

# credits

## board of supervisors

**Fulton Brock - Chairman**

District 1

**Don Stapley**

District 2

**Andrew Kunasek**

District 3

**Janice K. Brewer**

District 4

**Mary Rose Garrido Wilcox**

District 5

## county administrative officer

David R. Smith

## deputy county administrator

Sandra L. Wilson

## manager - office of management and budget

Christopher Bradley, CIA

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# how to use this document

The Maricopa County Annual Business Strategies document is divided into ten major sections: Executive Summary, Summary Schedules, Personnel Plan, Capital Projects, Debt Service, County at a Glance, Departmental Budget Schedules, Business Plan, Attachments, and the Glossary. These sections contain critical information that is paramount to the administration of this County and are in compliance with the quality standards set by the Government Finance Officers Association (G.F.O.A.) for budget documents.

The 1999-00 Maricopa County Annual Business Strategies publication aims to be more than just a resource of numbers and graphs. It has been designed to serve as the primary reference for public policy, operating guidelines, financial and strategic planning and most of all, a communications tool that will enable this jurisdiction to effectively achieve its goals.

The major divisions within this document are outlined for the reader in the following paragraphs:

## **executive summary**

This section provides a global perspective of the strategic and tactical planning for Maricopa County and emphasizes the arduous process of developing sound budget and financial plans. Additionally, this section contains a description of the budget process, its cycle, timeline, budget modification policies, legal compliance, the financial structure and operation, and a review of policies and their impact on the budget process.

## **summary schedules**

This section includes the consolidated revenues and expenditures by category and purpose, consolidated revenues and expenditures by department/fund, sources and uses of funds, revenue comparisons for local and non-local sources, transfers by fund, and various revenue and expenditure summaries for all the funds, and tax and levy expenditure limitations.

## **personnel plan**

This section provides an overview of both financial and human resource issues that have occurred over the past fiscal year and trends for FY 1999-00. An outline of our position control process, maintenance, historical tracking of position data and the position budgeting process is also provided. A summary listing of the number of positions is presented for all departments.

## **capital projects**

This section includes an explanation of the capital project funds and their relationship and impact on operating budgets. Bond projects are listed along with other capital improvement projects throughout Maricopa County.

## **debt service**

This section provides a Debt Management Policy outlining financial alternatives, bond variations, debt issuance policies, and maturity structures. Schedules for General Obligation, Special Assessment, Housing, Stadium District, and Debt Service Obligation Bonds are also included.

## **county at a glance**

This section provides general introductory and quick reference information about Maricopa County, describing current environmental trends and characteristics that affect this jurisdiction and the decision making processes. This information includes a map, demographics, employment statistics, economic trends, service trends, technology and legislation.

## **departmental budget schedules**

This section provides the financial budget detail at the departmental activity level. The Elected Departments of the County are presented first. The organizational structure of these departments and biographical sketches for the Board of Supervisors and other Elected Officials are included. The Judicial Branch is next, followed by the Appointed Departments of the County. Lastly, Special Districts under County jurisdiction are presented.

Detail of the FY 1999-00 budget broken down by department appropriations, revenue summary, comparison by object code, total budget by program, and agency detail by object code is also provided. A listing of budgeted positions by working title is also included.

## **business plan**

This comprehensive section of the document describes, in detail, the strategic plans of Maricopa County as constructed throughout the development of the 1999-00 Business Plan. The previous year's accomplishments and new strategies are also outlined.

## **attachments**

This section includes the various attachments referenced throughout the document.

## **glossary**

This section includes the terms, fund descriptions and acronyms used by Maricopa County.





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# executive summary

## county administrative officer's transmittal letter

To: Fulton Brock, District 1, Chairman  
 Don Stapley, District 2  
 Andrew Kunasek, District 3  
 Janice K. Brewer, District 4  
 Mary Rose Garrido Wilcox, District 5

As the new millennium approaches, I respectfully present to you the FY 1999-00 Final Budget. The total budget is \$1.842 billion (with Special Districts) which is a 7.45% increase from the FY 1998-99 adjusted-revised budget. The larger than normal increase is attributed to a substantial increase in criminal justice issues including the initial phases of the new detention facilities approved by the electorate in November of 1998. The budget contains funds for beginning critical infrastructure projects, which are discussed in greater detail later in this letter.

The Final Budget was developed in conjunction with the Board approved budget guidelines. I believe that this budget provides a solid foundation for continued fiscal stability while improving services to the citizens of Maricopa County.

### responsible resource planning

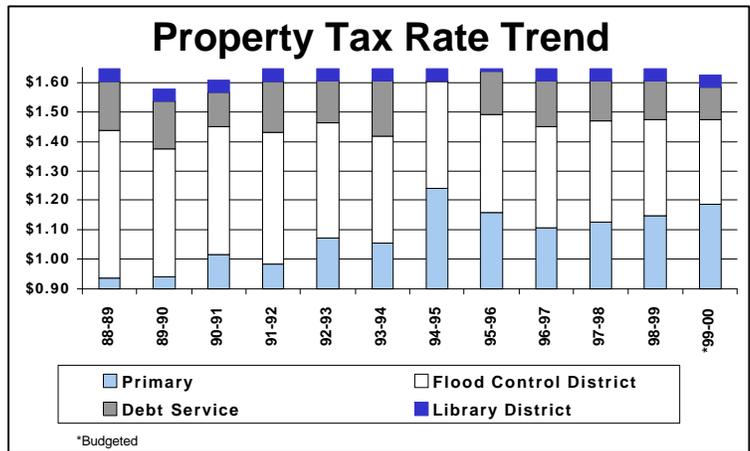
The 1999-00 budget is a roadmap for future fiscal success. It is a plan to ensure fiscal integrity with our citizens, and it incorporates sound tax policies and financial forecasting. It is a budget that I am confident to present.

### the budget development process

The budget process is a collaborative effort between all County offices and departments. The Office of Management and Budget, Human Resources, and the Maricopa County Elected Officials, the Judicial Branch, and Appointed County departments all participated fully. Negotiation sessions were held with all parties to discuss their base budget and budget issues. Detailed reviews of the budgets occurred prior to the negotiation sessions, and allowed a fruitful discussion to transpire. Many departments were able to fund their compensation or other budget concerns within their base budget, thereby offsetting the need for new funding.

### property tax rate reduction and capital funding plan

I am pleased to recommend that the 1999-00 budget contains a proposed tax rate reduction. The overall tax rate for Maricopa County of \$1.6475 per 100 of assessed valuation has been held flat for the last eight years. However in 1999-00, the recommended plan is to reduce the overall tax rate by 2.27 cents. The new overall tax rate, including the special districts will be \$1.6248. As the fastest growing County in the nation, demand for our services is high. However, with the growth in our assessed valuation, state assistance on the Arizona Long-Term Care System (ALTCS) and continued fiscal discipline, we have been able to cover the need for additional services.



The proposed tax rate reduction corresponds to the actual decrease in the debt service levy. This is a modest dividend to the taxpayer from the Board's "pay as you go" financial strategy. As the General Obligation debt is repaid over the next 5 years, the levy needed, and subsequently the tax rate, will gradually decrease again until 2004 when the debt is completely retired. In the meantime, the County is planning to utilize mostly cash to fund a number of capital projects. These include: adult and juvenile detention facilities, downtown property acquisitions, a medical examiner building, justice courts, Spur Cross Ranch, and initial planning for both a multi-purpose building on the hospital campus and a new administration building in downtown Phoenix. This cash or certificate of participation approach will save taxpayers millions of dollars in interest that would occur if long term financing were pursued for all of these projects. The total of the cash funded projects is \$890.8 million over the next five years including Transportation and Flood Control infrastructure. The interest that will be saved is \$311.1 million within the Detention and General Funds.

On November 3, 1998, the voters approved proposition 400 and 401. Proposition 400 authorized a temporary 1/5 of a cent dedicated sales tax to build and operate County Adult and Juvenile detention facilities. The dedicated sales tax is to sunset when either we reach \$900 million or 9 years, whichever occurs first. Proposition 401 adjusted the County's expenditure base to allow the county to spend the tax monies. Since the original citizen committee plan was to fund both construction and operation of the adult and juvenile detention facilities, the sunset of the tax could be problematic if the County does not have the revenue base needed to continue to operate the jails beyond 2007. To avoid this situation, the Office of Management and Budget completed a 15-year financial forecast and financial strategy that was incorporated into the Board approved budget guidelines for 99-00. The forecast illustrated that it may be possible for the County to fund the operational costs within our existing revenue sources if conservative fiscal policies were adopted and followed. Below is a list of the policy recommendation that the Board of Supervisors has endorsed.

- ▶ Schedule construction and opening of facilities so that they can be operated as soon as possible with existing resources.
- ▶ As much as possible, jail tax revenue should be used solely for construction-related and other major one-time expenditures.
- ▶ Current jail and juvenile detention operating costs should be held to a minimum, and not exceed the required Maintenance of Effort, if possible.
- ▶ New facility operating costs should be funded as much as possible by General Fund allocations above and beyond the required Maintenance of Effort.
- ▶ Other operating expenditures, including alternative jail population reduction programs, should be given priority consideration for funding within the General Fund.
- ▶ If all else fails, pursue Legislative authority for new or expanded revenue due to the critical public safety nature of these services.

The 1999-00 budget incorporates these principles into our recommendations. The budget presented has \$105,210,845 in operating expenses for Correctional Health, Juvenile Detention, and Sheriff Detention. The amount transferred from the General Fund to cover these operational costs is \$88,825,845, which includes \$81,486,796 for the Maintenance of Effort and \$7,339,049 to cover the additional operating issues above the base Maintenance of Effort. In addition to the General Fund contribution, the operating costs are offset by an additional \$16,385,000 in revenue generated by the jail per diem rate. The total amount of these sources ensures that operational costs are covered by existing ongoing revenue. The Capital Improvement Plan, the Integrated Justice and Law Enforcement System and other one-time expenditures will utilize the sales tax funds. The detail regarding the detention funds can be found on page 48 of this budget document.

### **performance budgeting**

Performance measurement and accountability has arrived in Maricopa County. A major theme of the Maricopa County 1999-00 budget is a focus on private sector-like measures of efficiency, cost effectiveness, and overall accountability. Performance measurement allows us to emphasize bottom line deliverables achieved by each program or department. Particular emphasis has been placed on development of measures that track outcomes and which can show public benefits. Some of this information was used to make funding decisions and will allow us to monitor the effectiveness of such decisions into the future. The performance measurements are collected by department or functional area, and include measures of service demand, as well as unit cost and customer satisfaction. The following are some Countywide measurement examples.

- ▶ The County Call Center estimates that calls from citizens will increase by 50% by the end of FY 98-99. An estimated 1,250,000 calls will be received in 99-00, all handled, on average, within one minute.
- ▶ The Recorder's Office anticipates 750,000 Internet hits to images of documents recorded, which is a significant increase from the 100,000 in FY 97-98. In addition, the volume of recordings of deeds, mortgages, and tax liens in the Recorder's Office is up 30% over last year, all processed daily.
- ▶ 65% of all children in the County age two or under will be immunized in FY 99-00. The level of coverage has shown consistent improvement. In total, 95,500 children (0-18) are expected to be immunized in upcoming fiscal year; a 71% increase over the 56,000 children immunized in FY 96-97.
- ▶ The number of dog licenses sold is estimated to be 247,000 or 48% of dogs owned in the County. This compliance rate is among the highest in the United States, but needs improvement. A backlog of license processing has been reduced to zero as of April 1999.
- ▶ The success of the Juvenile Probation program is measured by probation release processes. In 1997-98, 76% released under standard probation were successful, and that percentage has increased to 78.6% in 1998-99.

These are just a few examples of the kind of measurement standards being utilized and reviewed during the budget process. Maricopa County will continue to improve our accountability processes, and to demonstrate to the citizenry that our funds spent are achieving positive outcomes.

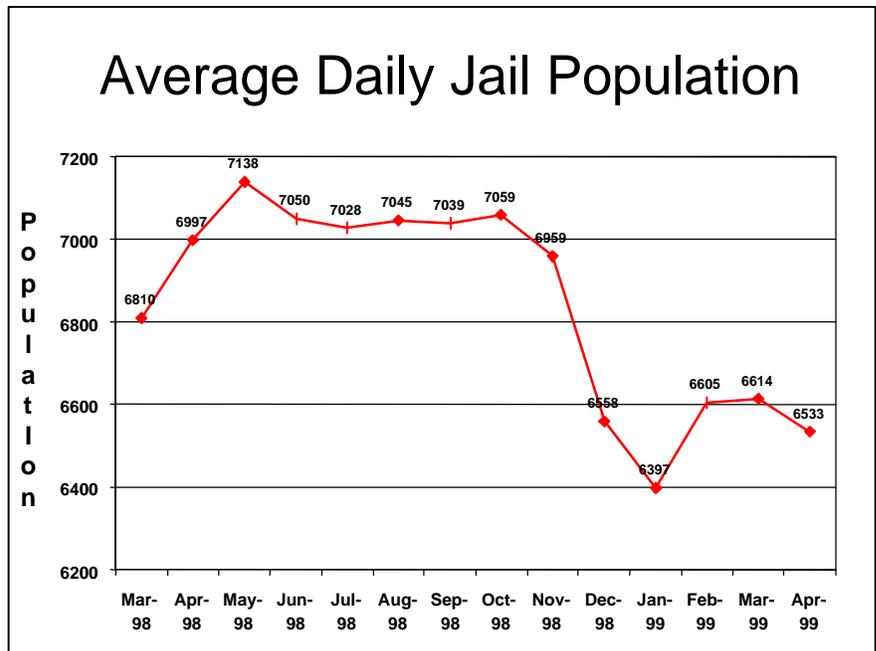
## major county activities

### maricopa integrated health system's financial success

Under the leadership of Quorum Health Resources, Inc., a national healthcare management firm, the Maricopa Integrated Health System is pleased to report favorable financial performance for FY 1998-99 with a forecasted net income of \$16 million. This strong financial performance enables the Maricopa Integrated Health System to fund \$21.5 million in facility, medical equipment and infrastructure improvements for the health system in 1999-00. Unlike most public hospital systems in the United States, the Maricopa County Health System requires no County General Fund subsidy to provide for indigent care, for the second year in a row.

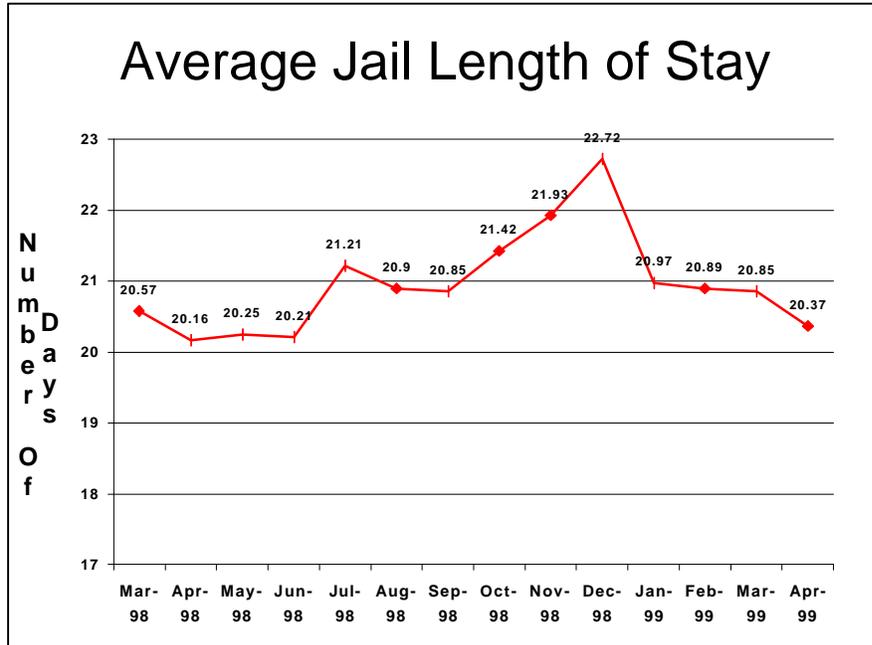
### justice and law enforcement

A primary responsibility of government is to provide public safety. Most citizens associate public safety with the city in which they live, and with their City Police Force. However, the County is responsible for nearly all of the felony cases in the criminal justice system after the point of arrest. The County funds the prosecutors and public defenders, the court system, the probation department and the jail and juvenile detention facilities. These often forgotten components of the criminal justice system must be funded appropriately for our citizens to enjoy a secure environment for our growing communities. As the fastest growing County in the nation, we have seen a huge increase in volume associated with these activities.



As was stated above, in November of 1998, the citizens approved a dedicated sales tax to fund the construction and operation of adult and juvenile detention facilities. This initiative will allow the County to relieve the overcrowding in our facilities, and keep up with the growth expected as the population in Maricopa County continues to climb. In addition to funding the first

phase of construction of the facilities, which will be discussed in further detail later in this document, the County is funding alternative jail population management programs. Programs which are included in the budget are: early disposition court for the Southeast complex, video arraignment, Juvenile Court service center, criminal quad coordination, initial appearance court expansion, and juvenile prevention and detention alternative programs. Further, many of the justice agencies are receiving funding for technology, which should result in expanded efficiencies. All of these initiatives are expected to speed up the processing time of criminal cases, which will have a positive impact on the number of inmates housed in the jail and juvenile facilities. Initiatives funded in



FY 1999 are appearing to have that effect on the inmate populations. The graph above illustrates a drop in the average daily inmate population and the average length of stay in the jails. This will help reduce overcrowding in existing jails and allow for the orderly addition of new facilities over the next 3 – 5 years.

Maricopa County Administration and the Judicial Branch have agreed that, beginning in FY 1999-00, the County will initiate a process of replacing Superior Court Commissioner positions with judgeships. At present, Maricopa County has 71 Superior Court judgeships, approximately 25 less than the constitutional limit. But, the County funds an equal number of Court Commissioners. The maintenance of Court Commissioners places a greater financial burden on the County than an equivalent number of Superior Court Judges. (Counties fund 50% of the salaries of regular judges, and the remainder is funded by the State of Arizona. But counties must pay for 100% of the cost of Court Commissioners.) This innovative solution is wise public policy and will give the Judicial Branch greater flexibility as they embark on their case processing reform. We are genuinely excited about the possibilities new judicial resources bring to handling growing caseloads. In addition, prior to July 31, 1999, the Court and the Office of Management and Budget will make a recommendation on the possible addition of three new special assignment court divisions, which will also assist in addressing the criminal case backlog. Funds for the new court divisions have been provided in the budget presented.

**infrastructure**

Maricopa County is preparing to move into the 21<sup>st</sup> century with an eye on the future direction of technology and business processes. The County's infrastructure will be tied closely to innovative solutions that will change the way we interface with our service users. The Internet and the County's website have already impacted many departments' operational processes, and with new web-based technology, video-conferencing, and teleworking alternatives, we are reevaluating our technological and space needs. The 1999-00 budget has funds to expand our technological solutions and to resize our physical infrastructure.

**new facilities**

Maricopa County has a basic, conservative approach to dealing with financial issues. The Board of Supervisors has approved a Reserve and Tax Reduction Policy. This policy requires funding one-time capital with cash to avoid incurring debt, as long as sufficient reserves remain to ensure financial stability. In accordance with this policy, the Office of Management and Budget is proposing that \$40 million be transferred from the General Fund to the Capital Improvement Program to fund various infrastructure projects. This will allow the County to begin a number of critical projects, eventually reduce or eliminate ongoing lease costs of \$4,915,271, and avoid the borrowing costs that would be incurred with a pure financing approach.

General Fund projects that will be undertaken in 1999-00 include: a Medical Examiner building, a Public Health/multi-purpose facility, planning for a downtown administration building, land acquisition, and the purchase of existing buildings to replace leased space or antiquated existing County-owned buildings.

Land acquisition, planning and construction will begin on the new adult and juvenile detention facilities. Funds in the amount of \$55.0 million have been budgeted for these activities. The first facility is scheduled to open in 2001. This table details the planned facilities and the proposed completion dates.

**technological improvements**

Maricopa County believes that investing in technology is a sound way to ensure modernization, efficiency and improved customer service. The 1999-00 budget has funds in the amount of \$3,865,675 recommended for new technology, plus those listed below. This is the last year of the Y2K funding needed to bring existing technology forward into the next millennium. \$5.5 million is earmarked for these projects. Another technological necessity is the 800-megahertz frequency change mandated by the Federal Government. This switchover will also occur in the year 2000. An appropriation of \$4.7 million is budgeted for this item, which will benefit the Sheriff's Office.

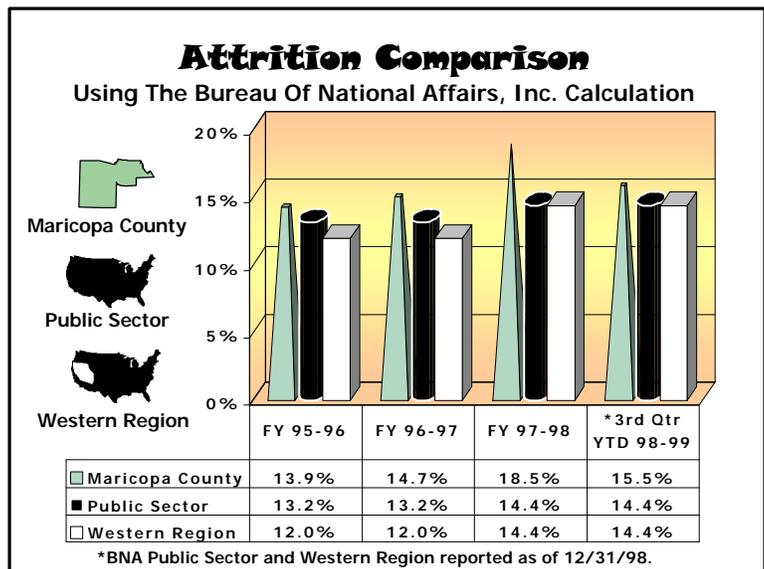
A major initiative that is underway is the development of an integrated justice and law enforcement system. This project is a collaborative effort between the Judicial Branch, the County Attorney's Office, the Public Defender, the Sheriff's Office, and other justice agencies. This system will provide the technological backbone to begin to coordinate and reengineer the criminal justice system, to greater efficiency.

Other technology funding was provided for replacement or additions of phone systems, personal computers, IT security, fiber optics, imaging systems, video equipment, geographic information systems, and CAD systems.

Adult & Juvenile Detention Facilities	
FACILITY	SCHEDULED COMPLETION
<b>Downtown Parking Structure</b>	<b>FY 2001-02</b>
<ul style="list-style-type: none"> <li>• 1500 spaces</li> <li>• Forensic Science Institute</li> <li>• Correctional Health Admin</li> </ul>	
<b>Juvenile Detention and Courts</b>	<b>FY 2002-03</b>
<ul style="list-style-type: none"> <li>• 268 Beds at Durango</li> <li>• 12 courtrooms</li> <li>• 120 beds and courtroom in Mesa</li> </ul>	
<b>Downtown Adult Jail</b>	<b>FY 2003-04</b>
<ul style="list-style-type: none"> <li>• 1360 beds (pretrial)</li> <li>• Central Intake</li> </ul>	
<b>Durango Jail</b>	<b>FY 2005-06</b>
<ul style="list-style-type: none"> <li>• 1865 beds (sentenced)</li> <li>• Central Kitchen and Laundry</li> <li>• Central Infirmary</li> <li>• Central Warehouse</li> </ul>	

**employment challenges**

The employment market in the Phoenix Metropolitan area is very competitive with an unemployment rate of 2.8% as of March 1999. In order for Maricopa County to meet our mandates and provide quality services to our constituents, we must have basically competitive salaries for our employees. This challenge has becoming increasingly difficult, as salaries soar and the unemployment rate drops. Historically, Maricopa County's salaries have been below market. Our new compensation strategy is to be within 5% of the market midpoint within 3 – 4 years. We are in the third year of our plan. We believe that this will allow us to hire and retain the talent needed to meet our organizational goals. The 1999-00 budget has \$12.9 million in budget issues funded to address primarily market-driven compensation. Another \$4.3 million is being held in contingency pending review by Human Resources.





**attrition**

The chart above shows an attrition rate comparison using the Bureau of National Affairs, Inc. (BNA) information. Using BNA standards, Maricopa County's attrition has continued to grow at a faster rate than the nation's public sector rate and its western region rate of attrition. However, in 1998-99, the trend is positive, with the gap narrowing somewhat. This is attributed to the market rate adjustments that have occurred during FY 1998-99.

**conclusion**

I want to thank the Board of Supervisors for their leadership in the development of this financial plan. The budget guidelines adopted by the Board provided the needed direction to produce a sound, quality budget for the citizens of Maricopa County. I also want to thank the Elected Officials, the Judicial Branch and the Appointed Officials who worked cooperatively with us again this year. This overall budget will carry us into the 21<sup>st</sup> century with a very strong financial structure.

Sincerely,



David R. Smith  
County Administrative Officer



## financial structure and operation

### introduction

The accounting policies of Maricopa County conform to general accepted accounting principles applicable to governmental units as promulgated by the Governmental Accounting Standards Board (GASB). A summary of the County's more significant accounting policies are presented.

### fund accounting

The County's accounts are maintained in accordance with the principles of fund accounting to ensure that limitations and restrictions on the County's available resources are observed. The principles of fund accounting require that resources be classified for accounting and reporting purposes into funds or account groups in accordance with the activities or objectives specified for those resources. Each fund is considered a separate accounting entity, and its operations are accounted for in a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses. Account groups are reporting devices to account for certain assets and liabilities of the governmental funds not recorded directly in those funds. A description of the fund categories, types, and account groups are as follows.

#### governmental funds

Account for the County's general government activities using the flow of current financial resources measurement focus and include the following funds types:

- ▶ The General Fund is the County's primary operating fund. It accounts for all financial resources of the County, except those required to be accounted for in other funds.
- ▶ The Special Revenue Funds account for specific revenue sources, other than expendable trusts and major capital projects, that are legally restricted to expenditures for specific purposes.
- ▶ The Debt Service Funds account for resources accumulated and disbursed for the payment of general long-term debt principal, interest, and related costs.
- ▶ The Capital Projects Funds account for resources to be used for acquiring or constructing major capital facilities, other than those financed by Proprietary Funds.

#### proprietary funds

Account for the County's ongoing activities that are similar to those found in the private sector using the flow of economic resources measurement focus. The County's proprietary funds include the following fund types:

- ▶ The Enterprise Funds account for operations that are financed and operated in a manner similar to private business enterprises, in which the intent of the Board of Supervisors is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges; or for which the Board of Supervisors has decided that periodic determination of revenues earned, expenses incurred, or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.
- ▶ The Internal Service Funds account for the financing of goods and services provided by the department of agency to the County departments or agencies, or to other governments on a cost-reimbursement basis.

#### fiduciary funds

Account for assets held by the County on behalf of others, and include the following types:

- ▶ The Expendable Trust Fund is accounted for in essentially the same manner as the governmental fund types, using the same measurement focus. Expendable trust funds account for assets where both the principal and interest may be spent.
- ▶ The Agency Fund is custodial in nature and does not present results of operations or have a measurement focus. This fund is used to account for assets that the government holds for others in an agency capacity.

### **account groups**

Used to establish control and accountability for certain County assets and liabilities that are not recorded in the funds and include the following two groups:

- ▶ The General Fixed Assets Account Group accounts for all fixed assets of the County, except those accounted for in Propriety Funds.
- ▶ The General Long-Term Debt Account Group accounts for all long-term obligations of the county, except those accounted for in Propriety Funds.

### **basis of accounting**

Basis of Accounting relates to the timing of the measurements made, regardless of the measurement focus applied, and determines when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. The financial statements of the Governmental, Expendable Trust, and Agency Funds are presented on the modified accrual basis of accounting. Revenues are recognized when they become measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred, except for principal and interest on general long-term debt that are recognized when due. However, since debt service resources are provided during the current year for payment of general long-term debt principal and interest due early in the following year, those expenditures and related liabilities have been recognized in the Debt Service Funds.

Those revenues susceptible to accrual prior to receipt are property taxes; franchise taxes; special assessments; intergovernmental aid, grants and reimbursements; interest revenue; charges for services; and sales taxes collected and held by the State at year end on behalf of the County. Fines and forfeits, licenses and permits, rents, contributions, and miscellaneous revenues are not susceptible to accrual because generally they are not measurable until received in cash.

The financial statements of the Proprietary Funds are presented on the accrual basis of accounting. Revenues are recognized when they are earned, and the expenses are recognized when they are incurred.

### **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, and Capital Projects Funds. Arizona law further requires that no expenditure shall be made or liability incurred in excess of the amounts budgeted except as provided by law.

Appropriation levels are established on a departmental basis and lapse annually. Transfers during the year from the contingency account to a department's budget require approval of the Board of Supervisors. Budgeted amounts are reports 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
- ▶ Transfers In and Transfers Out in the Debt Service Funds
- ▶ Arizona Long-Term Care System Refund

### **budgetary basis of accounting**

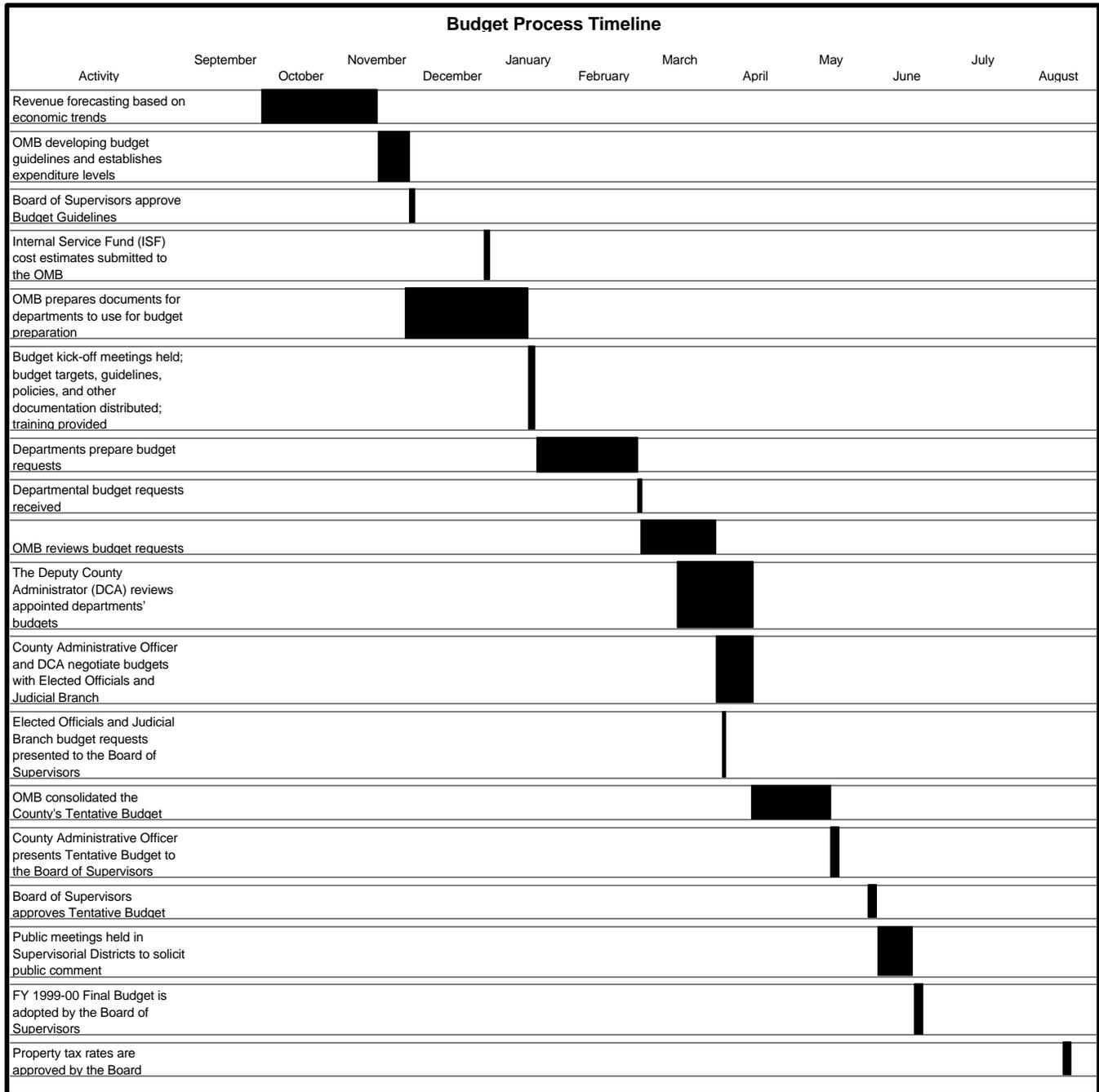
The adopted budget of the County is prepared on a basis consistent with generally accepted accounting principles with the following exceptions. The activity in the law Library, Sports Authority, Probate Programs, Regional Schools, and taxpayers' Information Funds is not specifically budgeted, but is presented as separate funds in the Comprehensive Annual Financial Report (CAFR).

# budget process

## introduction

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

## fiscal year 1999-00 budget process



The FY 1999-00 budget process began with the revenue forecasting based on economic trends. This became the cornerstone for revenue projections for FY 1999-00. While keeping the County's strategic plan in mind, the Office of Management and Budget began developing budget guidelines and established expenditure levels, which

the Board of Supervisors approved on November 30, 1998. Internal Service Fund (ISF) cost estimates were submitted to the Office of Management and Budget (OMB) in late December for inclusion in the budget training materials.

Budget kick-off meetings were held in mid-January with departments. Budget targets, budget guidelines, policies, and all other necessary documentation was distributed and further training was provided to requesting departments. The Office of Management and Budget received departmental budget requests in late February and reviewed them through the end of March. The Deputy County Administrator (DCA) reviewed the appointed departments' budgets beginning of mid-March through mid-April. Shortly thereafter, the County Administrative Officer and Deputy County Administrator began the budget negotiation process with the Elected Officials and the Judicial Branch. These budget requests were presented to the Board of Supervisors on April 5, 1999.

Through early May, the Office of Management and Budget consolidated the County's Tentative Budget and the County Administrative Officer presented it to the Board of Supervisors on May 24<sup>th</sup>, and the Board approved it on June 1<sup>st</sup>. Public meetings were scheduled in all Supervisorial Districts through mid-June to solicit public comment. The FY 1999-00 Final Budget was adopted by the Board of Supervisors on June 21, 1999. The property tax rate was later approved by the Board on August 16, 1999.

### **fiscal year 2000-01 budget process**

The FY 2000-01 budget process will be similar to that of FY 1998-99. Beginning in July 1999, various management reports will be prepared based on the need to review issues that will have an impact on the future year's budget. At the same time, an annual review of fees will be initiated. This process, in conjunction with other revenue forecasting based on economic trends, will be the cornerstone for revenue projections for FY 2000-01.

While keeping the County's strategic plan in mind, the Office of Management and Budget will begin developing budget guidelines and establishing expenditure levels, which the Board of Supervisors will approve in late November 1999. Following this Board action, budget kick-off meetings will be held with departments. Budget guidelines, policies, and necessary documentation will be distributed, as well as, training on the budget preparation system will be provided to departments.

The Office of Management and Budget will receive departmental budget requests in late February and will review them through the end of March. The Deputy County Administrator (DCA) will then review the appointed departments' budgets and, along with the County Administrative Officer (CAO), begin the budget negotiation process with the Elected Official and the Judicial Branch. This process is expected to last through late April.

Through early May, the Office of Management and Budget will consolidate the County's Tentative Budget, which includes the maximum expenditure limits. The County Administrative Officer will present the preliminary budget to the Board of Supervisors in mid-May, and the Board is slated to approve it a week later. Public hearings will be scheduled in the Supervisorial Districts through mid-June to solicit public comment.

The final budget is scheduled for adoption by the Board of Supervisors shortly thereafter. The property tax rate, which must cover the expenditure total in the approved annual budget, is scheduled to be set by the third Monday in August.

### **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 known 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.”

Tax rates are set according to A.R.S. § 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. § 17-106, “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**

Program based budgeting presents 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 action 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.

## **policies and their budgetary impact**

### **introduction**

Since the financial turbulence of FY 1993-94, Maricopa County has been on the road to 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, reserves and tax reduction, and competitive analysis. A discussion of these policies, which includes their intent and their applicability to the budget process or financial management, is included on the following pages. Copies of all these policies can be found in the Attachments section.

## **lump sum budgeting**

### **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, the Board of Supervisors amended the Lump Sum Budgeting Policy in order to meet the challenges of the implementation of a broad-band compensation system. Funding is allocated to departments on an annual basis, but in two separate components, personnel services and operations. This new compensation system will allow departments the flexibility to increase a position's salary if funding is available in the personnel services component.

### **intent**

The Lump Sum Budgeting program 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. The new 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 adopting a Lump Sum Policy 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. This new policy combined the Unfunded Position Policy Adopted by the Board on May 23, 1994, and the New Positions Policy adopted by the Board on Oct. 3, 1994. (See Personnel Plan section for a description of this process.)

Line-item budget reviews are conducted with departments on a monthly basis by the Department of Finance. This process allows 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. Any savings with a service level impact must be approved by the Board of Supervisors.

## **budget development**

### **background**

Developed each year, this 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. The policy emphasizes commitment to Office of Management & Budget provided timelines, directions, and formats; Lump Sum Budgeting guidelines (including all positions 100% funded, use of calendarized budgets, and Board of Supervisors exercising full control at their option); and budget development in accordance with the Competitive/Privatization Policy. (see below)

**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. This 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**

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

**internal service fund and cost allocation**

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 Corporate Business Technology).

**capital improvements**

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****background**

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

### **intent**

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

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

### **main provisions:**

#### **reserves**

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

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

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

#### **tax reduction**

The County, will strive to set the county-wide tax rate at current or lower levels, unless otherwise mandated by a vote of the citizenry or legislative enactment. The Board of Supervisors may reduce tax rates when, according to reasonable estimates, the tax reduction is sustainable for the foreseeable future; when the recurring revenue is in excess of the recurring expenditures and the projections of the recurring revenue based on the proposed tax rate (after the tax reduction is made) must at least equal expenditures; when the County's reserve balance is sufficient to ensure against cash-flow borrowing and unexpected economic changes; when attempting to reduce short-term debt in advance of due dates, therefore, eliminating recurring short term debt; and when possible, attempts have been made to fund one-time capital purchases with cash rather than incurring further debt.

## **competitive analysis**

### **background**

The Maricopa County Board of Supervisors adopted a Countywide Competitive Privatization Policy, now referred to as the Competitive Analysis Policy, in March of 1994 (see Attachments section). A Multi-Year Deficit Reduction Plan instituted in 1993 included outsourcing alternatives in order to achieve fiscal integrity. Competitive Analysis is now an integral component in achieving Countywide fiscal goals.

### **intent**

Competitive analysis promotes competition in the delivery of services. The internal department is encouraged to compete with other public and private entities through the bidding process. Competition maximizes the quality and effectiveness of services delivered, provides cost efficiencies, and ensures the utilization of the best alternatives for providing service to its citizens.



**main provisions**

Services are initially identified and considered for competitive analysis during the annual budget process based upon potential cost savings or service quality issues. Priority is given to proposed new services, which may require additional staff or capital outlay, and those whose current contracts expire in the near future. Employees are encouraged to compete for services.

Board of Supervisors approval is required on all competitive analysis projects. The Board also reserves the right to provide the service by a County department irrespective of a lower public/private bidder or Evaluation Committee recommendation.

Equality is established within the bidding process through the use of comparable data. Additional protections assure a "level playing field" for all bidders, including County departments. The process for handling offers of County departments involves a cost comparison analysis. The policy provides that no conflict of interest exist between County Elected Officials, Appointed Officials, employees and potential vendors, including sub-contractors. There are multiple reviews by Human Resources and County Counsel for compliance with personnel rules, legal standards and statutes pertaining to the bidding process and applicable policies and regulations.

Employee relations impacts are a key element of this policy. Current department employees must be given a "right of first refusal" for job opportunities from the award of a contract. Competitive analysis efforts will follow strict compliance with the County's Reduction In Force policy. Employee informational meetings and newsletters are designed to provide employees that are targeted for competitive analysis open lines of communication to management including educational opportunities regarding the competitive analysis process.

The cost of performance monitoring and contract administration will be included as a key cost factor in all competitive proposals. Any savings resulting from a change in the delivery system will be allocated to the appropriate fund, and reprogrammed for use as determined by the Board of Supervisors.



## county judicial branch

In FY 1999-00, Adult Probation, Justice Courts, Juvenile Court and Superior Court will be known as the "Judicial Branch", and considered as one lump sum budget. Any and all appropriations in the "Judicial Branch" lump sum budget can be moved between any and all "Judicial Branch" departments within Fund Type, as requested and approved by the Presiding Judge, without any further Board approval.

## economic development, non-profits, agricultural extension and accommodation schools

A.R.S. §11-254 authorizes the Maricopa County Board of Supervisors to appropriate up to a maximum of \$1.5 million for contributions to non-profit organizations for economic development activities. A.R.S. §3-126 authorizes the Board of Supervisors to appropriate funds based on a request submitted to them by the Agricultural Extension Board for extension work that will benefit Maricopa County. A.R.S. §15-1001 authorizes the Board of Supervisors to appropriate funding for Accommodation Schools. Combined, the FY 1999-00 Budget includes \$1,705,000 in funding for these issues.

Agency Supported	Program	FY 1999-00 Recommended Funding
Greater Phoenix Economic Council	Action Plan FY 1999-00	\$ 590,000
Phoenix Chamber of Commerce	Bid Source Program, APTAN	145,000
Greater Phoenix Convention & Visitors Bureau	Convention & Tourism Destination Marketing	250,000
Maricopa County Sports Commission	Enriching Our Community Through Sports	25,000
Total Economic Development Funding		<u>\$ 1,010,000</u>
Central Arizona Shelter Services (CASS)	Emergency Shelter	<u>\$ 180,000</u>
Total General Non-Profit Funding		<u>\$ 180,000</u>
University of Arizona Cooperative Extension	Maricopa County Cooperative Extension	<u>\$ 150,000</u>
Total Agricultural Extension Funding		<u>\$ 150,000</u>
Maricopa County Regional Schools	Maricopa County Regional Schools	<u>\$ 365,000</u>
Total Accommodation School Funding		<u>\$ 365,000</u>
Grand Total		<u>\$ 1,705,000</u>

## library district - fund balance spend-down

The Library District will be given a waiver from the FY 1999-00 Budget Policy Guidelines (General Policy 1). This variance will allow the District to spend-down an excessive fund balance.



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# summary schedules

## consolidated revenues and expenditures by category - fy 1999-00 final budget

	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise Funds	Internal Service	Sub-total	Eliminations	Total
Unreserved Beginning Fund Balance	\$ 71,304,846	\$ 133,928,793	\$ 2,548,314	\$ 25,370,624	\$ 8,845,004	\$ 1,872,657	\$ 243,870,238	\$ -	\$ 243,870,238
<b>REVENUES</b>									
REAL PROPERTY TAXES	\$ 196,952,241	\$ 52,198,699	\$ 19,310,736	\$ -	\$ -	\$ -	\$ 268,461,676	\$ -	\$ 268,461,676
PERSONAL PROPERTY TAXES	10,865,675	384,926	992,029	-	-	-	12,242,630	-	12,242,630
PAYMENTS IN LIEU OF TAXES	7,533,824	534,074	601,098	-	-	-	8,668,996	-	8,668,996
TAX PENALTIES & INTEREST	7,000,000	-	-	-	-	-	7,000,000	-	7,000,000
SALES TAXES	-	97,200,645	-	-	-	-	97,200,645	-	97,200,645
LICENSES AND PERMITS	45,000	18,551,022	-	-	-	-	18,596,022	-	18,596,022
GRANTS	-	154,993,046	-	8,186,000	3,517,528	-	166,696,574	(475,381)	166,221,193
INTERGOVERNMENTAL	3,185,712	134,766,121	-	-	-	-	137,951,833	-	137,951,833
INDIRECT COST RECOVERY	-	-	-	-	-	-	-	-	-
STATE SHARED SALES TAXES	286,617,062	-	-	-	-	-	286,617,062	-	286,617,062
ST SHARED VEHICLE LICENSE TAXES	77,013,804	-	-	-	-	-	77,013,804	-	77,013,804
FEES & CHARGES FOR SERVICE	18,294,192	26,824,947	-	-	348,000	42,519,172	87,986,311	(31,570,403)	56,415,908
INTERNAL SERVICE CHARGES	-	-	-	-	-	38,375,224	38,375,224	(38,375,224)	-
FINES & FORFEITS	9,970,000	1,550,800	-	-	-	-	11,520,800	-	11,520,800
PATIENT CHARGES	198,093	1,220,261	-	-	694,830,513	-	696,248,867	(47,811,146)	648,437,721
REV ALLOW. - PATIENT CARE	-	-	-	-	(150,921,239)	-	(150,921,239)	-	(150,921,239)
MISCELLANEOUS REVENUE	14,557,757	16,946,130	400,000	350,000	77,568,882	918,371	110,741,140	-	110,741,140
GAIN/LOSS FIXED ASSET	50,000	350,000	-	-	-	-	400,000	-	400,000
TRANSFERS IN FROM OTHER FUNDS	61,871,215	89,507,045	7,163,187	152,931,875	10,207,901	-	321,681,223	(321,681,223)	-
Revenues Subtotal	\$ 694,154,575	\$ 595,027,716	\$ 28,467,050	\$ 161,467,875	\$ 635,551,585	\$ 81,812,767	\$ 2,196,481,568	\$ (439,913,377)	\$ 1,756,568,191
Total Sources	\$ 765,459,421	\$ 728,956,509	\$ 31,015,364	\$ 186,838,499	\$ 644,396,589	\$ 83,685,424	\$ 2,440,351,806	\$ (439,913,377)	\$ 2,000,438,429
<b>EXPENDITURES</b>									
PERSONAL SERVICES	\$ 233,611,839	\$ 242,248,207	\$ -	\$ (6,853)	\$ 107,832,450	\$ 6,715,852	\$ 590,401,495	\$ (31,570,403)	\$ 558,831,092
SUPPLIES & SERVICES	333,076,815	159,305,574	31,071,911	3,500	458,498,987	73,178,765	1,055,135,552	(86,661,751)	968,473,801
CAPITAL OUTLAY	16,871,680	165,082,711	-	92,228,991	83,000	1,868,094	276,134,476	-	276,134,476
TRANSFERS OUT	102,689,946	120,934,598	-	-	56,892,572	1,164,107	281,681,223	(321,681,223)	(40,000,000)
Expenditures Subtotal	\$ 686,250,280	\$ 687,571,090	\$ 31,071,911	\$ 92,225,638	\$ 623,307,009	\$ 82,926,818	\$ 2,203,352,746	\$ (439,913,377)	\$ 1,763,439,369
Appropriated Beginning Fund Balance	79,209,141	-	-	-	-	-	79,209,141	-	79,209,141
Total Uses Subtotal	\$ 765,459,421	\$ 687,571,090	\$ 31,071,911	\$ 92,225,638	\$ 623,307,009	\$ 82,926,818	\$ 2,282,561,887	\$ (439,913,377)	\$ 1,842,648,510
Estimated Ending Fund Balance	\$ -	\$ 41,385,419	\$ (56,547)	\$ 94,612,861	\$ 21,089,580	\$ 758,606	\$ 157,789,919	\$ -	\$ 157,789,919
Total Uses & Ending Fund Balance	\$ 765,459,421	\$ 728,956,509	\$ 31,015,364	\$ 186,838,499	\$ 644,396,589	\$ 83,685,424	\$ 2,440,351,806	\$ (439,913,377)	\$ 2,000,438,429

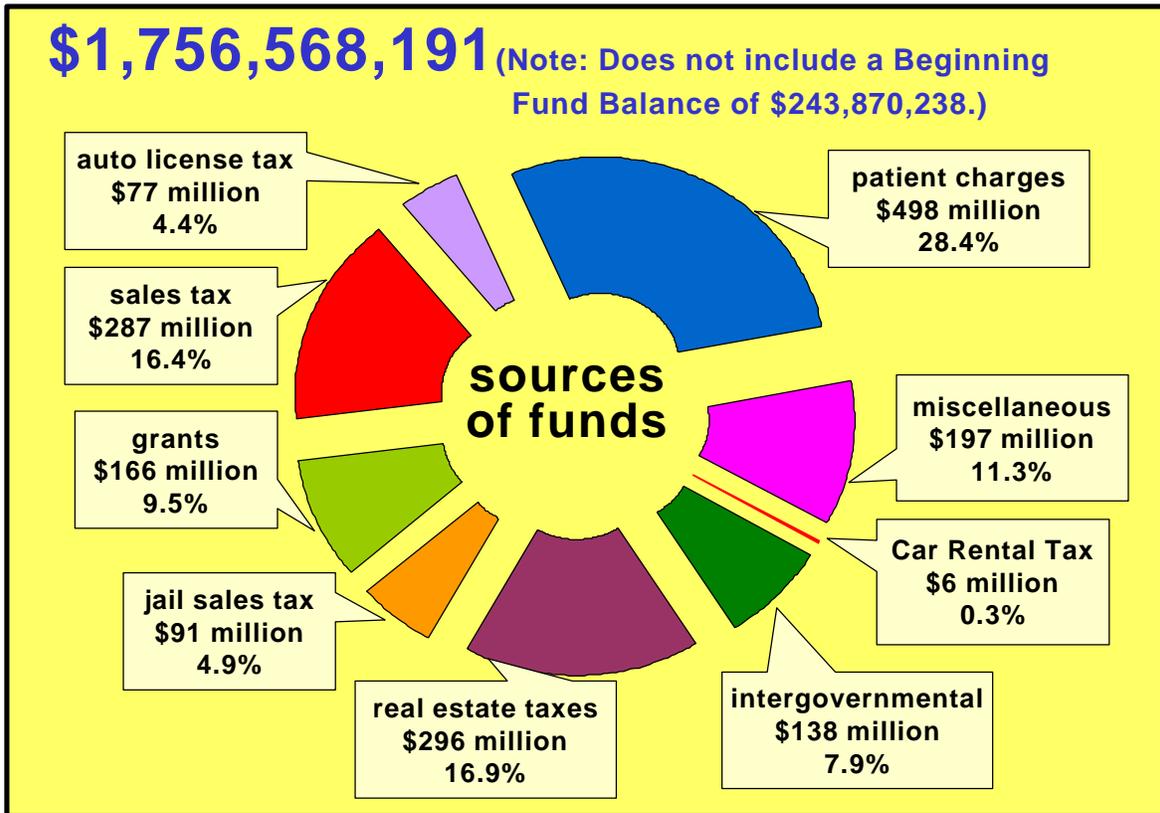
## consolidated revenues and expenditures by category - fy 1998-99 restated budget

	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise Funds	Internal Service	Sub-total	Eliminations	Total
Unreserved Beginning Fund Balance	\$ 96,758,376	\$ 110,609,502	\$ 678,040	\$ 8,771,000	\$ 6,286,776	\$ (965,921)	\$ 222,137,773	\$ -	\$ 222,137,773
<b>REVENUES</b>									
REAL PROPERTY TAXES	\$ 170,902,964	\$ 51,330,313	\$ 21,202,109	\$ -	\$ -	\$ -	\$ 243,435,386	\$ -	\$ 243,435,386
PERSONAL PROPERTY TAXES	12,857,742	181,520	1,488,505	-	-	-	14,527,767	-	14,527,767
PAYMENTS IN LIEU OF TAXES	7,725,024	632,870	790,712	-	-	-	9,148,606	-	9,148,606
TAX PENALTIES & INTEREST	7,000,000	-	-	-	-	-	7,000,000	-	7,000,000
SALES TAXES	-	49,550,000	-	-	-	-	49,550,000	-	49,550,000
LICENSES AND PERMITS	315,000	16,819,541	-	-	-	-	17,134,541	-	17,134,541
GRANTS	-	160,124,498	-	1,791,000	215,740	-	162,131,238	(379,000)	161,752,238
INTERGOVERNMENTAL	4,142,145	129,532,105	-	-	-	-	133,674,250	-	133,674,250
INDIRECT COST RECOVERY	-	5,000	-	-	-	-	5,000	-	5,000
STATE SHARED SALES TAXES	263,263,001	-	-	-	-	-	263,263,001	-	263,263,001
ST SHARED VEHICLE LICENSE TAXES	69,065,116	-	-	-	-	-	69,065,116	-	69,065,116
FEES & CHARGES FOR SERVICE	16,092,309	23,992,321	-	-	200,000	37,768,556	78,053,186	(30,252,711)	47,800,475
INTERNAL SERVICE CHARGES	-	-	-	-	-	24,932,887	24,932,887	(24,932,887)	-
FINES & FORFEITS	9,123,741	1,247,000	-	-	-	-	10,370,741	-	10,370,741
PATIENT CHARGES	2,330,846	891,540	-	-	668,881,052	-	672,103,438	(40,707,215)	631,396,223
REV ALLOW. - PATIENT CARE	-	(1,300,000)	-	-	(130,323,926)	(348,181)	(131,972,107)	-	(131,972,107)
MISCELLANEOUS REVENUE	9,441,401	22,849,049	1,916,210	220,000	77,230,453	1,785,841	113,442,954	-	113,442,954
GAIN/LOSS FIXED ASSET	50,229	350,000	-	-	-	-	400,229	-	400,229
TRANSFERS IN FROM OTHER FUNDS	67,533,280	73,221,572	7,252,230	24,100,000	10,207,901	-	182,314,983	(182,314,983)	-
Revenues Subtotal	\$ 639,842,798	\$ 529,427,329	\$ 32,649,766	\$ 26,111,000	\$ 626,411,220	\$ 64,139,103	\$ 1,918,581,216	\$ (278,586,796)	\$ 1,639,994,420
Total Sources	\$ 736,601,174	\$ 640,036,831	\$ 33,327,806	\$ 34,882,000	\$ 632,697,996	\$ 63,173,182	\$ 2,140,718,989	\$ (278,586,796)	\$ 1,862,132,193
<b>EXPENDITURES</b>									
PERSONAL SERVICES	\$ 211,393,835	\$ 218,027,458	\$ -	\$ 425,021	\$ 103,985,272	\$ 6,342,263	\$ 540,173,849	\$ (30,252,711)	\$ 509,921,138
SUPPLIES & SERVICES	327,978,648	153,394,968	32,745,328	503,500	436,673,474	66,638,116	1,017,934,034	(65,869,102)	952,064,932
CAPITAL OUTLAY	12,740,628	151,216,894	-	27,636,979	23,134,770	1,421,880	216,151,151	(150,000)	216,001,151
TRANSFERS OUT	85,851,279	24,888,986	-	-	62,166,095	1,408,623	174,314,983	(182,314,983)	(8,000,000)
Expenditures Subtotal	\$ 637,964,390	\$ 547,528,306	\$ 32,745,328	\$ 28,565,500	\$ 625,959,611	\$ 75,810,882	\$ 1,948,574,017	\$ (278,586,796)	\$ 1,669,987,221
Appropriated Beginning Fund Balance	44,904,019						44,904,019		44,904,019
Total Uses Subtotal	\$ 682,868,409	\$ 547,528,306	\$ 32,745,328	\$ 28,565,500	\$ 625,959,611	\$ 75,810,882	\$ 1,993,478,036	\$ (278,586,796)	\$ 1,714,891,240
Estimated Ending Fund Balance	\$ 53,732,765	\$ 92,508,525	\$ 582,478	\$ 6,316,500	\$ 6,738,385	\$ (12,637,700)	\$ 147,240,953	\$ -	\$ 147,240,953
Total Uses & Ending Fund Balance	\$ 736,601,174	\$ 640,036,831	\$ 33,327,806	\$ 34,882,000	\$ 632,697,996	\$ 63,173,182	\$ 2,140,718,989	\$ (278,586,796)	\$ 1,862,132,193

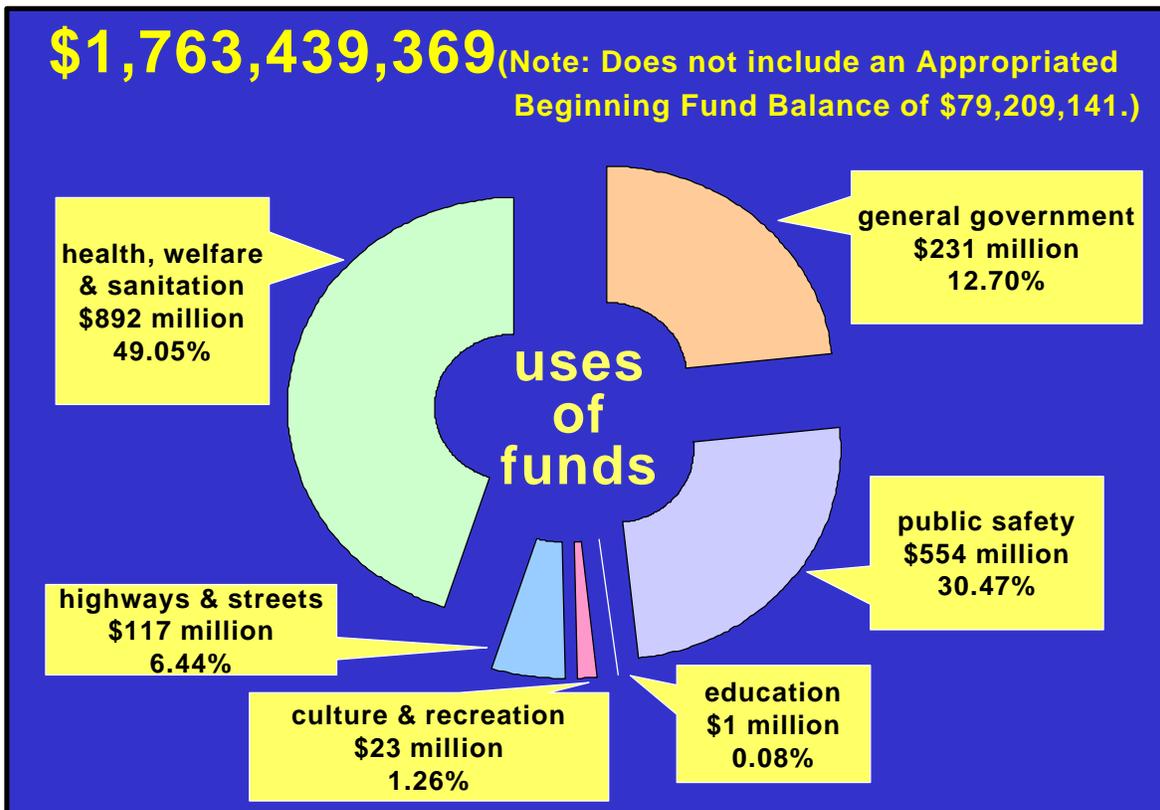
## consolidated revenues and expenditures by category - fy 1998-99 adopted budget

	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise Funds	Internal Service	Sub-total	Eliminations	Total
Unreserved Beginning Fund Balance	\$ 96,758,376	\$ 110,718,502	\$ 678,040	\$ 8,771,000	\$ 6,286,776	\$ (995,895)	\$ 222,216,799	\$ -	\$ 222,216,799
<b>REVENUES</b>									
REAL PROPERTY TAXES	\$ 170,902,964	\$ 51,714,010	\$ 21,202,109	\$ -	\$ -	\$ -	\$ 243,819,083	\$ -	\$ 243,819,083
PERSONAL PROPERTY TAXES	12,857,971	181,520	1,488,505	-	-	-	14,527,996	-	14,527,996
PAYMENTS IN LIEU OF TAXES	7,725,024	249,173	790,712	-	-	-	8,764,909	-	8,764,909
TAX PENALTIES & INTEREST	7,000,000	-	-	-	-	-	7,000,000	-	7,000,000
SALES TAXES	-	49,550,000	-	-	-	-	49,550,000	-	49,550,000
LICENSES AND PERMITS	2,050,000	15,013,141	-	-	-	-	17,063,141	-	17,063,141
GRANTS	-	138,414,443	-	1,791,000	215,740	-	140,421,183	(379,000)	140,042,183
INTERGOVERNMENTAL	20,527,145	106,401,056	-	-	-	-	126,928,201	-	126,928,201
INDIRECT COST RECOVERY	-	-	-	-	-	-	-	-	-
STATE SHARED SALES TAXES	263,263,001	-	-	-	-	-	263,263,001	-	263,263,001
ST SHARED VEHICLE LICENSE TAXES	69,065,116	-	-	-	-	-	69,065,116	-	69,065,116
FEES & CHARGES FOR SERVICE	17,247,309	22,604,561	-	-	200,000	37,768,556	77,820,426	(30,252,711)	47,567,715
INTERNAL SERVICE CHARGES	-	-	-	-	-	24,782,887	24,782,887	(24,782,887)	-
FINES & FORFEITS	9,123,741	1,247,000	-	-	-	-	10,370,741	-	10,370,741
PATIENT CHARGES	2,330,846	891,540	-	-	668,881,052	-	672,103,438	(40,707,215)	631,396,223
REV ALLOW - PATIENT CARE	-	-	-	-	(130,323,926)	-	(130,323,926)	-	(130,323,926)
MISCELLANEOUS REVENUE	9,451,401	21,496,230	400,000	220,000	77,230,453	1,467,634	110,265,718	-	110,265,718
GAIN/LOSS FIXED ASSET	50,000	350,000	-	-	-	-	400,000	-	400,000
TRANSFERS IN FROM OTHER FUNDS	67,533,280	681,200	7,147,504	24,100,000	10,207,901	-	109,669,885	(109,669,885)	-
Revenues Subtotal	\$ 659,127,798	\$ 408,793,874	\$ 31,028,830	\$ 26,111,000	\$ 626,411,220	\$ 64,019,077	\$ 1,815,491,799	\$ (205,791,698)	\$ 1,609,700,101
Total Sources	\$ 755,886,174	\$ 519,512,376	\$ 31,706,870	\$ 34,882,000	\$ 632,697,996	\$ 63,023,182	\$ 2,037,708,598	\$ (205,791,698)	\$ 1,831,916,900
<b>EXPENDITURES</b>									
PERSONAL SERVICES	\$ 282,784,603	\$ 139,758,618	\$ -	\$ -	\$ 103,775,252	\$ 6,342,263	\$ 532,660,736	\$ (30,252,711)	\$ 502,408,025
SUPPLIES & SERVICES	348,473,677	117,893,307	31,124,392	-	436,582,994	66,568,116	1,000,642,486	(65,869,102)	934,773,384
CAPITAL OUTLAY	12,714,948	143,818,149	-	26,771,000	23,134,770	1,341,880	207,780,747	-	207,780,747
TRANSFERS OUT	13,389,101	24,706,066	-	-	62,166,095	1,408,623	101,669,885	(109,669,885)	(8,000,000)
Expenditures Subtotal	\$ 657,362,329	\$ 426,176,140	\$ 31,124,392	\$ 26,771,000	\$ 625,659,111	\$ 75,660,882	\$ 1,842,753,854	\$ (205,791,698)	\$ 1,636,962,156
Appropriated Beginning Fund Balance	45,219,348	-	-	-	-	-	45,219,348	-	45,219,348
Total Uses Subtotal	\$ 702,581,677	\$ 426,176,140	\$ 31,124,392	\$ 26,771,000	\$ 625,659,111	\$ 75,660,882	\$ 1,887,973,202	\$ (205,791,698)	\$ 1,682,181,504
Estimated Ending Fund Balance	\$ 53,304,497	\$ 93,336,236	\$ 582,478	\$ 8,111,000	\$ 7,038,885	\$ (12,637,700)	\$ 149,735,396	\$ -	\$ 149,735,396
Total Uses & Ending Fund Balance	\$ 755,886,174	\$ 519,512,376	\$ 31,706,870	\$ 34,882,000	\$ 632,697,996	\$ 63,023,182	\$ 2,037,708,598	\$ (205,791,698)	\$ 1,831,916,900

sources of funds



uses of funds



## reconciliation of expenditures - fy 1998-99 adopted to fy 1998-99 restated budget

(adjusted to include restatements - in millions)

Fund	FY 1998-99 Adopted Budget	FY 1998-99 Restated Budget	\$ Variance	% Variance
General Fund	\$ 702.58	\$ 682.87	19.71	2.81%
Special Revenue Fund	426.18	547.53	(121.35)	-28.47%
Debt Service Fund	31.12	32.74	(1.62)	-5.21%
Capital Projects Fund	26.77	28.57	(1.80)	-6.72%
Enterprise Funds	625.66	625.96	(0.30)	-0.05%
Internal Service Funds	75.66	75.81	(0.15)	-0.20%
Eliminations	(205.79)	(278.59)	72.80	-35.38%
	<u>\$ 1,682.18</u>	<u>\$ 1,714.89</u>	<u>\$ (32.71)</u>	-1.94%

General Fund Expenditure Variance Commentary	
\$15.62	Correctional Health restated to Detention Fund
(72.54)	Detention Fund Maintenance of Effort to General Fund
9.31	Juvenile Probation restated to Detention Fund
3.00	Planning & Development to Special Revenue
63.99	Sheriff's Custody restated to Detention Fund
0.33	Transfer Appropriation to Planning Automation Fund
<u>\$19.71</u>	<b>Total General Fund Variance</b>

**reconciliation of expenditures - fy 1998-99 adopted to fy  
1998-99 restated budget (continued)**

**Special Revenue Funds Expenditure Variance Summary**

\$ (15.62)	Correctional Health restated to Detention Fund
(0.28)	Elected Official Grant Increases
(3.96)	General Government Grant Increases - SCAAP
(0.32)	Judicial Branch Grant Increases
(9.31)	Juvenile Probation restated to Detention Fund
(0.98)	Other Appointed Department Grant Increases
(2.10)	Parks & Recreation grant Increases
(3.00)	Planning & Development from General Fund
(7.94)	Public Health Grant Increases
0.30	Reduce Appropriation for Transportation to Solid Waste
(63.99)	Sheriff's Custody restated to Detention Fund
(3.72)	Sheriff's Office Grant Increases
(0.11)	Stadium District-Cactus League Debt Service
(4.66)	Stadium District-Major League Ballpark Overruns
(0.33)	Transfer to Planning Automation Fund
(5.33)	Transportation Grant Increases
<b><u>\$ (121.35)</u></b>	<b>Total Special Revenue Funds Variance</b>

**Debt Service Funds Expenditure Variance Commentary**

\$ (1.62)	Stadium District-Cactus League - Debt Service
<b><u>\$ (1.62)</u></b>	<b>Total Debt Service Variance</b>

**Capital Project Funds Expenditure Variance Commentary**

\$ (1.80)	Juvenile Bed Expansion from State Grant
<b><u>\$ (1.80)</u></b>	<b>Total Capital Project Funds Variance</b>

**Enterprise Funds Expenditure Variance Commentary**

\$ (0.30)	Solid Waste increase for operation of Cave Creek Landfill
<b><u>\$ (0.30)</u></b>	<b>Total Enterprise Funds Variance</b>

**reconciliation of expenditures - fy 1998-99 adopted to fy  
1998-99 restated budget (continued)**

<b>Internal Service Funds Expenditure Variance Commentary</b>	
\$ (0.15)	Reprographics - Increase for Equipment Purchase
<u>\$ (0.15)</u>	<b>Total Internal Service Funds Variance</b>

<b>Eliminations Variance Commentary</b>	
72.54	Detention Fund Maintenance of Effort to General Fund
0.11	Increase in Debt Service -Stadium District
<u>\$ 0.15</u>	ISF increase- Reprographics
<u>\$ 72.80</u>	<b>Total Eliminations Variance</b>

## reconciliation of expenditures - fy 1998-99 restated to fy 1999-00 adopted budget

(Adjusted to include restatements)  
(In Millions)

Fund	FY 1998-99 Restated Budget	FY 1999-00 Adopted Budget	\$ Variance	% Variance
General Fund	\$ 682.87	\$ 765.46	\$ (82.59)	(12.09%)
Special Revenue Fund	547.53	687.57	(140.04)	(25.58%)
Debt Service Fund	32.74	31.07	1.67	5.10%
Capital Projects Fund	28.57	92.23	(63.66)	(222.82%)
Enterprise Funds	625.96	623.31	2.65	0.42%
Internal Service Funds	75.81	82.93	(7.12)	(9.39%)
Eliminations	(278.59)	(439.92)	161.33	(57.91%)
	<u>\$ 1,714.89</u>	<u>\$ 1,842.65</u>	<u>\$ (127.76)</u>	<u>(7.45%)</u>

### General Fund Expenditure Variance Commentary

\$ (0.79)	Addition of 8 paid Hours
2.89	Annualized Impact of FY 1998-99 Budget Issues
(1.35)	Annualized Impact of Mid-year Adjustments
(1.70)	Base Adjustments for Contracts, IGAs, Etc.
(20.36)	Budget Issues (See Schedule starting on Page 57)
(2.92)	General Contingency Increase
6.08	Health Care Mandate Changes (See Page 4)
(7.34)	Increase above Maintenance of Effort for Jail Tax
(34.32)	Increase in Appropriated Fund Balance including Capital Projects
(9.03)	Increase in Jail Tax Base Maintenance of Effort
(4.08)	Increase in Major Maintenance
(5.65)	Increase in Reserves for Budget Issues
(4.86)	Increase in Risk Mgmt and other ISFs
(0.32)	Mandated Judicial Salary Increase
(0.23)	Miscellaneous Changes in General Government
1.39	Operating Budget Reductions
<u>\$ (82.59)</u>	<b>Total General Fund Variance</b>

**reconciliation of expenditures - fy 1998-99 restated to fy 1999-00 adopted budget (continued)**

<b>Special Revenue Funds Expenditure Variance Summary</b>	
\$ (0.68)	Annualization of Southeast Regional Library / Other Base Adjustments
(1.63)	Annualized Cost of the New 80 Bed Facility
(20.34)	Budget Issues
(92.61)	Detention Fund Transfer to CIP Fund
(5.39)	Detention Major Maintenance
(12.76)	Flood Control District / CIP Increase
(6.58)	General Government Budget Issues in Contingency
(0.91)	Increase in Grants
(0.50)	Miscellaneous Adjustments
(2.26)	Miscellaneous General Government Adjustments
(1.32)	One-Time Jail Detention Projects
0.98	Parks & Recreation Special Fund Decreases
(0.95)	Recorder Surcharge Increase
(0.25)	Solid Waste - Increase in Tire Program
(1.63)	Special Fee Funds, etc. / Grant-like Issues
0.27	Stadium District - Cactus League
10.52	Stadium District - MLB Completion
(4.00)	Transportation / CIP
<b><u>\$ (140.04)</u></b>	<b>Total Special Revenue Funds Variance</b>

<b>Debt Service Funds Expenditure Variance Commentary</b>	
\$ 1.67	Stadium Dist. - Reduce Mesa/Maryvale Payments
<b><u>\$ 1.67</u></b>	<b>Total Debt Service Funds Variance</b>

<b>Capital Project Funds Expenditure Variance Commentary</b>	
\$ 0.90	Completion of MIHS Projects
0.33	Completion of Parks Bond Projects
(22.51)	General Fund CIP
(42.03)	Jail/Juvenile Detention Projects
(0.35)	Sheriff Vehicle Replacement Carryover, Additional
<b><u>\$ (63.66)</u></b>	<b>Total Capital Project Funds Variance</b>

**reconciliation of expenditures - fy 1998-99 restated to fy  
1999-00 adopted budget (continued)**

**Enterprise Funds Expense Variance Summary**

\$ (3.82)	Increased Volume - Maricopa Health Plans (See Commentary on Page 56)
6.67	Reduced Volume - Maricopa Health System (See Commentary on Page 56)
(0.20)	Solid Waste - Assumption of Transfer Station Operations
<b>\$ 2.65</b>	<b>Total Enterprise Funds Variance</b>

**Internal Service Funds Expense Variance Summary**

\$ (5.04)	Increase in Employee Benefits
(0.93)	Increase in Telecommunications/System Replacements
(0.07)	Net Changes in Equipment Services, Reprographics, Facilities Management
(1.08)	Risk Management Claims
<b>\$ (7.12)</b>	<b>Total Internal Service Funds Variance</b>

**Eliminations Variance Commentary**

\$ 0.54	Correctional Health Payments fo MIHS
0.09	Increase - Public Health to MIHS
1.32	Increase in Employer Benefit Costs
13.44	Increased Internal Service Charges
6.57	Increased MIHS Internal Payments
139.37	Net Increase in Fund Transfers
<b>\$ 161.33</b>	<b>Total Eliminations Variance</b>

# consolidated revenues by fund / department

	FY1998-99 Adopted	FY1998-99 Revised	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Requested	FY1999-00 Recommended	FY1999-00 Tentative	FY1999-00 Adopted	Variance	%
<b>100 GENERAL FUND</b>										
JUDICIAL BRANCH										
24 JUSTICE COURTS	\$ 10,100,000	\$ 10,100,000	\$ 11,974,104	\$ 10,100,000	\$ 10,545,940	\$ 11,545,940	\$ 11,545,940	\$ 11,545,940	\$ -	0.0%
27 JUVENILE PROBATION	37,000	37,000	68,000	37,000	55,000	55,000	55,000	55,000	-	0.0%
38 SUPERIOR COURT	260,000	260,000	329,561	260,000	260,000	260,000	260,000	260,000	-	0.0%
Subtotal	\$ 10,397,000	\$ 10,397,000	\$ 12,371,665	\$ 10,397,000	\$ 10,860,940	\$ 11,860,940	\$ 11,860,940	\$ 11,860,940	\$ -	0.0%
ELECTED OFFICIAL										
12 ASSESSOR	\$ 60,000	\$ 60,000	\$ 92,000	\$ 60,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ -	0.0%
16 CLERK OF THE SUPERIOR COURT	5,490,000	5,490,000	6,286,496	5,490,000	5,580,000	5,580,000	5,580,000	5,580,000	-	0.0%
19 COUNTY ATTORNEY	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	-	0.0%
21 ELECTIONS	1,630,500	1,630,500	2,244,000	1,630,500	2,115,980	2,115,980	2,115,980	2,115,980	-	0.0%
25 CONSTABLES	450,000	450,000	474,850	450,000	453,000	453,000	453,000	453,000	-	0.0%
36 RECORDER	6,071,770	6,071,770	7,846,000	6,071,770	6,920,000	6,920,000	6,920,000	6,920,000	-	0.0%
37 SUPERINTENDENT OF SCHOOLS	97,000	97,000	106,077	97,000	113,000	113,000	113,000	113,000	-	0.0%
43 TREASURER	2,500	2,500	2,500	2,500	6,000	6,000	6,000	6,000	-	0.0%
50 SHERIFF	18,650,842	18,650,842	18,866,918	2,265,842	3,020,892	3,020,892	3,020,892	3,020,892	-	0.0%
Subtotal	\$ 32,460,612	\$ 32,460,612	\$ 35,926,841	\$ 16,075,612	\$ 18,306,872	\$ 18,306,872	\$ 18,306,872	\$ 18,306,872	\$ -	0.0%
APPOINTED DEPARTMENT										
18 FINANCE	\$ 9,305,080	\$ 9,305,080	\$ 9,305,080	\$ 9,305,080	\$ 9,305,080	\$ 7,193,615	\$ 7,193,615	\$ 7,193,615	\$ -	0.0%
28 MEDICAL ELIGIBILITY	1,992,112	1,992,112	1,817,800	1,992,112	1,350,000	1,350,000	1,350,000	1,350,000	-	0.0%
29 MEDICAL EXAMINER	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000	-	0.0%
31 HUMAN RESOURCES	24,000	24,000	22,438	24,000	24,000	24,000	24,000	24,000	-	0.0%
32 PLANNING AND DEVELOPMENT	2,900,000	2,900,000	4,243,568	-	-	-	-	-	-	-
33 INDIGENT REPRESENTATION	300,000	300,000	100,000	300,000	100,000	100,000	100,000	100,000	-	0.0%
34 PUBLIC FIDUCIARY	550,000	550,000	660,000	550,000	690,000	690,000	690,000	690,000	-	0.0%
39 HEALTH CARE MANDATES	60,533,646	60,533,646	77,582,460	60,533,646	54,850,293	54,850,293	54,850,293	54,850,293	-	0.0%
47 GENERAL GOVERNMENT	540,210,348	540,210,348	566,618,718	540,210,348	599,495,383	599,495,383	599,495,383	599,495,383	-	0.0%
70 FACILITIES MANAGEMENT	213,000	213,000	170,000	213,000	21,472	21,472	21,472	21,472	-	0.0%
73 MATERIALS MANAGEMENT	7,000	7,000	11,900	7,000	7,000	27,000	27,000	27,000	-	0.0%
Subtotal	\$ 616,270,186	\$ 616,270,186	\$ 660,766,964	\$ 613,370,186	\$ 666,078,228	\$ 663,986,763	\$ 663,986,763	\$ 663,986,763	\$ -	0.0%
Fund Total	\$ 659,127,798	\$ 659,127,798	\$ 709,065,470	\$ 639,842,798	\$ 695,246,040	\$ 694,154,575	\$ 694,154,575	\$ 694,154,575	\$ -	0.0%

# consolidated revenues by fund / department (continued)

	FY1998-99 Adopted	FY1998-99 Revised	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Requested	FY1999-00 Recommended	FY1999-00 Tentative	FY1999-00 Adopted	Variance	%
<b>200 SPECIAL REVENUE FUNDS</b>										
JUDICIAL BRANCH										
11 ADULT PROBATION	\$ 40,832,713	\$ 40,832,713	\$ 34,154,790	\$ 40,832,713	\$ 40,757,255	\$ 40,757,255	\$ 40,757,255	\$ 40,757,255	\$ -	0.0%
24 JUSTICE COURTS	-	164,283	832,084	164,283	838,774	838,774	838,774	838,774	-	0.0%
27 JUVENILE PROBATION	15,656,897	15,656,897	10,708,000	15,656,897	16,062,000	16,062,000	16,062,000	16,062,000	-	0.0%
38 SUPERIOR COURT	8,372,233	8,558,709	8,558,709	8,558,709	8,353,237	8,353,237	8,353,237	8,353,237	-	0.0%
Subtotal	\$ 64,861,843	\$ 65,212,602	\$ 54,253,583	\$ 65,212,602	\$ 66,011,266	\$ 66,011,266	\$ 66,011,266	\$ 66,011,266	\$ -	0.0%
ELECTED OFFICIAL										
16 CLERK OF THE SUPERIOR COURT	\$ 4,193,148	\$ 4,006,672	\$ 4,224,796	\$ 4,006,672	\$ 4,512,020	\$ 4,512,020	\$ 4,512,020	\$ 4,512,020	\$ -	0.0%
19 COUNTY ATTORNEY	6,054,071	6,556,527	6,485,528	6,556,527	6,723,498	6,723,498	6,723,498	6,723,498	-	0.0%
36 RECORDER	3,240,000	3,240,000	4,280,000	3,240,000	3,586,000	3,586,000	3,586,000	3,586,000	-	0.0%
50 SHERIFF	10,812,613	14,609,309	9,953,086	30,994,309	31,418,154	31,418,154	31,418,154	31,418,154	-	0.0%
Subtotal	\$ 24,299,832	\$ 28,412,508	\$ 24,943,410	\$ 44,797,508	\$ 46,239,672	\$ 46,239,672	\$ 46,239,672	\$ 46,239,672	\$ -	0.0%
APPOINTED DEPARTMENT										
15 EMERGENCY MANAGEMENT	\$ 848,286	\$ 848,286	\$ 751,441	\$ 848,286	\$ 851,213	\$ 851,213	\$ 851,213	\$ 851,213	\$ -	0.0%
17 COMMUNITY DEVELOPMENT	16,987,849	16,987,849	16,987,849	16,987,849	16,191,837	16,191,837	16,191,837	16,191,837	-	0.0%
22 HUMAN SERVICES	23,424,203	23,580,980	23,048,000	23,580,980	25,163,359	25,163,359	25,163,359	25,163,359	-	0.0%
26 CORRECTIONAL HEALTH	12,500	12,500	30,408	12,500	30,408	30,408	30,408	30,408	-	0.0%
30 PARKS AND RECREATION	3,845,043	10,667,576	8,824,777	10,667,576	4,816,766	4,816,766	4,816,766	4,816,766	-	0.0%
32 PLANNING AND DEVELOPMENT	453,000	544,832	414,000	-	-	-	-	-	-	-
33 INDIANT REPRESENTATION	783,818	813,139	770,785	813,139	757,723	757,723	757,723	757,723	-	0.0%
44 PLANNING AND DEVELOPMENT	-	-	-	2,994,832	3,384,531	7,084,531	7,084,531	7,084,531	-	0.0%
46 RESEARCH AND REPORTING	472,000	472,000	374,100	472,000	448,000	448,000	448,000	448,000	-	0.0%
47 GENERAL GOVERNMENT	44,000,000	47,956,666	55,418,381	120,947,038	180,882,832	180,882,832	180,882,832	180,668,845	(213,987)	-0.1%
60 MARICOPA HEALTH PLAN	2,076,135	2,076,135	1,627,202	2,076,135	1,723,923	1,724,123	1,724,123	1,724,123	-	0.0%
64 TRANSPORTATION	83,989,977	89,321,285	90,963,000	89,321,285	89,636,280	89,636,280	89,636,280	89,636,280	-	0.0%
65 LIBRARY DISTRICT	7,614,191	7,614,191	7,825,978	7,614,191	8,271,850	8,687,912	8,687,912	8,687,912	-	0.0%
66 HOUSING	16,006,241	16,006,241	15,956,297	16,006,241	16,581,115	16,581,115	16,581,115	16,581,115	-	0.0%
67 SOLID WASTE	2,780,000	2,780,000	2,780,000	2,780,000	2,899,530	2,899,530	2,899,530	2,899,530	-	0.0%
68 STADIUM DISTRICT	5,625,000	5,625,000	6,775,000	5,625,000	5,537,645	5,537,645	5,537,645	5,537,645	-	0.0%
69 FLOOD CONTROL DISTRICT	58,494,053	58,494,053	59,438,250	58,494,053	68,842,255	68,848,869	68,848,869	68,848,869	-	0.0%
78 STADIUM DISTRICT - MLB	9,090,775	9,090,775	12,090,775	9,090,775	2,601,489	2,601,489	2,601,489	2,601,489	-	0.0%
79 ANIMAL CONTROL SERVICES	5,750,571	5,750,571	5,759,716	5,750,571	6,164,358	6,164,358	6,164,358	6,164,358	-	0.0%
86 PUBLIC HEALTH	22,326,866	30,271,614	23,598,682	30,271,614	28,900,918	28,900,918	28,900,918	28,900,918	-	0.0%
88 ENVIRONMENTAL SERVICES	15,051,691	15,063,154	14,536,903	15,063,154	15,181,857	15,181,857	15,181,857	15,181,857	-	0.0%
Subtotal	\$ 319,632,199	\$ 343,976,847	\$ 347,971,544	\$ 419,417,219	\$ 478,867,889	\$ 482,990,765	\$ 482,990,765	\$ 482,776,778	\$ (213,987)	0.0%
Fund Total	\$ 408,793,874	\$ 437,601,957	\$ 427,168,537	\$ 529,427,329	\$ 591,118,827	\$ 595,241,703	\$ 595,241,703	\$ 595,027,716	\$ (213,987)	0.0%
<b>300 DEBT SERVICE FUNDS</b>										
APPOINTED DEPARTMENT										
68 STADIUM DISTRICT	\$ 5,160,697	\$ 6,781,633	\$ 6,781,630	\$ 6,781,633	\$ 5,118,108	\$ 5,118,109	\$ 5,118,109	\$ 5,118,109	\$ -	0.0%
99 DEBT SERVICE	25,868,133	25,868,133	26,799,952	25,868,133	23,348,941	23,348,941	23,348,941	23,348,941	-	0.0%
Subtotal	\$ 31,028,830	\$ 32,649,766	\$ 33,581,582	\$ 32,649,766	\$ 28,467,049	\$ 28,467,050	\$ 28,467,050	\$ 28,467,050	\$ -	0.0%
Fund Total	\$ 31,028,830	\$ 32,649,766	\$ 33,581,582	\$ 32,649,766	\$ 28,467,049	\$ 28,467,050	\$ 28,467,050	\$ 28,467,050	\$ -	0.0%

# consolidated revenues by fund / department (continued)

	FY1998-99 Adopted	FY1998-99 Revised	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Requested	FY1999-00 Recommended	FY1999-00 Tentative	FY1999-00 Adopted	Variance	%
<b>400 CAPITAL PROJECT FUNDS</b>										
ELECTED OFFICIAL										
50 SHERIFF	\$ 2,500,000	\$ 2,500,000	\$ 2,503,375	\$ 2,500,000	\$ 2,975,000	\$ 2,975,000	\$ 2,975,000	\$ 2,975,000	\$ -	0.0%
Subtotal	\$ 2,500,000	\$ 2,500,000	\$ 2,503,375	\$ 2,500,000	\$ 2,975,000	\$ 2,975,000	\$ 2,975,000	\$ 2,975,000	\$ -	0.0%
APPOINTED DEPARTMENT										
30 PARKS AND RECREATION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
40 CRIMINAL JUSTICE FACILITIES	-	-	-	13,000,000	36,774,367	105,606,875	105,606,875	105,606,875	-	0.0%
47 GENERAL GOVERNMENT	22,791,000	22,791,000	22,791,000	9,791,000	51,936,000	51,936,000	51,936,000	51,936,000	-	0.0%
78 STADIUM DISTRICT - MLB	820,000	820,000	1,003,718	820,000	950,000	950,000	950,000	950,000	-	0.0%
90 MARICOPA HEALTH SYSTEM	-	-	-	-	-	-	-	-	-	-
Subtotal	\$ 23,611,000	\$ 23,611,000	\$ 23,794,718	\$ 23,611,000	\$ 89,660,367	\$ 158,492,875	\$ 158,492,875	\$ 158,492,875	\$ -	0.0%
Fund Total	\$ 26,111,000	\$ 26,111,000	\$ 26,298,093	\$ 26,111,000	\$ 92,635,367	\$ 161,467,875	\$ 161,467,875	\$ 161,467,875	\$ -	0.0%
<b>500 ENTERPRISE FUNDS</b>										
APPOINTED DEPARTMENT										
60 MARICOPA HEALTH PLANS	\$ 356,407,051	\$ 356,407,051	\$ 343,706,027	\$ 356,407,051	\$ 365,513,394	\$ 365,513,394	\$ 365,513,394	\$ 365,513,394	\$ -	0.0%
67 SOLID WASTE	767,000	767,000	3,258,000	767,000	1,225,602	1,225,602	1,225,602	1,225,602	-	0.0%
90 MARICOPA HEALTH SYSTEM	269,237,169	269,237,169	257,051,022	269,237,169	268,812,589	268,812,589	268,812,589	268,812,589	-	0.0%
Subtotal	\$ 626,411,220	\$ 626,411,220	\$ 604,015,049	\$ 626,411,220	\$ 635,551,585	\$ 635,551,585	\$ 635,551,585	\$ 635,551,585	\$ -	0.0%
Fund Total	\$ 626,411,220	\$ 626,411,220	\$ 604,015,049	\$ 626,411,220	\$ 635,551,585	\$ 635,551,585	\$ 635,551,585	\$ 635,551,585	\$ -	0.0%
<b>600 INTERNAL SERVICE FUNDS</b>										
APPOINTED DEPARTMENT										
31 HUMAN RESOURCES	\$ 38,983,236	\$ 38,983,236	\$ 39,876,867	\$ 38,983,236	\$ 44,043,587	\$ 44,043,587	\$ 44,043,587	\$ 44,043,587	\$ -	0.0%
70 FACILITIES MANAGEMENT	25,450	25,450	-	25,450	-	-	-	-	-	-
73 MATERIALS MANAGEMENT	548,428	698,428	740,352	698,428	694,155	694,155	694,155	694,155	-	0.0%
74 EQUIPMENT SERVICES	7,965,432	7,935,458	7,800,000	7,935,458	7,927,735	7,927,735	7,927,735	7,927,735	-	0.0%
75 RISK MANAGEMENT	6,755,906	6,755,906	9,180,009	6,755,906	18,459,977	18,459,977	18,459,977	19,023,348	563,371	3.1%
76 TELECOMMUNICATIONS	9,740,625	9,740,625	10,308,016	9,740,625	10,123,942	10,123,942	10,123,942	10,123,942	-	0.0%
Subtotal	\$ 64,019,077	\$ 64,139,103	\$ 67,905,244	\$ 64,139,103	\$ 81,249,396	\$ 81,249,396	\$ 81,249,396	\$ 81,812,767	\$ 563,371	0.7%
Fund Total	\$ 64,019,077	\$ 64,139,103	\$ 67,905,244	\$ 64,139,103	\$ 81,249,396	\$ 81,249,396	\$ 81,249,396	\$ 81,812,767	\$ 563,371	0.7%
<b>900 ELIMINATIONS</b>										
APPOINTED DEPARTMENT										
98 ELIMINATIONS	\$ (205,791,698)	\$ (206,046,424)	\$ (205,791,698)	\$ (278,586,796)	\$ (388,048,628)	\$ (440,127,364)	\$ (440,127,364)	\$ (439,913,377)	\$ 213,987	0.0%
Subtotal	\$ (205,791,698)	\$ (206,046,424)	\$ (205,791,698)	\$ (278,586,796)	\$ (388,048,628)	\$ (440,127,364)	\$ (440,127,364)	\$ (439,913,377)	\$ 213,987	0.0%
Fund Total	\$ (205,791,698)	\$ (206,046,424)	\$ (205,791,698)	\$ (278,586,796)	\$ (388,048,628)	\$ (440,127,364)	\$ (440,127,364)	\$ (439,913,377)	\$ 213,987	0.0%
Total All Funds	\$ 1,609,700,101	\$ 1,639,994,420	\$ 1,662,242,277	\$ 1,639,994,420	\$ 1,736,219,636	\$ 1,756,004,820	\$ 1,756,004,820	\$ 1,756,568,191	\$ 563,371	0.0%


**consolidated revenues by department and fund**

	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise Funds	Internal Service	Eliminations	Total
<b>JUDICIAL BRANCH</b>								
11 ADULT PROBATION	\$ -	\$ 40,757,255	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,757,255
24 JUSTICE COURTS	11,545,940	838,774	-	-	-	-	-	12,384,714
27 JUVENILE PROBATION	55,000	16,062,000	-	-	-	-	-	16,117,000
38 SUPERIOR COURT	260,000	8,353,237	-	-	-	-	-	8,613,237
Subtotal	\$ 11,860,940	\$ 66,011,266	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 77,872,206
<b>ELECTED OFFICIAL</b>								
01 BOARD OF SUPERVISORS DISTRICT 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
02 BOARD OF SUPERVISORS DISTRICT 2	-	-	-	-	-	-	-	-
03 BOARD OF SUPERVISORS DISTRICT 3	-	-	-	-	-	-	-	-
04 BOARD OF SUPERVISORS DISTRICT 4	-	-	-	-	-	-	-	-
05 BOARD OF SUPERVISORS DISTRICT 5	-	-	-	-	-	-	-	-
06 BOARD OF SUPERVISORS CLERK	-	-	-	-	-	-	-	-
12 ASSESSOR	90,000	-	-	-	-	-	-	90,000
14 COUNTY CALL CENTER	-	-	-	-	-	-	-	-
16 CLERK OF THE SUPERIOR COURT	5,580,000	4,512,020	-	-	-	-	-	10,092,020
19 COUNTY ATTORNEY	8,000	6,723,498	-	-	-	-	-	6,731,498
21 ELECTIONS	2,115,980	-	-	-	-	-	-	2,115,980
23 INTERNAL AUDIT	-	-	-	-	-	-	-	-
25 CONSTABLES	453,000	-	-	-	-	-	-	453,000
36 RECORDER	6,920,000	3,586,000	-	-	-	-	-	10,506,000
37 SUPERINTENDENT OF SCHOOLS	113,000	-	-	-	-	-	-	113,000
43 TREASURER	6,000	-	-	-	-	-	-	6,000
50 SHERIFF	3,020,892	31,418,154	-	2,975,000	-	-	-	37,414,046
Subtotal	\$ 18,306,872	\$ 46,239,672	\$ -	\$ 2,975,000	\$ -	\$ -	\$ -	\$ 67,521,544
<b>APPOINTED DEPARTMENT</b>								
15 EMERGENCY MANAGEMENT	\$ -	\$ 851,213	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 851,213
17 COMMUNITY DEVELOPMENT	-	16,191,837	-	-	-	-	-	16,191,837
18 FINANCE	7,193,615	-	-	-	-	-	-	7,193,615
20 COUNTY ADMINISTRATOR	-	-	-	-	-	-	-	-
22 HUMAN SERVICES	-	25,163,359	-	-	-	-	-	25,163,359
26 CORRECTIONAL HEALTH	-	30,408	-	-	-	-	-	30,408
28 MEDICAL ELIGIBILITY	1,350,000	-	-	-	-	-	-	1,350,000
29 MEDICAL EXAMINER	235,000	-	-	-	-	-	-	235,000
30 PARKS AND RECREATION	-	4,816,766	-	-	-	-	-	4,816,766
31 HUMAN RESOURCES	24,000	-	-	-	-	44,043,587	-	44,067,587
32 PLANNING AND DEVELOPMENT	-	-	-	-	-	-	-	-

## consolidated revenues by department and fund (continued)

	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise Funds	Internal Service	Eliminations	Total
33 INDIGENT REPRESENTATION	100,000	757,723	-	-	-	-	-	857,723
34 PUBLIC FIDUCIARY	690,000	-	-	-	-	-	-	690,000
35 ORG. PLANNING AND TRAINING	-	-	-	-	-	-	-	-
39 HEALTH CARE MANDATES	54,850,293	-	-	-	-	-	-	54,850,293
40 CRIMINAL JUSTICE FACILITIES	-	-	-	105,606,875	-	-	-	105,606,875
41 CHIEF INFORMATION OFFICER	-	-	-	-	-	-	-	-
44 PLANNING AND DEVELOPMENT	-	7,084,531	-	-	-	-	-	7,084,531
45 JUDICIAL MANDATES	-	-	-	-	-	-	-	-
46 RESEARCH AND REPORTING	-	448,000	-	-	-	-	-	448,000
47 GENERAL GOVERNMENT	599,495,383	180,668,845	-	51,936,000	-	-	-	832,100,228
49 MANAGEMENT AND BUDGET	-	-	-	-	-	-	-	-
60 MARICOPA HEALTH PLANS	-	1,724,123	-	-	365,513,394	-	-	367,237,517
64 TRANSPORTATION	-	89,636,280	-	-	-	-	-	89,636,280
65 LIBRARY DISTRICT	-	8,687,912	-	-	-	-	-	8,687,912
66 HOUSING	-	16,581,115	-	-	-	-	-	16,581,115
67 SOLID WASTE	-	2,899,530	-	-	1,225,602	-	-	4,125,132
68 STADIUM DISTRICT	-	5,537,645	5,118,109	-	-	-	-	10,655,754
69 FLOOD CONTROL DISTRICT	-	68,848,869	-	-	-	-	-	68,848,869
70 FACILITIES MANAGEMENT	21,472	-	-	-	-	-	-	21,472
73 MATERIALS MANAGEMENT	27,000	-	-	-	-	694,155	-	721,155
74 EQUIPMENT SERVICES	-	-	-	-	-	7,927,735	-	7,927,735
75 RISK MANAGEMENT	-	-	-	-	-	19,023,348	-	19,023,348
76 TELECOMMUNICATIONS	-	-	-	-	-	10,123,942	-	10,123,942
78 STADIUM DISTRICT - MLB	-	2,601,489	-	950,000	-	-	-	3,551,489
79 ANIMAL CONTROL SERVICES	-	6,164,358	-	-	-	-	-	6,164,358
86 PUBLIC HEALTH	-	28,900,918	-	-	-	-	-	28,900,918
88 ENVIRONMENTAL SERVICES	-	15,181,857	-	-	-	-	-	15,181,857
90 MARICOPA HEALTH SYSTEMS	-	-	-	-	268,812,589	-	-	268,812,589
98 ELIMINATIONS	-	-	-	-	-	-	(439,913,377)	(439,913,377)
99 DEBT SERVICE	-	-	23,348,941	-	-	-	-	23,348,941
<b>Subtotal</b>	<b>\$ 663,986,763</b>	<b>\$ 482,776,778</b>	<b>\$ 28,467,050</b>	<b>\$ 158,492,875</b>	<b>\$ 635,551,585</b>	<b>\$ 81,812,767</b>	<b>\$ (439,913,377)</b>	<b>\$ 1,611,174,441</b>
<b>Total</b>	<b>\$ 694,154,575</b>	<b>\$ 595,027,716</b>	<b>\$ 28,467,050</b>	<b>\$ 161,467,875</b>	<b>\$ 635,551,585</b>	<b>\$ 81,812,767</b>	<b>\$ (439,913,377)</b>	<b>\$ 1,756,568,191</b>

## revenue sources and variance commentary

### property taxes

Property taxes are imposed on both real and personal property, and consist of two components -- primary and secondary taxes. Primary taxes finance the County's general government operations through its General Fund. Secondary taxes finance the County's general obligation bonded debt, the Flood Control District and the Library District. State law restricts growth in local revenue generated from primary property taxation. The annual primary maximum property tax levy is computed by determining the prior year's maximum allowable property tax levy and increasing the base levy by two percent (with an allowance for new construction).

The County levies real property taxes 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, and the first installment is due the first business day of October and becomes delinquent the first business day of November. The second installment is due on the first business day of April of the next calendar year and becomes delinquent the first business day of May.

Listed below are the overall primary and secondary assessed valuation (A.V.) and tax rates for the last nine fiscal years plus the budget for FY 1999-00. This table presents real property and personal property combined A.V. and tax rates. All rates presented are per \$100 of assessed valuation.

Fiscal Year	Primary Valuation and Rate		Secondary Valuation and Rate					Total Rate
	A.V. (000)	Rate	A.V. (000)	Debt Service	Library District	Flood Control A.V. (000)	Flood Control District	
1990-91	13,550,995	1.0163	14,187,397	0.1172	0.0420	10,777,829	0.4319	1.6674
1991-92	13,875,616	0.9843	14,235,176	0.1741	0.0444	10,465,251	0.4447	1.6475
1992-93	13,605,515	1.0739	13,808,814	0.1409	0.0426	10,063,004	0.3901	1.6475
1993-94	13,296,195	1.0548	13,504,108	0.1878	0.0417	9,675,782	0.3632	1.6475
1994-95	13,302,327	1.2394	13,521,175	0.0032	0.0417	9,724,304	0.3632	1.6475
1995-96	13,493,737	1.1580	14,119,435	0.1464	0.0099	10,827,837	0.3332	1.6475
1996-97	13,975,668	1.1054	14,343,156	0.1575	0.0421	11,129,482	0.3425	1.6475
1997-98	15,006,270	1.1265	15,723,498	0.1364	0.0421	12,361,851	0.3425	1.6475
1998-99	16,017,265	1.1472	16,813,017	0.1312	0.0421	13,660,618	0.3270	1.6475
1999-00	17,487,202	1.1884	18,712,226	0.1085	0.0421	15,642,329	0.2858	1.6248

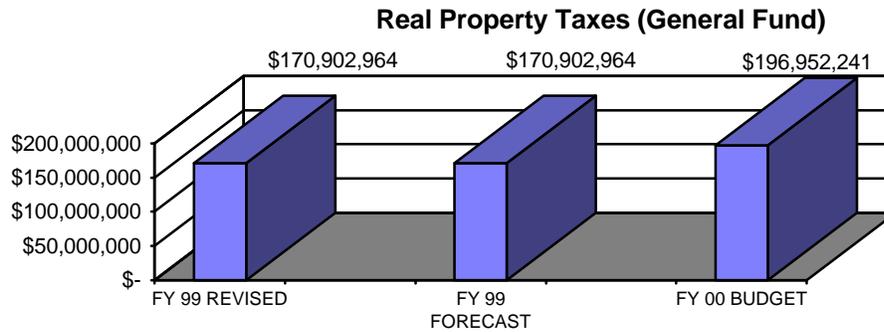
Note: Excludes SRP.

The FY 1999-00 Final Budget includes an estimated primary property tax (including Salt River Project) of \$214,401,739 an increase of \$24,084,208 (12.7%) from the FY 1998-99 final adopted property tax. This increase is due to both an increase in primary net assessed value and a proposed increase in the primary tax rate of \$.0412 from the FY 1998-99 rate of \$1.1472 to \$1.1884. This was accomplished by reducing the Debt Service Secondary rate by \$.0227 in line with scheduled payments on outstanding General Obligation Bonds and reducing the Flood Control Secondary rate by \$.0412. *The overall County tax rate for the General Fund, Debt Service, Flood Control District, and Library District will be reduced from \$1.6475, the rate previously maintained for eight years, to \$1.6248.* Presented below is the primary and secondary real property and personal property combined tax levy for the last nine fiscal years, plus the budget for FY 1999-00.

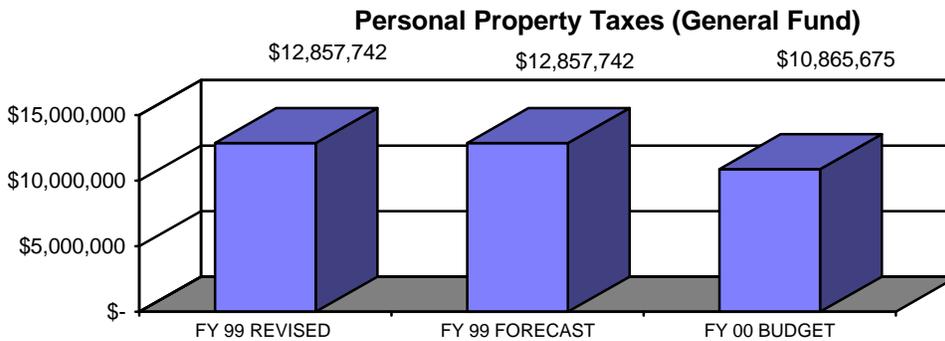
<u>Fiscal Year</u>	<b>Preliminary Tax Levy</b>				<b>Total</b>
	<b>Primary General Fund</b>	<b>Debt Service</b>	<b>Secondary Flood Control District</b>	<b>Library District</b>	
1990-91	137,721,939	25,911,019	46,465,486	6,204,723	<b>216,303,167</b>
1991-92	136,572,245	25,868,883	46,536,850	6,320,418	<b>215,298,396</b>
1992-93	146,115,141	19,461,200	39,254,429	5,882,555	<b>210,713,325</b>
1993-94	140,248,266	25,360,203	35,142,441	5,631,213	<b>206,382,123</b>
1994-95	164,865,317	428,377	35,318,672	5,638,330	<b>206,250,696</b>
1995-96	156,257,472	20,670,863	36,078,354	1,397,824	<b>214,404,513</b>
1996-97	154,487,036	22,590,472	38,118,477	6,038,469	<b>221,234,454</b>
1997-98	169,045,638	21,446,852	42,339,342	6,619,593	<b>239,451,425</b>
1998-99	183,750,071	22,058,679	44,670,223	7,078,280	<b>257,557,253</b>
1999-00	207,817,915	20,302,766	44,705,777	7,877,847	<b>280,704,305</b>

NOTE: For reconciliation to the budgeted property tax, please refer to page 37. Excludes SRP.

