Sun City 15C	11,102	11,272	15,622	3,147,504	0.4963
13954	Sun City 22 & 22A	27,308	27,571	33,216	3,375,572	0.9840
13955	Apache Wells Mobile P 5	2,683	2,907	3,044	422,790	0.7200
13962	Velda Rose Estates East	3,611	3,895	4,464	553,350	0.8067
13964	Sun City 14	5,404	5,453	6,811	565,400	1.2046
13965	Sun City 22B	8,352	8,489	11,837	2,663,234	0.4445
13966	Sun City 25	35,836	36,175	43,892	6,421,027	0.6836
13967	Sun City 25A	18,819	19,104	24,826	3,372,850	0.7361
13968	Sun City 27	9,390	9,526	11,657	1,844,350	0.6320
13969	Sun City 30	36,266	36,812	46,315	5,775,400	0.8019
13970	Sun City 16	18,643	18,854	26,411	23,382,977	0.1129
13972	Apache Wells Mobile P 3	8,355	9,337	10,167	2,035,463	0.4995
13973	Dreamland Villa 14	13,466	14,402	17,597	3,782,438	0.4652
13974	Apache Wells Mobile P 4	6,109	6,875	7,533	2,264,026	0.3327
13978	Apache Wells Mobile P 4A	2,651	2,988	3,361	751,766	0.4471
13985	Sun City 24	7,460	7,590	9,992	1,991,675	0.5017
13986	Sun City 26	17,570	17,746	22,614	3,888,219	0.5816
13989	Sun City 26A	15,011	15,260	20,346	2,163,047	0.9406
13990	Sun City 31	13,783	13,864	17,408	2,333,550	0.7460
13991	Suburban Ranchettes	3,255	3,397	4,495	1,326,660	0.3388
13992	Sun City 24B	7,086	7,154	9,975	2,876,460	0.3468
13993	Sun City 28	3,066	3,175	4,190	687,125	0.6098

Street Lighting Improvement District Levies Secondary Roll (Continued)

DIST #	DESCRIPTION	2005-06 BUDGET	Estimated 2006-07 BUDGET	Estimated TAX LEVY	TAX YEAR 2006 NET ASSESSED VALUATION	Estimated 2006 TAX RATE
13994	Sun City 32	14,451	14,530	17,753	2,274,300	0.7806
13995	Dreamland Villa 15	8,835	9,567	11,524	2,177,322	0.5293
13999	Sun City 24C	4,968	4,995	6,284	1,644,500	0.3821
23076	Pinnacle Ranch at 83rd Ave	2,550	2,573	3,374	1,401,100	0.2408
23137	Country Meadows 10	12,231	12,361	17,234	3,282,700	0.5250
23145	Litchfield Vista Views II	1,855	1,872	2,383	1,418,850	0.1680
23176	Crystal Manor	7,358	7,651	10,670	1,057,400	1.0091
23189	Anthem I	428,220	466,281	617,428	64,523,666	0.9569
23254	Cloud Creek Ranch	1,097	1,118	1,437	457,130	0.3144
23255	Citrus Point	5,155	5,293	7,701	3,318,550	0.2321
23324	SCW Expansion 17	71,400	71,437	69,143	18,143,303	0.3811
23344	Dreaming Summit 1,2a,2b	35,786	36,630	51,677	17,642,850	0.2929
23352	Sun Lakes Unit 41	1,424	1,486	1,393	738,678	0.1886
23353	Wigwam Creek N.Ph.1	10,822	11,082	13,253	5,072,560	0.2613
23360	Dreaming Summit 3	16,577	16,957	18,906	9,884,700	0.1913
23375	RUSSELL RANCH PH 1	3,101	3,160	2,915	2,671,420	0.1091
23399	Wigwam Creek South	37,978	38,906	50,684	19,915,618	0.2545
23452	Litchfield Vista Views IIIA&B	933	956	1,142	2,222,010	0.0514
		3,655,902	3,745,807	4,671,875		
					2005 SQUARE FOOTAGE	
13435	Az Skies Mobile Est. W 2	2,016	2,093	2,992	314,226	0.9522
23104	Litchfield Vista Views	1,656	1,668	2,266	1,351,641	0.1676


MARICOPA
1871
ARIZONA
COUNTY

Attachments

Budget Priorities – Flood Control District

(Approved by the Board of Directors on January 4th, 2006.)

The purpose of these guidelines and priorities is to provide direction from the Board of Directors to the Office of Management and Budget and District staff so that they can develop a sustainable, structurally-balanced budget that achieves, within available resources, the District's mission and strategic goals.

Property Taxes:

The budget will advance the goal of reducing property tax rates by establishing self-imposed limits on the District property tax levy and by controlling expenditure increases.