Of the primary property tax levy increase of \$24,067,844, \$5,599,304 is due to the increased value, \$11,051,926 is due to new construction, and \$7,432,979 is attributed to the rate increase. Of the AV growth 45.9% is estimated from new construction being added to the tax rolls.



The increase of \$26,049,277, or 15.2%, in the 1999-00 budget for Real Property Taxes is based on the increased in the assessed valuation and the tax rate, as indicated on the two preceding tables. Most of the growth in the assessed valuation was due to new construction.



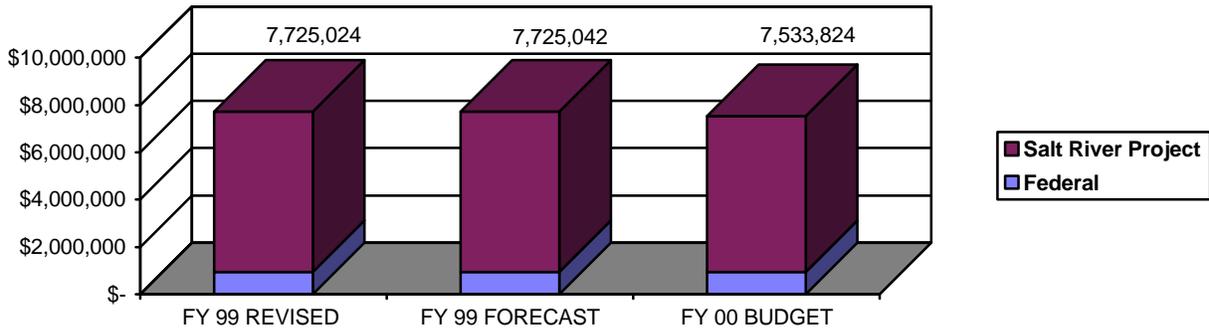
Personal property taxes are comprised of secured personal property and unsecured personal property. Secured personal property consists of fixed assets attached to real property. Unsecured personal property consists of moveable fixed assets. Secured personal property taxes are levied and billed with real property taxes. In contrast, unsecured personal property taxes are billed annually and are payable 30 days after the billing date. Residential personal property is exempt from taxation, with the exception of mobile homes. Personal property

owners are exempt from Flood Control District taxation. Thus, personal property taxes are levied for and support the General Fund (primary), Debt Service (secondary), and the Library District (secondary).

The FY 1998-99 revised personal property tax budget is \$12,857,742. The FY 1998-99 forecast is projected to meet budget through the first three-quarters of the fiscal year. The legal collection schedule for personal property taxes requires that part of a new tax levy will actually be collected in the following year, with the result that revenue can exceed budget if the tax rate was higher in the previous fiscal year.

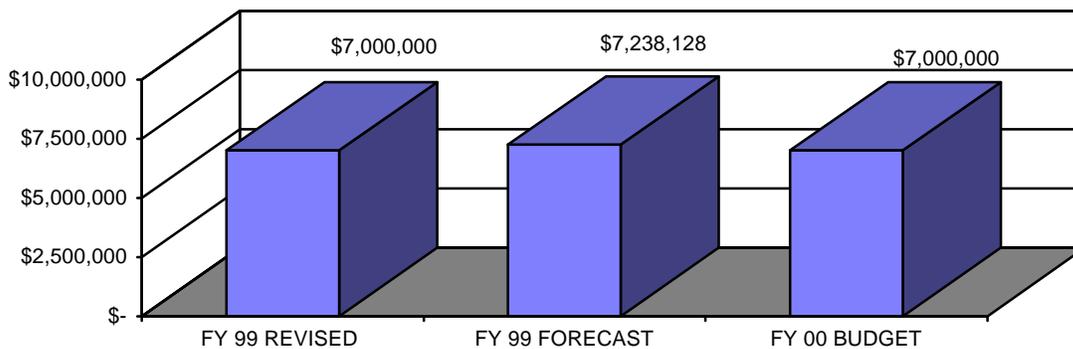
The FY 1999-00 budget for General Fund Personal Property taxes is \$10,865,675, which is a decrease of \$1,992,066 under the FY 1998-99 estimated actual. That is a 15.5% decrease under the FY 1998-99 estimated actual. The decline in revenue is due to the reduction in personal property assessed values as a result of recent tax legislation.

**payments in lieu of taxes**



Payments in lieu of taxes are collected from the Salt River Project (SRP) and the federal government. SRP values have declined in recent years due to changes in tax laws and in the electric utility industry. The estimated FY 1999-00 budget for payment in lieu of taxes is \$7,533,824. This is a negative variance to the FY 1998-99 budget of \$191,200 or 2.2%.

**tax penalties and interest**



Penalties and interest are collected on delinquent property taxes. The FY 1998-99 forecast exceeds budget by \$238,128, based on collections through March 1999. The FY 1999-00 budget is a conservative estimate based on historical collection trends.

### special sales taxes

The State collects special sales taxes and distributes them to Maricopa County with the County's State shared sales tax distribution.

In 1994-95 the State Legislature allowed the County to begin a surcharge on rental cars to help fund the Cactus League Stadium construction and operations in Maricopa County.

Maricopa County received citizens'

approval in November 1998 to enact a new special sales tax to fund construction and operations of adult and juvenile detention facilities. This new special sales tax began collections in January of 1999. The FY 1999-00 budget will reflect the first full year of collections of the special tax.

<u>Fiscal Year</u>	<u>Proposed Jail Detention Facilities</u>	<u>Stadium District Car Rental Surcharge</u>	<u>Stadium District Major League Baseball</u>
1992-93		\$2,664,035	
1993-94		3,998,649	
1994-95		4,408,888	\$18,883,297
1995-96		4,818,487	87,061,064
1996-97		5,326,147	96,058,302
1997-98		5,443,369	35,997,339
1998-99 F	\$44,000,00	5,400,000	
1999-00 B	91,738,000	5,462,645	

### licenses and permits

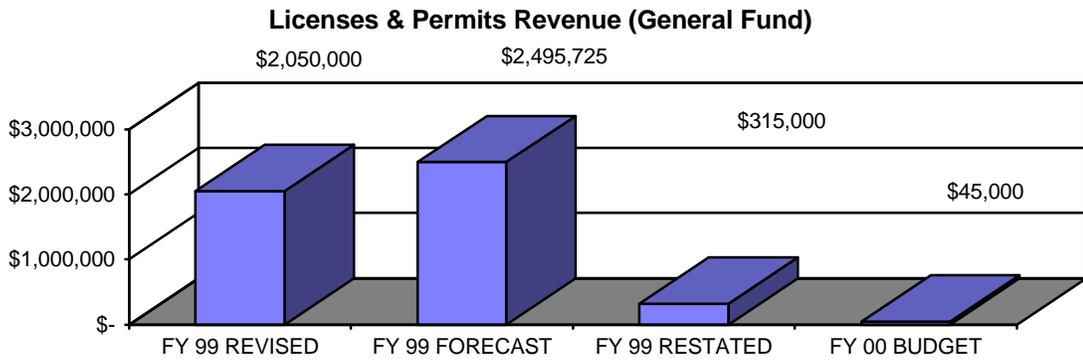
Maricopa County, as authorized by statute, collects revenue from a variety of licenses and permits that it issues through various County departments. Rates for licenses and permits are approved by the Board of Supervisors. The revenue generated from licenses and permits is used to offset the cost of operations of the issuing departments.

Examples of licenses and permits include: liquor licenses, pawn shop licenses, building permits, planning variance permits, marriage licenses, mobile home use permits, animal licenses, environmental permits, right-of-way use permits, mobile home moving permits, air pollution permits and flood control licenses. The various revenue sources are recorded in the various fund types, as applicable, depending on whether they are generated by a General Fund department (general government or general purpose) or Special Revenue Fund department (a restricted purpose department). Listed below are the actual licenses and permits revenues recorded for the last eight fiscal years, forecasted totals for FY 1998-99, plus the budget for FY 1999-00.

<b>Licenses &amp; Permits Revenues</b>			
<u>Fiscal Year</u>	<u>General Fund</u>	<u>Special Revenue Funds</u>	<u>Total</u>
1990-91	1,591,077	8,460,374	10,051,451
1991-92	1,670,967	8,687,231	10,358,198
1992-93	1,880,372	9,378,628	11,259,000
1993-94	1,677,251	10,943,744	12,620,995
1994-95	1,927,793	13,012,399	14,940,192
1995-96	2,340,983	10,074,284	12,415,267
1996-97	2,380,622	10,944,271	13,324,933
1997-98	2,248,372	12,634,283	14,882,655
1998-99 F	2,495,725	13,429,828	15,925,553
1999-00 B	45,000	18,551,022	18,596,022

Licenses and permits revenues within the General Fund are generated by the Clerk of the Court, Planning and Development, and General Government. Forecasted revenue is expected to exceed budget due to higher than anticipated volume in building inspection and planning fees.

Planning and Development revenues from license and permit fees will be budgeted in the Special Revenue Fund rather than the General Fund for FY 1999-00. This move is an effort to create more accountability for the development community.



Department	Amount	Description
General Government	\$ 45,000	Liquor Licenses
	<u>\$ 45,000</u>	

**intergovernmental and grants**

Maricopa County receives intergovernmental revenues 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 regarding how the funds may be expended. The restrictions normally specify that the funds must be spent on specific activities for specific purposes. For financial reporting purposes (Comprehensive Annual Financial Report), collections of sales tax and auto lieu revenues are included in intergovernmental revenues. However, for this publication, those items have been reported separately, and thus are not included in the table below.

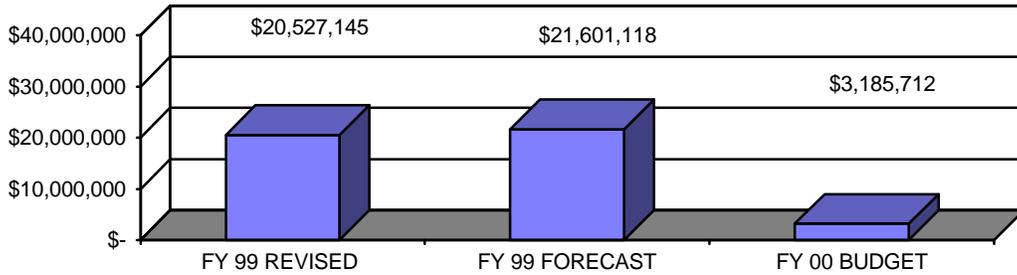
Listed below are the actual intergovernmental and grant revenues recorded for the last nine fiscal years, forecasted totals for FY 1998-99, plus the budget for FY 1999-00. The FY 1998-99 budget includes increases in various grant-funded programs and intergovernmental agreements with the State of Arizona. Revenues for Enterprise Funds reflect the reclassification of Disproportionate Share payments as Intergovernmental Revenue.

<b>Intergovernmental and Grant Revenues</b>								
Fiscal Year	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Capital Projects Funds	Debt Service	Eliminations	Total
1989-90	\$51,269,367	\$23,722,767	\$7,272,804	\$305,376	\$443,968	0		\$83,014,282
1990-91	57,789,081	19,169,422	5,111,763	277,682	17,161,901	0		99,509,849
1991-92	56,917,902	33,259,242	4,382,076	609,417	5,107,746	0		100,276,383
1992-93	58,413,355	25,269,829	5,938,212	365,475	950,777	0		90,937,648
1993-94	61,766,027	30,442,290	8,930,589	0	1,065,771	0		102,204,677
1994-95	76,624,601	56,752,629	4,495,155	458,113	1,043,694	0		139,374,192
1995-96	28,170,608	92,219,010	6,506,520	0	0	277,295		127,173,433
1996-97	33,158,048	102,252,722	0	0	0	279,935		135,690,705
1997-98	16,869,017	105,234,817	13,010,680	0	42,238,451	262,793		177,615,758
1998-99 F	21,601,118	257,585,969	3,130,067	0	1,791,000	0	(379,000)	283,729,154
1999-00 B	3,185,712	289,759,167	3,517,528	0	8,186,000	0	(475,381)	304,173,026

Note: Historical data prior to FY 1997-98 for General Fund and Debt Service included Indirect Cost Recovery.



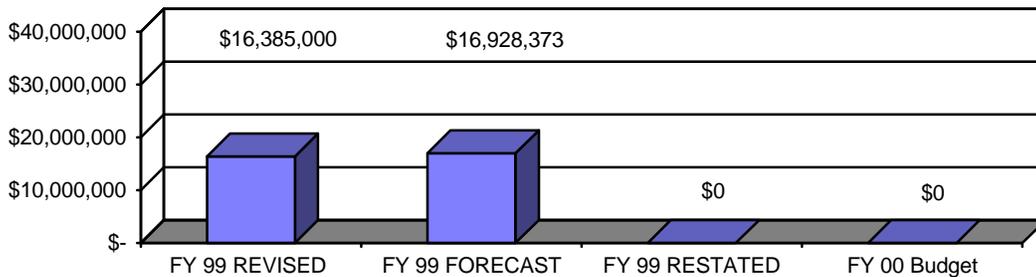
**Intergovernmental (General Fund)**



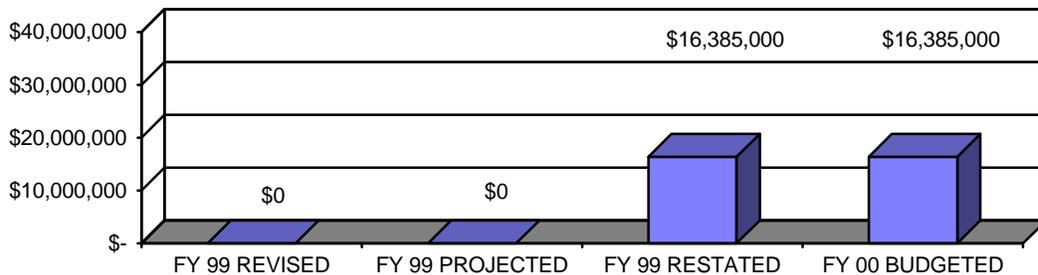
Jail booking and housing fees charged to other jurisdictions, primarily cities and towns, make the majority of budgeted revenue. However, this is no longer budgeted in the General Fund. It is now reflected in Special Revenue The table below outlines the FY 1999-00 budget detail.

Department	Amount	Description
Elections	\$715,000	Election Services
General Government	249,772	Shared State Lottery Sales
Indigent Representation	100,000	State Grand Jury Reimbursements
Justice Courts	720,940	State Reimbursement for JP Salaries
Juvenile Courts	50,000	Federal Reimbursement for Inmate Housing
Medical Eligibility	1,350,000	SOBRA Reimbursements for Eligibility Determinations
<b>Total</b>	<b>3,185,712</b>	

**Jail Per Diem (General Fund)**



**Jail Per Diem (Detention Fund)**



**highway user revenue funds (hurf)**

The State of Arizona levies a highway user tax of \$0.18 per gallon on the motor fuel sold within the state. The primary purpose of the highway user tax is to fund construction and maintenance of streets and highways. In pursuit of this goal, the State distributes these highway user funds in approximately the following proportions: 50 percent to the State Highway Fund, 30 percent to cities and towns and 20 percent to counties. The highway user revenues distributed to the counties are allocated based upon fuel sales and estimated consumption. Maricopa County records its portion of the highway user tax in the Transportation Fund that is administered by the Maricopa County Department of Transportation.

Listed to the right are the actual collections of the highway user revenues for the last eight fiscal years, forecasted totals for FY 1998-99, plus the budget for FY 1999-00.

<b>Fiscal Year</b>	<b>Highway User Tax</b>
1990-91	56,946,418
1991-92	55,318,677
1992-93	55,922,890
1993-94	57,901,673
1994-95	63,227,494
1995-96	68,763,760
1996-97	73,249,850
1997-98	67,408,288
1998-99 F	72,400,000
1999-00 B	77,800,000

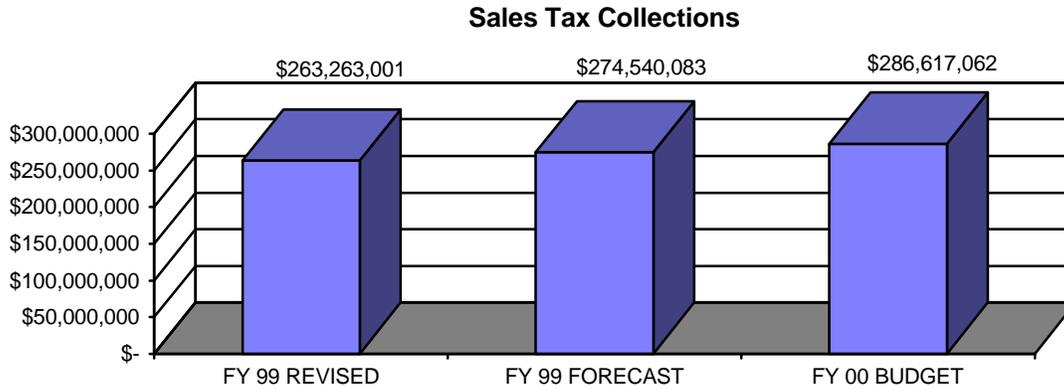
**state shared sales taxes**

Maricopa County does not levy general-purpose sales tax. However, the County does receive a portion of the State of Arizona's Transaction Privilege Tax collections, which is 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, 38.08 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 uses a new allocation procedure. The new procedure distributes the funds determined from the larger of two different calculations: a) 50% based on point of sale + 50% based on assessed valuation; or b) 50% based on point of sale + 50% based on population. Also as of FY 1994-95, the counties receive a portion of an additional 2.43 percent of the State's share of receipts, distributed using a 50% point of sale + 50% population basis method.

Listed to the right are the actual sales tax collections for the last eight fiscal years, forecasted totals for FY 1998-99, plus the budget for FY 1999-00. The FY 1999-00 budget for the General Fund is based on conservative economic forecasts and assumes a 4.4% growth rate over the 1998-99 forecast. The increase from the FY 1998-99 forecast is \$12,076,979.

<b>State Shared Sales Tax Collections</b>	
<b>Fiscal Year</b>	<b>General Fund</b>
1990-91	158,679,571
1991-92	164,190,068
1992-93	176,925,962
1993-94	209,588,061
1994-95	215,015,368
1995-96	231,009,128
1996-97	242,352,311
1997-98	257,643,630
1998-99 F	274,540,083
1999-00 B	286,617,062



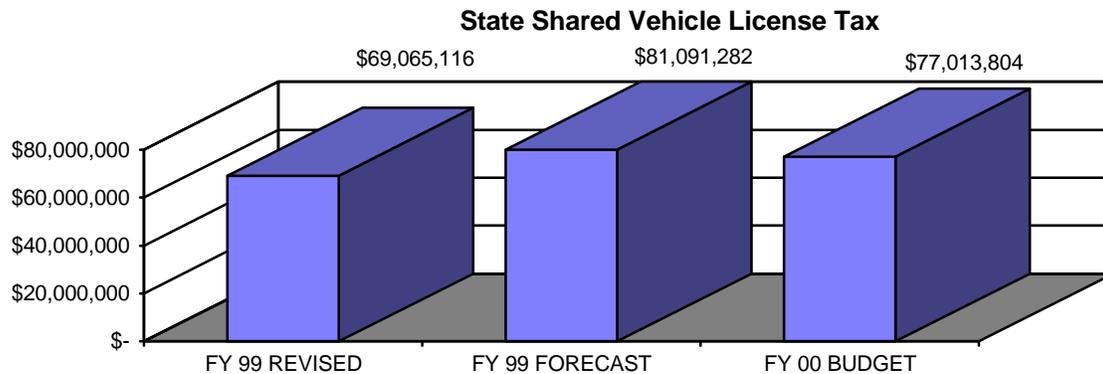
**state shared vehicle license taxes**

The State of Arizona levies vehicle license tax annually on all vehicles, based upon the estimated vehicle value. These taxes are paid as part of the annual auto license renewal process, billed and payable during the month in which the vehicle was first registered. Collections are shared between the state, counties and cities. Revenue forecasts include the impact of recent tax cut legislation.

Listed to the right are the actual vehicle license tax collections for the last eight fiscal years, forecasted totals for FY 1998-99 and the budget for FY 1999-00. The FY 1999-00 budget was determined using a conservative economic growth rate of 1.29% over forecast. Subject to volatility due to 2-year registration cycle.

The Vehicle License Tax is essentially a personal property tax levied by the state on cars and trucks. Maricopa County receives a share of the revenues based on a statutory formula. FY 1998-99 revenue is forecasted to exceed the budget by \$12,026,166. The FY 1999-00 budget is \$4,077,478 under the FY 1998-99 forecast.

State Shared Vehicle License Tax	
Fiscal Year	General Fund
1990-91	32,591,325
1991-92	32,992,840
1992-93	34,229,803
1993-94	39,330,291
1994-95	44,940,805
1995-96	53,481,261
1996-97	64,600,858
1997-98	68,309,110
1998-99 F	81,091,282
1999-00 B	77,013,804



### charges for service, fines and forfeits, isfs, & patient charges

Maricopa County charges its customers fees for various services in the form of user fees or charges for services. Care is exercised in establishing charges for services so that the fees are not unduly discriminatory against those most in need of services. The County Board of Supervisors approves the fee rates for services. Charges for service are also levied internally within Maricopa County government for internal services provided by one County department to another department. The County's policy is to fully recover the cost for providing services.

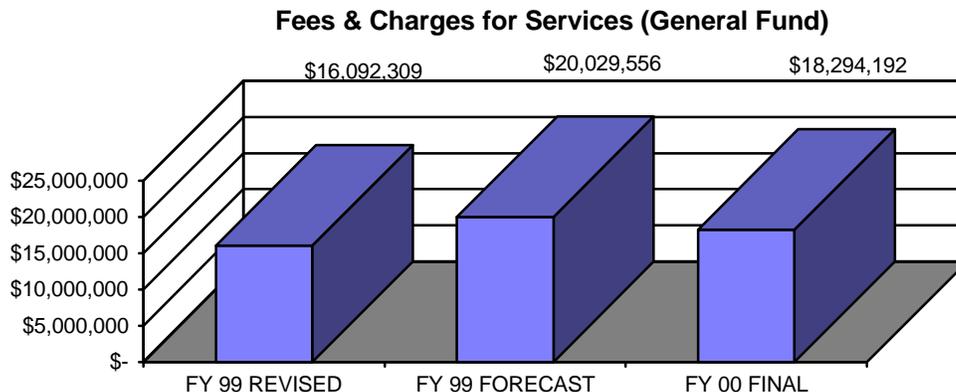
Examples of charges for services to the public include building plan reviews, court fees, fiduciary fees, jury fees, passport fees, notary bond fees, zoning application fees, autopsy fees, kennel fees, landfill charges, park entrance fees, vital statistic document fees, room and board fees, probation service fees, patient service charges and medical capitation fees. Examples of internal charges for services include motor pool charges and long distance telephone charges. Through statutory and enforcement authority, Maricopa County also collects various fines and forfeitures such as citations, court fines, and library fines. Each of these types of revenues, charges for services, internal charges for services and fines and forfeits are recorded in the applicable fund type, depending on their nature. Charges for services to the public are recorded in the General Fund, the Special Revenue Funds and the Enterprise Funds. Fines and forfeits are recorded in the General and Special Revenue Funds.

Listed below are the charges for services, fines and forfeits and net patient service revenues recorded for the last eight fiscal years, forecasted totals for FY 1998-99, plus the budget for FY 1999-00.

Charges for Services and Fines & Forfeits Revenues							
Fiscal Year	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Capital Projects Funds	Eliminations	Total
1990-91	21,064,296	20,921,188	296,402,154	122,417,668	626,798		461,432,104
1991-92	26,175,755	24,927,961	352,282,873	132,704,926	499,356		536,590,877
1992-93	27,817,045	24,510,472	401,393,522	137,626,475	909,657		592,257,171
1993-94	32,386,835	10,951,564	453,417,547	162,749,217	323,006		659,828,169
1994-95	33,205,377	21,211,035	464,406,141	126,851,818	67,014		645,741,385
1995-96	34,025,494	22,913,761	466,685,704	71,231,729	0		594,856,688
1996-97	31,051,154	24,660,740	459,442,809	85,204,601	64,018		597,423,322
1997-98	33,837,750	32,506,984	465,456,904	66,587,939	231,215		598,620,792
1998-99	31,106,510	24,883,434	511,798,260	65,310,440	0	(95,742,813)	538,003,411
1999-00	28,462,285	29,596,008	544,257,274	80,894,396	0	(117,756,773)	565,453,190

NOTE: Prior to FY 1997-98, figures shown included Patient Revenue and Internal Service Charges.

### fees and charges for services



Most departments that collect charges for services have maintained their budgets over the prior year. However, budgeted Fees and Charges have decreased for FY 1999-00 because the Clerk of the Court has shifted a portion of the revenue stream from Fees and Charges to Fines and Forfeitures for better financial reporting. Overall, budgeted revenue for the Clerk's Office has increased \$142,513.

**Fees and Charges For Service Summary**

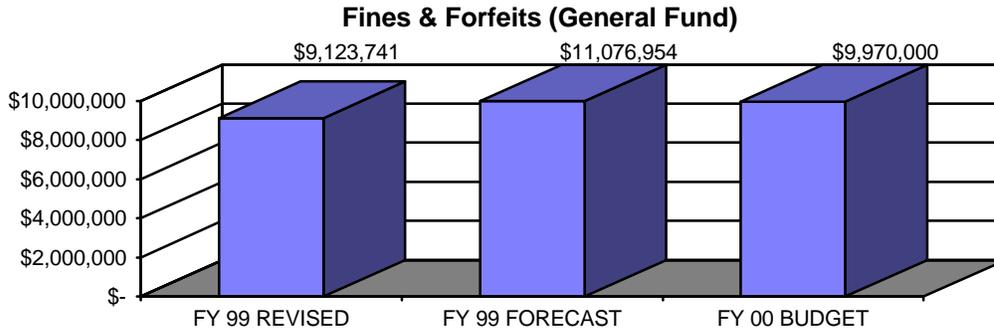
Department	FY 1998-99	FY 1999-00	Description
Clerk of the Court	3,657,487	3,800,000	Filing Fees
Constables	474,850	453,000	Writ & Restitution Collection Fees
Elections	46,700	15,000	Certification Fees
General Government	1,720,673	1,550,000	Tax Sale Fees and Cable TV Franchise Fees
Human Resources	19,838	20,900	Garnishments and Support Processing Fees
Justice Courts	2,201,933	2,480,000	Court Filing Fees
Medical Eligibility	467,800	0	Eligibility Determination Services
Medical Examiner	235,000	235,000	Cremation Certificate Fees and Transport Fees
Planning & Development	1,971,313	0	Zoning Applications, Building Reviews, Subdivision Fees
Public Fiduciary	660,000	690,000	Fiduciary Fees and Probate Fees
Recorder	6,710,000	5,870,000	Document Recording Fees
Sheriff	1,493,901	2,879,292	Contract Law Enforcement
Superintendent of Schools	38,000	35,000	Garnishment & Support Processing Fees
Superior Court	329,561	260,000	Reimbursement of Court Costs
Treasurer	2,500	6,000	Miscellaneous Charges
<b>Total</b>	<b>20,029,556</b>	<b>18,294,192</b>	

**internal service charges**

Internal service charges are established each budget season. The internal service fee rates are intended to recover from the appropriate user the full cost of the services provided. Internal charges for services are recorded in the Internal Service Funds. The significant increase in the FY 1999-00 budget is due to the increase in employee benefit costs and Risk Management Charges.

Fiscal Year	Internal Service Funds
1990-91	122,417,668
1991-92	132,704,926
1992-93	137,626,475
1993-94	162,749,217
1994-95	126,851,818
1995-96	71,231,729
1996-97	82,204,601
1997-98	24,354,392
1998-99	26,769,664
1999-00	38,375,224

**finances and forfeits**

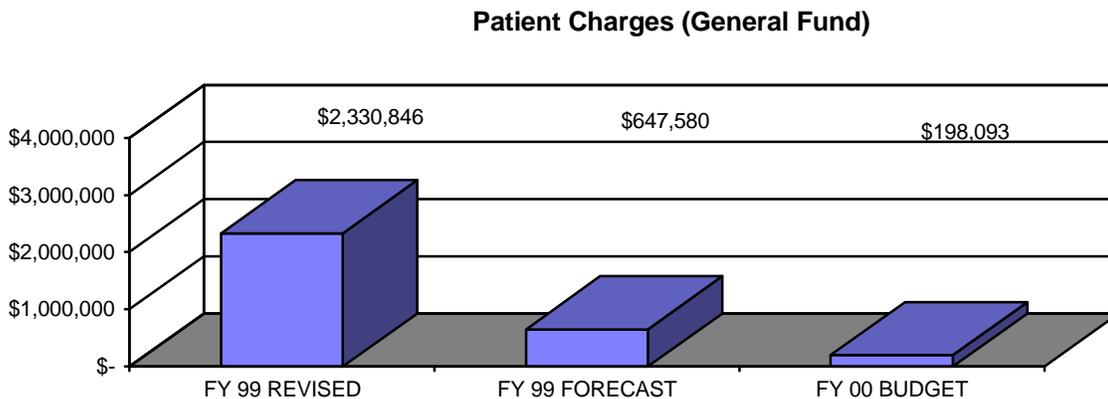


Fines and forfeits are collected by the Justice Courts and Superior Court. Based on collections through March, the forecasted revenue is expected to exceed budget due to rising caseloads. The FY 1999-00 budget anticipates increased fines and forfeits in line with caseload increases in the Justice Courts and a different method of posting by the Clerk of the Court for fines and forfeits for more accurate financial reporting.

Department	Amount	Description
Clerk of the Superior Court	\$1,700,000	Superior Court Fines
Justice Courts	8,270,000	Traffic and Misdemeanor Fines
	<u>\$9,970,000</u>	

**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	0	0	(54,232,273)	272,408,322
1998-99	647,580	602,542	508,799,795	0	0	(40,707,215)	469,342,702
1999-00	198,093	1,220,261	543,909,274	0	0	(47,811,146)	497,516,482



Patient service revenues are generated by the residual long-term care program and charges by the Sheriff's Office to other counties for inmate psychiatric treatment. Long-term care accounts for nearly all of the total revenue is collected from patients for their share of cost of care. In the General Fund, revenue is derived from patient share and cost in the Long-Term Care Residual Program. The long-term care residual population will decline because no new patients are enrolled in the program. In addition, the revenue collected by the Sheriff's Office from other counties is declining as other counties develop their own treatment programs. This budget reflects the declining population of long-term care residual patients. LTC residual revenue has been reduced because of changes in accounting rules related to patients' share of cost. Previously, the full cost of care was recorded as an expenditure by the County, offset by contributions from patients' personal income. Now, only the net cost is reported.

**Patient Charges FY 1999-00 Adopted Budget Summary**

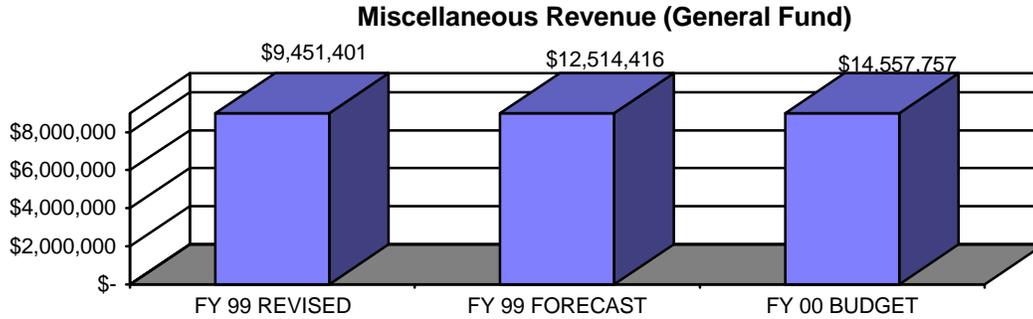
Department	Amount	Description
Healthcare Mandates	\$172,693	LTC Share of Cost
Sheriff's Office	25,400	Rule 11 Competency Restoration Services
	<u>\$198,093</u>	

**miscellaneous revenue**

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

Listed below are the miscellaneous revenues recorded for the last eight fiscal years, forecasted amounts for FY 1997-98, plus the budget for FY 1998-99. Federal disproportionate share revenues were budgeted as patient service revenue in FY 1995-96, but have been presented in this table as miscellaneous revenues to provide consistency with the method of historical financial reporting. Additionally, bond proceeds available at the end of FY 1994-95 have been budgeted as miscellaneous revenue in FY 1995-96, rather than beginning fund balance, due to the nature of the accounting relationship between bond funds and the capital projects fund. Miscellaneous revenues are recorded in all of the fund types.

Miscellaneous Revenue							
Fiscal Year	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Debt Service Funds	Capital Projects Funds	Total
1990-91	12,810,634	7,148,425	7,692,984	4,279,414	1,541,359	6,283,532	39,756,348
1991-92	13,639,382	9,108,790	50,083,998	4,335,105	803,808	6,288,593	35,778,524
1992-93	10,911,198	8,550,621	59,160,264	3,285,982	3,820,486	1,454,953	87,183,504
1993-94	17,361,501	5,398,008	73,262,620	2,966,423	1,697,395	1,888,447	102,574,394
1994-95	22,290,356	11,745,466	77,468,996	2,974,265	772,308	1,395,661	116,647,052
1995-96	22,698,183	13,368,020	5,249,093	104,646	1,075,861	1,287,867	43,783,670
1996-97	12,052,384	19,343,464	5,221,705	741,659	622,445	10,056,965	48,038,622
1997-98	10,170,063	32,181,062	1,292,308	269,866	524,591	100,241,220	144,679,110
1998-99	12,514,416	24,642,605	78,878,826	2,594,804	400,000	407,093	119,437,744
1999-00	14,557,757	16,946,130	77,568,882	918,371	400,000	350,000	110,741,140



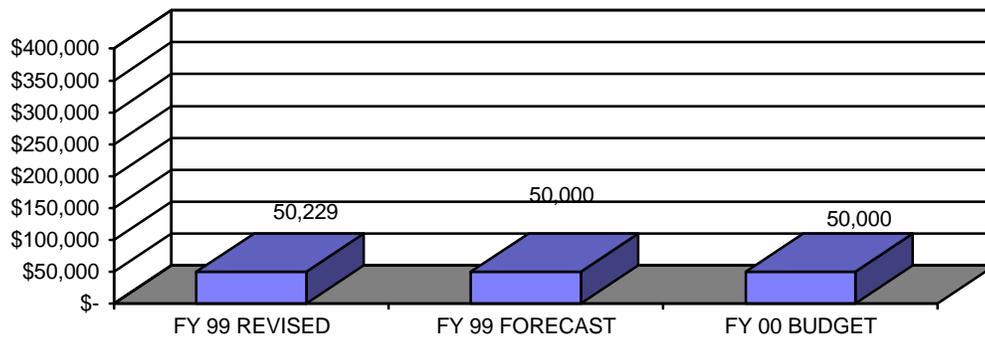
The largest single component of miscellaneous revenues is interest income. Increased miscellaneous revenue is attributed to an increase in budgeted interest income for FY 1999-00. Interest revenue was conservatively budgeted at \$7,384,631 for FY 1998-99, and is projected to significantly exceed this target due to higher-than-anticipated beginning fund balance. Interest income is also accrued from other funds held by the Treasurer. Budgeted revenue for interest income has increased to \$8,910,820 for FY 1999-00.

**Miscellaneous Revenue Summary**

Department	FY 1998-99	FY 1999-00	Description
Assessor	\$92,000	\$90,000	Sale of Maps, Copies, Etc.
Clerk of the Court	452,145	80,000	Sale of Copies & Bad Check Fees
County Attorney	8,000	8,000	Drug Offender Diversion Fees
Elections	10,000	1,385,980	Sale of Copies and Maps
Facilities Management	170,000	21,472	Baseball Parking
General Government	10,091,831	11,618,005	Interest Income & United Way Reimbursements
Human Resources	2,600	3,100	Sale of Copies
Justice Courts	97,639	75,000	Sale of Copies
Juvenile Probation	8,000	5,000	Key Replacement Fees
Materials Management	11,900	27,000	Surplus, Vending Machine, & Copy Sales
Planning & Development	11,500	0	Sale of Publications
Recorder	1,136,000	1,050,000	Micrographics & Photocopy Sales
Sheriff	354,724	116,200	Sale of Copies and Reimbursement for ID Cards
Superintendent of Schools	68,077	78,000	National Forest Fees for Schools
	\$12,514,416	\$14,557,757	

### gain / loss of fixed assets

Gain / Loss of Fixed Assets

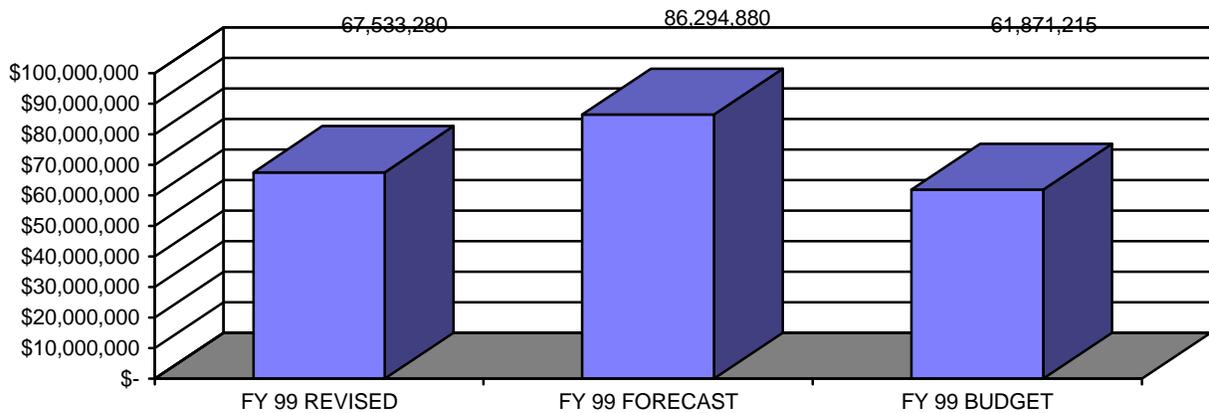


Budgeted conservatively consistent with the FY 1998-99 revised budget.

### transfers in from other funds

The Transfers In to the General Fund are made up on two components. \$7,193,615 for Central Service Costs in the Department of Finance and \$54,677,600 for Disproportionate Share reimbursement from Maricopa Intergrated Health System.

Transfers In



## comparative tax data

Maricopa County levies primary property taxes based on assessed valuations of personal and real property. The primary tax levy is limited by A.R.S. §42-301. Each year the primary tax levy limit is computed by the Department of Finance and is confirmed by the State. The primary property tax may be used to support any type or level of service within the legal purview of the County, and therefore is the major revenue source for the County General Fund. The County also levies secondary property taxes that are levied for a specific purpose, i.e. the Flood Control District, Library District and Debt Service.

The amount of tax levy does not correspond to the budgeted property tax revenues. In computing the revenues, the following factors were considered: 1) Collection rates; 2) Prior year taxes which will be paid in the current year; and 3) Interest earned on prior year taxes. Variances between the preliminary levy and budgeted revenue are outlined in the following schedule.

MARICOPA COUNTY FY 1999-00 PROPERTY TAX LEVY						
Primary, Debt Service, Flood Control District and Library District Levies						
Description	Assessed Value	Salt River Proj. Effective Assessed Value	Total Assessed Value w/SRP	Revenue from 1-cent Levy	Tax Rates	Total Tax Levy & PILT
<b>PRIMARY (COUNTY OPERATING):</b>						
FY 1999-00 Final	\$ 17,463,875,533	\$ 549,457,071	\$ 18,013,332,604	\$ 1,801,333	\$ 1.1884	\$ 214,070,445
FY 1998-99 Levy	\$ 16,017,265,623	\$ 572,477,337	\$ 16,589,742,960	\$ 1,658,974	\$ 1.1472	\$ 190,317,531
<i>Variance</i>	\$ 1,446,609,910	\$ (23,020,266)	\$ 1,423,589,644	\$ 142,359	\$ 0	\$ 23,752,914
<b>DEBT SERVICE:</b>						
FY 1999-00 Final	\$ 18,676,830,848	\$ 549,457,071	\$ 19,226,287,919	\$ 1,922,629	\$ 0.1085	\$ 20,860,522
FY 1998-99 Levy	\$ 16,813,017,261	\$ 572,477,337	\$ 17,385,494,598	\$ 1,738,549	\$ 0.1312	\$ 22,809,769
<i>Variance</i>	\$ 1,863,813,587	\$ (23,020,266)	\$ 1,840,793,321	\$ 184,080	\$ (0)	\$ (1,949,247)
<b>FLOOD CONTROL DISTRICT:</b>						
FY 1999-00 Final	\$ 15,504,112,660	\$ 90,500,182	\$ 15,594,612,842	\$ 1,559,461	\$ 0.2858	\$ 44,569,404
FY 1998-99 Levy	\$ 13,660,618,615	\$ 99,564,820	\$ 13,760,183,435	\$ 1,376,018	\$ 0.3270	\$ 44,995,800
<i>Variance</i>	\$ 1,843,494,045	\$ (9,064,638)	\$ 1,834,429,407	\$ 183,443	\$ (0)	\$ (426,396)
<b>LIBRARY DISTRICT:</b>						
FY 1999-00 Final	\$ 18,676,830,848	\$ 549,457,071	\$ 19,226,287,919	\$ 1,922,629	\$ 0.0421	\$ 8,094,267
FY 1998-99 Levy	\$ 16,813,017,261	\$ 572,477,337	\$ 17,385,494,598	\$ 1,738,549	\$ 0.0421	\$ 7,319,293
<i>Variance</i>	\$ 1,863,813,587	\$ (23,020,266)	\$ 1,840,793,321	\$ 184,080	\$ -	\$ 774,974
<b>GRAND TOTALS:</b>						
FY 1999-00 Levy					\$ 1.6248	\$ 287,594,638
FY 1998-99 Levy					\$ 1.6475	\$ 265,442,393
<i>Variance</i>					\$ (0.0227)	\$ 22,152,245

## reconciliation of preliminary tax levy and srp payments in lieu of taxes to revenue budget

RECONCILIATION FINAL TAX LEVY AND SRP PAYMENTS IN LIEU OF TAXES TO REVENUE BUDGET			
Final Levy	Amount	Budgeted Revenue: Description	Amount
<b>GENERAL FUND:</b>			
Real Property Taxes	\$ 196,517,679	Real Property Taxes	\$ 196,952,241
Personal Prop. Taxes	11,023,018	Personal Prop. Taxes	10,865,675
Payments in Lieu of Taxes	6,529,748	Payments in Lieu of Taxes	6,583,824
	<u>\$ 214,070,445</u>		<u>\$ 214,401,740</u>
<b>DEBT SERVICE FUND:</b>			
Real Property Taxes	\$ 19,257,965	Real Property Taxes	\$ 19,310,736
Personal Prop. Taxes	1,006,396	Personal Prop. Taxes	992,029
Payments in Lieu of Taxes	596,161	Payments in Lieu of Taxes	601,098
	<u>\$ 20,860,522</u>		<u>\$ 20,903,863</u>
<b>FLOOD CONTROL DISTRICT:</b>			
Flood Control Dist. Secondary Property Tax Levy	\$ 44,310,754	Flood Control Dist. Secondary Property Tax Levy	\$ 44,705,777
SRP Payments in Lieu of Taxes	258,650	SRP Payments in Lieu of Taxes	300,837
	<u>\$ 44,569,404</u>		<u>\$ 45,006,614</u>
<b>LIBRARY DISTRICT:</b>			
Library Dist. Secondary Property Tax Levy	\$ 7,472,446	Library Dist. Secondary Property Tax Levy	\$ 7,492,922
Personal Prop. Taxes	390,500	Personal Prop. Taxes	384,926
Payments in Lieu of Taxes	231,321	Payments in Lieu of Taxes	233,237
	<u>\$ 8,094,267</u>		<u>\$ 8,111,085</u>


**levy limit**

<b>FY 1999-00 Levy Limit</b>	
<b>Maricopa County</b>	
<b>Maximum Levy</b>	1998
A.1 Maximum Allowable Primary Tax Levy	\$ 211,732,234
A.2 A.1 multiplied by 1.02	215,966,879
<b>Current Year Net Assessed Value Subject to Taxation in Prior Year</b>	1999
B.1 Centrally Assessed	\$ 2,123,115,802
B.2 Locally Assessed Real Property	14,403,772,657
B.3 Locally Assessed Secured Personal Property	223,812,170
B.4 Locally Assessed Unsecured Personal Property	910,601,995
B.4a Exemptions	(1,113,986,965)
B.5 Total Assessed Value (B.1 through B.4) - B.4a	16,547,315,659
B.6 B.5 Divided by 100	165,473,157
<b>Current Year Net Assessed Values</b>	1999
C.1 Centrally Assessed	\$ 2,847,563,313
C.2 Locally Assessed Real Property	15,187,294,672
C.3 Locally Assessed Secured Personal Property	284,367,195
C.4 Locally Assessed Unsecured Personal Property	927,912,025
C.4a Exemptions	(1,783,261,672)
C.5 Total Assessed Value (C.1 through C.4) - C.4a	17,463,875,533
C.6 C.5 Divided by 100	174,638,755
<b>Levy Limit Calculation</b>	1999
D.1 Line A.2	\$ 215,966,879
D.2 Line B.6	165,473,157
D.3 D.1/D.2 (Maximum Allowable Tax Rate)	1.3051
D.4 Line C.6	174,638,755
D.5 D.3 Multiplied D.4 = Maximum Allowable Levy Limit	227,921,039
D.6 Excess Collections\ Excess Levy	-
D.7 Amount in Excess of Expenditure Limit	-
D.8 Allowable Levy Limit (D.5 - D.6 - D.7)	227,921,039
<b>Adjusted Allowable Levy Limit Calculation</b>	1999
E.1 Accepted Torts	\$ 7,600
E.2 Adjusted Allowable Levy Limit (D.8 + E.1)	227,928,639

## levy limit calculation

<b>FY 1999-00 LEVY LIMIT</b>	
FY 1999-00 Adjusted Allowable Levy Limit	\$ 227,928,639
<i>Maximum Rate</i>	\$ 1.3051
FY 1999-00 Primary Levy (excluding SRP):	\$ 207,540,697
<i>Primary Levy Rate</i>	\$ 1.1884
Amount Under/(Over) Limit:	\$ 20,387,942
	\$ 0.1167

## expenditure limitation

FY 99-00 Estimated Expenditure Limit	<u>\$574,774,059</u>
FY1999-00 Expenditures Subject to Limitation	<u>\$521,776,722</u>
Amount Under (Over) Expenditure Limitation in FY 1999-00	<u>\$52,997,337</u>
FY 1998 Expenditure Limit	436,622,861
FY 1998 Expenditures Subject to Limitation	<u>436,622,860</u>
Amount Under (Over) Expenditure Limitation in FY 1998	<u>\$1</u>

## general fund beginning fund balance commentary

<b>Projected General Fund Balance and Recommended Appropriations</b>		
<b>I. Fund Balance Projection:</b>		
	FY 1998-99 Budget	FY 1998-99 Projected
<b>Beginning Fund Balance:</b>	<b>\$ 96,758,376</b>	<b>\$ 107,517,592</b>
Revenue	\$ 659,127,798	\$ 709,065,470
Expenditures	\$ (702,581,677)	\$ (688,888,813)
<b>Ending Fund Balance:</b>	<b>\$ 53,304,497</b>	<b>\$ 127,694,249</b>
<i>Less Fund Balance designated for Cash Flow</i>		\$ (56,400,000)
<b>Ending Fund Balance Less Cash Flow</b>		<b>\$ 71,294,249</b>
FY 1999-00 Operating Revenues in Excess of Expenditures		\$ 7,914,892
		\$ 79,209,141
<b>II. Recommended Non-Recurring Budget Issues:</b>		
Carryover - Phone System		\$ 828,118
Carryover - Year 2000		4,261,407
Carryover - Enterprise Infrastructure		108,120
Carryover - Vehicle Replacement		322,482
Carryover - Major Maintenance		1,872,600
Carryover - Assessor GIS		58,750
Carryover - Superior Ct. Courtroom Constr.		1,385,000
Carryover - Superior Ct. Video Systems		207,429
		<b>\$ 9,043,906</b>
<u><i>New Issues:</i></u>		
Critical Infrastructure		\$ 40,000,000
Year 2000		1,305,126
Radio Replacement - Final Phase		4,707,151
Assessor GIS-Year 2		555,000
Unsettled Lawsuits		8,000,000
Advanced Payment of Judgment		5,200,000
Relocation Costs (includes Justice Cts.)		4,023,978
Various Facility Improvements		4,276,918
County Attorney PC Replacement		513,903
Sheriff-CAD/RMS Upgrades		300,000
Sheriff-ADA/Ergonomics		150,000
Consultant Services for Space Planning and Imaging		675,000
Medical Examiner - 3 Unit Modular		220,000
Call Center - Telecom		238,159
		<b>\$ 70,165,235</b>
<b>Total Recommended Appropriation:</b>		<b>\$ 79,209,141</b>
<b>Net Fund Balance w/Non-Recurring Issues:</b>		<b>\$ -</b>
<b>Projected Ending Fund Balance</b>		<b>\$ -</b>

## risk management fund status

Two factors have contributed to the development of Risk Management's recommended budget: balancing the County budget and providing adequate protection for the County's assets, employees, and citizens.

The final budget has been formulated to begin the process of funding the Risk Management's Trust Fund through Internal Service Charges. In FY 1999/2000, the Trust will be funded entirely through Internal Service Charges.

The County continues to work with the Board of Trustees and the actuary firm to fund the trust fund at an acceptable level through projected plaid claims.

Trust Fund Cash Balance as of July 1, 1998	\$18,024,314
Cash with Trustee for Workers Compensation	<u>5,645,707</u>
	\$23,670,021
Add: FY 1998/99 Rollover Environmental	1,514,103
Add: FY 1998/99 Projected Revenue	6,755,906
Add: Environmental Fund Revenue	910,000
Add: Projected Interest Earnings	881,444
Less: FY 1998/99 Projected Expenditures*	<u>(17,635,155)</u>
Projected Trust Fund Cash Balance at June 30, 1999	\$16,096,319
Add: Budgeted Revenues FY 1999/00	18,134,977
Add: Estimated Interest Revenue	563,371
Add: Environmental Revenue	325,000
Less: Budgeted Expenditures FY 1999/00	<u>(18,712,953)</u>
Estimated Trust Fund Cash Balance at June 30, 2000	<u>\$16,406,714</u>

\*Projected expenditures are estimates and assume expending the entire FY 98/99 budget, actual spending could vary depending on claims paid.

# consolidated expenditures by fund/department

	FY1998-99 Adopted	FY1998-99 Revised	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Requested	FY1999-00 Adopted	Variance	%
<b>100 GENERAL FUND</b>								
JUDICIAL BRANCH								
11 ADULT PROBATION	\$ 9,687,570	\$ 9,730,476	\$ 9,730,476	\$ 9,730,476	\$ 12,107,042	\$ 10,728,934	\$ -	0.0%
24 JUSTICE COURTS	12,975,302	12,951,336	12,774,336	12,951,336	16,120,995	14,063,773	-	0.0%
27 JUVENILE PROBATION	17,843,249	17,921,443	17,680,609	8,611,152	10,546,066	9,694,690	(213,987)	-2.3%
38 SUPERIOR COURT	34,587,270	34,740,497	33,962,020	34,740,497	39,471,295	37,148,384	(61,222)	-0.2%
Subtotal	\$ 75,093,391	\$ 75,343,752	\$ 74,147,441	\$ 66,033,461	\$ 78,245,398	\$ 71,635,781	\$ (275,209)	-0.4%
ELECTED OFFICIAL								
01 BOARD OF SUPERVISORS DISTRICT 1	\$ 220,733	\$ 220,733	\$ 194,793	\$ 220,733	\$ 221,528	\$ 221,528	\$ -	0.0%
02 BOARD OF SUPERVISORS DISTRICT 2	220,733	220,733	203,843	220,733	221,528	221,528	-	0.0%
03 BOARD OF SUPERVISORS DISTRICT 3	220,733	220,733	209,436	220,733	221,528	221,528	-	0.0%
04 BOARD OF SUPERVISORS DISTRICT 4	220,733	220,733	195,727	220,733	221,528	221,528	-	0.0%
05 BOARD OF SUPERVISORS DISTRICT 5	220,733	220,733	200,220	220,733	221,528	221,528	-	0.0%
06 BOARD OF SUPERVISORS CLERK	491,938	491,938	439,049	491,938	493,190	493,190	-	0.0%
12 ASSESSOR	13,250,701	13,250,701	13,248,229	13,250,701	13,964,718	13,753,701	-	0.0%
14 COUNTY CALL CENTER	841,250	841,250	786,964	977,552	1,556,211	1,219,545	-	0.0%
16 CLERK OF THE SUPERIOR COURT	18,427,652	18,472,220	18,383,543	18,335,918	19,914,045	18,622,308	-	0.0%
19 COUNTY ATTORNEY	34,868,499	35,055,241	34,834,257	35,055,241	43,356,104	38,566,703	(140,100)	-0.4%
21 ELECTIONS	8,693,662	8,693,662	8,693,662	8,693,662	8,253,283	8,252,074	-	0.0%
23 INTERNAL AUDIT	634,144	710,044	702,367	710,044	860,761	858,504	-	0.0%
25 CONSTABLES	1,493,463	1,493,463	1,438,170	1,493,463	1,484,339	1,484,339	-	0.0%
36 RECORDER	1,376,878	1,376,878	1,376,878	1,376,878	1,882,820	1,827,872	-	0.0%
37 SUPERINTENDENT OF SCHOOLS	1,428,331	1,428,331	1,348,909	1,428,331	1,433,049	1,433,049	-	0.0%
43 TREASURER	3,592,732	3,592,732	3,575,449	3,592,732	3,661,064	3,654,989	-	0.0%
50 SHERIFF	96,382,394	96,382,394	96,382,393	32,389,339	58,367,975	34,469,613	-	0.0%
Subtotal	\$ 182,585,309	\$ 182,892,519	\$ 182,213,889	\$ 118,899,464	\$ 156,335,199	\$ 125,743,527	\$ (140,100)	-0.1%
APPOINTED DEPARTMENT								
15 EMERGENCY MANAGEMENT	\$ 150,649	\$ 150,649	\$ 141,650	\$ 150,649	\$ 175,033	\$ 175,033	\$ -	0.0%
18 FINANCE	2,276,897	2,276,897	1,885,068	2,149,416	2,224,444	2,132,366	-	0.0%
20 COUNTY ADMINISTRATOR	1,106,773	1,106,773	1,102,387	1,190,201	1,194,035	1,194,035	-	0.0%
22 HUMAN SERVICES	1,000,000	1,000,000	970,000	1,020,000	2,734,705	1,302,903	-	0.0%
26 CORRECTIONAL HEALTH	15,622,026	15,622,026	15,622,026	-	-	-	-	-
28 MEDICAL ELIGIBILITY	9,490,611	9,490,611	9,490,609	9,490,611	11,210,959	11,000,959	-	0.0%
29 MEDICAL EXAMINER	2,570,559	2,618,759	2,333,338	2,618,759	3,362,378	3,025,969	-	0.0%
30 PARKS AND RECREATION	1,282,376	1,282,376	1,266,500	1,282,376	39,770,056	1,336,056	-	0.0%
31 HUMAN RESOURCES	2,715,915	2,715,915	2,588,347	2,715,915	2,937,216	2,738,783	-	0.0%
32 PLANNING AND DEVELOPMENT	2,934,745	3,003,674	2,968,958	-	-	-	-	-
33 INDIGENT REPRESENTATION	29,683,757	29,803,754	28,573,321	29,483,009	34,157,230	32,047,322	-	0.0%
34 PUBLIC FIDUCIARY	1,565,954	1,565,954	1,535,566	1,565,954	1,701,967	1,677,515	-	0.0%
35 ORG. PLANNING AND TRAINING	523,742	559,942	528,659	559,942	616,117	616,117	-	0.0%
39 HEALTH CARE MANDATES	248,123,120	248,123,120	263,474,660	248,123,120	243,455,900	242,047,883	-	0.0%
41 CHIEF INFORMATION OFFICER	4,724,245	4,724,245	4,650,647	4,724,245	5,406,065	5,179,219	-	0.0%
45 JUDICIAL MANDATES	-	-	-	5,539,074	5,624,934	5,631,200	-	0.0%
47 GENERAL GOVERNMENT	95,127,234	93,788,385	69,968,971	160,856,220	229,707,127	229,291,818	415,309	0.2%
49 MANAGEMENT AND BUDGET	1,337,431	1,337,431	1,320,136	1,410,017	1,473,828	1,473,828	-	0.0%
70 FACILITIES MANAGEMENT	18,089,009	18,350,561	18,187,489	18,478,042	22,501,055	20,046,552	-	0.0%
73 MATERIALS MANAGEMENT	1,207,521	1,207,521	996,896	1,207,521	1,601,883	1,346,798	-	0.0%
79 ANIMAL CONTROL SERVICES	228,571	228,571	228,571	228,571	229,035	229,035	-	0.0%
86 PUBLIC HEALTH	4,499,186	4,499,186	4,119,304	4,499,186	19,939,921	4,942,458	-	0.0%
88 ENVIRONMENTAL SERVICES	642,656	642,656	563,783	642,656	644,264	644,264	-	0.0%
Subtotal	\$ 444,902,977	\$ 444,099,006	\$ 432,516,886	\$ 497,935,484	\$ 630,668,152	\$ 568,080,113	\$ 415,309	0.1%
Fund Total	\$ 702,581,677	\$ 702,335,277	\$ 688,878,216	\$ 682,868,409	\$ 865,248,749	\$ 765,459,421	\$ -	0.0%

## consolidated expenditures by fund / department (continued)

	FY1998-99 Adopted	FY1998-99 Revised	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Requested	FY1999-00 Adopted	Variance	%
<b>500 ENTERPRISE FUNDS</b>								
APPOINTED DEPARTMENT								
60 MARICOPA HEALTH PLANS	\$ 341,003,875	\$ 341,003,875	\$ 322,178,376	\$ 341,003,875	\$ 344,821,745	\$ 344,821,745	\$ -	0.0%
67 SOLID WASTE	723,792	1,024,292	1,024,292	1,024,292	1,026,518	1,219,938	-	0.0%
90 MARICOPA HEALTH SYSTEM	283,931,444	283,931,444	262,151,273	283,931,444	277,265,326	277,265,326	-	0.0%
Subtotal	\$ 625,659,111	\$ 625,959,611	\$ 585,353,941	\$ 625,959,611	\$ 623,113,589	\$ 623,307,009	\$ -	0.0%
Fund Total	\$ 625,659,111	\$ 625,959,611	\$ 585,353,941	\$ 625,959,611	\$ 623,113,589	\$ 623,307,009	\$ -	0.0%
<b>600 INTERNAL SERVICE FUNDS</b>								
APPOINTED DEPARTMENT								
31 HUMAN RESOURCES	\$ 38,973,380	\$ 38,973,380	\$ 38,973,380	\$ 38,973,380	\$ 44,041,654	\$ 44,010,907	\$ -	0.0%
70 FACILITIES MANAGEMENT	25,450	25,450	-	25,450	-	-	-	-
73 MATERIALS MANAGEMENT	663,638	813,638	727,993	813,638	794,155	927,306	-	0.0%
74 EQUIPMENT SERVICES	8,322,634	8,322,634	8,248,372	8,322,634	9,234,540	8,305,445	-	0.0%
75 RISK MANAGEMENT	17,635,155	17,635,155	17,116,744	17,635,155	18,766,639	18,712,953	-	0.0%
76 TELECOMMUNICATIONS	10,040,625	10,040,625	9,839,920	10,040,625	10,645,626	10,970,207	-	0.0%
Subtotal	\$ 75,660,882	\$ 75,810,882	\$ 74,906,409	\$ 75,810,882	\$ 83,482,614	\$ 82,926,818	\$ -	0.0%
Fund Total	\$ 75,660,882	\$ 75,810,882	\$ 74,906,409	\$ 75,810,882	\$ 83,482,614	\$ 82,926,818	\$ -	0.0%
<b>900 ELIMINATIONS</b>								
APPOINTED DEPARTMENT								
98 ELIMINATIONS	\$ (205,791,698)	\$ (206,046,424)	\$ (205,791,698)	\$ (278,586,796)	\$ (388,048,628)	\$ (439,913,377)	\$ (213,987)	0.0%
Subtotal	\$ (205,791,698)	\$ (206,046,424)	\$ (205,791,698)	\$ (278,586,796)	\$ (388,048,628)	\$ (439,913,377)	\$ (213,987)	0.0%
Fund Total	\$ (205,791,698)	\$ (206,046,424)	\$ (205,791,698)	\$ (278,586,796)	\$ (388,048,628)	\$ (439,913,377)	\$ (213,987)	0.0%
Total All Funds	\$ 1,682,181,504	\$ 1,714,891,240	\$ 1,572,664,666	\$ 1,714,891,240	\$ 1,939,693,160	\$ 1,842,648,510	\$ -	0.0%

# consolidated expenditures by fund / department (continued)

	FY1998-99 Adopted	FY1998-99 Revised	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Requested	FY1999-00 Adopted	Variance	%
<b>200 SPECIAL REVENUE FUNDS</b>								
JUDICIAL BRANCH								
11 ADULT PROBATION	\$ 40,832,713	\$ 40,832,713	\$ 33,953,143	\$ 40,832,713	\$ 43,687,255	\$ 43,687,255	\$ -	0.0%
24 JUSTICE COURTS	185,144	316,815	149,538	316,815	1,691,340	1,691,340	-	0.0%
27 JUVENILE PROBATION	16,026,361	16,026,361	10,495,478	25,336,652	29,720,505	28,717,576	213,987	0.7%
38 SUPERIOR COURT	8,372,233	8,558,709	7,873,581	8,558,709	8,347,270	8,347,270	-	0.0%
Subtotal	\$ 65,416,451	\$ 65,734,598	\$ 52,471,740	\$ 75,044,889	\$ 83,446,370	\$ 82,443,441	\$ 213,987	0.3%
ELECTED OFFICIAL								
16 CLERK OF THE SUPERIOR COURT	\$ 5,338,939	\$ 5,152,463	\$ 4,770,500	\$ 5,152,463	\$ 6,822,019	\$ 6,822,019	\$ -	0.0%
19 COUNTY ATTORNEY	6,295,524	6,667,980	6,260,427	6,667,980	7,072,639	7,072,639	-	0.0%
36 RECORDER	4,340,000	4,340,000	4,313,131	4,340,000	5,286,000	5,286,000	-	0.0%
50 SHERIFF	12,113,801	15,931,493	12,696,377	79,924,548	88,183,258	90,287,616	-	0.0%
Subtotal	\$ 28,088,264	\$ 32,091,936	\$ 28,040,435	\$ 96,084,991	\$ 107,363,916	\$ 109,468,274	\$ -	0.0%
APPOINTED DEPARTMENT								
15 EMERGENCY MANAGEMENT	\$ 848,286	\$ 848,286	\$ 751,441	\$ 848,286	\$ 851,213	\$ 851,213	\$ -	0.0%
17 COMMUNITY DEVELOPMENT	16,987,849	16,987,849	16,987,849	16,987,849	16,191,837	16,191,837	-	0.0%
22 HUMAN SERVICES	23,424,203	23,580,980	22,988,000	23,580,980	25,163,357	24,599,314	-	0.0%
26 CORRECTIONAL HEALTH	12,500	12,500	12,500	15,634,526	18,379,859	16,781,017	-	0.0%
30 PARKS AND RECREATION	3,972,745	6,072,745	2,926,730	6,072,745	5,095,866	5,095,866	-	0.0%
32 PLANNING AND DEVELOPMENT	203,000	469,832	362,170	-	-	-	-	-
33 INDIGENT REPRESENTATION	800,998	830,319	693,811	830,319	757,723	757,723	-	0.0%
44 PLANNING AND DEVELOPMENT	-	-	-	3,098,506	6,744,130	6,744,130	-	0.0%
46 RESEARCH AND REPORTING	472,000	472,000	368,949	472,000	419,064	448,000	-	0.0%
47 GENERAL GOVERNMENT	13,301,503	17,258,169	14,455,709	17,711,363	73,713,510	125,792,246	-	0.0%
60 MARICOPA HEALTH PLANS	2,076,135	2,076,135	1,627,108	2,076,135	1,723,923	1,723,923	-	0.0%
64 TRANSPORTATION	114,915,401	119,946,209	104,899,203	119,946,209	118,101,126	118,865,977	-	0.0%
65 LIBRARY DISTRICT	7,574,779	7,574,779	7,353,139	7,574,779	9,421,749	9,323,369	-	0.0%
66 HOUSING	14,765,999	14,765,999	14,765,999	14,765,999	15,769,560	15,769,560	-	0.0%
67 SOLID WASTE	3,311,096	3,911,096	3,900,191	3,911,096	4,164,387	4,164,387	-	0.0%
68 STADIUM DISTRICT	5,349,998	5,464,724	5,391,366	5,464,724	5,192,388	5,192,638	-	0.0%
69 FLOOD CONTROL DISTRICT	72,803,063	72,803,063	63,876,332	72,803,063	89,129,134	88,497,743	-	0.0%
78 STADIUM DISTRICT - MLB	9,090,775	13,859,924	13,236,254	13,859,924	3,516,100	3,341,745	-	0.0%
79 ANIMAL CONTROL SERVICES	5,827,731	5,827,731	5,486,778	5,827,731	6,060,743	6,060,743	-	0.0%
86 PUBLIC HEALTH	22,326,866	30,271,614	19,115,351	30,271,614	29,215,455	29,215,455	-	0.0%
88 ENVIRONMENTAL SERVICES	14,606,498	14,660,578	12,396,792	14,660,578	16,242,489	16,242,489	-	0.0%
Subtotal	\$ 332,671,425	\$ 357,694,532	\$ 311,595,672	\$ 376,398,426	\$ 445,853,613	\$ 495,659,375	\$ -	0.0%
Fund Total	\$ 426,176,140	\$ 455,521,066	\$ 392,107,847	\$ 547,528,306	\$ 636,663,899	\$ 687,571,090	\$ 213,987	0.0%
<b>300 DEBT SERVICE FUNDS</b>								
APPOINTED DEPARTMENT								
68 STADIUM DISTRICT	\$ 5,160,697	\$ 6,781,633	\$ 5,160,697	\$ 6,781,633	\$ 5,121,636	\$ 5,121,636	\$ -	0.0%
99 DEBT SERVICE	25,963,695	25,963,695	25,963,695	25,963,695	25,950,275	25,950,275	-	0.0%
Subtotal	\$ 31,124,392	\$ 32,745,328	\$ 31,124,392	\$ 32,745,328	\$ 31,071,911	\$ 31,071,911	\$ -	0.0%
Fund Total	\$ 31,124,392	\$ 32,745,328	\$ 31,124,392	\$ 32,745,328	\$ 31,071,911	\$ 31,071,911	\$ -	0.0%
<b>400 CAPITAL PROJECT FUNDS</b>								
ELECTED OFFICIAL								
50 SHERIFF	\$ 2,850,000	\$ 2,850,000	\$ 1,182,946	\$ 2,850,000	\$ 5,157,535	\$ 3,200,000	\$ -	0.0%
Subtotal	\$ 2,850,000	\$ 2,850,000	\$ 1,182,946	\$ 2,850,000	\$ 5,157,535	\$ 3,200,000	\$ -	0.0%
APPOINTED DEPARTMENT								
30 PARKS AND RECREATION	\$ 330,000	\$ 330,000	\$ -	\$ 330,000	\$ -	\$ -	\$ -	-
40 CRIMINAL JUSTICE FACILITIES	-	-	-	13,000,000	47,034,991	55,028,138	-	0.0%
47 GENERAL GOVERNMENT	22,691,000	24,482,000	4,899,113	11,462,000	35,965,000	33,994,000	-	0.0%
78 STADIUM DISTRICT - MLB	-	3,500	3,500	3,500	3,500	3,500	-	0.0%
90 MARICOPA HEALTH SYSTEM	900,000	900,000	-	900,000	-	-	-	-
Subtotal	\$ 23,921,000	\$ 25,715,500	\$ 4,902,613	\$ 25,715,500	\$ 83,003,491	\$ 89,025,638	\$ -	0.0%
Fund Total	\$ 26,771,000	\$ 28,565,500	\$ 6,085,559	\$ 28,565,500	\$ 88,161,026	\$ 92,225,638	\$ -	0.0%

## consolidated expenditures by department and fund

	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise Funds	Internal Service	Eliminations	Total
<b>JUDICIAL BRANCH</b>								
11 ADULT PROBATION	\$ 10,728,934	\$ 43,687,255	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 54,416,189
24 JUSTICE COURTS	14,063,773	1,691,340	-	-	-	-	-	15,755,113
27 JUVENILE PROBATION	9,694,690	28,717,576	-	-	-	-	-	38,412,266
38 SUPERIOR COURT	37,148,384	8,347,270	-	-	-	-	-	45,495,654
Subtotal	\$ 71,635,781	\$ 82,443,441	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 154,079,222
<b>ELECTED OFFICIAL</b>								
01 BOARD OF SUPERVISORS DISTRICT 1	\$ 221,528	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 221,528
02 BOARD OF SUPERVISORS DISTRICT 2	221,528	-	-	-	-	-	-	221,528
03 BOARD OF SUPERVISORS DISTRICT 3	221,528	-	-	-	-	-	-	221,528
04 BOARD OF SUPERVISORS DISTRICT 4	221,528	-	-	-	-	-	-	221,528
05 BOARD OF SUPERVISORS DISTRICT 5	221,528	-	-	-	-	-	-	221,528
06 BOARD OF SUPERVISORS CLERK	493,190	-	-	-	-	-	-	493,190
12 ASSESSOR	13,753,701	-	-	-	-	-	-	13,753,701
14 COUNTY CALL CENTER	1,219,545	-	-	-	-	-	-	1,219,545
16 CLERK OF THE SUPERIOR COURT	18,622,308	6,822,019	-	-	-	-	-	25,444,327
19 COUNTY ATTORNEY	38,566,703	7,072,639	-	-	-	-	-	45,639,342
21 ELECTIONS	8,252,074	-	-	-	-	-	-	8,252,074
23 INTERNAL AUDIT	858,504	-	-	-	-	-	-	858,504
25 CONSTABLES	1,484,339	-	-	-	-	-	-	1,484,339
36 RECORDER	1,827,872	5,286,000	-	-	-	-	-	7,113,872
37 SUPERINTENDENT OF SCHOOLS	1,433,049	-	-	-	-	-	-	1,433,049
43 TREASURER	3,654,989	-	-	-	-	-	-	3,654,989
50 SHERIFF	34,469,613	90,287,616	-	3,200,000	-	-	-	127,957,229
Subtotal	\$ 125,743,527	\$ 109,468,274	\$ -	\$ 3,200,000	\$ -	\$ -	\$ -	\$ 238,411,801
<b>APPOINTED DEPARTMENT</b>								
15 EMERGENCY MANAGEMENT	\$ 175,033	\$ 851,213	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,026,246
17 COMMUNITY DEVELOPMENT	-	16,191,837	-	-	-	-	-	16,191,837
18 FINANCE	2,132,366	-	-	-	-	-	-	2,132,366
20 COUNTY ADMINISTRATOR	1,194,035	-	-	-	-	-	-	1,194,035
22 HUMAN SERVICES	1,302,903	24,599,314	-	-	-	-	-	25,902,217
26 CORRECTIONAL HEALTH	-	16,781,017	-	-	-	-	-	16,781,017
28 MEDICAL ELIGIBILITY	11,000,959	-	-	-	-	-	-	11,000,959
29 MEDICAL EXAMINER	3,025,969	-	-	-	-	-	-	3,025,969
30 PARKS AND RECREATION	1,336,056	5,095,866	-	-	-	-	-	6,431,922
31 HUMAN RESOURCES	2,738,783	-	-	-	-	44,010,907	-	46,749,690
32 PLANNING AND DEVELOPMENT	-	-	-	-	-	-	-	-

## consolidated expenditures by department and fund (continued)

	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise Funds	Internal Service	Eliminations	Total
33 INDIGENT REPRESENTATION	32,047,322	757,723	-	-	-	-	-	32,805,045
34 PUBLIC FIDUCIARY	1,677,515	-	-	-	-	-	-	1,677,515
35 ORG. PLANNING AND TRAINING	616,117	-	-	-	-	-	-	616,117
39 HEALTH CARE MANDATES	242,047,883	-	-	-	-	-	-	242,047,883
40 CRIMINAL JUSTICE FACILITIES	-	-	-	55,028,138	-	-	-	55,028,138
41 CHIEF INFORMATION OFFICER	5,179,219	-	-	-	-	-	-	5,179,219
44 PLANNING AND DEVELOPMENT	-	6,744,130	-	-	-	-	-	6,744,130
45 JUDICIAL MANDATES	5,631,200	-	-	-	-	-	-	5,631,200
46 RESEARCH AND REPORTING	-	448,000	-	-	-	-	-	448,000
47 GENERAL GOVERNMENT	229,291,818	125,792,246	-	33,994,000	-	-	-	389,078,064
49 MANAGEMENT AND BUDGET	1,473,828	-	-	-	-	-	-	1,473,828
60 MARICOPA HEALTH PLANS	-	1,723,923	-	-	344,821,745	-	-	346,545,668
64 TRANSPORTATION	-	118,865,977	-	-	-	-	-	118,865,977
65 LIBRARY DISTRICT	-	9,323,369	-	-	-	-	-	9,323,369
66 HOUSING	-	15,769,560	-	-	-	-	-	15,769,560
67 SOLID WASTE	-	4,164,387	-	-	1,219,938	-	-	5,384,325
68 STADIUM DISTRICT	-	5,192,638	5,121,636	-	-	-	-	10,314,274
69 FLOOD CONTROL DISTRICT	-	88,497,743	-	-	-	-	-	88,497,743
70 FACILITIES MANAGEMENT	20,046,552	-	-	-	-	-	-	20,046,552
73 MATERIALS MANAGEMENT	1,346,798	-	-	-	-	927,306	-	2,274,104
74 EQUIPMENT SERVICES	-	-	-	-	-	8,305,445	-	8,305,445
75 RISK MANAGEMENT	-	-	-	-	-	18,712,953	-	18,712,953
76 TELECOMMUNICATIONS	-	-	-	-	-	10,970,207	-	10,970,207
78 STADIUM DISTRICT - MLB	-	3,341,745	-	3,500	-	-	-	3,345,245
79 ANIMAL CONTROL SERVICES	229,035	6,060,743	-	-	-	-	-	6,289,778
86 PUBLIC HEALTH	4,942,458	29,215,455	-	-	-	-	-	34,157,913
88 ENVIRONMENTAL SERVICES	644,264	16,242,489	-	-	-	-	-	16,886,753
90 MARICOPA HEALTH SYSTEMS	-	-	-	-	277,265,326	-	-	277,265,326
98 ELIMINATIONS	-	-	-	-	-	-	(439,913,377)	(439,913,377)
99 DEBT SERVICE	-	-	25,950,275	-	-	-	-	25,950,275
Subtotal	\$ 568,080,113	\$ 495,659,375	\$ 31,071,911	\$ 89,025,638	\$ 623,307,009	\$ 82,926,818	\$ (439,913,377)	\$ 1,450,157,487
Total	\$ 765,459,421	\$ 687,571,090	\$ 31,071,911	\$ 92,225,638	\$ 623,307,009	\$ 82,926,818	\$ (439,913,377)	\$ 1,842,648,510

# consolidated expenditures by fund/object

	FY1998-99 Adopted	FY1998-99 Revised	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Tentative	FY1999-00 Adopted	Variance	%
<b>(All) Funds</b>								
<b>PERSONAL SERVICES</b>								
701 REGULAR PAY	\$ 405,451,223	\$ 419,658,947	\$ 419,404,200	\$ 419,658,947	\$ 469,045,094	\$ 469,098,018	\$ (52,924)	0.0%
705 TEMPORARY PAY	9,172,750	7,282,601	6,703,544	7,282,601	6,831,891	6,831,891	-	0.0%
710 SPECIAL PAY	11,060,914	12,430,145	11,100,345	12,430,145	16,216,984	16,026,259	190,725	1.2%
750 FRINGE BENEFITS	81,924,603	84,059,171	73,823,378	84,059,171	92,077,290	92,085,588	(8,298)	0.0%
780 SALARY ADJUSTMENTS	13,453,938	5,879,685	3,767,529	5,879,685	16,732,378	16,732,378	-	0.0%
790 OTHER PERSONAL SERVICES	35,874,451	36,278,501	784,145	36,278,501	8,384,576	8,384,576	-	0.0%
795 P S INTER-FUND CREDIT (NEG)	(15,215,476)	(15,180,403)	(3,965,377)	(89,011,214)	(15,464,231)	(15,464,231)	-	0.0%
796 P S INTER-FUND CHARGES	(24,838,632)	(25,493,907)	(26,390,337)	48,336,904	(19,436,625)	(19,436,625)	-	0.0%
797 PERSONNEL SAVINGS (NEG)	(14,475,746)	(14,798,829)	(3,945,502)	(14,798,829)	(15,426,762)	(15,426,762)	-	0.0%
Subtotal	\$ 502,408,025	\$ 510,115,911	\$ 481,281,925	\$ 510,115,911	\$ 558,960,595	\$ 558,831,092	\$ 129,503	0.0%
<b>SUPPLIES AND SERVICES</b>								
801 GENERAL SUPPLIES	\$ 43,212,174	\$ 43,054,489	\$ 37,267,591	\$ 43,054,489	\$ 56,318,122	\$ 56,318,122	\$ -	0.0%
802 MEDICAL SUPPLIES	29,759,635	29,691,073	27,124,809	29,691,073	29,854,453	29,854,453	-	0.0%
805 CONTRACTUAL SERVICES	119,290,342	132,042,134	103,067,470	132,042,134	117,424,903	117,424,903	-	0.0%
807 HEALTH CARE SERVICES	26,227,569	26,208,911	36,824,638	26,208,911	36,530,518	36,530,518	-	0.0%
810 LEGAL	17,963,424	17,679,156	16,642,800	17,679,156	26,832,268	26,832,268	-	0.0%
815 INSURANCE	51,852,259	51,660,165	51,725,063	51,660,165	57,034,599	57,034,599	-	0.0%
820 RENT	17,379,431	17,535,456	17,013,347	17,535,456	18,679,851	18,679,851	-	0.0%
825 REPAIRS AND MAINTENANCE	18,811,836	18,799,598	17,297,632	18,799,598	20,364,280	20,364,280	-	0.0%
826 FACILITIES MGMT DISCRETIONARY	441,783	432,211	261,502	432,211	1,334,686	1,334,686	-	0.0%
827 MATERIAL MGMT DISCRETIONARY	539,548	549,988	712,356	549,988	643,393	643,393	-	0.0%
828 MOTOR POOL	98,516	93,314	91,969	93,314	109,482	109,482	-	0.0%
829 FUEL	1,685,087	1,661,475	1,421,421	1,661,475	1,754,637	1,754,637	-	0.0%
830 TELECOM DISCRETIONARY	1,607,299	1,703,105	1,659,870	1,703,105	2,064,397	2,064,397	-	0.0%
832 COUNTY COUNSEL	4,775,224	4,775,224	4,744,424	4,775,224	5,310,517	5,310,517	-	0.0%
833 EMPLOYEE BENEFITS ADMIN	1,202,869	1,202,869	1,207,065	1,202,869	1,585,886	1,585,886	-	0.0%
834 BASE LEVEL EQ SERVICES CHARGES	(19,237,887)	(19,262,437)	(19,093,571)	(19,262,437)	(32,464,634)	(32,464,634)	-	0.0%
835 EQUIPMENT REPLACEMENT	-	-	-	-	15,000	15,000	-	0.0%
836 RISK MANAGEMENT	5,101,000	5,137,764	5,363,051	5,137,764	14,961,791	14,961,791	-	0.0%
837 BASE LEVEL TELECOM	7,035,138	7,035,011	6,788,644	7,035,011	8,481,004	8,481,004	-	0.0%
838 TELECOM WIRELESS SYSTEMS	1,376,143	1,376,270	1,400,367	1,376,270	287,682	287,682	-	0.0%
839 OTHER INTERNAL SVCS CHARGES	487,317	487,656	537,478	487,656	383,364	383,364	-	0.0%
840 ELECTED OFFICIAL TRAVEL	125,177	115,192	145,164	115,192	135,022	135,022	-	0.0%
841 EMPLOYEE TRAVEL	1,604,252	1,617,322	1,230,264	1,617,322	1,291,870	1,291,870	-	0.0%
842 EDUCATION	3,134,616	3,101,608	2,565,831	3,101,608	3,528,390	3,528,390	-	0.0%
843 TRANSPORTATION/SHIPPING	1,137,226	1,155,849	1,405,757	1,155,849	1,181,927	1,181,927	-	0.0%
844 JUDICIAL TRAVEL	955,925	1,060,257	542,467	1,060,257	1,122,330	1,122,330	-	0.0%
845 SUPPORT AND CARE OF PERSONS	292,140,491	292,128,888	269,482,047	292,128,888	283,546,175	283,546,175	-	0.0%
847 MEDICAL CARE	-	-	-	-	5,650	5,650	-	0.0%
850 UTILITIES	18,946,820	18,900,496	19,064,749	18,900,496	18,905,602	18,905,602	-	0.0%
855 STATE AND LOCAL AID	77,614,032	77,697,367	96,454,538	77,697,367	73,476,115	73,476,115	-	0.0%
857 MANDATED HEALTH CARE PAYMENTS	173,661,179	173,541,417	173,791,507	173,541,417	174,420,452	174,420,452	-	0.0%
860 MISCELLANEOUS EXPENSE	39,015,910	39,325,784	34,613,763	39,325,784	36,995,889	38,683,050	(1,687,161)	-4.6%
861 GAIN/LOSS SALE FIXED ASSETS	-	-	-	-	-	-	-	-
865 NON-OPERATING RESERVES	336,000	392,000	(408)	392,000	300,000	300,000	-	0.0%
870 OTHER ADJUSTMENTS	3,230,087	3,225,087	2,203,833	3,225,087	3,119,616	3,119,616	-	0.0%
871 WAREHOUSE INVENTORY	-	-	1,813	-	-	-	-	-
872 S S INTER-FUND CREDIT (NEG)	(8,867,226)	(8,867,226)	(12,445,676)	(40,435,293)	(16,635,107)	(16,635,107)	-	0.0%
873 S S INTERFUND CHARGES	3,848,553	8,252,042	7,694,835	39,820,109	6,788,695	6,788,695	-	0.0%
874 OTHER NEGATIVE ADJUSTMENTS	(16,671,460)	(18,093,277)	(13,109,269)	(18,093,277)	(14,734,336)	(14,734,336)	-	0.0%
875 BONDS AND RELATED EXPENSE	42,637,014	44,137,840	46,785,592	44,137,840	50,299,571	50,299,571	-	0.0%
880 TRANSFERS OUT TO OTHER FUNDS	-	-	(350,953)	-	1,687,161	-	1,687,161	100.0%
Subtotal	\$ 962,457,303	\$ 979,554,078	\$ 942,133,780	\$ 979,554,078	\$ 992,941,221	\$ 992,941,221	\$ -	0.0%
<b>CAPITAL OUTLAY</b>								
910 LAND	\$ 10,447,796	\$ 10,411,200	\$ 5,152,516	\$ 10,411,200	\$ 1,405,000	\$ 1,405,000	\$ -	0.0%
915 BUILDINGS AND IMPROVEMENTS	156,543,037	167,926,729	118,114,417	167,926,729	252,407,681	252,407,681	-	0.0%
920 EQUIPMENT	38,677,423	40,063,448	20,664,895	40,063,448	25,627,752	25,757,255	(129,503)	-0.5%
930 TRANSPORTATION	10,626,709	6,754,434	4,888,433	6,754,434	10,994,140	10,994,140	-	0.0%
940 OTHER CAPITAL OUTLAY	1,021,211	65,440	428,700	65,440	312,121	312,121	-	0.0%
Subtotal	\$ 217,316,176	\$ 225,221,251	\$ 149,248,961	\$ 225,221,251	\$ 290,746,694	\$ 290,876,197	\$ (129,503)	0.0%
<b>Fund Total</b>	<b>\$ 1,682,181,504</b>	<b>\$ 1,714,891,240</b>	<b>\$ 1,572,664,666</b>	<b>\$ 1,714,891,240</b>	<b>\$ 1,842,648,510</b>	<b>\$ 1,842,648,510</b>	<b>\$ -</b>	<b>0.0%</b>

# consolidated expenditures by fund/object (continued)

	FY1998-99 Adopted	FY1998-99 Revised	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Tentative	FY1999-00 Adopted	Variance	%
<b>GENERAL FUND</b>								
<b>PERSONAL SERVICES</b>								
701 REGULAR PAY	\$ 231,518,041	\$ 239,733,170	\$ 225,992,199	\$ 239,733,170	\$ 195,687,468	\$ 195,740,392	\$ (52,924)	0.0%
705 TEMPORARY PAY	5,183,009	3,851,946	3,873,339	3,851,946	1,958,474	1,958,474	-	0.0%
710 SPECIAL PAY	6,955,403	6,439,080	8,582,599	6,439,080	6,172,547	5,981,822	190,725	3.1%
750 FRINGE BENEFITS	46,332,333	47,385,822	44,475,352	47,385,822	38,629,847	38,638,145	(8,298)	0.0%
780 SALARY ADJUSTMENTS	8,108,716	3,469,286	2,098,386	3,469,286	9,469,500	9,536,992	(67,492)	-0.7%
790 OTHER PERSONAL SERVICES	1,914,297	1,394,023	476,413	1,394,023	251,115	251,115	-	0.0%
795 P S INTER-FUND CREDIT (NEG)	(6,533,079)	(6,498,006)	(2,829,014)	(79,850,983)	(10,980,797)	(10,980,797)	-	0.0%
796 P S INTER-FUND CHARGES	196,258	349,209	296,957	349,209	267,330	267,330	-	0.0%
797 PERSONNEL SAVINGS (NEG)	(10,890,375)	(11,182,945)	(3,072,002)	(11,182,945)	(7,928,129)	(7,781,634)	(146,495)	1.8%
Subtotal	\$ 282,784,603	\$ 284,941,585	\$ 279,894,229	\$ 211,588,608	\$ 233,527,355	\$ 233,611,839	\$ (84,484)	0.0%
<b>SUPPLIES AND SERVICES</b>								
801 GENERAL SUPPLIES	\$ 26,209,806	\$ 25,180,593	\$ 18,225,120	\$ 25,180,593	\$ 26,041,316	\$ 26,041,316	\$ -	0.0%
802 MEDICAL SUPPLIES	2,208,248	2,114,968	1,897,957	2,114,968	571,826	571,826	-	0.0%
805 CONTRACTUAL SERVICES	37,203,239	37,721,390	24,877,975	37,721,390	25,823,959	25,823,959	-	0.0%
807 HEALTH CARE SERVICES	7,383,656	7,493,541	7,273,605	7,493,541	1,123,926	1,123,926	-	0.0%
810 LEGAL	16,460,328	15,899,270	15,027,599	15,899,270	25,017,583	25,017,583	-	0.0%
815 INSURANCE	157,227	145,395	(3,033)	145,395	142,906	142,906	-	0.0%
820 RENT	9,838,662	10,038,711	9,277,087	10,038,711	9,650,590	9,650,590	-	0.0%
825 REPAIRS AND MAINTENANCE	4,702,413	4,916,900	5,197,206	4,916,900	4,610,898	4,610,898	-	0.0%
826 FACILITIES MGMT DISCRETIONARY	146,933	137,361	105,952	137,361	121,743	121,743	-	0.0%
827 MATERIAL MGMT DISCRETIONARY	397,663	405,103	559,058	405,103	415,400	415,400	-	0.0%
828 MOTOR POOL	85,887	80,685	69,854	80,685	94,432	94,432	-	0.0%
829 FUEL	878,635	847,142	669,393	847,142	830,581	830,581	-	0.0%
830 TELECOM DISCRETIONARY	1,105,152	1,197,808	1,202,130	1,197,808	1,448,351	1,448,351	-	0.0%
832 COUNTY COUNSEL	1,485,371	1,485,371	1,485,371	1,485,371	1,521,024	1,521,024	-	0.0%
833 EMPLOYEE BENEFITS ADMIN	805,837	805,837	805,837	805,837	1,067,676	1,067,676	-	0.0%
834 BASE LEVEL EQ SERVICES CHARGES	2,132,909	2,103,158	2,091,401	2,103,158	2,312,490	2,312,490	-	0.0%
835 EQUIPMENT REPLACEMENT	-	-	-	-	-	-	-	-
836 RISK MANAGEMENT	2,172,789	2,172,789	2,171,789	2,172,789	6,054,269	6,054,269	-	0.0%
837 BASE LEVEL TELECOM	5,579,914	5,579,914	5,579,914	5,579,914	7,042,796	7,042,796	-	0.0%
838 TELECOM WIRELESS SYSTEMS	907,034	907,034	907,034	907,034	-	-	-	-
839 OTHER INTERNAL SVCS CHARGES	37,437	37,437	18,378	37,437	34,580	34,580	-	0.0%
840 ELECTED OFFICIAL TRAVEL	115,352	107,692	140,164	107,692	120,022	120,022	-	0.0%
841 EMPLOYEE TRAVEL	252,473	280,999	359,001	280,999	295,091	295,091	-	0.0%
842 EDUCATION	1,393,708	1,369,517	1,352,263	1,369,517	1,589,018	1,589,018	-	0.0%
843 TRANSPORTATION/SHIPPING	528,613	544,390	676,352	544,390	531,403	531,403	-	0.0%
844 JUDICIAL TRAVEL	605,925	710,257	460,967	710,257	822,330	822,330	-	0.0%
845 SUPPORT AND CARE OF PERSONS	7,039,675	7,028,072	2,806,245	7,028,072	922,081	922,081	-	0.0%
847 MEDICAL CARE	-	-	-	-	-	-	-	-
850 UTILITIES	7,123,038	7,071,714	7,216,818	7,071,714	7,043,688	7,043,688	-	0.0%
855 STATE AND LOCAL AID	60,345,320	60,345,320	79,106,920	60,345,320	56,801,720	56,801,720	-	0.0%
857 MANDATED HEALTH CARE PAYMENTS	173,661,179	173,541,417	173,791,507	173,541,417	174,420,452	174,420,452	-	0.0%
860 MISCELLANEOUS EXPENSE	4,342,250	4,338,319	4,665,121	4,338,319	4,805,740	4,822,181	(16,441)	-0.3%
861 GAIN/LOSS SALE FIXED ASSETS	-	-	-	-	-	-	-	-
865 NON-OPERATING RESERVES	-	-	(408)	-	-	-	-	-
870 OTHER ADJUSTMENTS	334,269	334,269	329,309	334,269	307,638	307,638	-	0.0%
871 WAREHOUSE INVENTORY	-	-	-	-	-	-	-	-
872 S S INTER-FUND CREDIT (NEG)	(1,150,553)	(1,150,553)	(604,805)	(19,726,622)	(3,768,329)	(3,768,329)	-	0.0%
873 S S INTERFUND CHARGES	682,561	672,561	672,330	672,561	618,131	618,131	-	0.0%
874 OTHER NEGATIVE ADJUSTMENTS	(5,455,354)	(5,440,408)	(5,290,408)	(5,440,408)	(5,783,683)	(5,783,683)	-	0.0%
875 BONDS AND RELATED EXPENSE	6,440,000	5,019,890	4,989,890	5,019,890	4,876,146	4,876,146	-	0.0%
880 TRANSFERS OUT TO OTHER FUNDS	21,389,101	21,389,101	21,374,521	93,851,279	142,920,374	142,689,946	230,428	0.2%
Subtotal	\$ 397,546,697	\$ 395,432,964	\$ 389,485,414	\$ 449,319,073	\$ 500,448,168	\$ 500,234,181	\$ 213,987	0.0%
<b>CAPITAL OUTLAY</b>								
910 LAND	\$ 36,596	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
915 BUILDINGS AND IMPROVEMENTS	7,876,325	7,568,223	5,136,512	7,568,223	16,860,522	16,860,522	-	0.0%
920 EQUIPMENT	11,303,489	12,884,407	12,717,210	12,884,407	12,892,117	13,021,620	(129,503)	-1.0%
930 TRANSPORTATION	2,028,101	1,506,598	1,237,465	1,506,598	1,688,990	1,688,990	-	0.0%
940 OTHER CAPITAL OUTLAY	1,005,866	1,500	407,386	1,500	42,269	42,269	-	0.0%
Subtotal	\$ 22,250,377	\$ 21,960,728	\$ 19,498,573	\$ 21,960,728	\$ 31,483,898	\$ 31,613,401	\$ (129,503)	-0.4%
Fund Total	\$ 702,581,677	\$ 702,335,277	\$ 688,878,216	\$ 682,868,409	\$ 765,459,421	\$ 765,459,421	\$ -	0.0%

## consolidated expenditures by fund/object (continued)

	FY1998-99 Adopted	FY1998-99 Revised	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Tentative	FY1999-00 Adopted	Variance	%
<b>SPECIAL REVENUE FUND</b>								
<b>PERSONAL SERVICES</b>								
701 REGULAR PAY	\$ 104,316,231	\$ 109,964,595	\$ 104,636,699	\$ 109,964,595	\$ 177,103,953	\$ 177,103,953	\$ -	0.0%
705 TEMPORARY PAY	3,580,682	2,882,016	2,547,354	2,882,016	4,344,949	4,344,949	-	0.0%
710 SPECIAL PAY	1,835,212	3,725,581	2,324,745	3,725,581	7,822,074	7,822,074	-	0.0%
750 FRINGE BENEFITS	21,571,411	22,589,102	14,263,536	22,589,102	37,416,866	37,416,866	-	0.0%
780 SALARY ADJUSTMENTS	5,201,947	2,316,537	1,566,489	2,316,537	7,100,312	7,032,820	67,492	1.0%
790 OTHER PERSONAL SERVICES	5,019,079	5,770,820	137,900	5,770,820	8,118,461	8,118,461	-	0.0%
795 P S INTER-FUND CREDIT (NEG)	(3,440,175)	(3,440,175)	(1,135,825)	(3,492,988)	(3,861,784)	(3,861,784)	-	0.0%
796 P S INTER-FUND CHARGES	5,051,363	4,243,137	3,436,311	77,648,927	11,718,448	11,718,448	-	0.0%
797 PERSONNEL SAVINGS (NEG)	(3,377,132)	(3,377,132)	(820,227)	(3,377,132)	(7,301,085)	(7,447,580)	146,495	-2.0%
Subtotal	\$ 139,758,618	\$ 144,674,481	\$ 126,946,982	\$ 218,027,458	\$ 242,462,194	\$ 242,248,207	\$ 213,987	0.1%
<b>SUPPLIES AND SERVICES</b>								
801 GENERAL SUPPLIES	\$ 11,875,194	\$ 12,175,071	\$ 9,856,999	\$ 12,175,071	\$ 22,350,880	\$ 22,350,880	\$ -	0.0%
802 MEDICAL SUPPLIES	2,030,984	2,055,702	894,695	2,055,702	2,221,227	2,221,227	-	0.0%
805 CONTRACTUAL SERVICES	49,872,551	61,993,629	52,081,857	61,993,629	62,740,874	62,740,874	-	0.0%
807 HEALTH CARE SERVICES	760,391	631,848	427,086	631,848	7,832,614	7,832,614	-	0.0%
810 LEGAL	1,234,666	1,469,790	1,463,379	1,469,790	1,467,185	1,467,185	-	0.0%
815 INSURANCE	54,334	17,570	15,767	17,570	13,540	13,540	-	0.0%
820 RENT	3,316,358	3,277,134	3,691,120	3,277,134	5,301,985	5,301,985	-	0.0%
825 REPAIRS AND MAINTENANCE	7,540,651	7,313,926	7,112,051	7,313,926	8,184,938	8,184,938	-	0.0%
826 FACILITIES MGMT DISCRETIONARY	283,750	283,750	153,550	283,750	1,202,050	1,202,050	-	0.0%
827 MATERIAL MGMT DISCRETIONARY	121,085	124,085	110,185	124,085	181,043	181,043	-	0.0%
828 MOTOR POOL	8,407	8,407	15,611	8,407	10,175	10,175	-	0.0%
829 FUEL	753,261	753,261	634,224	753,261	747,540	747,540	-	0.0%
830 TELECOM DISCRETIONARY	473,706	476,856	417,432	476,856	509,416	509,416	-	0.0%
832 COUNTY COUNSEL	834,528	834,528	828,332	834,528	829,626	829,626	-	0.0%
833 EMPLOYEE BENEFITS ADMIN	209,633	209,633	188,893	209,633	242,911	242,911	-	0.0%
834 BASE LEVEL EQ SERVICES CHARGES	3,125,249	3,122,099	3,213,619	3,122,099	3,241,389	3,241,389	-	0.0%
835 EQUIPMENT REPLACEMENT	-	-	-	-	15,000	15,000	-	0.0%
836 RISK MANAGEMENT	1,200,845	1,237,609	1,452,891	1,237,609	2,240,312	2,240,312	-	0.0%
837 BASE LEVEL TELECOM	1,296,387	1,296,260	1,171,222	1,296,260	1,380,515	1,380,515	-	0.0%
838 TELECOM WIRELESS SYSTEMS	407,523	407,650	383,920	407,650	260,682	260,682	-	0.0%
839 OTHER INTERNAL SVCS CHARGES	225,000	225,339	144,513	225,339	281,973	281,973	-	0.0%
840 ELECTED OFFICIAL TRAVEL	9,825	7,500	5,000	7,500	15,000	15,000	-	0.0%
841 EMPLOYEE TRAVEL	779,439	763,817	547,089	763,817	745,115	745,115	-	0.0%
842 EDUCATION	1,246,388	1,237,571	832,931	1,237,571	1,342,886	1,342,886	-	0.0%
843 TRANSPORTATION/SHIPPING	505,257	508,103	501,269	508,103	462,444	462,444	-	0.0%
844 JUDICIAL TRAVEL	350,000	350,000	81,500	350,000	300,000	300,000	-	0.0%
845 SUPPORT AND CARE OF PERSONS	5,626,619	5,626,619	5,161,872	5,626,619	5,506,138	5,506,138	-	0.0%
850 UTILITIES	2,806,652	2,806,652	2,785,673	2,806,652	2,960,360	2,960,360	-	0.0%
855 STATE AND LOCAL AID	17,268,712	17,352,047	17,347,618	17,352,047	16,674,395	16,674,395	-	0.0%
860 MISCELLANEOUS EXPENSE	4,038,991	4,343,796	4,348,137	4,343,796	6,913,760	8,584,480	(1,670,720)	-24.2%
870 OTHER ADJUSTMENTS	2,895,818	2,890,818	1,874,524	2,890,818	2,811,978	2,811,978	-	0.0%
871 WAREHOUSE INVENTORY	-	-	1,813	-	-	-	-	-
872 S S INTER-FUND CREDIT (NEG)	(7,716,673)	(7,716,673)	(8,710,804)	(8,133,692)	(8,770,824)	(8,770,824)	-	0.0%
873 S S INTERFUND CHARGES	2,110,155	6,523,644	6,108,578	25,516,732	5,770,226	5,770,226	-	0.0%
874 OTHER NEGATIVE ADJUSTMENTS	(199,379)	(1,636,142)	(26,066)	(1,636,142)	-	-	-	-
875 BONDS AND RELATED EXPENSE	2,547,000	3,847,000	1,608,779	3,847,000	1,641,851	1,641,851	-	0.0%
880 TRANSFERS OUT TO OTHER FUNDS	24,706,066	24,810,792	24,369,956	24,888,986	122,605,318	120,934,598	1,670,720	1.4%
Subtotal	\$ 142,599,373	\$ 159,629,691	\$ 141,095,215	\$ 178,283,954	\$ 280,240,172	\$ 280,240,172	\$ -	0.0%
<b>CAPITAL OUTLAY</b>								
910 LAND	\$ 10,411,200	\$ 10,411,200	\$ 5,152,516	\$ 10,411,200	\$ 1,405,000	\$ 1,405,000	\$ -	0.0%
915 BUILDINGS AND IMPROVEMENTS	117,983,076	128,808,891	109,313,405	128,808,891	146,452,168	146,452,168	-	0.0%
920 EQUIPMENT	10,077,787	9,952,894	7,506,378	9,952,894	11,267,708	11,267,708	-	0.0%
930 TRANSPORTATION	5,330,741	1,979,969	2,072,037	1,979,969	5,687,983	5,687,983	-	0.0%
940 OTHER CAPITAL OUTLAY	15,345	63,940	21,314	63,940	269,852	269,852	-	0.0%
Subtotal	\$ 143,818,149	\$ 151,216,894	\$ 124,065,650	\$ 151,216,894	\$ 165,082,711	\$ 165,082,711	\$ -	0.0%
<b>Fund Total</b>	<b>\$ 426,176,140</b>	<b>\$ 455,521,066</b>	<b>\$ 392,107,847</b>	<b>\$ 547,528,306</b>	<b>\$ 687,785,077</b>	<b>\$ 687,571,090</b>	<b>\$ 213,987</b>	<b>0.0%</b>

## consolidated expenditures by fund/object (continued)

	FY1998-99 Adopted	FY1998-99 Revised	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Tentative	FY1999-00 Adopted	Variance	%
<b>DEBT SERVICE</b>								
PERSONAL SERVICES								
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
SUPPLIES AND SERVICES								
875 BONDS AND RELATED EXPENSE	31,124,392	32,745,328	31,124,392	32,745,328	31,071,911	31,071,911	-	0.0%
Subtotal	\$ 31,124,392	\$ 32,745,328	\$ 31,124,392	\$ 32,745,328	\$ 31,071,911	\$ 31,071,911	\$ -	0.0%
CAPITAL OUTLAY								
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Fund Total	\$ 31,124,392	\$ 32,745,328	\$ 31,124,392	\$ 32,745,328	\$ 31,071,911	\$ 31,071,911	\$ -	0.0%

	FY1998-99 Adopted	FY1998-99 Revised	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Tentative	FY1999-00 Adopted	Variance	%
<b>CAPITAL PROJECT FUNDS</b>								
PERSONAL SERVICES								
701 REGULAR PAY	\$ -	\$ 237,528	\$ 237,528	\$ 237,528	\$ 371,034	\$ 371,034	\$ -	0.0%
705 TEMPORARY PAY	-	-	-	-	46,133	46,133	-	0.0%
750 FRINGE BENEFITS	-	38,096	38,096	38,096	65,065	65,065	-	0.0%
780 SALARY ADJUSTMENTS	-	-	-	-	8,443	8,443	-	0.0%
790 OTHER PERSONAL SERVICES	-	149,397	149,397	149,397	-	-	-	-
795 P S INTER-FUND CREDIT (NEG)	-	-	-	(425,021)	(498,291)	(498,291)	-	0.0%
796 P S INTER-FUND CHARGES	-	-	-	425,021	8,000	8,000	-	0.0%
797 PERSONNEL SAVINGS (NEG)	-	-	-	-	(7,237)	(7,237)	-	0.0%
Subtotal	\$ -	\$ 425,021	\$ 425,021	\$ 425,021	\$ (6,853)	\$ (6,853)	\$ -	0.0%
SUPPLIES AND SERVICES								
801 GENERAL SUPPLIES	\$ -	\$ 500,000	\$ 887,092	\$ 500,000	\$ 11,538	\$ 11,538	\$ -	0.0%
805 CONTRACTUAL SERVICES	-	-	-	-	87,000	87,000	-	0.0%
810 LEGAL	-	-	-	-	175,000	175,000	-	0.0%
820 RENT	-	-	-	-	105,600	105,600	-	0.0%
825 REPAIRS AND MAINTENANCE	-	-	12,357	-	3,120	3,120	-	0.0%
827 MATERIAL MGNT DISCRETIONARY	-	-	-	-	2,400	2,400	-	0.0%
829 FUEL	-	-	-	-	2,400	2,400	-	0.0%
830 TELECOM DISCRETIONARY	-	-	-	-	3,500	3,500	-	0.0%
832 COUNTY COUNSEL	-	-	-	-	143,640	143,640	-	0.0%
837 BASE LEVEL TELECOM	-	-	-	-	10,628	10,628	-	0.0%
841 EMPLOYEE TRAVEL	-	-	-	-	15,000	15,000	-	0.0%
842 EDUCATION	-	-	-	-	6,000	6,000	-	0.0%
860 MISCELLANEOUS EXPENSE	-	3,500	3,500	3,500	16,100	16,100	-	0.0%
872 S S INTER-FUND CREDIT (NEG)	-	-	-	(12,574,979)	(578,426)	(578,426)	-	0.0%
873 S S INTERFUND CHARGES	-	-	-	12,574,979	-	-	-	-
875 BONDS AND RELATED EXPENSE	-	-	328	-	-	-	-	-
Subtotal	\$ -	\$ 503,500	\$ 903,277	\$ 503,500	\$ 3,500	\$ 3,500	\$ -	0.0%
CAPITAL OUTLAY								
910 LAND	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
915 BUILDINGS AND IMPROVEMENTS	23,921,000	24,786,979	3,587,000	24,786,979	89,002,991	89,002,991	-	0.0%
920 EQUIPMENT	-	-	9,197	-	6,000	6,000	-	0.0%
930 TRANSPORTATION	2,850,000	2,850,000	1,161,064	2,850,000	3,220,000	3,220,000	-	0.0%
Subtotal	\$ 26,771,000	\$ 27,636,979	\$ 4,757,261	\$ 27,636,979	\$ 92,228,991	\$ 92,228,991	\$ -	0.0%
Fund Total	\$ 26,771,000	\$ 28,565,500	\$ 6,085,559	\$ 28,565,500	\$ 92,225,638	\$ 92,225,638	\$ -	0.0%

## consolidated expenditures by fund/object (continued)

	FY1998-99 Adopted	FY1998-99 Revised	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Tentative	FY1999-00 Adopted	Variance	%
<b>ENTERPRISE FUNDS</b>								
<b>PERSONAL SERVICES</b>								
701 REGULAR PAY	\$ 64,612,895	\$ 64,603,801	\$ 83,672,455	\$ 64,603,801	\$ 90,603,081	\$ 90,603,081	\$ -	0.0%
705 TEMPORARY PAY	350,000	507,884	205,302	507,884	414,763	414,763	-	0.0%
710 SPECIAL PAY	2,051,156	2,051,156	-	2,051,156	1,989,240	1,989,240	-	0.0%
750 FRINGE BENEFITS	13,053,306	13,067,920	14,103,989	13,067,920	14,923,097	14,923,097	-	0.0%
780 SALARY ADJUSTMENTS	12,984	35,100	40,830	35,100	10,628	10,628	-	0.0%
790 OTHER PERSONAL SERVICES	28,937,133	28,961,633	5,000	28,961,633	15,000	15,000	-	0.0%
795 P S INTER-FUND CREDIT (NEG)	(5,242,222)	(5,242,222)	(538)	(5,242,222)	(123,359)	(123,359)	-	0.0%
Subtotal	\$ 103,775,252	\$ 103,985,272	\$ 98,027,038	\$ 103,985,272	\$ 107,832,450	\$ 107,832,450	\$ -	0.0%
<b>SUPPLIES AND SERVICES</b>								
801 GENERAL SUPPLIES	\$ 1,607,046	\$ 1,608,697	\$ 4,507,094	\$ 1,608,697	\$ 4,861,894	\$ 4,861,894	\$ -	0.0%
802 MEDICAL SUPPLIES	25,520,403	25,520,403	24,332,157	25,520,403	27,061,400	27,061,400	-	0.0%
805 CONTRACTUAL SERVICES	30,977,331	31,049,928	25,316,101	31,049,928	27,462,863	27,462,863	-	0.0%
807 HEALTH CARE SERVICES	18,083,522	18,083,522	29,123,947	18,083,522	27,573,978	27,573,978	-	0.0%
810 LEGAL	3,430	3,430	-	3,430	-	-	-	0.0%
815 INSURANCE	498,869	498,869	463,365	498,869	430,203	430,203	-	0.0%
820 RENT	3,491,456	3,491,456	3,338,450	3,491,456	2,858,525	2,858,525	-	0.0%
825 REPAIRS AND MAINTENANCE	3,962,606	3,962,606	2,534,404	3,962,606	4,252,382	4,252,382	-	0.0%
828 MOTOR POOL	-	-	2,828	-	500	500	-	0.0%
829 FUEL	50,000	57,881	109,365	57,881	164,100	164,100	-	0.0%
830 TELECOM DISCRETIONARY	20,261	20,261	32,077	20,261	34,636	34,636	-	0.0%
832 COUNTY COUNSEL	902,450	902,450	885,507	902,450	679,510	679,510	-	0.0%
833 EMPLOYEE BENEFITS ADMIN	175,233	175,233	200,169	175,233	260,705	260,705	-	0.0%
834 BASE LEVEL EQ SERVICES CHARGES	259,901	268,252	312,652	268,252	248,861	248,861	-	0.0%
836 RISK MANAGEMENT	1,698,575	1,698,575	1,709,580	1,698,575	6,590,949	6,590,949	-	0.0%
837 BASE LEVEL TELECOM	102,403	102,403	(14,402)	102,403	-	-	-	0.0%
838 TELECOM WIRELESS SYSTEMS	61,478	61,478	108,092	61,478	24,400	24,400	-	0.0%
839 OTHER INTERNAL SVCS CHARGES	224,880	224,880	374,587	224,880	66,811	66,811	-	0.0%
841 EMPLOYEE TRAVEL	551,340	551,340	306,797	551,340	214,364	214,364	-	0.0%
842 EDUCATION	407,620	407,620	279,005	407,620	477,586	477,586	-	0.0%
843 TRANSPORTATION/SHIPPING	102,956	102,956	220,816	102,956	182,925	182,925	-	0.0%
845 SUPPORT AND CARE OF PERSONS	320,181,412	320,181,412	302,221,145	320,181,412	324,929,102	324,929,102	-	0.0%
850 UTILITIES	4,842,655	4,842,655	4,375,971	4,842,655	4,823,106	4,823,106	-	0.0%
860 MISCELLANEOUS EXPENSE	30,492,364	30,492,364	25,453,454	30,492,364	25,036,557	25,036,557	-	0.0%
872 S S INTER-FUND CREDIT (NEG)	-	-	(3,130,067)	-	(3,517,528)	(3,517,528)	-	0.0%
873 S S INTERFUND CHARGES	1,049,508	1,049,508	907,598	1,049,508	388,138	388,138	-	0.0%
874 OTHER NEGATIVE ADJUSTMENTS	(11,016,727)	(11,016,727)	(7,792,795)	(11,016,727)	(8,950,653)	(8,950,653)	-	0.0%
875 BONDS AND RELATED EXPENSE	2,332,022	2,332,022	8,983,173	2,332,022	12,343,673	12,343,673	-	0.0%
880 TRANSFERS OUT TO OTHER FUNDS	62,166,095	62,166,095	62,165,833	62,166,095	56,892,572	56,892,572	-	0.0%
Subtotal	\$ 498,749,089	\$ 498,839,569	\$ 487,326,903	\$ 498,839,569	\$ 515,391,559	\$ 515,391,559	\$ -	0.0%
<b>CAPITAL OUTLAY</b>								
915 BUILDINGS AND IMPROVEMENTS	6,685,136	6,685,136	-	6,685,136	-	-	-	0.0%
920 EQUIPMENT	16,449,634	16,449,634	-	16,449,634	83,000	83,000	-	0.0%
Subtotal	\$ 23,134,770	\$ 23,134,770	\$ -	\$ 23,134,770	\$ 83,000	\$ 83,000	\$ -	0.0%
<b>Fund Total</b>	<b>\$ 625,659,111</b>	<b>\$ 625,959,611</b>	<b>\$ 585,353,941</b>	<b>\$ 625,959,611</b>	<b>\$ 623,307,009</b>	<b>\$ 623,307,009</b>	<b>\$ -</b>	<b>0.0%</b>

## consolidated expenditures by fund/object (continued)

	FY1998-99 Adopted	FY1998-99 Revised	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Tentative	FY1999-00 Adopted	Variance	%
<b>INTERNAL SERVICE FUNDS</b>								
<b>PERSONAL SERVICES</b>								
701 REGULAR PAY	\$ 5,004,056	\$ 5,119,853	\$ 4,865,319	\$ 5,119,853	\$ 5,279,558	\$ 5,279,558	\$ -	0.0%
705 TEMPORARY PAY	59,059	40,755	77,549	40,755	67,572	67,572	-	0.0%
710 SPECIAL PAY	219,143	214,328	193,001	214,328	233,123	233,123	-	0.0%
750 FRINGE BENEFITS	967,553	978,231	942,405	978,231	1,042,415	1,042,415	-	0.0%
780 SALARY ADJUSTMENTS	130,291	58,762	71,824	58,762	143,495	143,495	-	0.0%
790 OTHER PERSONAL SERVICES	3,942	2,628	15,435	2,628	-	-	-	0.0%
796 P S INTER-FUND CHARGES	166,458	166,458	129,106	166,458	140,000	140,000	-	0.0%
797 PERSONNEL SAVINGS (NEG)	(208,239)	(238,752)	(53,273)	(238,752)	(190,311)	(190,311)	-	0.0%
Subtotal	\$ 6,342,263	\$ 6,342,263	\$ 6,241,366	\$ 6,342,263	\$ 6,715,852	\$ 6,715,852	\$ -	0.0%
<b>SUPPLIES AND SERVICES</b>								
801 GENERAL SUPPLIES	\$ 3,520,128	\$ 3,590,128	\$ 3,791,286	\$ 3,590,128	\$ 3,052,494	\$ 3,052,494	\$ -	0.0%
805 CONTRACTUAL SERVICES	1,616,221	1,656,187	1,170,537	1,656,187	1,785,588	1,785,588	-	0.0%
810 LEGAL	265,000	306,666	151,822	306,666	172,500	172,500	-	0.0%
815 INSURANCE	51,141,829	50,998,331	51,248,964	50,998,331	56,447,950	56,447,950	-	0.0%
820 RENT	732,955	728,155	706,690	728,155	763,151	763,151	-	0.0%
825 REPAIRS AND MAINTENANCE	2,606,166	2,606,166	2,441,614	2,606,166	3,312,942	3,312,942	-	0.0%
826 FACILITIES MGMT DISCRETIONARY	11,100	11,100	2,000	11,100	10,893	10,893	-	0.0%
827 MATERIAL MGMT DISCRETIONARY	20,800	20,800	43,113	20,800	44,550	44,550	-	0.0%
828 MOTOR POOL	4,222	4,222	3,676	4,222	4,375	4,375	-	0.0%
829 FUEL	3,191	3,191	8,439	3,191	10,016	10,016	-	0.0%
830 TELECOM DISCRETIONARY	8,180	8,180	8,231	8,180	68,494	68,494	-	0.0%
832 COUNTY COUNSEL	1,552,875	1,552,875	1,545,214	1,552,875	2,136,717	2,136,717	-	0.0%
833 EMPLOYEE BENEFITS ADMIN	12,166	12,166	12,166	12,166	14,594	14,594	-	0.0%
834 BASE LEVEL EQ SERVICES CHARGES	26,941	26,941	71,644	26,941	107,850	107,850	-	0.0%
836 RISK MANAGEMENT	28,791	28,791	28,791	28,791	76,261	76,261	-	0.0%
837 BASE LEVEL TELECOM	56,434	56,434	51,910	56,434	47,065	47,065	-	0.0%
838 TELECOM WIRELESS SYSTEMS	108	108	1,321	108	2,600	2,600	-	0.0%
841 EMPLOYEE TRAVEL	21,000	21,166	17,377	21,166	22,300	22,300	-	0.0%
842 EDUCATION	86,900	86,900	101,632	86,900	112,900	112,900	-	0.0%
843 TRANSPORTATION/SHIPPING	400	400	7,320	400	5,155	5,155	-	0.0%
850 UTILITIES	4,174,475	4,179,475	4,686,287	4,179,475	4,078,448	4,078,448	-	0.0%
860 MISCELLANEOUS EXPENSE	142,305	147,805	143,551	147,805	223,732	223,732	-	0.0%
865 NON-OPERATING RESERVES	336,000	392,000	-	392,000	300,000	300,000	-	0.0%
873 S S INTERFUND CHARGES	6,329	6,329	6,329	6,329	12,200	12,200	-	0.0%
875 BONDS AND RELATED EXPENSE	193,600	193,600	79,030	193,600	365,990	365,990	-	0.0%
880 TRANSFERS OUT TO OTHER FUNDS	1,408,623	1,408,623	1,408,622	1,408,623	1,164,107	1,164,107	-	0.0%
Subtotal	\$ 67,976,739	\$ 68,046,739	\$ 67,737,566	\$ 68,046,739	\$ 74,342,872	\$ 74,342,872	\$ -	0.0%
<b>CAPITAL OUTLAY</b>								
915 BUILDINGS AND IMPROVEMENTS	77,500	77,500	77,500	77,500	92,000	92,000	-	0.0%
920 EQUIPMENT	846,513	926,513	432,110	926,513	1,378,927	1,378,927	-	0.0%
930 TRANSPORTATION	417,867	417,867	417,867	417,867	397,167	397,167	-	0.0%
Subtotal	\$ 1,341,880	\$ 1,421,880	\$ 927,477	\$ 1,421,880	\$ 1,868,094	\$ 1,868,094	\$ -	0.0%
<b>Fund Total</b>	<b>\$ 75,660,882</b>	<b>\$ 75,810,882</b>	<b>\$ 74,906,409</b>	<b>\$ 75,810,882</b>	<b>\$ 82,926,818</b>	<b>\$ 82,926,818</b>	<b>\$ -</b>	<b>0.0%</b>

## consolidated expenditures by fund/object (continued)

	FY1998-99 Adopted	FY1998-99 Revised	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Tentative	FY1999-00 Adopted	Variance	%
<b>ELIMINATIONS</b>								
PERSONAL SERVICES								
796 P S INTER-FUND CHARGES	(30,252,711)	(30,252,711)	(30,252,711)	(30,252,711)	(31,570,403)	(31,570,403)	-	0.0%
Subtotal	\$ (30,252,711)	\$ (30,252,711)	\$ (30,252,711)	\$ (30,252,711)	\$ (31,570,403)	\$ (31,570,403)	\$ -	0.0%
SUPPLIES AND SERVICES								
805 CONTRACTUAL SERVICES	(379,000)	(379,000)	(379,000)	(379,000)	(475,381)	(475,381)	-	0.0%
834 BASE LEVEL EQ SERVICES CHARGES	(24,782,887)	(24,782,887)	(24,782,887)	(24,782,887)	(38,375,224)	(38,375,224)	-	0.0%
845 SUPPORT AND CARE OF PERSONS	(40,707,215)	(40,707,215)	(40,707,215)	(40,707,215)	(47,811,146)	(47,811,146)	-	0.0%
880 TRANSFERS OUT TO OTHER FUNDS	(109,669,885)	(109,774,611)	(109,669,885)	(182,314,983)	(321,895,210)	(321,681,223)	(213,987)	0.1%
Subtotal	\$ (175,538,987)	\$ (175,643,713)	\$ (175,538,987)	\$ (248,184,085)	\$ (408,556,961)	\$ (408,342,974)	\$ (213,987)	0.1%
CAPITAL OUTLAY								
920 EQUIPMENT	-	(150,000)	-	(150,000)	-	-	-	-
Subtotal	\$ -	\$ (150,000)	\$ -	\$ (150,000)	\$ -	\$ -	\$ -	-
<b>Fund Total</b>	<b>\$ (205,791,698)</b>	<b>\$ (206,046,424)</b>	<b>\$ (205,791,698)</b>	<b>\$ (278,586,796)</b>	<b>\$ (440,127,364)</b>	<b>\$ (439,913,377)</b>	<b>\$ (213,987)</b>	<b>0.0%</b>



## jail and juvenile detention fund summary

<b>Jail and Juvenile Detention Fund Operations and Capital Improvement Projects</b>			
	<b>FY 1998-99 Budget</b>	<b>FY 1998-99 Projected</b>	<b>FY 1999-00 Recommended</b>
<b>I. Operations (On-going)</b>			
<b>Operating Revenue</b>			
General Fund Maintenance of Effort Contribution	\$ -	\$ -	\$ 81,486,796
General Fund Operating Budget Issues Contribution	-	-	7,339,049
Jail Per Diem	-	-	16,385,000
<b>Total Operating Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 105,210,845</b>
<b>Operating Expenditures</b>			
Sheriff MOE and Operating Issues	\$ -	\$ -	\$ 73,217,104
Juvenile MOE and Operating Issues	-	-	12,084,061
Correctional Health MOE and Operating Issues	-	-	16,750,609
Sheriff's Detention Officer Minimum Reserve	-	-	1,659,071
Sheriff's Security and Transport Reserve	-	-	500,000
Correctional Health Reserve	-	-	1,000,000
<b>Total Operating Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 105,210,845</b>
<b>Net Operating</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>II. Capital Improvement Projects (One-time)</b>			
<b>Beginning Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 41,260,624</b>
<b>CIP Revenue</b>			
Sales Tax	44,000,000	44,000,000	91,738,000
<b>Total CIP Revenue</b>	<b>\$ 44,000,000</b>	<b>\$ 44,000,000</b>	<b>\$ 91,738,000</b>
<b>CIP and Other Non-Recurring Expenditures</b>			
Capital Improvement Projects	\$ 13,000,000	\$ 2,739,376	\$ 55,028,139
Superior Ct. Pre-Trial Service One-Time			91,125
Sheriff's Classroom Space			1,150,000
Juvenile Detention Vehicle			33,209
Juvenile PC Purchase			500,000
Phase I -Technology Issues			1,650,000
One time Jail/Detention Projects			1,316,791
Major Maintenance on Existing Facilities			5,390,000
<b>Total CIP and Other Expenditures</b>	<b>\$ 13,000,000</b>	<b>\$ 2,739,376</b>	<b>\$ 65,159,264</b>
<b>Projected Ending Fund Balance</b>	<b>\$ 31,000,000</b>	<b>\$ 41,260,624</b>	<b>\$ 67,839,360</b>

# general government expenditure variance commentary

<b>EXPENDITURES:</b>		FY 1998-99	FY 1998-99	FY 1999-00	FY 1999-00		
Org	Program	Adopted	Revised	Recommended	Final	Variance	Explanation
<b>4711 Contingency</b>							
	General Contingency	\$ 8,000,000	\$ 7,080,874	\$ 10,967,942	\$ 10,967,942	\$ (3,887,068)	
	Employee Initiatives	1,000,000	895,606	-	-	895,606	
	Management Incentive Program	100,000	100,000	-	-	100,000	
	Juvenile Probation-CJC Relocation	-	-	43,250	43,250	(43,250)	Reserved-FY 1999-00 Budget Issue
	Adult Probation Reach Out Pilot	-	-	202,875	202,875	(202,875)	Reserved-FY 1999-00 Budget Issue
	Justice Courts Compensation	-	-	672,657	672,657	(672,657)	Reserved-FY 1999-00 Budget Issue
	County Attorney Compensation	-	-	129,503	-	-	Ajd betwn tentative/final frm Gen. Govt to Cty Atty
	Sheriff-District Detective Staffing	-	-	329,000	329,000	(329,000)	Reserved-FY 1999-00 Budget Issue
	Sheriff-Detention Officer Minimum	-	-	840,929	840,929	(840,929)	Reserved-FY 1999-00 Budget Issue
	Superior Ct-Pretrial Services	-	-	618,439	557,217	(57,222)	Reserved-FY 1999-00 Budget Issue
	Clerk of Sup. Ct.-Contingency	-	-	500,640	500,640	(500,640)	Reserved-FY 1999-00 Budget Issue
	Clerk of Sup. Ct. - Buildout of Space	-	-	275,000	275,000	(275,000)	Reserved-FY 1999-00 Budget Issue
	Juvenile Probation - Teen Court	-	-	349,534	349,534	(349,534)	Reserved-FY 1999-00 Budget Issue
	New Court Divisions	-	-	3,000,000	3,000,000	(3,000,000)	Reserved-FY 1999-00 Budget Issue
	Call Center Supply Contingency	-	-	5,600	5,600	(5,600)	FY 1999-00 Budget Issue
	Indigent Defense Reserve	1,500,000	1,500,000	-	-	1,500,000	OCAC
	Human Services Research Report	65,497	65,497	-	-	65,497	Reserved-FY 1998-99 Budget Issue
	Increased Elections Costs	457,022	457,022	-	-	457,022	Primary/General Election Costs
	Public Health - IPlace Lease	500,000	500,000	-	-	500,000	Reserved -FY 1998-99 Budget Issue
	Justice Courts - Rent Increases	177,881	177,881	-	-	177,881	Reserved -FY 1998-99 Budget Issue
	Juvenile Probation - Re-Engineering	169,014	169,014	-	-	169,014	Reserved -FY 1998-99 Budget Issue
	<b>Subtotals</b>	<b>\$ 11,969,414</b>	<b>\$ 10,945,894</b>	<b>\$ 17,935,369</b>	<b>\$ 17,744,644</b>	<b>\$ (6,798,750)</b>	
<b>4712 Other General Fund Programs</b>							
	Base-level Internal Service Charges	\$ 11,557,015	\$ 11,557,015	\$ 16,422,271	\$ 16,422,271	\$ (4,865,256)	Full funding of Risk Mgt.; includes PH & NW Reg
	Maintenance of Effort Contribution	-	-	89,039,832	88,825,845	(88,825,845)	Gen. Fund MOE for Detention Facilities
	Spreckles, Tank Farm	15,000	7,822	-	-	7,822	Transfer of Spreckles completed FY 98-99
	Vehicle Replacement	3,500,000	3,500,000	4,225,000	4,225,000	(725,000)	Vehicle Replacement with alternative fuel retrofit
	Citizen Tax Education	200,000	200,000	200,000	200,000	-	Printing and Postage
	United Way	1,500	1,500	1,500	1,500	-	
	Customer Satisfaction Survey	-	-	100,000	100,000	(100,000)	Completed during FY 1997-98
	<b>Subtotals</b>	<b>\$ 15,273,515</b>	<b>\$ 15,266,337</b>	<b>\$ 109,988,603</b>	<b>\$ 109,774,616</b>	<b>\$ (94,508,279)</b>	
	<b>4713 Infrastructure Systems</b>	<b>\$ 518,517</b>	<b>\$ 518,517</b>	<b>\$ 518,517</b>	<b>\$ 518,517</b>	<b>\$ -</b>	<b>HP Computer Lease Payment</b>
	<b>4716 Interest Expense</b>	<b>6,500,000</b>	<b>6,507,178</b>	<b>6,343,434</b>	<b>6,343,434</b>	<b>163,744</b>	<b>Repayment of COPS</b>
	<b>4721 Dues and Memberships</b>	<b>66,690</b>	<b>66,690</b>	<b>170,462</b>	<b>170,462</b>	<b>(103,772)</b>	<b>Increase in membership costs</b>
	<b>4722 Taxes and Assessments</b>	<b>68,000</b>	<b>68,000</b>	<b>75,000</b>	<b>75,000</b>	<b>(7,000)</b>	<b>Downtown Contribution</b>
	<b>4724 Consultants</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>(500,000)</b>	<b>Incl consultants for fincl systems &amp; Intl Audit</b>
	<b>4726 Tuition Reimbursement</b>	<b>750,000</b>	<b>750,000</b>	<b>900,000</b>	<b>900,000</b>	<b>(150,000)</b>	<b>Funding for G.F. depts.</b>
	<b>4732 Major Maintenance</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>8,081,004</b>	<b>8,081,004</b>	<b>(4,081,004)</b>	<b>Gen. Fund Depts. Only</b>
	<b>4733 ADA Projects</b>	<b>750,000</b>	<b>750,000</b>	<b>750,000</b>	<b>750,000</b>	<b>-</b>	<b>-</b>
	<b>4741 Tax Appeal Cases</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>Trends indicate less activity</b>
	<b>4742 Judgements</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>-</b>	<b>For the Entire County</b>
	<b>4743 Professional Services - Legal</b>	<b>800,000</b>	<b>800,000</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>(500,000)</b>	<b>Funding for G.F. depts.</b>
	<b>4744 Mental Health Contracts</b>	<b>7,000</b>	<b>7,000</b>	<b>-</b>	<b>-</b>	<b>7,000</b>	<b>Restated to Dept. 45-OCAC - indigent costs</b>
	<b>4745 Probate Contracts</b>	<b>30,000</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>30,000</b>	<b>Restated to Dept. 45-OCAC - indigent costs</b>
	<b>4746 Civil Contracts</b>	<b>250</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>250</b>	<b>Restated to Dept. 45-OCAC - indigent costs</b>
	<b>4747 Domestic Relations Contracts</b>	<b>2,500</b>	<b>2,500</b>	<b>-</b>	<b>-</b>	<b>2,500</b>	<b>Restated to Dept. 45-OCAC - indigent costs</b>
	<b>4748 Dependency Contracts</b>	<b>4,677,000</b>	<b>4,677,000</b>	<b>-</b>	<b>-</b>	<b>4,677,000</b>	<b>Restated to Dept. 45-OCAC - indigent costs</b>
	<b>4749 Severance Contracts</b>	<b>270,000</b>	<b>270,000</b>	<b>-</b>	<b>-</b>	<b>270,000</b>	<b>Restated to Dept. 45-OCAC - indigent costs</b>
	<b>4750 Mental Health Examinations</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>Restated to Dept. 45-Fund Rule 11 evaluations</b>
	<b>4771 Burial of Indigents</b>	<b>100,000</b>	<b>100,000</b>	<b>400,000</b>	<b>400,000</b>	<b>(300,000)</b>	<b>Increased costs for Indigent burials</b>
	<b>4774 Other Non-Profit Support</b>	<b>1,010,000</b>	<b>1,010,000</b>	<b>1,010,000</b>	<b>1,010,000</b>	<b>-</b>	<b>-</b>
	<b>4775 Accommodation Schools Support</b>	<b>365,000</b>	<b>365,000</b>	<b>365,000</b>	<b>365,000</b>	<b>-</b>	<b>Mandated - Regional School</b>
	<b>4776 Cooperative Extension Support</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>-</b>	<b>Cooperative Extension</b>
	<b>AGENCY 470 TOTAL</b>	<b>\$ 49,907,886</b>	<b>\$ 48,884,366</b>	<b>\$ 150,487,389</b>	<b>\$ 150,082,677</b>	<b>\$ (101,198,311)</b>	
<b>SCAAP Grant</b>							
	4711 Contingency	\$ -	\$ 3,956,666	\$ 2,834,207	\$ 2,834,207	\$ 1,122,459	
	Transfer to Funds	\$ -	\$ -	\$ 3,750,000	\$ 3,750,000	(3,750,000)	Transfer to Capital Projects-Spur Cross Ranch
	<b>AGENCY 471 TOTAL</b>	<b>\$ -</b>	<b>\$ 3,956,666</b>	<b>\$ 6,584,207</b>	<b>\$ 6,584,207</b>	<b>\$ (2,627,541)</b>	

# general government expenditure variance commentary (continued)

<b>EXPENDITURES:</b>		FY 1998-99	FY 1998-99	FY 1999-00	FY 1999-00	Variance	Explanation
Org	Program	Adopted	Revised	Recommended	Final		
<b>4721</b>	<b>Detention Fund</b>						
	New Jail/Detention Facilities	\$ -	\$ -	\$ 105,606,875	\$ 105,606,875	\$(105,606,875)	
	Correctional Health Compensation	-	-	1,000,000	1,000,000	(1,000,000)	Reserved-FY 1999-00 Budget Issue
	Sheriff's Detention Officer Min.	-	-	1,659,071	1,659,071	(1,659,071)	Reserved-FY 1999-00 Budget Issue
	Superior Ct.-Pretrial Serv.-One time	-	-	91,125	91,125	(91,125)	Reserved-FY 1999-00 Budget Issue
	Sheriff's Security & Transport	-	-	500,000	500,000	(500,000)	Reserved-FY 1999-00 Budget Issue
	Sheriff's Classroom Space	-	-	1,150,000	1,150,000	(1,150,000)	Reserved-FY 1999-00 Budget Issue
	Juvenile PC Purchase	-	-	500,000	500,000	(500,000)	Reserved-FY 1999-00 Budget Issue
	Juvenile Detention Vehicle	-	-	33,209	33,209	(33,209)	Reserved-FY 1999-00 Budget Issue
	Phase 1-Technology Issues	-	-	1,650,000	1,650,000	(1,650,000)	
	One time Jail/Detention Projects	-	-	1,316,791	1,316,791	(1,316,791)	
	Maj. Mtn on Existing Detention Fac.	-	-	5,390,000	5,390,000	(5,390,000)	Jail/Detention One time and Major Mtnce
	<b>AGENCY 472 TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 118,897,071</b>	<b>\$ 118,897,071</b>	<b>\$(118,897,071)</b>	
<b>4711</b>	<b>Contingency</b>						
	Hospital Settlement	\$ 7,000,000	\$ 7,000,000	\$ 5,200,000	\$ 5,200,000	\$ 1,800,000	Advanced Payment of Judgment
	Unsettled Lawsuits	-	-	8,000,000	8,000,000	(8,000,000)	
	Juvenile Expansion of S. Phoenix	66,240	66,240	-	-	66,240	FY 1998-99 Budget Issue
	County Attorney Pretrial Relocation	579,108	579,108	-	-	579,108	FY 1998-99 Budget Issue
	Planning & Training Relocation Costs	75,000	75,000	-	-	75,000	Centralized location for training facilities
	Contingency Relocation Costs	1,425,000	1,425,000	3,000,000	3,000,000	(1,575,000)	Relocations under consideration
	Assessor GIS Enhancements	390,000	390,000	613,750	613,750	(223,750)	c/o & 2nd year of plan
	Call Center Move	57,500	57,500	-	-	57,500	Carryover from FY 1997-98
	Call Center Lease Payments	18,000	18,000	-	-	18,000	FY 1998-99 Budget Issue
	Call Center Training for New Phone S	10,000	10,000	-	-	10,000	FY 1998-99 Budget Issue
	Call Center-Telecom Requirements	-	-	238,159	238,159	(238,159)	FY 1999-00 Budget Issue
	County Attorney S.E. Space	136,690	136,690	-	-	136,690	Carryover from FY 1997-98
	Sheriff/Public Defender S.E. Space	153,310	153,310	-	-	153,310	Carryover from FY 1997-98
	Adult Probation Buildout/LAN Install	211,200	211,200	-	-	211,200	FY 1998-99 Budget Issue
	Medical Examiner-3 Unit Modular	-	-	220,000	220,000	(220,000)	Reserved-FY 1999-00 Budget Issue
	Superior Court Courtroom Constructic	1,600,000	1,600,000	-	-	1,600,000	Carryover of FY 1998-99 Budget Issue (473/4712)
	Superior Court Video Systems	207,429	207,429	-	-	207,429	Carryover of FY 1998-99 Budget Issue (473/4712)
<b>4712</b>	<b>Other General Fund Programs</b>						
	Year 2000 - Countywide	8,000,000	8,000,000	1,305,126	1,305,126	6,694,874	New & Embedded Systems Y2K
	Year 2000/Technology Systems	5,726,871	5,726,871	4,261,407	4,261,407	1,465,464	Carryover from FY 1998-99
	Enterprise Infrastructure	-	-	108,120	108,120	(108,120)	Carryover from FY 1998-99
	Radio Replacements	4,200,000	3,884,671	4,707,151	4,707,151	(822,480)	Final funding of FY 1998-99 Budget Issue
	Sheriff-ADA/Ergonomics	-	-	150,000	150,000	(150,000)	Reserved-FY 1999-00 Budget Issue
	Sheriff-CAD/RMS Upgrade	-	-	300,000	300,000	(300,000)	Reserved-FY 1999-00 Budget Issue
	County Attorney PC Replacement	-	-	524,500	513,903	(513,903)	Adj btwn tentative/final at request of Cty Atty
	Jail Bond Election	600,000	600,000	-	-	600,000	Cost of Election Pamphlets
	Call Center Phone System/Workstatic	110,000	110,000	-	-	110,000	FY 1998-99 Budget Issue
	Justice Court Colocation	310,000	310,000	1,023,978	1,023,978	(713,978)	Various Justice Court Locations
	Vehicle Replacement	372,000	372,000	322,482	322,482	49,518	Carryover for vehicles not rec'd in FY 1998-99
	Microsoft Conversion	1,200,000	1,200,000	-	-	1,200,000	FY 1998-99 Budget Issue-for Justice system
<b>4713</b>	<b>Infrastructure Systems</b>						
	Witel Phone System	1,600,000	1,600,000	828,118	828,118	771,882	Carryover from FY 1997-98
	Critical Infrastructure	8,000,000	8,000,000	40,000,000	40,000,000	(32,000,000)	
<b>4724</b>	<b>Consultant Services</b>						
	Space Planning Consultant - FMD	-	-	650,000	650,000	(650,000)	Reserved-FY 1999-00 Budget Issue
	Human Resources Imaging System	-	-	25,000	25,000	(25,000)	Reserved-FY 1999-00 Budget Issue
<b>4732</b>	<b>Major Maintenance</b>						
	Human Services Facility Improvemts	-	-	53,200	53,200	(53,200)	Reserved-FY 1999-00 Budget Issue
	3rd Flr. Admin. Bldg Improvements	-	-	180,000	180,000	(180,000)	Phase 1
	Superior Court Courtroom Constructic	-	-	2,500,000	2,500,000	(2,500,000)	Phase 2
	Superior Court Major Mtn Projects	-	-	1,543,718	1,543,718	(1,543,718)	
	Superior Court Courtroom Constructic	1,600,000	1,600,000	1,385,000	1,385,000	215,000	Carryover of FY 1998-99 Budget Issue
	Superior Court Video Systems	207,429	207,429	207,429	207,429	-	Carryover of FY 1998-99 Budget Issue
	Major Maintenance Carryover	1,446,000	1,446,000	1,872,600	1,872,600	(426,600)	
	<b>AGENCY 473 TOTAL</b>	<b>\$ 47,026,777</b>	<b>\$ 46,711,448</b>	<b>\$ 79,219,738</b>	<b>\$ 79,209,141</b>	<b>\$(32,497,693)</b>	

## general government expenditure variance commentary (continued)

EXPENDITURES: Org Program	FY 1998-99 Adopted	FY 1998-99 Revised	FY 1999-00 Recommended	FY 1999-00 Final	Variance	Explanation
<b>4741 Animal Control</b>	\$ 301,503	\$ 301,503	\$ -	\$ -	\$ 301,503	Internet Pics of Animals; Petsmart Adoption Fac.
<b>AGENCY 474 TOTAL</b>	<u>\$ 301,503</u>	<u>\$ 301,503</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 301,503</u>	
<b>4750 Waste Mangement Fund</b>	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>4751 District 1</b>						
For District 1 Projects	-	-	17,531	13,531	(13,531)	Carryover from FY 1998-99/FY 1999-00 Allotment
For Hopeville Comm. Ctr. Reimb.	-	-	5,052	5,052	(5,052)	Approved in FY 1998-99 for FY 1999-00 Payment
<b>4752 District 2</b>						
For District 2 Projects	-	-	4,000	14,645	(14,645)	FY 1999-00 Allotment
For Hopeville Comm. Ctr. Reimb.	-	-	5,051	5,051	(5,051)	Approved in FY 1998-99 for FY 1999-00 Payment
<b>4753 District 3</b>						
For District 3 Projects	-	-	23,697	19,697	(19,697)	Carryover from FY 1998-99/FY 1999-00 Allotment
<b>4754 District 4</b>						
For District 4 Projects	-	-	22,397	18,397	(18,397)	Carryover from FY 1998-99/FY 1999-00 Allotment
<b>4755 District 5</b>						
For District 5 Projects	-	-	4,000	4,000	(4,000)	FY 1999-00 Allotment
For Hopeville Comm. Ctr. Reimb.	-	-	13,697	9,697	(9,697)	Approved in FY 1998-99 for FY 1999-00 Payment
Rainbow Valley Clean-up	-	-	-	6,000		
For Future Mobile Requests	-	-	1,483	1,483	(1,483)	Amount to be used in Mobile
<b>4756 Summer Youth/Scholarship</b>						
Scholarship Endowment (3 of 5)	-	-	20,000	20,000	(20,000)	Third Year of a Five-Year Agreement
<b>4757 Illegal Dumping Program</b>						
Illegal Dumping Pilot Program	-	-	65,000	64,355	(64,355)	Carryover from FY 1998-99
Illegal Dumping Program - Cont.	-	-	65,000	65,000	(65,000)	Funding for FY 1999-00 Program
<b>4758 Mobile Community Council Requests</b>						
Mobile Comm. Council Req.	-	-	64,060	64,060	(64,060)	Approved in FY 1998-99 for FY 1999-00 Payment
<b>AGENCY 475 TOTAL</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 310,968</u>	<u>\$ 310,968</u>	<u>\$ (310,968)</u>	
<b>4771 Juvenile Expansion-Grant Funds</b>	\$ 1,691,000	\$ -	\$ 476,000	\$ 476,000	\$ -	Carryover of grant funds for Juvenile Expansion
<b>AGENCY 477 TOTAL</b>	<u>\$ 1,691,000</u>	<u>\$ -</u>	<u>\$ 476,000</u>	<u>\$ 476,000</u>	<u>\$ -</u>	
<b>4711 Contingency</b>	\$ -	\$ -	\$ 3,750,000	\$ 3,750,000	\$ (3,750,000)	Spur Cross Ranch
<b>4713 Infrastructure Systems</b>	\$ 8,000,000	\$ 8,000,000	\$ 27,989,000	\$ 27,989,000	(19,989,000)	Critical Infrastructure/Sup. Ct. EDC Buildout
<b>4734 Capital Carryover</b>	1,691,000	1,691,000	1,779,000	1,779,000	(88,000)	CIP - Juvenile Bed Expansion
<b>AGENCY 478 TOTAL</b>	<u>\$ 9,691,000</u>	<u>\$ 9,691,000</u>	<u>\$ 33,518,000</u>	<u>\$ 33,518,000</u>	<u>\$ (23,827,000)</u>	
<b>4791 Detention Fund CIP</b>	\$ 13,000,000	\$ 13,000,000	\$ -	\$ -	13,000,000	Jail Project
<b>AGENCY 479 TOTAL</b>	<u>\$ 13,000,000</u>	<u>\$ 13,000,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 13,000,000</u>	
<b>TOTAL GENERAL GOVERNMENT</b>	<u>\$ 121,618,166</u>	<u>\$ 122,544,983</u>	<u>\$ 389,493,373</u>	<u>\$ 389,078,064</u>	<u>\$ (266,533,081)</u>	



## major maintenance project summary

DEPARTMENT & PROJECT	FISCAL YEAR					TOTAL
	1999-00	2000-01	2001-02	2002-03	2003-04	
<b>GENERAL FUND</b>						
<b>Court Projects</b>						
Install Fire Sprinkler System	1,000,000	5,500,000	6,500,000	9,500,000	8,500,000	31,000,000
Courtroom Construction - Phase 1 (carryover)	1,385,000	-	-	-	-	1,385,000
Central Court - Courtroom 1102 Improvements	80,000	-	-	-	-	80,000
Central Court - 7th Floor Build Out - Phase 2	2,500,000	-	-	-	-	2,500,000
Central Court - Carpet Floors	350,000	-	-	-	-	350,000
Central Court - Joy Fan/VFD	200,000	-	-	-	-	200,000
Central Court - Joy Fan Motor	30,000	-	-	-	-	30,000
Central Court - Fire Alarm System Replacement	1,300,000	-	-	-	-	1,300,000
Central Court - Exhaust System	300,000	-	-	-	-	300,000
West Court - Design of Comprehensive WCB Des	306,313	-	-	-	-	306,313
West Court - AP Relocation & Buildout	1,080,000	-	-	-	-	1,080,000
Superior Court - EDC Buildout	184,500	-	-	-	-	184,500
Superior Court - SE Conciliation/Courtroom Constr.	276,718	-	-	-	-	276,718
Superior Court - Video System - Carryover	207,429	-	-	-	-	207,429
Superior Court - Convert Attorney Conference Rooms	32,000	-	-	-	-	32,000
Superior Court - Juror Chairs & Graffiti removal	40,000	-	-	-	-	40,000
Superior Court - Law Library, Old CtHse Offices	75,000	-	-	-	-	75,000
<b>General Projects</b>						
Human Services Facility Improvements	53,200	-	-	-	-	53,200
Public Health - Upgrades to Cur. Facility	474,888	-	-	-	-	474,888
Public Health - Chiller & Fire Alarms (carryover)	130,366	-	-	-	-	130,366
Medical Examiner - Upgrades to Cur. Facility	30,000	-	-	-	-	30,000
Materials Management - ADA Class A Alarm System	15,000	-	-	-	-	15,000
Administration Bldg - Refrigerant Monitor/Exhaust	100,000	-	-	-	-	100,000
Administration Bldg - Computer A/C Replacement	300,000	-	-	-	-	300,000
Administration Bldg - 3rd Floor Improvements	180,000	300,000	-	-	-	480,000
<b>Countywide Annual Projects</b>						
Design Services/Energy Audit	300,000	-	-	-	-	300,000
Asbestos Testing, Surveys, & Abatement	125,000	125,000	125,000	125,000	125,000	625,000
Exterior Sealant Repair Program	75,000	75,000	75,000	75,000	75,000	375,000
Repair/Replace Paving Material	100,000	100,000	100,000	100,000	100,000	500,000
Roofing Preventive Maintenance Program	175,000	175,000	175,000	175,000	175,000	875,000
Repaint Interior/Exterior of Buildings	225,000	225,000	225,000	225,000	225,000	1,125,000
Energy Conservation Program	425,000	425,000	425,000	425,000	425,000	2,125,000
Clean All Heating & Cooling Coils	125,000	125,000	125,000	125,000	125,000	625,000
Plumbing Repairs	100,000	100,000	100,000	100,000	100,000	500,000
EDDY Current Test	35,000	35,000	35,000	35,000	35,000	175,000
Package A/C Replacement	150,000	150,000	150,000	150,000	150,000	750,000
Replace Water Softeners	100,000	100,000	100,000	100,000	100,000	500,000
Chiller Annual Maintenance	40,000	40,000	40,000	40,000	40,000	200,000
Duct Cleaning	175,000	175,000	175,000	175,000	175,000	875,000
Vibration Analysis	25,000	25,000	25,000	25,000	25,000	125,000
Electrical PMS (Testing & Repair)	125,000	125,000	125,000	125,000	125,000	625,000
Security Systems Repair & Upgrade	100,000	100,000	100,000	100,000	100,000	500,000
Countywide Annual Projects Carryover	1,872,600	-	-	-	-	1,872,600
Professional Serv. Fees & Admin Costs	319,937	319,937	319,937	319,937	319,937	319,937
Emergency Repair Fund	600,000	600,000	600,000	600,000	600,000	3,000,000
<b>GENERAL FUND TOTAL</b>	<b>\$ 15,822,951</b>	<b>\$ 8,819,937</b>	<b>\$ 9,519,937</b>	<b>\$ 12,519,937</b>	<b>\$ 11,519,937</b>	<b>\$ 56,100,656</b>

## major maintenance project summary (continued)



DEPARTMENT & PROJECT	FISCAL YEAR					TOTAL
	1999-00	2000-01	2001-02	2002-03	2003-04	
<b><u>SPECIAL REVENUE FUNDS</u></b>						
<b>Adult Detention Projects</b>						
Durango Jail-HVAC, Roofing, Chiller Replacement	\$ 1,800,000	\$ -	\$ -	\$ -	\$ -	\$ 1,800,000
Madison St. Jail - Duct Cleaning	170,000	-	-	-	-	170,000
Madison St. Jail - Replace Floor Tile	400,000	-	-	-	-	400,000
Madison St. Jail - Upgrade Fire Alarm System	500,000	-	-	-	-	500,000
Madison St. Jail - Air Wash Replacement	1,200,000	-	-	-	-	1,200,000
Madison St. Jail - Install PA System	500,000	-	-	-	-	500,000
Painting Program	71,500	-	-	-	-	71,500
Professional Serv. Fees & Admin Costs	228,500	-	-	-	-	228,500
<b>Juvenile Detention Projects</b>						
Durango Juvenile - Replace Fire Alarm System	151,300	-	-	-	-	151,300
Durango Juvenile - Condensate Return Tank & Pumps	45,000	-	-	-	-	45,000
Durango Juvenile - Install Card Readers	50,000	-	-	-	-	50,000
Durango Juvenile - Replace Boilers	159,000	-	-	-	-	159,000
Durango Juvenile - Air Balance & Duct Cleaning	90,000	-	-	-	-	90,000
Professional Serv. Fees & Admin Costs	24,700	-	-	-	-	24,700
<b>Library District</b>						
North Central Regional Library Renovation	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
<b>Parks &amp; Recreation</b>						
5-Year Enhancement Prog.-restroom conv/playground	547,500	-	-	-	-	547,500
<b>Transportation</b>						
Install Return Fans	140,000	-	-	-	-	140,000
<b>Flood Control</b>						
Install Return Fans	140,000	-	-	-	-	140,000
<b>Equipment Services</b>						
Replace Heat Pump Condensate Lines	22,000	-	-	-	-	22,000
Install cooler & secondary lightening protection	40,000	-	-	-	-	40,000
<b>Animal Control Services</b>						
Durango - Install Class A fire alarm system	90,000	-	-	-	-	90,000
Durango - Replace Heating & Cooling Units	60,000	-	-	-	-	60,000
Eastside Vet Centr - Install Class A fire alarm system	50,000	-	-	-	-	50,000
Durango - Install new rooftop package AC units	100,000	-	-	-	-	100,000
Professional Service fees & administration	321,000	-	-	-	-	321,000
<b>SPECIAL REVENUE TOTAL</b>	<b>\$ 7,100,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,100,500</b>
<b>GRAND TOTAL - MAJOR MAINTENANCE</b>	<b>\$ 22,923,451</b>	<b>\$ 8,819,937</b>	<b>\$ 9,519,937</b>	<b>\$ 12,519,937</b>	<b>\$ 11,519,937</b>	<b>\$ 63,201,156</b>

## healthcare mandates expenditure variance commentary

		<u>REVENUES</u>				
<b>Org</b>		<b>FY 1998-99 Adopted</b>	<b>FY 1998-99 Revised</b>	<b>FY 1999-00 Final</b>	<b>Variance Final</b>	<b>Comment</b>
3960	<i>DisproShare - State Sales Tax W/H</i>	\$ 58,228,200	\$ 58,228,200	\$ 54,677,600	\$ (3,550,600)	Per State Budget.
3980	<i>Long-Term-Care Residual</i>	2,305,446	2,305,446	172,693	(2,132,753)	Patient share of cost now collected by nursing homes.
	<b>Revenue Total</b>	<b>\$ 60,533,646</b>	<b>\$ 60,533,646</b>	<b>\$ 54,850,293</b>	<b>\$ (5,683,353)</b>	
		<u>EXPENDITURES</u>				
<b>Org</b>		<b>FY 1998-99 Adopted</b>	<b>FY 1998-99 Revised</b>	<b>FY 1999-00 Final</b>	<b>Variance Final</b>	<b>Variance Commentary</b>
9310	<i>Contract Monitoring Administration</i>	\$ 169,553	\$ 169,553	\$ 169,897	\$ (344)	
	<i>MIHS Privatization</i>	1,315,000	1,315,000	1,315,000	-	
3920	<i>AHCCCS Contribution</i>	38,659,236	38,659,236	38,659,236	-	Per State Budget.
	<i>AHCCCS Sanctions</i>	300,000	300,000	300,000	-	
3930	<i>ALTCS Contribution</i>	93,131,970	92,812,208	93,138,286	(326,078)	Per State Budget.
3940	<i>Arnold v Sarn IGA/Court Order</i>	23,963,397	23,963,397	23,637,293	326,104	
	<i>Arnold v Sarn Litigation Costs</i>	130,000	130,000	230,000	(100,000)	Increase for disengagement.
	<i>Arnold v Sarn Court Monitor Costs</i>	120,000	120,000	120,000	-	
	<i>Gen Mental Health IGA Non-SMI</i>	4,856,576	4,856,576	4,856,576	-	
	<i>Mental Health Orders</i>	150,000	150,000	150,000	-	
	<i>Mental Health Testimony</i>	-	200,000	200,000	-	
3950	<i>MMC Teaching Program Subsidy</i>	3,547,901	3,547,901	3,547,901	-	
3960	<i>DisproShare - State Sales Tax W/H</i>	58,228,200	58,228,200	54,677,600	3,550,600	Per State Budget.
3970	<i>SAIL Grant Matching Funds</i>	616,200	616,200	616,200	-	
3980	<i>Long-Term-Care Residual</i>	3,775,087	3,775,087	490,833	3,284,254	Net of patient share of cost.
					-	
3990	<i>Outside Hospital Pre-AHCCCS</i>	7,500,000	7,500,000	7,750,000	(250,000)	Increase based on 2nd qtr. '99 performance
					-	
	<i>Outside Hospital Lawsuits Settled</i>	3,000,000	3,000,000	3,409,299	(409,299)	Includes interest on lawsuit payment
	<i>Medical Eligibility Contingency</i>	2,000,000	2,119,762	1,119,762	1,000,000	
	<i>MMC Pre-AHCCCS Claims Subsidy</i>	6,660,000	6,660,000	6,660,000	-	
					-	
	<i>Outside Hospital Arbitration Outcomes</i>	0	0	1,000,000	(1,000,000)	Unfavorable arbitration outcomes
	<b>Expenditure Total</b>	<b>\$ 248,123,120</b>	<b>\$ 248,123,120</b>	<b>\$ 242,047,883</b>	<b>\$ 6,075,237</b>	

## maricopa integrated health system expenditure variance commentary

### maricopa health system - fund 534 (agencies 900, 901, 908, 909)

FY 1998-99 Revised	\$ 284,831,444
FY 1999-00 Tentative	<u>277,265,326</u>
Variance	<u>\$ 7,566,118</u>

(\$3.7) Personal Services: Net impact of addition of full time equivalents related to budgeted volume increases, annualization of FY 1998-99 equity increases and Compensation Package Phase I funding, funding a 2.5% pay for performance incentive and necessary equity adjustments.

(8.3) Supplies & Services: Projected increase due to contract terms, inflation and/or increased utilization.

13.0 Depreciation Expense: Depreciation expense instead of capital outlay budgeted to account for acquisition of capital.

6.4 Provision for Doubtful Accounts: Reduction in the estimate for Bad Debts expense.

3.5 Decrease in DSH Withholding

(3.3) ISF Charges: Increased funding for the Risk Management Trust Fund requirements, including the settlement of a large lawsuit, offset by other ISF reductions.

\$7.6 Net expense decrease in FY 1998-99 over FY 1997-98.

### maricopa health plan - fund 540 (agency 602)

FY 1998-99 Revised	\$ 55,635,808
FY 1999-00 Tentative	<u>58,795,560</u>
Variance	<u>\$ (3,159,752)</u>

The fiscal year 1999-00 Maricopa Health Plan budget was based on year-end member months totaling 320,268. This is an increase from the fiscal year 1998-99 year-end projection of 312,760. Member months were budgeted, by prospective and Prior-Period Coverage (PPC) population types based on historical analysis of each MHP population. The 2.4% budgeted growth rate is due to the marketing initiative for the KIDSCARE program which began November 1, 1998. The 8.7% budgeted increase in expenses includes a 6% increase for physician services and an average 3% inflation factor for other services. Administrative expenses include a 2.5% pay for performance increase.

### grant special revenue fund 247 (agency 601)

FY 1998-99 Revised	\$ 2,076,135
FY 1999-00 Tentative	<u>1,723,923</u>
Variance	<u>\$ 352,212</u>

The reduction in the grant budget between fiscal year 1998-99 and fiscal year 1999-00 is due to the elimination of Managed Care Systems role as the administrator of claims payments for the Public Health Ryan White program.



## maricopa integrated health system expenditure variance commentary (continued)

### arizona long-term care system - fund 550 (agency 600)

FY 1998-99 Revised	\$ 257,300,634
<u>FY 1999-00 Tentative</u>	<u>254,918,389</u>
<u>Variance</u>	<u>\$ 2,382,245</u>

The fiscal year 1999-00 Maricopa Long-Term Care Plan budget was based on year-end member months totaling 116,941. This is a 4.7% increase from the fiscal year 1998-99 year-end projection of 111,638 and was based on historical analysis of the Medicare and non-Medicare populations within the Institutional and Home and Community Based (HCBS) residential settings. The \$3.7 million expense reduction is due to the elimination of the FY99 contingency for Medicare Part B liability. Administrative expenses include new case manager positions as required by the ALTCS Long Term Care Program requirements. The budget also includes a 2.5% pay for performance increase.

### maricopa health select plan (agency 603)

FY 1998-99 Revised	\$ 3,857,911
<u>FY 1999-00 Tentative</u>	<u>4,171,659</u>
<u>Variance</u>	<u>\$ (313,748)</u>

The fiscal year 1999-00 Maricopa Health Select Plan budget was based on year-end member months totaling 39,438. This is an 11% increase from the fiscal year 1998-99 year-end projection of 35,506. The increased membership is a result of the County's limiting employees to two health plan choices. The increased budget is a reflection of the increase in membership as well as a 6% increase in the cost of physician services and an average 3% increase in other medical expenses. Administrative expenses include a 2.5% pay for performance increase.

### maricopa senior select plan (agency 604)

FY 1998-99 Revised	\$ 24,209,513
<u>FY 1999-00 Tentative</u>	<u>26,936,137</u>
<u>Variance</u>	<u>\$ (2,726,624)</u>

The fiscal year 1999-00 Maricopa Senior Select Plan budget was based on year-end member months totaling 35,221. This is a 14% increase from the fiscal year 1998-99 year-end projection of 30,805. Aggressive marketing initiatives are the basis for the budgeted membership growth. The increase in budgeted expenses over FY 1998-99 is due to the membership growth, a 6% increase in physician services and revised methodologies for determining unknown medical expense liability. The budget includes a 2.5% pay for performance increase.

# budget issues commentary

Description	FY 1999-00 Requested	Operating	Gen. Govt Contingency	Appropriated Fund Balance	Total	FY 2000-2001 Impact	Summary
<b>GENERAL FUND</b>							
<b>Adult Probation</b>							
Market Study Salary Adjustment	\$ 724,546	\$ 590,000	\$ -	\$ -	\$ 590,000	\$ 590,000	
Field Officer Positions	163,425	-	-	-	-	-	
Automation Positions	225,101	200,438	-	-	200,438	184,438	
Drug Enforcement Account Continuation Program	781,938	-	-	-	-	-	
Early Disposition Court Expansion to the S.E. Court Facility	70,661	-	-	-	-	-	
Reach out Pilot Program	202,875	-	-	-	-	-	Reserved in Gen. Govt Cont. (\$202,875)
	<u>2,168,546</u>	<u>790,438</u>	<u>-</u>	<u>-</u>	<u>790,438</u>	<u>774,438</u>	
<b>Assessor</b>							
2.5% Pay for Performance	\$ 270,555	\$ 247,201	\$ -	\$ -	\$ 247,201	\$ 247,201	
Market Study Salary Adjustment	272,100	84,437	-	-	84,437	84,437	
	<u>542,655</u>	<u>331,638</u>	<u>-</u>	<u>-</u>	<u>331,638</u>	<u>331,638</u>	
<b>Chief Information Officer</b>							
Salary Adjustments - 2.5%	\$ 55,034	\$ -	\$ -	\$ -	\$ -	\$ -	
Market Rate Adjustments for YR 4	187,435	65,623	-	-	65,623	100,000	
Microsoft Premier Support	50,000	-	-	-	-	-	
	<u>292,469</u>	<u>65,623</u>	<u>-</u>	<u>-</u>	<u>65,623</u>	<u>100,000</u>	
<b>Clerk of Superior Court</b>							
Entry Level Compensation Increase/2.5% Salary Adj.	\$ 497,866	\$ 441,417	\$ -	\$ -	\$ 441,417	\$ 441,417	
16,000 sq. ft. space buildout	275,000	-	-	-	-	-	Reserved in Gen. Govt Cont. (\$275,000)
IV-D Contract Adjustment	(25,000)	(25,000)	-	-	(25,000)	-	Reserved as part of Gen. Govt Cont. \$3m allotment (179,757)
New Court Divisions (3)	325,721	-	-	-	-	-	
Early Disposition Court Expansion	164,409	30,999	-	-	30,999	30,999	
CPAF (Grant not extended)	127,021	127,021	-	-	127,021	127,021	
Exhibits & Classified Materials Expansion	31,486	31,486	-	-	31,486	31,486	
Risk Management Increases	70,388	70,388	-	-	70,388	70,388	
Probate Court Clerk	35,301	35,301	-	-	35,301	35,301	
Funding Reserved in Contingency for Operations	-	-	-	-	-	-	Reserved in Gen. Govt Cont. (\$500,640)
	<u>1,502,192</u>	<u>711,612</u>	<u>-</u>	<u>-</u>	<u>711,612</u>	<u>736,612</u>	
<b>County Attorney</b>							
Compensation	\$ 2,313,318	\$ 2,183,815	\$ -	\$ -	\$ 2,183,815	\$ 2,183,815	Reserved in Gen. Govt Cont. (\$129,503)
County Counsel General Fund Retainer	35,653	35,653	-	-	35,653	35,653	
Emergency Budget Request - Support Staff	517,267	611,885	-	-	611,885	611,885	
Juvenile Drug Diversion Program	250,000	-	-	-	-	-	
Parole Attorney	116,437	-	-	-	-	-	
Fixed Assest Accountant	54,417	54,417	-	-	54,417	44,772	
Electronic Information Specialist	67,537	-	-	-	-	-	
Advocate - Sexual Predator	45,367	41,767	-	-	41,767	32,122	
Vehicle Upgrades	17,795	-	-	-	-	-	
IT Hardware/Security	241,600	147,600	-	-	147,600	-	
Extreme DUI	469,291	-	-	-	-	-	
Aggravated Domestic Violence	483,682	-	-	-	-	-	
Special Assignment Courts	1,657,017	-	-	-	-	-	
Increase Benefit Rates	257,831	257,831	-	-	257,831	257,831	
Bilingual Pay	57,484	-	-	-	-	-	
Replace Juvenile East Phone System	22,450	-	-	-	-	-	Funded by Telecom
Computer Replacement	1,630,000	568,850	-	-	568,850	294,240	Also reserved in Gen. Govt.-\$1,113,721 Y2k Carryover and \$360,000 Y2K New Reserved in General Government (\$524,500)
Computer Replacement (CJEF)	-	-	-	-	-	-	
Expendited Disposition Court SEF	196,242	-	-	-	-	-	
	<u>8,433,388</u>	<u>3,901,818</u>	<u>-</u>	<u>-</u>	<u>3,901,818</u>	<u>3,460,318</u>	
<b>County Call Center</b>							
New Call Agents and Other New Staff	\$ 205,583	\$ 135,623	\$ -	\$ -	\$ 135,623	\$ 135,623	
Telecom Upgrades/Double Capacity of Open Auto/Voice Recognition System	247,000	-	-	-	-	-	Reserved in Gen. Govt. (\$238,159)
Supplies for New Agents/Staff	29,000	14,400	-	-	14,400	14,400	Reserved in Gen. Govt. (\$5,600)
2.5% Pay for Performance	23,672	19,204	-	-	19,204	19,204	
2.5% Market Adjustments	23,638	23,000	-	-	23,000	23,000	
Underfunded Benefits	31,314	31,314	-	-	31,314	31,314	
	<u>560,207</u>	<u>223,541</u>	<u>-</u>	<u>-</u>	<u>223,541</u>	<u>223,541</u>	


**budget issues commentary (continued)**

Description	FY 1999-00 Requested	Operating	Gen. Govt Contingency	Appropriated Fund Balance	Total	FY 2000-2001 Impact	Summary
<b>GENERAL FUND</b>							
<b>Elections</b>							
Verification Mailings	\$ 882,129	\$ 882,129	\$ -	\$ -	\$ 882,129	\$ -	
Presidential Preference Election	1,370,980	1,370,980	-	-	1,370,980	-	Offset by revenues
2.5% Pay for Performance	45,236	44,027	-	-	44,027	44,027	
	<u>2,298,345</u>	<u>2,297,136</u>	-	-	<u>2,297,136</u>	<u>44,027</u>	
<b>Emergency Management Services</b>							
EOC fiber optic svc chgs for merge of 6 divergent GIS-IT systems	\$ 24,000	\$ 24,000	\$ -	\$ -	\$ 24,000	\$ 24,000	
	<u>24,000</u>	<u>24,000</u>	-	-	<u>24,000</u>	<u>24,000</u>	
<b>Facilities Management</b>							
Merit Increases	\$ 158,763	\$ 145,765	\$ -	\$ -	\$ 145,765	\$ 145,765	
Trades/Custodial Personnel market increases	174,570	34,432	-	-	34,432	34,432	
Staff - Space Planning Program	789,246	-	-	-	-	-	Reserved in Gen. Govt Consulting Serv. (\$650,000)
Staff - Design & Construction	277,991	-	-	-	-	-	
Preventative Maintenance Program	168,336	-	-	-	-	-	Reserved in Gen. Govt Maj. Mtnc (\$80,000)
Staff - Real Estate	110,131	55,066	-	-	55,066	51,513	
Diagnostic Equipment/Program Enhancement	68,745	7,895	-	-	7,895	-	Reserved in Gen. Govt Maj. Mtnc (\$60,850)
Y2K - Embedded Systems	134,926	-	-	-	-	-	Reserved in Gen. Govt. Y2K funding
	<u>1,882,708</u>	<u>243,158</u>	-	-	<u>243,158</u>	<u>231,710</u>	
<b>Finance</b>							
Imaging	39,000	39,000	-	-	39,000	-	
Electronic Commerce	29,000	-	-	-	-	-	
	<u>68,000</u>	<u>39,000</u>	-	-	<u>39,000</u>	-	
<b>General Government</b>							
Juvenile Probation-CJC Relocation	\$ -	\$ -	\$ 43,250	\$ -	\$ 43,250	\$ -	FY 1999-00 Budget Issue
Juvenile Probation-Teen Court	-	-	349,534	-	349,534	-	FY 1999-00 Budget Issue
Adult Probation Reach Out Pilot	-	-	202,875	-	202,875	-	FY 1999-00 Budget Issue
Justice Courts Compensation	-	-	672,657	-	672,657	-	FY 1999-00 Budget Issue
County Attorney Compensation	-	-	-	-	-	-	FY 1999-00 Budget Issue
Sheriff-District Detective Staffing	-	-	329,000	-	329,000	-	FY 1999-00 Budget Issue
Sheriff - Compensation	-	-	840,929	-	840,929	-	FY 1999-00 Budget Issue
Superior Ct-Pretrial Services	-	-	618,439	-	618,439	-	FY 1999-00 Budget Issue
Clerk of Sup. Ct.-Contingency	-	-	500,640	-	500,640	-	FY 1999-00 Budget Issue
Clerk of Sup. Ct. - Buildout of Space	-	-	275,000	-	275,000	-	FY 1999-00 Budget Issue
New Court Divisions	-	-	3,000,000	-	3,000,000	-	FY 1999-00 Budget Issue
Call Center Supply Contingency	-	-	5,600	-	5,600	-	FY 1999-00 Budget Issue
Call Center-Telecom Requirements	-	-	-	238,159	238,159	-	FY 1999-00 Budget Issue
Medical Examiner-3 Unit Modular	-	-	-	220,000	220,000	-	FY 1999-00 Budget Issue
Sheriff-ADA/Ergonomics	-	-	-	150,000	150,000	-	FY 1999-00 Budget Issue
Sheriff-CAD/RMS Upgrade	-	-	-	300,000	300,000	-	FY 1999-00 Budget Issue
County Attorney PC Replacement	-	-	-	513,903	513,903	-	FY 1999-00 Budget Issue
Facilities Management-Consultant Svcs	-	-	-	650,000	650,000	-	FY 1999-00 Budget Issue
Human Resources - Imaging System	-	-	-	25,000	25,000	-	FY 1999-00 Budget Issue
Human Services Facility Improvements	-	-	-	53,200	53,200	-	FY 1999-00 Budget Issue
Superior Court Major Mtnc Projects	-	-	-	1,543,718	1,543,718	-	FY 1999-00 Budget Issue
	-	-	<u>6,837,924</u>	<u>3,693,980</u>	<u>10,531,904</u>	-	
<b>Human Resources</b>							
Employee Records Imaging System + Contract for Imaging Work On file - CIP Project	\$ 138,362	\$ -	\$ -	\$ -	\$ -	\$ -	Reserved in Gen. Govt (\$25,000)
Additional Compensation Services Positions	73,945	13,874	-	-	13,874	13,874	
	<u>212,307</u>	<u>13,874</u>	-	-	<u>13,874</u>	<u>13,874</u>	
<b>Human Services</b>							
Waiver & Restoration of General Fund Support for Cost Pool Administrative Staff	\$ 846,722	\$ 282,679	\$ -	\$ -	\$ 282,679	\$ 282,679	Funded by adjustment to General Fund Improvements to current space funded in Gen. Govt. Maj. Mtnc Appropriated Fund Balance (\$53,200)
Relocation of Human Services Administration Offices	797,580	-	-	-	-	-	
Homeless Coordinator	70,179	-	-	-	-	-	
	<u>1,714,481</u>	<u>282,679</u>	-	-	<u>282,679</u>	<u>282,679</u>	

# budget issues commentary (continued)

Description	FY 1999-00 Requested	Operating	Gen. Govt Contingency	Appropriated Fund Balance	Total	FY 2000-2001 Impact	Summary
<b>GENERAL FUND</b>							
<b>Indigent Representation</b>							
Attorney Salary Market Adjustments	\$ 407,770	\$ 201,000	\$ -	\$ -	\$ 201,000	\$ 201,000	
Rule 11's	300,000	300,000	-	-	300,000	300,000	
New IT Position	58,172	-	-	-	-	-	
Quad E funding	1,426,259	247,593	-	-	247,593	233,793	
LD Support Staff Request	109,923	-	-	-	-	-	
LD Request for Additional Space	60,121	-	-	-	-	-	
LD Request for Additional Phone System	25,000	-	-	-	-	-	
Investigator Salary Market Adjustments	110,478	92,742	-	-	92,742	92,742	
IT Salary Market Adjustments	75,029	16,427	-	-	16,427	16,427	
Mitigation Staff Equity Adjustments	42,247	1,913	-	-	1,913	1,913	
Bilingual Staff Salary Adjustments	64,905	-	-	-	-	-	
PD Support Staff Request	1,328,281	949,952	-	-	949,952	1,148,446	
SE EDC	404,127	-	-	-	-	-	
Special Assignment Courts	145,191	-	-	-	-	-	
Salary Adjustments - 2.5%	519,534	1,157,502	-	-	1,157,502	780,059	
	5,077,037	2,967,129	-	-	2,967,129	2,774,380	
<b>Internal Audit</b>							
Reduce Audit Interval	\$ 137,144	\$ 137,144	\$ -	\$ -	\$ 137,144	\$ 121,840	Reserved in Gen. Govt Consulting Services (\$94,099)
Additional Funds for Fringe Benefit Increase	8,121	6,918	-	-	6,918	\$ 6,918	
2.5% Pay for Performance	17,963	16,909	-	-	16,909	\$ 16,909	
	163,228	160,971	-	-	160,971	\$ 145,667	
<b>Judicial Mandates</b>							
Attorney Salary Market Adjustments	\$ 29,098	\$ -	\$ -	\$ -	\$ -	\$ -	
CSC Salary Adjustments	7,258	-	-	-	-	-	
Bilingual Staff Salary Adjustments	1,861	-	-	-	-	-	
Salary Adjustments - 2.5%	41,221	85,704	-	-	85,704	38,256	
	79,438	85,704	-	-	85,704	38,256	
<b>Justice Courts</b>							
Compensation Budget Issue	\$ 1,333,491	\$ 660,834	\$ -	\$ -	\$ 660,834	\$ 660,834	Reserved in Gen. Govt Cont (\$672,657)
Rent Increases	228,114	228,114	-	-	228,114	-	TBD for FY 2000-01
Video Arraignment	150,000	150,000	-	-	150,000	48,078	
Buyer Position	53,497	53,497	-	-	53,497	-	
Satellite Court	61,500	10,000	-	-	10,000	2,000	
New Staff	240,000	-	-	-	-	-	
Security Issue	532,000	-	-	-	-	-	
Telephone Systems	152,000	-	-	-	-	-	Funded through Telecomm (\$105,381)
Shelving Units	70,000	-	-	-	-	-	
Additional Pro-Tem funds	16,565	-	-	-	-	-	
Architectural Services	200,000	-	-	-	-	-	
Furniture	112,500	-	-	-	-	-	
Public Address System	10,000	-	-	-	-	-	
	3,159,667	1,102,445	-	-	1,102,445	710,912	
<b>Juvenile Probation</b>							
Compensation Budget Issue	\$ 597,152	\$ 598,693	\$ -	\$ -	\$ 598,693	\$ 531,201	
Court Service Center	129,884	97,413	-	-	97,413	129,884	
Lease Personnel Computers	427,280	-	-	-	-	-	Detention Fund Contingency (\$500,000)
Vehicle for Detention Work and Community Based Programs	33,209	-	-	-	-	-	Detention Fund Contingency (\$33,209)
Controlled Building Access	25,000	-	-	-	-	-	
Teen Court	349,534	-	-	-	-	-	
Prenatal and Early Childhood Intervention	88,668	-	-	-	-	-	
Computer Maintenance and Support	42,700	42,700	-	-	42,700	42,700	
Community Justice Center							
Relocation/Expansion	43,250	-	-	-	-	-	Reserved in Gen. Govt Cont (\$43,250)
	1,736,677	738,806	-	-	738,806	703,785	
<b>Materials Management</b>							
Procurement Salary Adjustments	\$ 88,013	\$ 94,648	\$ -	\$ -	\$ 94,648	\$ 94,648	
Information Technology Compensation	12,935	-	-	-	-	-	
Information Technology Position	56,985	-	-	-	-	-	
Purchase Card Administrative Support	40,451	40,451	-	-	40,451	40,451	
Heating and A/c Reconfiguration	93,500	-	-	-	-	-	
Replacement Computers	73,300	-	-	-	-	-	
Replacement of Floor Coverings	25,000	-	-	-	-	-	
	390,184	135,099	-	-	135,099	135,099	


**budget issues commentary (continued)**

Description	FY 1999-00 Requested	Operating	Gen. Govt Contingency	Appropriated Fund Balance	Total	FY 2000-2001 Impact	Summary
<b>GENERAL FUND</b>							
<b>Medical Eligibility</b>							
Claims Resolution Process/Binding							
Arbitration	\$ 458,804	\$ 458,804	\$ -	\$ -	\$ 458,804	\$ 833,034	Also funded: \$1m in Med. Eligibil. Cont.; \$8m unknown lawsuits; \$5.2m Judgment payment
Long Term Automation	210,000	-	-	-	-	-	
Hospital Extended Hours/Staffing	1,021,455	1,021,455	-	-	1,021,455	1,499,092	
	1,690,259	1,480,259	-	-	1,480,259	2,332,126	
<b>Medical Examiner</b>							
Increased Staffing Levels	\$ 412,984	\$ 168,312	\$ -	\$ -	\$ 168,312	\$ 168,312	
Performance Management and Market Adjustments	100,444	91,567	-	-	91,567	91,567	
Equipment: Replace Outworn/Obsolete Equipment	83,381	51,831	-	-	51,831	13,248	
Employee Training and Education	16,000	-	-	-	-	-	
Technology Enhancement and Upgrades	29,000	-	-	-	-	-	
MIHS Charges	82,128	82,128	-	-	82,128	82,128	
Temporary Space - Modular Trailers	197,621	-	-	-	-	-	Reserved in Gen. Govt. (\$220,000)
	921,558	393,838	-	-	393,838	355,255	
<b>Parks &amp; Recreation</b>							
Workers Comp.	\$ 50,160	\$ 50,160	\$ -	\$ -	\$ 50,160	\$ 50,160	
	50,160	50,160	-	-	50,160	50,160	
<b>Planning &amp; Training</b>							
Train the Trainer	\$ 24,000	\$ 24,000	\$ -	\$ -	\$ 24,000	\$ -	
Cont Training Expense	10,500	10,500	-	-	10,500	10,500	
	34,500	34,500	-	-	34,500	10,500	
<b>Public Fiduciary</b>							
Building/Office Space Rent	\$ 75,288	\$ 61,379	\$ -	\$ -	\$ 61,379	\$ 61,379	
Fixed Benefit Rate Change	13,068	13,068	-	-	13,068	13,068	
Salary Adjustment	33,600	31,802	-	-	31,802	31,802	
Community Services Agency	8,745	-	-	-	-	-	
	130,701	106,249	-	-	106,249	106,249	
<b>Public Health</b>							
Public Health Facility	\$ 12,866,397	\$ -	\$ -	\$ -	\$ -	\$ -	\$2,259,348 funded in General Government
Risk Management- ISF, Central Services Costs	1,508,557	-	-	-	-	-	Funded by General Fund adjustment
Surveillance Staffing	316,572	50,000	-	-	50,000	50,000	
Immunization Staffing	410,091	133,493	-	-	133,493	133,493	
Salary Adjustments	94,476	91,783	-	-	91,783	91,783	
TB Control Staffing	154,500	154,500	-	-	154,500	154,500	
HH Position	26,646	-	-	-	-	-	
	15,377,239	429,776	-	-	429,776	429,776	
<b>Recorder</b>							
Market Rate Adjustment	\$ 371,681	\$ 353,896	\$ -	\$ -	\$ 353,896	\$ 90,896	
Additional Staffing - Recordings	56,724	57,700	-	-	57,700	57,700	
2.5% Pay for Performance	23,139	-	-	-	-	-	
Plot Map Copier	50,000	35,000	-	-	35,000	-	
	501,544	446,596	-	-	446,596	148,596	
<b>Sheriff</b>							
Fringe Benefit Increase	\$ 734,482	\$ 250,241	\$ -	\$ -	\$ 250,241	\$ 250,241	
Compensation	1,293,773	686,074	-	-	686,074	686,074	
Detention Officer pay increase - minimum	1,735,276	-	-	-	-	-	Funded in Detention Fund Cont. Reserved in Gen. Govt Cont & Detention Fund (\$2,500,000)
Detention Officer pay increase - remainder	1,431,765	-	-	-	-	-	
Civilian 3.75% pay increase Phase II	468,833	-	-	-	-	-	
	2,347,376	-	-	-	-	-	
District Detective Staffing	329,000	-	-	-	-	-	Reserved in Gen. Govt Cont (\$329,000)
Training Academy Lease	3,200,000	-	-	-	-	-	
Purchase Lap Tops	2,419,585	101,530	-	-	101,530	44,813	Y2k reserved in Gen. Govt (\$395,878)
Security and Transportation Division	797,760	-	-	-	-	-	Reserved in Detention Fund Contingency
Classroom Space	3,011,224	-	-	-	-	-	Reserved in Detention Fund Contingency
Aging Phone Systems	116,910	-	-	-	-	-	Telecom (\$116,910)
ADA - Ergonomics	150,000	-	-	-	-	-	Reserved in Gen. Govt (\$150,000)
Food	6,900,000	-	-	-	-	-	
	24,935,984	1,037,845	-	-	1,037,845	981,128	

# budget issues commentary (continued)

Description	FY 1999-00 Requested	Operating	Gen. Govt Contingency	Appropriated Fund Balance	Total	FY 2000-2001 Impact	Summary
<b>GENERAL FUND</b>							
<b>Superior Court</b>							
Three new divisions	\$ 307,199	\$ -	\$ -	\$ -	\$ -	\$ -	Reserved in Gen. Govt Cont as part of \$3m allotment
Criminal Quad Coordination	149,495	149,495	-	-	149,495	149,495	\$6,244,272 reserved elsewhere for Sup. Ct. Projects
Criminal Admin. Staff	51,057	46,057	-	-	46,057	46,057	
Family Admin. Staff	51,057	-	-	-	-	-	
Video Courtrooms	437,480	-	-	-	-	-	
Other Construction	75,000	-	-	-	-	-	
Security Major Maintenance	100,000	-	-	-	-	-	
Compensation Adjustments	1,095,674	847,000	-	-	847,000	847,000	
Grant Funded Positions	347,959	347,958	-	-	347,958	347,958	
Initial Appearance Court	395,260	299,592	-	-	299,592	299,592	
EDC Expansion	305,002	-	-	-	-	-	
Juvenile Admin. Staff	86,167	-	-	-	-	-	
Pretrial Services Staff	905,097	293,434	-	-	293,434	222,212	Reserved in Detention Contingency (\$91,125)
Superior Court Major Maintenance Issues	1,543,718	-	-	-	-	-	Reserved in Gen. Govt (\$1,543,718)
Contract Court Reporters	295,000	295,000	-	-	295,000	295,000	
	6,145,165	2,278,536	-	-	2,278,536	2,207,314	
<b>Treasurer</b>							
Merit Increases	\$ 59,072	\$ 52,997	\$ -	\$ -	\$ 52,997	\$ 52,997	
	59,072	52,997	-	-	52,997	52,997	
<b>General Fund Total (w/ Gen. Gov.)</b>	<b>\$ 80,151,711</b>	<b>\$ 20,425,427</b>	<b>\$ 6,837,924</b>	<b>\$ 3,693,980</b>	<b>\$ 30,957,331</b>	<b>\$ 17,405,037</b>	
<b>Gen. Gov. Total</b>	<b>-</b>	<b>-</b>	<b>6,837,924</b>	<b>3,693,980</b>	<b>10,531,904</b>	<b>-</b>	
<b>General Fund Total (w/o Gen. Gov.)</b>	<b>\$ 80,151,711</b>	<b>\$ 20,425,427</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,425,427</b>	<b>\$ 17,405,037</b>	

Description	FY 1999-00 Requested	Operating	Gen. Govt Contingency	Fund Balance	Total	FY 2000-2001 Impact	Summary
<b>SPECIAL REVENUE</b>							
<b>Animal Control Services</b>							
Adoption Center -- 35th Avenue	\$ 155,079	\$ 141,350	\$ -	\$ -	\$ 141,350	\$ 141,350	
Animal Control -- Star Call Center	210,213	53,209	-	-	53,209	53,209	
	365,292	194,559	-	-	194,559	194,559	
<b>Correctional Health</b>							
Dept of Justice	\$ 1,585,643	\$ 950,719	\$ -	\$ -	\$ 950,719	\$ 1,585,643	
2.5% Merit salary adjustments	147,049	147,049	-	-	147,049	147,049	
Juvenile Nurse Staffing	262,528	-	-	-	-	-	
NSE staffing	701,000	-	-	-	-	-	
	2,696,220	1,097,768	-	-	1,097,768	1,732,692	
<b>General Government</b>							
Sheriff's Compensation	\$ -	\$ -	\$ 1,659,071	\$ -	\$ 1,659,071	\$ 1,659,071	
Correctional Health Compensation	-	-	1,000,000	-	1,000,000	1,000,000	
Superior Ct.-Pretrial Serv.-One time	-	-	91,125	-	91,125	-	
Sheriff's Security & Transport	-	-	500,000	-	500,000	500,000	
Sheriff's Classroom Space	-	-	1,150,000	-	1,150,000	-	
Juvenile PC Purchase	-	-	500,000	-	500,000	-	
Juvenile Detention Vehicle	-	-	33,209	-	33,209	-	
Phase 1-Technology Issues	-	-	1,650,000	-	1,650,000	-	
	-	-	6,583,405	-	6,583,405	3,159,071	
<b>Environmental Services</b>							
Salary Adjustments - 2.5% (Agency 882)	\$ 305,000	\$ 305,000	\$ -	\$ -	\$ 305,000	\$ 305,000	
Funding 10 FTEs (Agency 883)	485,779	485,779	-	-	485,779	485,779	
Additional Lease Space (Agency 883)	72,000	72,000	-	-	72,000	72,000	
Fixed Assets (Agency 883)	396,922	396,922	-	-	396,922	-	
	1,259,701	1,259,701	-	-	1,259,701	862,779	
<b>Equipment Services</b>							
Alternative Fuel Vehicle Acquisition & Conversion	\$ 808,022	\$ -	\$ -	\$ -	\$ -	\$ -	Funded as part of General Fund Vehicle Replacement Program
	808,022	-	-	-	-	-	

# budget issues commentary (continued)

Description	FY 1999-00 Requested	Operating	Gen. Govt Contingency	Fund Balance	Total	FY 2000-2001 Impact	Summary
<b>SPECIAL REVENUE</b>							
<b>Flood Control District</b>							
Compensation - Market Adjustments	\$ 459,156	\$ -	\$ -	\$ -	\$ -	\$ -	Funded during FY 1998-99
Future Market Adjustments	482,108	482,108	-	-	482,108	35,726	
Additional Planning Projects	1,332,000	1,332,000	-	-	1,332,000	-	
Advanced Planning Studies	1,120,000	1,120,000	-	-	1,120,000	-	
	<u>3,393,264</u>	<u>2,934,108</u>	<u>-</u>	<u>-</u>	<u>2,934,108</u>	<u>35,726</u>	
<b>Juvenile Probation</b>							
Compensation Budget Issue	\$ 1,016,989	\$ 836,986	\$ -	\$ -	\$ 836,986	\$ 904,478	
Detention Administration Infrastructure Reorganization	269,984	117,100	-	-	117,100	113,237	
Truancy Prevention	250,000	195,000	-	-	195,000	-	
Detention Alternatives	685,176	216,629	-	-	216,629	178,402	
	<u>2,222,149</u>	<u>1,365,715</u>	<u>-</u>	<u>-</u>	<u>1,365,715</u>	<u>1,196,117</u>	
<b>Library District</b>							
Market Salary Advancements	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ 300,000	
Merit Based Increases	100,239	90,359	-	-	90,359	90,359	
NCRL Renovation	200,000	200,000	-	-	200,000	-	
Technology Issues	73,500	-	-	-	-	-	
Security System Changes	15,000	-	-	-	-	-	
Sun Lakes Continuation	170,000	170,000	-	-	170,000	170,000	
El Mirage Continuation	55,000	55,000	-	-	55,000	55,000	
Surprise Regional Library	237,655	237,655	-	-	237,655	237,655	
	<u>1,151,394</u>	<u>1,053,014</u>	<u>-</u>	<u>-</u>	<u>1,053,014</u>	<u>853,014</u>	
<b>Planning and Development</b>							
One-Stop Shop	\$ 3,651,449	\$ 3,651,449	\$ -	\$ -	\$ 3,651,449	\$ 3,651,449	New funding structure established
	<u>\$ 3,651,449</u>	<u>\$ 3,651,449</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,651,449</u>	<u>\$ 3,651,449</u>	
<b>Parks &amp; Recreation</b>							
Workers Comp.	\$ 50,160	\$ 50,160	\$ -	\$ -	\$ 50,160	\$ 50,160	
First year of Five-year Enhancement/Upgrade Projects	547,660	-	-	547,660	547,660	-	Using fund balance of Agency 305
	<u>597,820</u>	<u>50,160</u>	<u>-</u>	<u>547,660</u>	<u>597,820</u>	<u>50,160</u>	
<b>Sheriff</b>							
Fringe Benefit Increase	\$ -	\$ 484,241	\$ -	\$ -	\$ 484,241	\$ 484,241	
Sheriff's Compensation	-	1,327,619	-	-	1,327,619	1,327,619	
Detention Officer pay increase - minimum	-	-	-	-	-	-	Funded in Detention Fund Cont.
132 Detention positions	4,501,874	4,501,874	-	-	4,501,874	4,501,874	
Phase I	1,917,236	400,626	-	-	400,626	400,626	
Vehicle Replacement	775,535	579,638	-	-	579,638	-	
Self-Contained Breathing Apparatus	432,000	432,000	-	-	432,000	-	
Purchase Lap Tops	-	196,470	-	-	196,470	95,187	Y2k reserved in Gen. Govt (\$395,878)
Security Cameras/Line Scan Machines	750,000	601,000	-	-	601,000	-	
	<u>8,376,645</u>	<u>8,523,468</u>	<u>-</u>	<u>-</u>	<u>8,523,468</u>	<u>6,809,547</u>	
<b>Transportation</b>							
Salary Adjustments - 2.5%	\$ 454,382	\$ 454,382	\$ -	\$ -	\$ 454,382	\$ 454,382	
Market Rate & Equity issues	308,507	-	-	-	-	-	Will be reviewed by H.R. Component Adj. will be made mid-year.
	<u>762,889</u>	<u>454,382</u>	<u>-</u>	<u>-</u>	<u>454,382</u>	<u>454,382</u>	
<b>Special Revenue Total (w/ Gen. Gov.)</b>	<b>\$ 25,284,845</b>	<b>\$ 20,584,324</b>	<b>\$ 6,583,405</b>	<b>\$ 547,660</b>	<b>\$ 27,715,389</b>	<b>\$ 18,999,496</b>	
<b>Gen. Gov Total</b>	<b>-</b>	<b>-</b>	<b>6,583,405</b>	<b>-</b>	<b>6,583,405</b>	<b>3,159,071</b>	
<b>Special Revenue Total (w/o Gen. Gov)</b>	<b>\$ 25,284,845</b>	<b>\$ 20,584,324</b>	<b>\$ -</b>	<b>\$ 547,660</b>	<b>\$ 21,131,984</b>	<b>\$ 15,840,425</b>	
<b>CAPITAL</b>							
<b>Criminal Justice Facilities</b>							
Salary Adjustments - 2.5%	\$ 10,296	\$ 8,443	\$ -	\$ -	\$ 8,443	\$ 8,443	
	<u>\$ 10,296</u>	<u>\$ 8,443</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 8,443</u>	<u>\$ 8,443</u>	
<b>Capital Fund Total</b>	<b>\$ 10,296</b>	<b>\$ 8,443</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,443</b>	<b>\$ 8,443</b>	
<b>ENTERPRISE</b>							
<b>Solid Waste</b>							
Equipment Lease Payoff	\$ 83,000	\$ 83,000	\$ -	\$ -	\$ 83,000	\$ -	
Transfer Stations Operations	230,000	423,420	-	-	423,420	447,272	
	<u>313,000</u>	<u>506,420</u>	<u>-</u>	<u>-</u>	<u>506,420</u>	<u>447,272</u>	
<b>Enterprise Fund Total</b>	<b>\$ 313,000</b>	<b>\$ 506,420</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 506,420</b>	<b>\$ 447,272</b>	

## eliminations summary

County agencies often engage in numerous transactions with other County agencies. The totals of all such internal transactions are eliminated in the preparation of a consolidated budget. These eliminations have no effect on the consolidated fund balance because equal amounts are eliminated from both revenues and expenditures.