- In order to protect taxpayers from tax increases resulting from high valuation increases, the FY 2006-07 Flood Control District secondary tax levy on properties taxed in FY 2005-06 will increase by no more than 2%, which is equivalent to limits on primary property taxes.
- The targeted overall increase in operating expenditures should be less than the combined rate of increase in population and inflation (as measured by the GDP Price Deflator), currently estimated at 5.3% for FY 2006-07. To achieve this target, the Office of Management and Budget is directed to identify possible savings by working with district staff and advisory boards and recommend corresponding changes to the budget.

Employee Compensation:

The budget should support progress toward achieving the strategic goal of competitive total compensation that results in improved customer service. The Office of Management and Budget is therefore directed to allocate funding for employee salary and benefit increases, including market and performance-based salary adjustments.

1. Department base budgets will include allocations for performance-based salary adjustments averaging 3.5% - 5% (subject to available funding) for employees eligible under the performance-based salary adjustment plan for FY 2006-07. The Employee Compensation Division of the Office of Management & Budget is directed to develop the FY 2006-07 Performance-Based Salary Advancement Plan consistent with FY 2005-06 and present it to the Board of Supervisors for review and approval.
2. The budget will include reserves in Contingency to implement ongoing and pending market compensation studies. Funding for market adjustments will be prioritized to proactively manage turnover, retention and recruitment issues that have a significant impact on critical public services. Departments may not include requests for new market compensation funding in their budget requests. The Employee Compensation Division of the Office of Management & Budget is directed to develop a policy on market-based salary adjustments and present it to the Board of Supervisors for review and approval.

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:

1. Annualized cost of FY 2005-06 approved Results Initiative Requests;
2. Annualized impact of FY 2005-06 mid-year appropriation adjustments;

3. Annualized impact of other items (including intergovernmental agreements) that were approved by the Board of Supervisors so long as the impact was disclosed at the time of Board approval.
4. Items required by State law, such as judges' and elected officials' salary increases and mandated contributions to AHCCCS, ALTCS and other programs.
5. Estimated cost of performance-based salary adjustments for FY 2006-07 at 3.5%.
6. Other technical adjustments as required.

All departments must submit base budget requests within their budget targets.

Requests for Additional Funding (Results Initiative Requests)

The Office of Management and Budget may only consider requests for additional funding that relate to critical public health, safety and justice priorities arising from current strategic goals. Any requests must be presented in "Budgeting for Results" format and fully supported by performance measures. Priorities for funding are as follows: • Reduce property and violent crime rates through evidence-based crime prevention strategies supported by empirical data. Funding requests under this priority should be part of the implementation plan developed by the inter-agency team chaired by the Criminal Justice Coordinator.

- Minimize jail overcrowding by reducing inmates' average length of stay in jail, or otherwise contribute to the efficient and timely operation of the criminal justice system.

- Integrate National Incident Management Systems (NIMS) best practices into a consistent approach to disaster and emergency management and build the County's capacity to rapidly respond to a bioterrorist attack or other public health emergency.

- Address mandated public health issues based on results supported by empirical data.

- Other priorities for funding from sources other than the General and Detention Funds that are directed to achieving strategic goals and meeting service demands, so long as they can be funded with recurring revenues and are consistent with the constitutional expenditure limitation.

Requests that do not meet the above criteria may only be considered upon direction by the Board of Supervisors.

Capital Improvement Program

The Office of Management and Budget is directed to work with departments to develop an updated Capital Improvement Program and Capital Projects budget for FY 2006-07 that meets the County strategic goal to develop, identify funding, and begin implementing a long-range plan for addressing the County's capital infrastructure needs in a manner consistent with the County's interests in strengthening its financial position, and enhances and expands conservation programs in order to reduce energy and water consumption. Requests should be supported by documented return-on-investment. The capital improvement program should be financed on a pay-as-you-go basis through a combination of operating revenues and nonrecurring resources.

Budget Priorities – Library District

(Approved by the Board of Directors on January 4, 2006)

The purpose of these guidelines and priorities is to provide direction from the Board of Directors to the Office of Management and Budget and District staff so that they can develop a sustainable, structurally-balanced budget that achieves, within available resources, the District's mission and strategic goals.

Property Taxes:

The budget will advance the goal of reducing property tax rates by establishing self-imposed limits on the District property tax levy and by controlling expenditure increases.

- In order to protect taxpayers from tax increases resulting from high valuation increases, the FY 2006-07 Library District secondary tax levy on properties taxed in FY 2005-06 will increase by no more than 2%, which is equivalent to limits on primary property taxes.
- The targeted overall increase in operating expenditures should be less than the combined rate of increase in population and inflation (as measured by the GDP Price Deflator), currently estimated at 5.3% for FY 2006-07. To achieve this target, the Office of Management and Budget is directed to identify possible savings by working with district staff and advisory boards and recommend corresponding changes to the budget.

Employee Compensation:

The budget should support progress toward achieving the goal of competitive total compensation that results in improved customer service. The Office of Management and Budget is therefore directed to allocate funding for employee salary and benefit increases, including market and performance-based salary adjustments.