<b>TRANSACTION DESCRIPTION</b>	<b>FY 1998-99 Adopted</b>	<b>FY 1998-99 Revised</b>	<b>FY 1998-99 Restated</b>	<b>FY 1999-00 Final</b>	<b>Final Variance</b>	<b>%</b>
Fund Transfers (including Central Service Costs)	\$ 109,669,885	\$ 109,774,611	\$ 182,236,789	\$ 321,681,223	\$ 139,444,434	76.5%
Employer Benefit Costs	30,252,711	30,252,711	30,252,711	31,570,403	1,317,692	4.4%
Internal Service Charges	24,782,887	24,932,887	24,932,887	38,375,224	13,442,337	53.9%
Correctional Health Payments to Health System	3,000,000	3,000,000	3,000,000	3,535,920	535,920	17.9%
Payments from Maricopa Health Plan to Health System:						
Patient Services	24,287,159	24,287,159	24,287,159	30,505,743	6,218,584	25.6%
Attendant Care	13,420,056	13,420,056	13,420,056	13,769,483	349,427	2.6%
Payments from Public Health to Health Plan for Ryan White Grant	379,000	379,000	379,000	475,381	96,381	25.4%
<b>Total Eliminations</b>	<b>\$ 205,791,698</b>	<b>\$ 206,046,424</b>	<b>\$ 278,508,602</b>	<b>\$ 439,913,377</b>	<b>\$ 161,404,775</b>	<b>58.0%</b>


**transfers by fund**

## SUMMARY OF TRANSFERS BY FUND FY 1999-00

	AGENCY	FUND	IN	(OUT)	DESCRIPTION
<b>GENERAL FUND:</b>					
FINANCE DEPARTMENT	180	100	7,193,615	-	CENTRAL SERVICES COSTS
HUMAN SERVICES	220	100	-	-	CENTRAL SERVICES COSTS
HEALTH CARE MANDATES	390	100	54,677,600	-	DISPROPORTIONATE SHARE
HEALTH CARE MANDATES	390	100	-	6,660,000	MMC PRE-AHCCCS CLAIMS SUBSIDY
HEALTH CARE MANDATES	390	100	-	3,547,901	MMC TEACHING PROGRAM SUBSIDY
HEALTH CARE MANDATES	390	100	-	616,200	SAIL GRANT MATCH
GENERAL GOVERNMENT	470	100	-	2,975,000	SHERIFF'S REPLACEMENT VEHICLES
GENERAL GOVERNMENT	470	100	-	88,825,845	DETENTION FUND / MOE
GEN. GOVERNMENT APPROP. FUND BAL	473	100	-	40,000,000	CAPITAL PROJECTS
PUBLIC HEALTH	860	100	-	65,000	VITAL STATISTICS
TOTAL GENERAL FUND			61,871,215	142,689,946	
<b>SPECIAL REVENUE FUNDS:</b>					
COMMUNITY DEVELOPMENT- GRANT	171	217	-	24,088	CENTRAL SERVICE COST ALLOCATION
HUMAN SERVICES- GRANT FUNDING	221	222	-	-	CENTRAL SERVICE COST ALLOCATION
PARKS & RECREATION - SPECIAL FUNDI	302	240	-	60,813	CENTRAL SERVICE COST ALLOCATION
PARKS & RECREATION - SPECIAL FUNDI	302	240	-	145,769	DEBT SERVICE
PLANNING AND DEVELOPMENT	440	226	-	49,682	DEBT SERVICE
PLANNING AND DEVELOPMENT	440	226	-	437,710	CENTRAL SERVICE COST ALLOCATION
RESEARCH AND REPORTING	462	260	-	33,754	CENTRAL SERVICE COST ALLOCATION
RESEARCH AND REPORTING	462	260	-	1,259	DEBT SERVICE
GENERAL GOVERNMENT	472	255	88,825,845	-	DETENTION FUND / MOE FROM GEN FUND
GENERAL GOVERNMENT	471	251	-	3,750,000	SPUR CROSS RANCH (from SCAAP funds)
GENERAL GOVERNMENT - DETENTION F	472	255	-	105,606,875	SALES TAX PROCEEDS TO CAP. PROJ.
MARCIOPA HEALTH PLANS	601	247	616,200	-	SAIL GRANT MATCH
TRANSPORTATION	640	232	-	1,411,080	CENTRAL SERVICE COST ALLOCATION
TRANSPORTATION	640	232	-	413,079	DEBT SERVICE
LIBRARY DISTRICT	650	244	-	554,646	CENTRAL SERVICE COST ALLOCATION
LIBRARY DISTRICT	650	244	-	3,193	DEBT SERVICE
HOUSING	661	295	-	58,573	CENTRAL SERVICE COST ALLOCATION
STADIUM DISTRICT	680	250	-	7,405	CENTRAL SERVICE COST ALLOCATION
STADIUM DISTRICT	680	250	-	400,000	STADIUM DISTRICT DEBT SERVICE
STADIUM DISTRICT	680	250	-	400,000	STADIUM DISTRICT DEBT SERVICE
STADIUM DISTRICT	680	250	-	632,737	STADIUM DISTRICT DEBT SERVICE
STADIUM DISTRICT	680	250	-	724,466	STADIUM DISTRICT DEBT SERVICE
STADIUM DISTRICT	680	250	-	2,353,978	STADIUM DISTRICT DEBT SERVICE
STADIUM DISTRICT	680	250	-	606,928	STADIUM DISTRICT DEBT SERVICE
FLOOD CONTROL DISTRICT	690	991	-	1,233,810	CENTRAL SERVICE COST ALLOCATION
STADIUM DISTRICT- MLB OPERATION	780	253	-	600,000	CAPITAL PROJECTS RESERVE
STADIUM DISTRICT- MLB OPERATION	780	253	-	29,620	CENTRAL SERVICE COST ALLOCATION
ANIMAL CONTROL- SPECIAL REVENUE	792	572	-	-	CENTRAL SERVICE COST ALLOCATION
ANIMAL CONTROL- SPECIAL REVENUE	792	572	-	6,973	DEBT SERVICE
ANIMAL CONTROL- SPECIAL REVENUE	794	572	-	331,080	CENTRAL SERVICE COST ALLOCATION
PUBLIC HEALTH- GRANT	861	532	-	480,990	CENTRAL SERVICE COST ALLOCATION
PUBLIC HEALTH SPECIAL FUNDING	863	265	-	106,208	CENTRAL SERVICE COST ALLOCATION
PUBLIC HEALTH SPECIAL FUNDING	863	265	65,000	-	VITAL STATISTICS
ENVIRONMENTAL AIR SERVICES	882	504	-	234,941	CENTRAL SERVICE COST ALLOCATION
ENVIRONMENTAL HEALTH SERVICES	883	504	-	234,941	CENTRAL SERVICE COST ALLOCATION
TOTAL SPECIAL REVENUE FUND			89,507,045	120,934,598	

**transfers by fund (continued)****SUMMARY OF TRANSFERS BY FUND FY 1999-00**

	AGENCY FUND		IN	(OUT)	DESCRIPTION
<b>INTERNAL SERVICE FUNDS:</b>					
EMPLOYEE BENEFITS	312	685	-	236,778	CENTRAL SERVICE COST ALLOCATION
MATERIALS MANAGEMENT- REPROGRA	733	673	-	24,570	CENTRAL SERVICE COST ALLOCATION
EQUIPMENT SERVICES	740	654	-	469,038	CENTRAL SERVICE COST ALLOCATION
RISK MANAGEMENT	750	675	-	125,450	CENTRAL SERVICE COST ALLOCATION
TELECOMMUNICATIONS	760	681	-	308,271	CENTRAL SERVICE COST ALLOCATION
TOTAL INTERNAL SERVICE FUNDS			-	1,164,107	
<b>ENTERPRISE FUNDS:</b>					
MARICOPA HEALTH PLANS- ADMINISTR/	605	570	-	67,721	CENTRAL SERVICE COST ALLOCATION
SOLID WASTE MANAGEMENT	670	580	-	84,938	CENTRAL SERVICE COST ALLOCATION
SOLID WASTE MANAGEMENT	670	580	-	297,297	DEBT SERVICE
MARICOPA HEALTH SYSTEM	900	534	-	637,190	CENTRAL SERVICE COST ALLOCATION
MARICOPA HEALTH SYSTEM	900	534	-	1,127,826	DEBT SERVICE
MARICOPA HEALTH SYSTEM	900	534	-	54,677,600	DISPROPORTIONATE SHARE
MARICOPA HEALTH SYSTEM	900	534	6,660,000	-	MMC PRE-AHCCCS CLAIMS SUBSIDY
MARICOPA HEALTH SYSTEM	900	534	3,547,901	-	MMC TEACHING PROGRAM SUBSIDY
TOTAL ENTERPRISE FUND			10,207,901	56,892,572	
<b>CAPITAL PROJECT FUNDS:</b>					
CIP - JAIL TAX	409	455	105,606,875	-	CAPITAL PROJECTS
CIP - GENERAL GOVERNMENT	478	435	3,750,000	-	SPUR CROSS RANCH
CIP - GENERAL GOVERNMENT	478	435	40,000,000	-	CAPITAL PROJECTS
CIP - SHERIFF	508	435	2,975,000	-	VEHICLE REPLACEMENT FOR GEN FUND
STADIUM DISTRICT- MLB PROJECT RESI	788	450	600,000	-	BALLPARK PROJECT RESERVE
TOTAL CAPITAL PROJECT FUND			152,931,875	-	
<b>DEBT SERVICE FUNDS:</b>					
STADIUM DIST DEBT SVS- 1993A	682	371	632,737	-	STADIUM DISTRICT DEBT SERVICE
STADIUM DIST DEBT SVS- 1993B	683	373	724,466	-	STADIUM DISTRICT DEBT SERVICE
STADIUM DIST DEBT SVS- PEORIA	684	375	2,353,978	-	STADIUM DISTRICT DEBT SERVICE
STADIUM DIST DEBT SVS- 1996	685	377	606,928	-	STADIUM DISTRICT DEBT SERVICE
STADIUM DIST DEBT SVS	686	378	400,000	-	STADIUM DISTRICT DEBT SERVICE
STADIUM DIST DEBT SVS	688	379	400,000	-	STADIUM DISTRICT DEBT SERVICE
GENERAL OBLIGATION DEBT SERVICE	990	312	2,045,078	-	NON-GENERAL FUND ALLOCATION
TOTAL DEBT SERVICE FUNDS			7,163,187	-	
GRAND TOTAL (ALL FUNDS)			321,681,223	321,681,223	


**direct assessment special districts secondary roll**

DIST. NO.	DISTRICT NAME	LEVY PURPOSE	1998-99 BUDGET	ESTIMATED EXPENDITURES 1998-99	1999-00 BUDGET REQUEST	LESS AVAILABLE FUNDS	1999-00 DIRECT ASSESSMENT
28569	Pecos-McQueen	Bond Interest	10,067	10,067	5,693	0	5,693
		Bond redemption	0	0	45,699	0	45,699
			<u>10,067</u>	<u>10,067</u>	<u>51,392</u>	<u>0</u>	<u>51,392</u>
28574	99TH Street	Bond Interest	244	244	0	0	0
		Bond redemption	2,708	2,708	0	0	0
			<u>2,952</u>	<u>2,952</u>	<u>0</u>	<u>0</u>	<u>0</u>
28575	98TH Way	Bond Interest	198	198	0	0	0
		Bond redemption	2,198	2,198	0	0	0
			<u>2,396</u>	<u>2,396</u>	<u>0</u>	<u>0</u>	<u>0</u>
28576	Vine	Bond Interest	94	94	0	0	0
		Bond redemption	1,044	1,044	0	0	0
			<u>1,138</u>	<u>1,138</u>	<u>0</u>	<u>0</u>	<u>0</u>
28577	Inland	Bond Interest	3,067	3,067	1,563	0	1,563
		Bond redemption	15,766	15,766	17,376	0	17,376
			<u>18,833</u>	<u>18,833</u>	<u>18,939</u>	<u>0</u>	<u>18,939</u>
28579	97TH Place	Bond Interest	239	239	0	0	0
		Bond redemption	2,652	2,652	0	0	0
			<u>2,891</u>	<u>2,891</u>	<u>0</u>	<u>0</u>	<u>0</u>
28580	Del Witt	Bond Interest	464	464	0	0	0
		Bond redemption	5,154	5,154	0	0	0
			<u>5,618</u>	<u>5,618</u>	<u>0</u>	<u>0</u>	<u>0</u>
28581	5TH Avenue	Bond Interest	191	191	77	0	77
		Bond redemption	1,265	1,265	852	0	852
			<u>1,456</u>	<u>1,456</u>	<u>929</u>	<u>0</u>	<u>929</u>
28583	Boulder	Bond Interest	502	502	502	0	502
		Bond redemption	0	0	274	0	274
			<u>502</u>	<u>502</u>	<u>776</u>	<u>0</u>	<u>776</u>
28589	158TH Street	Bond Interest	816	816	654	0	654
		Bond redemption	691	691	2,064	0	2,064
			<u>1,507</u>	<u>1,507</u>	<u>2,718</u>	<u>0</u>	<u>2,718</u>
28590	Grandview Manor	Bond Interest	8,515	8,515	6,046	0	6,046
		Bond redemption	23,617	23,617	7,927	0	7,927
			<u>32,132</u>	<u>32,132</u>	<u>13,973</u>	<u>0</u>	<u>13,973</u>
28592	Fairview Lane	Bond Interest	3,445	3,445	2,711	0	2,711
		Bond redemption	5,938	5,938	3,717	0	3,717
			<u>9,383</u>	<u>9,383</u>	<u>6,428</u>	<u>0</u>	<u>6,428</u>
28593	East Fairview Lane	Bond Interest	4,285	4,285	3,293	0	3,293
		Bond redemption	6,065	6,065	4,375	0	4,375
			<u>10,350</u>	<u>10,350</u>	<u>7,668</u>	<u>0</u>	<u>7,668</u>

## direct assessment special districts secondary roll(continued)



DIST. NO.	DISTRICT NAME	LEVY PURPOSE	1998-99 BUDGET	ESTIMATED EXPENDITURES 1998-99	1999-00 BUDGET REQUEST	LESS AVAILABLE FUNDS	1999-00 DIRECT ASSESSMENT
28594	White Fence Farms	Bond Interest	14,541	14,541	123,290	0	123,290
		Bond redemption	18,581	18,581	18,581	0	18,581
			<u>33,122</u>	<u>33,122</u>	<u>141,871</u>	<u>0</u>	<u>141,871</u>
28595	104th Place/University Dr.	Bond Interest	0	0	5,993	0	5,993
		Bond redemption	0	0	8,323	0	8,323
			<u>0</u>	<u>0</u>	<u>14,316</u>	<u>0</u>	<u>14,316</u>
28529	Estrella Dells	General	48,000	48,000	50,000	0	50,000
28530	129th Avenue	General	71	71	1,161	0	1,161
28531	14th Street	General	475	475	807	0	807
28532	Avenida Del Sol	General	40	40	141	0	141
28533	Mallory	General	202	202	353	0	353
28535	Eagle Peak	General	852	852	1,301	0	1,301
28546	Desert Foothills North	General	11,900	11,900	12,148	0	12,148
28539	West Phoenix Estates 10	General	67,498	67,498	8,100	0	8,100
28547	Beautiful Arizona Estates	General	27,792	27,792	34,850	0	34,850
			<u>\$289,177</u>	<u>\$289,177</u>	<u>\$367,871</u>	<u>\$0</u>	<u>\$367,871</u>


**street lighting improvement district levies secondary roll**

DISTRICT		1998-99	1998-99	1999-00	06/30/99	DIRECT	1999	1999
#	DISTRICT	ADOPTED	ESTIMATED	BUDGET	FUND	TAX	ASSESSED	TAX
		BUDGET	EXPENDITURE	REQUEST	BALANCE	LEVY	VALUATION	RATE
23189	Anthem I	0	1,176	4,704	(1,176)	5,880	551,132	1.0669
13879	Apache Cntry Club Est. 1	6,924	8,716	6,972	2,380	4,592	1,945,138	0.2361
13908	Apache Cntry Club Est. 3	10,518	13,239	10,584	3,482	7,102	2,816,195	0.2522
13447	Apache Cntry Club Est. 5	3,836	3,867	3,864	1,253	2,611	1,342,289	0.1945
13446	Apache Wells Mobile P 1&2	14,524	14,094	12,876	3,907	8,969	1,934,928	0.4635
13972	Apache Wells Mobile P 3	7,609	10,208	7,620	2,124	5,496	1,104,697	0.4975
13109	Apache Wells Mobile P 3A	1,900	1,909	1,908	506	1,402	206,889	0.6777
13248	Apache Wells Mobile P 3B	2,844	2,860	2,856	344	2,512	370,398	0.6783
13974	Apache Wells Mobile P 4	5,554	7,426	5,568	1,825	3,743	1,389,492	0.2694
13978	Apache Wells Mobile P 4A	2,415	4,862	2,424	732	1,692	461,824	0.3664
13448	Apache Wells Mobile P 4B	925	927	924	302	622	183,991	0.3383
13955	Apache Wells Mobile P 5	2,426	3,244	2,436	829	1,607	259,825	0.6187
13315	Apache Wells Mobile P 6	2,425	2,442	2,424	707	1,717	458,317	0.3745
13418	Arizona Skies Mobile Est. E 2	2,850	2,879	2,856	1,518	1,338	169,378	0.7897
13420	Az Skies Mobil Estates	3,610	905	3,612	480	3,132	266,250	1.1764
13490	Brentwood Acres	1,520	1,527	1,524	589	935	201,000	0.4652
13449	Caballeros Haciendas	1,188	1,193	1,188	484	704	292,360	0.2409
13070	Camelot Golf Club Est. 1	3,846	4,205	3,852	1,333	2,519	760,185	0.3314
13510	Camelot Golf Club Est. 2	3,356	3,369	3,360	1,201	2,159	1,027,519	0.2101
13450	Casa Mia	5,588	5,613	5,604	2,364	3,240	718,334	0.4510
13310	Casa Mia 2A	1,855	1,864	1,860	826	1,034	314,273	0.3291
13335	Casa Mia 2B	2,280	2,291	2,280	837	1,443	525,317	0.2747
13817	Cavalier	5,868	5,917	5,880	1,904	3,976	1,382,963	0.2875
13346	Circle City	2,990	3,056	3,000	1,027	1,973	509,824	0.3869
13057	Clark Acres	684	801	684	203	481	201,528	0.2386
13177	Coronado Acres	554	556	552	137	415	142,931	0.2902
23137	Country Meadows 10	0	3,234	12,936	(5,036)	17,972	601,645	2.9871
13059	Country Meadows 9	16,163	4,054	16,032	3,804	12,228	1,799,059	0.6797
13863	Country Place at Chandler	6,302	6,353	6,312	1,354	4,958	1,379,070	0.3595
13838	Cox Heights 1	3,384	3,400	3,396	1,179	2,217	952,840	0.2327
13839	Cox Heights 2	9,423	9,468	9,444	3,363	6,081	2,081,164	0.2922
13888	Cox Heights 4	4,134	4,841	4,140	1,361	2,779	1,242,490	0.2236
13886	Cox Heights 6	1,130	1,323	1,128	393	735	300,706	0.2443
13885	Cox Heights 7	1,687	1,984	1,692	515	1,177	434,187	0.2710
13853	Cox Hghts 3 & Scot Est 12	8,825	8,867	8,844	2,855	5,989	2,628,714	0.2278
13210	Crestview Manor	760	825	756	243	513	113,232	0.4528
13228	Crimson Cove	1,727	1,724	1,716	662	1,054	118,042	0.8926
23176	Crystal Manor	0	1,683	6,732	(7,683)	14,415	794,287	1.8148
13103	Desert Foothills Est 5	3,496	4,097	3,504	1,195	2,309	1,009,185	0.2288
13107	Desert Foothills Est 6	4,559	5,345	4,572	1,612	2,960	1,029,956	0.2874
13329	Desert Saguaro Estates 1	3,610	3,625	3,612	1,273	2,339	425,202	0.5500
13348	Desert Saguaro Estates 2	1,520	1,527	1,524	545	979	357,858	0.2736
13072	Desert Sands Golf & CC 3	5,052	6,755	5,064	1,717	3,347	568,079	0.5892
13121	Desert Sands Golf & CC 4	9,347	9,166	8,940	3,249	5,691	1,084,684	0.5246
13356	Desert Sands Golf & CC 6	2,220	2,226	2,220	751	1,469	335,452	0.4380
13357	Desert Sands Golf & CC 7	3,800	3,813	3,804	1,327	2,477	411,262	0.6022
13492	Desert Sands Golf & CC 8	4,749	4,777	4,764	1,695	3,069	884,052	0.3471
13451	Desert Skies	1,494	1,506	1,500	495	1,005	209,717	0.4794
13396	Desert Skies 2	1,867	1,884	1,884	694	1,190	309,330	0.3847
13836	Dreamland Villa	1,680	1,685	1,680	673	1,007	265,354	0.3794
13840	Dreamland Villa 02	2,451	2,461	2,460	747	1,713	1,138,125	0.1505
13859	Dreamland Villa 03	4,789	4,808	4,800	1,541	3,259	731,734	0.4454
13872	Dreamland Villa 04	2,113	2,121	2,112	483	1,629	364,223	0.4474
13890	Dreamland Villa 05	5,384	7,200	5,400	1,560	3,840	883,872	0.4345
13909	Dreamland Villa 06	3,811	4,818	3,888	1,290	2,598	787,431	0.3300
13919	Dreamland Villa 07	5,919	10,379	5,928	1,893	4,035	1,132,065	0.3564
13921	Dreamland Villa 08	4,085	5,462	4,092	1,196	2,896	859,761	0.3369
13930	Dreamland Villa 09	5,734	7,692	5,748	2,012	3,736	936,639	0.3989
13937	Dreamland Villa 10	5,549	7,419	5,556	1,678	3,878	1,017,991	0.3809
13943	Dreamland Villa 11	7,779	9,755	7,800	2,659	5,141	1,489,055	0.3452

## street lighting improvement district levies secondary roll (continued)



DISTRICT #	DISTRICT	1998-99 ADOPTED BUDGET	1998-99 ESTIMATED EXPENDITURE	1999-00 BUDGET REQUEST	06/30/99 FUND BALANCE	DIRECT TAX LEVY	1999 ASSESSED VALUATION	1999 TAX RATE
13951	Dreamland Villa 12	6,489	8,157	6,504	2,112	4,392	1,073,643	0.4091
13973	Dreamland Villa 14	12,413	15,568	12,456	4,064	8,392	2,985,262	0.2811
13995	Dreamland Villa 15	8,329	11,136	8,340	2,454	5,886	1,620,413	0.3632
13452	Dreamland Villa 16	9,659	9,707	9,672	3,074	6,598	1,841,329	0.3583
13453	Dreamland Villa 17	2,927	2,937	2,928	889	2,039	580,105	0.3515
13191	Dreamland Villa 19	760	698	756	352	404	277,154	0.1459
13010	Empire Gardens 2	949	1,118	960	311	649	150,125	0.4323
13287	Empire Gardens 3	959	966	960	317	643	164,186	0.3916
13288	Empire Gardens 4	1,112	1,143	1,116	365	751	180,875	0.4154
13844	Esquire Villa 1	4,870	4,912	4,908	1,832	3,076	696,512	0.4417
13079	Estate Ranchos	874	1,033	876	393	483	325,596	0.1485
13855	Glenmar	1,850	1,856	1,848	620	1,228	320,438	0.3833
13005	Golden West 2	7,741	9,104	7,788	2,824	4,964	1,459,587	0.3401
13437	Granite Reef Vista Park	798	803	804	332	472	160,374	0.2945
13874	Hallcraft 1	25,126	25,254	25,188	8,930	16,258	5,990,348	0.2714
13875	Hallcraft 2	15,138	17,746	15,168	5,019	10,149	3,556,586	0.2854
13876	Hallcraft 3	10,521	12,335	10,536	3,753	6,783	5,270,621	0.1287
13820	Hidden Village	1,505	1,512	1,512	563	949	663,291	0.1431
13913	Holiday Gardens 1	155	223	156	3,741	0	332,227	0.0000
13184	Hopeville	1,116	1,123	1,116	277	839	94,266	0.8896
13869	J & O Frontier Place	2,370	2,382	2,376	718	1,658	658,203	0.2520
13343	Knott Manor	1,738	1,745	1,740	564	1,176	176,032	0.6678
13478	La Casa Bonita	1,212	1,217	1,212	440	772	126,880	0.6085
13424	Linda Vista	3,386	3,414	3,408	1,198	2,210	469,838	0.4703
13454	Linda Vista 2	3,464	3,174	2,868	1,466	1,402	442,435	0.3168
13128	Litchfield Park 17	3,194	3,224	3,204	1,030	2,174	675,956	0.3216
13386	Litchfield Park 18	3,348	3,377	3,360	1,243	2,117	954,638	0.2217
13075	Litchfield Park 19	3,758	3,870	3,816	1,439	2,377	1,573,460	0.1511
23145	Litchfield Vista Views II	1,929	1,540	1,932	(548)	2,480	480,868	0.5157
13455	Lucy T. Homesites 2	2,712	2,726	2,724	830	1,894	304,292	0.6225
13456	Luke Field Homes	7,546	7,751	7,584	2,615	4,969	435,298	1.1414
13459	McAfee Mobile Manor	1,478	1,493	1,488	346	1,142	225,975	0.5055
13870	McCormick Estates 1	1,417	1,433	1,428	455	973	217,565	0.4471
13810	Melville 1	5,364	5,393	5,376	1,703	3,673	1,199,685	0.3062
13884	Mereway Manor	5,074	6,361	5,088	1,099	3,989	1,453,464	0.2744
13825	Mesa Country Club Park	2,998	3,039	3,012	977	2,035	505,511	0.4026
13352	Mesa East	18,318	18,303	18,168	4,154	14,014	2,605,598	0.5379
13271	Mesquite Trails	3,344	3,372	3,348	1,042	2,306	561,951	0.4103
13371	Oasis Verde	7,793	1,650	6,360	(479)	6,839	1,040,256	0.6574
23076	Pinnacle Ranch at 83rd Ave	2,673	2,473	2,688	820	1,868	800,562	0.2334
13311	Pomeroy Estates	2,148	2,166	2,160	654	1,506	430,945	0.3494
13325	Queen Creek Plaza	1,710	1,717	1,716	627	1,089	195,638	0.5567
13402	Rancho Del Sol 2	2,780	2,793	2,784	935	1,849	944,628	0.1957
13460	Rancho Grande Tres	6,338	6,370	6,348	2,415	3,933	1,263,258	0.3114
13326	Rio Vista West	4,505	4,524	4,512	1,604	2,908	399,608	0.7277
13312	Rio Vista West 2	533	534	528	183	345	132,919	0.2597
13837	Scottsdale Cntry Acres	3,566	3,584	3,576	1,257	2,319	1,126,455	0.2058
13882	Scottsdale Cntry Acres 2	5,868	6,877	5,880	2,068	3,812	1,476,391	0.2582
13801	Scottsdale Estates 01	4,691	4,714	4,704	1,583	3,121	1,043,496	0.2991
13816	Scottsdale Estates 02	4,915	4,932	4,920	1,615	3,305	1,237,719	0.2670
13821	Scottsdale Estates 03	6,654	6,687	6,672	2,416	4,256	2,157,819	0.1972
13812	Scottsdale Estates 04	12,258	12,311	12,276	4,405	7,871	2,802,129	0.2809
13827	Scottsdale Estates 05	10,022	10,073	10,044	3,408	6,636	2,856,002	0.2323
13849	Scottsdale Estates 06	10,501	10,549	10,524	3,618	6,906	2,661,861	0.2594
13848	Scottsdale Estates 07	10,344	10,409	10,368	3,653	6,715	2,626,179	0.2557
13850	Scottsdale Estates 08	6,802	6,834	6,816	2,607	4,209	1,847,541	0.2278
13851	Scottsdale Estates 09	4,336	4,392	4,344	1,480	2,864	1,007,592	0.2842
13868	Scottsdale Estates 16	5,635	5,659	5,640	1,973	3,667	1,312,915	0.2793
13802	Scottsdale Highlands 1	1,697	1,452	1,704	587	1,117	550,138	0.2031
13813	Scottsdale Highlands 2	1,874	1,566	1,872	198	1,674	549,515	0.3046
13864	Scottsdale Highlands 4	1,151	1,173	1,152	429	723	309,144	0.2340
13896	Scottsdale Highlands 5	1,500	1,756	1,500	598	902	301,903	0.2988
13991	Suburban Ranchettes	3,874	4,537	3,876	1,389	2,487	792,043	0.3141
13935	Sun City 01	241,302	203,134	242,748	117,691	125,057	29,129,431	0.4293
13917	Sun City 05	14,902	15,133	15,120	5,082	10,038	2,737,656	0.3667
13916	Sun City 06	35,894	36,222	36,228	11,444	24,784	4,522,454	0.5480

## street lighting improvement district levies secondary roll (continued)

DISTRICT #	DISTRICT	1998-99 ADOPTED BUDGET	1998-99 ESTIMATED EXPENDITURE	1999-00 BUDGET REQUEST	06/30/99 FUND BALANCE	DIRECT TAX LEVY	1999 ASSESSED VALUATION	1999 TAX RATE
13923	Sun City 06C	27,122	27,604	27,612	9,040	18,572	4,275,295	0.4344
13924	Sun City 06D	24,948	25,231	25,188	9,283	15,905	3,348,798	0.4750
13925	Sun City 06G	10,113	11,106	10,260	4,097	6,163	2,024,423	0.3044
13926	Sun City 07	8,635	8,729	8,712	2,598	6,114	1,567,841	0.3900
13927	Sun City 08	10,427	10,550	10,512	2,923	7,589	2,023,171	0.3751
13928	Sun City 09	8,378	8,473	8,448	2,538	5,910	1,523,440	0.3880
13263	Sun City 10	19,094	19,286	19,236	6,891	12,345	3,400,843	0.3630
13281	Sun City 10A	17,832	18,015	17,952	5,875	12,077	3,302,866	0.3657
13931	Sun City 11	36,869	37,305	37,128	12,808	24,320	6,088,351	0.3994
13952	Sun City 11A	8,901	8,987	8,964	3,296	5,668	1,254,599	0.4518
13932	Sun City 12	27,728	28,000	27,900	9,824	18,076	4,424,779	0.4085
13964	Sun City 14	5,227	5,298	5,244	3,370	1,874	476,633	0.3932
13933	Sun City 15	3,277	3,007	3,252	1,355	1,897	1,142,402	0.1660
13938	Sun City 15B	4,894	3,280	4,932	3,041	1,891	982,062	0.1926
13953	Sun City 15C	10,551	10,623	10,500	4,386	6,114	3,239,766	0.1887
13372	Sun City 15D	4,387	3,667	4,380	1,287	3,093	337,534	0.9162
13970	Sun City 16	19,878	20,098	20,028	4,404	15,624	12,057,763	0.1296
13934	Sun City 17	4,023	5,716	4,080	2,763	1,317	560,266	0.2351
13940	Sun City 17A	2,409	1,666	2,424	(281)	2,705	391,040	0.6919
13941	Sun City 17B & 17C	6,959	7,055	7,008	3,097	3,911	1,404,666	0.2784
13404	Sun City 17E F&G	8,063	4,667	7,836	(1,513)	9,349	2,264,487	0.4128
13432	Sun City 17H	3,668	3,703	3,684	1,489	2,195	910,999	0.2410
13939	Sun City 18 & 18A	27,475	27,774	27,696	8,138	19,558	4,430,819	0.4414
13942	Sun City 19 & 20	30,962	31,262	31,080	8,918	22,162	4,480,055	0.4947
13950	Sun City 21 & 21A	27,278	27,649	27,468	8,716	18,752	4,270,118	0.4391
13954	Sun City 22 & 22A	24,416	24,731	24,672	8,561	16,111	3,339,917	0.4824
13965	Sun City 22B	7,725	7,812	7,776	2,266	5,510	2,366,389	0.2328
13944	Sun City 23	17,118	17,808	17,160	4,127	13,033	2,888,670	0.4512
13985	Sun City 24	6,515	6,610	6,576	683	5,893	2,067,098	0.2851
13992	Sun City 24B	6,611	6,674	6,648	2,292	4,356	2,241,788	0.1943
13999	Sun City 24C	4,236	4,288	4,272	2,002	2,270	1,676,328	0.1354
13966	Sun City 25	31,453	31,468	31,368	11,382	19,986	5,818,821	0.3435
13967	Sun City 25A	16,585	16,757	16,692	5,571	11,121	2,832,741	0.3926
13986	Sun City 26	15,027	15,215	15,192	4,808	10,384	3,734,125	0.2781
13989	Sun City 26A	12,801	12,943	12,900	4,806	8,094	2,154,802	0.3756
13968	Sun City 27	8,073	8,183	8,172	2,462	5,710	1,702,311	0.3354
13993	Sun City 28	2,841	2,867	2,856	904	1,952	771,126	0.2531
13421	Sun City 28A	2,050	2,069	2,064	830	1,234	699,048	0.1765
13499	Sun City 28B	2,309	2,326	2,316	827	1,489	382,157	0.3897
13969	Sun City 30	31,000	31,338	31,260	11,528	19,732	5,151,805	0.3830
13990	Sun City 31	11,761	11,906	11,868	4,266	7,602	2,054,541	0.3700
13486	Sun City 31A	20,413	20,626	20,556	7,125	13,431	3,685,480	0.3644
13994	Sun City 32	11,885	12,025	11,988	4,522	7,466	2,023,580	0.3689
13485	Sun City 32A	15,408	15,574	15,528	5,065	10,463	3,621,684	0.2889
13401	Sun City 33	19,106	19,324	19,272	6,647	12,625	3,335,365	0.3785
13438	Sun City 34	3,563	3,601	3,588	1,469	2,119	691,778	0.3064
13439	Sun City 34A	15,206	15,327	15,276	5,460	9,816	3,450,204	0.2845
13419	Sun City 35	22,977	23,232	23,136	7,573	15,563	3,889,212	0.4002
13440	Sun City 35A	15,022	15,219	15,204	5,018	10,186	2,794,219	0.3645
13441	Sun City 36	5,072	5,141	5,112	1,612	3,500	4,318,023	0.0810
13494	Sun City 37	13,435	13,891	13,536	2,651	10,885	1,961,535	0.5549
13351	Sun City 38	2,467	2,286	2,484	457	2,027	256,528	0.7903
13358	Sun City 38A	2,523	2,547	2,544	1,017	1,527	254,841	0.5993
13001	Sun City 38B	2,721	2,747	2,736	908	1,828	1,583,711	0.1155
13487	Sun City 39	9,285	9,373	9,336	2,867	6,469	2,866,793	0.2257
13488	Sun City 40	5,426	5,509	5,484	1,037	4,447	1,901,372	0.2339
13392	Sun City 41	10,172	10,258	10,212	3,048	7,164	1,900,865	0.3769
13495	Sun City 42	8,657	8,763	8,736	3,180	5,556	1,385,337	0.4010
13496	Sun City 43	16,509	16,681	16,632	5,657	10,975	2,510,345	0.4372
13316	Sun City 44	15,238	15,402	15,348	5,277	10,071	2,245,388	0.4485
13330	Sun City 45	11,844	11,993	12,024	3,860	8,164	2,032,545	0.4017
13331	Sun City 46	7,595	7,672	7,644	2,535	5,109	1,729,943	0.2953
13349	Sun City 47	16,916	17,126	17,064	5,662	11,402	2,717,291	0.4196
13364	Sun City 48	13,283	13,520	13,608	5,159	8,449	3,011,301	0.2806
13354	Sun City 49	17,632	17,773	17,724	6,664	11,060	3,308,934	0.3342
13376	Sun City 50	6,979	7,628	7,032	3,102	3,930	1,760,706	0.2232

# street lighting improvement district levies secondary roll (continued)

DISTRICT #	DISTRICT	1998-99 ADOPTED BUDGET	1998-99 ESTIMATED EXPENDITURE	1999-00 BUDGET REQUEST	06/30/99 FUND BALANCE	DIRECT TAX LEVY	1999 ASSESSED VALUATION	1999 TAX RATE
13291	Sun City 50A	3,536	3,526	3,516	796	2,720	725,663	0.3749
13374	Sun City 51	11,141	11,196	11,148	4,428	6,720	1,968,622	0.3414
13375	Sun City 52	10,233	10,323	10,284	3,560	6,724	2,108,638	0.3189
13393	Sun City 53	24,341	24,899	24,516	7,997	16,519	6,118,506	0.2700
13394	Sun City 54	14,831	14,982	14,928	4,883	10,045	3,407,378	0.2948
13395	Sun City 55	16,144	17,633	16,224	6,081	10,143	2,891,907	0.3507
13397	Sun City 56	3,890	3,966	3,936	1,291	2,645	911,627	0.2901
13247	Sun City 57	8,495	8,573	8,544	3,114	5,430	1,632,947	0.3325
13298	Sun City West	710,370	723,008	714,084	220,296	493,788	158,795,335	0.3110
13383	Sun City West Expansion	161,826	162,678	162,048	52,099	109,949	28,730,948	0.3827
13433	Sun Lakes 01	5,574	5,596	5,580	1,761	3,819	1,042,607	0.3663
13434	Sun Lakes 02	5,860	5,883	5,868	1,884	3,984	1,010,297	0.3944
13463	Sun Lakes 03	9,317	9,357	9,336	2,769	6,567	1,374,777	0.4777
13264	Sun Lakes 03A	1,786	1,792	1,788	721	1,067	432,406	0.2467
13361	Sun Lakes 04	5,700	5,724	5,712	1,806	3,906	2,132,361	0.1832
13362	Sun Lakes 05	11,074	11,120	11,100	3,471	7,629	2,083,831	0.3661
13363	Sun Lakes 06	9,119	9,173	9,132	3,107	6,025	2,593,357	0.2323
13122	Sun Lakes 07	3,115	3,129	3,120	964	2,156	1,001,074	0.2153
13268	Sun Lakes 08	3,039	3,052	3,048	1,009	2,039	571,442	0.3568
13069	Sun Lakes 09	2,203	2,583	2,208	560	1,648	632,782	0.2604
13178	Sun Lakes 10	6,946	6,983	6,960	2,062	4,898	2,816,945	0.1739
13226	Sun Lakes 11 & 11A	1,296	1,300	1,296	540	756	956,471	0.0791
13219	Sun Lakes 12	7,079	7,114	7,092	2,088	5,004	2,196,773	0.2278
13220	Sun Lakes 14	5,772	5,798	5,784	1,873	3,911	1,893,671	0.2065
13290	Sun Lakes 15	5,461	5,485	5,472	1,730	3,742	2,156,911	0.1735
13221	Sun Lakes 16 & 16A	9,120	9,158	9,132	3,240	5,892	2,789,951	0.2112
13303	Sun Lakes 17	10,002	10,088	10,020	7,338	2,682	2,908,385	0.0922
13223	Sun Lakes 18	12,279	12,338	12,300	4,230	8,070	3,699,715	0.2181
13203	Sun Lakes 19	4,791	5,050	4,956	1,437	3,519	2,106,168	0.1671
13188	Sun Lakes 21	10,180	10,237	10,200	3,225	6,975	4,472,013	0.1560
13169	Sun Lakes 22	3,929	3,947	3,936	1,283	2,653	3,168,231	0.0837
13078	Sunrise Meadows 1	190	58	192	1,272	0	4,509,368	0.0000
13003	Sunrise Unit 5 Ph 2	3,057	693	2,772	1,495	1,277	603,610	0.2115
13147	Superstition View #1	3,192	3,207	3,192	1,116	2,076	491,980	0.4220
13862	Town & Country Scottsdale	1,995	2,006	2,004	670	1,334	547,662	0.2435
13051	Towne Meadows	17,213	17,335	17,244	5,843	11,401	5,789,687	0.1969
13830	Trail West	1,500	1,506	1,500	553	947	419,482	0.2257
13865	Trail West 2	1,879	1,889	1,884	671	1,213	573,079	0.2117
13132	Valencia Village	6,724	6,623	6,600	2,252	4,348	893,318	0.4867
13922	Velda Rose Cntry Club Add	2,382	2,985	2,388	903	1,485	252,379	0.5884
13901	Velda Rose Estates 1	1,110	1,393	1,116	363	753	215,047	0.3503
13911	Velda Rose Estates 2	1,675	2,241	1,680	663	1,017	275,351	0.3694
13912	Velda Rose Estates 3	1,850	2,319	1,848	518	1,330	479,263	0.2776
13929	Velda Rose Estates 4	1,850	2,478	1,848	608	1,240	379,046	0.3272
13962	Velda Rose Estates East	3,330	4,176	3,336	983	2,353	416,364	0.5652
13444	Velda Rose Estates East 2	1,485	1,490	1,488	596	892	259,665	0.3435
13422	Velda Rose Estates East 3	925	928	924	255	669	205,687	0.3250
13423	Velda Rose Estates East 4	1,295	1,300	1,296	370	926	163,508	0.5666
13359	Velda Rose Estates East 5	2,220	2,226	2,220	735	1,485	450,616	0.3295
13936	Velda Rose Gardens	3,553	5,062	3,576	1,227	2,349	313,055	0.7503
13176	Villa Royale	570	574	576	181	395	574,197	0.0688
13056	Vineyards of Mesa	8,535	8,613	8,592	2,979	5,613	1,442,024	0.3892
13417	Western Ranchettes	2,830	3,072	2,832	652	2,180	332,815	0.6551
13465	Western Ranchettes 2	2,810	2,824	2,820	956	1,864	324,099	0.5751
		2,864,411	2,886,462	2,898,492	961,395	1,941,762	593,824,928	
							1999 SQUARE FOOTAGE	
13435	Az Skies Mobile Est. W 2	1,874	1,875	1,872	867	1,005	314,226	0.3198
23104	Litchfield Vista Views	1,716	1,789	1,728	704	1,024	1,351,641	0.0758



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# personnel plan

## introduction

The successful administration and control of financial and staffing resource issues begin with an informed management team. This section provides data, tracking, trending and analysis of these issues. Control of personal services expenditures combined with the management of funded positions make-up the primary elements in this process. The Office of Management and Budget (OMB) works with departments to effectively manage position control through automated solutions and department cooperation. OMB ensures full funding for all positions through the budget process.

The operational and financial impact of human resources issues, trends, position control, recruitment and staff retention are contained in the following subsections:

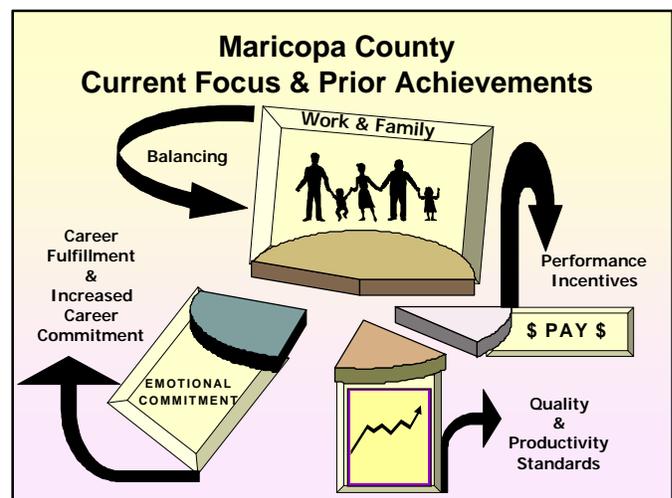
- ▶ Summary Findings
- ▶ Personnel Savings
- ▶ Attrition (Turnover Rates)
- ▶ Separations
- ▶ Recruitment Strategies
- ▶ Innovations & Competition
- ▶ Position Control
- ▶ Budgeted Position Summary

Information concerning departments with small numbers of employees (less than 25) should be used with extreme caution. A change of one or two vacancies, positions or terminations reflects a higher percentage change than those same movements within larger departments. These higher percentage changes may or may not reflect significant issues within these smaller departments.

## summary findings

Maricopa County ends its last complete fiscal year in the Twentieth Century focused upon increasing the quality of life for its employees and citizens alike. Its commitment to provide competitive compensation, creative recruitment and diversified retention strategies positions Maricopa County as a leader in the local labor market into and beyond the year (Y2K). The County continues to place a high value on its employees as it shifts resources and staffing objectives toward organizational performance relative to strategic goals. From a personnel resources perspective, this is accomplished through the County's ability to attract and retain quality, customer focused employees.

The chart at right shows the County's current personnel focus and prior achievements. Establishing and maintaining a competitive edge calls for a high level of employee satisfaction and cutting-edge employment practices. Such programs include the Emotional Commitment Agenda<sup>1</sup> (ECA); moving total employee compensation to "market value;" continual analysis of labor market equity issues; innovative compensation programs that focus on productivity and performance outcomes, etc.

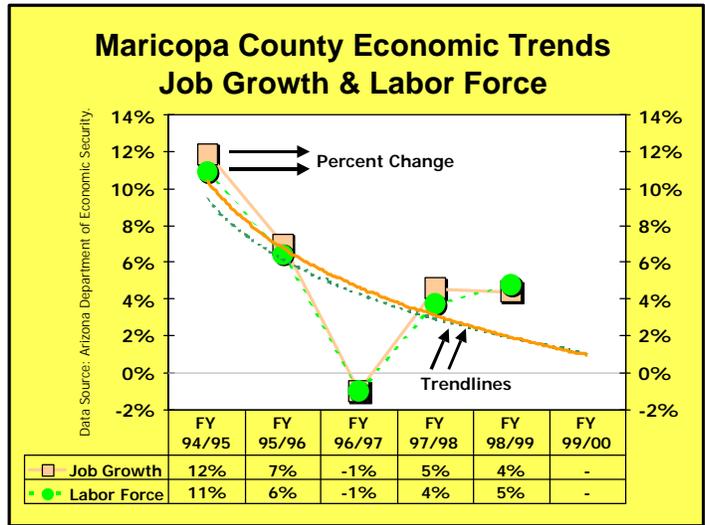


<sup>1</sup> The Emotional Commitment Agenda (ECA) is a competitive edge tool designed to increase employees' commitment to careers with Maricopa County. Project goals include the encouragement of employees to be mentally and spiritually committed to their careers at the County. Conversely, high achievers expect management to provide a certain quality of working life as well, and continual analysis of retention issues. The ECA is comprised of policies that espouse these goals.

The chart at right shows the actual incremental growth rate change and the incremental downward trend in Maricopa County's job growth and labor force into the 21<sup>st</sup> century. This continued growth adversely affects the County's ability to attract and retain quality customer-focused employees.

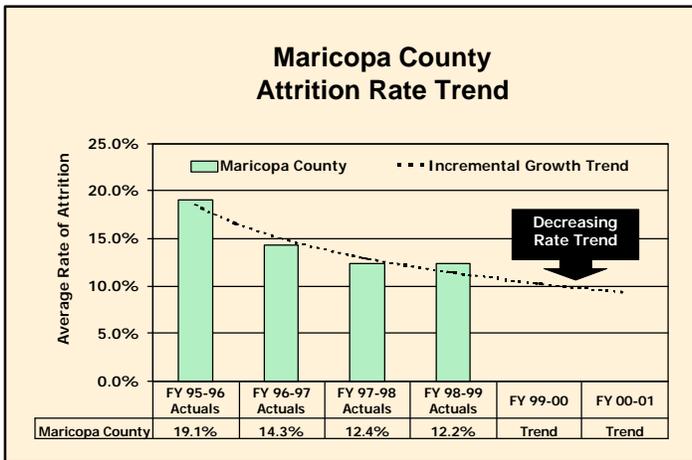
Maricopa County's low unemployment, combined with an increasing labor force and high job growth rate, drives up the cost of labor, creates shortages in the local marketplace and affects attrition. Therefore, proactive recruitment remains a high priority due to the ongoing, albeit slower paced, economic expansion.

Maricopa County's standard attrition rate calculation is applied to the chart below. Note the steady decline in attrition since FY 1995-96. The impact of increased recruiting efforts and retention strategies appears to be a contributing factor to this decrease in attrition.



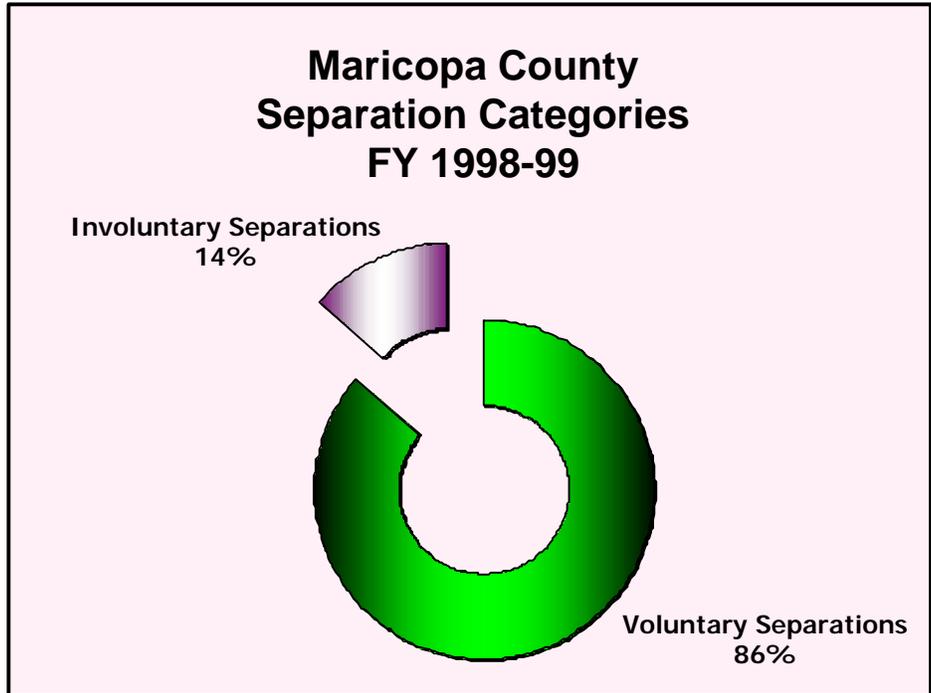
Additional details regarding employee turnover, or attrition, including various methods of calculation are found in the Attrition subsection.

Valuable experience is lost when voluntary employee separations increase. This results in costly recruitment and training, while adversely impacting customer confidence. Maricopa County's emphasis on employee satisfaction, while aiming to attract high achievers is also geared to stem the flow of quality individuals leaving its employ.



Separations represent employees leaving the County. As such, separation reasons provide management with an opportunity to assess and resolve staffing issues such as employee retention and impacts to customer service. Separations are classified as either voluntary or involuntary, as shown on the chart at right. FY 1998-99 voluntary separations represent 86% or 1,954 of total annual separations vs. 14% or 306 total involuntary separations.

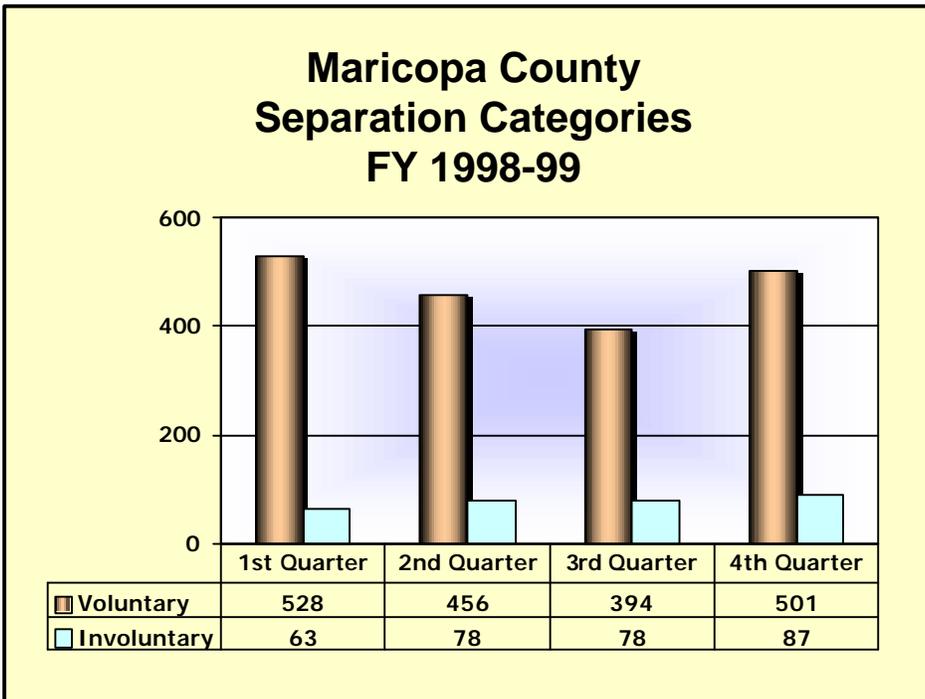
The higher the voluntary separation rate the higher the financial and operational impact to County departments. Involuntary separation increases may reflect personnel training, recruitment or performance issues.



Employee separations also affect personnel savings both directly, by way of vacancy savings, and indirectly, such as through employee training costs. Personnel savings result when positions remain vacant, the actual pay of a position's incumbent is lower than budgeted, or when compensation plan funding remains unused. Salary savings may be the result of vacancy savings or unused salary advancement and incentive award dollars.

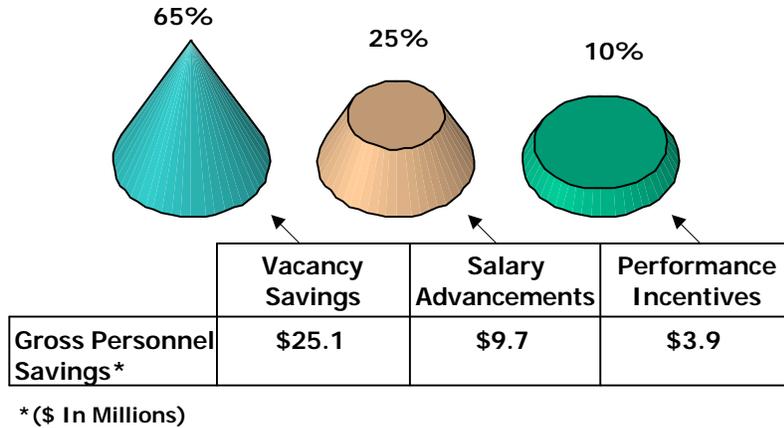
The actual pay of a position's incumbent is lower than budgeted, or when compensation plan funding remains unused. Salary savings may be the result of vacancy savings or unused salary advancement and incentive award dollars.

The chart on the following page shows gross personnel savings<sup>2</sup> for all funds excluding grants allotted to vacancy savings, salary advancements and incentive awards. 65% of gross personnel savings result from vacancy savings, 25% result from unused salary advancements and the remaining 10% from performance incentives not disbursed.



<sup>2</sup> Personnel savings are grouped by fund within this document. The General Fund is a general operating fund set-up to account for the resources and uses of general governmental operations of the County. Taxes provide most of these resources. Enterprise and Special Revenue Funds make up the remaining funds, excluding grant funding. Enterprise funds are accounted for in a method similar to private business enterprise, where user fees are intended to recover expenditures. Special Revenue Funds are restricted to use by statute and local policy. Emphasis is placed upon General Fund personnel savings and Enterprise Fund, health care related personnel savings within the personnel savings section of this document. These two funds have the greatest impact upon the citizens of Maricopa County.

### Maricopa County Gross Personnel Savings



Personnel savings are shown at left grouped by category as described on the previous page.

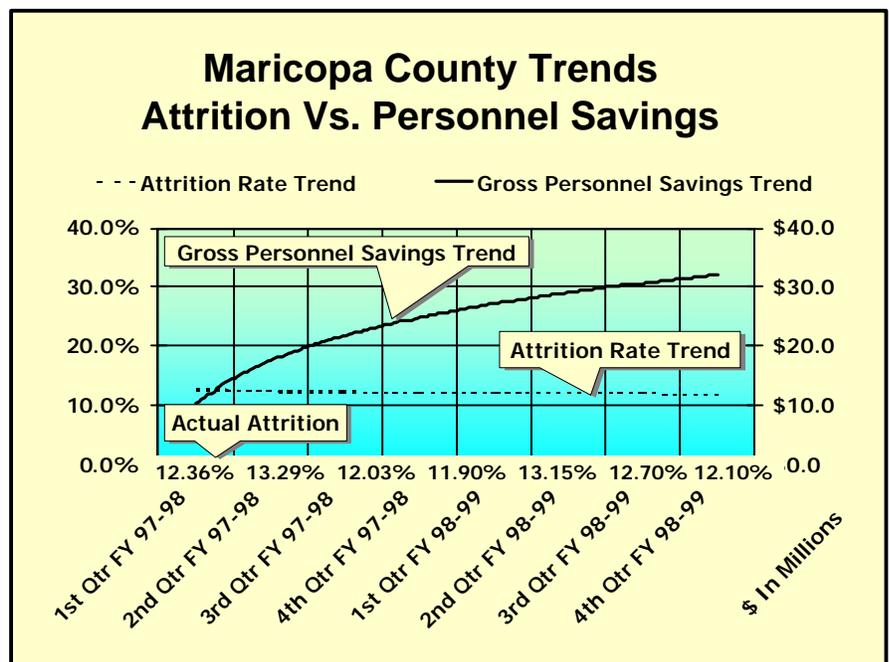
Gross personnel savings for the FY 1998-99 (excluding grants), is \$38.7 million. \$22.1 million or 57% is in the General Fund and \$16.6 million or 43% is in Special Revenue and Enterprise Funds. Net actual personnel savings above budget total \$25.7 million (excluding grants). \$10.9 million or 42% is in the General Fund and \$14.8 million or 58% is in Special Revenue and Enterprise Funds. As shown on the table below, year-end gross actual personnel savings (excluding grants) of \$38.7 million represents 8.8% of actual personnel costs of \$441.8 million.

Personnel costs year-to-date consist of \$372.5 million, or 84.3% in salaries and wages and \$69.3 million or 15.7% in employee benefits.

FY 98-99	Salaries & Wages	Benefits	Total Personnel Costs	Benefits As % Costs	Gross Savings	Savings As % Costs
1 <sup>st</sup> Qtr YTD	\$ 90.3	\$ 17.5	\$ 107.8	16.2%	\$ 16.7	15.5%
2 <sup>nd</sup> Qtr YTD	\$ 186.7	\$ 31.8	\$ 218.5	14.6%	\$ 21.5	9.8%
3 <sup>rd</sup> Qtr YTD	\$ 276.3	\$ 49.6	\$ 325.9	15.2%	\$ 31.7	9.7%
4 <sup>th</sup> Qtr YTD	\$ 372.5	\$ 69.3	\$ 441.8	15.7%	\$ 38.7	8.8%

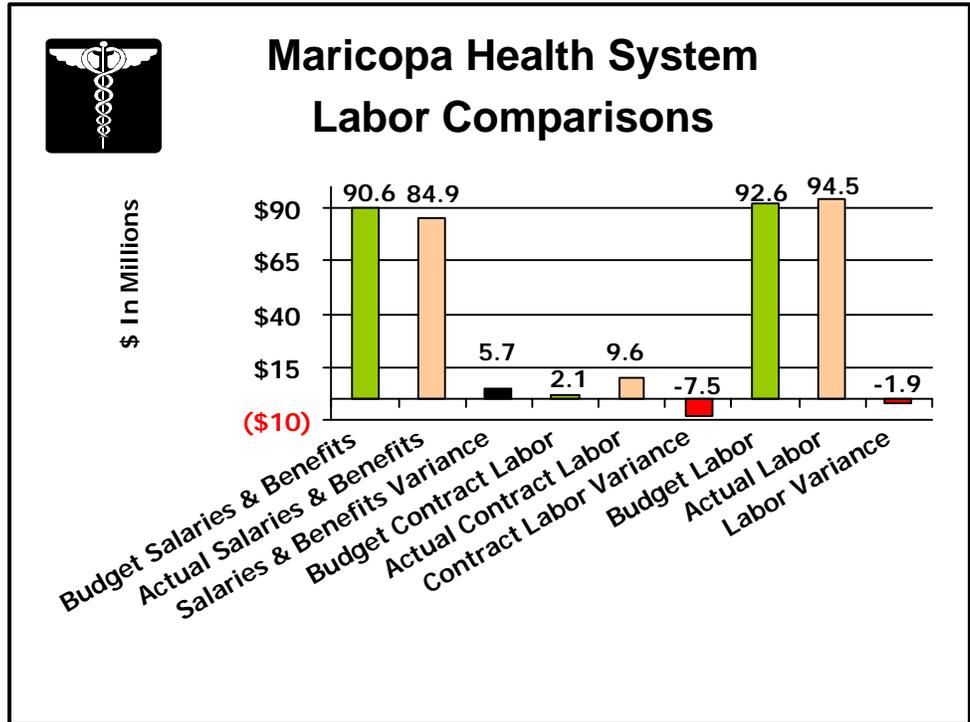
### Maricopa County Trends Attrition Vs. Personnel Savings

The actual quarterly attrition trend as compared to the gross personnel savings trend for all funds, excluding grants, are shown on the chart at right. Attrition is one of the two major forces affecting personnel savings. Vacant positions are the other significant force affecting personnel savings. Gross personnel savings for all funds, excluding grants, show a large increase from the 1<sup>st</sup> quarter FY 1997-98 to the 4<sup>th</sup> quarter FY 1998-99.

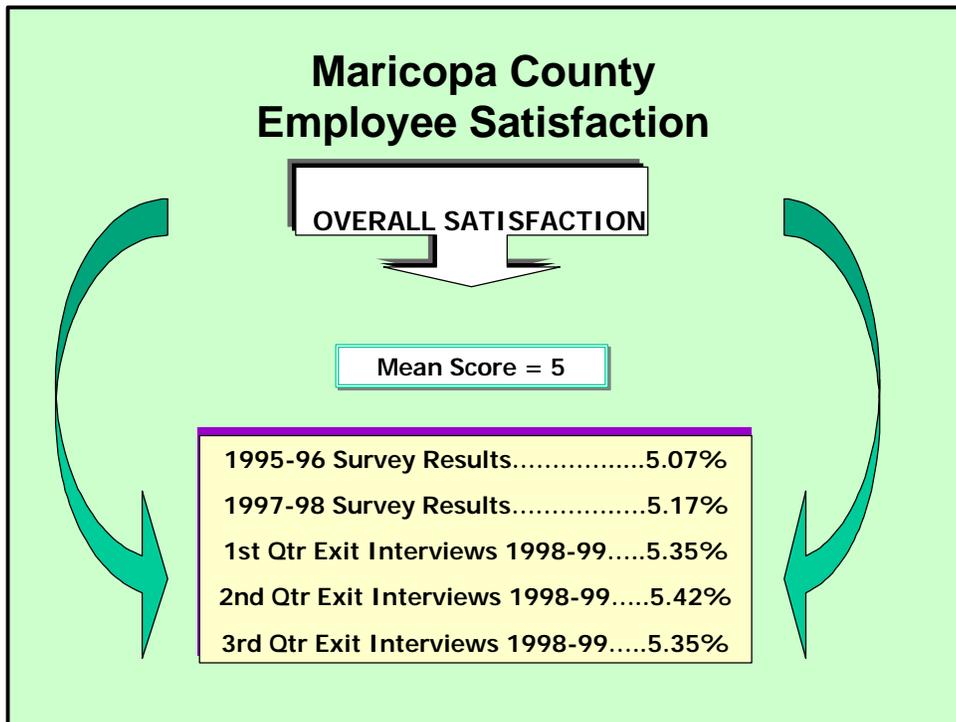


Viewing personnel savings in conjunction with the nearly flat attrition rate trend may be an indication of Maricopa County's success in resolving employee retention issues and improved employee morale.

The current competitive job market creates vacancies, particularly in fields requiring technical expertise, such as in the nursing and technology arenas. The lack of qualified, skilled employees causes the County to rely upon more costly and erratic temporary labor to meet customer demands. A prime example of the County's having to rely on contract labor is that of the Maricopa Health System (MHS). The total MHS salary and benefits show a positive variance of \$5.7 million, as shown on the chart above. This \$5.7 million in the black was offset by the loss of \$7.5 million in contract labor. Fiscal Year 1998-99 shows MHS with a negative total labor variance of \$1.9 million due to the use of contract labor. Budget labor and actual labor on the chart above represent salaries, benefits and contract labor, which makes up the \$1.9 overall loss. This loss does not include any hidden costs of recruiting and training employees as well as any inconsistencies in service.



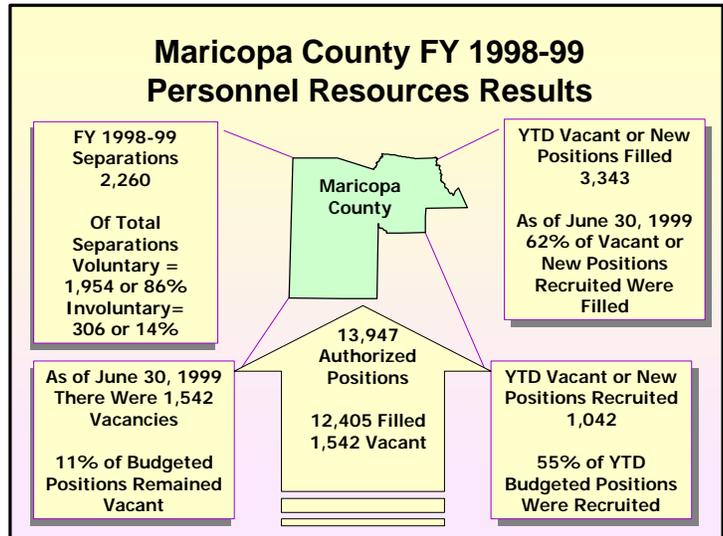
Budget labor and actual labor on the chart above represent salaries, benefits and contract labor, which makes up the \$1.9 overall loss. This loss does not include any hidden costs of recruiting and training employees as well as any inconsistencies in service.



Maricopa County's focus on employee satisfaction with an emphasis on personnel resources has been to increase employee quality of life. Achieving this requires assessing employee satisfaction issues through surveys and exit interviews. The County is moving forward in resolving retention and other employee issues, as previously addressed in the FY 1995-96 and FY 1997-98 Employee Satisfaction Surveys. Exit interview surveys now supplement annual employee satisfaction surveys and are one of many tools used to help management assess and reduce attrition.

The chart at left provides overall employee satisfaction scores from annual surveys and quarterly exit interviews. As noted, employee satisfaction overall is on the increase since the first survey conducted in FY 1995-96. For detailed information regarding item scores and related data, please see the Innovations and Competition subsection.

FY 1998-99 produced enhanced opportunities for personal and career growth at Maricopa County. With a base of 12,405 regular employees, complexities inherent in recognizing valued employees and rewarding "best" practices intensify. The economy remains strong, increasing competition in all phases of recruitment and retention of quality staff. As demonstrated at right, Maricopa County remains undaunted as it continues its own growth through an expanding employee base, focused on satisfied employees which make for satisfied customers. During this fiscal year, 55% of all budgeted positions were actively recruited. Of those, 62% were filled. At year-end, 11% of budgeted positions remained vacant.



Maricopa County is striving to provide diversified employee compensation options along with personal and career growth opportunities at all levels of County government. Meeting this challenge requires the continued ability to respond to an ever-changing work and economic environment.

## personnel savings

### all funds (excluding grants)

Maricopa County's 4<sup>th</sup> Quarter year-to-date FY 1998-99 gross actual personnel savings for all funds, excluding grants, total \$38.7 million or 8.1% of total budgeted personnel costs. Net actual savings above budget of \$25.7 million are 197.7% higher than budgeted personnel savings.

MARICOPA COUNTY 4TH QUARTER YEAR-TO-DATE FY 1998-99 PERSONNEL SAVINGS ALL FUNDS EXCLUDING GRANTS						
Total Budget Personnel Costs	Actual Personnel Costs	Gross Actual Personnel Savings	% Gross Actual Savings / Total Budget	Budgeted Personnel Savings	Net Actual Savings (Above Budget)	% Net Actual Savings/ Budgeted Savings
\$ 480,534,658	\$ 441,810,205	\$ 38,724,453	8.1%	\$ 13,020,636	\$ 25,703,817	197.7%

### Gross Actual Personnel Savings FY 1998-99 Vs. FY 1997-98 All Funds Excluding Grants



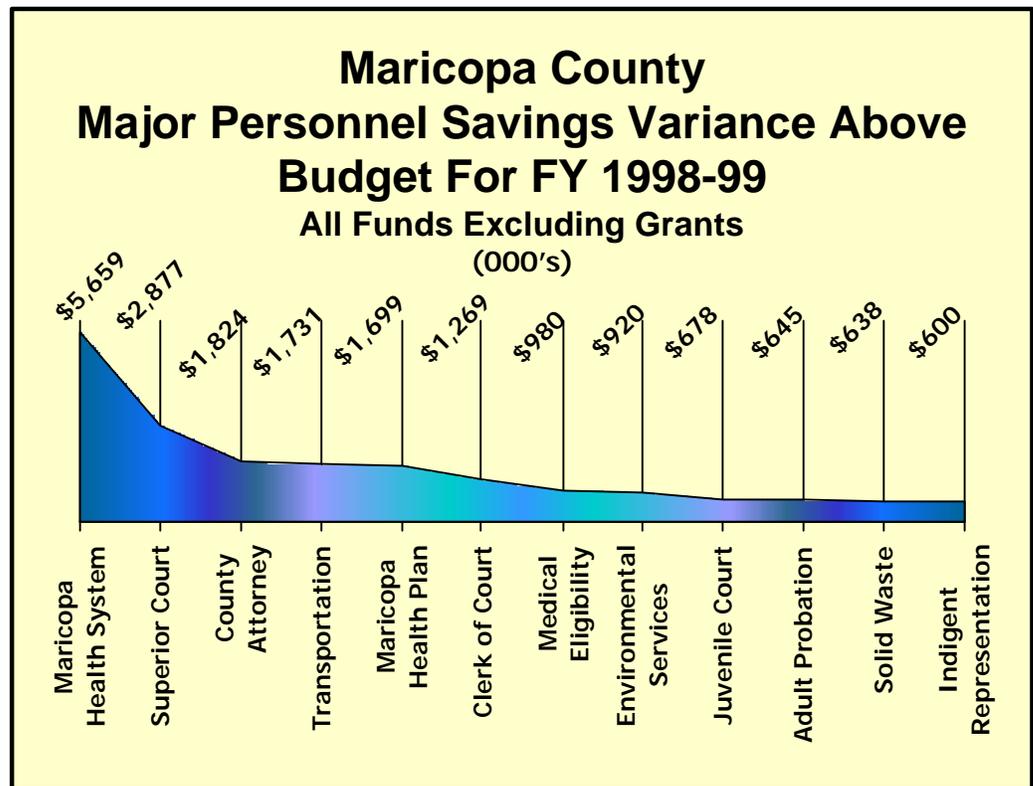
Gross actual personnel savings (excluding grants) of \$38.7 million are \$3.7 million or 10.6% higher than the gross actual personnel savings for the 4<sup>th</sup> Quarter of FY 1997-98 and \$22 million or 131.7% higher than the first quarter of this fiscal year. Personnel savings result when positions remain vacant, the actual pay of a position's incumbent is lower than budgeted, or when compensation plan funding remains unused. The chart at left shows year over year growth. The growth in personnel savings is primarily attributed to an increase in authorized vacant positions and a decline in the rate of employee turnover.

Salary Advancement Data FY 1998-99				
Department	Annualized Impact	FY 98-99 Impact	Average Advance	Average % Advance
Sheriff's Office	\$5,452,803	\$3,046,069	\$2,061	6.06%
MIHS <sup>3</sup>	\$1,552,574	\$1,269,419	\$916	4.93%
Adult Probation	\$1,550,786	\$669,982	\$1,500	4.97%
County Attorney	\$1,528,550	\$967,073	\$1,387	3.97%
Juvenile Probation	\$1,008,696	\$393,502	\$1,403	4.78%
Indigent Representation	\$796,473	\$460,245	\$2,032	5.30%
Clerk of Superior Court	\$614,365	\$272,440	\$1,466	5.93%
Transportation	\$593,424	\$200,626	\$2,504	7.53%
Environmental Services	\$583,253	\$275,565	\$2,235	7.37%
Superior Court	\$515,785	\$300,605	\$865	2.96%

The salary advancement data above lists several departments showing major expenditures for salary advances. The Countywide average percent of advance given, excluding MIHS was 5.26%, and including MIHS 4.93%. Those departments showing the highest average percent of advance include: Medical Eligibility 18.32%, Animal Control Services 13.50%, Chief Information Officer 9.66%, Telecommunications 7.87%, Transportation 7.53% and Environmental Services 7.37%. Unused salary advances may be awarded at fiscal year-end in the form of performance incentives, i.e. one-time awards that do not increase an employee's base salary. See the Innovations & Competition subsection for performance incentive information.

Departments with major net personnel savings above budget for all funds, excluding grants, are shown on the chart at right.

Although listed at right, the Maricopa Health System and Maricopa Health Plan do not budget personnel savings. This noted, Superior Court shows \$2.9 million in personnel savings above what was budgeted. This represents 8.6% of their total budget vs. Superior Court's gross personnel savings of \$3.7 million, or 11.0% of their total budget that was not spent in FY 1998-99.



<sup>3</sup> Maricopa Integrated Health System

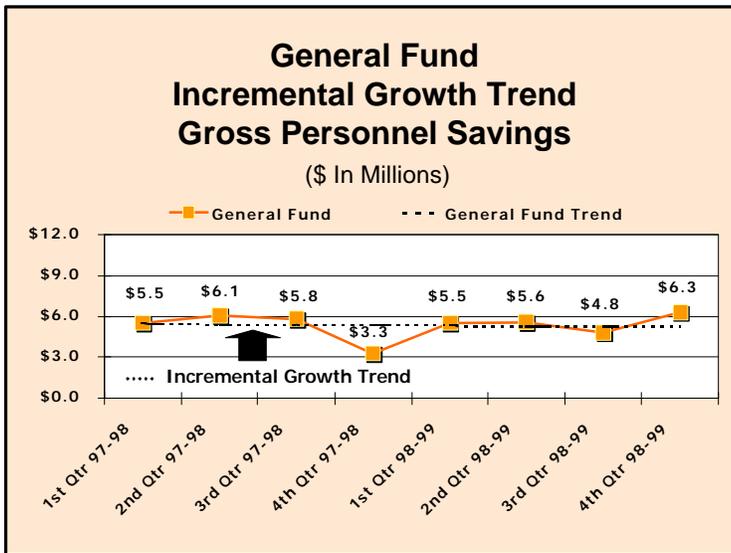
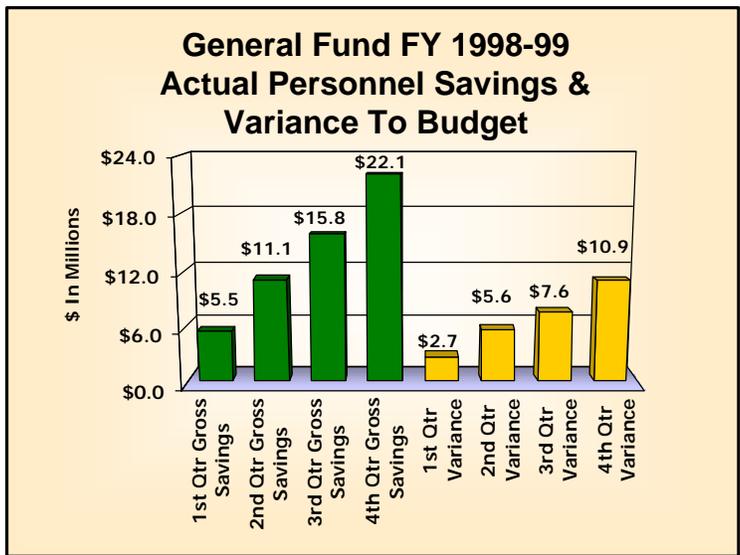
**general fund**

Maricopa County's General Fund 4<sup>th</sup> quarter year-to-date FY 1998-99 gross actual personnel savings total \$22.1 million or 7.4% of total budgeted personnel costs. Net actual savings (above what is budgeted) of \$10.9 million represents 97.0% of budgeted personnel savings. The financial data is shown on the table below.

MARICOPA COUNTY 4TH QUARTER YEAR-TO-DATE FY 1998-99 PERSONNEL SAVINGS GENERAL FUND						
Total Budget Personnel Costs	Actual Personnel Costs	Gross Actual Personnel Savings	% Gross Actual Savings/ Total Budget	Budgeted Personnel Savings	Net Actual Savings (Above Budget)	% Net Actual Savings/ Budgeted Savings
\$ 296,726,091	\$ 274,640,697	\$ 22,085,394	7.4%	\$ 11,182,945	\$ 10,902,449	92.1%

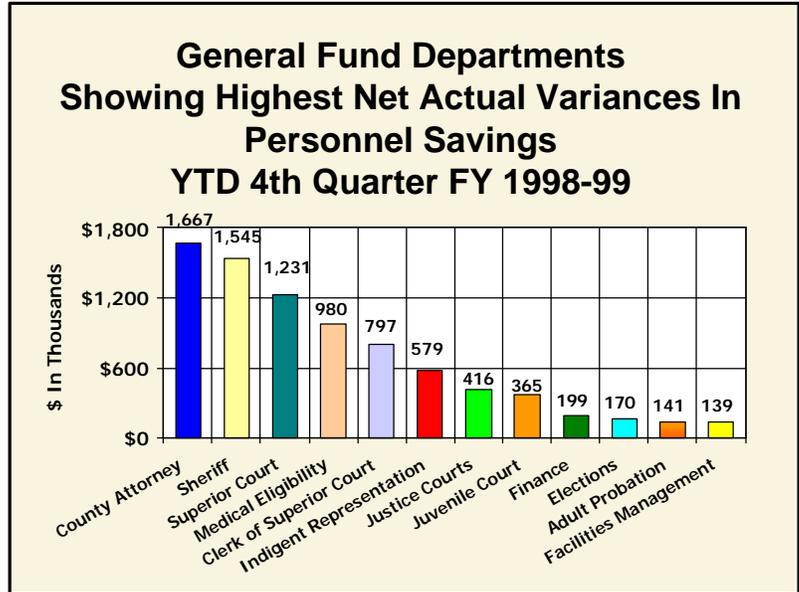
The \$10.9 million in net actual savings (above budget) represents the FY 1998-99 variance to budget. This net actual savings above budget equates to a 3.67% variance to total budgeted expenditures.

The chart at right shows General Fund actual personnel savings by quarter as compared to net actual savings, which is the variance to budget. Each quarter during FY 1998-99 the General Fund has shown a substantial variance (gain) in personnel savings over budget.



The chart at left compares gross actual personnel savings to its incremental growth trend. Gross actual personnel savings from the 4<sup>th</sup> quarter FY 1997-98 to the 4<sup>th</sup> quarter FY 1998-99 increased by \$3 million and incremental growth shows a slight decrease of less than 1%. The decreases may be the result of FY 1998-99 increases in the number of authorized positions, timing issues, and the impact of a highly competitive job market, which drives up the cost of labor.

General Fund departments showing the largest net actual personnel savings (above budget) are reflected on the chart to the right. General Fund departments with a turnover rate higher than the 4<sup>th</sup> quarter average of 11.1% include the Recorder at 17.4%, Facilities Management at 16.2%, the Treasurer at 15.6%, Animal Control Services at 13.9%, Medical Eligibility at 12.6%, and the Medical Examiner at 11.8%. These departments have high vacancy rates, which contribute to their personnel savings.



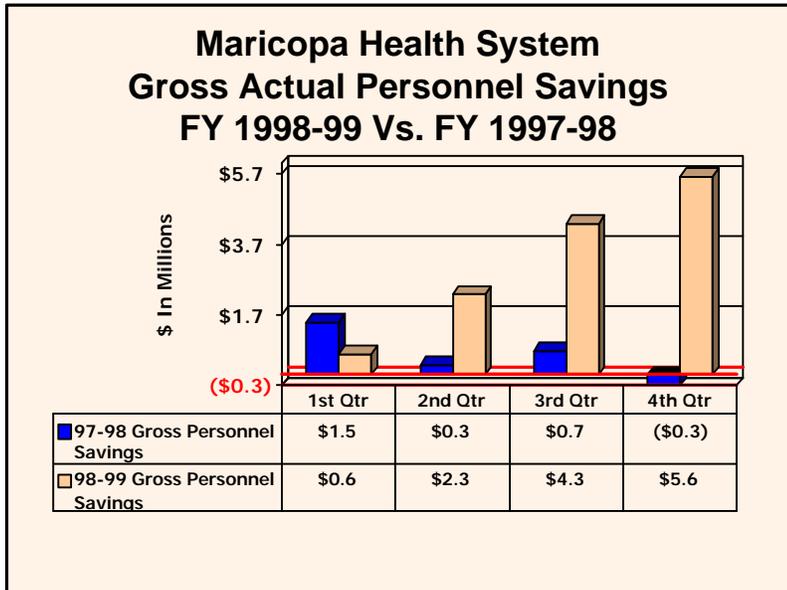
**enterprise funds**

**maricopa integrated health system**

The Maricopa Integrated Health System (MIHS) is composed of both the Maricopa Health System (MHS) and the Maricopa Health Plan (MHP) divisions. Their combined personnel savings year-to-date for the 4<sup>th</sup> quarter total \$7.3 million or 28.5% of total Countywide net actual personnel savings (all funds except grants). MIHS does not budget personnel savings, or any type of turnover savings. The MIHS utilizes a different financial and personnel resources system than the County for tracking data. Thus, net actual personnel savings for MIHS, and Countywide, is inflated.

**maricopa health system**

The large increase in gross actual savings from the 1<sup>st</sup> to the 4<sup>th</sup> quarter FY 1998-99 as shown below is a direct result of labor shortages. Attrition remains in the 26% to 27% range and vacancy rates remain flat resulting in inordinate personnel savings as indicated below.



4<sup>th</sup> Quarter MHS personnel savings total \$5.6 million or 6.2% of total budgeted personnel costs. Actual personnel costs year-to-date total \$90.6 million, which include \$77.6 million in salaries and wages and \$13.0 million in benefits. The actual benefit rate for MHS as of June 30, 1999, is 16.8%.

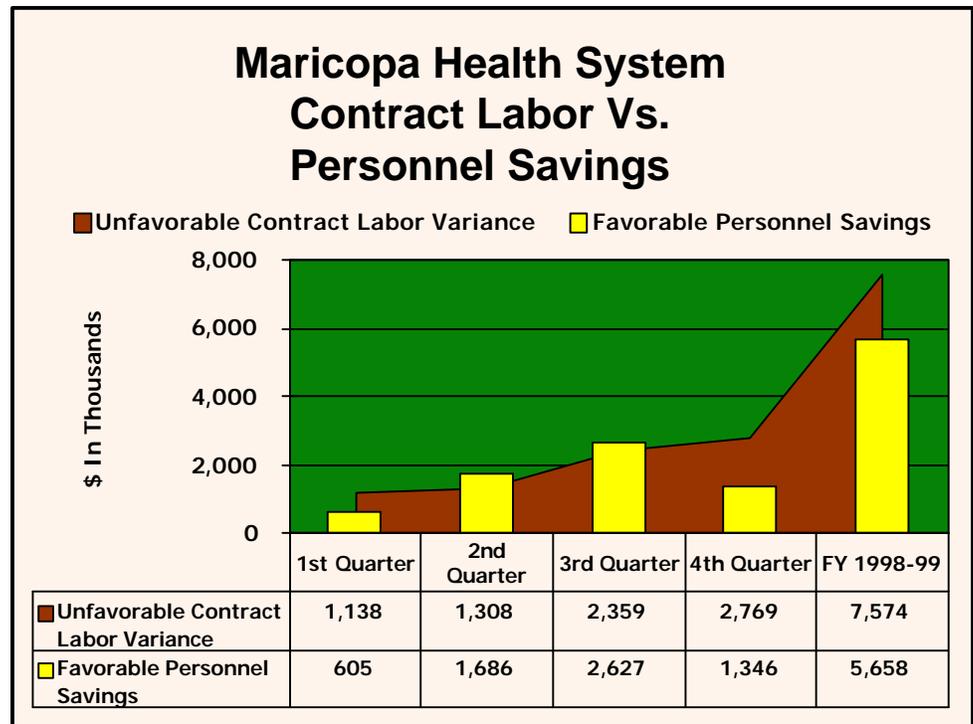
A labor market study of technical and professional staff implemented during the 3<sup>rd</sup> quarter uncovered several compensation inequities. Salary advancements continue to be rolled out to encourage and support employee retention. During FY 1998-99, 1,432 salary advances were given at an average of 3.10% each for a total of \$1.3

million. The annualized cost of these salary advancements was \$1.5 million.

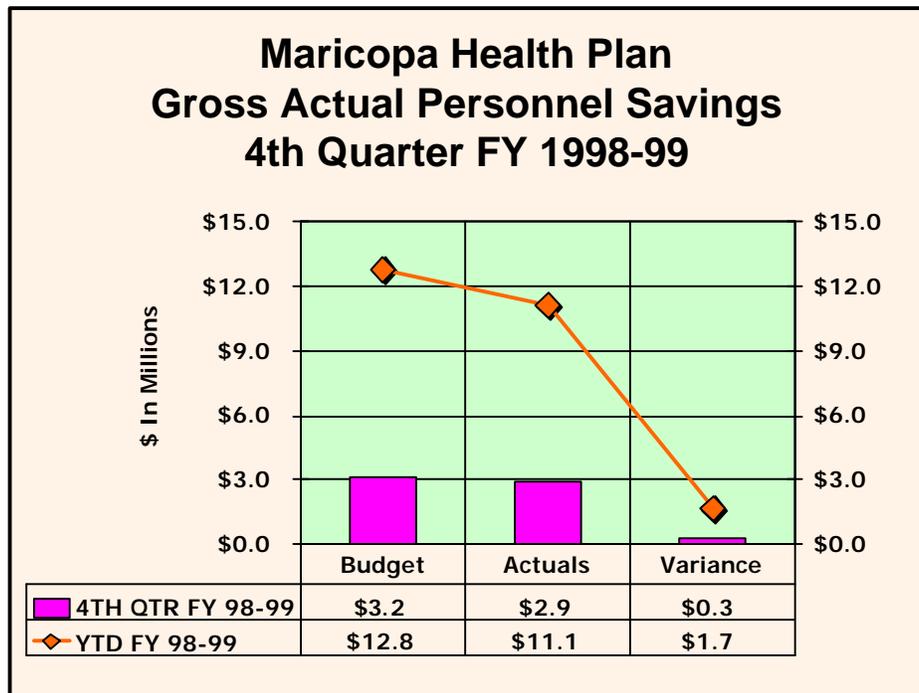
Staffing shortages have affected attrition, which continues to remain high. As of June 30, 1999, attrition was running at over 26%. This high rate of attrition is driving personnel savings up.

A critical shortage of technical and professional staff, mainly related to nursing, continues to impact MHS. Salaries and benefits are under budget by \$5.6 million. Contract labor (nurse registry) is over budget by \$7.6 million, a net unfavorable personnel variance of \$2 million year-to-date. This is demonstrated on the chart at right. Nurse registry usage continues to increase in order to fill staffing gaps. Retention of permanent nursing staff and reliance upon expensive nurse registry for staffing shortages continues to be a problem for MHS.

MHS Human Resources division continues to study compensation equities relating to nursing and other staff shortages in an effort to address their retention issue.



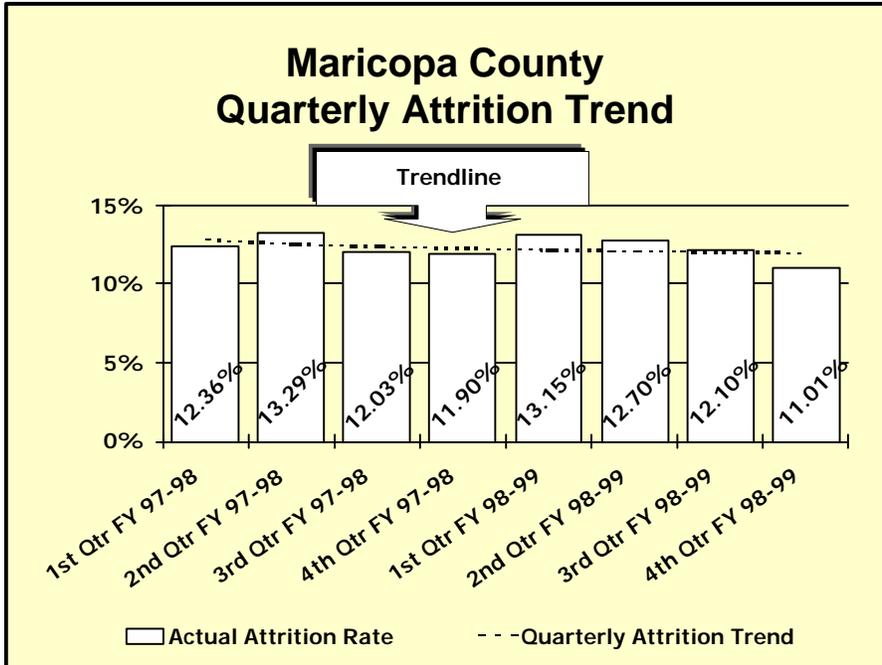
**maricopa health plan**



MHP's year-to-date 4<sup>th</sup> quarter actual personnel costs total \$11.1 million, which represents a 12.5% favorable variance to budget. Arizona Long-Term Care Services (ALTCS) member months are behind budget, which drives the mandated case manager positions. Attrition remains at 13.2% or above that of the average Countywide attrition rate of 11.1%.

## attrition

Maricopa County's turnover rate, or attrition, as of June 30, 1999 was 11.10%, down 2.14% from the 1<sup>st</sup> quarter rate of 13.15%, 1.69% lower than the 2<sup>nd</sup> quarter rate of 12.70% and 1.09% lower than the 3<sup>rd</sup> quarter rate of 12.10%. Current year-to-date average attrition of 12.24% remains slightly lower than the last fiscal year average of 12.40%, in spite of an authorized budget increase of nearly 400 positions Countywide effective July 1, 1998.

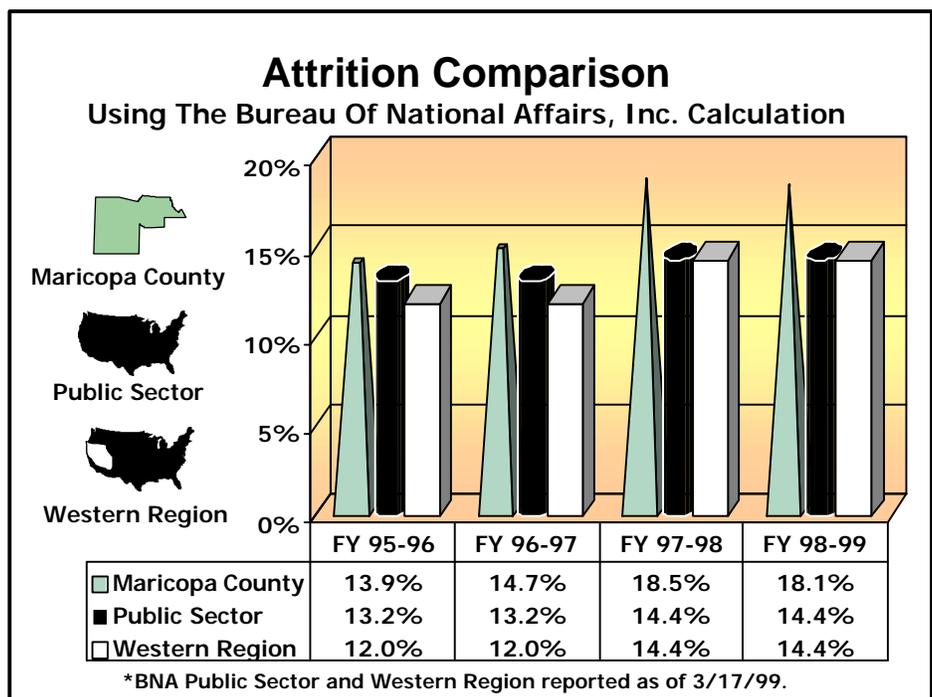


This increase added a proportionate number of vacancies affecting attrition in the first half of the fiscal year. The chart at left shows Maricopa County's calculated rate of attrition. This rate compares the number of vacant positions to those authorized in the adopted budget. Actual quarterly attrition rates are shown as well as a quarterly attrition trendline. Attrition appears to be decreasing over time.

Another methodology used for calculating attrition is the Bureau of National Affairs, Inc. (BNA) formula. This formula differs from Maricopa County's calculation in that BNA compares the number of separations to the average number of regular positions filled and annualized. According to the

Bureau of National Affairs, Inc. (BNA) March 17, 1999 press release, employee turnover nationwide remained the same in 1998 as in 1997. Year-end average median turnover rates for the public sector and western region of the United States climbed to its highest level since 1989 of 14.4%.

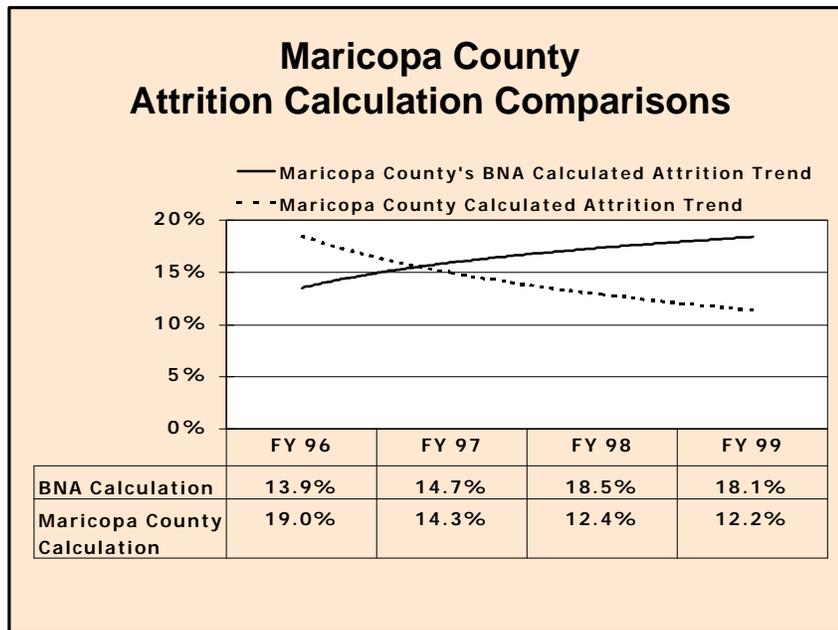
The chart at right provides the results of applying the Bureau of National Affairs, Inc., (BNA) attrition formula to Maricopa County in comparison to the BNA provided attrition rates for the public sector and western region of the United States. Maricopa County's attrition rate continues to grow at a faster rate than the nation's public sector and its western region rate of attrition up until the end of FY 1998-99. As one of the nations fastest growing county, this slight decrease in attrition may be the result of slowing economic growth, Maricopa County's emphasis on attracting quality, customer oriented employees, the County's ability to resolve retention issues, and management's concern for improving employee satisfaction. Adverse attrition growth rates remain high due to continued, albeit slowing economic expansion within Maricopa County.



MARICOPA COUNTY ATTRITION CALCULATIONS				
	FY 95-96	FY 96-97	FY 97-98	FY 98-99
BNA Calculation	13.9%	14.7%	18.5%	18.1%
Maricopa County Calculation	19.1%	14.3%	12.4%	12.2%

The table above provides Maricopa County's annual rates of attrition utilizing both the BNA formula and the Maricopa County formula. Maricopa County's BNA annualized turnover as of June 30, 1999 of 18.1% represents a 0.4% reduction from last fiscal year. The County's formula puts June 30, 1999 attrition at 12.2%, a 0.4% reduction in attrition from last fiscal year.

The formulas used on the chart below to determine the rate of employee turnover, also known as attrition, compare different elements within each formula. The BNA formula compares total separations (employees leaving) to the number of regular employees, a.k.a. filled positions. The County formula compares the number of vacant (unfilled) positions to the total number of positions authorized in the current fiscal year budget. Both methods of calculating attrition are valid. Issues may arise when comparing Maricopa County attrition to that of other public and private sector entities if comparable data is not used.

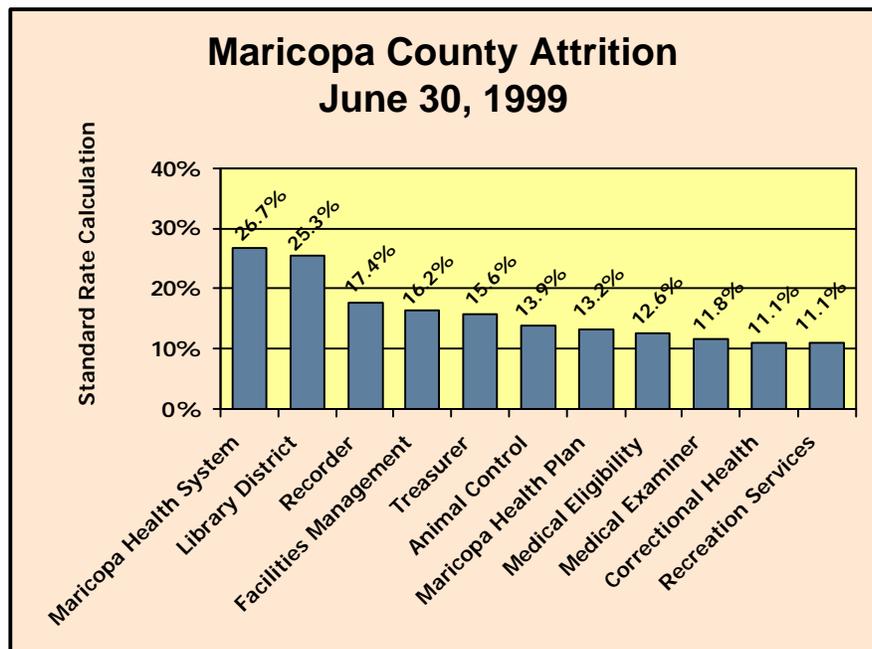


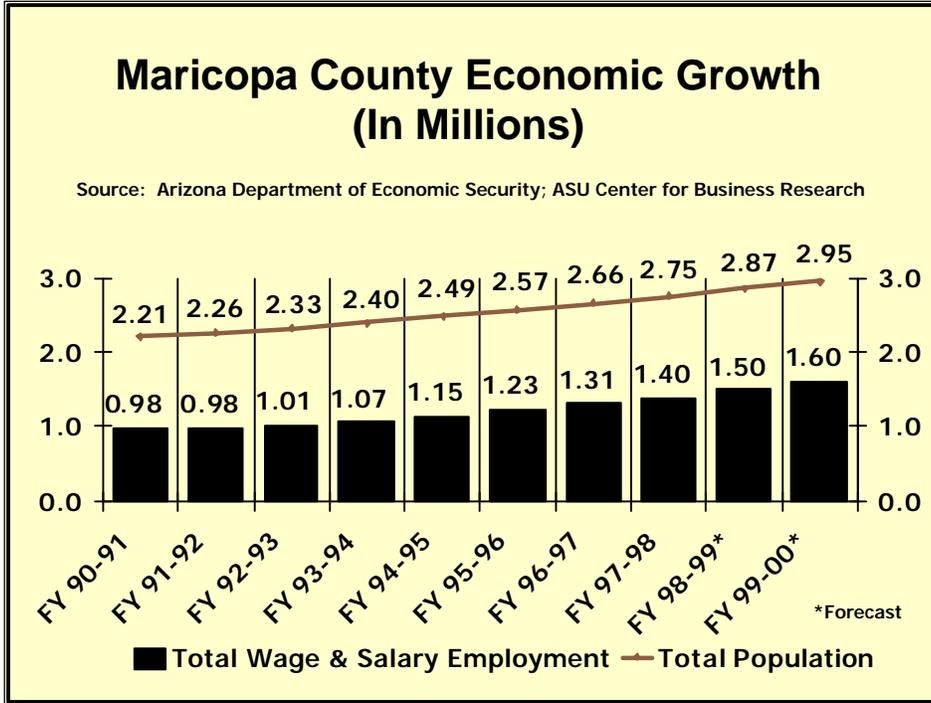
The BNA calculated attrition rate trend is rising, in part, due to the large number of employees leaving the County, as demonstrated on the chart at left. There were 43.5% more separations than positions filled during the 4<sup>th</sup> quarter of FY 1998-99.

The County standard attrition rate calculated trend is decreasing due to reductions in vacant positions, down 312 positions or 16.9% year-to-date from the 1<sup>st</sup> quarter, offset by a 2.3% increase in total authorized positions over the same period. Additional information regarding increased separations may be found in the Separation subsection.

28.3% of all departments with over 25 employees have a turnover rate equal

to or in excess of the current quarterly rate of 11.1%. This is counter to the fact that the County's quarterly rate of attrition has dropped by 1.09% from last quarter. 4<sup>th</sup> quarter attrition rates at or higher than the 11.1% quarterly rate, for all departments with more than 25 employees, are shown at right.





Maricopa County's population continues to expand along with its employment growth (wage and salary employment). These expansions have adversely affected attrition through the creation of a highly competitive job market. The chart at left bears this out. High employment growth combined with low unemployment drives up the cost of labor, creating labor shortages. By placing a high value on its employees, Maricopa County must ante up the stakes in order to attract high-caliber employees.

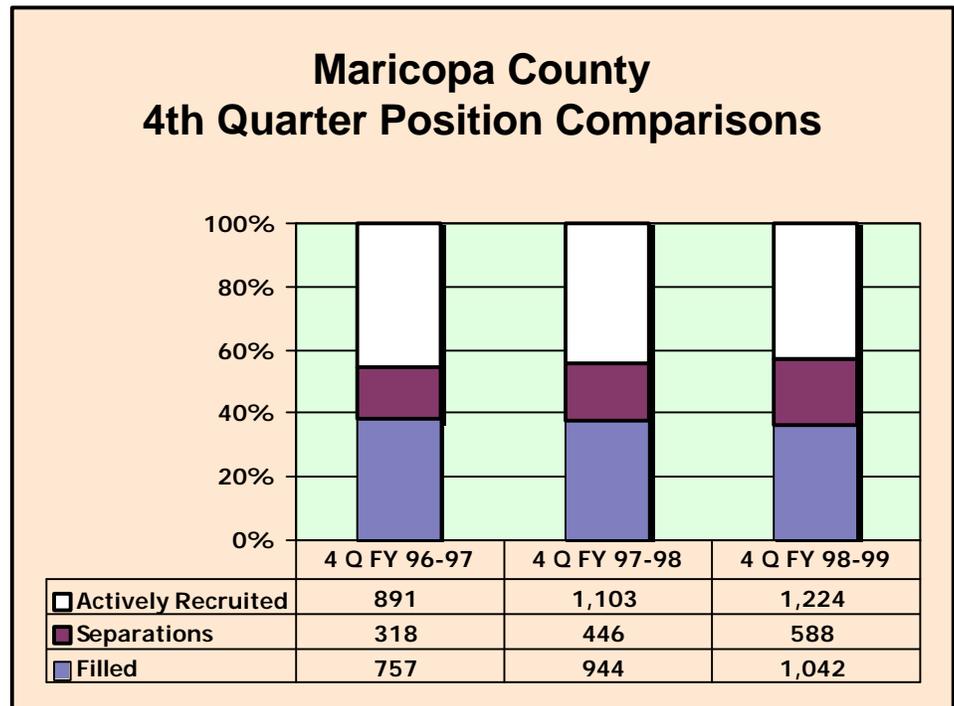
High attrition is inevitable where there are labor shortages, such as currently exists within Maricopa County. The financial and personnel

resources of the County are impacted when labor demands exceed supply. Resourceful recruitment strategies combined with employee recognition and job satisfaction assist to curb the tide of rising attrition.

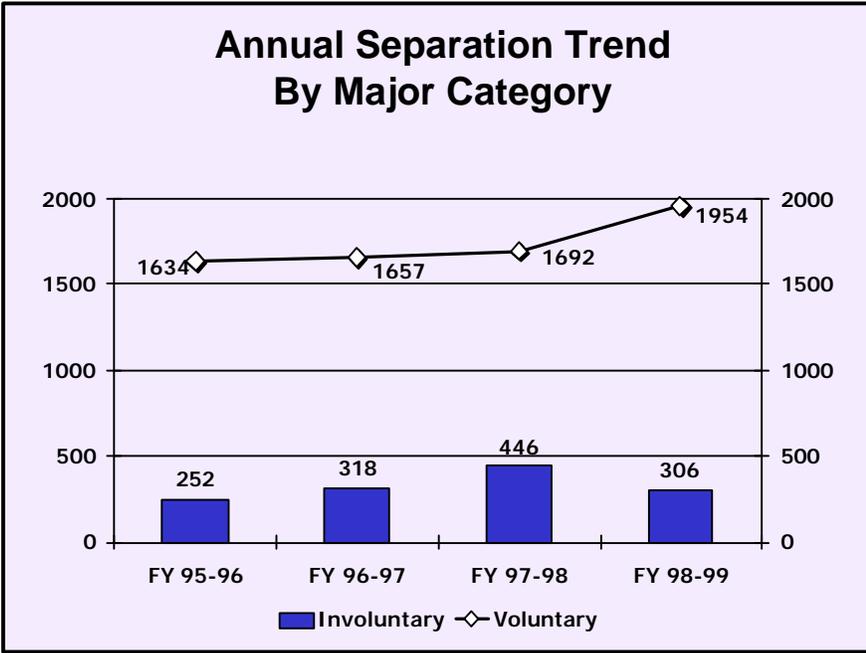
Maricopa County sustained above average economic growth for the last three decades. It is anticipated that the local job market will remain strong. The new millennium requires resourceful and creative employee oriented compensation, benefit and rewards programs in order to stem the tide of employee attrition.

## separations

Separation information is the secret ingredient to successfully resolving employee satisfaction and retention issues. Separation information provides management with the data necessary to assess and resolve outstanding employee issues. The data solicited from separating employees is a critical factor in improving the work environment, quality of work generated and customer satisfaction as well.



### Annual Separation Trend By Major Category



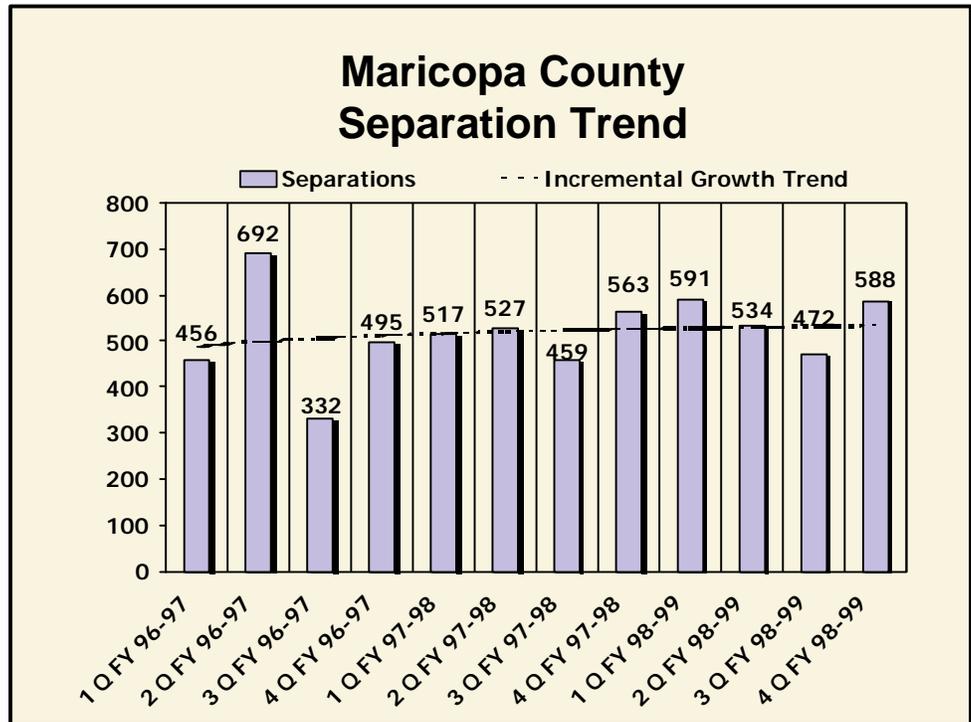
Separations are classified as either voluntary or involuntary. Voluntary separations are the key indicator of employee satisfaction. Voluntary separations have risen steadily over the past four years as shown on the chart at left. Maricopa County places a high value on its employees, hence an increase in the number of employees separating from County employment are cause for alarm. These separations may be indications of employee dissatisfaction, the affects of a spiraling, robust economy and the competition it creates in the labor market, or all of the above. Voluntary separations represent 86% of all separations and involuntary separations represent 14%. Involuntary separations have remained relatively flat. FY 1997-98

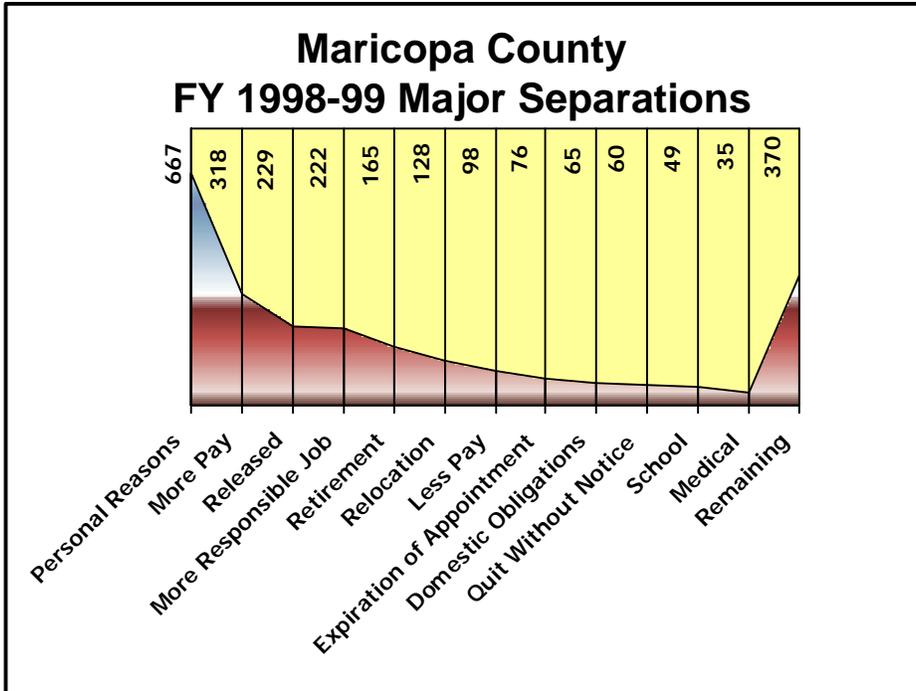
shows 446 involuntary separations. This number is skewed due to the deletion of over 100 positions within the health care arena, which are included herein.

Separations impose significant financial and operational impacts to County departments. Examples include lost productivity, increased recruitment activity, additional training time and cost, reductions in the level of customer service, and reduced employee morale due to additional demands placed upon existing employees that assume extra workloads. Emphasis is placed upon voluntary separations due to the substantial impact on attrition, employee morale, and customer service.

The chart at right shows total quarterly separations including an incremental growth trendline. The incremental growth trend in separations remains relatively flat. This may be an indication of successful retention strategies and an upward swing in employee satisfaction.

### Maricopa County Separation Trend



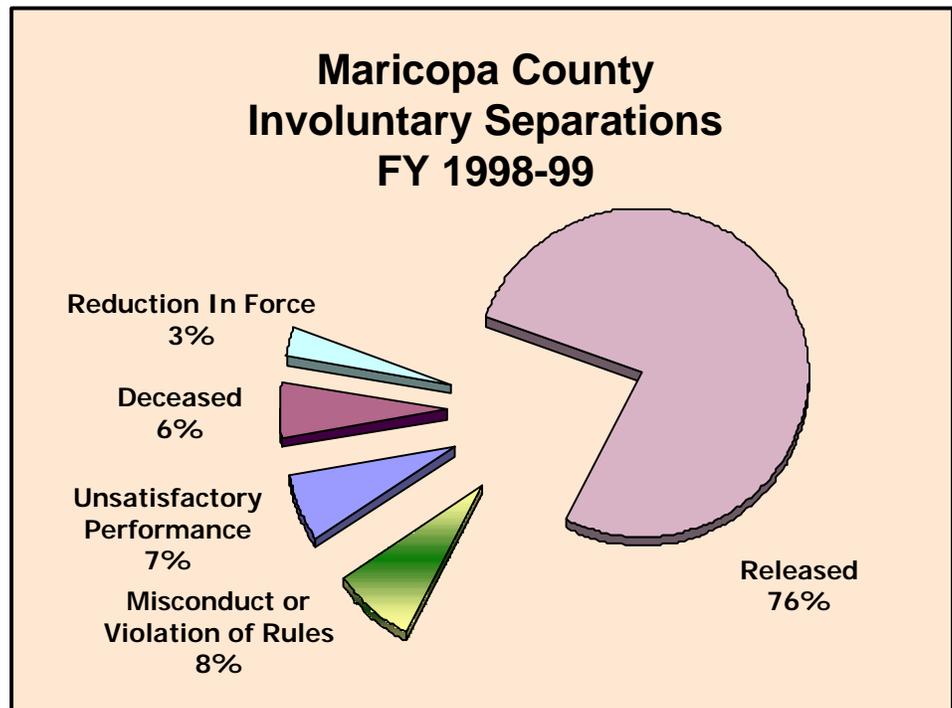


Combined Maricopa County year-to-date separations total 2,260. As provided on the chart at left, personal reasons dominate the field, followed by increases in pay, employee acceptance of more responsible jobs, and employees involuntarily released, etc. Personal reasons, a diverse voluntary separation category is expected to become less predominant as a result of the Exit Interview Program.

There were 306 involuntary separations during FY 1998-99, which represent 14% of fiscal year separations. 66 Employees or 86% of employees involuntarily separated were released, i.e., involuntary leave while on initial

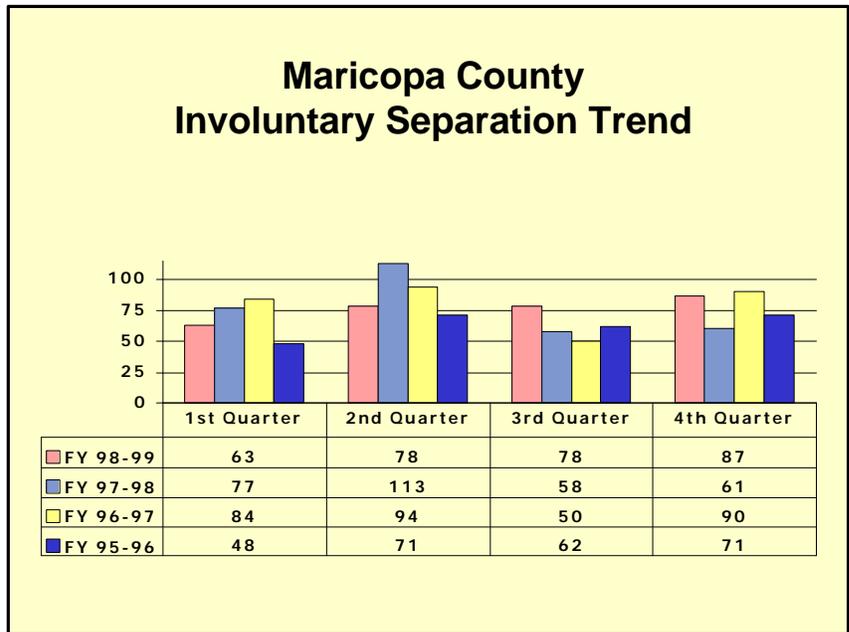
probation or involuntary leave from Unclassified status.

Involuntary separations occurring during FY 1998-99 are shown at right. Employees released, the largest group of involuntary separation reasons, may be an indication of hiring, personnel training and performance issues, poor job matches or changes in administration. The remaining involuntary separations are self-explanatory and represent misconduct or violation of rules, unsatisfactory performance, deceased and reductions in force.

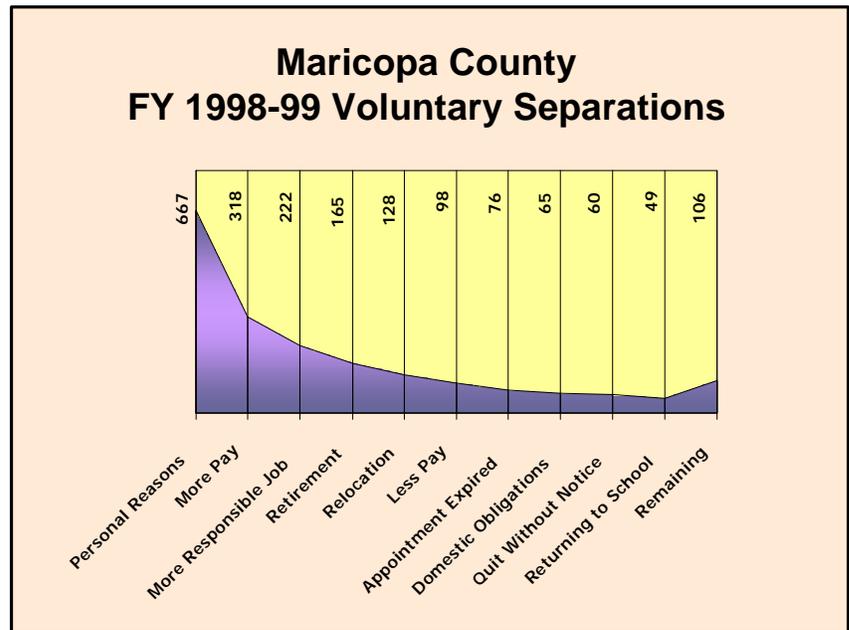


Involuntary separations for the last four years are provided at right. A seasonal pattern shows increases annually during the 2<sup>nd</sup> and 4<sup>th</sup> quarters of each year. Separation reasons are primarily due to employees being released, as previously explained.

Although FY 1998-99 involuntary separation numbers appear to be on the increase, this may be the result of a Countywide increase by 414 in the total number of positions budgeted. The actual involuntary separation trend remains flat, which indicates the County may be doing a better job at performance management or more attentive to addressing performance issues more quickly and decisively.

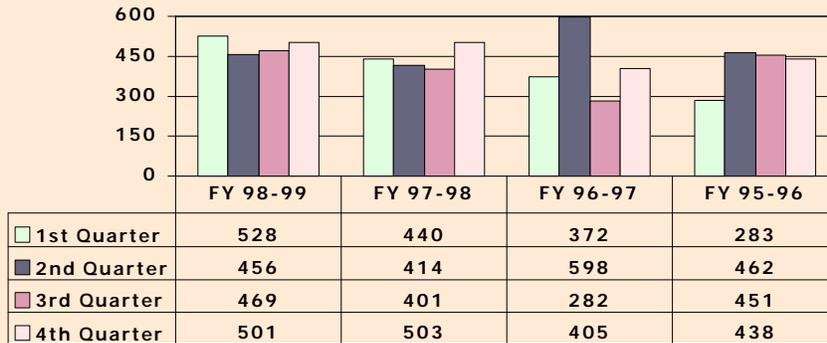


More employees leave Maricopa County for personal reasons than any other separation reason. The chart at right provides a breakout of voluntary separation reasons occurring during FY 1998-99. Next to personal reasons, more voluntary separations occurred for more pay. Voluntary separations remain a key indicator of employee satisfaction. Increased voluntary separations are due to expansion in the local job market. They also may indicate non-competitive salaries or a lack of technical skills available in the workforce. The data compiled provides management with tools necessary to analyze and resolve outstanding employee satisfaction and retention issues.



FY 1998-99 Major Separations By Department & Category			
	Voluntary	Involuntary	Total
Maricopa Health System	502	55	557
Sheriff's Office	302	10	312
Superior Court	116	20	136
County Attorney	129	5	134
Clerk of Superior Court	90	15	105
Adult Probation	93	7	100
Maricopa Health Plan	86	3	89
Juvenile Probation	77	9	86
Public Health	66	13	79
Transportation	56	8	64
Human Services	61	3	64
Indigent Representation	47	6	53
Justice Courts	47	3	50

### Maricopa County Voluntary Separation Trend



Departments with 50 or more separations during FY 1998-99 are shown above. Emphasis is placed upon voluntary separations due to the substantial impact on attrition and its affect upon customer service. Separation information plays a vital part in improving the quality of working life for County employees.

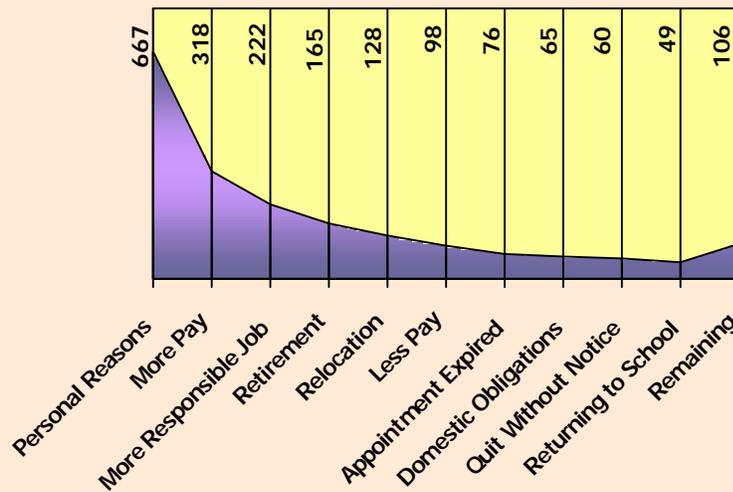
Several major impacts affecting voluntary separations have occurred in recent years. During FY 1996-97 a Countywide hiring freeze and the Maricopa Integrated Health System reorganization occurred. FY 1997-98 saw the opening of the Mayo Hospital and a new state detention facility. Continued economic expansion has no

doubt affected employee separations to the greatest degree over the past decade.

Personal reasons remain a catchall category. More employees leave Maricopa County for personal reasons than any other separation reason. The chart below provides a breakout of voluntary separation reasons occurring during FY 1998-99. Next to personal reasons, employees leave for more pay. This may be an indication of the current competitive job market or a market equity issue.

Through improved outprocessing procedures and the use of exit interviews, the County is better able to track voluntary and involuntary separation reasons. Separation reasons provide management with the tools necessary to shift resources and provide a quality work environment in its efforts to attract and retain high caliber, customer oriented employees.

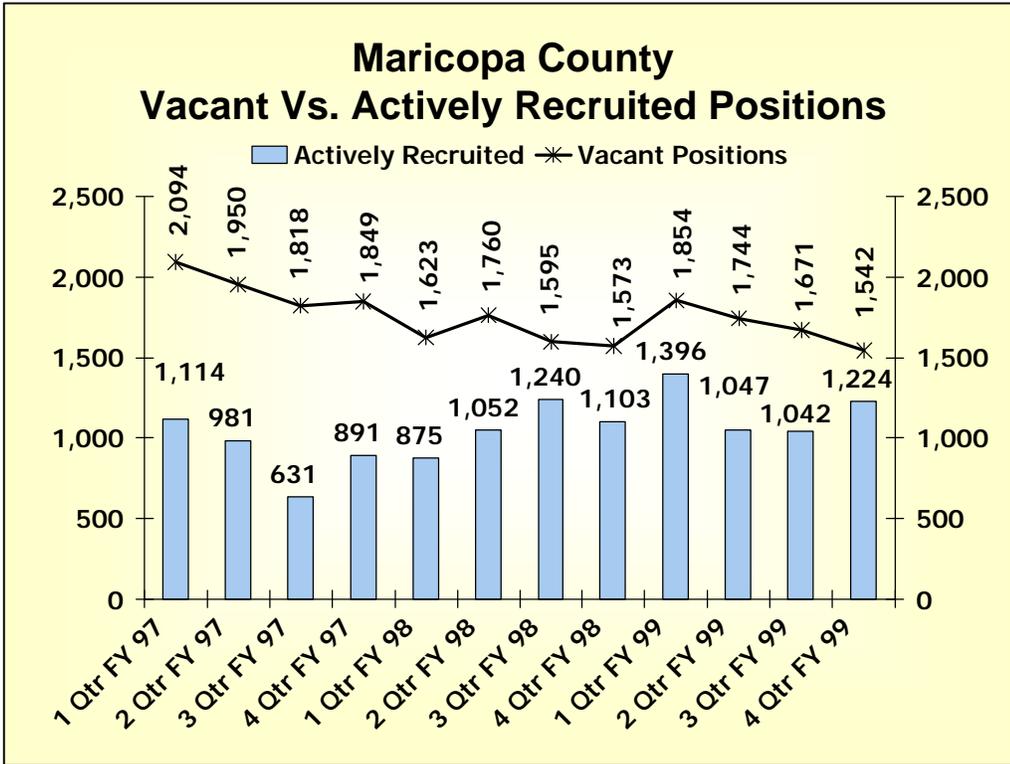
### Maricopa County FY 1998-99 Voluntary Separations



### recruitment strategies

Maricopa County's spiraling economic climate has created an atmosphere of highly competitive compensation, and increased labor shortages, which adversely affects attrition. Attracting top quality, performance oriented employees in this environment requires proactive and diversified recruitment strategies. By also placing a high value on employees, and sustaining the ability to respond to an ever-changing work environment, Maricopa County remains steadfast in its resolve to ensure fair and equitable compensation along with personal and career growth opportunities for all of its employees.

The chart below compares vacant positions to those actively recruited quarterly for the last three fiscal years.



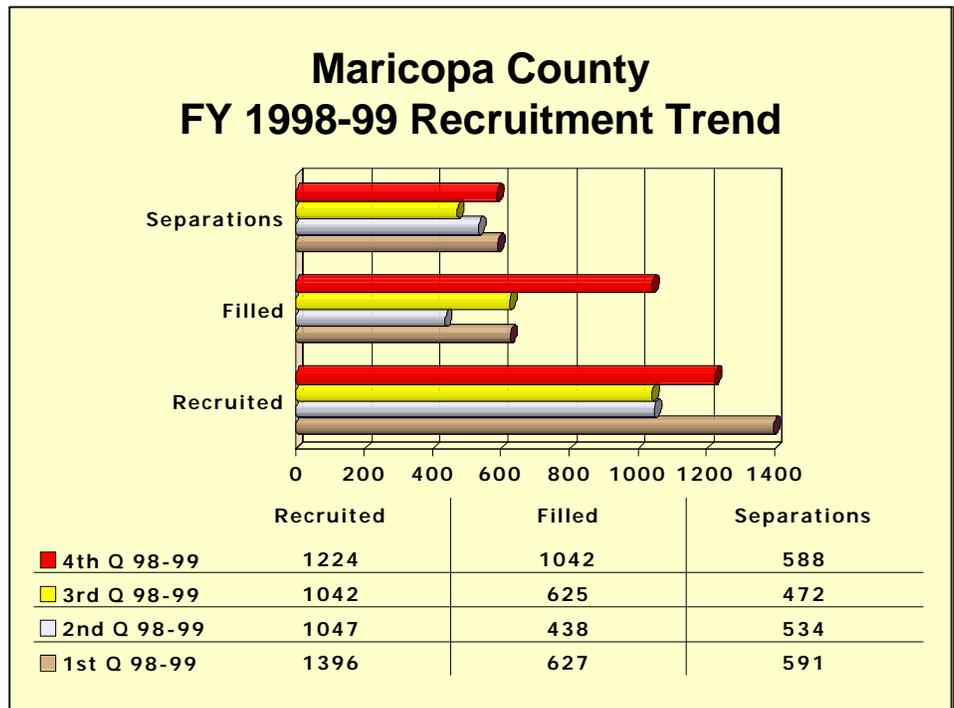
As of June 30, 1999, 1,542 positions remained vacant, of which 1,224 or 79.4% were actively recruited.

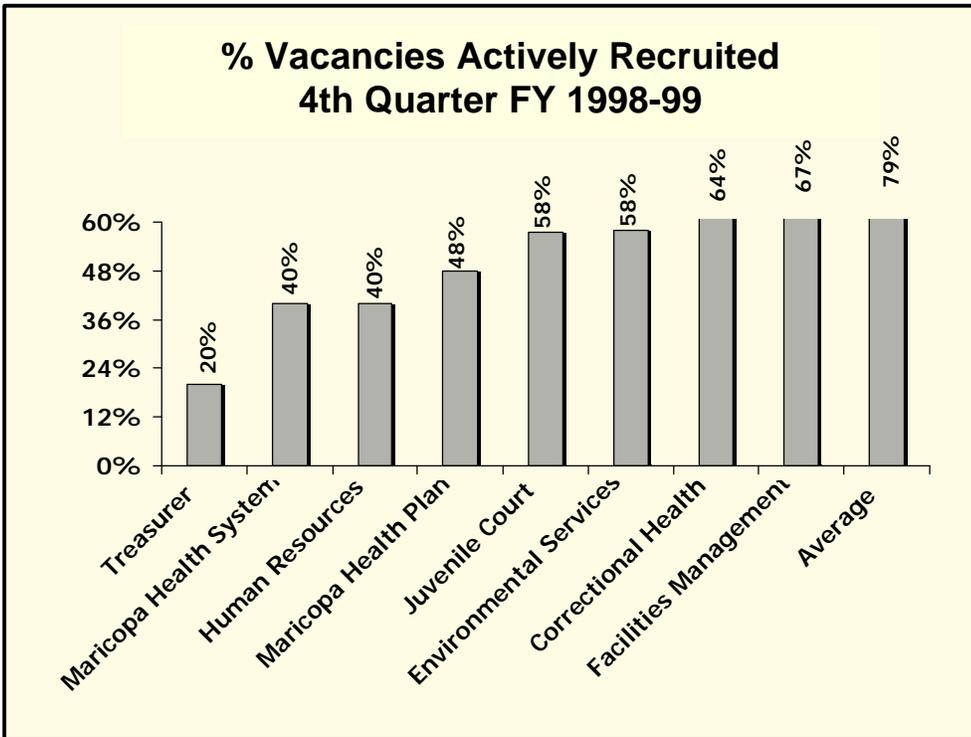
The average annual percent of vacant positions actively recruited has increased from 45.7% in FY 1996-97 to 52.2% in FY 1997-98, and from 52.2% in FY 1997-98 to 68.2% in FY 1998-99. The higher the number of actively recruited vacant positions, the more likely positions will be filled.

A direct relationship appears to exist between that of vacant and actively recruited positions. The

increasing trend in actively recruited positions coincides with the decreasing trend in vacant positions. This supports the premise that increasing recruitment activity increases the likelihood of those positions being filled. There are however exceptions, such as shortages of skilled workers in the local marketplace, non-competitive salary issues, budgetary implications and timing issues, etc.

Recruitment trends are demonstrated on the chart at right. There is an incremental reduction in the number of vacant positions from the 1<sup>st</sup> quarter of FY 97 to the 4<sup>th</sup> quarter of FY 99 of 26.4%. Whereas, there is an incremental increase in the number of positions recruited over the same period of 9.9%.



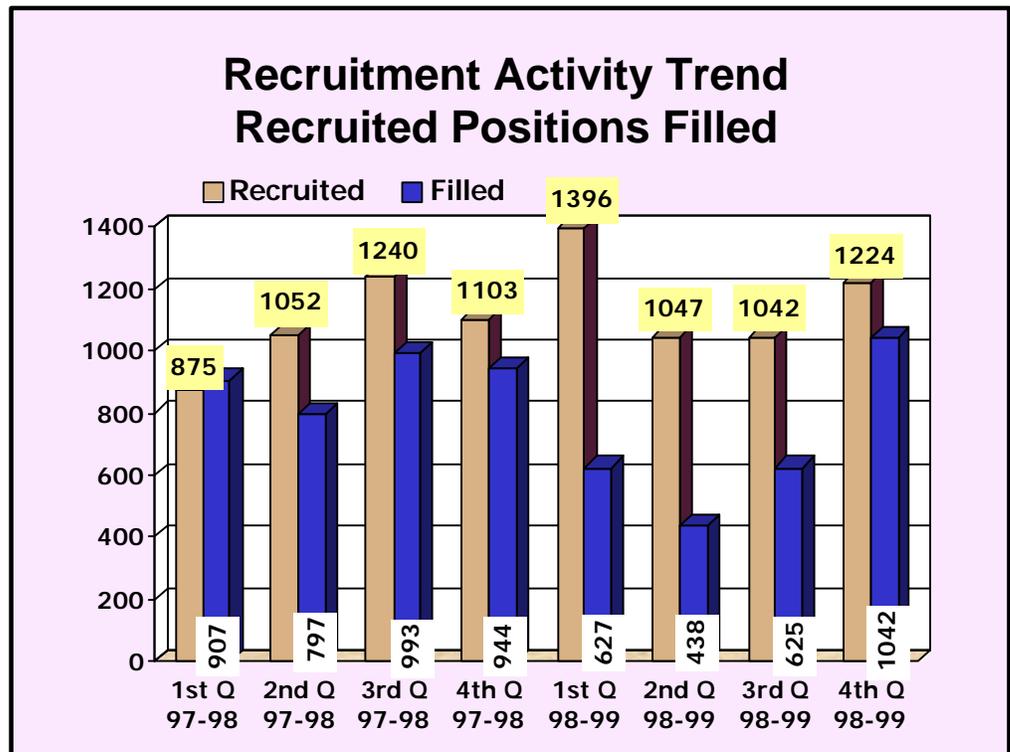


The departments shown on the chart at left actively recruited less than 79% of their *vacant positions* during the 4th quarter FY 1998-99. For example, the Treasurer recruited to fill only 2 of 10 vacancies, or 10% of their 4<sup>th</sup> quarter vacancies, whereas, the Maricopa Health System recruited to fill 247 of their 621 vacancies, or 40% of their 4<sup>th</sup> quarter vacancies. Countywide, 79% of all vacant positions were recruited during the 4<sup>th</sup> quarter of FY 1998-99.

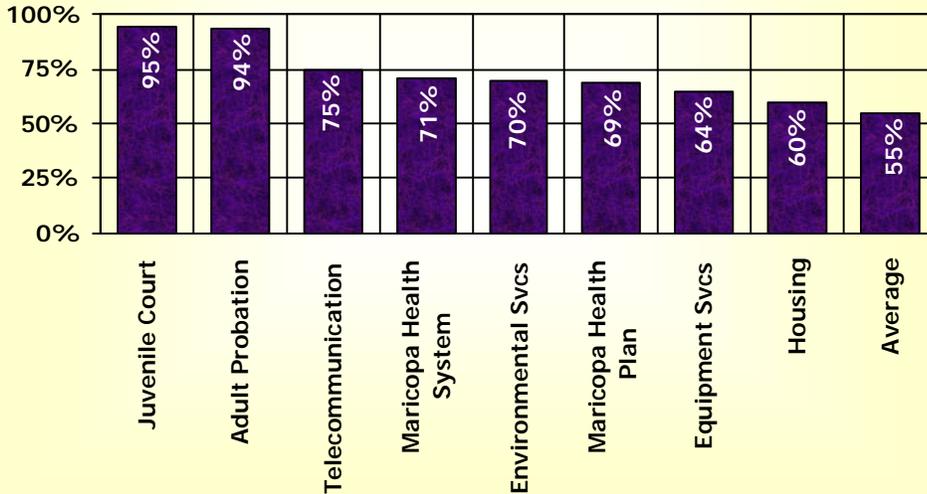
Active recruitment of vacant positions has contributed to the reduction in the rate of attrition Countywide. The

decline of attrition rates over time are as follows: FY 1995-96 – 19.1%; FY 1996-97 – 14.3%; FY 1997-98 – 12.4%; and FY 1998-99 – 12.2%. Maricopa County’s competitive recruitment strategies have shown to be effective over time, as seen through the lowering of attrition rates.

The chart at right compares the total number of positions recruited to total recruited positions filled. During the 4<sup>th</sup> quarter FY 1998-99, 79% of all actively recruited positions were filled, up from 60% during the 3<sup>rd</sup> quarter.



### % Positions Recruited - Filled FY 1998-99



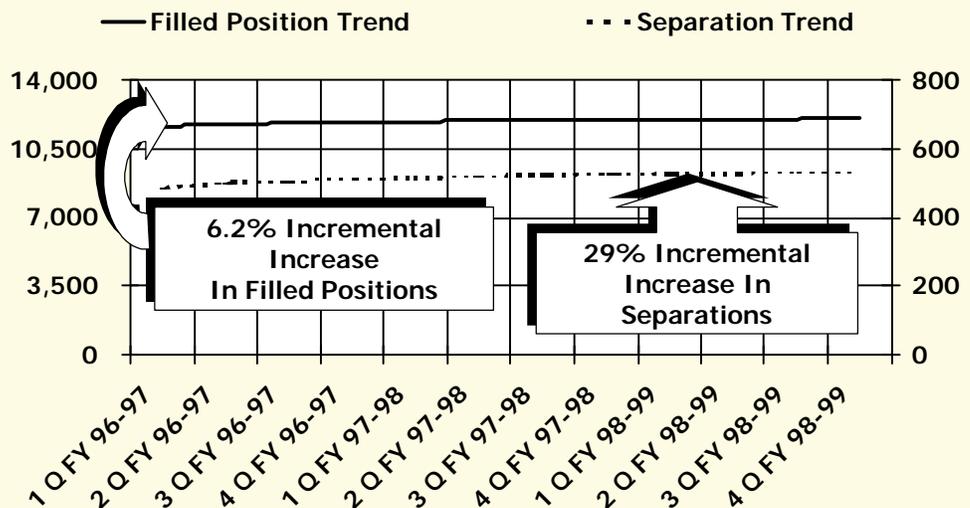
Departments that filled 60% or more of their actively recruited positions during FY 1998-99 are shown on the chart at left. These results may be due to successful recruiting strategies, such as offering personal and career growth opportunities, combined with the availability of qualified workers and competitive salaries. Management has the opportunity to examine the recruiting strategies utilized by these departments in order to duplicate their successes.

Another impact upon recruitment is the number of separations, i.e., employees leaving the County. The greater the

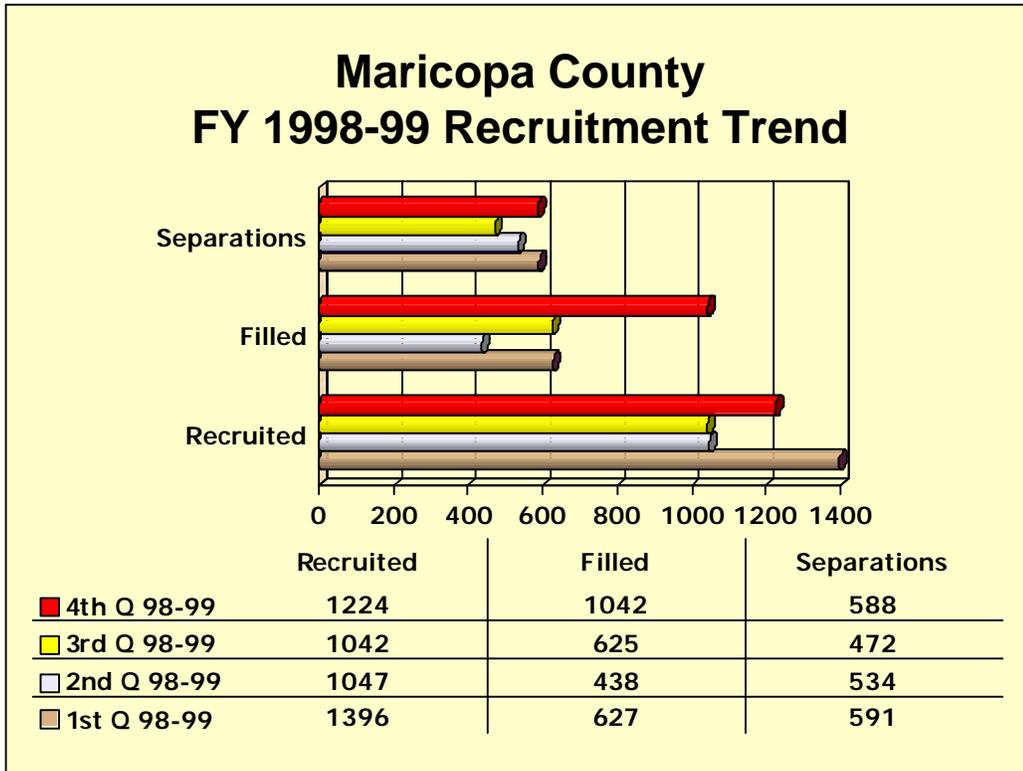
rate of separations the greater the number of recruitment activities required to fill vacant positions, the greater the fiscal impact. Comparing the number of separations to the number of positions that are filled may be an indication of employee satisfaction, increased economic growth, a shortage of personnel qualified to fill the vacant positions, or a lack of hiring activities or skills.

The separation trend as shown on the chart at right indicates an incremental growth of 29% in the number of employees leaving Maricopa County since the 1<sup>st</sup> quarter of FY 1996-97. There were 588 separations during the 4<sup>th</sup> quarter of FY 1998-99 vs. 456 separations during the 1<sup>st</sup> quarter of FY 1996-97. The incremental increase in the total number of filled positions is 6.2% over the same time span. As of June 30, 1999, there were 12,405 positions filled as compared to 11,691 from the 1<sup>st</sup> quarter of FY 1996-97. Comparing these statistics numerically,

### Separations Vs. Filled Positions



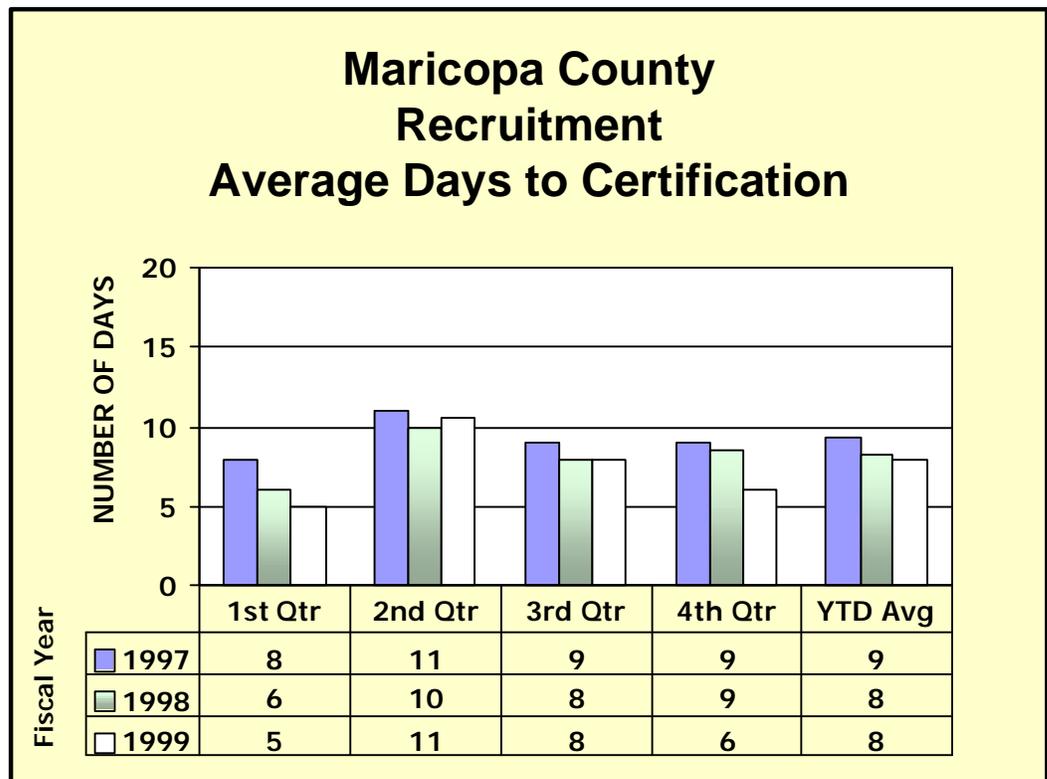
filled positions have increased by 714 while separations have increased by 132 over the course of the last three years. That is a 5:1 ratio of regular employees to the number of employee separations.



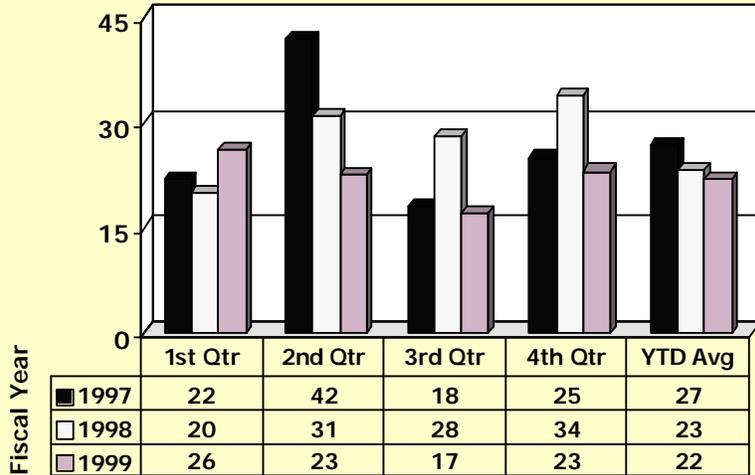
The chart at left is an indication of the positive recruitment trend in which Maricopa County is heading. Separations are down from the first quarter by 1%. Filled positions are up 66%. Recruitment's are down 12% from the 1<sup>st</sup> quarter and are up 17% from the 2<sup>nd</sup> and 3<sup>rd</sup> quarter.

Another measure used to determine the success of recruitment processes for regular and unclassified positions is the number of days it takes to certify and fill vacant positions.

The chart at right provides recruitment process statistics for regular and unclassified positions. Certification refers to the process of providing the hiring authority with a list of eligible candidates. The *average* number of days to provide current certification lists is dropping, which increases potential recruitment success.



## Maricopa County Recruitment Average Days to Fill Vacant Positions



Average days to fill vacant positions refer to the number of days from receipt of the personnel requisition to the effective date of appointment for the selected candidate. Just as the certification process reveals a reduction in days, there is a like reduction in the average number of days to fill vacant positions.

Maricopa County's established position in the local labor market should provide some insulation from the affects of continued economic growth, particularly as we enter the 21<sup>st</sup> Century. Acquiring and retaining staff motivated to provide quality, professional, customer oriented service is the key to

Maricopa County's continued success. Innovations supporting recruitment processes, the use of competitive compensation and creative personal leave programs act to promote a climate where employees are provided personal and career growth opportunities. Successful employment staffing involves hiring the right people with minimal lead-time, and involves the entire organization. Maricopa County strives to have the "best recruitment practices" and most competitive salary and compensation in order to achieve the highest employee attraction and retention possible.

## innovations and competition

As Maricopa County ventures toward the 21<sup>st</sup> Century, its personnel practices remain on the competitive edge due to its innovations and competitive spirit. FY 1998-99 may be referred to as the "year of the employee." Many innovations established during FY 1998-99 focus upon increasing the quality of life for its employees. Maricopa County is committed to provide competitive compensation, creative recruitment and diversified retention strategies into and beyond the year 2000 (Y2K). The County continues to place a high value on its employees and a synopsis of FY 1998-99 methodologies follow.

The 1<sup>st</sup> Quarter FY 1998-99 saw the introduction of the "Emotional Commitment Agenda" (ECA), a powerful tool designed to increase employees' commitment to careers with Maricopa County. Project goals include the encouragement of employees to be mentally and spiritually committed to their careers at the County. Conversely, high achievers expect management to provide a certain quality of working life as well. The ECA is comprised of policies that espouse these goals, some of which are outlined below.

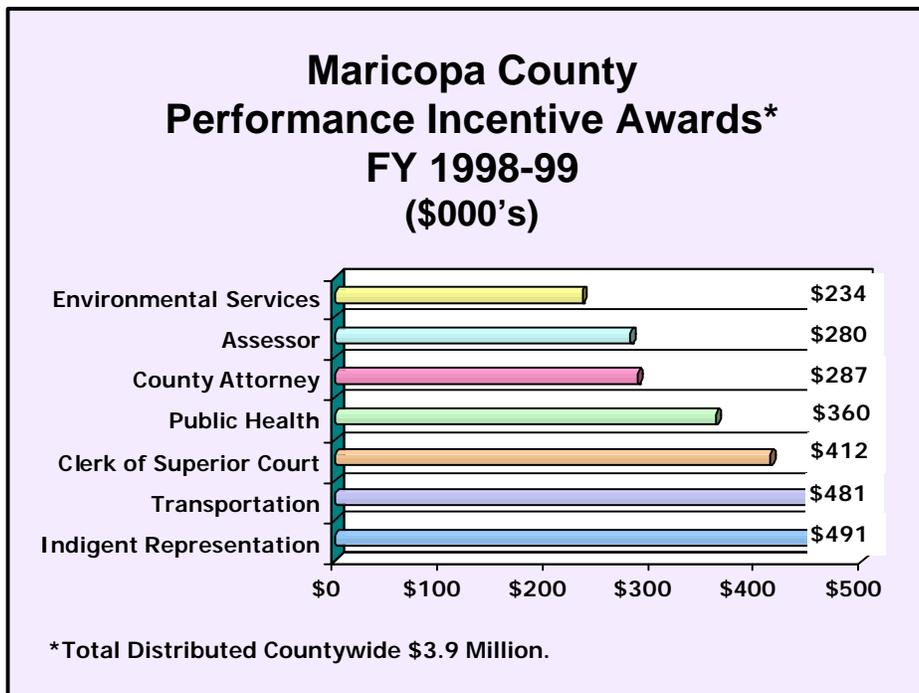
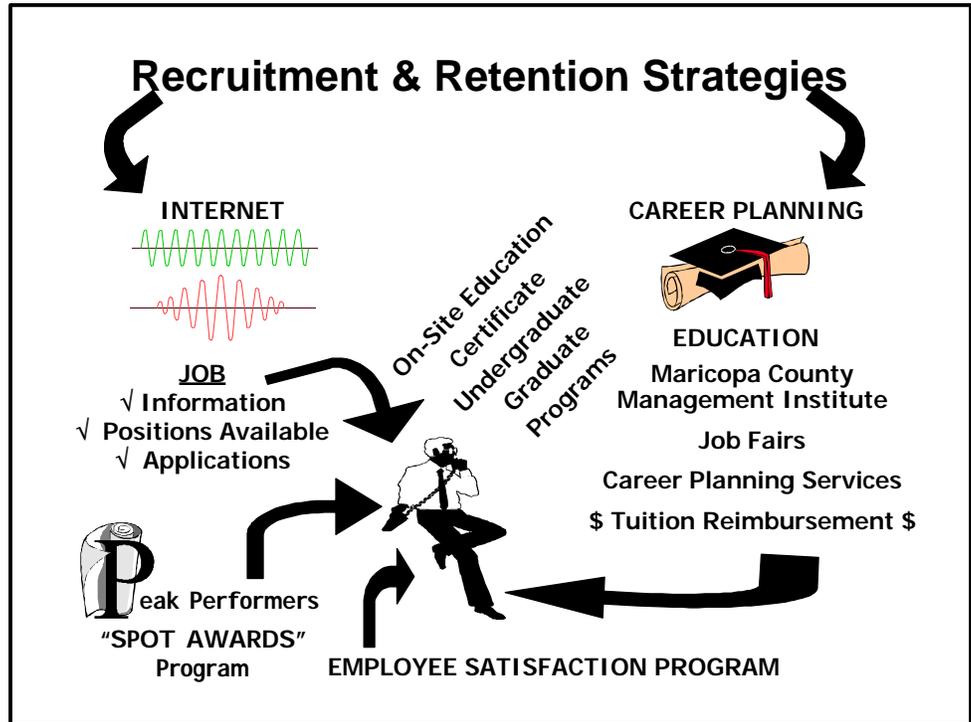
- ▶ Recruit and select public service-oriented people to join our work force.



- ▶ Move total employee compensation to “market value” over the long run.
- ▶ Continually measure outputs, outcomes and value to taxpayers. Benchmark against the best in the region for delivering value.
- ▶ Acknowledge deficiencies and develop plans to alleviate them.

Recruiting and retaining staff in the current competitive market requires creativity and opportunity. FY 1998-99 provided many opportunities through expansions in existing programs and many new programs aimed at increasing employee quality of life.

The County’s use of the Internet provides employees and the public with access to job information, positions available and job applications. Annual job fairs provide college students and the public with information regarding County employment and careers. On-site education programs are one of many employee opportunities instituted. Several colleges and universities offer certificate, undergraduate and graduate school programs on-site. Adding these career advancement resources to the existing Maricopa County Management Institute (MCMI) Manager and Supervisor Schools provides opportunity not previously available at Maricopa County.



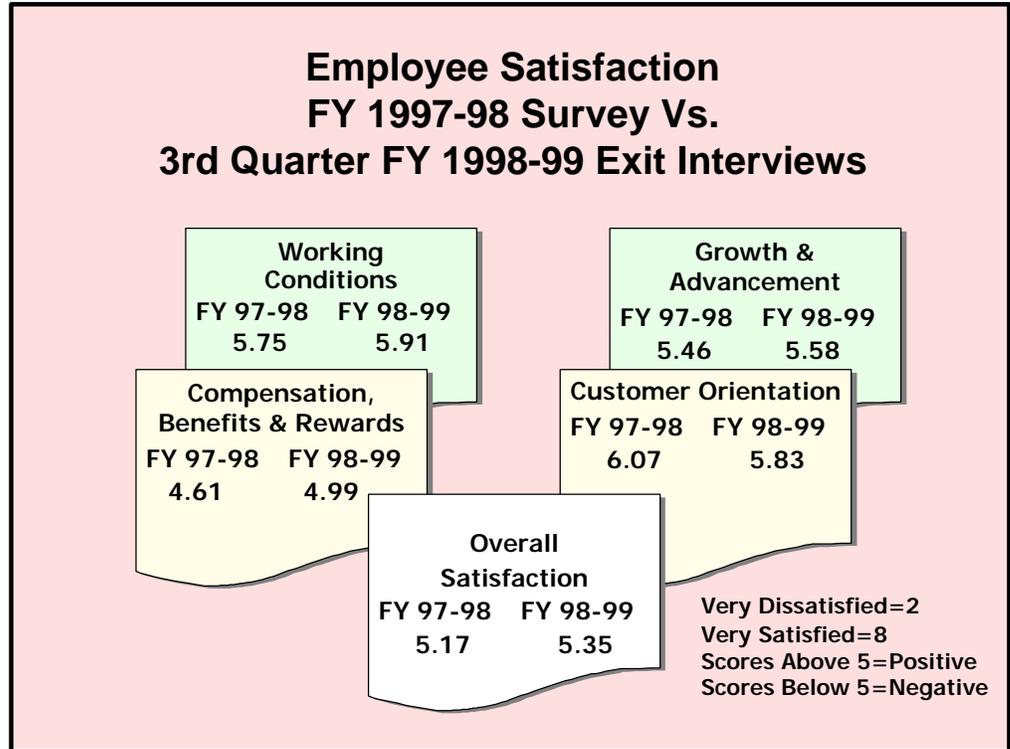
Additional retention strategies include technical changes to the Employee Leave Plan, amendments to the Compensation Plan, initiation of the Employee Mediation Program, implementation of a new program to provide translating services within the Human Resources department, performance incentive awards and the introduction of the Peak Performers “Spot Awards” Program. These tools provide a means of recognizing and rewarding valued employees. The chart above shows the departments that distributed the most incentive award dollars during FY 1998-99.

Salary advancements and incentives, employee satisfaction surveys and exit interview results (as shown on the chart at right) provide critical information necessary for recruiting and retaining highly skilled employees. Salary advancements and incentives provide encouragement and boost employee morale. Unused salary advances may be awarded at fiscal year-end in the form of performance incentives, i.e. one-time awards that do not increase an employee's base salary. Total performance incentive awards of \$3.9 million were distributed during FY 1998-99.

Total salary advancements of \$6.5 million were distributed to 6,006 employees. The average advancement was \$1,083 and the average percent of advance given was 4.44%. Although not a panacea, pay does rank last out of nearly 50-employee exit interview questions. Fair pay for work scored 4.10 on the FY 1997-98 Employee Satisfaction Survey and increased to only 4.25 on the 3<sup>rd</sup> Quarter Exit Interview Survey. Clearly, more research into pay equity issues needs to be addressed during Y2K.

As we enter the 21<sup>st</sup> Century, Maricopa

County's ability to compete with the public and private sector for quality, professional, highly skilled, customer oriented employees remains a major issue. The key to acquiring staff requires resourceful information systems, advanced communication processes, innovative technology and recruitment processes, the use of competitive compensation and creative personal leave programs. These programs are geared to promoting a climate where employees are provided personal and career growth opportunities. By continuing to implement creative recruitment strategies and employee oriented compensation plans, the County will be on par with the best employers in attracting and retaining quality staff in support of Maricopa County's strategic goals. Maricopa County strives to have the "best recruitment practices" and most competitive salary and compensation in order to achieve the highest employee retention possible.

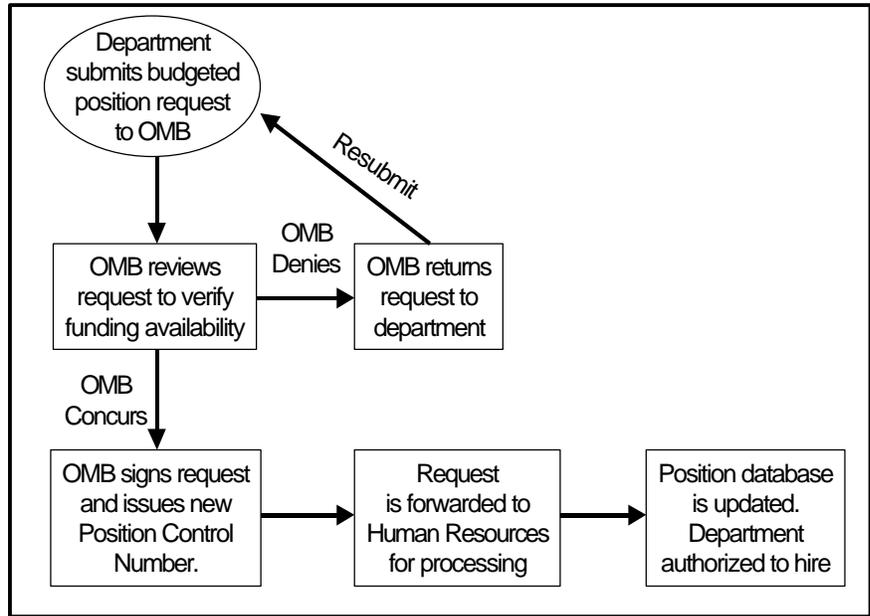


## position control

Throughout the year departmental staffing needs change. These changes are handled through new position creation process. Departments submit detailed requests to add or delete positions with adequate funding identified by source. Position classification information is verified by Human Resources. Budgetary information (particularly funding sources) is verified by Budget Analysts. Once approved, the position changes are entered into the position database through one central control point.

Another key element in position control is the historical tracking of funded positions. A trend view of staffing levels puts into perspective the prior year's staffing (and consequently service) funding decisions.

The chart below presents a ten year historical look at the County's staffing levels for Elected Offices, Appointed Departments, and the Special Districts of the Library, Stadium, and Flood Control.



Department	FY 1990/91 Actual	FY 1991/92 Actual	FY 1992/93 Actual	FY 1993/94 Actual	FY 1994/95 Actual	FY 1995/96 Actual	FY 1996/97 Actual	FY 1997-98 Actual	FY 1998-99 Actual	FY 1999-00 Budgeted
Elected/Judicial	5,467.0	5,681	5,817	5,171	6,120	6,140	6,295	6,592	6,954	6,457
Appointed	7,049.5	6,601	6,999	7,644	7,048	6,972	6,842	6,091	5,634	7,041
Special Districts	294.5	338	353	353	391	391	508	412	375	394
Total Positions	12,811	12,620	13,169	13,168	13,559	13,503	13,645	13,095	12,963	13,892

## budgeted position summary

In order to more accurately follow past staffing and human resource allocation decisions by program, a three year history by department is presented along with a two-year history of Full-Time Equivalent number of positions. Full-Time Equivalents (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.)

Department		BUDGETED POSITIONS					
		FY 96/97 Actual	FY 97/98 Actual	FY 98/99 Actuals	FY 98/99 FTEs	FY 99/00 Budgeted	FY 99/00 FTEs
01	Board of Supervisors-District 1	4	4	4	4.00	4	4
02	Board of Supervisors-District 2	4	4	3	3.00	4	4
03	Board of Supervisors-District 3	4	4	4	4.00	4	4
04	Board of Supervisors-District 4	3	3	3	3.00	3	3
05	Board of Supervisors-District 5	4	4	3	3.00	4	4
06	Board of Supervisors Clerk	7	7	7	7.00	7	7
11	Adult Probation	859	937	949	949.00	1049	1045
12	Assessor	297	334	329	329.00	325	325
14	County Call Center	10	20	20	20.00	32	32

## BUDGETED POSITIONS (Continued)

	FY 96/97	FY 97/98	FY 98/99	FY 98/99	FY 99/00	FY 99/00
<u>Department</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>FTEs</u>	<u>Budgeted</u>	<u>FTEs</u>
15 Emergency Management	25	14	14	14.00	14	14
16 Clerk of the Superior Court	600	589	596	596.00	602	599
17 Community Development	13	11	10	10.00	10	10
18 Finance	53	49	46	46.00	42	42
19 County Attorney	755	742	796	796.00	838	831
20 County Administrator	12	13	15	15.00	16	13
21 Elections	57	55	53	53.00	54	54
22 Human Services	257	286	281	281.00	296	295
23 Internal Audit	8	10	12	12.00	16	16
24 Justice Court Administration	233	244	294	294.00	283	280
25 Constables	26	27	29	29.00	29	29
26 Correctional Health Services	159	165	177	177.00	228	223
27 Juvenile Court Center	542	589	679	679.00	797	794
28 Medical Eligibility	338	342	263	263.00	319	298
29 Medical Examiner	52	47	50	50.00	54	52
30 Recreation Services	92	77	74	74.00	87	80
31 Human Resources	79	75	73	73.00	69	69
33 Indigent Representation	372	421	459	459.00	464	446
34 Public Fiduciary	41	37	33	33.00	33	33
35 Organizational Planning and Training	----	6	9	9.00	10	10
36 Recorder	66	66	65	65.00	69	69
37 Superintendent of Schools	29	29	29	29.00	29	29
38 Superior Court	695	764	819	819.00	886	873
39 Health Care Mandates	1	1	1	1.00	1	1
40 Criminal Justice Facilities	----	----	----	----	4	4
41 Office of the Chief Information Officer	106	70	64	64.00	62	62
43 Treasurer	66	64	64	64.00	64	64
44 Planning & Development	54	66	65	65.00	93	93
45 Judicial Mandates	----	----	----	----	38	36
46 Research and Reporting	19	14	8	8.00	8	7
47 General Government	7	7	1	1.00	11	11
49 Management and Budget	22	21	22	22.00	24	24
50 Sheriff's Office	2112	2188	2235	2235.00	2422	2428
60 Maricopa Health Plans	----	444	361	361.00	355	353
64 Transportation	511	522	512	512.00	513	511
65 Library District	150	134	146	146.00	164	143
66 Housing	64	63	64	64.00	64	64
67 Solid Waste	45	19	17	17.00	19	18
68 Stadium District – Cactus League	7	7	7	7.00	1	1
69 Flood Control	351	241	222	222.00	222	222
70 Facilities Management	184	158	158	158.00	186	184
73 Materials Management	53	47	38	38.00	39	39
74 Equipment Services	63	65	60	60.00	60	60
75 Risk Management	12	19	19	19.00	19	19
76 Telecommunications	42	45	41	41.00	42	42

<b>BUDGETED POSITIONS (Continued)</b>							
		FY 96/97	FY 97/98	FY 98/99	FY 98/99	FY 99/00	FY 99/00
<u>Department</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>FTEs</u>	<u>Budgeted</u>	<u>FTEs</u>	
78 Stadium District Major League	0	0	0	0	7	7	
79 Animal Control(1)	----	125	135	135.00	132	130	
86 Public Health	662	460	441	441.00	482	479	
88 Environmental Services	268	245	272	272.00	270	267	
90 Maricopa Health System	2756	2099	1812	1812.00	1913	1766	
<b>TOTALS</b>		<b>13,643</b>	<b>13,095</b>	<b>12,963</b>	<b>12,963</b>	<b>13,892</b>	<b>13,623</b>
(1)Was part of Dept. 86 - Public Health							

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 Grant and Special Revenue funds covering the rest. To make the link between the number of positions budgeted and the course of funding for these positions, the following chart was developed.

<b><u>POSITION DISTRIBUTION BY FUNDING SOURCE</u></b>				
<u>DEPARTMENT</u>	<u>GENERAL</u>	<u>GRANT</u>	<u>SPECIAL</u>	<u>TOTALS</u>
1 BOARD OF SUPERVISORS DIST 1	4	0	0	4
2 BOARD OF SUPERVISORS DIST 2	4	0	0	4
3 BOARD OF SUPERVISORS DIST 3	4	0	0	4
4 BOARD OF SUPERVISORS DIST 4	3	0	0	3
5 BOARD OF SUPERVISORS DIST 5	4	0	0	4
6 BOARD OF SUPERVISORS CLERK	7	0	0	7
11 ADULT PROBATION	214	666	169	1,049
12 ASSESSOR	325	0	0	325
14 COUNTY CALL CENTER	32	0	0	32
15 EMERGENCY MANAGEMENT	3	0	11	14
16 CLERK OF THE SUPERIOR COURT	543	8	51	602
17 COMMUNITY DEVELOPMENT	0	0	10	10
18 FINANCE	42	0	0	42
19 COUNTY ATTORNEY	644	75	119	838
20 COUNTY ADMINISTRATIVE OFFICER	16	0	0	16
21 ELECTIONS	54	0	0	54
22 HUMAN SERVICES	0	0	296	296
23 INTERNAL AUDIT	16	0	0	16
24 JUSTICE COURTS	282	0	1	283
25 CONSTABLES	29	0	0	29
26 CORRECTIONAL HEALTH	0	0	228	228
27 JUVENILE PROBATION	251	262	284	797
28 MEDICAL ELIGIBILITY	319	0	0	319

**POSITION DISTRIBUTION BY FUNDING SOURCE (Continued)**

	<u>DEPARTMENT</u>	<u>GENERAL</u>	<u>GRANT</u>	<u>SPECIAL</u>	<u>TOTALS</u>
29	MEDICAL EXAMINER	54	0	0	54
30	PARKS & RECREATION	24	22	41	87
31	HUMAN RESOURCES	56	0	13	69
33	INDIGENT REPRESENTATION	453	8	3	464
34	PUBLIC FIDUCIARY	33	0	0	33
35	PLANNING & TRAINING	10	0	0	10
36	RECORDER	43	0	26	69
37	SUPERINTENDENT OF SCHOOLS	29	0	0	29
38	SUPERIOR COURT	766	31	89	886
39	HEALTH CARE MANDATES	1	0	0	1
40	CRIMINAL JUSTICE FACILITIES	0	0	4	4
41	CHIEF INFORMATION OFFICER	62	0	0	62
43	TREASURER	64	0	0	64
44*	PLANNING & DEVELOPMENT	0	0	93	93
45	JUDICIAL MANDATES	38	0	0	38
46	RESEARCH & REPORTING	0	0	8	8
47	GENERAL GOVERNMENT	3	0	8	11
49	MANAGEMENT & BUDGET	24	0	0	24
50	SHERIFF	2,320	43	59	2,422
60	MARICOPA HEALTH PLANS	0	22	323	355
64	TRANSPORTATION	0	0	513	513
65	LIBRARY DISTRICT	0	0	164	164
66	HOUSING	0	0	64	64
67	SOLID WASTE	0	0	19	19
68	STADIUM DISTRICT-CACTUS	0	0	1	1
69	FLOOD CONTROL DISTRICT	0	0	222	222
70	FACILITIES MANAGEMENT	186	0	0	186
73	MATERIALS MANAGEMENT	28	0	11	39
74	EQUIPMENT SERVICES	0	0	60	60
75	RISK MANAGEMENT	0	0	19	19
76	TELECOMMUNICATIONS	0	0	42	42
78	STADIUM DISTRICT-MLB	0	0	7	7
79	ANIMAL CONTROL SERVICES	0	0	132	132
86	PUBLIC HEALTH	92	348	42	482
88	ENVIRONMENTAL SERVICES	12	37	221	270
90	MARICOPA HEALTH SYSTEM	0	25	1,888	1,913
	<b>TOTALS</b>	<b>7,104</b>	<b>1,547</b>	<b>5,241</b>	<b>13,892</b>

\*Previously Dept. 32

# capital projects

## capital improvement projects

Capital Improvement Projects are defined by policy as non-recurring projects resulting in the construction, renovation, or acquisition of infrastructure costing more than \$150,000 with an expected useful life of many years. The most common examples include buildings, roads, parks and flood control projects.

Sources of funding for Capital Improvement Projects include: voter-authorized bonds, voter-authorized taxes, fund revenues and reserves, intergovernmental payments, grants, and other forms of long-term financing. General Fund capital projects are supported by fund transfers from the Funds to a capital projects fund.

With the exception of the stadium project, capital expansion in Maricopa County in recent years has been limited primarily to transportation and flood control projects. The County is on the threshold of a capital growth and expansion period which includes plans to expend approximately \$341 million dollars from a voter-approved jail tax on Adult and Juvenile Criminal Justice Facilities. In addition, projects funded by the general fund are expected to increase substantially with nearly \$209 million in projects planned over the next five years.

## operating and capital budgets—their relationship

A direct relationship exists between the capital budget and the operating budget in Maricopa County. Completed capital projects generally require additional operating budget resources for upkeep, maintenance, security and other costs associated with additional acreage, mileage, or square footage. These costs must be planned for in future operating budgets.

It is the County's philosophy and policy that new capital projects will be undertaken only if future operating revenues are sufficient to support future operating costs.

## the capital improvement program (cip)

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

It should be noted that over the five-year period, the cost of a project and projected completion date can vary from the initial plan depending on Board priorities, greater than anticipated escalation costs, or other unforeseen events.

## the capital budget

The capital budget is the first year of a capital improvement program. The FY 1999-00 capital budget proposed in this report is \$217,680,139. It is comprised of projects for which funding has been clearly identified for the duration of the project.

**MARICOPA COUNTY  
CAPITAL IMPROVEMENT PLAN  
FY 1999-00**

<b>DEPARTMENT</b>	<b>FUND SOURCE</b>	<b>FY 1999-00 BUDGETED</b>
General Government	General Fund	\$ 27,989,000
Criminal Justice Facilities	Jail Tax	55,028,139
Maricopa Integrated Health System	Enterprise Funds	440,000
Department of Transportation	Special Revenue	69,568,000
Flood Control District	Special Revenue	<u>64,655,000</u>
	FY 1999-00 Total	<u><u>\$ 217,680,139</u></u>

### the capital budget and planning process

In general, capital projects are budgeted separately from the operating budget in a series of capital project funds. Each year during the budget process, County departments are asked to identify Capital Improvement Projects anticipated in the next five years. Ideally, contingent upon a review of the request by OMB, Facilities and the CIP Review Committee, projects will be incorporated into the Five-Year Plan for Board of Supervisors' approval. A cross-functional work group is underway to develop recommendations for enhancing the current process that will result in cost savings by minimizing duplication of effort, waste and re-work.

The Department of Transportation and the Flood Control District currently employ separate planning procedures. These processes include intergovernmental agency collaboration and prioritization based on an established list of ranking criteria for designated types of projects.

The road ranking criteria employed by the Department of Transportation include:

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

This ranking system was developed to apply only to roadway improvements. Separate ranking systems exist for evaluating potential bridges, channel upgrades, bicycle, pedestrian and other multi-modal improvements.

The Flood Control project ranking criteria include the following:

- ▶ Submitting agency priority
- ▶ Master Plan Element
- ▶ Hydrologic/hydraulic significance
- ▶ Level of protection
- ▶ Area protected
- ▶ Environment quality

- ▶ Area-wide benefits
- ▶ Total projected cost
- ▶ Level of partner(s) participation
- ▶ Operation and maintenance costs
- ▶ Operation and maintenance responsibility



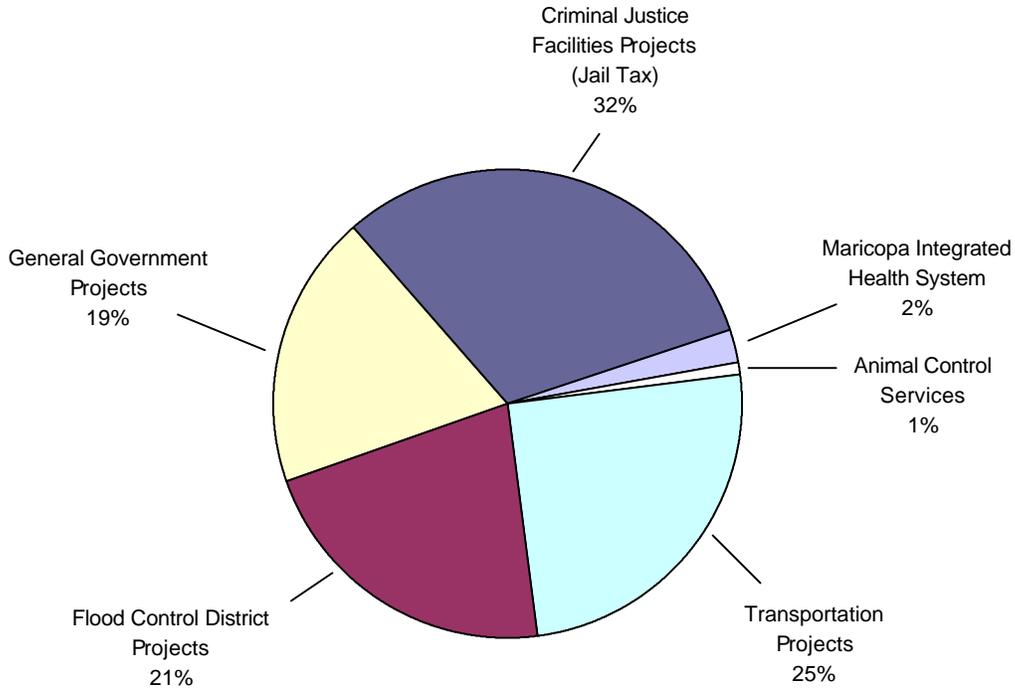
## capital improvement plan

The Capital Improvement Plan spans a five-year period beginning with FY 1999-00 and ending with FY 2003-04. The total anticipated cost for projects presented in the FY 1999-00 Department Summary Five-Year Plan exceeds \$1 billion dollars. Following is a table indicating the overall projected capital project plan cost by fund allocation and a pie chart showing the respective percentages.

### MARICOPA COUNTY FY 1999-00 FIVE-YEAR CAPITAL IMPROVEMENT PLAN

Project Fund Allocation	Five-Year Projected
General Government Projects	\$ 208,989,000
Criminal Justice Facilities Projects (Jail Tax)	341,478,139
Maricopa Integrated Health System	22,440,000
Animal Control Services	10,000,000
Transportation Projects	269,732,000
Flood Control District Projects	<u>234,968,000</u>
Five-Year Total	<u><u>\$ 1,087,607,139</u></u>

**MARICOPA COUNTY FY 1999-00  
FIVE-YEAR CAPITAL IMPROVEMENT PLAN  
(By percent of funds allocated)**



**general government projects**

General Fund capital improvements for FY 1999-00 general government projects in the next five years include the following projects, with identified sources of funding.

**juvenile 80-bed expansion**

This project, funded through cash and matching funds from the State of Arizona to expand juvenile facilities for Maricopa County, adds a new 80-bed housing unit to the existing Durango detention center and is estimated to be completed in August 1999.

**spur cross ranch**

Through an intergovernmental agreement between Arizona State Parks Board and Maricopa County, this 2,250-acre tract of rugged Sonoran Desert that borders the Tonto National Forest near Cave Creek will be preserved as a natural preserve. The bill was signed by Governor Hull on May 3, 1999. Maricopa County will provide 50% of the funding using Federal Reimbursement Funds.

**medical examiner facility**

A new 40,000± square foot facility is planned to be located on the north half of the block, south of Jackson Street, bounded by 7<sup>th</sup> Avenue and 5<sup>th</sup> Avenue. It is currently proposed that this facility be part of a new parking structure that will serve the Medical Examiner, general parking and the new jail facility proposed to be located west of the existing Madison Street Jail. The City of Phoenix recommends the first floor of any new parking structure be reserved for commercial space. It is believed that the Medical Examiner's office/laboratory space will satisfy this

requirement. The Medical Examiner portion of this project is proposed to be funded by general funds. A Letter of Interest for this project has been advertised and four design teams have been selected to submit Request for Proposal information. Funds budgeted for FY 1999-00 will allow the design and construction documents to be prepared, construction bids received, selection of a general contractor and the start of construction late in that fiscal year. Funds to complete the construction in the following two years have been identified and will be reserved.

### downtown records storage

The County has a need to acquire a warehouse building of approximately 70,000 square feet for records storage. This building will help relieve storage needs for the Clerk of the Court, schools and others. The project is budgeted for in FY 1999-00 and funds are reserved for FY 2000-01.

### downtown property acquisitions

**downtown parcels:** This funding is budgeted for FY 1999-00 and reserved for FY 2000-01 to acquire real estate in downtown Phoenix within a reasonable distance to existing and future County property.

**public defender acquisition:** This funding would be used to acquire a permanent facility—site yet to be determined—for the Public Defender in a county-owned building, rather than continuing to lease space. The advantages are that the space needs of the Public Defender could be better met in a building with the space specifically designed for this function and that the ongoing costs would only be for operation of the building.

**city of phoenix parcel:** This half block acquisition located between 6<sup>th</sup> and 7<sup>th</sup> Avenues, south of Jefferson to the alley would be assembled with the county owned half block south of the alley now occupied by the county Medical Examiner. It is also a part of the four contiguous blocks that are envisioned as the “Super Block” that would be developed with a mixed use of government, retail, commercial and professional offices.

### downtown multi-purpose facility/justice court 50%

The funding for this project is being split 50% general government and 50% jail tax funds. A facility is needed to train and prepare jail and security staff for the new jails projects. A building could be purchased for the training facilities as well as possibly co-locating the downtown justice courts. Funds from the FY 1999-00 budget will be used to retain a consultant to formally program the Maricopa County Sheriff’s Office (MCSO) Training Facilities needs and determine the amount of space needed. If it is decided it would be in the County’s best interest to purchase a building, funds would be used for the purchase and for the retention of design consultants to prepare design and construction documents and to bid and select a general contractor. It is anticipated that remodeling would continue into the following fiscal year.

### relocation of scottsdale justice courts

The City of Scottsdale has notified the County that the facilities being used for the County’s Scottsdale Justice Court will not be available after December 11, 2000. It is proposed that the existing County-owned building, in the Scottsdale airport area, be added to and remodeled for the Scottsdale Justice Court. This is intended to be a temporary (5 to 10 years) facility. Funds from FY1999-00 budget will be used to retain consultants to obtain approvals; prepare design and construction documents; bid and start construction. It is projected that construction will not be complete until September or October of 2000. Funding to complete this project in FY 2000-01 is reserved.

### new administration building

A new 500,000± square foot building is planned to house Board of Supervisor offices, conference/meeting rooms and auditorium; County administrative offices for various departments and other related space and services. The project is proposed to be located within the area bounded by 7<sup>th</sup> and 5<sup>th</sup> Avenues and Jefferson and Jackson Streets. General funds from FY 1999-00 will be used to organize a development and management team; issue LOI’s and RFP’s to select consultant services for management/coordination; do in-depth programming of various County Departments; prepare design studies and master plans of the area of interest; and select the design team to prepare the final design and construction documents. Funds for further development, bidding and construction

in the following three fiscal years will be requested and are expected to require the issuance of a certificate of participation.

### **new administration building parking**

As part of the proposed new administration building, additional parking will be required. Funds from FY 1999-00 will be used to select a consultant to work with the development team for the new administration building and prepare studies and make recommendations concerning the feasibility of adding space to the Jail/Medical Examiner's parking structure or whether a separate structure should be provided. Funds to finalize design, bid and construct the facility in the following three years will be requested and are expected to require the issuance of a certificate of participation.

### **multi-purpose building/mmc campus**

A new 250,000 to 300,000± square foot building and related parking garage is being proposed on the MIHS campus. The expansion will be funded by enterprise funds and general funds. Departments that are being considered for this building are the MIHS Financial Staff currently located in leased space; the Public Health Clinic and Administrative Offices currently located on East Roosevelt; Environmental Services currently located at Central and Roosevelt, Medical Eligibility Administration currently located in leased space and Human Services currently located at West Durango. Also under consideration is the possibility of a new Research Lab for MIHS in affiliation with the University of Arizona Medical School. A master plan of the MIHS Campus is currently being prepared. An LOI is currently being advertised for consultant services for programming for these departments. Funds from FY 1999-00 will be used to retain the programming consultant who will also make recommendations on the building occupancy and assist in the preparation of the scope of work and an RFP for the new building and parking structure. Funds for the completion of the project will need to come from the following two fiscal years and may require a certificate of participation.

### **mesa justice court facility**

Through an IGA with the City of Mesa, this project will co-locate four existing East Valley Justice Courts into one building located in downtown Mesa. The project will be a three- or four-story building having 85,000 to 90,000 square feet. The Adult Probation group, currently occupying approximately 27,000 square feet, located at 245 N. Centennial Way, will relocate to this building. Environmental Service offices will also be located here. Through the IGA, the County will have access to an existing parking structure on the north side of the project. The City of Mesa currently owns the parking facility. During FY 1998-99 the Facilities Management Department completed the programming, issued an RFP, selected a design team and is now in the process of receiving BOS approval of their contract. Funds requested for FY 1999-00 will cover design and completion of construction documents, plans review, necessary permitting, and construction bidding and award of construction contract. However, in the tentative budget this project has moved to FY 2000-01, but could be undertaken in FY 1999-00 if either certificates of participation or detention funds were utilized.

### **regional land acquisitions**

The acquisitions under consideration are two additional regional center sites to augment the three existing sites. The parcels would average about 40 acres each and be located in northeastern and north central Maricopa County.

### **tempe co-located justice courts**

Approximately 5 acres are being sought for a co-located justice court facility in the Tempe/South Scottsdale area for up to four courts. The two existing Tempe courts would be joined by the Chandler court and a new precinct yet to be created. This project has been moved back one year to FY 2000-01, but could proceed in FY 1999-00 if either certificates of participation or detention funds were utilized.

### **northeast and northwest co-located justice courts**

A co-located facility is planned for the North Scottsdale area, however at this time the number of courts and the specific area has not been determined. As an interim plan, the former Scottsdale State of Arizona Motor Vehicle

Division office at 8202 E. Butherus will be remodeled as a justice court to house the Scottsdale Justice Court which has been evicted by the City of Scottsdale as of December 31, 2000.

A second, similar co-located facility is planned for the northwest area.

## **criminal justice facilities**

In addition to funding 50% of the Downtown Multi-purpose Facility/Justice Court described above, the voter-approved jail tax will fund the following:

### **real property parcel at durango site**

This is approximately 62 acres of land located on the southwest quadrant of the Durango Complex, and is bordered on the south by Lower Buckeye Road and on the west by 35<sup>th</sup> Avenue. The Preliminary Durango Complex Master Plan, dated 5/10/99, prepared by the DLR Group for FMD suggests that future use of the land could include some of the following facilities: the new 1,865 bed adult jail complex complete with central services to support the entire adult and juvenile system (food factory, laundry, warehouse); a new MCSO Training Academy and a warehouse structure and surface and structured parking. A finalized master plan for this site may not occur during FY 1999-00.

### **facility replacement**

As part of the new jails program, new juvenile detention facilities are proposed for the Durango Campus. New facilities and expansion area will necessitate the relocation of certain facilities. Funds from the FY 1999-00 budget will be used to retain consultants to prepare design and construction documents, bid, select a general contractor and start construction for the new facilities.

### **adult and juvenile detention facilities**

The greatest majority of jail tax expenditures will be for adult jails and juvenile detention centers. A programmers' report, which will identify jail projects by name and projected cost, is expected in June 1999. The Program Manager (Hunt/CRSSC) will further develop the cost estimates by project in September and these cost estimates should be accurate within 10%. Specific projects and costs will be detailed in the FY 2000-01 capital projects departmental summary five-year plan.

## **other projects**

### **animal control facility**

The existing facility at the Durango Campus is out-dated and undersized. Funds from the FY 2000-01 budget will be used to retain consulting services to verify FMD initial programming, prepare design and construction documents, bid and select a general contractor and start construction. Funds from the following year would be used to complete construction and to relocate the Department. The new facility will be funded by existing Animal Control operating revenue through the issuance of a certificate of participation.

### **department of transportation projects**

Fund allocations for specific department of transportation projects for the next two years are detailed in the Five-Year Department Summary which begins on the next page of this section.

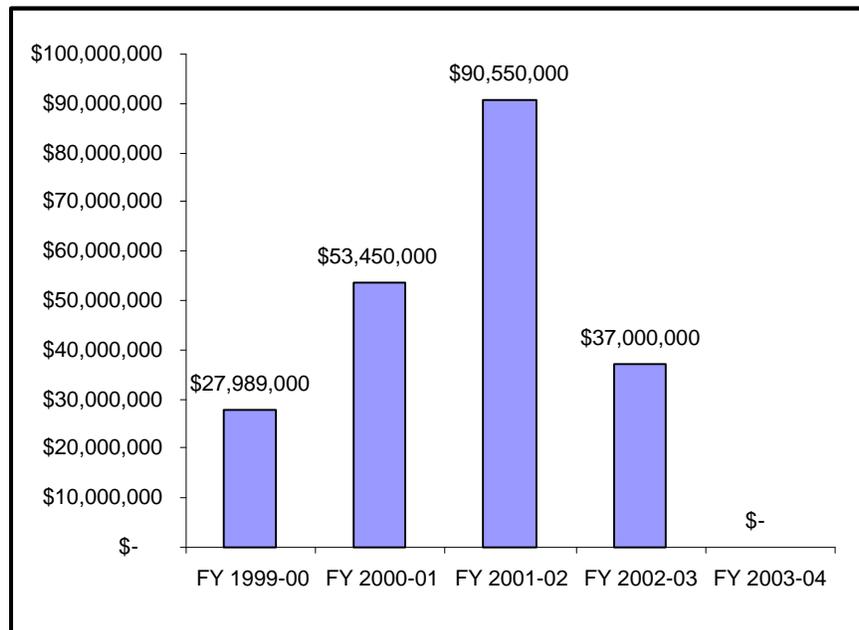
### **flood control district projects**

Fund allocations for specific flood district projects for the next five years are detailed in the Five-Year Department Summary which begins on the next page of this section.

**MARICOPA COUNTY  
GENERAL CAPITAL PROJECTS FUND  
FY 1999 – 00**

	<b>Amount</b>
Projected Beginning Capital Fund Balance 7/1/99	\$ 7,710,000
<i>Transfer in from Gen. Gov. Appropri. Fund Balance</i>	40,000,000
<i>Transfer in from Gen Gov (SCAAP Grant)</i>	<u>3,750,000</u>
Beginning Fund Balance Total	\$ 51,460,000
Less: Total Year 1 Expenditures	<u>\$(27,989,000)</u>
Projected Year 2 Beginning Balance:	<b>\$ 23,471,000</b>
Five-Year Capital Plan General Government	
<i>Less projects continuing and funded by cash:</i>	
Spur Cross Ranch (SCAAP Funds)	3,750,000
Medical Examiner Facility	12,500,000
Downtown Records Storage	1,000,000
Downtown Property Acquisitions	2,300,000
Downtown Multi. Facility/Justice Court (50%)	750,000
Relocation of Scottsdale Justice Courts	<u>300,000</u>
	20,600,000 <b>\$(20,600,000)</b>
Net for remaining projects:	<b>\$ 2,871,000</b>

**MARICOPA COUNTY  
General Government Capital Projects  
FY 1999-00 Five-Year Plan**



## capital projects department summary

### CAPITAL PROJECTS DEPARTMENT SUMMARY - FIVE YEAR PLAN

DEPARTMENT & PROJECT	FISCAL YEAR					TOTAL
	1999-00	2000-01	2001-02	2002-03	2003-04	
<b>GENERAL GOVERNMENT</b>						
<i>Funded:</i>						
Juvenile 80-bed Expansion	1,779,000	-	-	-	-	1,779,000
Spur Cross Ranch*	3,750,000	-	3,750,000	-	-	7,500,000
	<u>5,529,000</u>	<u>-</u>	<u>3,750,000</u>	<u>-</u>	<u>-</u>	<u>9,279,000</u>
<i>Fund through Cash:</i>						
Medical Examiner Facility	1,000,000	6,000,000	6,500,000	-	-	13,500,000
Downtown Records Storage	6,000,000	1,000,000	-	-	-	7,000,000
Downtown Property Acquisitions	8,600,000	2,300,000	-	-	-	10,900,000
Downtown Multi. Facility/Justice Court 50%	3,000,000	750,000	-	-	-	3,750,000
Relocation of Scottsdale Justice Courts	300,000	300,000	-	-	-	600,000
	<u>18,900,000</u>	<u>10,350,000</u>	<u>6,500,000</u>	<u>-</u>	<u>-</u>	<u>35,750,000</u>
<i>Fund through COP (after first year):</i>						
New Administration Building	2,500,000	9,000,000	30,000,000	20,000,000	-	61,500,000
New Administration Building Parking	500,000	6,400,000	8,000,000	8,000,000	-	22,900,000
Multi-purpose Building/MMC Campus	560,000	11,200,000	16,800,000	-	-	28,560,000
	<u>3,560,000</u>	<u>26,600,000</u>	<u>54,800,000</u>	<u>28,000,000</u>	<u>-</u>	<u>112,960,000</u>
<i>Funding to be Determined for FY 2000-01:</i>						
Mesa Justice Court Facility	-	1,000,000	9,000,000	3,000,000	-	13,000,000
Regional Land Acquisitions	-	5,000,000	-	-	-	5,000,000
Tempe Co-located Justice Courts	-	3,500,000	5,500,000	2,000,000	-	11,000,000
Northwest Co-located Justice Courts	-	3,500,000	5,500,000	2,000,000	-	11,000,000
Northeast Co-located Justice Courts	-	3,500,000	5,500,000	2,000,000	-	11,000,000
	<u>-</u>	<u>16,500,000</u>	<u>25,500,000</u>	<u>9,000,000</u>	<u>-</u>	<u>51,000,000</u>
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$ 27,989,000</b>	<b>\$ 53,450,000</b>	<b>\$ 90,550,000</b>	<b>\$ 37,000,000</b>	<b>\$ -</b>	<b>\$ 208,989,000</b>
*S CAAP Funding						
<b>CRIMINAL JUSTICE FACILITIES DEPARTMENT</b>						
Downtown Multi. Facility/Sheriff Training 50%	\$ 3,000,000	\$ 750,000	\$ -	\$ -	\$ -	\$ 3,750,000
Real Property Parcel at Durango Jail Site	3,000,000	-	-	-	-	3,000,000
Facility Replacement	2,000,000	-	-	-	-	2,000,000
Adult and Juvenile Detention Facilities	47,028,139	59,000,000	151,000,000	75,700,000	-	332,728,139
<b>CRIMINAL JUSTICE FACILITIES TOTAL</b>	<b>\$ 55,028,139</b>	<b>\$ 59,750,000</b>	<b>\$ 151,000,000</b>	<b>\$ 75,700,000</b>	<b>\$ -</b>	<b>\$ 341,478,139</b>
<b>MARICOPA INTEGRATED HEALTH SYSTEM</b>						
Multi-purpose Building/MMC Campus (MIHS)	\$ 440,000	\$ 8,800,000	\$ 13,200,000	\$ -	\$ -	\$ 22,440,000
<b>MARICOPA INTEGRATED HS TOTAL</b>	<b>\$ 440,000</b>	<b>\$ 8,800,000</b>	<b>\$ 13,200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 22,440,000</b>
<b>ANIMAL CONTROL SERVICES</b>						
Animal Control Facility	-	\$ 1,500,000	\$ 8,500,000	\$ -	\$ -	\$ 10,000,000
<b>ANIMAL CONTROL SERVICES TOTAL</b>	<b>\$ -</b>	<b>\$ 1,500,000</b>	<b>\$ 8,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000,000</b>
<b>DEPARTMENT OF TRANSPORTATION</b>						
16083 Center Street (Whitman)	\$ 803,000	\$ -	\$ -	\$ -	\$ -	\$ 803,000
16087 Recker Road: Chandler Hts to 1/2 mi N	117,000	-	-	-	-	117,000
16091 Jomax Road - 155th Ave to 147th Ave	80,000	-	-	-	-	80,000
16092 Main Street (Gila Bend)	773,000	-	-	-	-	773,000
16095 Queen Creek Road-Power to Hawes	618,000	500,000	-	-	-	1,118,000
16096 Val Vista Dr: Riggs Road to 1/2 mi S	157,000	-	-	-	-	157,000
16100 27th Avenue: Twin Peaks to New River	249,000	-	-	-	-	249,000
16103 Castle Hot Springs Road (East)	80,000	-	-	-	-	80,000
16104 Airport Road Bridge @ RID Canal	40,000	403,000	-	-	-	443,000
68227 Camelback Road-Litchfield Road to El Mirage	6,220,000	-	-	-	-	6,220,000
68261 Bush Hwy-McKellips to McDowell IGA	-	-	-	-	-	-
68404 Warner Road-Lindsay to Greenfield IGA	-	-	-	-	-	-
68450 Riggs Road-I-10 to Price Road	139,000	1,295,000	-	-	-	1,434,000
68467 MCDOT Durango Facilities Improvements	100,000	-	-	-	-	100,000
68718 Construction Management Consultants	150,000	150,000	-	-	-	300,000
68719 Previous Year's Projects	350,000	350,000	-	-	-	700,000


**capital projects department summary [continued]**
**CAPITAL PROJECTS DEPARTMENT SUMMARY - FIVE YEAR PLAN**

DEPARTMENT & PROJECT	FISCAL YEAR					TOTAL
	1999-00	2000-01	2001-02	2002-03	2003-04	
<b>Department of Transportation [continued]</b>						
68820 MC 85 @ Avondale Wash	117,000	120,000	-	-	-	237,000
68829 Utility Locating Annual Contract	100,000	100,000	-	-	-	200,000
68840 Estrella Interim Loop 303 (II)	4,960,000	4,001,000	-	-	-	8,961,000
68843 75th Avenue-Glendale to Olive	2,572,000	-	-	-	-	2,572,000
68849 99th Avenue @ Boswell Blvd	336,000	-	-	-	-	336,000
68850 99th Avenue @ Burns Drive	336,000	-	-	-	-	336,000
68853 99th Avenue @ Hutton Drive	336,000	-	-	-	-	336,000
68872 CDAC Assistance Program	300,000	300,000	300,000	300,000	300,000	1,500,000
68877 MC 85 @ Estrella Pkwy	599,000	-	-	-	-	599,000
68881 Guadalupe Rd: Power to Hawes IGA	50,000	50,000	-	-	-	100,000
68883 Unallocated Force Account	3,430,000	4,904,000	-	-	-	8,334,000
68884 Preliminary Engineering Contracts	600,000	600,000	-	-	-	1,200,000
68885 Archeological On-Call Consultants	100,000	100,000	-	-	-	200,000
68886 Geotechnical On-Call Consultants	100,000	100,000	-	-	-	200,000
68887 Surveying On-Call Consultants	100,000	100,000	-	-	-	200,000
68888 General Civil On-Call Consultants	150,000	150,000	-	-	-	300,000
68889 Appraisal On-Call Consultants	100,000	100,000	-	-	-	200,000
68890 Warranted Traffic Improvements	200,000	200,000	-	-	-	400,000
68895 Northeast Maintenance Facility	2,812,000	361,000	-	-	-	3,173,000
68897 McDowell Rd-Pima Fwy to Alma School	412,000	7,065,000	-	-	-	7,477,000
68902 Ellsworth Rd-University to McLellan	136,000	1,882,000	-	-	-	2,018,000
68906 Environmental On-call Consultants	50,000	50,000	-	-	-	100,000
68907 Haz-mat On-call Consultants	10,000	10,000	-	-	-	20,000
68908 Biological On-Call Consultants	10,000	10,000	-	-	-	20,000
68911 Indian Springs Rd-Estrella Pkw to 123rd	444,000	-	-	-	-	444,000
68913 51st Avenue: GRIC Boundary to Baseline	883,000	-	-	-	-	883,000
68914 Baseline Rd: 27th Avenue to 51st Avenue	1,679,000	8,452,000	-	-	-	10,131,000
68915 Northern Ave: 95th Avenue to Grand Ave	2,483,000	9,078,000	-	-	-	11,561,000
68918 Peoria Avenue Bridge @ New River	155,000	-	-	-	-	155,000
68919 Ray Rd: Lindsay to Greenfield IGA	-	-	-	-	-	-
68921 Shea Blvd: 144th to Palisades	1,462,000	-	-	-	-	1,462,000
68923 Higley Rd: Olney to Guadalupe IGA	-	-	-	-	-	-
68925 Shea Blvd: Beeline to 600 ft W	148,000	-	-	-	-	148,000
68926 Southern Avenue @ 27th Avenue	288,000	220,000	-	-	-	508,000
68927 Ellsworth Rd: Germann to Baseline	166,000	965,000	-	-	-	1,131,000
68928 Recker Rd-Adobe to Evergreen	384,000	-	-	-	-	384,000
68929 Elliot Rd: Val Vista to Greenfield IGA	-	-	-	-	-	-
68931 Alma School Rd: McLellan to McKellips	63,000	1,997,000	-	-	-	2,060,000
68932 107th Avenue: Rose Garden to Jomax	907,000	156,000	-	-	-	1,063,000
68933 MC 85 @ Agua Fria	5,000	-	-	-	-	5,000
68934 Old US 80 @ Hassayampa River	10,000	-	-	-	-	10,000
68935 Carefree Hwy @ Cave Creek Wash	24,000	-	-	-	-	24,000
68936 Deer Valley Dr @ 189th Ave/S cour	355,000	-	-	-	-	355,000
68937 Indian School Rd at Agua Fria River	-	-	-	-	-	-
68938 Tuthill Rd @ Gila River/S cour	258,000	-	-	-	-	258,000
68939 Rittenhouse Rd @ Queen Creek Wash/S cour	260,000	-	-	-	-	260,000
68942 Delineation On-Call Consultant	100,000	100,000	-	-	-	200,000
68943 51st Avenue: Broadway to Baseline	1,329,000	3,438,000	-	-	-	4,767,000
68944 Guadalupe Rd: Hawes to Meridian IGA	200,000	200,000	-	-	-	400,000
68946 Hawes Rd: S of Queen Creek to Rittenhouse	392,000	-	-	-	-	392,000
68947 Estrella Pkwy: MC 85 to Yuma	1,162,000	-	-	-	-	1,162,000
68949 McQueen Rd: Queen Creek to Pecos	632,000	-	-	-	-	632,000
68950 Estrella Pkwy: Yuma to McDowell	2,520,000	-	-	-	-	2,520,000
68951 51st Avenue Bridge @ Salt River	13,890,000	-	-	-	-	13,890,000
68952 Thomas Rd: 99th Avenue to 91st Ave IGA	113,000	1,843,000	-	-	-	1,956,000
68953 Litchfield Rd: Bell to Grand IGA	96,000	-	-	-	-	96,000
68954 Bush Hwy @ Salt River (Blue Point)	850,000	-	-	-	-	850,000
68955 Val Vista Dr: Ray to Warner IGA Payment	-	-	-	-	-	-

# capital projects department summary [continued]

## CAPITAL PROJECTS DEPARTMENT SUMMARY - FIVE YEAR PLAN

DEPARTMENT & PROJECT	FISCAL YEAR					TOTAL
	1999-00	2000-01	2001-02	2002-03	2003-04	
<b>Department of Transportation [continued]</b>						
68956 Gilbert Rd: Williams Field Rd to Ray Rd	11,000	10,000	-	-	-	21,000
68957 Gilbert Rd: McDowell Rd to SR 87	651,000	1,951,000	-	-	-	2,602,000
68958 91st Avenue: Deer Valley Dr to William Rd	202,000	420,000	-	-	-	622,000
68959 MC 85: Estrella Pkwy to Litchfield Rd	123,000	308,000	-	-	-	431,000
68960 MC 85: Cotton Lane to Estrella Pkwy	242,000	270,000	-	-	-	512,000
68961 87th Ave Channel-Deer Valley to Williams	33,000	2,000	-	-	-	35,000
68962 Queen Creek Rd Bridge at Eastern Canal	24,000	15,000	-	-	-	39,000
68963 Ray Rd Channel-Tuthill Rd to Airport Rd	5,000	5,000	-	-	-	10,000
68965 Loop 303: McDowell to Thomas	182,000	80,000	-	-	-	262,000
68966 Queen Creek Rd: AZ Ave to McQun	140,000	-	-	-	-	140,000
68967 Bartlett Lake Rd: Cave Creek to Horseshoe	440,000	490,000	-	-	-	930,000
68969 Power Rd: Guadalupe to Baseline	264,000	368,000	-	-	-	632,000
68971 Riggs Rd @ Alma School Intersection	70,000	-	-	-	-	70,000
68972 83rd Ave.: Northern to Olive	240,000	50,000	-	-	-	290,000
68973 115th Ave: MC85 to McDowell	200,000	-	-	-	-	200,000
68974 99th Ave: McDowell to Glendale	1,060,000	2,000,000	-	-	-	3,060,000
68975 Chandler Hts Rd Bridge @ Eastern	27,000	-	-	-	-	27,000
68976 Power Rd Bridge @ Queen Creek	50,000	-	-	-	-	50,000
68977 Cave Creek Landfill Trf Sta Access	-	-	-	-	-	-
68982 Deer Valley Rd Bridge @ New River	270,000	126,000	-	-	-	396,000
68983 Gilbert Rd: Pecos to Williams Field	77,000	-	-	-	-	77,000
68984 51st Ave Truck Rt: Dusty Lane to Sa	77,000	-	-	-	-	77,000
68985 Williams Field Rd: Gilbert to Lindsay	83,000	-	-	-	-	83,000
68986 75th Ave: MC 85 to Van Buren	77,000	-	-	-	-	77,000
68987 Ocotilla: EOM to Palo Verde	80,000	-	-	-	-	80,000
68988 Ocotillo Rd: Basha to AZ Ave	83,000	-	-	-	-	83,000
68989 ITS Feasibility Study	250,000	-	-	-	-	250,000
68990 51st Ave: Santa Cruz to St John	12,000	98,000	-	-	-	110,000
68991 Williams Field @ Higley	39,000	-	-	-	-	39,000
68992 Southern Ave @ 99th Ave	28,000	-	-	-	-	28,000
68993 El Mirage: Bell to Beardsley	55,000	495,000	-	-	-	550,000
68994 Cactus Rd: 91st Ave to 89th Ave	12,000	58,000	-	-	-	70,000
68995 El Mirage: Beardsley to Loop 303	88,000	792,000	-	-	-	880,000
68996 Thompson Rd: Hunt Hwy to Stanton	-	-	-	-	-	-
68997 Lindsay Rd: Williams Field to Ray Rd	-	-	-	-	-	-
68998 Riggs Rd: AZ Ave to Gilbert Rd	-	-	-	-	-	-
68999 Guadalupe Rd: Greenfield to Higley	-	-	-	-	-	-
69005 Grand Avenue Overpass	270,000	110,000	-	-	-	380,000
69006 Patton Rd west of Grand Ave	70,000	180,000	-	-	-	250,000
69010 R.O.W. In-Fill Road System	2,000,000	-	-	-	-	2,000,000
69501 McKellips Rd Bridge @ Salt River	950,000	200,000	-	-	-	1,150,000
69998 Project Reserve	2,000,000	1,876,000	2,212,000	3,197,000	1,840,000	11,125,000
80408 Alma School N Bridge Grade Control	33,000	3,680,000	-	-	-	3,713,000
Projected Bridge Enhancement	-	-	4,000	256,000	-	260,000
Projected Local Road Network Enhancement	-	-	15,000	441,000	600,000	1,056,000
Projected Primary Road Network Enhancement	-	-	27,007,000	26,597,000	530,000	54,134,000
Projected Secondary Road Network Enhancement	-	-	2,676,000	4,312,000	2,845,000	9,833,000
Projected Bridge Construction	-	-	-	-	6,262,000	6,262,000
Projected Primary Road Network Construction	-	-	300,000	-	4,500,000	4,800,000
Projected Secondary Road Network Construction	-	-	-	-	4,650,000	4,650,000
Projected System Support	-	-	7,389,000	7,488,000	7,209,000	22,086,000
TAB Opportunity Reserve	-	-	1,000,000	1,000,000	1,000,000	3,000,000
Program Reserve	-	-	-	-	23,000,000	23,000,000
<b>TRANSPORTATION TOTAL</b>	<b>\$ 69,568,000</b>	<b>\$ 62,934,000</b>	<b>\$ 40,903,000</b>	<b>\$ 43,591,000</b>	<b>\$ 52,736,000</b>	<b>\$ 269,732,000</b>

## capital projects department summary [continued]

### CAPITAL PROJECTS DEPARTMENT SUMMARY - FIVE YEAR PLAN

DEPARTMENT & PROJECT	FISCAL YEAR					TOTAL
	1999-00	2000-01	2001-02	2002-03	2003-04	
<b>FLOOD CONTROL DISTRICT</b>						
580 Az Canal Diversion Channel Area Drainage	\$ 637,000	\$ 5,000,000	\$ 8,500,000	\$ -	\$ -	\$ 14,137,000
027 City of Scottsdale	5,856,000	6,600,000	-	-	-	12,456,000
121 East Maricopa Floodway	208,000	500,000	760,000	4,600,000	4,600,000	10,668,000
442 East Mesa Area Drainage Master Plan	5,370,000	5,980,000	9,835,000	7,000,000	2,300,000	30,485,000
017 Flood Warning System	21,000	20,000	20,000	20,000	20,000	101,000
630 Foothills ADMP	1,460,000	2,700,000	-	-	-	4,160,000
670 Fountain Hills Area Drainage Master Plan	999,000	650,000	-	700,000	-	2,349,000
490 Gilbert/Chandler Area Drainage Master Plan	6,262,000	10,000,000	-	-	-	16,262,000
450 Glendale/Peoria Area Drainage Master Plan	10,734,000	5,200,000	-	1,420,000	-	17,354,000
460 Greenway Prkway Channel (E Frk Cave Crk)	1,040,000	1,500,000	-	-	-	2,540,000
491 Higley Area Drainage Master Plan	938,000	-	200,000	1,300,000	4,700,000	7,138,000
620 Maryvale Area Drainage Master Plan	1,535,000	2,037,000	6,800,000	4,000,000	2,100,000	16,472,000
103 Old Cross Cut Canal	-	-	-	-	500,000	500,000
120 PV, Scottsdale, Phx (Flood Warning Sys)	21,000	20,000	20,000	20,000	20,000	101,000
480 Queen Creek Area Drainage Master Plan	-	590,000	1,535,000	4,255,000	4,500,000	10,880,000
124 Rio Salado	830,000	5,800,000	4,400,000	-	-	11,030,000
590 Scatter Wash Channel	-	-	-	-	-	-
362 Sunk Creek Channelization	2,114,000	-	-	-	-	2,114,000
400 Sunk Creek/New River	1,238,000	-	700,000	-	-	1,938,000
108 Sossaman Channel	72,000	-	-	-	-	72,000
117 South Phoenix Drainage Improvements	6,107,000	4,806,000	-	-	-	10,913,000
002 Stormwater Monitoring	78,000	-	-	75,000	-	153,000
035 Town of Guadalupe	606,000	2,100,000	-	-	375,000	3,081,000
680 Upper Indian Bend Wash Area Drainage	19,000	-	7,200,000	10,300,000	12,000,000	29,519,000
470 White Tanks Area Drainage Master Plan	7,448,000	1,835,000	5,100,000	5,100,000	-	19,483,000
Project Contingency	11,062,000	-	-	-	-	11,062,000
<b>FLOOD CONTROL DISTRICT TOTAL</b>	<b>\$ 64,655,000</b>	<b>\$ 55,338,000</b>	<b>\$ 45,070,000</b>	<b>\$ 38,790,000</b>	<b>\$ 31,115,000</b>	<b>\$ 234,968,000</b>
<b>GRAND TOTAL</b>	<b>\$ 217,680,139</b>	<b>\$ 241,772,000</b>	<b>\$ 349,223,000</b>	<b>\$ 195,081,000</b>	<b>\$ 83,851,000</b>	<b>\$ 1,087,607,139</b>

# debt service

## debt management policy

### introduction to debt

The purpose of this Debt Management Plan is to give the residents of Maricopa County an overview of the debt position of their County. Debt has a significant impact on the well-being of the community. If the principles of debt financing are misapplied, the results can be costly and future residents may have to pay higher tax bills for these mistakes.

A debt plan should provide information needed to maintain the balance between established limits of the debt program, and provide information needed to enable the County to respond to unforeseen circumstances and opportunities. Decisions regarding the use of debt are 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. The purposes of the County debt plan are to:

- ▶ Set the parameters for issuing debt,
- ▶ Manage the debt portfolio, and
- ▶ Provide guidance to decision makers regarding the issuance of debt.

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 it. This document is not intended to review the County's total financial position. It is a study of the County's debt position, as growth in the County could result in an increased need for capital financing. Prudent debt policies promote sound credit quality. A disciplined, systematic approach to debt management should allow the County to enhance its' credit ratings.

### funding

There are many sources of funding, depending on the type of debt to be incurred and the length of time for repayment. Short-term debt 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, or
- ▶ To handle unexpected costs resulting from natural emergencies
- ▶ In anticipation of issuing a long-term bond for capital financing.

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.

### pay-as-you-go financing

This method means that capital projects are paid for from the government's current revenue base. The County does not issue bonds and does not have to repay the borrowings over time.

There are several advantages to this method. For example, pay-as-you-go financing will save the amount of interest which otherwise would be paid on bonds issued to finance the program. The government is not encumbered by as much debt service when economic conditions deteriorate due to normal business cycles.

Since contributions can be reduced in a given budget year, pay-as-you-go contributions provide greater budgetary flexibility than does a debt issue. The jurisdiction's long-term debt capacity is preserved for the future. Finally, lower debt ratios may have a positive effect upon the jurisdiction's credit rating.

Relying on current revenues to finance capital improvements also presents several disadvantages. Exclusive reliance upon pay-as-you-go funds for capital improvements means that existing residents are obliged to pay for improvements that will benefit new residents who relocate to the area after the expenditure is made. If the jurisdiction is forced to finance the expenditure within a single budget, the large capital outlay required for some projects may result in an onerous tax burden. The County must be careful to ensure that the use of current revenues for capital projects does not diminish its availability to respond to emergencies.

### **grants**

Government grants stem from a variety of sources, but the majority of grant revenues for capital projects come from the federal and state governments. Often they require a County matching contribution. Most grants require an application from the County, identifying specific improvements or equipment that will be purchased with the grant money.

### **short-term borrowing (notes)**

Tax Anticipation Notes (TANs) are notes issued in anticipation of the collection of taxes, as referenced in the Arizona Revised Statutes (ARS), Title 35, Chapter 3, Article 3.1. They provide operating moneys 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 County retires tax anticipation debt annually. 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.

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. Any agreement with financial institutions for the acquisition of lines or letters of credit shall be approved by the Board of Supervisors.

### **general obligation (go)**

Bond security is the taxing power of the state or local government, as referenced in the ARS, Title 35, Chapter 3, Article 3, §35-451 through §35-461 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 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, city or municipality issuing the bonds.

### **revenue bonds**

Revenue bonds are long-term debt instruments retired by specific dedicated revenues, often revenues generated by a project funded out of debt proceeds. Revenue bonds are designed to be self-supporting through user fees or other special earmarked receipts. 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.

### **certificates of participation (cop)**

Certificates of Participation represent proportionate interests in semiannual lease payments. Participation's in the lease are sold in the capital markets. The County's obligation to make lease payments are subject to annual appropriations being made by the County for that purpose. Rating agencies typically give COP issues a grade below that of General Obligation Bonds. Arizona Revised Statute, Title 11, Chapter 1, Article 4, §11-251,

Paragraph 46, provides for a maximum repayment term may be 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.

**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.

**taxable alternatives**

These can be placed in two categories: taxable municipal debt and developer financing encouraged by the municipality. The taxable municipal market was developed as a consequence of the negative impact of the Tax Reform Act of 1986. This eliminated the tax-exempt market as an alternative for many municipal financing needs. The issuance of industrial development bonds commonly used by municipalities to encourage economic development within their boundaries was the area most dramatically affected. These obligations have been used to finance infrastructure for private developers or build municipal facilities which are not deemed to be necessary for an essential public purpose. The County would issue taxable debt which would be used to develop County services designed to benefit a developer's project. The yield on these obligations is closely tied to Treasury obligations with a comparable average life. It is more expensive debt than would be attainable in the tax-exempt market.

**debt limit**

The Arizona Constitution, Article 9, Section 8, states that County indebtedness 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 fifteen percent of such taxable property.

The following table represents the outstanding general obligation indebtedness with respect to its constitutional general obligation debt limit, as of June 30, 1998.

<b>1997-98 Constitutional General Obligation Bonding Capacity Maricopa County, Arizona</b>	
1997-98 Secondary Assessed Valuation	\$ 15,723,498,194
15% of Secondary Assessed Valuation	\$ 2,358,524,730
Less: GO Bonded Debt Outstanding	(119,045,000)
Plus: GO Debt Service Fund Balance	1,212,057
Unused Fifteen Percent Borrowing Capacity	<u>\$ 2,240,691,787</u>

**rating agencies**

Moody's Investors Service, Standard and Poor's Corporation, and Fitch Investor Service are the three major rating agencies, rating municipal debt. The rating agencies provide a rating assessment of credit worthiness for Maricopa County. There are five primary factors that comprise their ratings:

- ▶ Economic conditions - stability of trends, and
- ▶ Debt-history of County - debt and debt position, and
- ▶ Government/administration - organizational structure of the County, and

- ▶ Financial performance - current financial status and the history of financial reports, and
- ▶ Debt Management – debt policies, including long-term planning.

Each of the rating companies has its own method of assigning a rating on the ability and willingness of a borrower to repay in full and on time. Credit ratings issued by these agencies are a major factor in determining the cost of borrowed funds in the municipal bond market. Issuers must pay a fee for the opportunity to have one or more rating agencies rate the proposed debt issuance. The following shows how the ratings reflect creditworthiness, ranging from very strong securities to speculative and default situations.

Examples of the rating systems are:

BOND RATINGS Explanation of corporate/municipal bond ratings	RATING AGENCIES		
	Fitch	Moody's	Standard & Poor's
Premium quality	AAA	Aaa	AAA
High quality	AA	Aa	AA
Medium quality	A	A	A
Medium grade, lower quality	BBB	Baa	BBB
Predominately 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

NOTE: Fitch and Standard & Poor's may use "+" or "-" to modify ratings while Moody's may use numerical modifiers such as 1 (highest), 2, or 3.

### history of debt rating

Maricopa County received a ratings upgrade from Moody's Investors Service in 1998. **Moody's Investors Service Press Release dated November 6, 1998**, states that the bond upgrade "reflects the significant improvement in the county's financial position, due in large part to the elimination of General Fund support of the county's health care system. The A1 rating also reflects the county's large and diverse economic base, which continues to experience significant growth, and the county's low debt position." The following table illustrates a history of the County's various debt ratings.

Type of Debt	Moody's	Date Rating Assigned	Standard & Poor's	Date Rating Assigned
General Obligation	Aa	12/6/72	AA	6/2/76
	Aa-1	8/21/81	A	5/27/94
	Aa	7/26/93	A+	4/11/97
	A	6/13/94		
	A-2	3/17/97		
	A-1	11/6/98		
Stadium District Revenue Bonds	Aaa (1)		AAA (1)	

(1) All bonds are insured, no underlying rating.

### ratio analysis

Rating analysts compare direct net debt to the population in order to measure the size or magnitude of the County's debt. This ratio is referred to as the Direct Net Debt Per Capita Ratio. The same ratio is applied to all

debt within the County that 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, also demonstrated, 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 ratios outlined are all compared to Moody's Investor Service for Counties of comparable size. In addition, the Full Value Property Per Capita and the Debt Burden ratios are represented. An explanation of how each ratio is calculated is represented in the notes at the bottom of the page.

There are an infinite number of ratios that could be calculated to measure the County's debt burden. This analysis focuses on commonly used ratios instead of creating customized ones.

### DIRECT AND OVERALL NET DEBT MARICOPA COUNTY, ARIZONA

OUTSTANDING DEBT	Audited 6/30/97	Audited 6/30/98	Projected 6/30/99	Projected 6/30/00
General Obligation	\$137,215,000	\$119,045,000	\$99,910,000	\$79,595,000
Less: Amount avail. for Retirement of General Obligation Debt	(1,712,018)	(1,212,057)	0	0
Capital Lease - General Long Term Debt Account Group (GLTDAC)	9,596,021	17,684,054	13,707,839	10,583,335
Certificate of Participation (GLTDAC)	24,853,992	23,998,943	20,667,686	17,222,209
<b>Direct Net Debt</b>	<b>\$169,952,995</b>	<b>\$159,515,940</b>	<b>\$134,285,525</b>	<b>\$107,400,544</b>
Overlapping Debt (1)	4,604,868,822	5,247,768,953	5,510,157,401	5,785,665,271
<b>Overall Net Debt</b>	<b>\$4,774,821,817</b>	<b>\$5,407,284,893</b>	<b>\$5,644,442,926</b>	<b>\$5,893,065,815</b>
Population Estimate (2)	2,634,625	2,720,575	2,788,589	2,858,304
Full Value of Taxable Property (3)	\$107,933,711	\$120,276,555	\$122,682,086	\$125,135,728
<b>Ratios (5)</b>				
Direct Net Debt Per Capita	\$64.51	\$58.63	\$48.15	\$37.57
Moody's Median Direct Net Debt (4)	\$520.00	\$520.00	\$520.00	\$520.00
Direct Net Debt as a % of Moody's Median	12.41%	11.28%	9.26%	7.23%
Overall Net Debt Per Capita	\$1,812.33	\$1,987.55	\$2,024.12	\$2,061.73
Moody's Median Overall Net Debt Per Capita	\$1,733.00	\$1,733.00	\$1,733.00	\$1,733.00
Overall Net Debt as a % of Moody's Median	104.57%	114.69%	116.80%	118.97%
Direct Net Debt As Percentage Of Full Value Property	.1575%	.1326%	.1094%	.0858%
Moody's Median Net Direct Debt As % Of Full Value Property	1.00%	1.00%	1.00%	1.00%
Overall Net Debt As % Of FV Property	4.42%	4.49%	4.60%	4.78%
Moody's Median Overall Net Debt As % Of FV Property	3.00%	3.00%	3.00%	3.00%
FV Property Per Capita	\$40,967.39	\$44,209.98	\$43,994.32	\$43,779.71
Debt Burden	4.42%	4.50%	4.60%	4.71%

**Notes:**

- 1) Projected overlapping debt was based on a 5% increase for 1999 and 2000.
- 2) Source: Arizona Department of Economic Security. Projection for 1999 and 2000 was based on a conservative 2.50% growth rate.
- 3) Taxable Property Estimates: 1998 provided by the Assessor's Office; 1999 and 2000 based on 2% estimated annual growth; amounts are in billions (000's omitted).
- 4) All ratios referencing Moody's Median are provided by "1997 Moody's Investors Service Medians Selected Indicators of Municipal Performance."
- 5) 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

Debt burden = Overall net debt per capita/FV property per capita

The following sections contain information on the obligations of the County by debt type.