1. District base budgets will include allocations for performance-based salary adjustments averaging no more than 3.5% - 5% (subject to available funding) for employees eligible under the performance-based salary adjustment plan for FY 2006-07. The Employee Compensation Division of the Office of Management & Budget is directed to develop the FY 2006-07 Performance-Based Salary Advancement Plan consistent with FY 2005-06 and present it to the Board of Directors for review and approval.
2. Funding for market adjustments will be prioritized to proactively manage turnover, retention and recruitment issues that have a significant impact on critical public services. The District may not include requests for new market compensation funding in their budget requests. The Employee Compensation Division of the Office of Management & Budget is directed to develop a policy on market-based salary adjustments and present it to the Board of Directors for review and approval.

Base Budget Targets:

Base budgets for all funds will be prepared within target amounts equal to their current budgets plus authorized adjustments. The Office of Management and Budget is directed to adjust budget targets for the following:

1. Annualized cost of FY 2005-06 approved Results Initiative Requests.
2. Annualized impact of FY 2005-06 mid-year appropriation adjustments.

3. Annualized impact of other items (including intergovernmental agreements) that were approved by the Board of Directors, so long as the impact was disclosed at the time of Board approval.
4. Items required by State law.
5. Estimated cost of performance-based salary adjustments for FY 2006-07 at 3.5%.
6. Other technical adjustments as required.

All departments must submit base budget requests within their budget targets.

Requests for Additional Funding:

The Office of Management and Budget may only consider requests for additional funding arising from public safety issues and current strategic goals. Any requests must be presented in "Budgeting for Results" format and fully supported by performance measures. Other priorities for funding that are directed to achieving strategic goals and meeting service demands will be accepted so long as they can be funded with recurring revenues.
Requests that do not meet the above criteria may only be considered upon direction by the Board of Directors.

Capital Improvement Program

The Office of Management and Budget is directed to work with District staff to develop an updated Capital Improvement Program and Capital Projects budget for FY 2006-07 that meets the strategic goal of developing, identifying funding, and begin implementing a long-range plan for addressing District capital infrastructure needs. The capital improvement program should be financed on a pay-as-you-go basis through a combination of operating revenues and nonrecurring resources.

Budget Priorities – Stadium District

(Approved by the Board of Directors on December 5, 2005)

The purpose of these guidelines and priorities is to provide direction from the Board of Directors to the Office of Management and Budget and District staff so that they can develop a sustainable, structurally-balanced budget that achieves, within available resources, the District's mission and strategic goals.

Employee Compensation:

The budget should support progress toward achieving the strategic goal of competitive total compensation that results in improved customer service. The Office of Management and Budget is therefore directed to allocate funding for employee salary and benefit increases, including market and performance-based salary adjustments.

1. District base budgets will include allocations for performance-based salary adjustments averaging no more than **3.5% - 5%** (subject to available funding) for employees eligible under the performance-based salary adjustment plan for FY 2006-07. The Employee Compensation Division of the Office of Management & Budget is directed to develop the FY 2006-07 Performance-Based Salary Advancement Plan consistent with FY 2005-06 and present it to the Board of Directors for review and approval.

2. Funding for market adjustments will be prioritized to proactively manage turnover, retention and recruitment issues that have a significant impact on critical public services. The District may not include requests for new market compensation funding in their budget requests. The Employee Compensation Division of the Office of Management & Budget is directed to develop a policy on market-based salary adjustments and present it to the Board of Directors for review and approval.

Base Budget Targets:

Base budgets for all funds will be prepared within target amounts equal to their current budgets plus authorized adjustments. The Office of Management and Budget is directed to adjust budget targets for the following:

1. Annualized cost of FY 2005-06 approved Results Initiative Requests.
2. Annualized impact of FY 2005-06 mid-year appropriation adjustments.
3. Annualized impact of other items (including intergovernmental agreements) that were approved by the Board of Directors, so long as the impact was disclosed at the time of Board approval.
4. Items required by State law.
5. Estimated cost of performance-based salary adjustments for FY 2006-07 at 3.5%.
6. Other technical adjustments as required.

All departments must submit base budget requests within their budget targets.

Requests for Additional Funding:

The Office of Management and Budget may only consider requests for additional funding arising from current strategic goals. Any requests must be presented in "Budgeting for Results" format and fully supported by performance measures. Other priorities for funding that are directed to achieving strategic goals and meeting service demands will be accepted so long as they can be funded with recurring revenues.

Requests that do not meet the above criteria may only be considered upon direction by the Board of Directors.

Capital Improvement Program

The Office of Management and Budget is directed to work with District staff to develop an updated Capital Improvement Program and Capital Projects budget for FY 2006-07 that meets the strategic goal of developing, identifying funding, and begin implementing a long-range plan for addressing District capital infrastructure needs. The capital improvement program should be financed on a pay-as-you-go basis through a combination of operating revenues and non-recurring resources.



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