### general obligation bonds

The General Obligation Bonds are direct obligations of the County and are payable from ad valorem taxes levied against all of the taxable property within the County. Taxes may be levied on all taxable property within the County without limitation as to rate, but are limited to statutory provisions to an amount which shall not exceed the total aggregate principal and interest requirements becoming due on the General Obligation Bonds from the date of issuance to the stated maturity of the General Obligation Bonds.

General Obligation Bonds payable at June 30, 1999, are represented below.

Description	Amount of Issue	Interest Rate	Maturity Dates	Outstanding at June 30, 1999
1986 Bond Issue				
Series D (1993)	25,575,000	4.500-7.500	7-1-99/04	24,000,000
1992 Refunding Bond Issue				
First Series 1992	68,500,000	4.000-7.000	7-1-92/03	7,275,000
Second Series 1992	67,500,000	6.250	7-1-94/03	58,700,000
1994 Refunding Bond Issue				
94A Tax Exempt	9,220,000	4.500-7.500	7-1-96/02	3,295,000
1995 Refunding Bond Issue	17,320,000	4.500-5.000	7-1-96/02	6,640,000
	<u>\$ 188,115,000</u>			<u>\$ 99,910,000</u>

### stadium district bonds

The Stadium District was formed through action of the Maricopa County Board of Supervisors in September 1991 pursuant to Title 48, Chapter 26, Arizona Revised Statutes. The Stadium District has two purposes:

- ▶ To construct and oversee the operation and maintenance of a new 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. Nine major league baseball teams hold spring training in the County as part of the Cactus League: California Angels, Chicago Cubs, Chicago White Sox, Colorado Rockies, Milwaukee Brewers, Oakland Athletics, San Diego Padres, San Francisco Giants, and Seattle Mariners.

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 ARS, 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.

To provide additional clarification to the Stadium District's Second Subordinate Debt, the following describes the Mesa Municipal Development Corporation Series 1996B and the Capital Appreciation Net Revenue Bonds, Series 1997.

### second subordinate debt

On April 1, 1996, the City of Mesa Municipal Development Corporation issued \$10,000,000 of Revenue Bonds Series 1996B on behalf of the Stadium District. Pursuant to the terms of an IGA with the City of Mesa, the Stadium District will, as certain specified revenues become available in the future, repay the City of Mesa an amount equal to the debt service associated with the Series 1996B Bonds, plus certain expenses relating thereto.

The bonds are secured solely by the City of Mesa's obligation to make payments under the lease and its pledge of excise taxes to secure such obligation. The bonds are re-marketed by their re-marketing agent at an annual interest rate necessary to market such bonds at prices equal to 100% of the principal amounts thereof, which is not to exceed 15%.

On March 10, 1997, the Stadium District issued \$10,000,000 in Second Subordinate Capital Appreciation Net Revenue Bonds to assist in the construction of the City of Phoenix Maryvale Baseball Park for use by the Milwaukee Brewers. The bonds mature October 15, 2035. Pursuant to terms of the agreement, the Stadium District will, as certain specified revenues become available in the future, prepay the bonds.

Stadium District revenue bonds payable at June 30, 1999, for the outstanding Stadium District revenue bonds and Second Subordinate Bonds outstanding are represented as follows:

Description	Amount of Issue	Interest Rate	Maturity Dates	Outstanding at June 30, 1999
Series 1993A	\$ 10,640,000	3.90 - 5.50	7-1-96/13	\$ 10,400,000
Series 1993B	4,870,000	3.70 - 4.75	7-1-96/03	2,640,000
Peoria Sports Complex, Series 1993A	24,160,000	4.50 - 7.70	7-1-94/13	20,230,000
Series 1996	9,110,000	5.00 - 5.75	7-1-97/16	8,795,000
	<u>\$ 48,780,000</u>			<u>\$ 42,065,000</u>

Description	Amount of Issue	Interest Rate	Maturity Dates	Outstanding at June 30, 1999
<u>Second Subordinate Obligation</u>				
Mesa Municipal Development Corporation Series 1996B	\$10,000,000	Max 15%	10-15-97/16	\$10,000,000
	<u>\$10,000,000</u>			<u>\$10,000,000</u>

The principal and interest on the Second Subordinate Capital Appreciation Net Revenue Bonds, to assist in the construction of the City of Phoenix Maryvale Baseball Park for use by the Milwaukee Brewers has been excluded from the above schedule.

**assessment districts**

A Special Assessment District (Improvement District) process begins with the circulation of a petition. The petition must be signed by either a majority of the persons owning real property or by the owners of fifty-one percent or more of the real property within the limits of the proposed district. With the approval of the petition by the Board of Supervisors, a new improvement district is established.

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 estimate 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 these improvements, an assessment is levied against each property owner. Depending on the type of improvement, some assessments are carried on the property tax roll, while others are collected through the Improvement District Office. If the property owners are unable to prepay the improvement assessment within 30 days after the completion of the work, bonds are sold for the balance of the construction amount. The bonds are collateralized by properties within the district. The receivable is held by the Improvement District, and billed on a semi-annual basis.

In cases of a delinquent payment of an assessment, the lien including penalty and interest may be sold at a public auction. If there is no purchaser for the lien, the District (not the County) will assume as a general obligation the amount of the assessment and interest accruing thereon.

The following table illustrates the assessment bonds payable at June 30, 1999.

Description	Amount of Issue	Interest Rate	Maturity Dates	Outstanding at June 30, 1999
5th Avenue	54,909	9.00	1-1-91/00	243.90
Inland	289,383	9.00	1-1-91/00	10,856.53
Pecos-McQueen	1,506,000	8.30	1-1-89/03	18,629.58
Fairview Lane	59,379	9.00	1-1-97/06	22,925.26
158th Street	73,587	9.00	1-1-93/02	6,997.50
Boulder	48,813	9.00	1-1-93/02	5,573.73
Grand View Manor	274,888	9.00	1-1-96/05	58,275.33
East Fairview Lane	60,657	9.00	1-1-98/07	34,026.41
Queen Creek Water	301,960	4.87	1-1-98/18	285,345.83
White Fence Farms	185,810	9.00	1-1-98/07	94,286.67
104 <sup>th</sup> Place	83,236	9.00	1-1-99/07	58,905.54
Central Avenue	301,905	9.00	1-1-99/09	274,474.41
Billings Street	14,004	9.00	1-1-99/08	11,092.98
	\$3,254,531			\$881,633.67

### housing bonds

Housing bonds are due annually in varying principal and interest amounts, and are payable from federal government subsidies. Housing bonds payable at June 30, 1999, consisted of the outstanding bonds set forth below.

Description	Amount of Issue	Interest Rate	Maturity Dates	Outstanding at June 30, 1999
AZ 9-6	\$ 369,787	3.875%	11-1-67/05	\$110,089

The County's Debt Service Funds account for debt service on all general obligation bond issues, special assessment, Housing and Stadium District bonds. Principal and interest on the debt to maturity are as follows.

Fiscal Year	General Obligation	Special Assessment	Housing Authority	Stadium District	Stadium District Second Subordinate	Total Debt Service
1999-00	25,950,275	185,870	18,107	4,365,520	1,500,000	32,019,772
2000-01	25,941,675	121,916	17,560	4,357,155	1,500,000	31,938,306
2001-02	22,160,035	119,285	19,781	4,345,682	1,500,000	28,144,783
2002-03	21,515,750	121,297	16,356	4,346,105	1,500,000	27,499,508
2003-2004	20,975,000	110,134	18,578	4,347,300	1,500,000	26,951,012
After 2003		620,206	35,186	46,147,718	26,590,000	73,393,109
	\$ 116,542,735	\$ 1,278,708	\$ 125,568	\$ 67,909,480	\$ 34,090,000	\$ 219,946,491
Less Interest	(16,632,735)	(397,074)	(15,478)	(25,844,480)	(24,090,000)	(66,979,767)
	\$ 99,910,000	\$ 881,634	\$ 110,089	\$ 42,065,000	\$ 10,000,000	\$ 152,966,723

## **debt issuance policies**

### **administration of policy**

Debt should be entered into as a result of careful planning. Planning includes determining the goals of debt issuance and developing guidelines to follow in the management and issuance of debt.

The County Administrative Officer is the Chief Executive of the County and ultimately responsible for administration of County financial policies. The Board of Supervisors are 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 Administrative Officer.

The Chief Financial Officer is also responsible for attestation of disclosure and other bond related documents. References to the "County Administrative Officer or his designee" in bond documents are hereinafter assumed to assign the Chief Financial Officer as the "designee" for administration of this policy.

### **initial review and communication of intent**

All borrowing requests shall be communicated to and coordinated by the Chief Financial Officer during the annual budget process and/or as a part of a Capital Improvement Program request. Opportunities for refunding shall originate with or be communicated to the Chief Financial Officer. Justification and requested size of the bond issue must be presented as well as the proposed timing of the bond issue.

The Chief Financial Officer will evaluate each debt proposal comparing it with other competing interests within the County. All requests will be considered in accordance with the County's overall adopted priorities. The Chief Financial Officer will coordinate the issuance of all debt including size of issuance, debt structuring, repayment sources and determination of mix (e.g. debt financing versus pay-as-you-go), and method of sale.

### **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 of competitive bids.

#### **negotiated sale**

When determined appropriate, the County may elect to sell its debt obligations through a negotiated sale. Such determination may be made on an issue by issue basis, for a series of issues, or for part or all of a specific financing program.

### **use of bond insurance (credit enhancement)**

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 County shall seek to use credit enhancement when it proves cost effective and selection of the credit enhancement providers shall be subject to a competitive bid process. Credit enhancement may be used to improve or establish a credit rating, even if it is not cost effective if, in the opinion of the Chief Financial Officer, the credit enhancement meets the County's debt financing goals and objectives.



## **arbitrage rebate**

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 of 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.

## **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 and assist on the structuring, rating, and issuance of debt.

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 agent, trustee, printers, and other. 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 downloaded 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:

1. Bloomberg Municipal Repositories  
P.O. Box 840  
Princeton, NJ 08542-0840  
Phone: (609) 279-3225  
Fax: (609) 279-5962  
Internet: [Munis@Bloomberg.com](mailto:Munis@Bloomberg.com)
2. DPC Data Inc.  
One Executive Drive  
Fort Lee, NJ 07024  
Phone: (201) 346-0701  
Fax: (201) 947-0107  
Internet: [nrmsir@dpccdata.com](mailto:nrmsir@dpccdata.com)
3. Thomson NRMSIR  
Attn: Municipal Disclosure  
395 Hudson Street, 3<sup>rd</sup> Floor  
New York, NY 10014  
Phone: (212) 807-5001 or (800) 689-8466  
Fax: (212) 989-2078  
Internet: [Disclosure@Muller.com](mailto:Disclosure@Muller.com)
4. Kenny Information Systems, Inc.  
65 Broadway - 16th Floor  
New York, NY 10006  
Attn: Kenny Repository Service  
Phone: (212) 770-4595  
Fax: (212) 797-7994

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 following 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 new "continuing disclosure" rules.

### conduit securities

This is a bond issued by a state or local government to finance a project for use by a third party. The money is usually loaned to a private enterprise or nonprofit corporation for its own uses. Whether it is a unit of government or a private enterprise, payment of principal and interest depends upon the financial performance of the ultimate borrower. The term "conduit" refers to the fact that the issuing party undertakes no commitment to pay or guarantee the timely payment of debt service. Securities are called "private activity" bonds when the credit of a private company or non-profit corporation is offered as the principal source of security for bondholders.

The County may sponsor conduit financing for those activities that have a general public purpose and are consistent with the County's overall service and policy objectives. In the event of default by the conduit borrower, the County shall obtain a clear opinion that it shall not be liable for the payment of principal and interest. The conduit borrower will purchase insurance or a letter of credit in the County's name to protect taxpayers in the event of default, if no such opinion can be obtained. All conduit financing must insulate the County completely from any credit risk or expenditure.

### prior redemption

Bonds issued by the County should be callable no later than ten years from the date of issuance unless it is in the County's best interest to have a longer call date or no prior redemption. With each issuance of bonds, the County, or its financial advisor, should assess market conditions to determine if a more aggressive (shorter) call can be obtained without significant impact on the bond interest rate. The County should consider prepaying or decreasing outstanding debt when there are available resources and it is economically beneficial.

### use of long-term debt

Long-Term debt issued by the County will be used for capital improvements that cannot be funded with non-debt funds, and long-term debt will not be used for operations.

## maturity structures

Principal payment schedules should not extend beyond the economic life of the project or equipment financed. Unless there are compelling factors which make it necessary to extend the term, the repayment of principal on tax supported debt should generally range between 15 and 30 years.

The structure of debt issued by the County should be to provide for either level principal or level debt service. Principal and interest will be scheduled to be within the revenues available for debt service. Except in select instances, deferring the repayment of principal should be avoided. It would be appropriate where it will take a period of time before project revenues are sufficient to pay debt service, or if the deferral of principal allows the County to achieve combined level debt service with other outstanding bonds.

## refunding

This is the underwriting of a new bond issue whose proceeds are used to redeem an outstanding issue. The following describes key definitions:

### advance refunding

A debt management technique used by governments to refinance outstanding debt that is not callable within 90 days of the delivery date of the refunding bonds. New bonds, known as the "refunding bonds", are issued and the bond proceeds are invested in securities that are placed into an escrow account. The principal and interest earned on the escrow are sufficient to pay debt service on outstanding bonds (the "refunded bonds") as it comes due until the refunded bonds are called and retired. The County will consider refunding outstanding debt in order to:

- ▶ Achieve interest rate savings, and/or
- ▶ Restructure principal, and/or
- ▶ Eliminate burdensome covenants with bondholders.

Federal Tax reform has significantly restricted the ability of tax-exempt issuers to advance refund outstanding debt. Governmental or 501(c)(3) bonds issued after 1985 may not be advance refunded with tax-exempt bonds more than once. Governments must carefully weigh the benefits and opportunity costs, including the possibility that a more advantageous advance refunding can be done in the future.

As a general guideline, an advance refunding should produce a net present value savings (net of all issuance costs and any cash contribution to the refunding) as a percentage of the refunding bonds of at least three percent unless the advance refunding is being done for reasons other than or in addition to economic savings.

### current refunding

The duration of the escrow is 90 days or less.

## savings

The manner in which savings are realized (up front or on an annual basis) should be determined based upon the overall needs of the County. In most instances, up front savings will be used to fund new capital purposes while annual savings will be used to reduce ongoing revenue or appropriation requirements.

Refundings involving a restructuring of principal will be considered if there is no adverse affect on the credit rating, or if the County can achieve a more favorable matching of revenues to debt service payments. Restructuring principal will seek to minimize the amount of refunding debt to be issued. Therefore, savings should be sufficient to offset the reduced future refunding flexibility.

Refundings undertaken to respond to a change of legal covenants should determine any economic effect to the County as measured by the present value of savings inclusive of cash contributions and debt reserve earnings.

### investment of proceeds

Proceeds of debt issues will be invested in accordance with state law and legal requirements of the debt issue. Investments will be managed to maximize interest earned, subject to legal covenants, liquidity requirements, and tax law limitations.

### rating agency relationships

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. This effort shall include providing periodic updates on the County's general financial condition along with coordinating meetings and presentations in conjunction with a new debt issuance.

### use of rating agencies

The Chief Financial Officer shall be responsible for determining whether or not a rating shall be requested on a particular financing, and which of the major rating agencies shall be asked to provide such a rating.

### bond closings

All bond closings shall be held in Maricopa County unless an out of state closing is able to be combined with other County business or circumstances dictate otherwise.





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# county at a glance

## profile

Maricopa County is the fastest growing county in the nation with a population of over 2.8 million. Created in 1871 the County is named after the Maricopa Indian Tribe that is known to have inhabited the area as early as 1775. Today, Indian Reservations make-up 4% of total land ownership while individuals and corporations own 30% leaving the remaining 66% government owned land.

**132 Miles** (East to West)

**103 Miles** (North to South)

**100,000 Acre Park System**

**9,124 Square Miles of Land**

**98 Square Miles of Water**

**FASTEST GROWING COUNTY IN THE NATION**

The County's boundaries have not changed since 1881. The County measures 132 miles from east to west and 103 miles from north to south. Within the boundaries are 9,124 square miles of land and 98 square miles of water, making it the 14th largest county in the United States. Maricopa County is larger than seven states (New Hampshire, Hawaii, Massachusetts, New Jersey, Connecticut, Delaware, Rhode Island) and the District of Columbia. It is also home to the nation's largest parks system measuring over 100,000 acres.

Although Maricopa County is Arizona's largest local government, it operates without powers of self-government. Accordingly, the State Legislature represents a key external factor whose actions greatly influence County finances and operations in five major areas: 1. State shared revenues; 2. State budget; 3. Tax law changes; 4. Mandates; and 5. County powers. Maricopa County is the largest of 15 counties in the State of Arizona. A County Administrative Officer, appointed by the Board of Supervisors, is responsible for the administration of the County Government. The State Capital and County seat are located in Phoenix.

## MARICOPA COUNTY

Maricopa County boasts 17 Universities and Colleges, and 10 Community Colleges. It has 13 major airports. The County is home to many professional sports, including those presented on the chart at right. Examples of other professional sports and events include arena football, indoor soccer, roller hockey and thoroughbred and greyhound racing. College fans can enjoy inter-collegiate athletics also. There are golf tournaments sanctioned by 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 Indy and Sprint car racing and the NASCAR Winston Cup race. Maricopa County owns several baseball stadiums, including the Bank One Ballpark, BOB, the only stadium in the country with a retractable roof, and home to the major league baseball team, the Arizona Diamondbacks.

The spring training baseball parks located within the

**National Basketball Association Men's (NBA) & (WNBA) Women's**

**Phoenix Suns**

**Phoenix Mercury**

**National Hockey League**

**Phoenix Coyotes**

**National Football League**

**Major League Baseball**

**Arizona Diamondbacks**

**MARICOPA COUNTY**

**HOME OF MAJOR LEAGUE PROFESSIONAL SPORTS**

boundaries of Maricopa County provide the majority of the Major League Spring Training games for Arizona's Cactus League. Teams include Chicago Cubs, Milwaukee Brewers, San Francisco Giants, Anaheim Angels, Seattle Mariners, San Diego Padres, and Oakland A's.

## economy

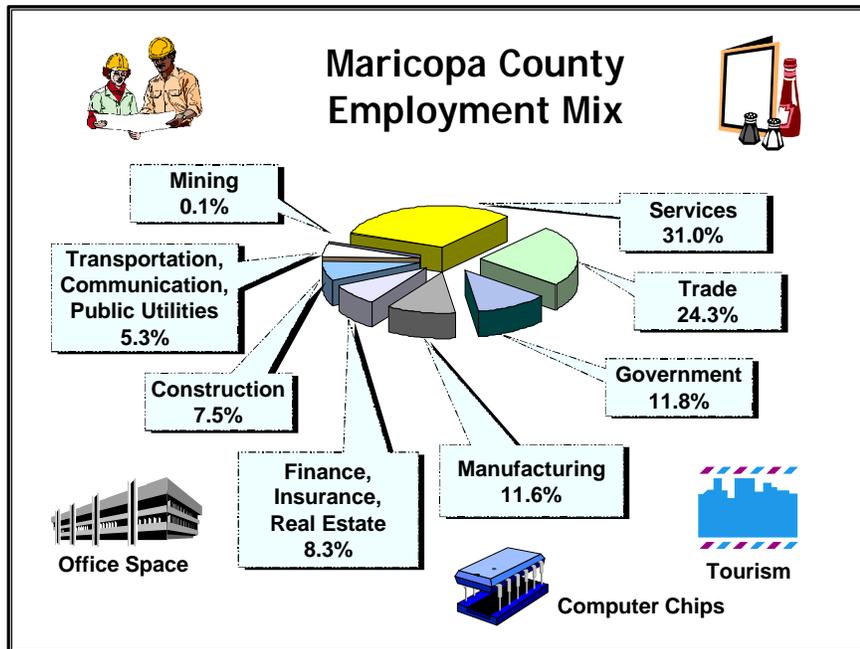
According to a special report by *Newsweek* magazine (March 29, 1999) Maricopa County (described as the Phoenix metropolitan area) is predicted to be the nation's second fastest-growing job market, forecasting an estimated 1.5 million jobs in the first 25 years of the 21<sup>st</sup> Century.

The Elliott D. Pollack & Company forecasts through fiscal year-end 2004 predict:

- Maricopa County's population will increase by another 380,000 people.
- Maricopa County employment will increase by more than 225,000 people.
- More than 130,000 single-family homes will be built.
- More than 35,000 apartment units will be constructed.

Clearly Maricopa County's robust economy continues to expand, albeit at a slower rate of growth. The County's outlook remains positive and growth appears to cover all aspects of the economy. Maricopa County has been a well-established growth area for virtually the entire 20th century. For the past 3 decades the area has been one of the most rapidly growing counties in the country in terms of population, employment and personal income. Maricopa County's main economic sectors include *services, trade* and *manufacturing*.

According to a survey by the Travel Industry Association of America, Arizona is ranked 5<sup>th</sup> in the top 10 destinations for winter vacations.

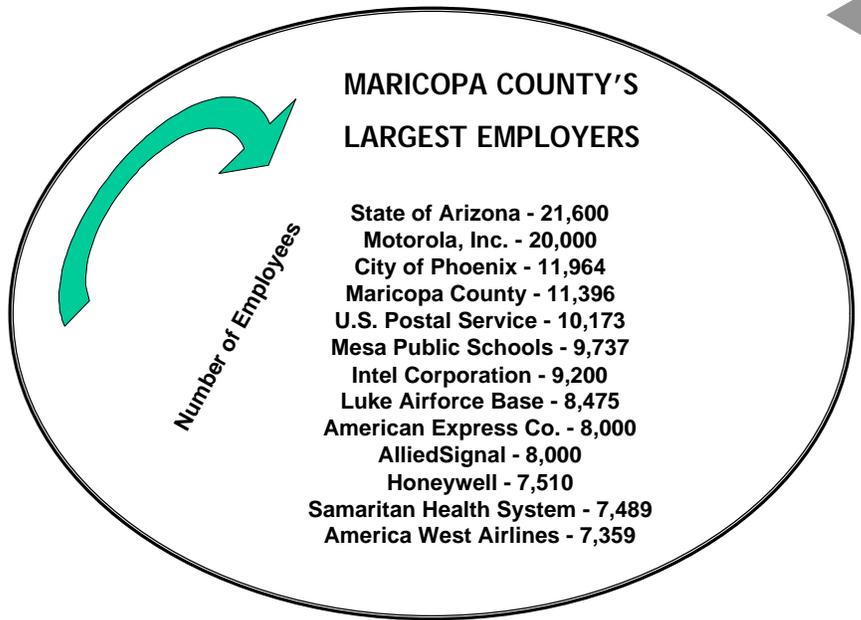


Historically, during periods of national economic expansion, Maricopa County's economy has grown much more rapidly than the rest of the United States. During short national recessions, the County has continued to grow. It takes a prolonged national recession for the area to experience employment declines. The phenomenon where one sector of the economy has pulled an entire area into recession has occurred in many metro areas across the nation, but has not occurred in Maricopa County. The diversity of the employment mix is the primary reason why one sector alone has not caused the County's economy as a whole to deteriorate as

rapidly as other areas of the U.S. during recessions.

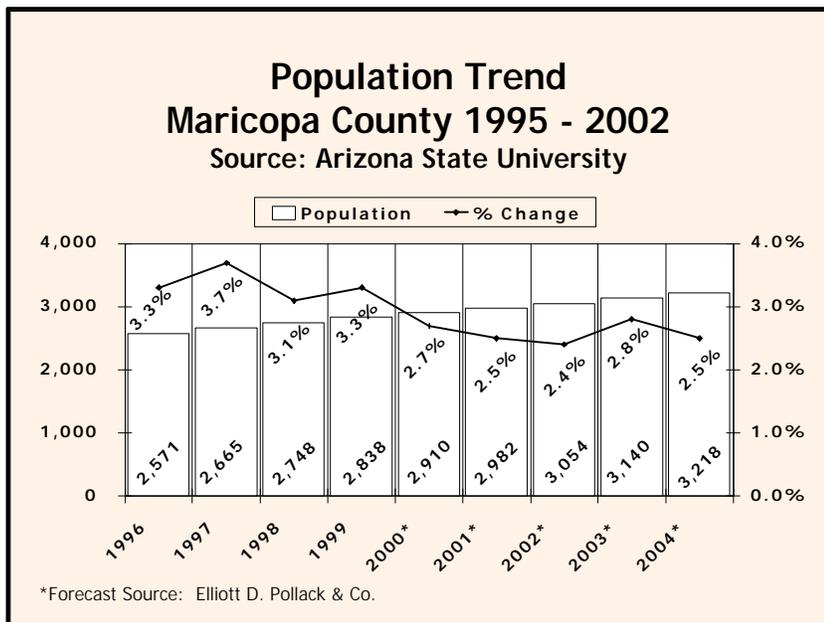
Maricopa County has been successful in attracting high-tech manufacturing employment. *Computer World* (March 22, 1999 edition) named Maricopa County (Phoenix metro area) one of the nation's top hiring locations for information technology jobs.

The 1990's showed above average growth for the County's economy. According to the Arizona Department of Economic Security the predicted employment growth rate over the 10-year period between 1996 and 2006 shows an average employment growth of 3.7% annually. According to the *Arizona Growth Report*<sup>1</sup>, during the 1998 calendar year, Maricopa County experienced 111 company expansions made up of 48 new companies and 63 expansions of existing companies. These companies created approximately 16,327 new jobs, generated \$633.5 million in new capital investment representing occupancy of 5.3 million square feet. The County's civilian labor force and employment continue to expand at notably healthy rates and toward new record highs, while the number of unemployed remains well below national and state levels.



## population

Maricopa County's population as of January 1, 1999 was 2,838,000 and has increased by 51,000 to 2,889,000 as of June 30, 1999. The projected population for January 1, 2000 of 2,910,000 is shown on the chart below. Maricopa County is the 5th most populous county of approximately 3,050 counties in the nation. It has a population that is greater than that of 17 states according to the 1990 census. Maricopa County is growing faster than any other county in the country, and has been doing so every year since the 1990 national census, according to the U.S. Bureau of the Census. Interestingly, it's not retirees or foreign immigrants who have pushed Maricopa County into first place. On the contrary, it's the under-65 crowd from other states - particularly from the Midwest and California. Maricopa County's growth reflects a national trend of population shifts to the Sunbelt states.



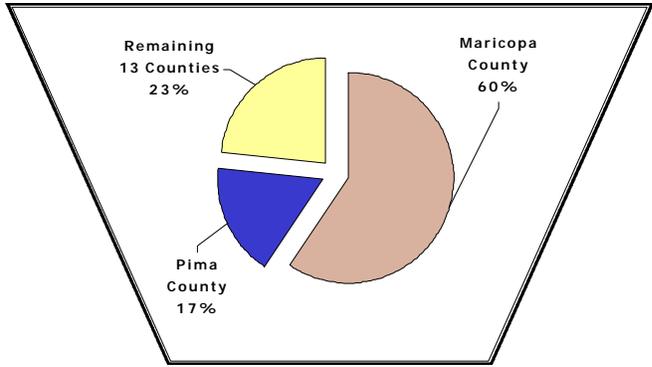
during 1998 while the state's population increased more slowly, at 2.7 percent.

Maricopa County is growing faster than any other county in the country, and has been doing so every year since the 1990 national census, according to the U.S. Bureau of the Census. Interestingly, it's not retirees or foreign immigrants who have pushed Maricopa County into first place. On the contrary, it's the under-65 crowd from other states - particularly from the Midwest and California. Maricopa County's growth reflects a national trend of population shifts to the Sunbelt states.

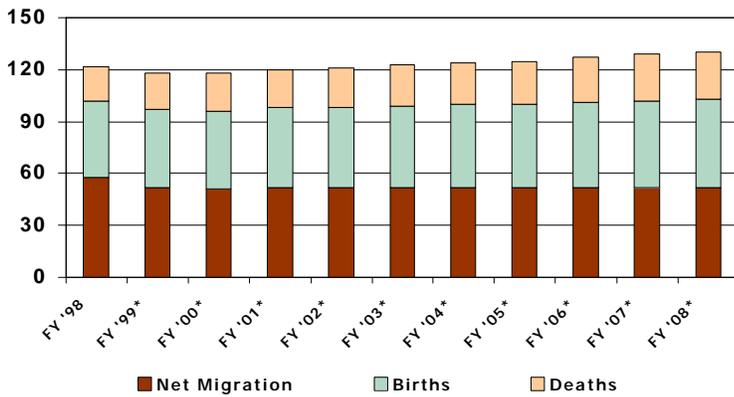
According to the Arizona Department of Economic Security, Maricopa County gained 81,339 people from July 1, 1997, to July 1, 1998. In the eight years since the beginning of the 1990s, the County's population grew more than 25 percent, from 2.1 million to 2.8 million. Maricopa County's population grew 3.1 percent,

<sup>1</sup> Produced by the Communications Division of the Arizona Department of Commerce, the report provides the above information regarding business expansions in Maricopa County based upon the following criteria: capital investment of \$25,000 or more, creation of five or more jobs, or occupancy of at least 2,00 square feet. Hence, complete economic development activity is not provided.

As shown on the chart at right, during FY 1998-99, Maricopa County comprised 60% of Arizona's population, while Pima County made up 17% and the balance of the state, the remaining 13 counties, were 23%. By 2050 Maricopa County is expected to make up 65% of the state's total population.



### Maricopa County Components of Population Change (000's)

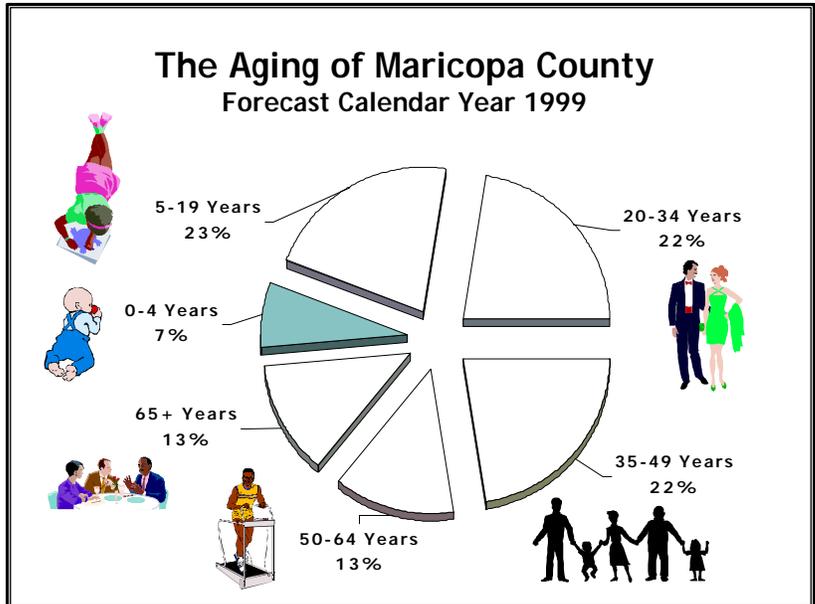


Population, because of continued employment growth, is expected to record continued growth over the next few years. After population growth of 3.1% in FY 1997-98 and 2.8% in FY 1998-99, the forecast is for another 2.7% in FY 1999-00, which translates into about 151,000 more people in the County by the end of the first fiscal year in the new millennium. Population growth rates in Maricopa County contain three components, i.e., a greater number of births than deaths and migration. Maricopa County's birth rate is more than twice its death rate. Between 1990 and 1998 there were 350,148 children born in the county and 153,438 people died.

The age composition of a community is very important to local governments. An aging population may affect both the revenue and expenditure profile of the area. In general, the age mix of the population in Maricopa County reflects state and national averages. Compared to the U.S., Maricopa County has a lower percentage of people over 50 years of age and a similar percentage 65 years and older. The big difference falls in the 20 to 34 and 35 to 49 year old categories. Maricopa County has a higher percentage of people who are in those categories.

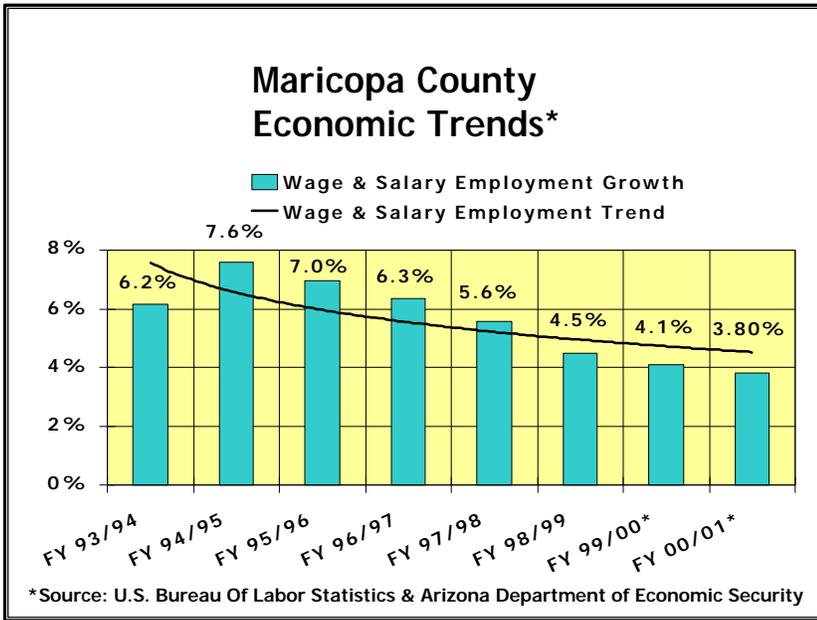
Consistent with the rest of the country, Maricopa County is aging. Through 2005, persons between the ages of 45 and 65 will account for the bulk of the growth in population. Aging populations may affect revenues because the income of senior citizens is often in the form of social security and pension payments, which might not change at the same rate as the general economy, and older people may spend less money than younger persons.

### The Aging of Maricopa County Forecast Calendar Year 1999



## employment

Maricopa County makes up 70% of the state's employment base. The mix of employment is probably as well diversified as any county its size in the country. While the County may be under-weighted in manufacturing, a much higher percentage of the area's manufacturing is in high technology-related manufacturing, such as computers, components, aerospace and scientific instrumentation. High-tech employment represented 45% of the total Countywide manufacturing employment during 1998<sup>2</sup> versus 14.3% nationwide.

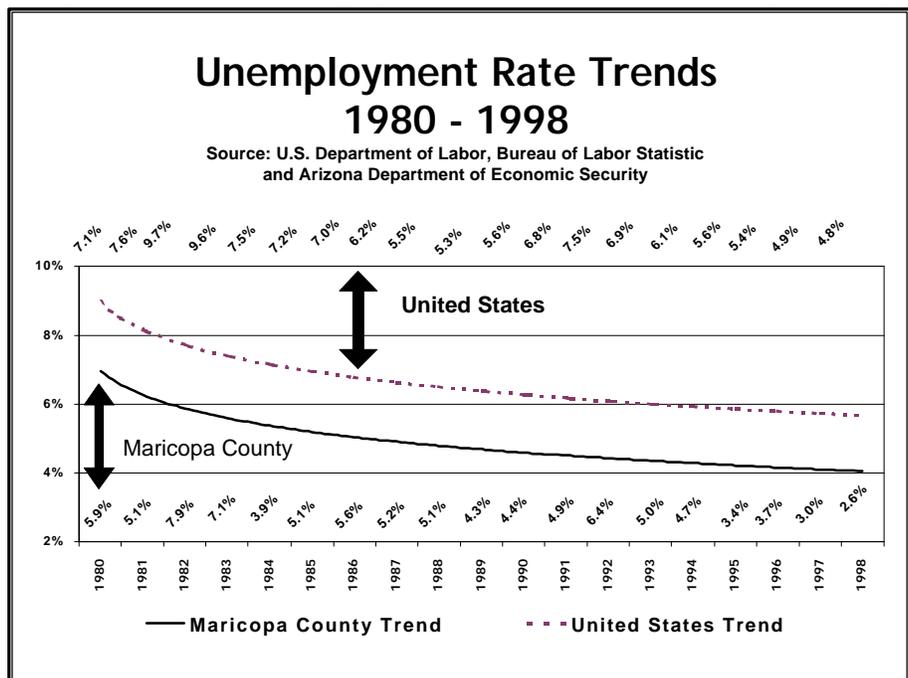


On a percentage basis, the current expansion is not as strong as previous expansions. Yet in terms of absolute employment growth, this expansion has created more jobs than any previous expansion in the County's history. This is because the base of employment is now much larger than in previous cycles. Overall, after growth of 7.0% in FY 1996-97, 6.3% in FY 1997-98, and 5.6% in FY 1998-99, the forecast for employment calls for an increase of 4.1% for FY 1999-00 and 3.8% in FY 2000-01. The wage and salary trend, as shown at left, continues to expand, albeit at a slower rate.

The economic base of the area is so well diversified that one sector of the economy can rarely pull the whole economy into a recession. Over the past

two decades there have only been three years of declines in employment, and in two of those three years the job loss was only about one-half of one percent. In 17 of the last 20 years, a period that has included four national recessions, job growth has been positive, usually averaging two to two and one-half times the national average.

Maricopa County's unemployment rate has generally been consistently below the state and national average. As of March 1999, the unemployment rate for Maricopa County was 2.7%, compared to 4.3% and 4.7% for Arizona and the United States, respectively. The chart at right compares unemployment rates and trends for Maricopa County and the United States. Maricopa County's unemployment rate remains consistently below that of the nations.

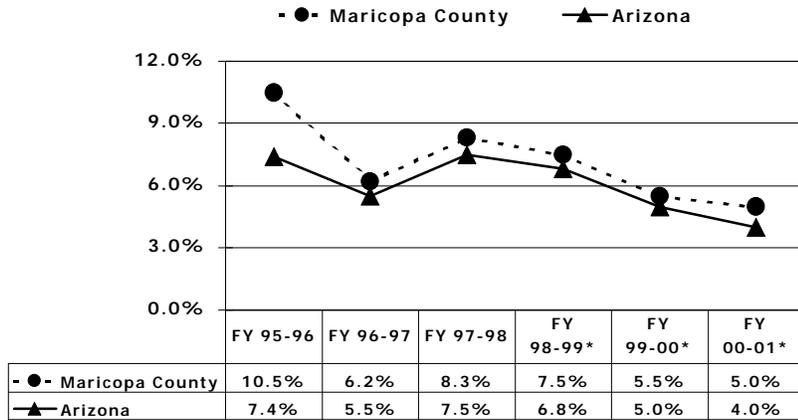


<sup>2</sup> Source: Arizona Department of Economic Security and the U.S. Department of Labor Statistics. Data through third quarter 1998.

retail sales

### Retail Growth Comparison Maricopa County Vs. State of Arizona

Source: Arizona Department of Revenue  
Forecasts: Elliott D. Pollack & Company



Retail sales increased 10.5% in FY 1995-96, 6.2% in FY 1996-97, 8.3% in FY 1997-98, 7.5% in FY 1998-99, 5.5% in FY1999-00 and should increase 5.0% in 2000 and 5.0% in 2001. Maricopa County retail sales continue to expand at a greater rate than that of Arizona as a whole. Maricopa County's retail sales represent nearly 70% of total retail sales in the state.

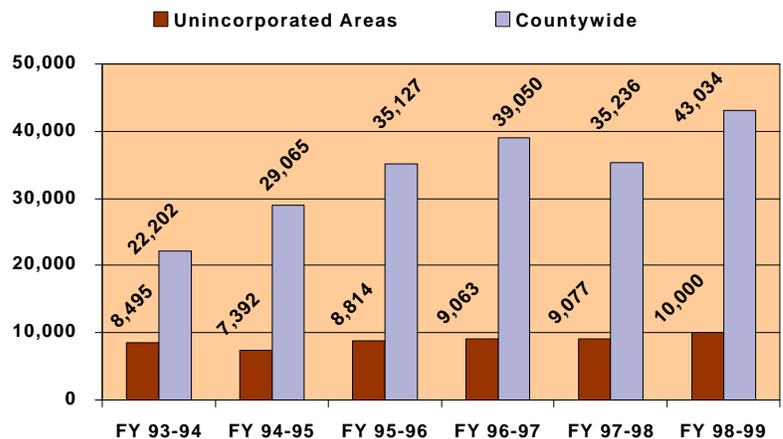
The retail sales long-term forecast for Maricopa County continues to be positive, as provided on the chart at left.

### construction and real estate market

A combination of low interest rates and strong job and population growth has led to housing permits near record levels. Single family housing permits in Maricopa County continue to be strong but the absolute number of permits is expected to moderate this year. In 1997, there were 29,109 single-family units permitted with the highest level ever of 33,811 in 1998. Single family housing permits are estimated to decline to 30,569 in 1999 and 28,248 in 2000. This was an increase of 3.5% over 1996 and 16.2% over 1997. It is likely that we have seen the peak in the current cycle.

Total building permits issued County-wide and in the unincorporated areas of Maricopa County are shown at right. Building remains strong although at a slower rate of growth.

### Maricopa County Building Permits Issued Unincorporated Areas Vs. Countywide



The median price of single-family<sup>3</sup> homes in Maricopa County continues to increase. Median resale home prices peaked at \$107,000 in 1997 and \$115,000 in 1998. The median price of new single family homes peaked at

<sup>3</sup> Source: Phoenix Metropolitan Housing Study.

\$135,462 in 1997 versus \$140,088 in 1998. Average median single-family home prices increased 4.5% between 1997 and 1998.

Multi-family housing was hit harder by the last recession than single family, and permits declined annually from 1984 to 1991. The recovery in multi-family housing is now under way. There were 7,799 units permitted in 1997, slightly less than the 8,533 permitted the prior year, and 7,877 units permitted in 1998.

The office market continues to recover quickly. 1996 was the first year since 1991 that new office construction took place. In 1997, about 750,000 square feet were added to the market, while 1.3 million square feet were absorbed. Thus, vacancy rates at year-end 1997 were 7.5% compared to 9.1% a year earlier. Vacancy rates peaked in 1986 at just over 30% and declined to 6.6% in 1998. Almost 2.0 million square feet are expected to come on stream in 1999. Absorption will be slightly lower. It appears that Maricopa County is past the bottom in vacancy rates and that new supply will be equal to or greater than absorption from this point forward in this cycle.

The retail market has shown improvement. As of year-end 1998 the aggregate vacancy rate for retail space was 8.8%, an improvement over the prior year of 9.4%. However, there is a broad range of vacancy rates within the various types of retail centers. The average vacancy rate for power centers was 6.8%; for strip malls 11%; neighborhood malls 9.6%, and for regional malls, 12.4%. Given the rapid growth in single family housing, demand for retail space should remain strong.

The industrial space market experienced healthy absorption in the last five years. Indeed, absorption outpaced new supply from 1992 through 1996. In 1997, about 8.1 million square feet of new industrial buildings were built, while only 5.3 million square feet were absorbed. This pushed the vacancy rate up slightly to 7.0% for year-end 1997 and 7.1% for year-end 1998. Industrial construction is expected to remain strong. Stability has returned yet, vacancy rates are probably past the low point of the cycle.

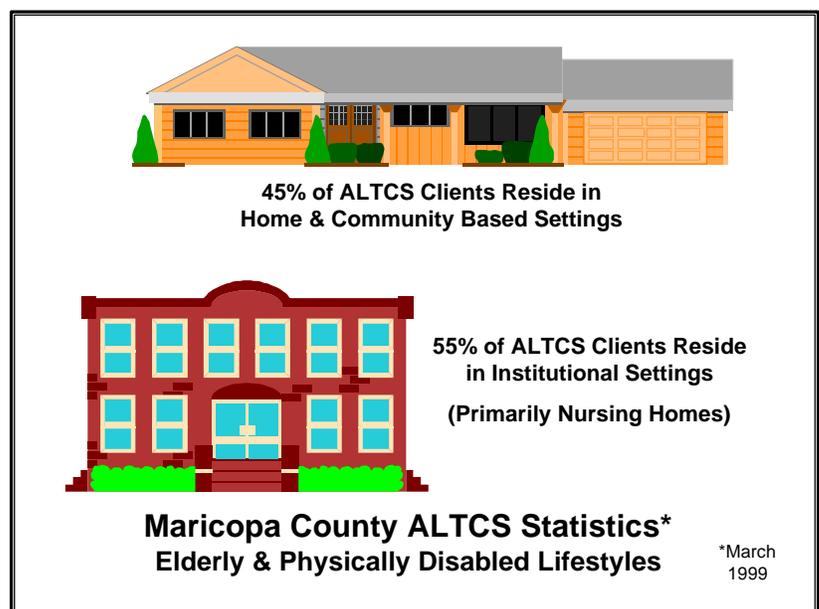
Vacancy rates in virtually every sector throughout the metropolitan area are at low levels. This suggests that a high level of commercial construction will continue. True to laws of supply and demand, average prices per square foot of commercial real estate sectors have increased significantly since the trough of the early 1990's.

## health care

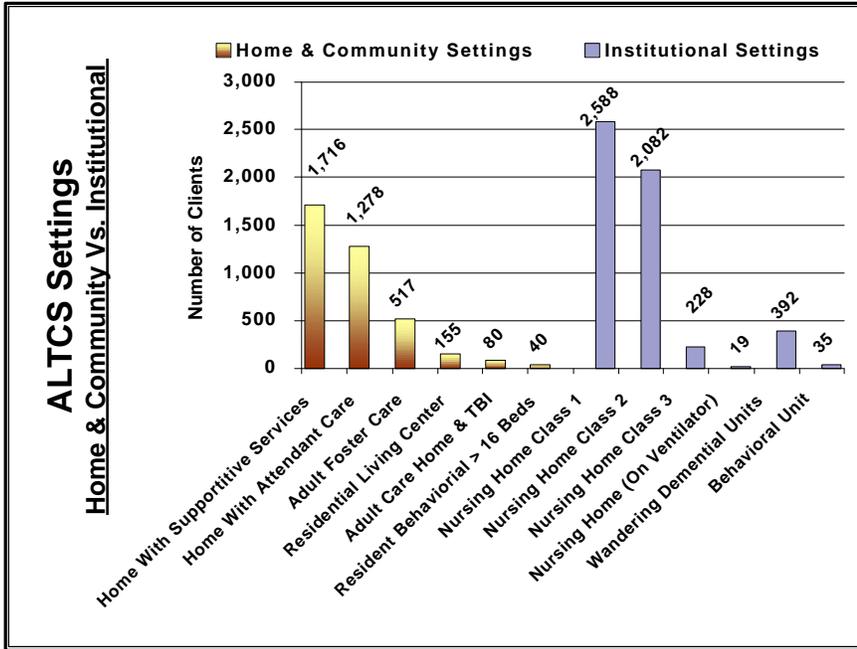
### long term care

The vehicle used to provide long-term care to the indigent population of Maricopa County is the Arizona Long Term Care System (ALTCS). As the proportion of the population greater than 65 grows this problem is expected to escalate.

As of March, 1999, 9,027 or 56% of the 16,232 Statewide ALTCS elderly and physically disabled population reside in Maricopa County. As demonstrated on the chart at right, 55% of Maricopa County's ALTCS enrollees reside in nursing homes, 45% in home and community settings, 77% are over 65 years of age, and 87% have Medicare.



Case management is used to ensure that ALTCS members obtain necessary services that are appropriate and cost-effective, irrespective of their indigent status. The case management process identifies, plans, obtains and monitors medical, medically related social services and mental health services for ALTCS eligible individuals. One objective of case management is to provide quality care in less restrictive settings over time. This requires a shift from institutional care to home and community based settings.



The chart at left compares the number of ALTCS clients in home and community based settings to those in institutional settings.

The need for personal assistance with everyday activities increases with age. On average, nationally, 9% of the population between the ages of 65 and 70 are in need of some long-term assistance with everyday activities.

The table below provides the average annual statewide ALTCS membership by age. As evidenced, 49% of statewide ALTCS clients are over the age of 65.

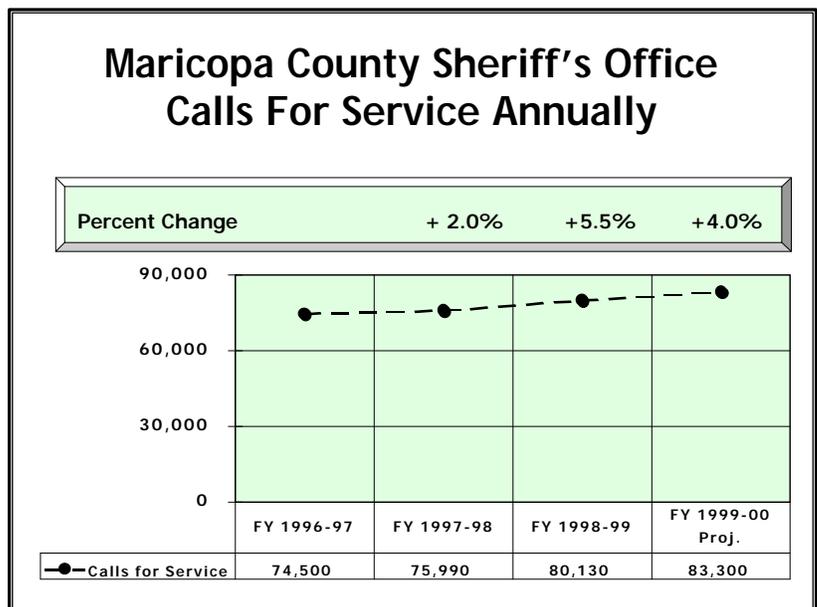
AVERAGE ANNUAL STATEWIDE ALTCS MEMBERSHIP BY AGE					
Age Range	0-18 Years	19-64 Years	65-79 Years	80-84 Years	85+ Years
Percent ALTCS Clients	22%	29%	19%	10%	20%

## criminal justice

### sheriff's office<sup>4</sup>

The Maricopa County Sheriff's Office provides patrol and response to all criminal activity in the unincorporated areas of Maricopa County and cities that contract with the Office for service 24-hours per day, 365-days per year. During FY 1998-99 the Sheriff's Office received a total of 83,300 calls for service, or 228 calls for service daily.

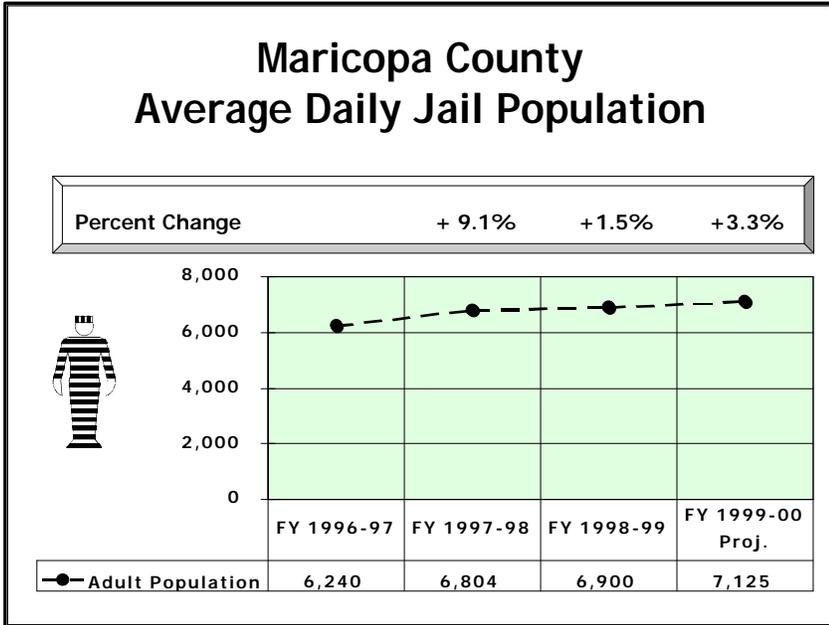
Maricopa County houses the 4th largest jail system operated by a sheriff in the United States today and maintains the only full-scale jail operation in the County. Seven of the eight facilities currently in use were built prior to 1985. The population of accused criminals in Maricopa County has increased by nearly



<sup>4</sup> Sources of information include Maricopa County Sheriff's Office and Arizona Department of Public Safety "Crime In Arizona".

10% each year over the past 17 years. Today, approximately 7,100 adult inmates are housed in jails that have a capacity for 5,300, and 360 juveniles are held in detention facilities designed for 277. Over 50% of all arrests in Arizona occur in Maricopa County.

Adults make up 95% of Maricopa County's inmate population, while juveniles comprise 5%. Overcrowding has led to the removal of maximum-security inmates to a medium security facility due to a lack of single person cells.

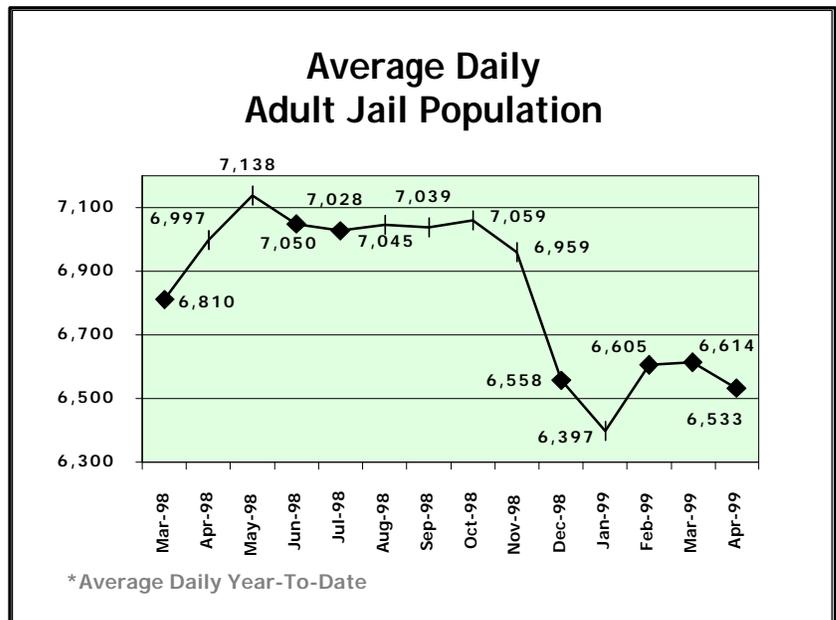


Maricopa County's detention rates are on par with other regions in the United States. This includes a growing trend in which jail bookings exceed releases. To meet these growing needs, time and resources are devoted toward strengthening crime prevention efforts and fulfilling the demands of a growing inmate population through jail facilities expansion approved by the taxpayers in FY 1998-99. Some innovations instituted include: 1. Shortening of court processing time to disposition, which will decrease the length of stay in jail, 2. Holding certain court proceedings via video, 3. Use of pretrial and sentencing options in the adult and juvenile systems, including home detention, electronic monitoring, probation, pretrial release with community supervision, 4. Use of tents

to house convicted non-violent male and female inmates who are sentenced to county jail time, thus freeing "hard beds" for unsentenced and more dangerous inmates, 5. Modifying inmate menus, participating in the donated food program and establishing the cook chill food-processing system, reducing the cost per meal to \$0.40, 6. Men and women on chain gangs, 7. A volunteer posse of 2,500 trained men and women from the community helping to keep the county free from crime.. Yet there is still a severe shortage of detention beds.

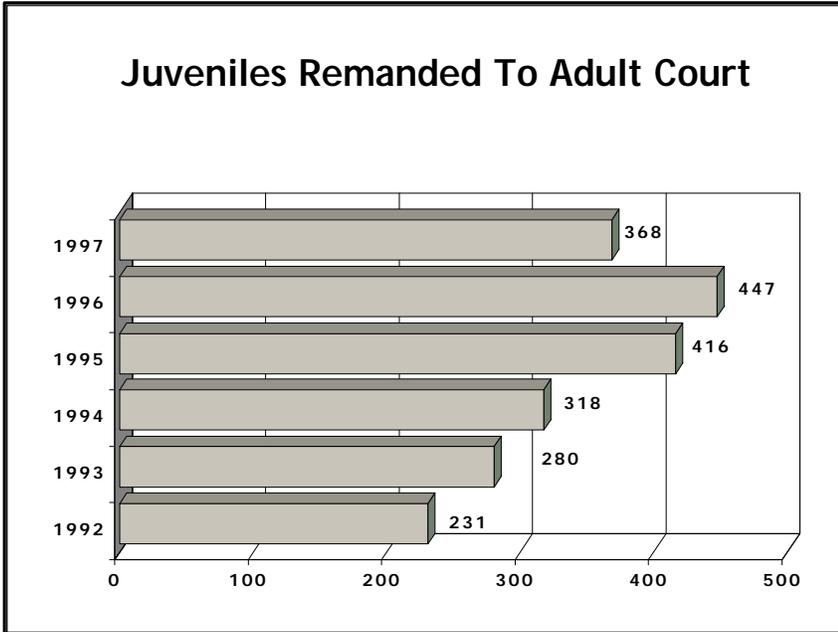
During 1999 the County's average daily jail population totaled 6,900. As expected, minors, 18 years of age or younger, comprised the smallest portion of detainees. Over the last ten years, the 18 to 25 year old inmate population has decreased by 14%, the 26 to 30 year olds decreased by 17%, the 31 to 40 year old detainees increased 14% and the over 40 category increased 30% over the same period. This trend increases other mandated detention services such as correctional health services.

Maricopa County has the largest tent compound in the country, with 1,600 men and women under canvas roofs. Tents are cost effective but they can only house convicted non-violent inmates. Pre-trial inmates, which make-up 70% of the County jail population, are mandated to be housed in traditional jail settings, not tents, thus limiting tent usage.



## juvenile courts<sup>5</sup>

The Juvenile Court no longer has exclusive jurisdiction over the illegal acts of juveniles, effective July 1997. The passage of Proposition 102 and Senate Bill 1446 changed the law to allow for serious consequences and mandatory sentencing for juveniles 15 years and older. Juveniles who commit a violent crime or are arrested for their third felony complaint are required by law to be tried as an adult. If convicted, mandatory sentencing is invoked by the Judge, even if the juvenile is a first time offender in the adult system.



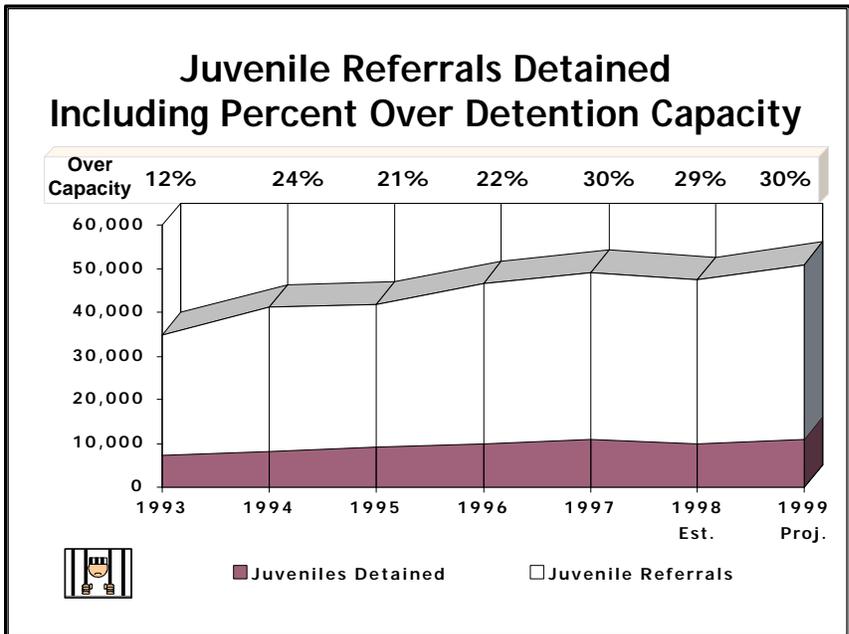
According to the latest figures available, the number of juveniles remanded to adult court increased 63% between 1992 and 1997. A total of 368 juveniles were remanded during 1997. Of those, 154 juveniles were remanded for violent offenses such as murder, aggravated assault, and robbery. A total of 1,754 violent offenses were referred to juvenile probation during 1997.

Juvenile referrals allege either delinquent or incorrigible acts by a juvenile. 87% of referrals come from police departments and are generally for delinquent acts, whereas, schools primarily refer for truancy, parents generally refer for incorrigibility or runaway, and referrals from probation officers are usually for probation

violations.

Maricopa County is the fastest growing county in the nation. The result of this growth is expected to be an increase in the number of referrals and juveniles detained. During 1998 an estimated, 10,052 juveniles were detained, an decrease of 989 juveniles from 1997. 1999 detainees are projected to rise back to 1997 levels.

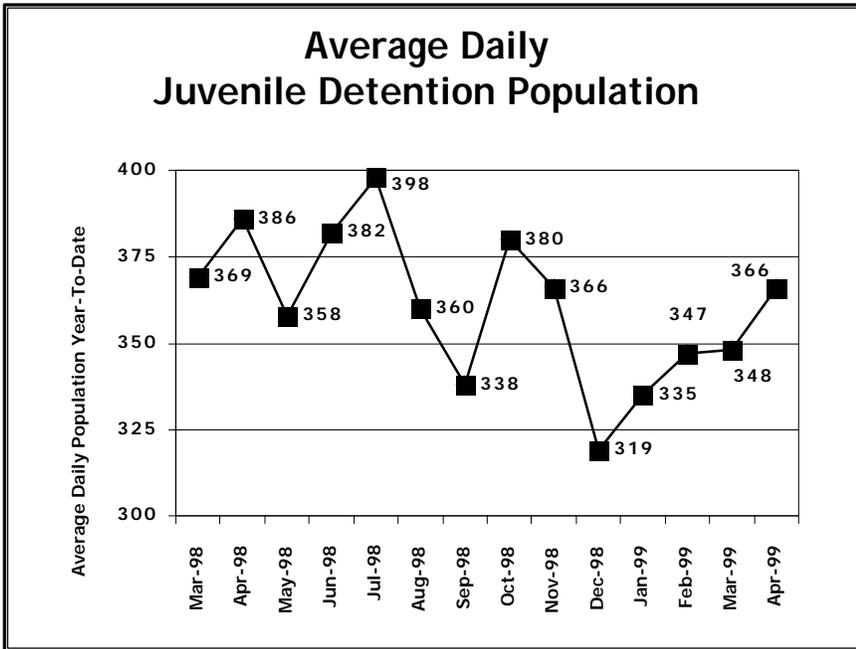
Consistently over the last five years, the number of juveniles detained has exceeded the detention capacity. During 1993, detainees exceeded capacity by an average of 31 per day versus 83 juveniles per day in 1999. Detention overcrowding creates an at risk environment for juveniles and staff. Individual cases are reviewed for release, which carry the least risk. These juveniles are put back into the community under stringent release orders. The degree of "low risk" fluctuates daily based upon population change. When overcrowding reaches crisis level, a first-time burglar may fall into the "low risk" category. The same situation may occur and a youth charged with a joy ride may be considered "low risk".



<sup>5</sup> Sources include Maricopa County Juvenile Probation Department "1997 Data Book", FY 1998-99 estimated performance measures, the Maricopa County Sheriff's Office and "Maricopa County Crime Trends".

Without additional beds for juvenile offenders, the “low risk” category may become a greater risk to the community-at-large. This increase in juvenile detainees has prompted the Court to implement community based detention programs that make the most of its detention beds. HIP (High Impact Program) is one such program that is designed to target adjudicated juveniles in a manner that will effectively lower the recidivism rate for repeat and substance abuse offenders.

Recidivism is defined as the probability of a subsequent referral to juvenile probation within one year of the initial referral, i.e., the probability of a subsequent arrest (guilt may not have been determined). Juvenile “first time referrals” escalates markedly at 10 years of age. The number of first felonies committed by these “first time referrals” also increase coequally. The older the juvenile is for a first referral, the greater the number of felonies committed. For example, at age 17, over 50% of all “first time referrals” are committing felonies.

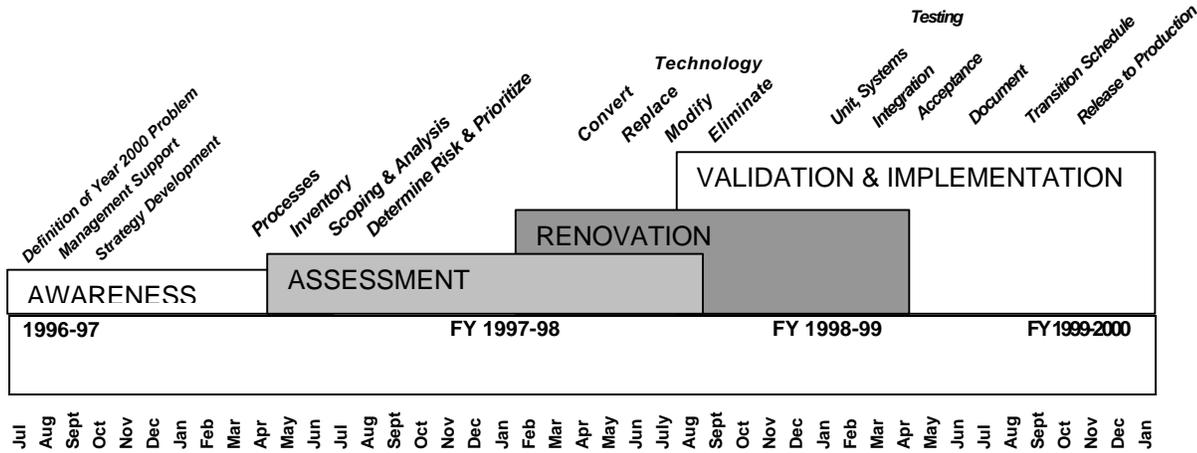


Juvenile offenses are classified by severity type for analysis purposes. Violent crimes are felonies against persons, such as murder, and account for over 1,800 offenses annually. Grand theft, also considered felonies, are against property worth more than \$250, such as theft burglary, forgery, criminal damage, or graffiti, and account for over 4,700 offenses annually. Obstructions, which account for over 3,100 offenses annually, include illegal acts that impede the enforcement of justice. 75% of these offenses are for violation of the terms of probation. Fighting is a misdemeanor offense against persons, such as simple assault and accounts for over 2,500 offenses annually. Drugs, which account for over 2,900 offenses annually, involve

the use or sale of any drug, and are almost always felonies. The remaining offenses of public peace, petty theft, status and administrative include the following: misdemeanors involving acts like disorderly conduct, property offenses where the property is worth less than \$250 such as shoplifting, acts considered illegal only because a juvenile commits them, such as tobacco and liquor violations, and other creations of the court which help record the court’s involvement with a juvenile, such as holding a juvenile for another agency or jurisdiction. These account for over 23,000 offenses annually.

# technology

## maricopa county information technology year 2000 compliance model



Achieving Year 2000 compliance is defined to mean the ability of information systems to accurately process date and time data before, during, and after January 1, 2000, and for all leap years.

To minimize the risk of Information Technology failures the county has adopted this model to ensure all agencies have a methodology to use in identifying and correcting Year 2000 issues within their organizations.

To further reduce the risk for any unforeseen failures (either externally generated or internally caused), each county department will develop their own business contingency plan that can be activated to insure that their mission critical operations continue as required.

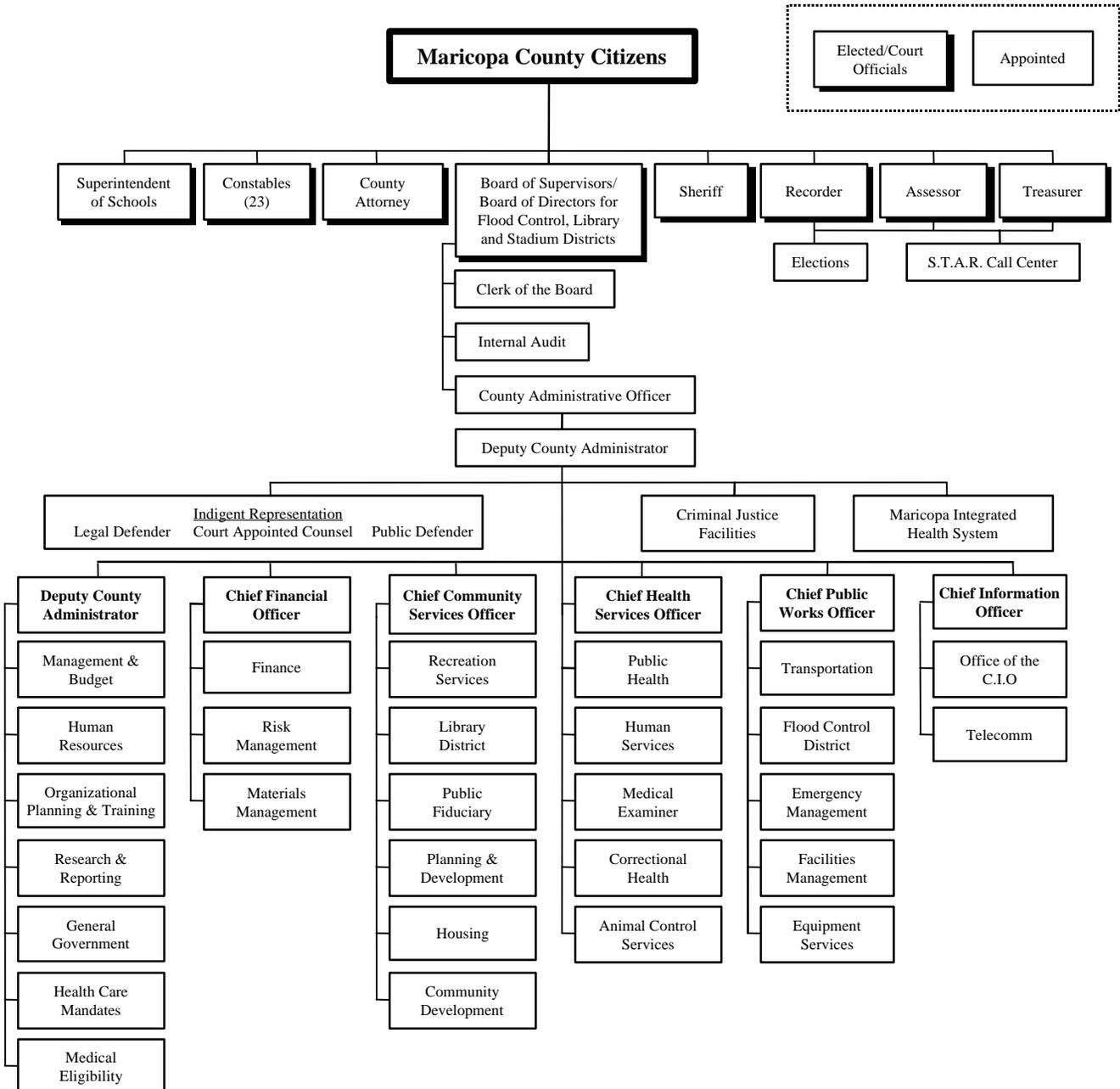
The nature of the county's Information Technology federated governance structure dictates that Year 2000 issues be addressed at and are the responsibility of each department supporting information systems. However, the model is adaptable to address any organizational environment.

**CONTINGENCY PLAN  
&  
EMERGENCY MANAGEMENT**

*Y2K Failure Scenarios  
Business Impacts  
Alternatives  
Activation Projections  
Resource Requirements  
Business Resumption  
Triage Teams*

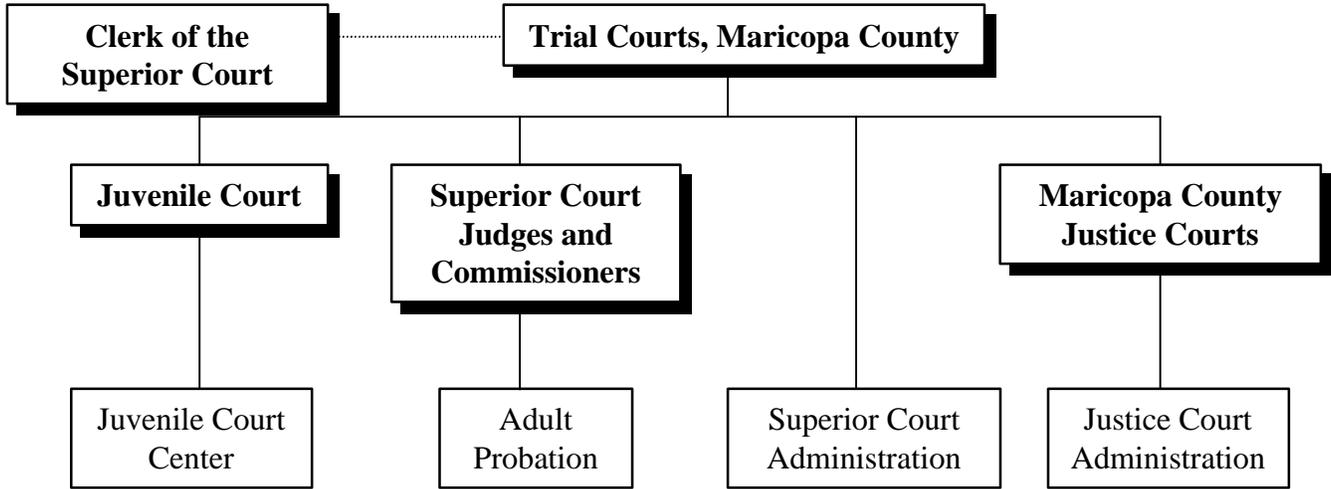
# departmental budget schedules

## countywide organizational chart

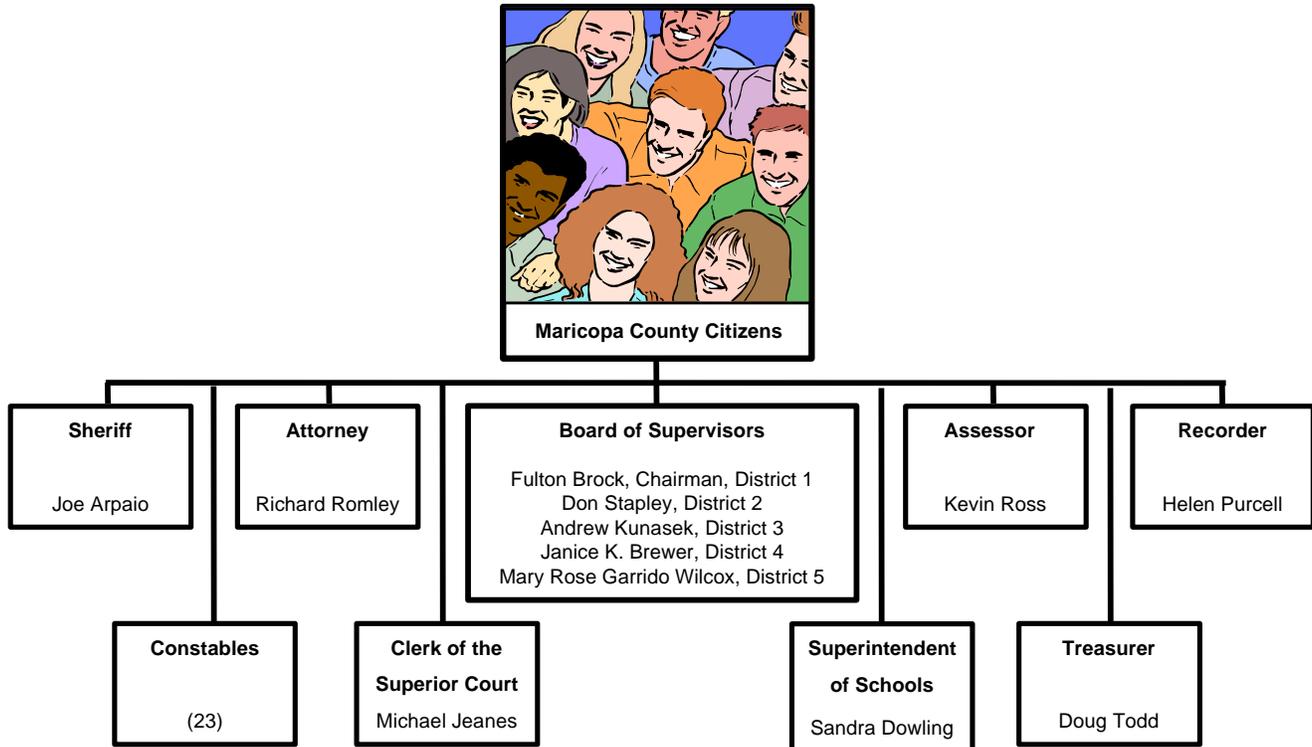


**countywide organizational chart (continued)**

Arizona Judicial Branch in Maricopa County



## elected officials



## board of supervisors

The five-member Board of Supervisors is the governing body of Maricopa County. Members are elected to four-year terms and the supervisors elect a chairman during their first meeting each January. Appointed by the Board are the Internal Auditor, the Clerk of the Board, and the County Administrative Officer.

Special functions of the Board of Supervisors are to also serve as the Board of Directors for the Flood Control District, the Library and Stadium Districts. Other duties include the Board of Equalization and the Planning and Zoning Commission.

The board holds statutory and formal meetings that generally are scheduled twice each month on Wednesdays. Informal meetings generally are held on the Monday preceding the formal meetings. Although the adopted schedule can change, meetings are posted at least 24 hours in advance, in compliance with Arizona's Open Meeting Law.

Citizens are encouraged to attend. All meetings are videotaped and air on local government access channels throughout Maricopa County. Check your nearest cable company or city office for scheduling information.



**Fulton Brock - Chairman**  
**District 1**

(Republican) was elected to the Board of Supervisors in November 1996 and in 1999, was elected Chairman of the Board of Supervisors. As a State Representative of District 6 in the Arizona House of Representatives, Supervisor Brock served as Vice-Chairman of the Commerce Committee and member of the Economic Development, International Trade and Tourism, Banking and Insurance and Rules Committees. Supervisor Brock is a graduate of Centre College of Kentucky. In 1982, Supervisor Brock Founded LDC, Inc. a privately-held telephone/operator service company. He is currently owner of Unifon/Unidial, a growing telecommunications company which markets local, long-distance, wireless, internet service and telecommunications hardware. Supervisor Brock, his wife Susan, and their three 3 daughters are residents of Chandler.



**Don Stapley**  
**District 2**

(Republican) - Don Stapley was first elected to the Maricopa County Board of Supervisors in November 1994 and re-elected for a four-year term in November, 1996. Stapley was elected as the 1997 chairman of the Board of Supervisors and is the current chairman of the Maricopa Integrated Health System. He served as a member of the Board of Directors and Fiscal Affairs Committee of the Lutheran Health Care Network for more than 10 years and is an honorary member of the Mesa Baseline Rotary Club, having previously served as club director and president. Stapley and his wife Kathy have four children and are actively involved in the East Valley.



**Andrew Kunasek**  
**District 3**

(Republican) Andrew Kunasek was appointed to the Board in September of 1997, and was subsequently elected by the constituency of District 3 to a two-year term in 1998. Supervisor Kunasek is an Arizona native and earned a degree in management from Arizona State University. He owns interest in several farming, citrus and cattle operations, and is president of Mercado Management, a land acquisition and real estate management company. Kunasek has served as treasurer of the Maricopa County Republican Party; Maricopa County Trial Court Selection Committee; Maricopa County Charter Committee; and the Maricopa County Citizens Judicial Advisory Council. He was also a 1996 Delegate to the Republican National Convention. Kunasek, wife Kim and daughter Emily live in North Phoenix.

## **Janice K. Brewer**

### **District 4**

(Republican) was elected to the Board in November 1996 and elected as Chairman of the Board for 1998. Ms. Brewer previously served in the Arizona State Legislature for 14 years, as a State Representative from 1983-86 and as a State Senator from 1987-96. She was Majority Whip from 1993-96. Since being elected to the Board of Supervisors, Ms Brewer has been selected to serve on the Regional Public Transit Authority, Greater Phoenix Economic Council, and the Phoenix and Valley of the Sun Convention and Visitors Bureau. In her private life, Ms. Brewer serves as the Governor's appointee on both the Governor's Military Task Force and the Arizona Criminal Justice Commission. As the Vice Chairman of ACJC Ms. Brewer works with all levels of the criminal justice community to reduce crime in Arizona. A businesswoman, Ms. Brewer is also a licensed radiological technician. She is married, a devoted mother of three sons and a member of Christ the Redeemer Lutheran Church.



## **Mary Rose Garrido Wilcox**

### **District 5**

(Democrat) began her first term in January 1993. A member of the Phoenix City Council from 1983 to 1992, she served a year as Vice Mayor. Previously she served as special assistant in Senator DeConcini's Office, Job developer/aide with the Maricopa Manpower Program and field coordinator with the City of Scottsdale. She is on the board of Phoenix Economic Growth Corp. and Arizona Hispanic Women's Corp. Wilcox serves on the national governing boards of the National Council of La Raza Mexican American Defense Fund, and the National Council of Latino Elected Officials. Born in Superior, Arizona she attended Arizona State University from 1967 - 1971 majoring in social work. She and her husband, Earl, have a daughter and four grandsons.



## **Michael K. Jeanes**

### **Clerk Of The Superior Court**

On Feb. 5, 1998, Jeanes, a Republican, was appointed by the governor to succeed Judith Allen, who stepped down from the post earlier in the year. In November 1998 voters elected him to a full four-year term. A Chicago native, Jeanes has 17 years of court/county management experience. He had served nearly 11 years as the associate clerk. The Clerk's office is the official record keeper and financial officer for the Superior Court. The office keeps family support and court records for the Court and the public. It is an advocate for children and families regarding financial support and visitation rights. The office handled more than 1.1 million child support cases last year and issues over 21,000 marriage licenses and about 27,000 passports annually. Michael and his wife Jill, have three sons.





**Kevin M. Ross**  
**Maricopa County Assessor**

(REPUBLICAN) Kevin Ross was elected to serve as Maricopa County Assessor in November of 1996 and was sworn in to office in January 1997. Mr. Ross is a native of a small farming community in south central Minnesota. He is a graduate of the University of Minnesota with a Bachelor's Degree in combined studies of Finance and Pre-Law. Kevin trained from 1986 through 1989 in Commercial and Residential lending. In 1990, Kevin founded his own mortgage company in Tempe, specializing in Commercial and Residential accounts. He is a current member of the International Association of Assessing Officers and is a past member of the National and State Associations of Mortgage Brokers. Kevin has been active in a variety of independent businesses and charitable causes. Kevin and his wife reside in Gilbert, Arizona.



**Richard M. Romley**  
**County Attorney**

(Republican) was elected to serve as Maricopa County Attorney beginning January 1, 1989. He is a native Arizonan, born in Tucson. After serving two years in the U.S. Marine Corps in Vietnam, he earned his Law and Bachelor of Science degrees at Arizona State University. Starting as a prosecutor with the City of Phoenix, he left in 1982 to become a Deputy County Attorney for Maricopa County. As County Attorney, he has taken a leadership position on many criminal justice issues, including victims rights, DUI legislation, and Maricopa County's "Do Drugs. Do Time." program. He and his wife, Carol, live in Scottsdale and have three sons.

(



**Helen Purcell**  
**County Recorder**

(Republican) was elected to the Office of Maricopa County Recorder in November 1988 and re-elected in 1992 and 1996. Born in Topeka, Kansas, she has been a Phoenix resident since 1964. Mrs. Purcell began her career with T.J. Bettes Mortgage Company in Texas, later becoming a Real Estate Trust Officer with Stewart Title & Trust of Phoenix. She is currently President of the Arizona Association of Counties and Immediate Past President of the Arizona Association of County Recorders. Ms. Purcell is member of the Board of Directors of the National Association of Counties since December 1997. Her responsibilities include recording and maintaining 4,000 to 8,000 documents for public record per day. She is married to Phoenix attorney Joe Purcell and has two grown sons, Mark and Todd, and four grandsons.

## **Joseph M. Arpaio** **County Sheriff**

(Republican) took office as Sheriff of Maricopa County in January 1993, and won re-election in 1996. Labeled “the toughest sheriff in America” after he opened the largest tent city jail in U.S. and demanded spartan conditions in all County jails. Sheriff Arpaio is equally renowned for his extensive use of posse volunteers in major law enforcement operations. A distinguished law enforcement career spanning more than 35 years, primarily with the U.S. Drug Enforcement Administration, shaped the philosophy that guides his actions as sheriff. Programs that have made him a national and international leader in the anti-crime movement have simultaneously saved the county taxpayers millions of dollars.



## **Sandra Dowling, Ed.D.** **Superintendent of Schools**

(Republican) was first elected School Superintendent in 1988. She was re-elected by a wide margin in 1992 and 1996. As superintendent, her responsibilities include serving as fiscal agent for 41 school districts, providing educational programs, maintaining payroll services for 10,000 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 masters in educational administration from ASU. In 1994, she received her doctorate degree in school finance and education law from NAU. She and her husband, Dennis, reside in northwest Phoenix with their four children.

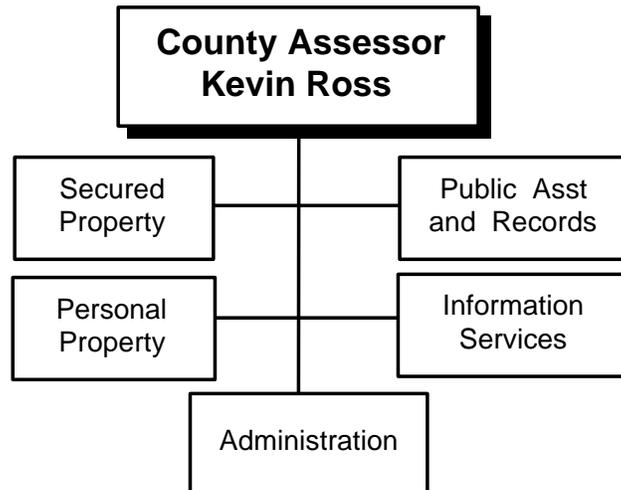


## **Doug Todd** **County Treasurer**

(Republican) was elected to the Office of County Treasurer in November 1992. Mr. Todd is a 14-year veteran of the Arizona Legislature, having served 4 terms as a member of the House of Representatives and 3 terms as State Senator from Legislative District 27 (Tempe). Doug was born in Prescott, and moved to attend Arizona State University, where he graduated in 1951 with a Bachelor's Degree in Agronomy. He farmed 320 acres south of Tempe, raising alfalfa, cotton, barley, a small herd of Registered Hereford cattle retiring from all farming operations in 1974. Doug lives in Tempe with his wife, Mary Anne Corbell Todd. They have five children and many grandchildren.



## assessor (12)



### mission

Our Vision: To be the best Assessor organization in the country. Our Mission: To efficiently serve the taxpayers and various taxing jurisdictions in administering state property tax laws to assure that all county property is valued fairly and equitable

### program goals

To locate, classify, value and identify ownership of all property in Maricopa County subject to ad valorem taxes. To provide accurate and timely information on this property to the public and to the management of the various tax jurisdictions. To honestly and fairly respond to valuation appeals in order to assure an equitable and uniform assessment base for ad valorem taxes. Organizational goals: To enhance and improve the delivery of our Program Goals by mapping of processes, minimizing bureaucracy, improving communication, and becoming the "Employer of Choice"

### community impact

These goals make up the strong foundation necessary for us to build the best Assessor organization in the country. The community impact will be significant. By fairly and equitably valuing property throughout Maricopa County and solving taxpayer issues in a timely, efficient and effective manner, we will be increasingly responsive to the citizens while providing accurate values to support the various jurisdictions and entities relying on those values.

### performance measures

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
Parcel Count	1,010,227	1,047,479	1,083,000	1,095,000
Appeal Count	18,648	12,024	18,000	25,000
Personal Property Canvas – New	2,127	5,273	2,500	2,750
Subdivision Recordings – New	609	587	725	750
Split Parcels	1,698	3,411	3,211	3,800



DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY					
ASSESSOR Department 12					
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	11,411,021	2,079,680	263,000	\$ 13,753,701	\$ 90,000
Totals	\$ 11,411,021	\$ 2,079,680	\$ 263,000	\$ 13,753,701	\$ 90,000

EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT						
ASSESSOR Department 12						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
650 MISCELLANEOUS REVENUE	60,000	92,000	60,000	90,000	-	0%
Subtotal	\$ 60,000	\$ 92,000	\$ 60,000	\$ 90,000	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 9,391,217	\$ 8,760,591	\$ 9,502,295	\$ 9,615,307	\$ -	0%
705 TEMPORARY PAY	84,000	140,256	68,141	125,000	-	0%
710 SPECIAL PAY	-	52,998	-	-	-	-
750 FRINGE BENEFITS	1,924,906	1,789,499	1,932,549	2,037,359	-	0%
780 SALARY ADJUSTMENTS	235,982	249,999	133,120	298,800	-	0%
797 PERSONNEL SAVINGS (NEG)	(579,861)	-	(579,861)	(665,445)	-	0%
Subtotal	\$ 11,056,244	\$ 10,993,343	\$ 11,056,244	\$ 11,411,021	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 338,777	\$ 355,000	\$ 338,777	\$ 462,000	\$ -	0%
802 MEDICAL SUPPLIES	25,000	16,000	25,000	15,000	-	0%
805 CONTRACTUAL SERVICES	689,000	482,006	689,000	696,000	-	0%
820 RENT	379,680	376,680	379,680	384,180	-	0%
825 REPAIRS AND MAINTENANCE	203,000	168,000	203,000	180,000	-	0%
826 FACILITIES MGMT DISCRETIONARY	5,000	-	5,000	5,000	-	0%
830 TELECOM DISCRETIONARY	41,000	30,000	41,000	41,000	-	0%
840 ELECTED OFFICIAL TRAVEL	2,000	2,000	2,000	2,000	-	0%
841 EMPLOYEE TRAVEL	10,000	20,000	10,000	10,000	-	0%
842 EDUCATION	49,800	20,500	49,800	37,300	-	0%
843 TRANSPORTATION/SHIPPING	87,600	109,700	87,600	87,600	-	0%
850 UTILITIES	53,200	48,000	53,200	49,200	-	0%
860 MISCELLANEOUS EXPENSE	110,400	114,000	110,400	110,400	-	0%
Subtotal	\$ 1,994,457	\$ 1,741,886	\$ 1,994,457	\$ 2,079,680	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	200,000	513,000	200,000	263,000	-	0%
Subtotal	\$ 200,000	\$ 513,000	\$ 200,000	\$ 263,000	\$ -	0%
Total Expenditures	\$ 13,250,701	\$ 13,248,229	\$ 13,250,701	\$ 13,753,701	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (13,190,701)	\$ (13,156,229)	\$ (13,190,701)	\$ (13,663,701)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (13,190,701)	\$ (13,156,229)	\$ (13,190,701)	\$ (13,663,701)	\$ -	0%

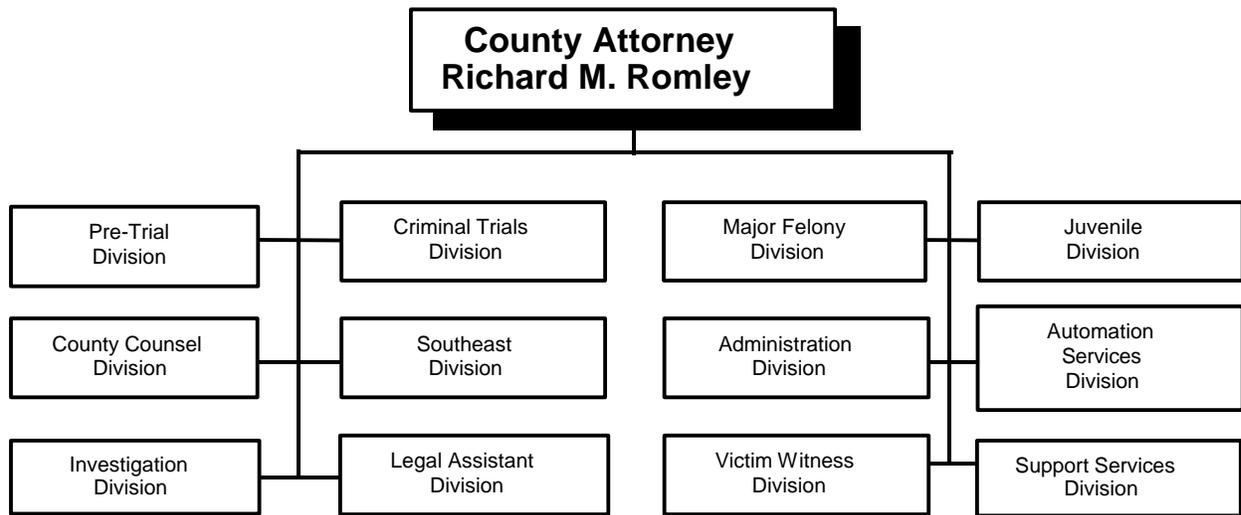
**POSITION DISTRIBUTION**

Dept	WORKING TITLE	FTE
12	ASSESSOR	
	ADMINISTRATIVE ASSTNT I	1
	ADMINISTRATIVE ASSTNT II	49
	ADMINISTRATIVE COORD I	2
	ADMINISTRATIVE COORD II	4
	ADMINISTRATIVE COORD III	6
	ADMINISTRATOR II	1
	APPRAISER-CHIEF	1
	APPRAISER-JOURNEY	96
	APPRAISER-LEAD	30
	APPRAISER-MANAGER	7
	APPRAISER-SENIOR	14
	ASSESSOR	1
	ASSESSOR CHIEF DEPUTY	1
	ASSESSOR'S CLERK	23
	AUDITOR-APPRAISER II	6
	AUDITOR-APPRAISER III	2
	CAMA MODELER	1
	CLERK III	17
	CLERK IV	5
	CLIENT SERVICES MANAGER	1
	COMPUTER CENTER DIRECTOR	1
	COMPUTER OPERATOR II	2
	COMPUTER OPERATOR III	1
	DATA MANAGEMENT CONSULTNT	1
	DATABASE ANALYST II	1
	EXECTV SCRTRY-OFC MGR I	1
	FINANCIAL SVCS ADM III	1
	INFO TECH PGRM COORD	5
	INFORMTN TCHNLGY CNSLT I	1
	INTEGRATD SYS DSGN ANL II	1
	INTERGOVERNMENTL LIAISON ANLYST	1
	LEAD COMPUTER OPERATOR	1
	LEAD INTGRTD SYS DSGN ANL	2
	OFFICE SUPERVISOR II	1
	PRODUCTION CONTROL ANLYST	1
	PROGRAMMER-ANALYST I	2
	PROGRAMMER-ANALYST II	2
	PROJECT MANAGER	1
	REAL PROPERTY TECHNICIAN	5
	REGRESSION MODELER	2
	SENIOR PROGRAMMER-ANALYST	3
	SENIOR SYSTEMS ADMINSTRTR	1
	SENIOR SYSTEMS ANALYST	2
	SERVICE WORKER II	1
	SYSTEMS ADMINISTRATOR I	1
	SYSTEMS ANALYST II	3
	TITLE EXAMINER I	1
	TITLE EXAMINER II	6
	TITLE EXAMINER III	6
12	Total	325

TOTAL BUDGET BY PROGRAM						
ASSESSOR						
Agency 120						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1210	ADMINISTRATION	\$ 1,293,542	\$ 367,380	\$ -	\$ 1,660,922	\$ -
1220	SECURED PROPERTY	\$ 5,685,872	\$ 882,700	\$ -	\$ 6,613,572	\$ 45,000
1230	PERSONAL PROPERTY	\$ 1,269,024	\$ 64,500	\$ -	\$ 1,378,524	\$ 45,000
1240	PUBLIC ASSISTANCE AND RECORDS	\$ 1,202,984	\$ 2,500	\$ -	\$ 1,205,484	\$ -
1290	INFORMATION SERVICES DIVISION	\$ 1,959,599	\$ 762,600	\$ 263,000	\$ 2,985,199	\$ -
<b>Totals:</b>		<b>\$ 11,411,021</b>	<b>\$ 2,079,680</b>	<b>\$ 263,000</b>	<b>\$ 13,843,701</b>	<b>\$ 90,000</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
ASSESSOR						
Agency 120						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
650 MISCELLANEOUS REVENUE	60,000	92,000	60,000	90,000	30,000.00	50%
Total Revenue	\$ 60,000	\$ 92,000	\$ 60,000	\$ 90,000	\$ 30,000	50%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 9,391,217	\$ 8,760,591	\$ 9,502,295	\$ 9,615,307	\$ (113,012)	-1%
705 TEMPORARY PAY	84,000	140,256	68,141	125,000	(56,859)	-83%
710 SPECIAL PAY	-	52,998	-	-	-	-
750 FRINGE BENEFITS	1,924,906	1,789,499	1,932,549	2,037,359	(104,810)	-5%
780 SALARY ADJUSTMENTS	235,982	249,999	133,120	298,800	(165,680)	-124%
797 PERSONNEL SAVINGS (NEG)	(579,861)	-	(579,861)	(665,445)	85,584	-15%
Subtotal	\$ 11,056,244	\$ 10,993,343	\$ 11,056,244	\$ 11,411,021	\$ (354,777)	-3%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 338,777	\$ 355,000	\$ 338,777	\$ 462,000	\$ (123,223)	-36%
802 MEDICAL SUPPLIES	25,000	16,000	25,000	15,000	10,000	40%
805 CONTRACTUAL SERVICES	689,000	482,006	689,000	696,000	(7,000)	-1%
820 RENT	379,680	376,680	379,680	384,180	(4,500)	-1%
825 REPAIRS AND MAINTENANCE	203,000	168,000	203,000	180,000	23,000	11%
826 FACILITIES MGMT DISCRETIONARY	5,000	-	5,000	5,000	-	0%
830 TELECOM DISCRETIONARY	41,000	30,000	41,000	41,000	-	0%
840 ELECTED OFFICIAL TRAVEL	2,000	2,000	2,000	2,000	-	0%
841 EMPLOYEE TRAVEL	10,000	20,000	10,000	10,000	-	0%
842 EDUCATION	49,800	20,500	49,800	37,300	12,500	25%
843 TRANSPORTATION/SHIPPING	87,600	109,700	87,600	87,600	-	0%
850 UTILITIES	53,200	48,000	53,200	49,200	4,000	8%
860 MISCELLANEOUS EXPENSE	110,400	114,000	110,400	110,400	-	0%
Subtotal	\$ 1,994,457	\$ 1,741,886	\$ 1,994,457	\$ 2,079,680	\$ (85,223)	-4%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	200,000	513,000	200,000	263,000	(63,000)	-32%
Subtotal	\$ 200,000	\$ 513,000	\$ 200,000	\$ 263,000	\$ (63,000)	-32%
Total Expenditures	\$ 13,250,701	\$ 13,248,229	\$ 13,250,701	\$ 13,753,701	\$ (503,000)	-4%
Operating Balance (Rev. - Exp.)	\$ (13,190,701)	\$ (13,156,229)	\$ (13,190,701)	\$ (13,663,701)	\$ 473,000	-4%

## attorney (19)



### mission

The Maricopa County Attorney is dedicated to the vigorous prosecution of those who commit crimes within the County. As chief advocate for the State and the citizens of the community in criminal matters, the County Attorney seeks to provide the highest quality service and to maintain the integrity of the criminal justice system. Criminals must be held accountable, while assuring that the statutory rights and emotional needs of victims and witnesses are properly addressed. Additionally, the County Attorney seeks to implement, promote and participate in programs that reduce crime and enhance the quality of life. The County Attorney also contributes to excellence in local government by providing legal services to the County, its officers and political subdivisions.

### program goals

To ensure the safety of the citizens of Maricopa County by holding offenders accountable for their conduct in an effective and efficient manner. To reduce the incidence of crime and criminal conduct by initiating programs that educate the public about the consequences of crime. To provide quality legal counsel to the Maricopa County Board of Supervisors, County Departments and School Districts.

### community impact

The Maricopa County Attorney's Office serves all citizens of this County by protecting the safety of the public by holding criminal offenders accountable for their conduct. The Office is also providing legal counsel to the Board of Supervisors and other county Departments and special districts. In this capacity, the Office serves all of the citizens of this County by providing appropriate legal advice, liability defense, and defense of property tax appeals.

**performance measures**

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY98-99 (Est.)</u>	<u>FY99-00 (Proj)</u>
Felony Cases Submitted (Adult	41,531	42,724	43,669	44,797
Felony Cases Filed (Adult)	24,498	26,513	27,299	28,689
By UCR as in annual report (or "bureaus")		26492		
Homicide		162		
Sexual Assault		96		
Robbery		751		
Aggravated Assault		2387		
Burglary		1869		
Arson		26		
Vehicular Theft		1429		
Theft		1429		
Drug Related		13703		
Other offenses		4640		
Referrals (Juvenile)	22,071	22,117	18,445	20,170
Petitions Files (Juvenile)	11,600	11,754	11,404	12,729
By UCR as in annual report		11,058		

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY

COUNTY ATTORNEY  
Department 19

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	36,420,184	730,151	1,416,368	\$ 38,566,703	\$ 8,000
Special Revenue	4,840,421	1,983,218	249,000	\$ 7,072,639	\$ 7,173,498
Totals	\$ 41,260,605	\$ 2,713,369	\$ 1,665,368	\$ 45,639,342	\$ 7,181,498

EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT

COUNTY ATTORNEY  
Department 19

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 225,000	\$ 95,000	\$ 95,000	\$ 450,000	\$ -	0%
<b>REVENUE</b>						
615 GRANTS	3,817,071	4,099,322	4,189,527	4,090,238	-	0%
620 INTERGOVERNMENTAL	952,000	1,082,000	1,082,000	1,083,260	-	0%
637 FINES & FORFEITS	1,135,000	1,154,206	1,135,000	1,150,000	-	0%
650 MISCELLANEOUS REVENUE	158,000	158,000	158,000	408,000	-	0%
Subtotal	\$ 6,062,071	\$ 6,493,528	\$ 6,564,527	\$ 6,731,498	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 31,239,501	\$ 30,254,531	\$ 32,308,552	\$ 32,941,100	\$ -	0%
710 SPECIAL PAY	233,992	676,027	202,307	251,071	-	0%
750 FRINGE BENEFITS	5,530,915	5,148,842	5,693,294	6,107,961	-	0%
780 SALARY ADJUSTMENTS	1,250,140	44,256	562,433	3,199,069	-	0%
797 PERSONNEL SAVINGS (NEG)	(980,765)	(113,937)	(1,129,031)	(1,238,596)	-	0%
Subtotal	\$ 37,273,783	\$ 36,009,719	\$ 37,637,555	\$ 41,260,605	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 705,087	\$ 956,645	\$ 918,970	\$ 821,416	\$ -	0%
805 CONTRACTUAL SERVICES	932,280	717,695	891,115	1,004,053	-	0%
807 HEALTH CARE SERVICES	500,000	580,000	500,000	500,000	-	0%
810 LEGAL	1,067,396	1,247,520	1,283,020	1,276,485	-	0%
815 INSURANCE	3,100	2,260	1,400	1,500	-	0%
820 RENT	1,571,156	1,223,000	1,278,047	1,326,740	-	0%
825 REPAIRS AND MAINTENANCE	175,140	205,775	139,270	145,270	-	0%
826 FACILITIES MGMT DISCRETIONARY	1,000	-	-	-	-	-
827 MATERIAL MGMT DISCRETIONARY	14,200	36,100	17,200	17,700	-	0%
828 MOTOR POOL	4,000	4,000	4,500	4,500	-	0%
829 FUEL	-	25,000	22,000	22,000	-	0%
830 TELECOM DISCRETIONARY	79,400	100,000	120,000	106,864	-	0%
832 COUNTY COUNSEL	1,485,371	1,485,371	1,485,371	1,521,024	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	26,000	-	-	-	-	-
840 ELECTED OFFICIAL TRAVEL	9,500	1,550	9,500	7,000	-	0%
841 EMPLOYEE TRAVEL	102,147	88,500	95,500	85,000	-	0%
842 EDUCATION	102,145	117,125	91,956	131,500	-	0%
843 TRANSPORTATION/SHIPPING	58,040	96,500	57,740	61,240	-	0%
844 JUDICIAL TRAVEL	10,000	22,500	9,000	9,000	-	0%
850 UTILITIES	7,500	5,300	7,500	6,500	-	0%
855 STATE AND LOCAL AID	550,120	534,120	550,120	634,120	-	0%
860 MISCELLANEOUS EXPENSE	504,597	459,001	413,151	504,502	-	0%
870 OTHER ADJUSTMENTS	334,269	329,269	329,269	307,638	-	0%
874 OTHER NEGATIVE ADJUSTMENTS	(5,621,941)	(5,318,708)	(5,468,708)	(5,783,683)	-	0%
875 BONDS AND RELATED EXPENSE	14,000	-	14,000	3,000	-	0%
Subtotal	\$ 2,634,507	\$ 2,918,523	\$ 2,769,921	\$ 2,713,369	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	1,212,388	2,134,442	1,287,745	1,630,368	(140,100)	-9%
930 TRANSPORTATION	28,000	32,000	28,000	35,000	-	0%
940 OTHER CAPITAL OUTLAY	15,345	-	-	-	-	-
Subtotal	\$ 1,255,733	\$ 2,166,442	\$ 1,315,745	\$ 1,665,368	\$ (140,100)	-9%
Total Expenditures	\$ 41,164,023	\$ 41,094,684	\$ 41,723,221	\$ 45,639,342	\$ (140,100)	0%
Operating Balance (Rev. - Exp.)	\$ (35,101,952)	\$ (34,601,156)	\$ (35,158,694)	\$ (38,907,844)	\$ 140,100	0%
Ending Fund Balance (Resources - Exp.)	\$ (34,876,952)	\$ (34,506,156)	\$ (35,063,694)	\$ (38,457,844)	\$ 140,100	0%

POSITION DISTRIBUTION		
Dept	Working Title	FTE
19	COUNTY ATTORNEY	
	ACCOUNTANT I	1
	ACCOUNTANT II	1
	ACCOUNTANT IV	1
	ADMIN ASSISTANT	5
	ADMINISTRATIVE ASSISTANT	1
	ADMINISTRATIVE ASSISTANT I	12
	ADMINISTRATIVE ASSTNT I	27
	ADMINISTRATIVE ASSTNT II	19
	ADMINISTRATIVE ASSTNT III	10
	ADMINISTRATIVE COORD I	2
	ADMINISTRATIVE COORD II	3
	ADMINISTRATIVE COORD III	8
	ADMINISTRATIVE COORD IV	9
	ADMINISTRATIVE COORD V	10
	ADMINISTRATIVE COORD VI	2
	ADMINISTRATIVE COORDINATOR I	1
	ADMINISTRATIVE COORDINATOR III	1
	ADMINISTRATOR II	1
	ADMINISTRATV SUPPORT MGR	1
	ADULT PROB TRNG&DEV COORD	1
	CIVIL ATTORNEY III	1
	CIVIL CNTY ATTY DIV MGR	1
	CIVIL CNTYATTY BUREAU MGR	1
	CIVIL COUNTY ATTORNEY III	25
	CLERK II	6
	COUNTY ATTNV PROSECUTOR IV	1
	COUNTY ATTORNEY	1
	COUNTY ATTORNEY CHF DPTY	1
	COUNTY ATTORNEY CHF INVST	1
	COUNTY ATTORNEY INVESTIGATOR	1
	COUNTY ATTORNEY INVST I	2
	COUNTY ATTORNEY INVST II	27
	COUNTY ATTORNEY INVST III	14
	COUNTY ATTORNEY INVST IV	7
	COUNTY ATTORNEY LAW CLERK	4
	COUNTY ATTORNEY PROS I	20
	COUNTY ATTORNEY PROS II	35
	COUNTY ATTORNEY PROS III	79
	COUNTY ATTORNEY PROS IV	52
	COUNTY ATTORNEY PROS V	54
	COUNTY ATTORNEY PROSECUTOR III	1
	COUNTY ATTORNY SR PROS I	18
	COUNTY ATTORNY SR PROS II	9
	COUNTYAATY CMNTY RELS ADM	1
	COUNTYATTYPROS BUREAU MGR	1
	CTY ATTORNEY INVESTIGATOR II	1
	DATA MANAGEMENT CONSULTNT	1
	DEPUTY COUNTY ATTORNEY IV	5
	DOCUMENTATION SPprt SPEC	1
	EXECUTIVE ASSISTANT	1
	FINANCIAL SERVICES ADM III	2
	FRAUD EXAMINER	1
	GROUPWISE ADMINISTRATOR	1
	INFO TECH PGRM COORD	1
	INFORMATION COORDINATOR	1
	INFORMATION SYSTEMS TCH I	2

POSITION DISTRIBUTION		
Dept	Working Title	FTE
19	COUNTY ATTORNEY	
	INFORMATION SYSTMS TCH II	3
	INMATE CLSSFCTN CNSLR I	1
	LAN ADMINISTRATOR	2
	LEAD INTGRTD SYS DSGN ANL	1
	LEAD PROGRAMMER-ANALYST	1
	LEAD SYSTEMS ANALYST	2
	LEAD TELECOMMUNICATNS ANL	1
	LEGAL ASSISTANT	13
	LEGAL ASSISTANT-CP	48
	LEGAL ASSISTANT-SENIOR-CP	1
	LEGAL ASST	13
	LEGAL ASST SUP	2
	LEGAL CLERK I	5
	LEGAL CLERK II	25
	LEGAL SECRETARY	5
	LEGAL SECRETARY I	43
	LEGAL SECRETARY II	58
	LEGAL SECRETARY III	25
	LEGAL SECRETARY SUPERVISR	20
	OPERATIONS ADMINISTRATOR	1
	POLICY ADVISOR	1
	PROFESSIONAL BAND	2
	PROGRAMMER-ANALYST II	1
	PROJECT MANAGER	2
	PROPERTY MANAGEMENT SPEC	1
	SENIOR CIVIL COUNTY ATTY	4
	SENIOR CLIENT REPRESENTVE	1
	SENIOR PROGRAMMER-ANALYST	2
	SENIOR SYSTEMS PROGRAMMER	1
	SPECIAL PROJECTS MANAGER	1
	TRAINEE	2
	VICTIM WITNESS ADVCT SPVR	8
	VICTIM WITNESS ADVOCATE	1
	VICTIM WITNESS ADVOCATE I	1
	VICTIM WITNESS ADVOCATE I	23
	VICTIM WITNESS ADVOCATE II	14
	VICTIM WITNESS PROGRM MGR	1
19	Total	831

TOTAL BUDGET BY PROGRAM						
COUNTY ATTORNEY						
Agency 190						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1901	EXECUTIVE OFFICE	\$ -	\$ 174,500	\$ -	\$ 174,500	\$ -
1902	ADMINISTRATION DIVISION	\$ -	\$ 9,200	\$ -	\$ 9,200	\$ -
1903	AUTOMATION SERVICES DIVISION	\$ -	\$ 661,930	\$ -	\$ 661,930	\$ -
1904	POSITION COST CENTER	\$ 31,662,614	\$ -	\$ -	\$ 31,662,614	\$ -
1919	ISF/COMMON COST CENTER	\$ 257,831	\$ 2,577,742	\$ 1,248,200	\$ 4,091,773	\$ 8,000
1920	SUPPORT DIVISION	\$ -	\$ 52,000	\$ -	\$ 52,000	\$ -
1932	CRIMINAL TRIAL DIVISION	\$ -	\$ 23,000	\$ -	\$ 23,000	\$ -
1938	PRE-TRIAL SERVICES DIVISION	\$ -	\$ 46,500	\$ -	\$ 46,500	\$ -
1945	MAJOR FELONY DIVISION	\$ -	\$ 290,000	\$ -	\$ 290,000	\$ -
1954	LEGAL ASSISTANT DIVISION	\$ -	\$ 6,000	\$ -	\$ 6,000	\$ -
1960	JUVENILE CRIMES DIVISION	\$ -	\$ 32,000	\$ -	\$ 32,000	\$ -
1967	COUNTY COUNSEL	\$ -	\$ 1,213,386	\$ -	\$ 1,213,386	\$ -
1970	VICTIM WITNESS DIVISION	\$ -	\$ 33,500	\$ -	\$ 33,500	\$ -
1980	INVESTIGATIONS DIVISION	\$ -	\$ 27,700	\$ -	\$ 27,700	\$ -
1990	SOUTHEAST JUDICIAL DIVISION	\$ -	\$ 59,500	\$ -	\$ 59,500	\$ -
1996	TRAINING DIVISION	\$ -	\$ 186,100	\$ 5,000	\$ 191,100	\$ -
<b>Totals:</b>		<b>\$ 31,920,445</b>	<b>\$ 5,393,058</b>	<b>\$ 1,253,200</b>	<b>\$ 38,574,703</b>	<b>\$ 8,000</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
COUNTY ATTORNEY						
Agency 190						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
650 MISCELLANEOUS REVENUE	8,000	8,000	8,000	8,000	-	0%
Total Revenue	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 23,917,635	\$ 23,200,000	\$ 24,801,626	\$ 25,297,211	\$ (495,585)	-2%
710 SPECIAL PAY	37,633	600,000	150,634	150,634	-	0%
750 FRINGE BENEFITS	4,267,591	3,944,000	4,395,264	4,763,989	(368,725)	-8%
780 SALARY ADJUSTMENTS	1,107,480	-	366,105	2,821,096	(2,454,991)	-671%
797 PERSONNEL SAVINGS (NEG)	(854,654)	-	(1,002,920)	(1,112,485)	109,565	-11%
Subtotal	\$ 28,475,685	\$ 27,744,000	\$ 28,710,709	\$ 31,920,445	\$ (3,209,736)	-11%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 515,349	\$ 690,187	\$ 614,218	\$ 672,416	\$ (58,198)	-9%
805 CONTRACTUAL SERVICES	608,420	575,800	611,420	611,420	-	0%
807 HEALTH CARE SERVICES	500,000	580,000	500,000	500,000	-	0%
810 LEGAL	339,500	321,500	324,000	323,000	1,000	0%
815 INSURANCE	3,100	2,260	1,400	1,500	(100)	-7%
820 RENT	1,183,109	820,000	890,000	903,140	(13,140)	-1%
825 REPAIRS AND MAINTENANCE	157,390	197,775	122,270	126,270	(4,000)	-3%
826 FACILITIES MGMT DISCRETIONARY	1,000	-	-	-	-	-
827 MATERIAL MGMT DISCRETIONARY	9,200	35,100	16,200	16,200	-	0%
828 MOTOR POOL	4,000	4,000	4,500	4,500	-	0%
829 FUEL	-	25,000	22,000	22,000	-	0%
830 TELECOM DISCRETIONARY	79,400	100,000	120,000	106,864	13,136	11%
832 COUNTY COUNSEL	1,485,371	1,485,371	1,485,371	1,521,024	(35,653)	-2%
834 BASE LEVEL EQ SERVICES CHARGES	26,000	-	-	-	-	-
840 ELECTED OFFICIAL TRAVEL	7,000	1,550	7,000	7,000	-	0%
841 EMPLOYEE TRAVEL	43,000	62,500	62,500	62,500	-	0%
842 EDUCATION	62,400	60,000	60,000	60,000	-	0%
843 TRANSPORTATION/SHIPPING	55,040	94,600	54,740	54,740	-	0%
844 JUDICIAL TRAVEL	10,000	22,500	9,000	9,000	-	0%
850 UTILITIES	1,500	300	1,500	1,500	-	0%
855 STATE AND LOCAL AID	374,120	374,120	374,120	374,120	-	0%
860 MISCELLANEOUS EXPENSE	348,200	394,270	321,402	323,502	(2,100)	-1%
874 OTHER NEGATIVE ADJUSTMENTS	(424,949)	(329,269)	(329,269)	(307,638)	(21,631)	7%
Subtotal	\$ 5,388,150	\$ 5,517,564	\$ 5,272,372	\$ 5,393,058	\$ (120,686)	-2%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	1,004,664	1,701,500	1,072,160	1,253,200	(181,040)	-17%
Subtotal	\$ 1,004,664	\$ 1,701,500	\$ 1,072,160	\$ 1,253,200	\$ (181,040)	-17%
Total Expenditures	\$ 34,868,499	\$ 34,963,064	\$ 35,055,241	\$ 38,566,703	\$ (3,511,462)	-10%
Operating Balance (Rev. - Exp.)	\$ (34,860,499)	\$ (34,955,064)	\$ (35,047,241)	\$ (38,558,703)	\$ 3,511,462	-10%

**TOTAL BUDGET BY PROGRAM**

**COUNTY ATTORNEY**  
Agency 191

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1946	DIVISION ADMINISTRATION	\$ 1,496,479	\$ -	\$ -	\$ 1,496,479	\$ 1,496,479
1947	VEHICULAR CRIMES BUREAU	\$ 169,934	\$ -	\$ -	\$ 169,934	\$ 169,934
1952	GANG AND ROP BUREAU	\$ -	\$ 7,833	\$ -	\$ 7,833	\$ 7,833
1955	DIVISION ADMINISTRATION	\$ 509,117	\$ -	\$ -	\$ 509,117	\$ 509,117
1971	DIVISION ADMINISTRATION	\$ 496,464	\$ -	\$ -	\$ 496,464	\$ 496,464
1972	VICTIM WITNESS TRIALS BUREAU	\$ -	\$ 636,950	\$ -	\$ 636,950	\$ 636,950
1973	V.W. SPECIAL CRIMES BUREAU	\$ -	\$ 196,535	\$ -	\$ 196,535	\$ 196,535
1974	VICTIM COMPENSATION BUREAU	\$ 139,238	\$ 20,000	\$ -	\$ 159,238	\$ 159,238
1976	V.W. JUVENILE BUREAU	\$ 40,500	\$ 22,000	\$ -	\$ 62,500	\$ 62,500
1977	V.W. SOUTHEAST BUREAU	\$ 68,595	\$ -	\$ -	\$ 68,595	\$ 68,595
1978	CHILDREN'S JUSTICE ACT IGA -GO	\$ 28,820	\$ -	\$ -	\$ 28,820	\$ 28,820
1980	INVESTIGATIONS DIVISION	\$ 55,000	\$ -	\$ -	\$ 55,000	\$ 55,000
1981	DIVISION ADMINISTRATION	\$ 87,000	\$ 3,000	\$ -	\$ 90,000	\$ 90,000
1982	ORG. CRIME & RACKET. INV. BURE	\$ 112,773	\$ -	\$ -	\$ 112,773	\$ 112,773
<b>Totals:</b>		<b>\$ 3,203,920</b>	<b>\$ 886,318</b>	<b>\$ -</b>	<b>\$ 4,090,238</b>	<b>\$ 4,090,238</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**COUNTY ATTORNEY**  
Agency 191

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
615 GRANTS	3,817,071	4,099,322	4,189,527	4,090,238	(99,289.00)	-2%
Total Revenue	\$ 3,817,071	\$ 4,099,322	\$ 4,189,527	\$ 4,090,238	\$ (99,289)	-2%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 2,600,679	\$ 2,599,531	\$ 2,570,931	\$ 2,651,571	(80,640)	-3%
710 SPECIAL PAY	100,602	8,027	8,350	-	8,350	100%
750 FRINGE BENEFITS	459,977	463,842	459,804	479,767	(19,963)	-4%
780 SALARY ADJUSTMENTS	3,724	44,256	73,413	72,582	831	1%
Subtotal	\$ 3,164,982	\$ 3,115,656	\$ 3,112,498	\$ 3,203,920	\$ (91,422)	-3%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 43,888	\$ 172,458	\$ 175,616	\$ 13,000	162,616	93%
805 CONTRACTUAL SERVICES	79,060	34,895	34,895	7,833	27,062	78%
810 LEGAL	624,896	856,020	856,020	848,485	7,535	1%
825 REPAIRS AND MAINTENANCE	750	-	-	-	-	-
827 MATERIAL MGNT DISCRETIONARY	4,000	-	-	-	-	-
841 EMPLOYEE TRAVEL	36,147	10,000	10,000	-	10,000	100%
842 EDUCATION	10,745	1,125	2,956	2,000	956	32%
860 MISCELLANEOUS EXPENSE	10,214	5,731	3,900	15,000	(11,100)	-285%
870 OTHER ADJUSTMENTS	5,000	-	-	-	-	-
874 OTHER NEGATIVE ADJUSTMENTS	(192,037)	(28,300)	(28,300)	-	(28,300)	100%
Subtotal	\$ 622,663	\$ 1,051,929	\$ 1,055,087	\$ 886,318	\$ 168,769	16%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	14,081	2,942	21,942	-	21,942	100%
940 OTHER CAPITAL OUTLAY	15,345	-	-	-	-	-
Subtotal	\$ 29,426	\$ 2,942	\$ 21,942	\$ -	\$ 21,942	100%
Total Expenditures	\$ 3,817,071	\$ 4,170,527	\$ 4,189,527	\$ 4,090,238	\$ 99,289	2%
Operating Balance (Rev. - Exp.)	\$ -	\$ (71,205)	\$ -	\$ -	\$ -	-

TOTAL BUDGET BY PROGRAM						
COUNTY ATTORNEY						
Agency 192						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1940	GRAND JURY/CHRGNG/EXTRADITIONS	\$ -	\$ 350,000	\$ 50,000	\$ 400,000	\$ 400,000
1943	ATTORNEY TRAINING	\$ 528,241	\$ 240,900	\$ 30,000	\$ 799,141	\$ 900,000
1951	HOMICIDE BUREAU	\$ 1,108,260	\$ 100,000	\$ -	\$ 1,208,260	\$ 1,208,260
1975	V.W. JUSTICE COURT BUREAU	\$ -	\$ 75,000	\$ -	\$ 75,000	\$ 75,000
<b>Totals:</b>		<b>\$ 1,636,501</b>	<b>\$ 765,900</b>	<b>\$ 80,000</b>	<b>\$ 2,482,401</b>	<b>\$ 2,583,260</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
COUNTY ATTORNEY						
Agency 192						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 225,000	\$ 95,000	\$ 95,000	\$ 450,000	\$ 355,000	374%
<b>REVENUE</b>						
620 INTERGOVERNMENTAL	952,000	1,082,000	1,082,000	1,083,260	1,260.00	0%
637 FINES & FORFEITS	885,000	904,206	885,000	1,050,000	165,000.00	19%
Total Revenue	\$ 1,837,000	\$ 1,986,206	\$ 1,967,000	\$ 2,133,260	\$ 166,260	8%
Total Resources	\$ 2,062,000	\$ 2,081,206	\$ 2,062,000	\$ 2,583,260	\$ 521,260	25%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,109,265	\$ 1,155,000	\$ 1,197,606	\$ 1,214,655	\$ (17,049)	-1%
710 SPECIAL PAY	79,487	48,000	27,053	73,437	(46,384)	-171%
750 FRINGE BENEFITS	206,875	221,000	222,701	230,583	(7,882)	-4%
780 SALARY ADJUSTMENTS	65,000	-	88,315	130,000	(41,685)	-47%
797 PERSONNEL SAVINGS (NEG)	(12,174)	-	(12,174)	(12,174)	-	0%
Subtotal	\$ 1,448,453	\$ 1,424,000	\$ 1,523,501	\$ 1,636,501	\$ (113,000)	-7%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 50,000	\$ 14,000	\$ 33,286	\$ 61,000	\$ (27,714)	-83%
805 CONTRACTUAL SERVICES	213,800	55,000	213,800	333,800	(120,000)	-56%
810 LEGAL	52,000	45,000	52,000	75,000	(23,000)	-44%
820 RENT	41,200	45,000	41,200	71,100	(29,900)	-73%
825 REPAIRS AND MAINTENANCE	10,000	6,000	10,000	10,000	-	0%
827 MATERIAL MGNT DISCRETIONARY	1,000	1,000	1,000	1,500	(500)	-50%
840 ELECTED OFFICIAL TRAVEL	2,500	-	2,500	-	2,500	100%
841 EMPLOYEE TRAVEL	-	1,000	-	2,500	(2,500)	
842 EDUCATION	-	1,000	-	1,500	(1,500)	
843 TRANSPORTATION/SHIPPING	1,000	900	1,000	1,500	(500)	-50%
855 STATE AND LOCAL AID	100,000	10,000	100,000	100,000	-	0%
860 MISCELLANEOUS EXPENSE	104,500	15,000	46,166	105,000	(58,834)	-127%
875 BONDS AND RELATED EXPENSE	14,000	-	14,000	3,000	11,000	79%
Subtotal	\$ 590,000	\$ 193,900	\$ 514,952	\$ 765,900	\$ (250,948)	-49%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	40,000	30,000	40,000	80,000	(40,000)	-100%
Subtotal	\$ 40,000	\$ 30,000	\$ 40,000	\$ 80,000	\$ (40,000)	-100%
Total Expenditures	\$ 2,078,453	\$ 1,647,900	\$ 2,078,453	\$ 2,482,401	\$ (403,948)	-19%
Operating Balance (Rev. - Exp.)	\$ (241,453)	\$ 338,306	\$ (111,453)	\$ (349,141)	\$ 237,688	-213%
Ending Fund Balance (Resources - Exp.)	\$ (16,453)	\$ 433,306	\$ (16,453)	\$ 100,859	\$ (117,312)	713%



TOTAL BUDGET BY PROGRAM						
COUNTY ATTORNEY						
Agency 193						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1949	SPECIAL CRIMES BUREAU	\$ -	\$ 331,000	\$ 169,000	\$ 500,000	\$ 500,000
<b>Totals:</b>		<b>\$ -</b>	<b>\$ 331,000</b>	<b>\$ 169,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
COUNTY ATTORNEY						
Agency 193						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
637 FINES & FORFEITS	250,000	250,000	250,000	100,000	(150,000.00)	-60%
650 MISCELLANEOUS REVENUE	150,000	150,000	150,000	400,000	250,000.00	167%
Total Revenue	\$ 400,000	\$ 400,000	\$ 400,000	\$ 500,000	\$ 100,000	25%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 35,851	\$ -	\$ 35,851	\$ -	\$ 35,851	100%
710 SPECIAL PAY	16,270	-	16,270	-	16,270	100%
750 FRINGE BENEFITS	8,529	-	8,529	-	8,529	100%
Subtotal	\$ 60,650	\$ -	\$ 60,650	\$ -	\$ 60,650	100%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 47,850	\$ 20,000	\$ 47,850	\$ 22,000	\$ 25,850	54%
805 CONTRACTUAL SERVICES	23,000	40,000	23,000	42,000	(19,000)	-83%
810 LEGAL	46,000	20,000	46,000	22,000	24,000	52%
820 RENT	7,000	5,000	7,000	5,000	2,000	29%
825 REPAIRS AND MAINTENANCE	1,000	1,000	1,000	1,000	-	0%
841 EMPLOYEE TRAVEL	18,000	11,000	18,000	12,000	6,000	33%
842 EDUCATION	20,000	50,000	20,000	53,000	(33,000)	-165%
850 UTILITIES	6,000	5,000	6,000	5,000	1,000	17%
855 STATE AND LOCAL AID	76,000	150,000	76,000	160,000	(84,000)	-111%
860 MISCELLANEOUS EXPENSE	8,500	8,000	8,500	9,000	(500)	-6%
Subtotal	\$ 253,350	\$ 310,000	\$ 253,350	\$ 331,000	\$ (77,650)	-31%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	58,000	100,000	58,000	134,000	(76,000)	-131%
930 TRANSPORTATION	28,000	32,000	28,000	35,000	(7,000)	-25%
Subtotal	\$ 86,000	\$ 132,000	\$ 86,000	\$ 169,000	\$ (83,000)	-97%
Total Expenditures	\$ 400,000	\$ 442,000	\$ 400,000	\$ 500,000	\$ (100,000)	-25%
Operating Balance (Rev. - Exp.)	\$ -	\$ (42,000)	\$ -	\$ -	\$ -	-



TOTAL BUDGET BY PROGRAM						
COUNTY ATTORNEY						
Agency 194						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1967	COUNTY COUNSEL	\$ 4,499,739	\$ (4,662,907)	\$ 163,168	\$ -	\$ -
<b>Totals:</b>		<b>\$ 4,499,739</b>	<b>\$ (4,662,907)</b>	<b>\$ 163,168</b>	<b>\$ -</b>	<b>\$ -</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
COUNTY ATTORNEY						
Agency 194						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 3,576,071	\$ 3,300,000	\$ 3,702,538	\$ 3,777,663	\$ (75,125)	-2%
710 SPECIAL PAY	-	20,000	-	27,000	(27,000)	
750 FRINGE BENEFITS	587,943	520,000	606,996	633,622	(26,626)	-4%
780 SALARY ADJUSTMENTS	73,936	-	34,600	175,391	(140,791)	-407%
797 PERSONNEL SAVINGS (NEG)	(113,937)	(113,937)	(113,937)	(113,937)	-	0%
Subtotal	\$ 4,124,013	\$ 3,726,063	\$ 4,230,197	\$ 4,499,739	\$ (269,542)	-6%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 48,000	\$ 60,000	\$ 48,000	\$ 53,000	\$ (5,000)	-10%
805 CONTRACTUAL SERVICES	8,000	12,000	8,000	9,000	(1,000)	-13%
810 LEGAL	5,000	5,000	5,000	8,000	(3,000)	-60%
820 RENT	339,847	353,000	339,847	347,500	(7,653)	-2%
825 REPAIRS AND MAINTENANCE	6,000	1,000	6,000	8,000	(2,000)	-33%
841 EMPLOYEE TRAVEL	5,000	4,000	5,000	8,000	(3,000)	-60%
842 EDUCATION	9,000	5,000	9,000	15,000	(6,000)	-67%
843 TRANSPORTATION/SHIPPING	2,000	1,000	2,000	5,000	(3,000)	-150%
860 MISCELLANEOUS EXPENSE	33,183	36,000	33,183	52,000	(18,817)	-57%
870 OTHER ADJUSTMENTS	329,269	329,269	329,269	307,638	21,631	7%
874 OTHER NEGATIVE ADJUSTMENTS	(5,004,955)	(4,961,139)	(5,111,139)	(5,476,045)	364,906	-7%
Subtotal	\$ (4,219,656)	\$ (4,154,870)	\$ (4,325,840)	\$ (4,662,907)	\$ 337,067	-8%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	95,643	300,000	95,643	163,168	(67,525)	-71%
Subtotal	\$ 95,643	\$ 300,000	\$ 95,643	\$ 163,168	\$ (67,525)	-71%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ (128,807)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	



## **board of supervisors**

### **Board of Supervisors**

**District 1 - Fulton Brock - Chairman**

**District 2 - Don Stapley**

**District 3 - Andrew Kunasek**

**District 4 - Janice K. Brewer**

**District 5 - Mary Rose Wilcox**

#### **mission**

The five-member Board of Supervisors is the governing body of Maricopa County. With the assistance of the Clerk of the Board, the Board of Supervisors takes actions necessary to fully discharge its duties as authorized by law in order to enhance, increase and enrich the individual freedoms and opportunities of all Maricopa County citizens. The Board of Supervisors is committed to achieving full financial stability and establishing a solid foundation for improved services.

#### **program goals**

Oversee financial obligation of the County and all financial accounts. Manage public roads and bridges within the County. Provide for the care of the indigent sick of the County. Establish a courthouse and jails. Divide the County into precincts and districts as required. Levy property taxes. Prosecute, defend and/or settle all actions to which the County is a party. Enact and enforce certain ordinances.

#### **community impact**

By solving regional public policy issues in a cost effective manner County government will be more efficient and responsive to citizens and their concerns.

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY						
BOARD OF SUPERVISORS DISTRICT 1						
Department 01						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue	
General	207,346	12,882	1,300	\$ 221,528	\$ -	
Totals	\$ 207,346	\$ 12,882	\$ 1,300	\$ 221,528	\$ -	

BOARD OF SUPERVISORS DISTRICT 1						
Department 01						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 172,490	\$ 150,000	\$ 172,490	\$ 162,817	\$ -	0%
705 TEMPORARY PAY	-	-	-	5,000	-	0%
710 SPECIAL PAY	-	-	-	-	-	
750 FRINGE BENEFITS	31,283	29,243	31,283	34,607	-	0%
780 SALARY ADJUSTMENTS	3,810	2,500	3,810	4,922	-	0%
Subtotal	\$ 207,583	\$ 181,743	\$ 207,583	\$ 207,346	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 2,742	\$ 2,700	\$ 2,242	\$ 2,742	\$ -	0%
802 MEDICAL SUPPLIES	-	-	-	-	-	
805 CONTRACTUAL SERVICES	400	400	400	400	-	0%
820 RENT	300	300	300	300	-	0%
825 REPAIRS AND MAINTENANCE	150	150	150	150	-	0%
826 FACILITIES MGMT DISCRETIONARY	40	-	40	40	-	0%
827 MATERIAL MGMT DISCRETIONARY	100	100	600	100	-	0%
828 MOTOR POOL	400	400	400	400	-	0%
830 TELECOM DISCRETIONARY	2,400	2,400	2,400	2,400	-	0%
840 ELECTED OFFICIAL TRAVEL	2,018	2,000	2,018	4,150	-	0%
841 EMPLOYEE TRAVEL	700	700	700	700	-	0%
842 EDUCATION	900	900	900	800	-	0%
843 TRANSPORTATION/SHIPPING	300	300	300	300	-	0%
860 MISCELLANEOUS EXPENSE	400	400	400	400	-	0%
Subtotal	\$ 10,850	\$ 10,750	\$ 10,850	\$ 12,882	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	2,300	2,300	2,300	1,300	-	0%
Subtotal	\$ 2,300	\$ 2,300	\$ 2,300	\$ 1,300	\$ -	0%
Total Expenditures	\$ 220,733	\$ 194,793	\$ 220,733	\$ 221,528	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (220,733)	\$ (194,793)	\$ (220,733)	\$ (221,528)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (220,733)	\$ (194,793)	\$ (220,733)	\$ (221,528)	\$ -	0%

**POSITION DISTRIBUTION**

Dept	WORKING TITLE	FTE
1	BOARD OF SUPERVISORS DIST 1	
	BOARD OF SPVSRs EXEC ASST	1
	CHIEF ADMINISTRATOR	1
	COUNTY SUPERVISOR	1
	SECRETARY/OFFICE MNGR	1
1	Total	4

**TOTAL BUDGET BY PROGRAM**

**BOARD OF SUPERVISORS DISTRICT 1**  
Agency 10

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1311	DISTRICT 1	\$ 207,346	\$ 12,882	\$ 1,300	\$ 221,528	\$ -
<b>Totals:</b>		<b>\$ 207,346</b>	<b>\$ 12,882</b>	<b>\$ 1,300</b>	<b>\$ 221,528</b>	<b>\$ -</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**BOARD OF SUPERVISORS DISTRICT 1**  
Agency 10

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 172,490	\$ 150,000	\$ 172,490	\$ 162,817	\$ 9,673	6%
705 TEMPORARY PAY	-	-	-	5,000	(5,000)	
750 FRINGE BENEFITS	31,283	29,243	31,283	34,607	(3,324)	-11%
780 SALARY ADJUSTMENTS	3,810	2,500	3,810	4,922	(1,112)	-29%
Subtotal	\$ 207,583	\$ 181,743	\$ 207,583	\$ 207,346	\$ 237	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 2,742	\$ 2,700	\$ 2,242	\$ 2,742	\$ (500)	-22%
805 CONTRACTUAL SERVICES	400	400	400	400	-	0%
820 RENT	300	300	300	300	-	0%
825 REPAIRS AND MAINTENANCE	150	150	150	150	-	0%
826 FACILITIES MGMT DISCRETIONARY	40	-	40	40	-	0%
827 MATERIAL MGMT DISCRETIONARY	100	100	600	100	500	83%
828 MOTOR POOL	400	400	400	400	-	0%
830 TELECOM DISCRETIONARY	2,400	2,400	2,400	2,400	-	0%
840 ELECTED OFFICIAL TRAVEL	2,018	2,000	2,018	4,150	(2,132)	-106%
841 EMPLOYEE TRAVEL	700	700	700	700	-	0%
842 EDUCATION	900	900	900	800	100	11%
843 TRANSPORTATION/SHIPPING	300	300	300	300	-	0%
860 MISCELLANEOUS EXPENSE	400	400	400	400	-	0%
Subtotal	\$ 10,850	\$ 10,750	\$ 10,850	\$ 12,882	\$ (2,032)	-19%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	2,300	2,300	2,300	1,300	1,000	43%
Subtotal	\$ 2,300	\$ 2,300	\$ 2,300	\$ 1,300	\$ 1,000	43%
<b>Total Expenditures</b>	<b>\$ 220,733</b>	<b>\$ 194,793</b>	<b>\$ 220,733</b>	<b>\$ 221,528</b>	<b>\$ (795)</b>	<b>0%</b>



DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY					
BOARD OF SUPERVISORS DISTRICT 2					
Department 02					
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	182,572	37,950	1,006	\$ 221,528	\$ -
Totals	\$ 182,572	\$ 37,950	\$ 1,006	\$ 221,528	\$ -

EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT						
BOARD OF SUPERVISORS DISTRICT 2						
Department 02						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 137,724	\$ 140,000	\$ 141,281	\$ 147,055	\$ -	0%
705 TEMPORARY PAY	5,350	2,500	4,352	3,000	-	0%
750 FRINGE BENEFITS	24,525	22,543	24,820	28,517	-	0%
780 SALARY ADJUSTMENTS	3,810	2,000	2,057	4,000	-	0%
790 OTHER PERSONAL SERVICES	5,000	-	3,899	-	-	-
Subtotal	\$ 176,409	\$ 167,043	\$ 176,409	\$ 182,572	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 6,000	\$ 6,000	\$ 6,000	\$ 5,500	\$ -	0%
805 CONTRACTUAL SERVICES	1,000	1,000	1,000	1,000	-	0%
820 RENT	1,500	1,500	1,500	1,500	-	0%
825 REPAIRS AND MAINTENANCE	1,000	1,000	1,000	1,000	-	0%
826 FACILITIES MGMT DISCRETIONARY	500	500	500	500	-	0%
827 MATERIAL MGMT DISCRETIONARY	1,200	1,200	1,200	1,200	-	0%
828 MOTOR POOL	900	900	900	900	-	0%
830 TELECOM DISCRETIONARY	7,500	7,500	7,500	7,500	-	0%
840 ELECTED OFFICIAL TRAVEL	5,000	5,000	5,000	5,150	-	0%
841 EMPLOYEE TRAVEL	4,000	4,000	4,000	4,000	-	0%
842 EDUCATION	4,000	4,000	4,000	4,000	-	0%
843 TRANSPORTATION/SHIPPING	200	200	200	200	-	0%
860 MISCELLANEOUS EXPENSE	6,524	2,000	6,524	5,500	-	0%
Subtotal	\$ 39,324	\$ 34,800	\$ 39,324	\$ 37,950	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	5,000	2,000	5,000	1,006	-	0%
Subtotal	\$ 5,000	\$ 2,000	\$ 5,000	\$ 1,006	\$ -	0%
Total Expenditures	\$ 220,733	\$ 203,843	\$ 220,733	\$ 221,528	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (220,733)	\$ (203,843)	\$ (220,733)	\$ (221,528)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (220,733)	\$ (203,843)	\$ (220,733)	\$ (221,528)	\$ -	0%

**POSITION DISTRIBUTION**

Dept	WORKING TITLE	FTE
2	BOARD OF SUPERVISORS DIST 2	
	CHIEF ADMINISTRATOR	1
	COUNTY SUPERVISOR	1
	EXEC ASST	1
	EXECTV SCRTRY-OFC MGR II	1
2	Total	4

**TOTAL BUDGET BY PROGRAM**

**BOARD OF SUPERVISORS DISTRICT 2**  
Agency 20

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1312	DISTRICT 2	\$ 182,572	\$ 37,950	\$ 1,006	\$ 221,528	\$ -
<b>Totals:</b>		<b>\$ 182,572</b>	<b>\$ 37,950</b>	<b>\$ 1,006</b>	<b>\$ 221,528</b>	<b>\$ -</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**BOARD OF SUPERVISORS DISTRICT 2**  
Agency 20

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 137,724	\$ 140,000	\$ 141,281	\$ 147,055	\$ (5,774)	-4%
705 TEMPORARY PAY	5,350	2,500	4,352	3,000	1,352	31%
750 FRINGE BENEFITS	24,525	22,543	24,820	28,517	(3,697)	-15%
780 SALARY ADJUSTMENTS	3,810	2,000	2,057	4,000	(1,943)	-94%
790 OTHER PERSONAL SERVICES	5,000	-	3,899	-	3,899	100%
Subtotal	\$ 176,409	\$ 167,043	\$ 176,409	\$ 182,572	\$ (6,163)	-3%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 6,000	\$ 6,000	\$ 6,000	\$ 5,500	\$ 500	8%
805 CONTRACTUAL SERVICES	1,000	1,000	1,000	1,000	-	0%
820 RENT	1,500	1,500	1,500	1,500	-	0%
825 REPAIRS AND MAINTENANCE	1,000	1,000	1,000	1,000	-	0%
826 FACILITIES MGMT DISCRETIONARY	500	500	500	500	-	0%
827 MATERIAL MGMT DISCRETIONARY	1,200	1,200	1,200	1,200	-	0%
828 MOTOR POOL	900	900	900	900	-	0%
830 TELECOM DISCRETIONARY	7,500	7,500	7,500	7,500	-	0%
840 ELECTED OFFICIAL TRAVEL	5,000	5,000	5,000	5,150	(150)	-3%
841 EMPLOYEE TRAVEL	4,000	4,000	4,000	4,000	-	0%
842 EDUCATION	4,000	4,000	4,000	4,000	-	0%
843 TRANSPORTATION/SHIPPING	200	200	200	200	-	0%
860 MISCELLANEOUS EXPENSE	6,524	2,000	6,524	5,500	1,024	16%
Subtotal	\$ 39,324	\$ 34,800	\$ 39,324	\$ 37,950	\$ 1,374	3%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	5,000	2,000	5,000	1,006	3,994	80%
Subtotal	\$ 5,000	\$ 2,000	\$ 5,000	\$ 1,006	\$ 3,994	80%
<b>Total Expenditures</b>	<b>\$ 220,733</b>	<b>\$ 203,843</b>	<b>\$ 220,733</b>	<b>\$ 221,528</b>	<b>\$ (795)</b>	<b>0%</b>

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY					
BOARD OF SUPERVISORS DISTRICT 3					
Department 03					
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	200,545	19,883	1,100	\$ 221,528	\$ -
Totals	\$ 200,545	\$ 19,883	\$ 1,100	\$ 221,528	\$ -

EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT						
BOARD OF SUPERVISORS DISTRICT 3						
Department 03						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 158,520	\$ 155,000	\$ 160,013	\$ 163,571	\$ -	0%
705 TEMPORARY PAY	2,570	-	2,198	2,570	-	0%
750 FRINGE BENEFITS	25,329	24,243	25,461	29,582	-	0%
780 SALARY ADJUSTMENTS	3,810	3,810	2,557	4,822	-	0%
Subtotal	\$ 190,229	\$ 183,053	\$ 190,229	\$ 200,545	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 9,121	\$ 5,000	\$ 9,121	\$ 5,000	\$ -	0%
805 CONTRACTUAL SERVICES	1,500	1,500	1,500	1,000	-	0%
820 RENT	500	500	500	500	-	0%
825 REPAIRS AND MAINTENANCE	150	150	150	150	-	0%
826 FACILITIES MGMT DISCRETIONARY	300	300	300	300	-	0%
827 MATERIAL MGMT DISCRETIONARY	1,500	1,500	1,500	500	-	0%
828 MOTOR POOL	500	500	500	500	-	0%
830 TELECOM DISCRETIONARY	2,000	2,000	2,000	2,000	-	0%
840 ELECTED OFFICIAL TRAVEL	5,000	5,000	5,000	5,000	-	0%
841 EMPLOYEE TRAVEL	2,000	2,000	2,000	2,000	-	0%
842 EDUCATION	2,000	2,000	2,000	2,000	-	0%
843 TRANSPORTATION/SHIPPING	300	300	300	300	-	0%
860 MISCELLANEOUS EXPENSE	633	633	633	633	-	0%
Subtotal	\$ 25,504	\$ 21,383	\$ 25,504	\$ 19,883	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	5,000	5,000	5,000	1,100	-	0%
Subtotal	\$ 5,000	\$ 5,000	\$ 5,000	\$ 1,100	\$ -	0%
Total Expenditures	\$ 220,733	\$ 209,436	\$ 220,733	\$ 221,528	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (220,733)	\$ (209,436)	\$ (220,733)	\$ (221,528)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (220,733)	\$ (209,436)	\$ (220,733)	\$ (221,528)	\$ -	0%

**POSITION DISTRIBUTION**

Dept	WORKING TITLE	FTE
3	BOARD OF SUPERVISORS DIST 3	
	ADMINISTRATIVE ASSTNT I	1
	BOARD OF SPVSRs EXEC ASST	1
	CHIEF ADMINISTRATOR	1
	COUNTY SUPERVISOR	1
3	Total	4

**TOTAL BUDGET BY PROGRAM**

**BOARD OF SUPERVISORS DISTRICT 3**  
Agency 30

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1313	DISTRICT 3	\$ 200,545	\$ 19,883	\$ 1,100	\$ 221,528	\$ -
<b>Totals:</b>		\$ 200,545	\$ 19,883	\$ 1,100	\$ 221,528	\$ -

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**BOARD OF SUPERVISORS DISTRICT 3**  
Agency 30

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 158,520	\$ 155,000	\$ 160,013	\$ 163,571	\$ (3,558)	-2%
705 TEMPORARY PAY	2,570	-	2,198	2,570	(372)	-17%
750 FRINGE BENEFITS	25,329	24,243	25,461	29,582	(4,121)	-16%
780 SALARY ADJUSTMENTS	3,810	3,810	2,557	4,822	(2,265)	-89%
Subtotal	\$ 190,229	\$ 183,053	\$ 190,229	\$ 200,545	\$ (10,316)	-5%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 9,121	\$ 5,000	\$ 9,121	\$ 5,000	\$ 4,121	45%
805 CONTRACTUAL SERVICES	1,500	1,500	1,500	1,000	500	33%
820 RENT	500	500	500	500	-	0%
825 REPAIRS AND MAINTENANCE	150	150	150	150	-	0%
826 FACILITIES MGMT DISCRETIONARY	300	300	300	300	-	0%
827 MATERIAL MGMT DISCRETIONARY	1,500	1,500	1,500	500	1,000	67%
828 MOTOR POOL	500	500	500	500	-	0%
830 TELECOM DISCRETIONARY	2,000	2,000	2,000	2,000	-	0%
840 ELECTED OFFICIAL TRAVEL	5,000	5,000	5,000	5,000	-	0%
841 EMPLOYEE TRAVEL	2,000	2,000	2,000	2,000	-	0%
842 EDUCATION	2,000	2,000	2,000	2,000	-	0%
843 TRANSPORTATION/SHIPPING	300	300	300	300	-	0%
860 MISCELLANEOUS EXPENSE	633	633	633	633	-	0%
Subtotal	\$ 25,504	\$ 21,383	\$ 25,504	\$ 19,883	\$ 5,621	22%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	5,000	5,000	5,000	1,100	3,900	78%
Subtotal	\$ 5,000	\$ 5,000	\$ 5,000	\$ 1,100	\$ 3,900	78%
<b>Total Expenditures</b>	<b>\$ 220,733</b>	<b>\$ 209,436</b>	<b>\$ 220,733</b>	<b>\$ 221,528</b>	<b>\$ (795)</b>	<b>0%</b>

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

BOARD OF SUPERVISORS DISTRICT 4  
Department 04

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	187,192	28,286	6,050	\$ 221,528	\$ -
Totals	\$ 187,192	\$ 28,286	\$ 6,050	\$ 221,528	\$ -

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

BOARD OF SUPERVISORS DISTRICT 4  
Department 04

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 144,427	\$ 140,500	\$ 144,427	\$ 144,980	\$ -	0%
705 TEMPORARY PAY	19,814	2,000	19,814	15,000	-	0%
750 FRINGE BENEFITS	24,250	20,995	24,250	23,052	-	0%
780 SALARY ADJUSTMENTS	3,810	3,800	3,810	4,160	-	0%
Subtotal	\$ 192,301	\$ 167,295	\$ 192,301	\$ 187,192	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 4,760	\$ 4,760	\$ 4,760	\$ 5,200	\$ -	0%
805 CONTRACTUAL SERVICES	1,200	1,200	1,200	1,200	-	0%
820 RENT	800	800	800	800	-	0%
825 REPAIRS AND MAINTENANCE	500	500	500	500	-	0%
826 FACILITIES MGMT DISCRETIONARY	1,022	1,022	1,022	1,021	-	0%
827 MATERIAL MGMT DISCRETIONARY	800	800	800	800	-	0%
828 MOTOR POOL	1,000	1,000	1,000	1,000	-	0%
830 TELECOM DISCRETIONARY	2,000	2,000	2,000	3,000	-	0%
840 ELECTED OFFICIAL TRAVEL	4,000	4,000	4,000	8,400	-	0%
841 EMPLOYEE TRAVEL	650	650	650	1,650	-	0%
842 EDUCATION	2,000	2,000	2,000	2,000	-	0%
843 TRANSPORTATION/SHIPPING	900	900	900	2,715	-	0%
Subtotal	\$ 19,632	\$ 19,632	\$ 19,632	\$ 28,286	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	8,800	8,800	8,800	6,050	-	0%
Subtotal	\$ 8,800	\$ 8,800	\$ 8,800	\$ 6,050	\$ -	0%
Total Expenditures	\$ 220,733	\$ 195,727	\$ 220,733	\$ 221,528	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (220,733)	\$ (195,727)	\$ (220,733)	\$ (221,528)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (220,733)	\$ (195,727)	\$ (220,733)	\$ (221,528)	\$ -	0%

**POSITION DISTRIBUTION**

Dept	WORKING TITLE	FTE
4	BOARD OF SUPERVISORS DIST 4	
	CHIEF ADMINISTRATOR	1
	COUNTY SUPERVISOR	1
	EXECTV SCRTRY-OFC MGR II	1
4	Total	3

**TOTAL BUDGET BY PROGRAM**

**BOARD OF SUPERVISORS DISTRICT 4**  
Agency 40

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1314	DISTRICT 4	\$ 187,192	\$ 28,286	\$ 6,050	\$ 221,528	\$ -
<b>Totals:</b>		<b>\$ 187,192</b>	<b>\$ 28,286</b>	<b>\$ 6,050</b>	<b>\$ 221,528</b>	<b>\$ -</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**BOARD OF SUPERVISORS DISTRICT 4**  
Agency 40

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 144,427	\$ 140,500	\$ 144,427	\$ 144,980	(553)	0%
705 TEMPORARY PAY	19,814	2,000	19,814	15,000	4,814	24%
750 FRINGE BENEFITS	24,250	20,995	24,250	23,052	1,198	5%
780 SALARY ADJUSTMENTS	3,810	3,800	3,810	4,160	(350)	-9%
Subtotal	\$ 192,301	\$ 167,295	\$ 192,301	\$ 187,192	\$ 5,109	3%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 4,760	\$ 4,760	\$ 4,760	\$ 5,200	(440)	-9%
805 CONTRACTUAL SERVICES	1,200	1,200	1,200	1,200	-	0%
820 RENT	800	800	800	800	-	0%
825 REPAIRS AND MAINTENANCE	500	500	500	500	-	0%
826 FACILITIES MGMT DISCRETIONARY	1,022	1,022	1,022	1,021	1	0%
827 MATERIAL MGMT DISCRETIONARY	800	800	800	800	-	0%
828 MOTOR POOL	1,000	1,000	1,000	1,000	-	0%
830 TELECOM DISCRETIONARY	2,000	2,000	2,000	3,000	(1,000)	-50%
840 ELECTED OFFICIAL TRAVEL	4,000	4,000	4,000	8,400	(4,400)	-110%
841 EMPLOYEE TRAVEL	650	650	650	1,650	(1,000)	-154%
842 EDUCATION	2,000	2,000	2,000	2,000	-	0%
843 TRANSPORTATION/SHIPPING	900	900	900	2,715	(1,815)	-202%
Subtotal	\$ 19,632	\$ 19,632	\$ 19,632	\$ 28,286	\$ (8,654)	-44%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	8,800	8,800	8,800	6,050	2,750	31%
Subtotal	\$ 8,800	\$ 8,800	\$ 8,800	\$ 6,050	\$ 2,750	31%
<b>Total Expenditures</b>	<b>\$ 220,733</b>	<b>\$ 195,727</b>	<b>\$ 220,733</b>	<b>\$ 221,528</b>	<b>\$ (795)</b>	<b>0%</b>

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

BOARD OF SUPERVISORS DISTRICT 5  
Department 05

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	185,431	31,097	5,000	\$ 221,528	\$ -
Totals	\$ 185,431	\$ 31,097	\$ 5,000	\$ 221,528	\$ -

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

BOARD OF SUPERVISORS DISTRICT 5  
Department 05

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 129,665	\$ 121,000	\$ 129,944	\$ 130,727	\$ -	0%
705 TEMPORARY PAY	25,000	15,000	25,000	23,500	-	0%
750 FRINGE BENEFITS	26,766	25,243	26,812	27,317	-	0%
780 SALARY ADJUSTMENTS	3,810	3,485	3,485	3,887	-	0%
Subtotal	\$ 185,241	\$ 164,728	\$ 185,241	\$ 185,431	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 5,777	\$ 5,777	\$ 5,777	\$ 6,000	\$ -	0%
805 CONTRACTUAL SERVICES	1,800	1,800	1,800	1,800	-	0%
820 RENT	2,000	2,000	2,000	2,000	-	0%
825 REPAIRS AND MAINTENANCE	900	900	900	900	-	0%
826 FACILITIES MGMT DISCRETIONARY	300	300	300	300	-	0%
827 MATERIAL MGMT DISCRETIONARY	445	445	445	445	-	0%
828 MOTOR POOL	4,000	4,000	4,000	4,000	-	0%
830 TELECOM DISCRETIONARY	3,500	3,500	3,500	3,500	-	0%
840 ELECTED OFFICIAL TRAVEL	3,000	3,000	3,000	3,605	-	0%
841 EMPLOYEE TRAVEL	2,000	2,000	2,000	2,000	-	0%
842 EDUCATION	1,600	1,600	1,600	1,600	-	0%
860 MISCELLANEOUS EXPENSE	4,948	4,948	4,948	4,947	-	0%
Subtotal	\$ 30,270	\$ 30,270	\$ 30,270	\$ 31,097	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	5,222	5,222	5,222	5,000	-	0%
Subtotal	\$ 5,222	\$ 5,222	\$ 5,222	\$ 5,000	\$ -	0%
Total Expenditures	\$ 220,733	\$ 200,220	\$ 220,733	\$ 221,528	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (220,733)	\$ (200,220)	\$ (220,733)	\$ (221,528)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (220,733)	\$ (200,220)	\$ (220,733)	\$ (221,528)	\$ -	0%

**POSITION DISTRIBUTION**

Dept	WORKING TITLE	FTE
5	BOARD OF SUPERVISORS DIST 5	
	BOARD OF SPVSRs EXEC ASST	1
	COUNTY SUPERVISOR	1
	EXEC ASSISTANT	1
	EXECTV SCRTRY-OFC MGR II	1
5	Total	4

**TOTAL BUDGET BY PROGRAM**

**BOARD OF SUPERVISORS DISTRICT 5**  
Agency 50

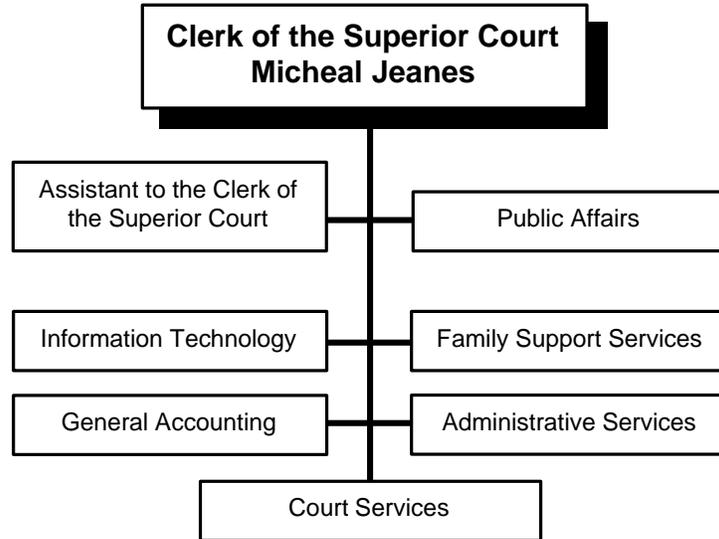
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1315	DISTRICT 5	\$ 185,431	\$ 31,097	\$ 5,000	\$ 221,528	\$ -
<b>Totals:</b>		<b>\$ 185,431</b>	<b>\$ 31,097</b>	<b>\$ 5,000</b>	<b>\$ 221,528</b>	<b>\$ -</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**BOARD OF SUPERVISORS DISTRICT 5**  
Agency 50

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 129,665	\$ 121,000	\$ 129,944	\$ 130,727	(783)	-1%
705 TEMPORARY PAY	25,000	15,000	25,000	23,500	1,500	6%
750 FRINGE BENEFITS	26,766	25,243	26,812	27,317	(505)	-2%
780 SALARY ADJUSTMENTS	3,810	3,485	3,485	3,887	(402)	-12%
Subtotal	\$ 185,241	\$ 164,728	\$ 185,241	\$ 185,431	(190)	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 5,777	\$ 5,777	\$ 5,777	\$ 6,000	(223)	-4%
805 CONTRACTUAL SERVICES	1,800	1,800	1,800	1,800	-	0%
820 RENT	2,000	2,000	2,000	2,000	-	0%
825 REPAIRS AND MAINTENANCE	900	900	900	900	-	0%
826 FACILITIES MGMT DISCRETIONARY	300	300	300	300	-	0%
827 MATERIAL MGMT DISCRETIONARY	445	445	445	445	-	0%
828 MOTOR POOL	4,000	4,000	4,000	4,000	-	0%
830 TELECOM DISCRETIONARY	3,500	3,500	3,500	3,500	-	0%
840 ELECTED OFFICIAL TRAVEL	3,000	3,000	3,000	3,605	(605)	-20%
841 EMPLOYEE TRAVEL	2,000	2,000	2,000	2,000	-	0%
842 EDUCATION	1,600	1,600	1,600	1,600	-	0%
860 MISCELLANEOUS EXPENSE	4,948	4,948	4,948	4,947	1	0%
Subtotal	\$ 30,270	\$ 30,270	\$ 30,270	\$ 31,097	(827)	-3%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	5,222	5,222	5,222	5,000	222	4%
Subtotal	\$ 5,222	\$ 5,222	\$ 5,222	\$ 5,000	222	4%
<b>Total Expenditures</b>	<b>\$ 220,733</b>	<b>\$ 200,220</b>	<b>\$ 220,733</b>	<b>\$ 221,528</b>	<b>(795)</b>	<b>0%</b>

## clerk of superior court (16)



### mission

The Office of the Clerk of the Superior Court provides legally mandated services, including fiduciary, family support and court records information management in an accurate, timely and professional manner to the Superior Court and the public.

### program goals

To provide the best possible level of service to both the Court and the Public, delivered with courtesy and professionalism. To advance the interests of children and families by assisting in the enforcement of the Court's orders regarding financial support and visitation rights. To insure sound financial management of all Court monies, maintain effective records using management and information systems, and provide a support system for internal communication and technical assistance for all sections of the office.

### community impact

The Clerk of the Superior Court directly supports the Superior Court of Arizona by maintaining court files, records, and exhibits in a timely and accurate manner. This provides for public safety as an integral part of the Justice System. The Clerk of the Court affects the County Attorney, Sheriff, Department of Public Safety, Department of Corrections, Probation and Parole departments, and the Department of Economic Security in the collection and distribution of child support payments.

### performance measures

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
New Cases Initiated – Domestic Relations	29,433	33,728	38,700	42,500
New Cases Initiated – Criminal	19,109	24,594	26,725	29,075
Subsequent Case Filings – Criminal	392,594	506,864	549,750	591,200
Juvenile Court Petitions Documents Docketed	158,393	178,117	194,150	209,675
Number of RFR Payments Processed	103,112	169,110	181,375	196,350
\$ Amount of RFR Payments Processed	8,976,297	13,650,920	14,011,500	15,510,000

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY

CLERK OF THE SUPERIOR COURT  
Department 16

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	17,052,046	1,473,793	96,469	\$ 18,622,308	\$ 5,580,000
Special Revenue	2,742,962	2,268,401	1,810,656	\$ 6,822,019	\$ 6,822,020
Totals	\$ 19,795,008	\$ 3,742,194	\$ 1,907,125	\$ 25,444,327	\$ 12,402,020

EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT

CLERK OF THE SUPERIOR COURT  
Department 16

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 1,061,190	\$ 1,849,893	\$ 1,061,190	\$ 2,310,000	\$ -	0%
<b>REVENUE</b>						
610 LICENSES AND PERMITS	270,000	134,970	270,000	-	-	
615 GRANTS	9,900	45,914	39,909	6,500	-	0%
620 INTERGOVERNMENTAL	2,753,248	2,527,653	2,536,763	2,838,020	-	0%
635 FEES & CHARGES	4,230,000	5,293,716	4,230,000	5,437,500	-	0%
637 FINES & FORFEITS	1,950,000	2,041,894	1,950,000	1,700,000	-	0%
650 MISCELLANEOUS REVENUE	470,000	467,145	470,000	110,000	-	0%
Subtotal	\$ 9,683,148	\$ 10,511,292	\$ 9,496,672	\$ 10,092,020	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 14,958,774	\$ 14,618,937	\$ 15,354,174	\$ 16,223,883	\$ -	0%
705 TEMPORARY PAY	767,811	-	124,600	-	-	
710 SPECIAL PAY	395,531	382,715	313,852	326,411	-	0%
750 FRINGE BENEFITS	3,337,721	3,131,056	3,329,506	3,522,435	-	0%
780 SALARY ADJUSTMENTS	29,716	300,000	231,687	-	-	
790 OTHER PERSONAL SERVICES	26,535	-	26,535	-	-	
795 P S INTER-FUND CREDIT (NEG)	(632,059)	(673,059)	(632,059)	(818,578)	-	0%
796 P S INTER-FUND CHARGES	820,189	879,945	850,189	1,065,519	-	0%
797 PERSONNEL SAVINGS (NEG)	(540,557)	-	(540,557)	(524,662)	-	0%
Subtotal	\$ 19,163,661	\$ 18,639,594	\$ 19,057,927	\$ 19,795,008	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 1,594,563	\$ 951,889	\$ 1,422,087	\$ 1,091,606	\$ -	0%
805 CONTRACTUAL SERVICES	938,557	1,207,665	938,557	1,940,500	-	0%
810 LEGAL	25,000	2,000	25,000	-	-	
825 REPAIRS AND MAINTENANCE	733,299	525,553	733,299	324,373	-	0%
826 FACILITIES MGMT DISCRETIONARY	3,100	-	3,100	-	-	
827 MATERIAL MGMT DISCRETIONARY	21,500	10,000	21,500	10,000	-	0%
830 TELECOM DISCRETIONARY	40,000	65,000	40,000	70,000	-	0%
840 ELECTED OFFICIAL TRAVEL	10,000	10,000	10,000	8,856	-	0%
841 EMPLOYEE TRAVEL	60,500	78,229	60,500	54,360	-	0%
842 EDUCATION	8,500	15,980	8,500	12,500	-	0%
860 MISCELLANEOUS EXPENSE	207,096	292,882	207,096	132,499	-	0%
870 OTHER ADJUSTMENTS	205,340	104,328	205,340	97,500	-	0%
Subtotal	\$ 3,847,455	\$ 3,263,526	\$ 3,674,979	\$ 3,742,194	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	755,475	1,250,923	755,475	1,907,125	-	0%
Subtotal	\$ 755,475	\$ 1,250,923	\$ 755,475	\$ 1,907,125	\$ -	0%
Total Expenditures	\$ 23,766,591	\$ 23,154,043	\$ 23,488,381	\$ 25,444,327	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (14,083,443)	\$ (12,642,751)	\$ (13,991,709)	\$ (15,352,307)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (13,022,253)	\$ (10,792,858)	\$ (12,930,519)	\$ (13,042,307)	\$ -	0%

POSITION DISTRIBUTION		
Dept	WORKING TITLE	FTE
16	CLERK OF THE SUPERIOR COURT	
	ACCOUNTANT I	1
	ACCOUNTANT II	2
	ACCOUNTANT IV	1
	ACCOUNTING TECHNICIAN II	1
	ADMINISTRATIVE ASSTNT II	2
	ADMINISTRATIVE COORD II	2
	ADMINISTRATIVE COORD III	1
	ADMINISTRATIVE COORD IV	1
	ASSOC CLK OF THE SUP CRT	5
	ASSOCIATE CLIENT REPRSNTV	1
	CLERK OF THE SUPERIOR CRT	1
	CLIENT REPRESENTATIVE	1
	COURT CLERK	154
	COURT CONCILIATOR I	2
	COURT CONCILIATOR III	6
	COURT CONCILIATOR IV	1
	COURT INFORMATION PROCESSOR	3
	COURT INFORMATN PRCSR I	1
	COURT INFORMATN PRCSR III	248
	COURT INFORMATN PRCSR IV	25
	COURT INFORMATN PRCSR V	30
	COURT SERVICES ADMIN I	5
	COURT SERVICES ADMIN II	6
	COURT SERVICES ADMIN III	11
	COURT SERVICES ADMIN IV	11
	COURT SERVICES ADMIN V	10
	DATA MANAGEMENT CONSULTNT	2
	EXPEDITED SPPRT CSWKR-PRG ASST	1
	FAMILY SUPPORT CASEWORKER	6
	LEAD PRODUCTN CNTL ANLYST	4
	LEAD SYSTEMS PROGRAMMER	1
	LEGAL ASSISTANT	10
	LEGAL ASSISTANT SUPERVISR	1
	MICROGRAPHICS TECHNICIAN	1
	PROBATE DOCUMENT CLERK	1
	PROBATE REGISTRAR	2
	PROJECT MANAGER	2
	RECORDS PROCESSOR II	24
	SENIOR CLIENT REPRESENTVE	2
SENIOR DATA MANGMNT ANLYT	1	
SENIOR NETWORK ENGINEER	1	
SENIOR TELECOMMUNCTNS ANL	1	
SERVICE WORKER IV	7	
16	Total	599

**TOTAL BUDGET BY PROGRAM**

**CLERK OF THE SUPERIOR COURT**  
Agency 160

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1610	OFFICE OF THE CLERK	\$ 246,357	\$ 13,706	\$ -	\$ 5,840,063	\$ 5,580,000
1620	ADMINISTRATIVE SERVICES	\$ 3,149,033	\$ 728,486	\$ 16,035	\$ 3,893,554	\$ -
1630	GENERAL ACCOUNTING	\$ 1,035,156	\$ 67,623	\$ -	\$ 1,102,779	\$ -
1640	COURT SERVICES	\$ 9,568,614	\$ 268,746	\$ 57,985	\$ 9,895,345	\$ -
1650	FAMILY SUPPORT	\$ 2,180,551	\$ 60,790	\$ -	\$ 2,241,341	\$ -
1660	INFORMATION TECHNOLOGY GROUP	\$ 872,335	\$ 334,442	\$ 22,449	\$ 1,229,226	\$ -
<b>Totals:</b>		<b>\$ 17,052,046</b>	<b>\$ 1,473,793</b>	<b>\$ 96,469</b>	<b>\$ 24,202,308</b>	<b>\$ 5,580,000</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**CLERK OF THE SUPERIOR COURT**  
Agency 160

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
610 LICENSES AND PERMITS	270,000	134,970	270,000	-	(270,000.00)	-100%
635 FEES & CHARGES	2,800,000	3,657,487	2,800,000	3,800,000	1,000,000.00	36%
637 FINES & FORFEITS	1,950,000	2,041,894	1,950,000	1,700,000	(250,000.00)	-13%
650 MISCELLANEOUS REVENUE	470,000	452,145	470,000	80,000	(390,000.00)	-83%
<b>Total Revenue</b>	<b>\$ 5,490,000</b>	<b>\$ 6,286,496</b>	<b>\$ 5,490,000</b>	<b>\$ 5,580,000</b>	<b>\$ 90,000</b>	<b>2%</b>
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 13,779,188	\$ 13,590,679	\$ 14,099,559	\$ 14,952,931	\$ (853,372)	-6%
705 TEMPORARY PAY	571,589	-	-	-	-	-
710 SPECIAL PAY	119,791	222,000	97,353	210,345	(112,992)	-116%
750 FRINGE BENEFITS	3,029,743	2,871,501	3,013,691	3,232,010	(218,319)	-7%
780 SALARY ADJUSTMENTS	-	300,000	183,974	-	183,974	100%
790 OTHER PERSONAL SERVICES	26,535	-	26,535	-	26,535	100%
795 P S INTER-FUND CREDIT (NEG)	(632,059)	(673,059)	(632,059)	(818,578)	186,519	-30%
797 PERSONNEL SAVINGS (NEG)	(525,557)	-	(525,557)	(524,662)	(895)	0%
<b>Subtotal</b>	<b>\$ 16,369,230</b>	<b>\$ 16,311,121</b>	<b>\$ 16,263,496</b>	<b>\$ 17,052,046</b>	<b>\$ (788,550)</b>	<b>-5%</b>
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 848,112	\$ 667,500	\$ 862,112	\$ 603,078	\$ 259,034	30%
805 CONTRACTUAL SERVICES	537,000	591,000	537,000	547,500	(10,500)	-2%
810 LEGAL	25,000	2,000	25,000	-	25,000	100%
825 REPAIRS AND MAINTENANCE	303,666	305,000	303,666	144,000	159,666	53%
826 FACILITIES MGMT DISCRETIONARY	3,100	-	3,100	-	3,100	100%
827 MATERIAL MGMT DISCRETIONARY	21,500	10,000	21,500	10,000	11,500	53%
830 TELECOM DISCRETIONARY	40,000	65,000	40,000	70,000	(30,000)	-75%
840 ELECTED OFFICIAL TRAVEL	10,000	10,000	10,000	8,856	1,144	11%
841 EMPLOYEE TRAVEL	54,500	75,500	54,500	52,360	2,140	4%
842 EDUCATION	6,500	10,000	6,500	10,000	(3,500)	-54%
860 MISCELLANEOUS EXPENSE	111,044	181,422	111,044	27,999	83,045	75%
870 OTHER ADJUSTMENTS	5,000	-	5,000	-	5,000	100%
<b>Subtotal</b>	<b>\$ 1,965,422</b>	<b>\$ 1,917,422</b>	<b>\$ 1,979,422</b>	<b>\$ 1,473,793</b>	<b>\$ 505,629</b>	<b>26%</b>
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	93,000	155,000	93,000	96,469	(3,469)	-4%
<b>Subtotal</b>	<b>\$ 93,000</b>	<b>\$ 155,000</b>	<b>\$ 93,000</b>	<b>\$ 96,469</b>	<b>\$ (3,469)</b>	<b>-4%</b>
<b>Total Expenditures</b>	<b>\$ 18,427,652</b>	<b>\$ 18,383,543</b>	<b>\$ 18,335,918</b>	<b>\$ 18,622,308</b>	<b>\$ (286,390)</b>	<b>-2%</b>
<b>Operating Balance (Rev. - Exp.)</b>	<b>\$ (12,937,652)</b>	<b>\$ (12,097,047)</b>	<b>\$ (12,845,918)</b>	<b>\$ (13,042,308)</b>	<b>\$ 196,390</b>	<b>-2%</b>

TOTAL BUDGET BY PROGRAM						
CLERK OF THE SUPERIOR COURT						
Agency 161						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1681	CASE PROCESSING ASSISTANCE	\$ 165,519	\$ 27,500	\$ 150,000	\$ 343,019	\$ 343,020
1690	NAT'L CRIM HISTORY IMP PROGRAM	\$ -	\$ 1,500	\$ -	\$ 1,500	\$ 1,500
1694	IV-D	\$ 600,000	\$ 10,000	\$ 120,000	\$ 730,000	\$ 730,000
1695	AOC COURT IMPROVEMENT	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ 5,000
1696	JCEF (AOC) \$400,000 GRANT	\$ -	\$ -	\$ 95,000	\$ 95,000	\$ 95,000
1698	IV-D TSUNAMI	\$ 380,472	\$ 19,528	\$ 270,000	\$ 670,000	\$ 670,000
<b>Totals:</b>		<b>\$ 1,145,991</b>	<b>\$ 63,528</b>	<b>\$ 635,000</b>	<b>\$ 1,844,519</b>	<b>\$ 1,844,520</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
CLERK OF THE SUPERIOR COURT							
Agency 161							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>RESOURCES</b>							
Beginning Fund Balance	\$ -	\$ 185,572	\$ -	\$ -	\$ -		
<b>REVENUE</b>							
615 GRANTS	9,900	45,914	39,909	6,500	(33,409.00)	-84%	
620 INTERGOVERNMENTAL	1,340,297	1,130,532	1,310,288	1,838,020	527,732.00	40%	
Total Revenue	\$ 1,350,197	\$ 1,176,446	\$ 1,350,197	\$ 1,844,520	\$ 494,323	37%	
Total Resources	\$ 1,350,197	\$ 1,362,018	\$ 1,350,197	\$ 1,844,520	\$ 494,323	37%	
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
701 REGULAR PAY	\$ 166,099	\$ 109,500	\$ 151,504	\$ 162,587	\$ (11,083)	-7%	
705 TEMPORARY PAY	53,405	-	40,000	-	40,000	100%	
710 SPECIAL PAY	106,008	-	104,569	-	104,569	100%	
750 FRINGE BENEFITS	48,452	9,500	43,577	17,885	25,692	59%	
780 SALARY ADJUSTMENTS	2,085	-	6,399	-	6,399	100%	
796 P S INTER-FUND CHARGES	820,189	879,945	850,189	965,519	(115,330)	-14%	
Subtotal	\$ 1,196,238	\$ 998,945	\$ 1,196,238	\$ 1,145,991	\$ 50,247	4%	
<b>SUPPLIES AND SERVICES</b>							
801 GENERAL SUPPLIES	\$ 4,500	\$ 19,000	\$ 4,500	\$ 63,528	\$ (59,028)	-1312%	
805 CONTRACTUAL SERVICES	10,000	3,000	10,000	-	10,000	100%	
825 REPAIRS AND MAINTENANCE	5,000	1,500	5,000	-	5,000	100%	
841 EMPLOYEE TRAVEL	5,000	750	5,000	-	5,000	100%	
860 MISCELLANEOUS EXPENSE	12,000	5,000	12,000	-	12,000	100%	
870 OTHER ADJUSTMENTS	132,340	10,000	132,340	-	132,340	100%	
Subtotal	\$ 168,840	\$ 39,250	\$ 168,840	\$ 63,528	\$ 105,312	62%	
<b>CAPITAL OUTLAY</b>							
920 EQUIPMENT	-	323,823	-	635,000	(635,000)		
Subtotal	\$ -	\$ 323,823	\$ -	\$ 635,000	\$ (635,000)		
Total Expenditures	\$ 1,365,078	\$ 1,362,018	\$ 1,365,078	\$ 1,844,519	\$ (479,441)	-35%	
Operating Balance (Rev. - Exp.)	\$ (14,881)	\$ (185,572)	\$ (14,881)	\$ 1	\$ (14,882)	100%	
Ending Fund Balance (Resources - Exp.)	\$ (14,881)	\$ -	\$ (14,881)	\$ 1	\$ (14,882)	100%	

TOTAL BUDGET BY PROGRAM						
CLERK OF THE SUPERIOR COURT						
Agency 162						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1691	DOCUMENT RETRIEVAL	\$ 961,594	\$ 430,250	\$ 225,656	\$ 1,617,500	\$ 1,617,500
<b>Totals:</b>		<b>\$ 961,594</b>	<b>\$ 430,250</b>	<b>\$ 225,656</b>	<b>\$ 1,617,500</b>	<b>\$ 1,617,500</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
CLERK OF THE SUPERIOR COURT							
Agency 162							
		FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>							
	Beginning Fund Balance	\$ 399,504	\$ 614,220	\$ 399,504	\$ 525,000	\$ 125,496	31%
<b>REVENUE</b>							
	635 FEES & CHARGES	1,020,000	1,078,036	1,020,000	1,092,500	72,500.00	7%
	Total Revenue	\$ 1,020,000	\$ 1,078,036	\$ 1,020,000	\$ 1,092,500	\$ 72,500	7%
	Total Resources	\$ 1,419,504	\$ 1,692,256	\$ 1,419,504	\$ 1,617,500	\$ 197,996	14%
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
	701 REGULAR PAY	\$ 530,282	\$ 496,689	\$ 603,537	\$ 621,317	\$ (17,780)	-3%
	705 TEMPORARY PAY	86,802	-	35,000	-	35,000	100%
	710 SPECIAL PAY	115,000	125,181	91,431	106,066	(14,635)	-16%
	750 FRINGE BENEFITS	151,609	155,902	161,523	169,211	(7,688)	-5%
	780 SALARY ADJUSTMENTS	25,131	-	17,333	-	17,333	100%
	796 P S INTER-FUND CHARGES	-	-	-	65,000	(65,000)	
	Subtotal	\$ 908,824	\$ 777,772	\$ 908,824	\$ 961,594	\$ (52,770)	-6%
<b>SUPPLIES AND SERVICES</b>							
	801 GENERAL SUPPLIES	\$ 120,000	\$ 121,855	\$ 120,000	\$ 125,000	\$ (5,000)	-4%
	805 CONTRACTUAL SERVICES	25,000	86,980	25,000	123,000	(98,000)	-392%
	825 REPAIRS AND MAINTENANCE	100,000	107,592	100,000	117,000	(17,000)	-17%
	841 EMPLOYEE TRAVEL	500	823	500	750	(250)	-50%
	842 EDUCATION	2,000	5,980	2,000	2,500	(500)	-25%
	860 MISCELLANEOUS EXPENSE	50,000	74,269	50,000	62,000	(12,000)	-24%
	Subtotal	\$ 297,500	\$ 397,499	\$ 297,500	\$ 430,250	\$ (132,750)	-45%
<b>CAPITAL OUTLAY</b>							
	920 EQUIPMENT	270,675	266,985	270,675	225,656	45,019	17%
	Subtotal	\$ 270,675	\$ 266,985	\$ 270,675	\$ 225,656	\$ 45,019	17%
	Total Expenditures	\$ 1,476,999	\$ 1,442,256	\$ 1,476,999	\$ 1,617,500	\$ (140,501)	-10%
	Operating Balance (Rev. - Exp.)	\$ (456,999)	\$ (364,220)	\$ (456,999)	\$ (525,000)	\$ 68,001	-15%
	Ending Fund Balance (Resources - Exp.)	\$ (57,495)	\$ 250,000	\$ (57,495)	\$ -	\$ (57,495)	100%



TOTAL BUDGET BY PROGRAM						
CLERK OF THE SUPERIOR COURT						
Agency 163						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1692	CHILD SUPPORT ENHANCEMENT	\$ -	\$ 295,000	\$ -	\$ 295,000	\$ 295,000
<b>Totals:</b>		<b>\$ -</b>	<b>\$ 295,000</b>	<b>\$ -</b>	<b>\$ 295,000</b>	<b>\$ 295,000</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
CLERK OF THE SUPERIOR COURT						
Agency 163						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 114,057	\$ 170,859	\$ 114,057	\$ 195,000	\$ 80,943	71%
<b>REVENUE</b>						
635 FEES & CHARGES	-	106,567	-	100,000	100,000.00	
Total Revenue	\$ -	\$ 106,567	\$ -	\$ 100,000	\$ 100,000	
Total Resources	\$ 114,057	\$ 277,426	\$ 114,057	\$ 295,000	\$ 180,943	159%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
705 TEMPORARY PAY	11,015	-	4,600	-	4,600	100%
710 SPECIAL PAY	-	-	7,120	-	7,120	100%
750 FRINGE BENEFITS	1,210	-	505	-	505	100%
Subtotal	\$ 12,225	\$ -	\$ 12,225	\$ -	\$ 12,225	100%
<b>SUPPLIES AND SERVICES</b>						
805 CONTRACTUAL SERVICES	114,057	177,426	114,057	295,000	(180,943)	-159%
Subtotal	\$ 114,057	\$ 177,426	\$ 114,057	\$ 295,000	\$ (180,943)	-159%
Total Expenditures	\$ 126,282	\$ 177,426	\$ 126,282	\$ 295,000	\$ (168,718)	-134%
Operating Balance (Rev. - Exp.)	\$ (126,282)	\$ (70,859)	\$ (126,282)	\$ (195,000)	\$ 68,718	-54%
Ending Fund Balance (Resources - Exp.)	\$ (12,225)	\$ 100,000	\$ (12,225)	\$ -	\$ (12,225)	100%

**TOTAL BUDGET BY PROGRAM****CLERK OF THE SUPERIOR COURT**

Agency 164

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1693	EXPEDITED CHILD SUPPORT	\$ 635,377	\$ 144,623	\$ -	\$ 780,000	\$ 780,000
<b>Totals:</b>		<b>\$ 635,377</b>	<b>\$ 144,623</b>	<b>\$ -</b>	<b>\$ 780,000</b>	<b>\$ 780,000</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT****CLERK OF THE SUPERIOR COURT**

Agency 164

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 398,174	\$ 459,216	\$ 398,174	\$ 425,000	\$ 26,826	7%
<b>REVENUE</b>						
615 GRANTS	-	8	-	-	-	
635 FEES & CHARGES	325,000	346,547	325,000	355,000	30,000.00	9%
Total Revenue	\$ 325,000	\$ 346,555	\$ 325,000	\$ 355,000	\$ 30,000	9%
Total Resources	\$ 723,174	\$ 805,771	\$ 723,174	\$ 780,000	\$ 56,826	8%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 440,589	\$ 411,263	\$ 456,958	\$ 487,048	\$ (30,090)	-7%
705 TEMPORARY PAY	45,000	-	45,000	-	45,000	100%
710 SPECIAL PAY	52,332	35,534	10,979	10,000	979	9%
750 FRINGE BENEFITS	99,320	92,438	102,823	103,329	(506)	0%
780 SALARY ADJUSTMENTS	-	-	21,481	-	21,481	100%
796 P S INTER-FUND CHARGES	-	-	-	35,000	(35,000)	
797 PERSONNEL SAVINGS (NEG)	(15,000)	-	(15,000)	-	(15,000)	100%
Subtotal	\$ 622,241	\$ 539,235	\$ 622,241	\$ 635,377	\$ (13,136)	-2%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 5,000	\$ 5,725	\$ 5,000	\$ 5,000	\$ -	0%
805 CONTRACTUAL SERVICES	20,000	37,250	20,000	25,000	(5,000)	-25%
825 REPAIRS AND MAINTENANCE	2,433	7,250	2,433	8,373	(5,940)	-244%
841 EMPLOYEE TRAVEL	500	1,156	500	1,250	(750)	-150%
860 MISCELLANEOUS EXPENSE	5,000	20,819	5,000	7,500	(2,500)	-50%
870 OTHER ADJUSTMENTS	68,000	94,328	68,000	97,500	(29,500)	-43%
Subtotal	\$ 100,933	\$ 166,528	\$ 100,933	\$ 144,623	\$ (43,690)	-43%
Total Expenditures	\$ 723,174	\$ 705,763	\$ 723,174	\$ 780,000	\$ (56,826)	-8%
Operating Balance (Rev. - Exp.)	\$ (398,174)	\$ (359,208)	\$ (398,174)	\$ (425,000)	\$ 26,826	-7%
Ending Fund Balance (Resources - Exp.)	\$ -	\$ 100,008	\$ -	\$ -	\$ -	

TOTAL BUDGET BY PROGRAM						
CLERK OF THE SUPERIOR COURT						
Agency 165						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1697	CHILD SUPPORT AUTOMATION	\$ -	\$ 165,000	\$ 125,000	\$ 290,000	\$ 290,000
<b>Totals:</b>		<b>\$ -</b>	<b>\$ 165,000</b>	<b>\$ 125,000</b>	<b>\$ 290,000</b>	<b>\$ 290,000</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
CLERK OF THE SUPERIOR COURT							
Agency 165							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>RESOURCES</b>							
Beginning Fund Balance	\$ 109,455	\$ 133,213	\$ 109,455	\$ 200,000	\$ 90,545	83%	
<b>REVENUE</b>							
635 FEES & CHARGES	85,000	105,079	85,000	90,000	5,000.00	6%	
Total Revenue	\$ 85,000	\$ 105,079	\$ 85,000	\$ 90,000	\$ 5,000	6%	
Total Resources	\$ 194,455	\$ 238,292	\$ 194,455	\$ 290,000	\$ 95,545	49%	
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
701 REGULAR PAY	\$ 42,616	\$ 10,806	\$ 42,616	\$ -	\$ 42,616	100%	
710 SPECIAL PAY	2,400	-	2,400	-	2,400	100%	
750 FRINGE BENEFITS	7,387	1,715	7,387	-	7,387	100%	
780 SALARY ADJUSTMENTS	2,500	-	2,500	-	2,500	100%	
Subtotal	\$ 54,903	\$ 12,521	\$ 54,903	\$ -	\$ 54,903	100%	
<b>SUPPLIES AND SERVICES</b>							
801 GENERAL SUPPLIES	\$ 110,000	\$ 46,094	\$ 110,000	\$ 25,000	\$ 85,000	77%	
805 CONTRACTUAL SERVICES	25,000	77,259	25,000	125,000	(100,000)	-400%	
825 REPAIRS AND MAINTENANCE	-	49,371	-	5,000	(5,000)		
860 MISCELLANEOUS EXPENSE	4,552	3,047	4,552	10,000	(5,448)	-120%	
Subtotal	\$ 139,552	\$ 175,771	\$ 139,552	\$ 165,000	\$ (25,448)	-18%	
<b>CAPITAL OUTLAY</b>							
920 EQUIPMENT	-	-	-	125,000	(125,000)		
Subtotal	\$ -	\$ -	\$ -	\$ 125,000	\$ (125,000)		
Total Expenditures	\$ 194,455	\$ 188,292	\$ 194,455	\$ 290,000	\$ (95,545)	-49%	
Operating Balance (Rev. - Exp.)	\$ (109,455)	\$ (83,213)	\$ (109,455)	\$ (200,000)	\$ 90,545	-83%	
Ending Fund Balance (Resources - Exp.)	\$ -	\$ 50,000	\$ -	\$ -	\$ -		



TOTAL BUDGET BY PROGRAM						
CLERK OF THE SUPERIOR COURT						
Agency 166						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1696	JCEF (AOC) \$400,000 GRANT	\$ -	\$ 45,000	\$ -	\$ 45,000	\$ 45,000
<b>Totals:</b>		\$ -	\$ 45,000	\$ -	\$ 45,000	\$ 45,000

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
CLERK OF THE SUPERIOR COURT							
Agency 166							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>RESOURCES</b>							
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000		
<b>REVENUE</b>							
650 MISCELLANEOUS REVENUE	-	15,000	-	30,000	30,000.00		
Total Revenue	\$ -	\$ 15,000	\$ -	\$ 30,000	\$ 30,000		
Total Resources	\$ -	\$ 15,000	\$ -	\$ 45,000	\$ 45,000		
<b>EXPENDITURES</b>							
SUPPLIES AND SERVICES							
801 GENERAL SUPPLIES	\$ -	\$ -	\$ -	\$ 45,000	\$ (45,000)		
Subtotal	\$ -	\$ -	\$ -	\$ 45,000	\$ (45,000)		
Total Expenditures	\$ -	\$ -	\$ -	\$ 45,000	\$ (45,000)		
Operating Balance (Rev. - Exp.)	\$ -	\$ 15,000	\$ -	\$ (15,000)	\$ 15,000		
Ending Fund Balance (Resources - Exp.)	\$ -	\$ 15,000	\$ -	\$ -	\$ -		

TOTAL BUDGET BY PROGRAM						
CLERK OF THE SUPERIOR COURT						
Agency 167						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1671	ASSOC CLK/FAM SUPPORT CENTER	\$ -	\$ 700,000	\$ 300,000	\$ 1,000,000	\$ 1,000,000
1673	FAMILY SUPPORT CTR SUPPORT SVC	\$ -	\$ 250,000	\$ 350,000	\$ 600,000	\$ 600,000
<b>Totals:</b>		\$ -	\$ 950,000	\$ 650,000	\$ 1,600,000	\$ 1,600,000

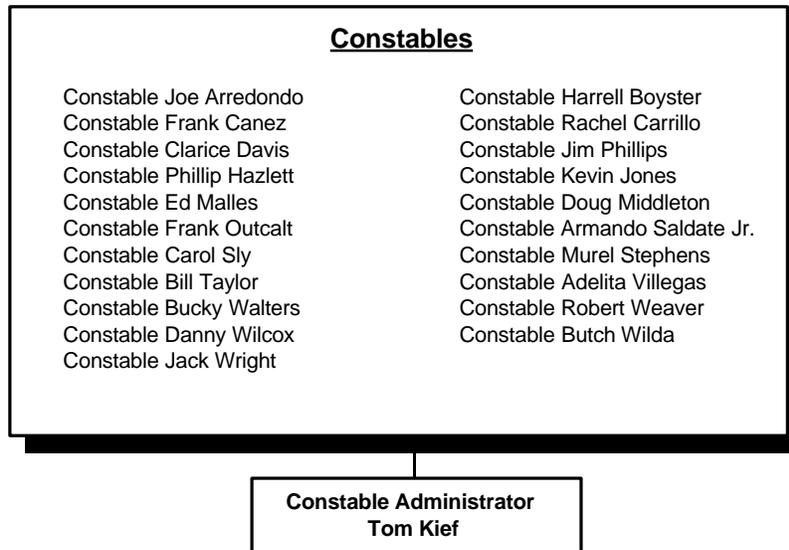
EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
CLERK OF THE SUPERIOR COURT							
Agency 167							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>RESOURCES</b>							
Beginning Fund Balance	\$ 40,000	\$ 243,813	\$ 40,000	\$ 800,000	\$ 760,000	1900%	
<b>REVENUE</b>							
620 INTERGOVERNMENTAL	1,040,000	931,414	1,040,000	800,000	(240,000.00)	-23%	
Total Revenue	\$ 1,040,000	\$ 931,414	\$ 1,040,000	\$ 800,000	\$ (240,000)	-23%	
Total Resources	\$ 1,080,000	\$ 1,175,227	\$ 1,080,000	\$ 1,600,000	\$ 520,000	48%	
<b>EXPENDITURES</b>							
<b>SUPPLIES AND SERVICES</b>							
801 GENERAL SUPPLIES	\$ 174,000	\$ 86,250	\$ 174,000	\$ 75,000	\$ 99,000	57%	
805 CONTRACTUAL SERVICES	207,500	215,740	207,500	800,000	(592,500)	-286%	
825 REPAIRS AND MAINTENANCE	322,200	54,840	322,200	50,000	272,200	84%	
860 MISCELLANEOUS EXPENSE	24,500	8,325	24,500	25,000	(500)	-2%	
Subtotal	\$ 728,200	\$ 365,155	\$ 728,200	\$ 950,000	\$ (221,800)	-30%	
<b>CAPITAL OUTLAY</b>							
920 EQUIPMENT	351,800	300,115	351,800	650,000	(298,200)	-85%	
Subtotal	\$ 351,800	\$ 300,115	\$ 351,800	\$ 650,000	\$ (298,200)	-85%	
Total Expenditures	\$ 1,080,000	\$ 665,270	\$ 1,080,000	\$ 1,600,000	\$ (520,000)	-48%	
Operating Balance (Rev. - Exp.)	\$ (40,000)	\$ 266,144	\$ (40,000)	\$ (800,000)	\$ 760,000	-1900%	
Ending Fund Balance (Resources - Exp.)	\$ -	\$ 509,957	\$ -	\$ -	\$ -		



TOTAL BUDGET BY PROGRAM						
CLERK OF THE SUPERIOR COURT						
Agency 168						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1681	CASE PROCESSING ASSISTANCE	\$ -	\$ 175,000	\$ 175,000	\$ 350,000	\$ 350,000
<b>Totals:</b>		<b>\$ -</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
CLERK OF THE SUPERIOR COURT						
Agency 168						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ -	\$ 43,000	\$ -	\$ 150,000	\$ 150,000	
<b>REVENUE</b>						
620 INTERGOVERNMENTAL	372,951	465,707	186,475	200,000	13,525.00	7%
Total Revenue	\$ 372,951	\$ 465,707	\$ 186,475	\$ 200,000	\$ 13,525	7%
Total Resources	\$ 372,951	\$ 508,707	\$ 186,475	\$ 350,000	\$ 163,525	88%
<b>EXPENDITURES</b>						
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 332,951	\$ 5,465	\$ 146,475	\$ 150,000	\$ (3,525)	-2%
805 CONTRACTUAL SERVICES	-	19,010	-	25,000	(25,000)	
Subtotal	\$ 332,951	\$ 24,475	\$ 146,475	\$ 175,000	\$ (28,525)	-19%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	40,000	205,000	40,000	175,000	(135,000)	-338%
Subtotal	\$ 40,000	\$ 205,000	\$ 40,000	\$ 175,000	\$ (135,000)	-338%
Total Expenditures	\$ 372,951	\$ 229,475	\$ 186,475	\$ 350,000	\$ (163,525)	-88%
Operating Balance (Rev. - Exp.)	\$ -	\$ 236,232	\$ -	\$ (150,000)	\$ 150,000	
Ending Fund Balance (Resources - Exp.)	\$ -	\$ 279,232	\$ -	\$ -	\$ -	

## constables (25)



### mission

To provide the citizens of Maricopa County with efficient and timely execution of duties as required by Arizona State Statutes and support the Maricopa County Justices of the Peace in the disposition of cases filed in the Justice Courts.

### program goals

To serve 100% of all summons, subpoenas, writs and other court orders within the time limits established by statutes and court rules. All Constables and Deputy Constables to meet or exceed all mandatory training required for our department.

### community impact

The Constables fulfill their duty to the citizens of Maricopa county in their respective precincts by serving and returning processes and notices directed or delivered to them by the Justices of the Peace and attending Justice Courts within their precincts as required. Their specific duties include serving orders of protection and orders prohibiting harassment and making arrests on behalf of the Justice Courts.

### performance measures

<u>Performance Measure</u>	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99 (est)</u>	<u>1999-00 (proj)</u>
Collection of fines and fees	\$456,915	\$433,985	\$440,000	\$450,000	
Improve internal statistical reporting		0	24%	43%	87%



**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

CONSTABLES  
Department 25

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	1,375,992	99,303	9,044	\$ 1,484,339	\$ 453,000
Totals	\$ 1,375,992	\$ 99,303	\$ 9,044	\$ 1,484,339	\$ 453,000

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

CONSTABLES  
Department 25

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
635 FEES & CHARGES	450,000	474,850	450,000	453,000	-	0%
Subtotal	\$ 450,000	\$ 474,850	\$ 450,000	\$ 453,000	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,102,516	\$ 1,092,869	\$ 1,104,467	\$ 1,151,429	\$ -	0%
705 TEMPORARY PAY	31,353	19,167	26,423	10,260	-	0%
710 SPECIAL PAY	-	2,104	102	2,880	-	0%
750 FRINGE BENEFITS	187,552	181,641	187,268	193,973	-	0%
780 SALARY ADJUSTMENTS	102	2,999	3,263	17,450	-	0%
790 OTHER PERSONAL SERVICES	516	-	516	-	-	-
795 P S INTER-FUND CREDIT (NEG)	(7,410)	-	(7,410)	-	-	-
Subtotal	\$ 1,314,629	\$ 1,298,780	\$ 1,314,629	\$ 1,375,992	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 16,615	\$ 5,002	\$ 16,615	\$ 10,860	\$ -	0%
805 CONTRACTUAL SERVICES	200	-	200	-	-	-
827 MATERIAL MGMT DISCRETIONARY	-	4,035	-	7,310	-	0%
828 MOTOR POOL	4,500	1,120	4,500	3,500	-	0%
829 FUEL	15,750	18,302	15,750	18,096	-	0%
830 TELECOM DISCRETIONARY	22,672	32,545	22,672	23,633	-	0%
840 ELECTED OFFICIAL TRAVEL	1,800	1,209	1,800	11,220	-	0%
841 EMPLOYEE TRAVEL	-	-	-	200	-	0%
842 EDUCATION	12,800	2,555	12,800	2,730	-	0%
843 TRANSPORTATION/SHIPPING	22,000	16,343	22,000	16,794	-	0%
860 MISCELLANEOUS EXPENSE	9,300	5,051	9,300	4,960	-	0%
Subtotal	\$ 105,637	\$ 86,162	\$ 105,637	\$ 99,303	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	22,197	13,497	22,197	9,044	-	0%
930 TRANSPORTATION	51,000	39,731	51,000	-	-	-
Subtotal	\$ 73,197	\$ 53,228	\$ 73,197	\$ 9,044	\$ -	0%
Total Expenditures	\$ 1,493,463	\$ 1,438,170	\$ 1,493,463	\$ 1,484,339	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (1,043,463)	\$ (963,320)	\$ (1,043,463)	\$ (1,031,339)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (1,043,463)	\$ (963,320)	\$ (1,043,463)	\$ (1,031,339)	\$ -	0%



POSITION DISTRIBUTION		
Dept	WORKING TITLE	FTE
25	CONSTABLES	
	ADMINISTRATIVE COORD I	1
	CONSTABLE	23
	DEPUTY CONSTABLE	3
	PROCESS SERVER	2
25	Total	29

TOTAL BUDGET BY PROGRAM						
CONSTABLES						
Agency 250						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
2500	ADMIN/CLERICAL	\$ 245,514	\$ 42,183	\$ 9,044	\$ 296,741	\$ -
2501	BUCKEYE	\$ 41,409	\$ 1,848	\$ -	\$ 43,257	\$ 3,000
2502	CENTRAL PHOENIX	\$ 51,000	\$ 2,148	\$ -	\$ 53,148	\$ 28,500
2503	CHANDLER	\$ 51,000	\$ 2,148	\$ -	\$ 53,148	\$ 20,000
2504	EAST MESA	\$ 51,000	\$ 2,148	\$ -	\$ 53,148	\$ 17,000
2505	EAST PHOENIX #1	\$ 51,000	\$ 2,770	\$ -	\$ 53,770	\$ 22,000
2506	EAST PHOENIX #2	\$ 51,000	\$ 2,770	\$ -	\$ 53,770	\$ 37,000
2507	GILA BEND	\$ 16,629	\$ 1,060	\$ -	\$ 17,689	\$ 600
2508	GLENDALE	\$ 51,720	\$ 2,148	\$ -	\$ 53,868	\$ 60,000
2509	MARYVALE	\$ 51,000	\$ 2,770	\$ -	\$ 53,770	\$ 27,000
2510	NORTH MESA	\$ 51,720	\$ 2,770	\$ -	\$ 54,490	\$ 11,000
2511	NORTHEAST PHOENIX	\$ 51,000	\$ 2,770	\$ -	\$ 53,770	\$ 39,000
2512	NORTHWEST PHOENIX	\$ 51,000	\$ 2,148	\$ -	\$ 53,148	\$ 36,000
2513	PEORIA	\$ 51,000	\$ 2,770	\$ -	\$ 53,770	\$ 13,000
2514	SCOTTSDALE	\$ 51,000	\$ 2,770	\$ -	\$ 53,770	\$ 29,000
2515	SOUTH MESA/GILBERT	\$ 51,000	\$ 2,770	\$ -	\$ 53,770	\$ 8,000
2516	SOUTH PHOENIX	\$ 51,000	\$ 2,770	\$ -	\$ 53,770	\$ 12,500
2517	TEMPE	\$ 51,000	\$ 2,148	\$ -	\$ 53,148	\$ 10,500
2518	TOLLESON	\$ 51,000	\$ 2,770	\$ -	\$ 53,770	\$ 19,000
2519	WEST MESA	\$ 51,000	\$ 2,770	\$ -	\$ 53,770	\$ 29,500
2520	WEST PHOENIX	\$ 51,000	\$ 2,148	\$ -	\$ 53,148	\$ 16,100
2521	WICKENBURG	\$ 51,000	\$ 4,410	\$ -	\$ 55,410	\$ 800
2522	NORTH VALLEY	\$ 51,000	\$ 2,148	\$ -	\$ 53,148	\$ 3,000
2523	TEMPE WEST	\$ 51,000	\$ 2,148	\$ -	\$ 53,148	\$ 10,500
<b>Totals:</b>		<b>\$ 1,375,992</b>	<b>\$ 99,303</b>	<b>\$ 9,044</b>	<b>\$ 1,484,339</b>	<b>\$ 453,000</b>

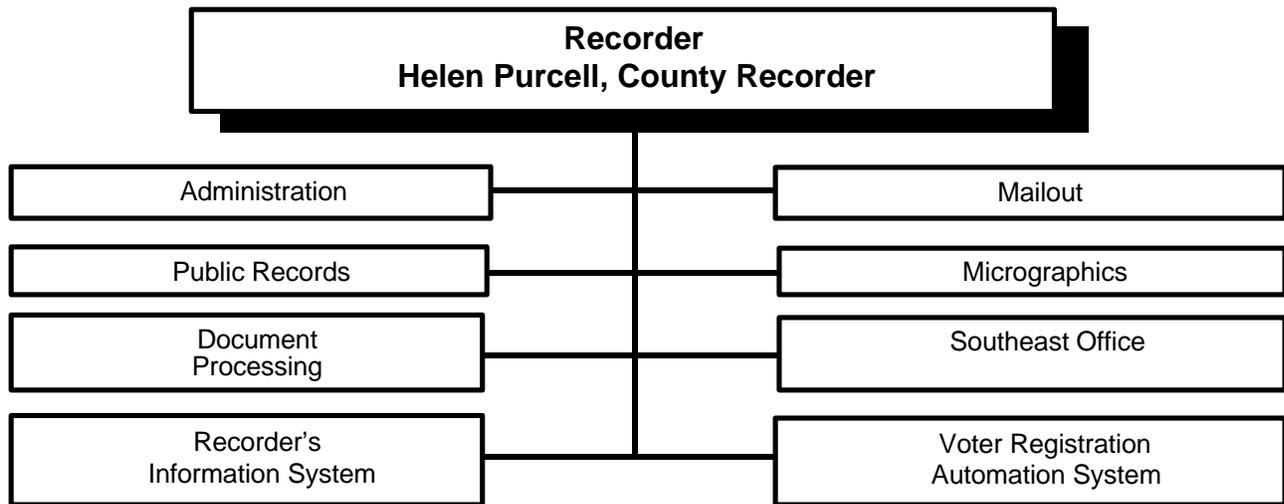
## EXPENDITURES AND REVENUES BY AGENCY/OBJECT

## CONSTABLES

Agency 250

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
635 FEES & CHARGES	450,000	474,850	450,000	453,000	3,000.00	1%
Total Revenue	\$ 450,000	\$ 474,850	\$ 450,000	\$ 453,000	\$ 3,000	1%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,102,516	\$ 1,092,869	\$ 1,104,467	\$ 1,151,429	\$ (46,962)	-4%
705 TEMPORARY PAY	31,353	19,167	26,423	10,260	16,163	61%
710 SPECIAL PAY	-	2,104	102	2,880	(2,778)	-2724%
750 FRINGE BENEFITS	187,552	181,641	187,268	193,973	(6,705)	-4%
780 SALARY ADJUSTMENTS	102	2,999	3,263	17,450	(14,187)	-435%
790 OTHER PERSONAL SERVICES	516	-	516	-	516	100%
795 P S INTER-FUND CREDIT (NEG)	(7,410)	-	(7,410)	-	(7,410)	100%
Subtotal	\$ 1,314,629	\$ 1,298,780	\$ 1,314,629	\$ 1,375,992	\$ (61,363)	-5%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 16,615	\$ 5,002	\$ 16,615	\$ 10,860	\$ 5,755	35%
805 CONTRACTUAL SERVICES	200	-	200	-	200	100%
827 MATERIAL MGNT DISCRETIONARY	-	4,035	-	7,310	(7,310)	
828 MOTOR POOL	4,500	1,120	4,500	3,500	1,000	22%
829 FUEL	15,750	18,302	15,750	18,096	(2,346)	-15%
830 TELECOM DISCRETIONARY	22,672	32,545	22,672	23,633	(961)	-4%
840 ELECTED OFFICIAL TRAVEL	1,800	1,209	1,800	11,220	(9,420)	-523%
841 EMPLOYEE TRAVEL	-	-	-	200	(200)	
842 EDUCATION	12,800	2,555	12,800	2,730	10,070	79%
843 TRANSPORTATION/SHIPPING	22,000	16,343	22,000	16,794	5,206	24%
860 MISCELLANEOUS EXPENSE	9,300	5,051	9,300	4,960	4,340	47%
Subtotal	\$ 105,637	\$ 86,162	\$ 105,637	\$ 99,303	\$ 6,334	6%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	22,197	13,497	22,197	9,044	13,153	59%
930 TRANSPORTATION	51,000	39,731	51,000	-	51,000	100%
Subtotal	\$ 73,197	\$ 53,228	\$ 73,197	\$ 9,044	\$ 64,153	88%
Total Expenditures	\$ 1,493,463	\$ 1,438,170	\$ 1,493,463	\$ 1,484,339	\$ 9,124	1%
Operating Balance (Rev. - Exp.)	\$ (1,043,463)	\$ (963,320)	\$ (1,043,463)	\$ (1,031,339)	\$ (12,124)	1%

## recorder (36)



### mission

Maintain a perpetual, comprehensive set of public records consisting of all documents appropriately presented for recording; and make the public records easily accessible for viewing by any member of the public. Delegate voter registration and election responsibility to the Elections Department, while maintaining strong leadership and administrative roles.

### program goals

To be nationally recognized as the leading, state-of-the-art Recorder's Office. Administer and manage a public office in an effective, efficient and professional manner. Assist the public by conducting searches, making copies, providing telephone assistance and general information. Assist the public by initiating and completing document recording. Commit recorded documents to optical disc and microfilm, capture, store, display, process, distribute, and manage them for permanent recordation and for public access and inspection in accordance with Arizona Revised Statutes. Provide Recorder's services to the Southeast region of the County. Provide quality control and accountability for Recorder's surcharge funds. Continue our improvement of the Recorder's Automation Information System and Voter Registration System. Return original documentation in a timely manner. Provide Internet access to the Recorder's public records.

### community impact

The Recorder's Office is the only office which is mandated by Arizona Revised Statutes to record, index and preserve documents as a permanent public record. The Office serves not only the residents of the entire County but local, State and Federal government agencies. The records affect the real estate, personal and collateral interests of all the citizens.

### performance measures

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
Number of Copies sold	286,584	314,118	325,000	325,000
Number if images	2,747,520	3,347,269	3,500,000,	3,600,000
Number of recordings	880,162	1,022,982	1,100,000,	950,000
Internet information accesses		100,000	550,000	750,000



**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

RECORDER  
Department 36

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	1,300,757	492,115	35,000	\$ 1,827,872	\$ 6,920,000
Special Revenue	1,691,828	2,887,172	707,000	\$ 5,286,000	\$ 5,286,000
Totals	\$ 2,992,585	\$ 3,379,287	\$ 742,000	\$ 7,113,872	\$ 12,206,000

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

RECORDER  
Department 36

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 1,100,000	\$ -	\$ 1,100,000	\$ 1,700,000	\$ -	0%
REVENUE						
635 FEES & CHARGES	8,335,000	10,880,000	8,335,000	9,366,000	-	0%
650 MISCELLANEOUS REVENUE	976,770	1,246,000	976,770	1,140,000	-	0%
Subtotal	\$ 9,311,770	\$ 12,126,000	\$ 9,311,770	\$ 10,506,000	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 2,024,153	\$ 1,913,000	\$ 2,108,931	\$ 2,285,055	\$ -	0%
705 TEMPORARY PAY	-	42,000	-	-	-	-
710 SPECIAL PAY	58,000	71,300	38,698	58,000	-	0%
750 FRINGE BENEFITS	398,923	382,000	411,283	445,588	-	0%
780 SALARY ADJUSTMENTS	47,658	-	47,977	57,700	-	0%
790 OTHER PERSONAL SERVICES	79,450	4,439	53,029	203,366	-	0%
797 PERSONNEL SAVINGS (NEG)	(40,550)	-	(40,550)	(57,124)	-	0%
Subtotal	\$ 2,567,634	\$ 2,412,739	\$ 2,619,368	\$ 2,992,585	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 314,889	\$ 323,000	\$ 313,155	\$ 372,115	\$ -	0%
802 MEDICAL SUPPLIES	100	400	100	300	-	0%
805 CONTRACTUAL SERVICES	966,600	858,610	966,600	1,151,200	-	0%
815 INSURANCE	500	400	500	500	-	0%
820 RENT	12,000	13,200	12,000	117,500	-	0%
825 REPAIRS AND MAINTENANCE	949,495	826,200	899,495	936,500	-	0%
826 FACILITIES MGMT DISCRETIONARY	500	-	500	-	-	-
827 MATERIAL MGMT DISCRETIONARY	-	25	-	-	-	-
828 MOTOR POOL	75	300	75	300	-	0%
830 TELECOM DISCRETIONARY	5,827	10,600	5,827	10,000	-	0%
840 ELECTED OFFICIAL TRAVEL	3,000	6,800	3,000	6,000	-	0%
841 EMPLOYEE TRAVEL	450	1,975	450	15,000	-	0%
842 EDUCATION	79,500	55,050	79,500	83,600	-	0%
843 TRANSPORTATION/SHIPPING	2,000	810	2,000	1,700	-	0%
850 UTILITIES	-	300	-	1,000	-	0%
860 MISCELLANEOUS EXPENSE	24,808	28,600	24,808	683,572	-	0%
Subtotal	\$ 2,359,744	\$ 2,126,270	\$ 2,308,010	\$ 3,379,287	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	789,500	1,151,000	789,500	742,000	-	0%
Subtotal	\$ 789,500	\$ 1,151,000	\$ 789,500	\$ 742,000	\$ -	0%
Total Expenditures	\$ 5,716,878	\$ 5,690,009	\$ 5,716,878	\$ 7,113,872	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ 3,594,892	\$ 6,435,991	\$ 3,594,892	\$ 3,392,128	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ 4,694,892	\$ 6,435,991	\$ 4,694,892	\$ 5,092,128	\$ -	0%

<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>WORKING TITLE</b>	<b>FTE</b>
36	RECORDER	
	ACCOUNTING TECHNICIAN II	1
	ADMINISTRATIVE ASSTNT II	1
	ADMINISTRATIVE ASSTNT III	2
	ADMINISTRATIVE COORD II	1
	ADMINISTRATIVE COORD III	1
	ADMINISTRATIVE COORD IV	2
	COMPUTER OPERATOR III	2
	COMPUTER SYST OPRS MGR I	1
	EXECTV SCRTRY-OFC MGR II	1
	INFO TECH PGRM COORD	1
	INTEGRATD SYS DSGN ANL II	1
	LEAD COMPUTER OPERATOR	1
	LEAD INTGRTD SYS DSGN ANL	1
	LEAD PROGRAMMER-ANALYST	1
	LEAD SYSTEMS PROGRAMMER	2
	MICROGRAPHIC TECHNICIAN	2
	OFFICE SUPERVISOR II	4
	PRODUCTION CONTROL ANLYST	1
	PROGRAMMER-ANALYST I	1
	PROJECT LEADER	2
	PROJECT MANAGER	2
	RECORDER	1
	RECORDER CHIEF DEPUTY	1
	RECORDS PROCESSOR II	20
	RECORDS PROCESSOR III	8
	SENIOR COMPUTER OPERATOR	1
SENIOR PROGRAMMER-ANALYST	4	
SENIOR SYSTEMS ANALYST	1	
SENIOR SYSTEMS PROGRAMMER	1	
SYSTEMS SOFTWARE CONSLTNT	1	
36	Total	69



**TOTAL BUDGET BY PROGRAM**

**RECORDER**  
Agency 360

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3610	ADMINISTRATION	\$ 492,552	\$ 53,850	\$ -	\$ 546,402	\$ 15,000
3620	PUBLIC RECORDS	\$ 134,277	\$ 11,400	\$ 35,000	\$ 180,677	\$ 300,000
3630	DOCUMENT PROCESSING	\$ 360,122	\$ 7,800	\$ -	\$ 367,922	\$ 5,700,000
3640	MICROGRAPHICS	\$ 132,380	\$ 1,050	\$ -	\$ 133,430	\$ 200,000
3650	SOUTHEAST OFFICE	\$ 57,051	\$ 1,700	\$ -	\$ 58,751	\$ 199,000
3670	MAILOUT	\$ 124,375	\$ 416,315	\$ -	\$ 540,690	\$ 506,000
<b>Totals:</b>		<b>\$ 1,300,757</b>	<b>\$ 492,115</b>	<b>\$ 35,000</b>	<b>\$ 1,827,872</b>	<b>\$ 6,920,000</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**RECORDER**  
Agency 360

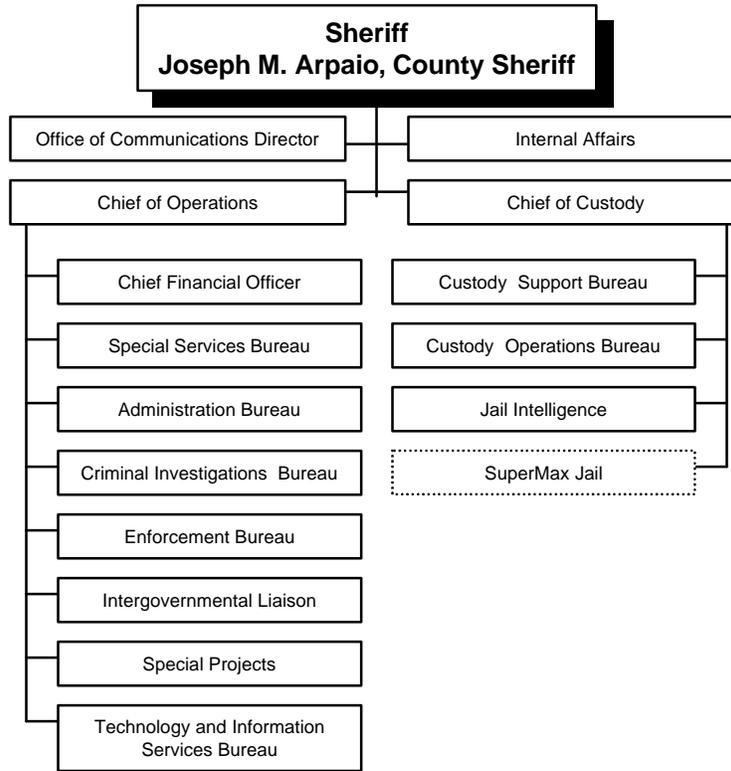
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
635 FEES & CHARGES	5,135,000	6,710,000	5,135,000	5,870,000	735,000.00	14%
650 MISCELLANEOUS REVENUE	936,770	1,136,000	936,770	1,050,000	113,230.00	12%
Total Revenue	\$ 6,071,770	\$ 7,846,000	\$ 6,071,770	\$ 6,920,000	\$ 848,230	14%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 901,163	\$ 738,000	\$ 931,881	\$ 1,028,401	\$ (96,520)	-10%
705 TEMPORARY PAY	-	42,000	-	-	-	-
710 SPECIAL PAY	30,000	51,000	10,698	30,000	(19,302)	-180%
750 FRINGE BENEFITS	200,441	182,000	206,738	238,687	(31,949)	-15%
780 SALARY ADJUSTMENTS	47,658	-	33,141	57,700	(24,559)	-74%
790 OTHER PERSONAL SERVICES	7,317	3,008	5,855	3,093	2,762	47%
797 PERSONNEL SAVINGS (NEG)	(40,550)	-	(40,550)	(57,124)	16,574	-41%
Subtotal	\$ 1,146,029	\$ 1,016,008	\$ 1,147,763	\$ 1,300,757	\$ (152,994)	-13%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 16,734	\$ 28,000	\$ 15,000	\$ 22,215	\$ (7,215)	-48%
802 MEDICAL SUPPLIES	100	400	100	300	(200)	-200%
805 CONTRACTUAL SERVICES	145,600	248,610	145,600	408,000	(262,400)	-180%
815 INSURANCE	500	400	500	500	-	0%
820 RENT	-	8,000	-	10,000	(10,000)	-
825 REPAIRS AND MAINTENANCE	26,500	26,200	26,500	11,500	15,000	57%
826 FACILITIES MGMT DISCRETIONARY	500	-	500	-	500	100%
828 MOTOR POOL	75	300	75	300	(225)	-300%
830 TELECOM DISCRETIONARY	5,827	10,600	5,827	10,000	(4,173)	-72%
840 ELECTED OFFICIAL TRAVEL	3,000	6,800	3,000	6,000	(3,000)	-100%
841 EMPLOYEE TRAVEL	450	700	450	-	450	100%
842 EDUCATION	8,500	1,550	8,500	3,600	4,900	58%
843 TRANSPORTATION/SHIPPING	1,000	410	1,000	700	300	30%
850 UTILITIES	-	300	-	1,000	(1,000)	-
860 MISCELLANEOUS EXPENSE	22,063	28,600	22,063	18,000	4,063	18%
Subtotal	\$ 230,849	\$ 360,870	\$ 229,115	\$ 492,115	\$ (263,000)	-115%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	-	-	-	35,000	(35,000)	-
Subtotal	\$ -	\$ -	\$ -	\$ 35,000	\$ (35,000)	-
Total Expenditures	\$ 1,376,878	\$ 1,376,878	\$ 1,376,878	\$ 1,827,872	\$ (450,994)	-33%
Operating Balance (Rev. - Exp.)	\$ 4,694,892	\$ 6,469,122	\$ 4,694,892	\$ 5,092,128	\$ (397,236)	-8%



TOTAL BUDGET BY PROGRAM						
RECORDER Agency 362						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3661	RECORDER INFORMATION SYSTEMS	\$ 1,691,828	\$ 2,887,172	\$ 707,000	\$ 5,286,000	\$ 5,286,000
<b>Totals:</b>		<b>\$ 1,691,828</b>	<b>\$ 2,887,172</b>	<b>\$ 707,000</b>	<b>\$ 5,286,000</b>	<b>\$ 5,286,000</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
RECORDER Agency 362						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 1,100,000	\$ -	\$ 1,100,000	\$ 1,700,000	\$ 600,000	55%
<b>REVENUE</b>						
635 FEES & CHARGES	3,200,000	4,170,000	3,200,000	3,496,000	296,000.00	9%
650 MISCELLANEOUS REVENUE	40,000	110,000	40,000	90,000	50,000.00	125%
Total Revenue	\$ 3,240,000	\$ 4,280,000	\$ 3,240,000	\$ 3,586,000	\$ 346,000	11%
Total Resources	\$ 4,340,000	\$ 4,280,000	\$ 4,340,000	\$ 5,286,000	\$ 946,000	22%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,122,990	\$ 1,175,000	\$ 1,177,050	\$ 1,256,654	\$ (79,604)	-7%
710 SPECIAL PAY	28,000	20,300	28,000	28,000	-	0%
750 FRINGE BENEFITS	198,482	200,000	204,545	206,901	(2,356)	-1%
780 SALARY ADJUSTMENTS	-	-	14,836	-	14,836	100%
790 OTHER PERSONAL SERVICES	72,133	1,431	47,174	200,273	(153,099)	-325%
Subtotal	\$ 1,421,605	\$ 1,396,731	\$ 1,471,605	\$ 1,691,828	\$ (220,223)	-15%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 298,155	\$ 295,000	\$ 298,155	\$ 349,900	\$ (51,745)	-17%
805 CONTRACTUAL SERVICES	821,000	610,000	821,000	743,200	77,800	9%
820 RENT	12,000	5,200	12,000	107,500	(95,500)	-796%
825 REPAIRS AND MAINTENANCE	922,995	800,000	872,995	925,000	(52,005)	-6%
827 MATERIAL MGNT DISCRETIONARY	-	25	-	-	-	-
841 EMPLOYEE TRAVEL	-	1,275	-	15,000	(15,000)	-
842 EDUCATION	71,000	53,500	71,000	80,000	(9,000)	-13%
843 TRANSPORTATION/SHIPPING	1,000	400	1,000	1,000	-	0%
860 MISCELLANEOUS EXPENSE	2,745	-	2,745	665,572	(662,827)	-24147%
Subtotal	\$ 2,128,895	\$ 1,765,400	\$ 2,078,895	\$ 2,887,172	\$ (808,277)	-39%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	789,500	1,151,000	789,500	707,000	82,500	10%
Subtotal	\$ 789,500	\$ 1,151,000	\$ 789,500	\$ 707,000	\$ 82,500	10%
Total Expenditures	\$ 4,340,000	\$ 4,313,131	\$ 4,340,000	\$ 5,286,000	\$ (946,000)	-22%
Operating Balance (Rev. - Exp.)	\$ (1,100,000)	\$ (33,131)	\$ (1,100,000)	\$ (1,700,000)	\$ 600,000	-55%
Ending Fund Balance (Resources - Exp.)	\$ -	\$ (33,131)	\$ -	\$ -	\$ -	-

**sheriff's office (50)**



**mission**

The Maricopa County Sheriff's Office, in partnership with our citizens and contract cities, will enforce state laws, deter criminal activity, protect life and property, maintain order, and operate a safe, constitutional jail system. Through innovative leadership and our dedication to providing quality services, the Sheriff's Office will maximize the use of its resources to provide the highest quality service which will aid in improving the quality of life for the citizens of Maricopa County.

**program goals**

Enforce criminal, traffic, environmental, and civil statutes of Arizona and Maricopa County. Improve the clearance rate for crimes occurring in contract cities and unincorporated areas. Accept all persons committed to jail by competent authority. Maintain custody of inmates in a manner that protects the safety of the public, employees and the inmates themselves. Release inmates as required by law and the courts. Comply with the Hart v. Hill Amended Judgement. Maintain accurate criminal records in compliance with statutory requirements, and provide immediate access to appropriate persons upon established need. Form new volunteer support units, matching volunteer expertise and experience to Office needs not previously aided with organized on-going assistance. Increase drug enforcement activities.

**community impact**

The Maricopa County Sheriff's Office provides 24-hour, 365-day-per-year patrol and response to all criminal activity viewed or reported in the unincorporated areas of Maricopa County and cities that contract with the Office for service. In addition, the Sheriff maintains the only full-scale jail operation in the County. The entire local criminal justice system depends on the efficiency and reliability on MCSO for court security and prisoner transport services.

**performance measures**

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
Calls for Service	74,500	75,990	80,130	83,300
Inmates booked	116,797	121,272	126,728	128,500
Average Daily Jail Population	6,240	6,804	6,900	7,125



DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY

SHERIFF  
Department 50

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	30,755,237	3,477,126	237,250	\$ 34,469,613	\$ 3,020,892
Special Revenue	71,517,475	14,443,486	4,326,655	\$ 90,287,616	\$ 33,488,512
Capital Projects	-	-	3,200,000	\$ 3,200,000	\$ 3,675,000
Totals	\$ 102,272,712	\$ 17,920,612	\$ 7,763,905	\$ 127,957,229	\$ 40,184,404

EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT

SHERIFF  
Department 50

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 1,650,682	\$ 1,909,524	\$ 1,671,682	\$ 2,770,358	\$ -	0%
REVENUE						
610 LICENSES AND PERMITS	18,000	-	18,000	18,000	-	0%
615 GRANTS	3,314,941	5,394,872	7,014,133	7,380,957	-	0%
620 INTERGOVERNMENTAL	17,221,975	17,483,647	17,221,975	17,175,049	-	0%
635 FEES & CHARGES	2,124,242	1,493,901	2,124,242	2,879,292	-	0%
640 PATIENT CHARGES	125,400	119,494	125,400	225,400	-	0%
650 MISCELLANEOUS REVENUE	6,308,897	3,981,465	6,406,401	6,410,348	-	0%
651 GAIN/LOSS FIXED ASSET	350,000	350,000	350,000	350,000	-	0%
680 TRANSFERS IN FROM OTHER FUNDS	2,500,000	2,500,000	2,500,000	2,975,000	-	0%
Subtotal	\$ 31,963,455	\$ 31,323,379	\$ 35,760,151	\$ 37,414,046	\$ -	0%
<b>EXPENDITURES</b>						
PERSONAL SERVICES						
701 REGULAR PAY	\$ 69,421,186	\$ 71,360,945	\$ 74,420,925	\$ 79,455,085	\$ -	0%
705 TEMPORARY PAY	380,160	341,235	458,027	364,261	-	0%
710 SPECIAL PAY	4,528,559	5,733,994	6,225,561	4,515,739	-	0%
750 FRINGE BENEFITS	15,455,373	15,818,692	16,225,101	18,408,815	-	0%
780 SALARY ADJUSTMENTS	3,990,427	(481)	830,580	3,867,508	-	0%
790 OTHER PERSONAL SERVICES	2,018,136	316,491	930,131	317,332	-	0%
795 P S INTER-FUND CREDIT (NEG)	(3,674,454)	(1,512,525)	(57,942,605)	(9,104,669)	-	0%
796 P S INTER-FUND CHARGES	403,995	-	54,399,958	8,669,364	-	0%
797 PERSONNEL SAVINGS (NEG)	(3,776,354)	(1,273,256)	(3,776,354)	(4,220,723)	-	0%
Subtotal	\$ 88,747,028	\$ 90,785,095	\$ 91,771,324	\$ 102,272,712	\$ -	0%
SUPPLIES AND SERVICES						
801 GENERAL SUPPLIES	\$ 8,548,094	\$ 7,596,842	\$ 8,652,360	\$ 9,204,725	\$ -	0%
802 MEDICAL SUPPLIES	92,120	70,860	83,496	75,996	-	0%
805 CONTRACTUAL SERVICES	496,726	843,513	819,999	737,846	-	0%
807 HEALTH CARE SERVICES	7,050	5,167	9,180	9,180	-	0%
810 LEGAL	45,476	63,968	41,698	41,698	-	0%
815 INSURANCE	149,782	(10,540)	139,494	139,494	-	0%
820 RENT	822,249	1,241,868	1,312,489	1,840,604	-	0%
825 REPAIRS AND MAINTENANCE	1,621,127	1,571,985	1,544,610	1,264,470	-	0%
826 FACILITIES MGMT DISCRETIONARY	108,000	83,617	105,250	105,050	-	0%
827 MATERIAL MGMT DISCRETIONARY	71,844	162,877	87,319	87,316	-	0%
828 MOTOR POOL	8,840	1,906	3,090	3,090	-	0%
829 FUEL	702,140	478,824	640,597	640,597	-	0%
830 TELECOM DISCRETIONARY	270,188	321,496	316,465	311,810	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	3,200	714	3,200	3,200	-	0%
839 OTHER INTERNAL SVCS CHARGES	200,000	66,668	200,000	200,000	-	0%
840 ELECTED OFFICIAL TRAVEL	3,000	108	320	320	-	0%
841 EMPLOYEE TRAVEL	30,398	65,736	41,510	46,510	-	0%
842 EDUCATION	108,319	60,037	70,152	86,652	-	0%
843 TRANSPORTATION/SHIPPING	43,708	59,674	46,670	58,670	-	0%
844 JUDICIAL TRAVEL	451,825	321,111	557,157	516,170	-	0%
845 SUPPORT AND CARE OF PERSONS	20,600	23,614	8,997	8,997	-	0%
850 UTILITIES	92,773	138,281	106,999	106,999	-	0%
860 MISCELLANEOUS EXPENSE	373,576	623,745	420,937	390,740	-	0%
865 NON-OPERATING RESERVES	-	(408)	-	-	-	0%
870 OTHER ADJUSTMENTS	2,690,478	1,770,196	2,690,478	2,690,478	-	0%
872 S S INTER-FUND CREDIT (NEG)	(525,000)	(417,307)	(10,249,904)	(2,923,202)	-	0%
873 S S INTERFUND CHARGES	-	-	9,724,904	2,273,202	-	0%
875 BONDS AND RELATED EXPENSE	-	328	-	-	-	0%
Subtotal	\$ 16,436,513	\$ 15,144,880	\$ 17,377,467	\$ 17,920,612	\$ -	0%
CAPITAL OUTLAY						
910 LAND	\$ 36,596	\$ -	\$ -	\$ -	\$ -	0%
915 BUILDINGS AND IMPROVEMENTS	928,325	833,242	898,000	914,000	-	0%
920 EQUIPMENT	1,236,230	1,396,774	1,799,711	2,522,882	-	0%
930 TRANSPORTATION	3,961,503	2,078,911	3,253,445	4,223,083	-	0%
940 OTHER CAPITAL OUTLAY	-	22,814	63,940	103,940	-	0%
Subtotal	\$ 6,162,654	\$ 4,331,741	\$ 6,015,096	\$ 7,763,905	\$ -	0%
Total Expenditures	\$ 111,346,195	\$ 110,261,716	\$ 115,163,887	\$ 127,957,229	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (79,382,740)	\$ (78,938,337)	\$ (79,403,736)	\$ (90,543,183)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (77,732,058)	\$ (77,028,813)	\$ (77,732,054)	\$ (87,772,825)	\$ -	0%

POSITION DISTRIBUTION		
Dept	WORKING TITLE	FTE
50 SHERIFF	INFO SVCS DIR-LAW ENFRM	1
	INFORMATION SYSTEMS CNSLT	2
	INFORMTN TCHNLGY CNSLT I	1
	INMATE CLSSFCTN CNSLR I	16
	INMATE CLSSFCTN CNSLR II	3
	INMATE CLSSFCTN CNSLR III	3
	INSTITUTIONAL CHAPLAIN	4
	LEAD BUSINESS SYST ANLYST	1
	LEAD COMPUTER OPERATOR	3
	LEAD INFORMATN SYS ANLYST	2
	LEAD INTGRD SYS DSGN ANL	2
	LEAD PROGRAMMER-ANALYST	5
	LEAD SYSTEMS ADMINISTRATR	2
	LEAD SYSTEMS ANALYST	3
	LEAD SYSTEMS PROGRAMMER	1
	LEAD TELECOMMUNICATNS ANL	1
	LEGAL ASSISTANT	6
	LIBRARIAN	1
	LIBRARY SENIOR ASSISTANT	1
	LIEUTENANT	29
	MAJOR	2
	MANAGEMENT ANALYST III	1
	MANAGEMENT ANALYST IV	1
	MECHANIC II	1
	PBLC SFTY ANSWRNG PT COOR	1
	POLYGRAPH EXAMINER	3
	POLYGRAPH EXAMINER SPVSR	1
	PROJECT LEADER	1
	PROJECT MANAGER	2
	PSY ASSISTANT	1
	PSYCHOLOGIST I	1
	PUBLIC SAFETY COM SYS MGR	1
	SAFETY TECHNICIAN	1
	SECRETARY	8
	SENIOR BUSNSS SYST ANLYST	1
	SENIOR COMPUTER OPERATOR	3
	SENIOR PRODCTN CTL ANLYST	1
	SENIOR PROGRAMMER	1
	SENIOR PROGRAMMER-ANALYST	1
	SENIOR SYSTEMS PROGRAMMER	1
	SERGEANT	70
	SERVICE WORKER III	1
	SERVICE WORKER I	5
	SERVICE WORKER IV	8
	SHERIFF	1
	SHERIFF CHIEF DEPUTY	1
	SHERIFF'S DELVRY DRVR II	3
	SHERIFF'S DELVRY DRVR III	1
	SHERIFF'S DELVRY DRVRSPVR	1
	SHERIFF'S EXECUTIVE ASST	1
SHERIFF'S LAUNDRY MANAGER	1	
SHERIFF'S LAW CLERK II	1	
SHERIFF'S LEGAL CLERK I	9	
SHERIFF'S LEGAL CLERK II	3	
SHERIFF'S LEGAL CLERK SPV	1	
SHERIFF'S PROPERTY CUSTDN	2	
SHERIFF'S PSYCHOLOGY ASST	1	
SHERIFF'S RECORD CLK I	24	
SHERIFF'S RECORD CLK II	7	
SHERIFF'S RECORD CLK III	3	
SYSTEMS & PROGRAMMING MGR	1	
SYSTEMS SOFTWARE CONSLTNT	1	
TELECOMMUNICATIONS ANL II	2	
TELECOMMUNICATIONS OPER	35	
TELECOMMUNICTNS SHFT SPVR	5	
WAREHOUSE SUPERVISOR	1	
50 Total		2428



TOTAL BUDGET BY PROGRAM						
SHERIFF Agency 500						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
5000	SHERIFF'S OFFICE GENERAL FUND	\$ -	\$ 5,750,328	\$ 237,250	\$ 5,987,578	\$ 3,020,892
5200	SHERIFF'S RESOURCE MANAGEMENT	\$ 30,755,237	\$ -	\$ -	\$ 30,755,237	\$ -
5300	INTERFUND CHARGES	\$ -	\$ (2,273,202)	\$ -	\$ (2,273,202)	\$ -
<b>Totals:</b>		<b>\$ 30,755,237</b>	<b>\$ 3,477,126</b>	<b>\$ 237,250</b>	<b>\$ 34,469,613</b>	<b>\$ 3,020,892</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
SHERIFF Agency 500						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
620	INTERGOVERNMENTAL	16,385,000	16,963,373	-	-	-
635	FEES & CHARGES	2,124,242	1,493,901	2,124,242	2,879,292	755,050.00 36%
640	PATIENT CHARGES	25,400	54,920	25,400	25,400	- 0%
650	MISCELLANEOUS REVENUE	116,200	354,724	116,200	116,200	- 0%
<b>Total Revenue</b>		<b>\$ 18,650,842</b>	<b>\$ 18,866,918</b>	<b>\$ 2,265,842</b>	<b>\$ 3,020,892</b>	<b>\$ 755,050 33%</b>
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701	REGULAR PAY	\$ 67,355,926	\$ 68,260,329	\$ 70,743,202	\$ 30,794,727	\$ 39,948,475 56%
705	TEMPORARY PAY	242,565	210,725	342,565	244,299	98,266 29%
710	SPECIAL PAY	3,807,047	4,568,307	3,633,640	1,252,800	2,380,840 66%
750	FRINGE BENEFITS	15,029,950	15,054,140	15,487,817	7,476,281	8,011,536 52%
780	SALARY ADJUSTMENTS	3,925,017	(481)	495,717	734,880	(239,163) -48%
790	OTHER PERSONAL SERVICES	1,332,594	200,602	692,808	27,003	665,805 96%
795	P S INTER-FUND CREDIT (NEG)	(3,674,454)	(1,512,525)	(57,942,605)	(8,417,344)	(49,525,261) 85%
796	P S INTER-FUND CHARGES	-	-	129,787	-	129,787 100%
797	PERSONNEL SAVINGS (NEG)	(3,776,354)	(1,273,256)	(3,776,354)	(1,357,409)	(2,418,945) 64%
<b>Subtotal</b>		<b>\$ 84,242,291</b>	<b>\$ 85,507,841</b>	<b>\$ 29,806,577</b>	<b>\$ 30,755,237</b>	<b>\$ (948,660) -3%</b>
<b>SUPPLIES AND SERVICES</b>						
801	GENERAL SUPPLIES	\$ 6,994,188	\$ 5,813,255	\$ 6,828,702	\$ 1,391,193	\$ 5,437,509 80%
802	MEDICAL SUPPLIES	90,620	65,688	81,996	37,601	44,395 54%
805	CONTRACTUAL SERVICES	198,682	230,522	276,250	113,217	163,033 59%
807	HEALTH CARE SERVICES	7,050	5,167	9,180	7,180	2,000 22%
810	LEGAL	45,476	28,459	40,698	39,298	1,400 3%
815	INSURANCE	148,582	(11,057)	138,294	137,109	1,185 1%
820	RENT	802,249	1,176,365	1,292,489	1,543,344	(250,855) -19%
825	REPAIRS AND MAINTENANCE	1,555,784	1,446,055	1,479,267	697,462	781,805 53%
826	FACILITIES MGMT DISCRETIONARY	108,000	83,617	105,250	105,000	250 0%
827	MATERIAL MGMT DISCRETIONARY	69,844	161,842	85,319	58,141	27,178 32%
828	MOTOR POOL	8,840	1,906	3,090	3,090	- 0%
829	FUEL	698,440	477,259	636,897	636,897	- 0%
830	TELECOM DISCRETIONARY	270,188	306,299	316,465	311,810	4,655 1%
834	BASE LEVEL EQ SERVICES CHARGES	-	(1,603)	-	-	-
840	ELECTED OFFICIAL TRAVEL	3,000	108	320	320	- 0%
841	EMPLOYEE TRAVEL	30,298	62,574	41,410	38,010	3,400 8%
842	EDUCATION	94,319	50,386	56,152	62,232	(6,080) -11%
843	TRANSPORTATION/SHIPPING	29,708	44,867	32,670	34,995	(2,325) -7%
844	JUDICIAL TRAVEL	451,825	321,111	557,157	516,170	40,987 7%
845	SUPPORT AND CARE OF PERSONS	20,000	3,165	8,397	8,397	- 0%
850	UTILITIES	92,773	124,588	106,999	75,804	31,195 29%
860	MISCELLANEOUS EXPENSE	133,316	447,709	152,985	83,058	69,927 46%
865	NON-OPERATING RESERVES	-	(408)	-	-	-
872	S S INTER-FUND CREDIT (NEG)	(525,000)	(417,307)	(10,249,904)	(2,423,202)	(7,826,702) 76%
<b>Subtotal</b>		<b>\$ 11,328,182</b>	<b>\$ 10,420,567</b>	<b>\$ 2,000,083</b>	<b>\$ 3,477,126</b>	<b>\$ (1,477,043) -74%</b>
<b>CAPITAL OUTLAY</b>						
910	LAND	\$ 36,596	\$ -	\$ -	\$ -	\$ -
915	BUILDINGS AND IMPROVEMENTS	30,325	11,194	-	-	-
920	EQUIPMENT	203,497	463,857	582,679	157,250	425,429 73%
930	TRANSPORTATION	541,503	(22,566)	-	40,000	(40,000)
940	OTHER CAPITAL OUTLAY	-	1,500	-	40,000	(40,000)
<b>Subtotal</b>		<b>\$ 811,921</b>	<b>\$ 453,985</b>	<b>\$ 582,679</b>	<b>\$ 237,250</b>	<b>\$ 345,429 59%</b>
<b>Total Expenditures</b>		<b>\$ 96,382,394</b>	<b>\$ 96,382,393</b>	<b>\$ 32,389,339</b>	<b>\$ 34,469,613</b>	<b>\$ (2,080,274) -6%</b>
<b>Operating Balance (Rev. - Exp.)</b>		<b>\$ (77,731,552)</b>	<b>\$ (77,515,475)</b>	<b>\$ (30,123,497)</b>	<b>\$ (31,448,721)</b>	<b>\$ 1,325,224 -4%</b>

TOTAL BUDGET BY PROGRAM						
SHERIFF						
Agency 501						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
5000	SHERIFF'S OFFICE GENERAL FUND	\$ -	\$ -	\$ -	\$ -	\$ 19,680
5701	DETENTION STRATEGY	\$ 4,680	\$ -	\$ -	\$ 4,680	\$ -
5705	LAKE PATROL EQUIPMENT	\$ -	\$ -	\$ 12,000	\$ 12,000	\$ 12,000
5707	LAW ENF & EDU EQUIP-ASP	\$ -	\$ 140,000	\$ -	\$ 140,000	\$ 140,000
5708	EMERGENCY SOLAR OP.PHOS-ASP	\$ -	\$ -	\$ 219,600	\$ 219,600	\$ 219,600
5710	UNIV HIRING PROG-USDOJ	\$ 548,860	\$ -	\$ -	\$ 548,860	\$ 548,860
5716	STATE CRIMINAL ALIEN-BJA	\$ -	\$ 56,000	\$ -	\$ 56,000	\$ 56,000
5717	ORDERS OF PROTECTION - ACJC	\$ -	\$ 62,953	\$ -	\$ 62,953	\$ 62,953
5718	PHOENIX TASK FORCE-USDOJ	\$ 2,700	\$ -	\$ -	\$ 2,700	\$ 2,700
5719	TRAFFIC ENF.-CAR VIDEO-GOHS	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 25,000
5726	COPS FAST-CAREFREE	\$ 18,000	\$ -	\$ -	\$ 18,000	\$ 18,000
5727	COPS FAST-FHI	\$ 15,000	\$ -	\$ -	\$ 15,000	\$ 15,000
5728	COPS FAST-GLI	\$ 18,000	\$ -	\$ -	\$ 18,000	\$ 18,000
5729	COPS FAST-QUEEN CREEK I	\$ 18,000	\$ -	\$ -	\$ 18,000	\$ 18,000
5730	VICTIMS RIGHTS II	\$ 215,562	\$ -	\$ -	\$ 215,562	\$ 215,562
5733	FOUR DEPUTIES - BLESF III	\$ 10,000	\$ -	\$ -	\$ 10,000	\$ 10,000
5734	METHAMPHETAMINE TASK FORCE	\$ 55,000	\$ 165,000	\$ -	\$ 220,000	\$ 220,000
5735	SHERIFF'S MISC BUD ADJ.	\$ 105,157	\$ -	\$ -	\$ 105,157	\$ 105,157
5736	AUTO. EXTERNAL DEFIBILLATORS	\$ -	\$ -	\$ 90,000	\$ 90,000	\$ 90,000
5738	COUNTY JUV. JAIL INPRV. PROG	\$ -	\$ -	\$ 788,000	\$ 788,000	\$ 788,000
5740	DOMESTIC VIOLENCE PROGRAM	\$ 2,500	\$ 2,500	\$ -	\$ 5,000	\$ 5,000
5741	PROBLEM SOLVING PARTNERSHIP	\$ -	\$ 55,896	\$ -	\$ 55,896	\$ 55,896
5745	LAKEPATROL ENF. 98 USFS	\$ 30,000	\$ 58,300	\$ -	\$ 88,300	\$ 88,300
5747	ATF NEW RIVER TASK FORCE	\$ 445,073	\$ -	\$ -	\$ 445,073	\$ 445,073
5748	LIVESCANS	\$ -	\$ -	\$ 170,953	\$ 170,953	\$ 170,953
5749	DETENTION STRATEGY II - ACJC	\$ 145,000	\$ -	\$ -	\$ 145,000	\$ 145,000
5750	WESTSIDE TASKFORCE - ACJC	\$ 37,500	\$ 12,500	\$ -	\$ 50,000	\$ 50,000
5801	METH LAB TASK FORCE	\$ 124,480	\$ 45,282	\$ 227,986	\$ 397,748	\$ 397,942
5802	NCHIP ORDERS OF PROTECTION	\$ -	\$ -	\$ 10,893	\$ 10,893	\$ 10,893
5803	VINE SYSTEM	\$ 153,161	\$ 95,600	\$ -	\$ 248,761	\$ 248,566
5804	RESIDENTIAL SUBSTANCE ABUSE	\$ 56,894	\$ 158,805	\$ 9,360	\$ 225,059	\$ 225,059
5805	WEST SIDE VALLEY TASK FORCE 99	\$ 310,896	\$ 121,636	\$ -	\$ 432,532	\$ 432,532
5806	DETENTION STRATEGY	\$ 409,354	\$ -	\$ -	\$ 409,354	\$ 409,219
5808	DUI ENFORCEMENT VAN	\$ -	\$ -	\$ 29,000	\$ 29,000	\$ 29,000
5809	AUTO THEFT UNIT	\$ 19,000	\$ 1,500	\$ -	\$ 20,500	\$ 20,500
5810	HOTEL/MOTEL UNIT	\$ 21,000	\$ -	\$ -	\$ 21,000	\$ 21,000
5811	UNIVERSAL HIRING COMMUNITY	\$ 1,241,347	\$ -	\$ -	\$ 1,241,347	\$ 1,241,347
5812	SUBSTANCE ERADICATION - USFS	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ 5,000
5814	LIVESCAN FINGERPRINT UNIT	\$ 93,227	\$ -	\$ -	\$ 93,227	\$ 93,363
5815	LAKE PATROL BOATING SAFETY	\$ 100,928	\$ -	\$ -	\$ 100,928	\$ 100,928
5816	CHILD SUPPORT 98	\$ 10,029	\$ 5,237	\$ -	\$ 15,266	\$ 15,266
5818	BUCKEYE SCHOOL RESOURCE OFFICE	\$ 50,541	\$ -	\$ -	\$ 50,541	\$ 50,541
5820	FBI REIMBURSEMENT O/T	\$ 8,781	\$ -	\$ -	\$ 8,781	\$ 8,781
5821	MALL PATRON 98	\$ 15,000	\$ -	\$ -	\$ 15,000	\$ 15,000
5824	SMALL COMMUNITIES COPS SUPP	\$ 15,000	\$ -	\$ -	\$ 15,000	\$ -
5825	CHILD SUPPORT	\$ 55,968	\$ 34,284	\$ -	\$ 90,252	\$ 90,252
5826	HIDTA METH LAB UNIT	\$ 194,714	\$ 75,000	\$ -	\$ 269,714	\$ 269,714
<b>Totals:</b>		\$ 4,551,352	\$ 1,095,493	\$ 1,582,792	\$ 7,229,637	\$ 7,229,637

## EXPENDITURES AND REVENUES BY AGENCY/OBJECT

SHERIFF  
Agency 501

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ -	\$ -	\$ 21,000	\$ 21,000	\$ -	0%
<b>REVENUE</b>						
610 LICENSES AND PERMITS	18,000	-	18,000	18,000	-	0%
615 GRANTS	3,104,941	5,054,189	6,804,133	7,170,957	366,824.00	5%
650 MISCELLANEOUS REVENUE	-	89,544	-	19,680	19,680.00	
Total Revenue	\$ 3,122,941	\$ 5,143,733	\$ 6,822,133	\$ 7,208,637	\$ 386,504	6%
Total Resources	\$ 3,122,941	\$ 5,143,733	\$ 6,843,133	\$ 7,229,637	\$ 386,504	6%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 194,496	\$ 1,065,309	\$ 1,128,955	\$ 852,003	\$ 276,952	25%
705 TEMPORARY PAY	-	106,661	55,482	55,482	-	0%
710 SPECIAL PAY	584,653	1,011,971	2,391,174	2,091,190	299,984	13%
750 FRINGE BENEFITS	41,630	333,672	241,735	141,599	100,136	41%
780 SALARY ADJUSTMENTS	38,460	-	141,577	805,153	(663,576)	-469%
790 OTHER PERSONAL SERVICES	-	114,862	205,925	205,925	-	0%
796 P S INTER-FUND CHARGES	400,000	-	-	400,000	(400,000)	
Subtotal	\$ 1,259,239	\$ 2,632,475	\$ 4,164,848	\$ 4,551,352	\$ (386,504)	-9%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 558,149	\$ 379,255	\$ 820,996	\$ 820,996	\$ -	0%
805 CONTRACTUAL SERVICES	-	278,856	245,805	245,805	-	0%
810 LEGAL	-	35,509	1,000	1,000	-	0%
820 RENT	-	46,416	-	-	-	
825 REPAIRS AND MAINTENANCE	-	50,750	-	-	-	
830 TELECOM DISCRETIONARY	-	11	-	-	-	
841 EMPLOYEE TRAVEL	-	3,128	-	-	-	
842 EDUCATION	-	3,485	-	-	-	
843 TRANSPORTATION/SHIPPING	-	360	-	-	-	
850 UTILITIES	-	13,693	-	-	-	
860 MISCELLANEOUS EXPENSE	-	8,569	27,692	27,692	-	0%
Subtotal	\$ 558,149	\$ 820,032	\$ 1,095,493	\$ 1,095,493	\$ -	0%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	800,000	720,951	800,000	800,000	-	0%
920 EQUIPMENT	505,553	666,361	689,852	689,852	-	0%
930 TRANSPORTATION	-	190,413	29,000	29,000	-	0%
940 OTHER CAPITAL OUTLAY	-	21,314	63,940	63,940	-	0%
Subtotal	\$ 1,305,553	\$ 1,599,039	\$ 1,582,792	\$ 1,582,792	\$ -	0%
Total Expenditures	\$ 3,122,941	\$ 5,051,546	\$ 6,843,133	\$ 7,229,637	\$ (386,504)	-6%
Operating Balance (Rev. - Exp.)	\$ -	\$ 92,187	\$ (21,000)	\$ (21,000)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ -	\$ 92,187	\$ -	\$ -	\$ -	



TOTAL BUDGET BY PROGRAM						
SHERIFF Agency 502						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
5920	SHERIFF INMATE CANTEEN	\$ 953,508	\$ 604,633	\$ -	\$ 1,558,141	\$ -
5921	INMATE WELFARE	\$ 1,345,133	\$ 3,512,781	\$ 400,000	\$ 5,257,914	\$ 6,816,055
<b>Totals:</b>		<b>\$ 2,298,641</b>	<b>\$ 4,117,414</b>	<b>\$ 400,000</b>	<b>\$ 6,816,055</b>	<b>\$ 6,816,055</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
SHERIFF Agency 502						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 1,114,682	\$ 1,368,236	\$ 1,114,682	\$ 863,358	\$ (251,324)	-23%
<b>REVENUE</b>						
650 MISCELLANEOUS REVENUE	5,952,697	3,317,820	5,952,697	5,952,697	-	0%
Total Revenue	\$ 5,952,697	\$ 3,317,820	\$ 5,952,697	\$ 5,952,697	\$ -	0%
Total Resources	\$ 7,067,379	\$ 4,686,056	\$ 7,067,379	\$ 6,816,055	\$ (251,324)	-4%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,521,755	\$ 1,639,924	\$ 1,921,073	\$ 1,633,727	\$ 287,346	15%
705 TEMPORARY PAY	15,000	5,058	15,000	15,000	-	0%
710 SPECIAL PAY	90,458	138,080	155,746	155,746	-	0%
750 FRINGE BENEFITS	305,059	325,397	377,323	395,563	(18,240)	-5%
780 SALARY ADJUSTMENTS	15,000	-	65,534	82,814	(17,280)	-26%
790 OTHER PERSONAL SERVICES	599,200	814	13,771	13,771	-	0%
796 P S INTER-FUND CHARGES	3,995	-	2,020	2,020	-	0%
Subtotal	\$ 2,550,467	\$ 2,109,273	\$ 2,550,467	\$ 2,298,641	\$ 251,826	10%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 646,033	\$ 988,885	\$ 646,033	\$ 646,033	\$ -	0%
802 MEDICAL SUPPLIES	1,500	5,172	1,500	1,500	-	0%
805 CONTRACTUAL SERVICES	225,000	291,363	225,000	225,000	-	0%
815 INSURANCE	1,200	517	1,200	1,200	-	0%
820 RENT	20,000	19,087	20,000	20,000	-	0%
825 REPAIRS AND MAINTENANCE	65,343	61,484	65,343	65,343	-	0%
827 MATERIAL MGNT DISCRETIONARY	2,000	1,035	2,000	2,000	-	0%
829 FUEL	3,700	1,565	3,700	3,700	-	0%
830 TELECOM DISCRETIONARY	-	46	-	-	-	-
834 BASE LEVEL EQ SERVICES CHARGES	3,200	2,317	3,200	3,200	-	0%
839 OTHER INTERNAL SVCS CHARGES	200,000	66,668	200,000	200,000	-	0%
841 EMPLOYEE TRAVEL	100	34	100	100	-	0%
842 EDUCATION	4,000	2,174	4,000	4,000	-	0%
843 TRANSPORTATION/SHIPPING	14,000	14,447	14,000	14,000	-	0%
845 SUPPORT AND CARE OF PERSONS	600	20,449	600	600	-	0%
860 MISCELLANEOUS EXPENSE	240,260	150,000	240,260	240,260	-	0%
870 OTHER ADJUSTMENTS	2,690,478	1,770,196	2,690,478	2,690,478	-	0%
Subtotal	\$ 4,117,414	\$ 3,395,439	\$ 4,117,414	\$ 4,117,414	\$ -	0%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	-	68,429	-	-	-	-
920 EQUIPMENT	400,000	208,752	400,000	400,000	-	0%
Subtotal	\$ 400,000	\$ 277,181	\$ 400,000	\$ 400,000	\$ -	0%
Total Expenditures	\$ 7,067,881	\$ 5,781,893	\$ 7,067,881	\$ 6,816,055	\$ 251,826	4%
Operating Balance (Rev. - Exp.)	\$ (1,115,184)	\$ (2,464,073)	\$ (1,115,184)	\$ (863,358)	\$ (251,826)	23%
Ending Fund Balance (Resources - Exp.)	\$ (502)	\$ (1,095,837)	\$ (502)	\$ -	\$ (502)	100%

**TOTAL BUDGET BY PROGRAM**

**SHERIFF**  
Agency 503

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
5720	JUVENILE EDUCATION II	\$ 53,527	\$ 10,000	\$ -	\$ 63,527	\$ 47,392
5813	SUPP DOE TEACHER TNG FUNDS	\$ 5,400	\$ 2,100	\$ -	\$ 7,500	\$ 7,500
5930	SHERIFF JUVENILE SCHOOL	\$ 632,245	\$ 120,694	\$ 174,780	\$ 927,719	\$ 943,854
<b>Totals:</b>		<b>\$ 691,172</b>	<b>\$ 132,794</b>	<b>\$ 174,780</b>	<b>\$ 998,746</b>	<b>\$ 998,746</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**SHERIFF**  
Agency 503

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
615 GRANTS	210,000	340,683	210,000	210,000	-	0%
620 INTERGOVERNMENTAL	566,975	351,524	566,975	566,975	-	0%
650 MISCELLANEOUS REVENUE	140,000	147,252	237,504	221,771	(15,733.00)	-7%
Total Revenue	\$ 916,975	\$ 839,459	\$ 1,014,479	\$ 998,746	\$ (15,733)	-2%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 339,822	\$ 311,219	\$ 471,381	\$ 358,395	\$ 112,986	24%
705 TEMPORARY PAY	117,095	16,936	39,480	49,480	(10,000)	-25%
710 SPECIAL PAY	46,401	1,319	30,684	45,684	(15,000)	-49%
750 FRINGE BENEFITS	75,945	91,070	89,355	81,750	7,605	9%
780 SALARY ADJUSTMENTS	11,650	-	107,978	136,236	(28,258)	-26%
790 OTHER PERSONAL SERVICES	76,342	-	14,627	19,627	(5,000)	-34%
Subtotal	\$ 667,255	\$ 420,544	\$ 753,505	\$ 691,172	\$ 62,333	8%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 24,000	\$ 22,462	\$ 35,350	\$ 40,350	\$ (5,000)	-14%
805 CONTRACTUAL SERVICES	72,544	39,244	72,444	82,444	(10,000)	-14%
842 EDUCATION	10,000	3,992	10,000	10,000	-	0%
Subtotal	\$ 106,544	\$ 65,698	\$ 117,794	\$ 132,794	\$ (15,000)	-13%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	98,000	32,668	98,000	114,000	(16,000)	-16%
920 EQUIPMENT	45,180	19,582	45,180	60,780	(15,600)	-35%
Subtotal	\$ 143,180	\$ 52,250	\$ 143,180	\$ 174,780	\$ (31,600)	-22%
Total Expenditures	\$ 916,979	\$ 538,492	\$ 1,014,479	\$ 998,746	\$ 15,733	2%
Operating Balance (Rev. - Exp.)	\$ (4)	\$ 300,967	\$ -	\$ -	\$ -	-



TOTAL BUDGET BY PROGRAM						
SHERIFF						
Agency 504						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
5940	SHERIFF INMATE HEALTH OPS	\$ 27,776	\$ 41,500	\$ 132,000	\$ 201,276	\$ 386,000
5941	SHERIFF INMATE HEALTH OTC	\$ -	\$ 134,724	\$ 50,000	\$ 184,724	\$ -
<b>Totals:</b>		<b>\$ 27,776</b>	<b>\$ 176,224</b>	<b>\$ 182,000</b>	<b>\$ 386,000</b>	<b>\$ 386,000</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
SHERIFF							
Agency 504							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>RESOURCES</b>							
Beginning Fund Balance	\$ 186,000	\$ 191,238	\$ 186,000	\$ 186,000	\$ -	0%	
<b>REVENUE</b>							
640 PATIENT CHARGES	100,000	64,574	100,000	200,000	100,000.00	100%	
650 MISCELLANEOUS REVENUE	-	6,250	-	-	-		
Total Revenue	\$ 100,000	\$ 70,824	\$ 100,000	\$ 200,000	\$ 100,000	100%	
Total Resources	\$ 286,000	\$ 262,062	\$ 286,000	\$ 386,000	\$ 100,000	35%	
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
701 REGULAR PAY	\$ 9,187	\$ 9,372	\$ 10,287	\$ 18,906	\$ (8,619)	-84%	
705 TEMPORARY PAY	5,500	1,855	5,500	-	5,500	100%	
710 SPECIAL PAY	-	5,326	5,326	334	4,992	94%	
750 FRINGE BENEFITS	2,789	1,439	2,910	5,536	(2,626)	-90%	
780 SALARY ADJUSTMENTS	300	-	753	-	753	100%	
790 OTHER PERSONAL SERVICES	10,000	213	3,000	3,000	-	0%	
Subtotal	\$ 27,776	\$ 18,205	\$ 27,776	\$ 27,776	\$ -	0%	
<b>SUPPLIES AND SERVICES</b>							
801 GENERAL SUPPLIES	\$ 175,724	\$ 68,375	\$ 175,724	\$ 175,724	\$ -	0%	
805 CONTRACTUAL SERVICES	500	3,528	500	500	-	0%	
825 REPAIRS AND MAINTENANCE	-	1,339	-	-	-		
830 TELECOM DISCRETIONARY	-	15,140	-	-	-		
860 MISCELLANEOUS EXPENSE	-	17,467	-	-	-		
Subtotal	\$ 176,224	\$ 105,849	\$ 176,224	\$ 176,224	\$ -	0%	
<b>CAPITAL OUTLAY</b>							
920 EQUIPMENT	82,000	29,025	82,000	182,000	(100,000)	-122%	
Subtotal	\$ 82,000	\$ 29,025	\$ 82,000	\$ 182,000	\$ (100,000)	-122%	
Total Expenditures	\$ 286,000	\$ 153,079	\$ 286,000	\$ 386,000	\$ (100,000)	-35%	
Operating Balance (Rev. - Exp.)	\$ (186,000)	\$ (82,255)	\$ (186,000)	\$ (186,000)	\$ -	0%	
Ending Fund Balance (Resources - Exp.)	\$ -	\$ 108,983	\$ -	\$ -	\$ -		

TOTAL BUDGET BY PROGRAM						
SHERIFF Agency 505						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
5950	SHERIFF DONATION FUND	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ 100,000
<b>Totals:</b>		\$ -	\$ 100,000	\$ -	\$ 100,000	\$ 100,000

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
SHERIFF Agency 505						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ -	\$ 50	\$ -	\$ -	\$ -	
<b>REVENUE</b>						
650 MISCELLANEOUS REVENUE	100,000	62,500	100,000	100,000	-	0%
Total Revenue	\$ 100,000	\$ 62,500	\$ 100,000	\$ 100,000	\$ -	0%
Total Resources	\$ 100,000	\$ 62,550	\$ 100,000	\$ 100,000	\$ -	0%
<b>EXPENDITURES</b>						
SUPPLIES AND SERVICES						
801 GENERAL SUPPLIES	\$ 100,000	\$ 33,334	\$ 100,000	\$ 100,000	\$ -	0%
Subtotal	\$ 100,000	\$ 33,334	\$ 100,000	\$ 100,000	\$ -	0%
Total Expenditures	\$ 100,000	\$ 33,334	\$ 100,000	\$ 100,000	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ -	\$ 29,166	\$ -	\$ -	\$ -	
Ending Fund Balance (Resources - Exp.)	\$ -	\$ 29,216	\$ -	\$ -	\$ -	





TOTAL BUDGET BY PROGRAM						
SHERIFF Agency 506						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
5960	AVIATION COST SHARE	\$ 420,074	\$ 745,555	\$ 374,445	\$ 1,540,074	\$ 1,540,074
<b>Totals:</b>		<b>\$ 420,074</b>	<b>\$ 745,555</b>	<b>\$ 374,445</b>	<b>\$ 1,540,074</b>	<b>\$ 1,540,074</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
SHERIFF Agency 506						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	
<b>REVENUE</b>						
620 INTERGOVERNMENTAL	270,000	168,750	270,000	190,074	(79,926.00)	-30%
651 GAIN/LOSS FIXED ASSET	350,000	350,000	350,000	350,000	-	0%
Total Revenue	\$ 620,000	\$ 518,750	\$ 620,000	\$ 540,074	\$ (79,926)	-13%
Total Resources	\$ 620,000	\$ 518,750	\$ 620,000	\$ 1,540,074	\$ 920,074	148%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ -	\$ 74,792	\$ 146,027	\$ 50,849	\$ 95,178	65%
710 SPECIAL PAY	-	8,991	8,991	8,991	-	0%
750 FRINGE BENEFITS	-	12,974	25,961	9,964	15,997	62%
780 SALARY ADJUSTMENTS	-	-	19,021	350,270	(331,249)	-1741%
Subtotal	\$ -	\$ 96,757	\$ 200,000	\$ 420,074	\$ (220,074)	-110%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 50,000	\$ 291,276	\$ 45,555	\$ 745,555	\$ (700,000)	-1537%
Subtotal	\$ 50,000	\$ 291,276	\$ 45,555	\$ 745,555	\$ (700,000)	-1537%
<b>CAPITAL OUTLAY</b>						
930 TRANSPORTATION	570,000	750,000	374,445	374,445	-	0%
Subtotal	\$ 570,000	\$ 750,000	\$ 374,445	\$ 374,445	\$ -	0%
Total Expenditures	\$ 620,000	\$ 1,138,033	\$ 620,000	\$ 1,540,074	\$ (920,074)	-148%
Operating Balance (Rev. - Exp.)	\$ -	\$ (619,283)	\$ -	\$ (1,000,000)	\$ 1,000,000	
Ending Fund Balance (Resources - Exp.)	\$ -	\$ (619,283)	\$ -	\$ -	\$ -	

**TOTAL BUDGET BY PROGRAM**

**SHERIFF**  
Agency 507

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
5000	SHERIFF'S OFFICE GENERAL FUND	\$ -	\$ 170,252	\$ -	\$ 170,252	\$ 33,000
5100	SHERIFF'S CUSTODY	\$ -	\$ 5,632,552	\$ -	\$ 5,632,552	\$ 16,385,000
5250	SHERIFF'S OFFICE	\$ 63,528,460	\$ -	\$ -	\$ 63,528,460	\$ -
5300	INTERFUND CHARGES	\$ -	\$ 2,273,202	\$ -	\$ 2,273,202	\$ -
<b>Totals:</b>		<b>\$ 63,528,460</b>	<b>\$ 8,076,006</b>	<b>\$ -</b>	<b>\$ 71,604,466</b>	<b>\$ 16,418,000</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**SHERIFF**  
Agency 507

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
620 INTERGOVERNMENTAL	-	-	16,385,000	16,418,000	33,000.00	0%
Total Revenue	\$ -	\$ -	\$ 16,385,000	\$ 16,418,000	\$ 33,000	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ -	\$ -	\$ -	\$ 45,746,478	\$ (45,746,478)	
710 SPECIAL PAY	-	-	-	960,994	(960,994)	
750 FRINGE BENEFITS	-	-	-	10,298,122	(10,298,122)	
780 SALARY ADJUSTMENTS	-	-	-	1,758,155	(1,758,155)	
790 OTHER PERSONAL SERVICES	-	-	-	48,006	(48,006)	
795 P S INTER-FUND CREDIT (NEG)	-	-	-	(687,325)	687,325	
796 P S INTER-FUND CHARGES	-	-	54,268,151	8,267,344	46,000,807	85%
797 PERSONNEL SAVINGS (NEG)	-	-	-	(2,863,314)	2,863,314	
Subtotal	\$ -	\$ -	\$ 54,268,151	\$ 63,528,460	\$ (9,260,309)	-17%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ -	\$ -	\$ -	\$ 5,284,874	\$ (5,284,874)	
802 MEDICAL SUPPLIES	-	-	-	36,895	(36,895)	
805 CONTRACTUAL SERVICES	-	-	-	70,880	(70,880)	
807 HEALTH CARE SERVICES	-	-	-	2,000	(2,000)	
810 LEGAL	-	-	-	1,400	(1,400)	
815 INSURANCE	-	-	-	1,185	(1,185)	
820 RENT	-	-	-	277,260	(277,260)	
825 REPAIRS AND MAINTENANCE	-	-	-	501,665	(501,665)	
826 FACILITIES MGMT DISCRETIONARY	-	-	-	50	(50)	
827 MATERIAL MGMT DISCRETIONARY	-	-	-	27,175	(27,175)	
841 EMPLOYEE TRAVEL	-	-	-	8,400	(8,400)	
842 EDUCATION	-	-	-	10,420	(10,420)	
843 TRANSPORTATION/SHIPPING	-	-	-	9,675	(9,675)	
850 UTILITIES	-	-	-	31,195	(31,195)	
860 MISCELLANEOUS EXPENSE	-	-	-	39,730	(39,730)	
872 S S INTER-FUND CREDIT (NEG)	-	-	-	(500,000)	500,000	
873 S S INTERFUND CHARGES	-	-	9,724,904	2,273,202	7,451,702	77%
Subtotal	\$ -	\$ -	\$ 9,724,904	\$ 8,076,006	\$ 1,648,898	17%
Total Expenditures	\$ -	\$ -	\$ 63,993,055	\$ 71,604,466	\$ (7,611,411)	-12%
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ (47,608,055)	\$ (55,186,466)	\$ 7,578,411	-16%



TOTAL BUDGET BY PROGRAM						
SHERIFF						
Agency 508						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
5980	SHERIFF'S EQUIP REPLACEMENT FD	\$ -	\$ -	\$ 3,200,000	\$ 3,200,000	\$ 3,675,000
<b>Totals:</b>		\$ -	\$ -	\$ 3,200,000	\$ 3,200,000	\$ 3,675,000

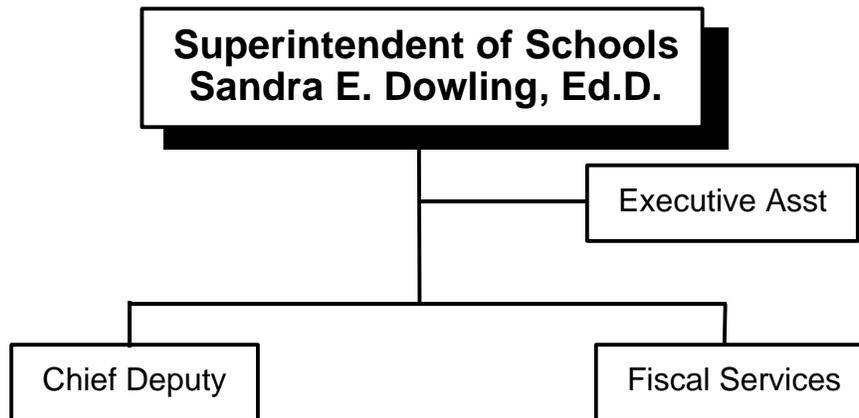
EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
SHERIFF							
Agency 508							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>RESOURCES</b>							
Beginning Fund Balance	\$ 350,000	\$ 350,000	\$ 350,000	\$ 700,000	\$ 350,000	100%	
<b>REVENUE</b>							
650 MISCELLANEOUS REVENUE	-	3,375	-	-	-		
680 TRANSFERS IN FROM OTHER FUNDS	2,500,000	2,500,000	2,500,000	2,975,000	475,000.00	19%	
Total Revenue	\$ 2,500,000	\$ 2,503,375	\$ 2,500,000	\$ 2,975,000	\$ 475,000	19%	
Total Resources	\$ 2,850,000	\$ 2,853,375	\$ 2,850,000	\$ 3,675,000	\$ 825,000	29%	
<b>EXPENDITURES</b>							
<b>SUPPLIES AND SERVICES</b>							
825 REPAIRS AND MAINTENANCE	-	12,357	-	-	-		
875 BONDS AND RELATED EXPENSE	-	328	-	-	-		
Subtotal	\$ -	\$ 12,685	\$ -	\$ -	\$ -		
<b>CAPITAL OUTLAY</b>							
920 EQUIPMENT	-	9,197	-	-	-		
930 TRANSPORTATION	2,850,000	1,161,064	2,850,000	3,200,000	(350,000)	-12%	
Subtotal	\$ 2,850,000	\$ 1,170,261	\$ 2,850,000	\$ 3,200,000	\$ (350,000)	-12%	
Total Expenditures	\$ 2,850,000	\$ 1,182,946	\$ 2,850,000	\$ 3,200,000	\$ (350,000)	-12%	
Operating Balance (Rev. - Exp.)	\$ (350,000)	\$ 1,320,429	\$ (350,000)	\$ (225,000)	\$ (125,000)	36%	
Ending Fund Balance (Resources - Exp.)	\$ -	\$ 1,670,429	\$ -	\$ 475,000	\$ (475,000)		

TOTAL BUDGET BY PROGRAM						
SHERIFF 50A						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
5990	ONE TIME JAIL CAPITAL	\$ -	\$ -	\$ 1,612,638	\$ 1,612,638	\$ -
<b>Totals:</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,612,638</b>	<b>\$ 1,612,638</b>	<b>\$ -</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
SHERIFF 50A						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
CAPITAL OUTLAY						
920 EQUIPMENT	-	-	-	1,033,000	(1,033,000)	
930 TRANSPORTATION	-	-	-	579,638	(579,638)	
Subtotal	\$ -	\$ -	\$ -	\$ 1,612,638	\$ (1,612,638)	
Total Expenditures	\$ -	\$ -	\$ -	\$ 1,612,638	\$ (1,612,638)	



## superintendent of schools (37)



### mission

The Mission of the Maricopa County Superintendent of Schools is to provide, within the law, fiscal and educational services to school districts, children and the community.

### program goals

Assist school districts and children in responding to and meeting the educational needs of the community. Serve as fiscal agent for all non-pilot school districts within Maricopa County. Provide the leadership and support to employees of the department and to interface with school districts, other governmental agencies and the community.

### community impact

The Maricopa County Regional School serves approximately 2,000 students at ten different locations, including two second-chance high schools that accommodates the needs of dropouts and expelled students, two schools each for County Detention centers, unorganized territory and drug-free rehabilitation programs, and one school each for pregnant teens and homeless children. Maricopa County Superintendent of Schools provides an impartial view in the appointment of board member seats, and the administration of board members to vacant governing board seats, and the administration of school district elections. Mandated fiscal services are provided to 41 school districts in Maricopa County at no cost, resulting in lower school district primary property tax rates.

### performance measures

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
School districts served	41	41	41	41
School district elections	30	21	25	55
P/R warrants	343 M	310 M	330M	335M



**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

SUPERINTENDENT OF SCHOOLS  
Department 37

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	1,251,205	131,000	50,844	\$ 1,433,049	\$ 113,000
Totals	\$ 1,251,205	\$ 131,000	\$ 50,844	\$ 1,433,049	\$ 113,000

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

SUPERINTENDENT OF SCHOOLS  
Department 37

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
<b>REVENUE</b>						
635 FEES & CHARGES	28,200	38,000	28,200	35,000	-	0%
650 MISCELLANEOUS REVENUE	68,800	68,077	68,800	78,000	-	0%
Subtotal \$	\$ 97,000	\$ 106,077	\$ 97,000	\$ 113,008	\$ 8	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 981,823	\$ 955,000	\$ 1,005,200	\$ 1,020,730	\$ -	0%
705 TEMPORARY PAY	25,200	5,000	10,311	-	-	
750 FRINGE BENEFITS	191,458	183,000	192,630	198,673	-	0%
780 SALARY ADJUSTMENTS	33,008	24,709	23,348	31,802	-	0%
Subtotal \$	\$ 1,231,489	\$ 1,167,709	\$ 1,231,489	\$ 1,251,205	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 36,842	\$ 30,000	\$ 36,842	\$ 32,000	\$ -	0%
805 CONTRACTUAL SERVICES	25,000	15,000	25,000	15,000	-	0%
825 REPAIRS AND MAINTENANCE	45,800	42,000	45,800	45,000	-	0%
826 FACILITIES MGMT DISCRETIONARY	100	-	100	-	-	
827 MATERIAL MGMT DISCRETIONARY	2,400	3,000	2,400	3,000	-	0%
830 TELECOM DISCRETIONARY	10,500	12,000	10,500	13,000	-	0%
840 ELECTED OFFICIAL TRAVEL	4,000	4,000	4,000	4,000	-	0%
841 EMPLOYEE TRAVEL	2,500	2,500	2,500	2,500	-	0%
842 EDUCATION	8,000	9,500	8,000	8,500	-	0%
843 TRANSPORTATION/SHIPPING	1,500	2,000	1,500	2,000	-	0%
860 MISCELLANEOUS EXPENSE	5,000	6,000	5,000	6,000	-	0%
Subtotal \$	\$ 141,642	\$ 126,000	\$ 141,642	\$ 131,000	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	55,200	55,200	55,200	50,844	-	0%
Subtotal \$	\$ 55,200	\$ 55,200	\$ 55,200	\$ 50,844	\$ -	0%
Total Expenditures	\$ 1,428,331	\$ 1,348,909	\$ 1,428,331	\$ 1,433,049	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (1,331,331)	\$ (1,242,832)	\$ (1,331,331)	\$ (1,320,041)	\$ (8)	0%
Ending Fund Balance (Resources - Exp.)	\$ (1,331,331)	\$ (1,242,832)	\$ (1,331,331)	\$ (1,320,041)	\$ (8)	0%

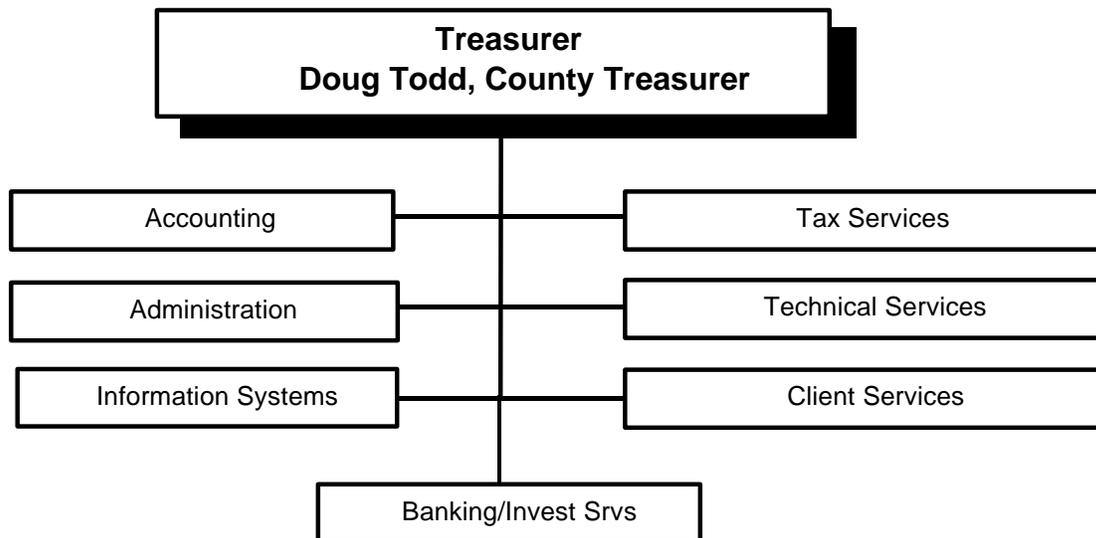
<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>WORKING TITLE</b>	<b>FTE</b>
37	SUPERINTENDENT OF SCHOOLS	
	ACCOUNTANT I	2
	ACCOUNTANT II	1
	ACCOUNTING TECHNICIAN I	6
	ACCOUNTING TECHNICIAN II	1
	ADMINISTRATIVE ASSTNT III	1
	ADMINISTRATIVE COORD I	4
	ADMINISTRATIVE COORD III	3
	ADMINISTRATIVE COORD IV	1
	ADMINISTRATOR II	1
	BUSINESS SYSTEMS ANLST II	1
	LEAD BUSINESS SYST ANLYST	1
	LEAD SYSTEMS PROGRAMMER	1
	PROGRAMMER-ANALYST II	1
	SCHOOL SPRNTNDNT CHF DPTY	1
	SCHOOL SUPERINTENDENT	1
	SCHOOL SUPRTRDNT EXEC ASST	1
	SENIOR NETWORK ENGINEER	1
SENIOR SYSTEMS PROGRAMMER	1	
37	Total	29



TOTAL BUDGET BY PROGRAM						
SUPERINTENDENT OF SCHOOLS						
Agency 370						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3700	SCHOOLS SUMMARY	\$ 1,251,205	\$ 131,000	\$ 50,844	\$ 1,433,049	\$ 113,000
<b>Totals:</b>		<b>\$ 1,251,205</b>	<b>\$ 131,000</b>	<b>\$ 50,844</b>	<b>\$ 1,433,049</b>	<b>\$ 113,000</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
SUPERINTENDENT OF SCHOOLS						
Agency 370						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
635 FEES & CHARGES	28,200	38,000	28,200	35,000	6,800.00	24%
650 MISCELLANEOUS REVENUE	68,800	68,077	68,800	78,000	9,200.00	13%
Total Revenue	\$ 97,000	\$ 106,077	\$ 97,000	\$ 113,000	\$ 16,000	16%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 981,823	\$ 955,000	\$ 1,005,200	\$ 1,020,730	\$ (15,530)	-2%
705 TEMPORARY PAY	25,200	5,000	10,311	-	10,311	100%
750 FRINGE BENEFITS	191,458	183,000	192,630	198,673	(6,043)	-3%
780 SALARY ADJUSTMENTS	33,008	24,709	23,348	31,802	(8,454)	-36%
Subtotal	\$ 1,231,489	\$ 1,167,709	\$ 1,231,489	\$ 1,251,205	\$ (19,716)	-2%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 36,842	\$ 30,000	\$ 36,842	\$ 32,000	\$ 4,842	13%
805 CONTRACTUAL SERVICES	25,000	15,000	25,000	15,000	10,000	40%
825 REPAIRS AND MAINTENANCE	45,800	42,000	45,800	45,000	800	2%
826 FACILITIES MGMT DISCRETIONARY	100	-	100	-	100	100%
827 MATERIAL MGMT DISCRETIONARY	2,400	3,000	2,400	3,000	(600)	-25%
830 TELECOM DISCRETIONARY	10,500	12,000	10,500	13,000	(2,500)	-24%
840 ELECTED OFFICIAL TRAVEL	4,000	4,000	4,000	4,000	-	0%
841 EMPLOYEE TRAVEL	2,500	2,500	2,500	2,500	-	0%
842 EDUCATION	8,000	9,500	8,000	8,500	(500)	-6%
843 TRANSPORTATION/SHIPPING	1,500	2,000	1,500	2,000	(500)	-33%
860 MISCELLANEOUS EXPENSE	5,000	6,000	5,000	6,000	(1,000)	-20%
Subtotal	\$ 141,642	\$ 126,000	\$ 141,642	\$ 131,000	\$ 10,642	8%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	55,200	55,200	55,200	50,844	4,356	8%
Subtotal	\$ 55,200	\$ 55,200	\$ 55,200	\$ 50,844	\$ 4,356	8%
Total Expenditures	\$ 1,428,331	\$ 1,348,909	\$ 1,428,331	\$ 1,433,049	\$ (4,718)	0%
Operating Balance (Rev. - Exp.)	\$ (1,331,331)	\$ (1,242,832)	\$ (1,331,331)	\$ (1,320,049)	\$ (11,282)	1%

## treasurer (43)



### mission

The Treasurer, a constitutional officer, administers State and Federal law where applicable to property taxation and the investment and accounting of public monies. The Treasurer continually strives to meet the needs of the citizens of Maricopa County with the greatest efficiency and cost effectiveness.

### program goals

Become recognized as one of the nation's leaders in Treasurer's Office Administration. Insure sound financial management of all public monies and account for financial transactions on a timely basis, while maintaining comprehensive and reliable records. Excel in customer service by utilizing technological advances to perform research and provide citizens with property tax information. Improve and refine the Treasurer's Information, tax collection and apportionment systems. Provide taxpayers with the ability to access property tax information through the Internet.

### community impact

The Maricopa Country Treasurer serves as the ex-officio Banker for schools and all other sub-political jurisdictions. The failure to efficiently collect and apportion tax revenues would be financially catastrophic to the community.

### performance measures

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
Percent of Levy Collected	97.5	97.4	97.5	97.5
Annual Transactions	\$6.0 bil	\$6.51 bil	\$6.15 bil	\$6.15 bil
Cost Per Parcel	\$3.45	\$3.65	\$3.44 ?	\$3.47
Parcels Per FTE	14,939	15,897	17,894	16,473
Warrants Processed	1,310,661	1,302,248	1,400,000	1,400,000

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

TREASURER  
Department 43

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	2,479,080	1,063,909	112,000	\$ 3,654,989	\$ 6,000
Totals	\$ 2,479,080	\$ 1,063,909	\$ 112,000	\$ 3,654,989	\$ 6,000

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

TREASURER  
Department 43

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
REVENUE						
635 FEES & CHARGES	2,500	2,500	2,500	6,000	-	0%
Subtotal \$	\$ 2,500	\$ 2,500	\$ 2,500	\$ 6,000	\$ -	0%
Total Resources	\$ 2,500	\$ 2,500	\$ 2,500	\$ 6,000	\$ -	0%
<b>EXPENDITURES</b>						
PERSONAL SERVICES						
701 REGULAR PAY	\$ 2,081,881	\$ 2,120,549	\$ 2,120,176	\$ 2,128,903	\$ -	0%
750 FRINGE BENEFITS	399,954	404,894	404,855	404,606	-	0%
780 SALARY ADJUSTMENTS	43,972	363	776	47,749	-	0%
796 P S INTER-FUND CHARGES	-	100,000	-	-	-	-
797 PERSONNEL SAVINGS (NEG)	(108,984)	(108,984)	(108,984)	(102,178)	-	0%
Subtotal \$	\$ 2,416,823	\$ 2,516,822	\$ 2,416,823	\$ 2,479,080	\$ -	0%
SUPPLIES AND SERVICES						
801 GENERAL SUPPLIES	\$ 81,777	\$ 96,777	\$ 81,777	\$ 99,500	\$ -	0%
805 CONTRACTUAL SERVICES	424,128	290,000	424,128	300,809	-	0%
810 LEGAL	-	(8,000)	-	-	-	-
820 RENT	70,000	105,000	70,000	110,000	-	0%
825 REPAIRS AND MAINTENANCE	185,000	165,000	185,000	215,000	-	0%
826 FACILITIES MGMT DISCRETIONARY	170	50	170	1,000	-	0%
827 MATERIAL MGMT DISCRETIONARY	3,000	1,000	3,000	3,000	-	0%
828 MOTOR POOL	10	100	10	200	-	0%
829 FUEL	100	150	100	200	-	0%
830 TELECOM DISCRETIONARY	4,000	7,500	4,000	10,000	-	0%
836 RISK MANAGEMENT	1,000	-	1,000	-	-	-
840 ELECTED OFFICIAL TRAVEL	1,000	3,000	1,000	5,000	-	0%
841 EMPLOYEE TRAVEL	5,000	2,000	5,000	3,000	-	0%
842 EDUCATION	5,000	30,000	5,000	40,000	-	0%
843 TRANSPORTATION/SHIPPING	-	600	-	700	-	0%
850 UTILITIES	2,000	450	2,000	500	-	0%
860 MISCELLANEOUS EXPENSE	269,724	265,000	269,724	275,000	-	0%
Subtotal \$	\$ 1,051,909	\$ 958,627	\$ 1,051,909	\$ 1,063,909	\$ -	0%
CAPITAL OUTLAY						
920 EQUIPMENT	124,000	100,000	124,000	112,000	-	0%
Subtotal \$	\$ 124,000	\$ 100,000	\$ 124,000	\$ 112,000	\$ -	0%
Total Expenditures	\$ 3,592,732	\$ 3,575,449	\$ 3,592,732	\$ 3,654,989	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (3,590,232)	\$ (3,572,949)	\$ (3,590,232)	\$ (3,648,989)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (3,590,232)	\$ (3,572,949)	\$ (3,590,232)	\$ (3,648,989)	\$ -	0%

<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>WORKING TITLE</b>	<b>FTE</b>
43	TREASURER	1
	ACCOUNTANT I	2
	ACCOUNTANT II	1
	ACCOUNTING TECHNICIAN I	6
	ACCOUNTING TECHNICIAN II	5
	ADMINISTRATIVE ASSTNT II	3
	ADMINISTRATIVE ASSTNT III	7
	ADMINISTRATIVE COORD I	4
	ADMINISTRATIVE COORD II	6
	ADMINISTRATIVE COORD III	5
	ADMINISTRATIVE COORD IV	5
	COLLECTOR	1
	DATA MANAGEMENT CONSULTNT	1
	EXECTV SCRTRY-OFC MGR I	1
	FINANCIAL INVESTMNT OFFCR	4
	FINANCIAL SERVICs ADM II	1
	FISCAL CONSULTANT	1
	LEAD COMPUTER OPERATOR	1
	LEAD INTGRTD SYS DSGN ANL	1
	LEAD PROGRAMMER-ANALYST	1
	LEAD SYSTEMS ANALYST	1
	MANAGEMENT ANALYST I	1
	OFFICE SUPERVISOR II	1
	PROJECT MANAGER	1
	SENR INTGRTD SYS DSGN ANL	1
	SYSTEMS PROGRAMMER I	1
	TREASURER	1
TREASURER CHIEF DEPUTY	1	
43	Total	64



**TOTAL BUDGET BY PROGRAM**

**TREASURER**  
Agency 430

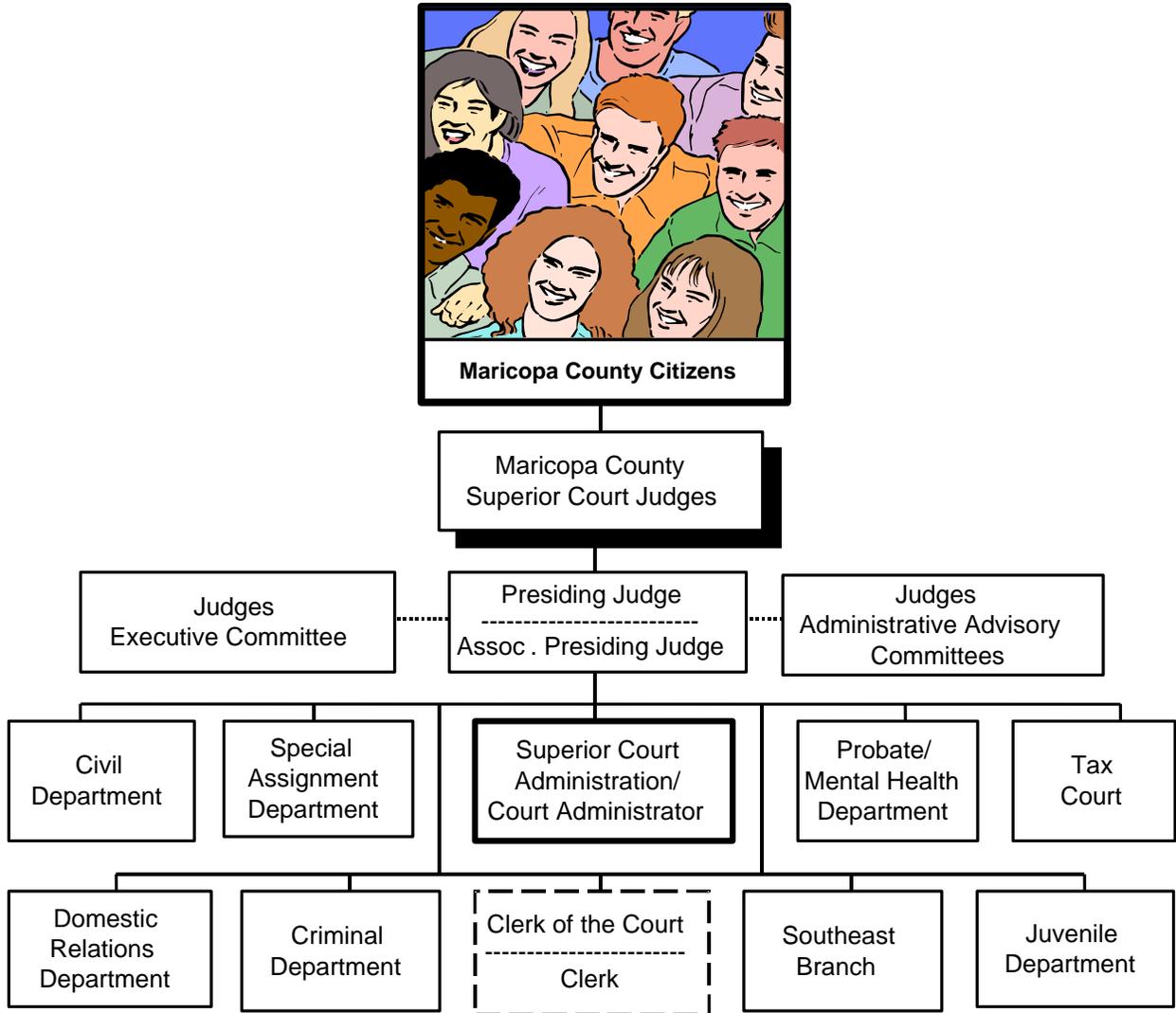
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
4310	ADMINISTRATION	\$ 375,164	\$ -	\$ -	\$ 375,164	\$ -
4320	CLIENT AND REVENUE SERVICES	\$ 393,801	\$ -	\$ -	\$ 393,801	\$ -
4330	ACCOUNTING	\$ 281,946	\$ -	\$ -	\$ 281,946	\$ -
4340	TAX SERVICES	\$ 414,672	\$ -	\$ -	\$ 414,672	\$ -
4350	INFORMATION SYSTEMS	\$ 418,453	\$ -	\$ -	\$ 418,453	\$ -
4380	TECHNICAL SERVICES	\$ 595,044	\$ 1,063,909	\$ 112,000	\$ 1,770,953	\$ 6,000
<b>Totals:</b>		<b>\$ 2,479,080</b>	<b>\$ 1,063,909</b>	<b>\$ 112,000</b>	<b>\$ 3,654,989</b>	<b>\$ 6,000</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**TREASURER**  
Agency 430

	Adopted	FY1998-99 Projected	FY1998-99 Adopted	Variance	
<b>REVENUE</b>					
635 FEES & CHARGES	2,500	2,500	2,500	6,000	3,500.00 140%
Total Revenue	\$ 2,500	\$ 2,500	\$ 2,500	\$ 6,000	\$ 3,500 140%
<b>EXPENDITURES</b>					
<b>PERSONAL SERVICES</b>					
701 REGULAR PAY	\$ 2,081,881	\$ 2,120,549	\$ 2,120,176	\$ 2,128,903	\$ (8,727) 0%
750 FRINGE BENEFITS	399,954	404,894	404,855	404,606	249 0%
780 SALARY ADJUSTMENTS	43,972	363	776	47,749	(46,973) -6053%
796 P S INTER-FUND CHARGES	-	100,000	-	-	-
797 PERSONNEL SAVINGS (NEG)	(108,984)	(108,984)	(108,984)	(102,178)	(6,806) 6%
Subtotal	\$ 2,416,823	\$ 2,516,822	\$ 2,416,823	\$ 2,479,080	\$ (62,257) -3%
<b>SUPPLIES AND SERVICES</b>					
801 GENERAL SUPPLIES	\$ 81,777	\$ 96,777	\$ 81,777	\$ 99,500	\$ (17,723) -22%
805 CONTRACTUAL SERVICES	424,128	290,000	424,128	300,809	123,319 29%
810 LEGAL	-	(8,000)	-	-	-
820 RENT	70,000	105,000	70,000	110,000	(40,000) -57%
825 REPAIRS AND MAINTENANCE	185,000	165,000	185,000	215,000	(30,000) -16%
826 FACILITIES MGMT DISCRETIONARY	170	50	170	1,000	(830) -488%
827 MATERIAL MGMT DISCRETIONARY	3,000	1,000	3,000	3,000	- 0%
828 MOTOR POOL	10	100	10	200	(190) -1900%
829 FUEL	100	150	100	200	(100) -100%
830 TELECOM DISCRETIONARY	4,000	7,500	4,000	10,000	(6,000) -150%
836 RISK MANAGEMENT	1,000	-	1,000	-	1,000 100%
840 ELECTED OFFICIAL TRAVEL	1,000	3,000	1,000	5,000	(4,000) -400%
841 EMPLOYEE TRAVEL	5,000	2,000	5,000	3,000	2,000 40%
842 EDUCATION	5,000	30,000	5,000	40,000	(35,000) -700%
843 TRANSPORTATION/SHIPPING	-	600	-	700	(700)
850 UTILITIES	2,000	450	2,000	500	1,500 75%
860 MISCELLANEOUS EXPENSE	269,724	265,000	269,724	275,000	(5,276) -2%
Subtotal	\$ 1,051,909	\$ 958,627	\$ 1,051,909	\$ 1,063,909	\$ (12,000) -1%
<b>CAPITAL OUTLAY</b>					
920 EQUIPMENT	124,000	100,000	124,000	112,000	12,000 10%
Subtotal	\$ 124,000	\$ 100,000	\$ 124,000	\$ 112,000	\$ 12,000 10%
Total Expenditures	\$ 3,592,732	\$ 3,575,449	\$ 3,592,732	\$ 3,654,989	\$ (62,257) -2%
Operating Balance (Rev. - Exp.)	\$ (3,590,232)	\$ (3,572,949)	\$ (3,590,232)	\$ (3,648,989)	\$ 58,757 -2%

# judicial branch



## courts jurisdiction

The Superior Court of Arizona in Maricopa County is a general jurisdiction court handling criminal felonies, civil matters over \$10,000, juvenile, domestic relations, probate/mental health, and statewide tax cases. Jurisdiction also extends to appeals from limited jurisdiction courts. The Superior Court is part of an integrated judicial system in the State under the administrative authority of the Arizona Supreme Court.

## maricopa county

Almost 2.9 million of Arizona's 4.5 Million people reside in Maricopa County (July 1999). It is one of the fastest growing urban areas in the country. The County, one of 15 in the state, encompasses almost 10,000 square miles. The Court conducts it's business in three primary locations: a complex of buildings in downtown Phoenix, a separate juvenile court center on Durango Ave. a few miles southwest of downtown, and the Southeast branch juvenile and adult court facilities in Mesa.

## **judges of the court**

As of January 1994, 81 trial judges and 32 court commissioners (lawyers, para-judicials) staff the Court. All judges are lawyers and are selected through a Qualifications Commission for appointment by the Governor. The Merit Selection System is patterned after the "Missouri Plan" and applies only in the state's two most populous counties: Maricopa (Phoenix) and Pima (Tucson). Judges stand for election every four years on a yes-no retention ballot.

Judges in the Court are either full-time Constitutional "divisions" created by the State and standing for election, or pro tem judges. These are lawyers appointed by the Court with the full powers of a constitutional division and serving temporarily at the pleasure of the court. Pro tem judges are used sparingly as adjuncts to constitutional divisions. Court commissions are appointed by the Court's presiding judge.

## **court judicial departments**

The Court performs its work by departments, each headed by a departmental presiding judge selected by the Courts Presiding Judge. Departmental presiding judges generally serve in that capacity for 2-4 years. Trial judges of the Court rotate from one department to another, as assigned by the Presiding Judge, generally on two-year cycles. Commissioners are assigned to departments.

Judges meet as departments and as a full bench en banc once a month. Most of the calendars are structured on an individual basis, meaning that once a case is assigned to a judge early in the process, it stays with that judge until resolved.

## **the presiding judge**

The Court's Presiding Judge oversees the Superior Court and its departments and has superintendent responsibilities over the limited jurisdiction courts in the County. The Presiding Judge, appointed to his administrative position by the Supreme Court, serves in that position at the pleasure of the Supreme Court. He is assisted by an associate Presiding Judge of his choosing.

## **the court administrator**

A Court Administrator, appointed by the Court, functions as the Chief Executive Officer providing management support to each of the judicial departments and coordinating, together with the Presiding judge, the work of the Court and its departments. A number of standing committees are utilized to perform the policy and program planning work of the Court. They are staffed by Court Administration.

## **non-judicial staffing**

Non-judicial courts staff number 3,000 permanent employees, broken out into a number of offices as outlined in the organization chart. Four major staffing units support the Court: Court Administration, Adult Probation, Juvenile Court Probation, and the Clerk of the Court. Also providing support to the Court is a small group of special-purpose agencies: Judicial Information Systems, Conciliation Services, and the Law Library. The Court operates its own Judicial Personnel Merit System, working in close harmony with the County of Maricopa.

## **elected clerk of the court**

As established by the Constitution, each of the counties in Arizona elects a Clerk of the Superior Court, who functions as the official record keeper and financial officer of the Court. In addition to these traditional services, the Clerk operates a broadly based child support program and provides special licensing services (marriage licenses and passports). As an elected official, the Clerk is an officer of the Court. The Court Administrator and

the Clerk of the Court work closely together in the day-to-day operations of the Court although one is not subordinate to the other. By Court rule, The Court's Presiding Judge exercises general supervision over the Clerk.

## **juvenile court**

As a specialized court, Juvenile Court operates somewhat independently. Through powers delegated by the judges en banc, the Presiding Judge designates the Juvenile Court Presiding Judge responsible for the day-to-day operations of the court through a Chief Juvenile Probation Officer who operates a probation department and detention facilities, and a Deputy Court Administrator who is responsible for processing juvenile cases.

## **adult probation**

The Adult Probation Department, headed by a Chief Adult Probation Officer, is more closely integrated into the overall management of the Court. The department works through the Court Administrator on management issues and through the Criminal Department Presiding Judge on program matters. The Chief Adult Probation Officer is appointed by the Court's Presiding Judge. In addition to the traditional probation services, the department operates a number of specialized programs, including community based treatment programs.

## **judicial information systems**

The JIS department performs two major functions. First, it provides computer services to the judges, Court Administrator, and the Clerk of the Court. Juvenile Court and Adult Probation each operate separate computer systems. The Clerk is developing separate child support and financial systems. All computer systems, however, will be interconnected. Second, the department is charged with coordinating county-wide automation and advising the Presiding Judge and Court staff on broad-scoped issues. In that capacity, the director serves as the primary liaison between the Court, Maricopa County, and criminal/civil justice agencies on computer matters.

## **conciliation services**

A Court staff of professionals provide marriage counseling, methods of resolving child custody, visitation disputes outside the courtroom, divorce and family mediation, and evaluation of custody and visitation disputes. The department works through the Court Administrator on management issues and through the Domestic Relations Presiding Judge on program matters.

## **law library**

The Court operates a law library serving the Court staff, lawyers in the community, and the general public. The library maintains a broad collection of law books, and legal publications and provides computer assisted legal research services. The department works through the Court Administrator on management issues and a Judges' Law Library Committee on broad policy matters.

## **funding and budgets**

The total annual Superior Court budget for fiscal year 1998-99 is \$151.4 million with \$80.8 million funded by the County of Maricopa and \$70.6 million from other sources.

## superior court judges

### Hon. Robert D. Myers

#### Presiding Judge - Superior Court

Hon. Robert D. Myers was appointed to the Superior Court Bench in Maricopa County in July 1989. He is currently the Presiding Judge, overseeing all trial courts within Maricopa County. Judge Myers has served as Presiding Judge of the Probate and Mental Health Department, and Civil Department of the Superior Court. Judge Myers received the Maricopa County Bar Association's Henry S. Stevens Award for Judicial Excellence for 1999 for "outstanding service to the legal profession through activities in the judiciary, participation in the MCBA and service to the community to improve the legal system, the legal profession and professionalism of the bench and the bar." Judge Myers is past president of the Maricopa County Bar Association, and both the Arizona and Western Trial lawyers Associations. He served on the Board of Directors of the State Bar of Arizona, Legal Aid Society. Judge Myers currently serves on several of the Arizona Supreme Court's Committees: Civil Litigation Abuse, Cost and Delay, Jury Reform, and Commission on Minorities. He has served as President of the Valley Big Brothers and Chairman of the Mayor's Drug Abuse Advisory committee. Judge Myers has lectured extensively on trial and court practices, and various mental health and probate subjects. He is an adjunct professor of law at Arizona State University.



He received a Bachelor of Arts degree from the University of Massachusetts and his Juris Doctorate from Boston University School of Law. Judge Myers currently serves on the Arizona Supreme Court's Committee on Civil Litigation Abuse, Cost and Delay, and Jury Reform Committee. He is a Founding Fellow of both the Arizona Bar Foundation and the Roscoe Pound Foundation. He is a former Counselor and past President of the Sandra Day Inn of Court.

### Hon. Maurice Portley

#### Presiding Judge - Juvenile Court Center

JUDGE MAURICE PORTLEY is the Presiding Judge of the Maricopa County Juvenile Court. He graduated from Arizona State University in 1975 and from the University of Michigan Law School in 1978. After practicing in the U.S. Army Judge Advocate General's Corps, he joined Jennings, Strouss & Salmon and became a partner in its Commercial Litigation Department. He was appointed to the bench in 1991 and has presided over civil, criminal and juvenile matters. Judge Portley is active in a variety of professional and civic organizations including the Arizona Juvenile Justice Commission, Arizona Town hall, A Stepping Stone Foundation, Valley Leadership, the Boy Scouts, the Great Arizona Puppet Theater and the National Council of Juvenile and Family Court Judges.



JUDGE	DIVISION	JUDGE	DIVISION	JUDGE	DIVISION
Mark F. Aceto	55	Pamela Franks	29	Crane McClennen	60
Linda Akers	59	Francis Gaines	67	James E. McDougall	4
Rebecca A. Albrecht	16	Frank T. Galati	18	Michael R. McVey	50
Louis A. Araneta	51	Stephen A. Gerst	12	Barbara A. Mundell	43
Silvia R. Arellano	38	Robert L. Gottsfield	2	Robert D. Myers*****	32
Mark W. Armstrong*****	25	Brian R. Hauser	42	Robert Oberbillig	63
Anna M. Baca	52	Cheryl K. Hendrix	7	Michael J. O'Melia	15
Eddward P. Ballinger	62	Bethany Hicks	66	Thomas W. O'Toole	14
Daniel A. Barker*****	46	Ruth H. Hilliard	20	Maurice Portley**	40
Susan R. Bolton*	26	Marion Hoag	57	Peter Reinstein	64
Edward Burke	68	Cathy Holt	69	Ronald S. Reinstein*****	19
Colin F. Campbell	37	Jeffrey A. Hotham	23	David L. Roberts	5
Jeffrey S. Cates*****	1	Joseph D. Howe	6	William P. Sargeant, III	22
David R. Cole	30	Sherry Hutt	31	William J. Schafer, III	28
Peter T. D'Angelo	8	Brian K. Ishikawa	53	Barry C. Schneider****	21
Dennis W. Dairman	47	Barbara M. Jarrett	48	Jonathan H. Schwartz	41
B. Michael Dann	3	Michael D. Jones	56	Linda A. Scott	13
Donald Daughton***	61	Alan S. Kamin	10	Steven D. Sheldon	36
Norman J. Davis	54	Paul A. Katz	35	John Sticht	11
Bernard J. Dougherty	9	Roger W. Kaufman*****	49	David Talamante	65
Thomas Dunevant, III	33	James Keppel	58	William L. Topf, III	45
Kenneth L. Fields	27	J. Kenneth Mangum	39	Michael O. Wilkinson	24
John Foreman	17	Gregory H. Martin	34	Michael A. Yarnell	44

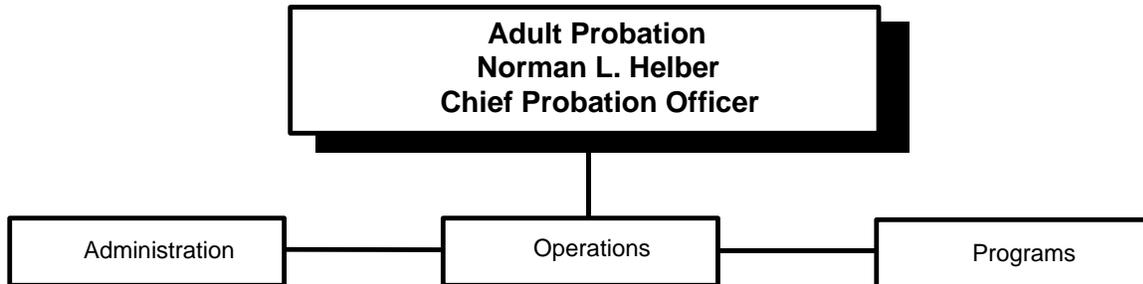
\*Presiding - Special Assignment  
 \*\*Presiding - Juvenile  
 \*\*\*Presiding - Probate Mental Health  
 \*\*\*\*Presiding - Civil  
 \*\*\*\*\*Presiding Judge  
 \*\*\*\*\*Presiding - Criminal-  
 \*\*\*\*\*Presiding - Tax Court  
 \*\*\*\*\*Presiding - Family Court  
 \*\*\*\*\*Presiding - Associate Presiding  
 \*\*\*\*\*Presiding - Southeast Facility



<b>PRECINCT</b>	<b>JUSTICE OF THE PEACE</b>
Buckeye	Mike Osterfeld*
Central Phoenix	C. Steven McMurry
Chandler	J. Brian Lamb (Ron Johnson - Acting)
East Mesa	R. Wayne Johnson
East Phoenix No. 1	John Carpenter
East Phoenix No. 2	Michael Orcutt
Gila Bend	Polly Getzwiller
Glendale	Quentin Tolby
Maryvale	Andy Gastelum
Northeast Phoenix	Jacqueline McVay
North Mesa	Lester Pearce
North Valley	Kenneth Warren
Northwest Phoenix	John Barclay
Peoria	Lex Anderson
Scottsdale	Mark Dobronski
South Mesa/Gilbert	Donald Skousen
South Phoenix	Pamela Gutierrez
East Tempe	John Ore
Tolleson	Joseph Guzman
West Mesa	Clayton Hamblen
West Phoenix	Rachel Carrillo
West Tempe	Victor "Mike" Wilkins
Wickenburg	John Henry

\* Presiding Justice of the Peace

## adult probation (11)



### mission

To enhance the safety and well being of our neighborhoods.

### program goals

Produce statutorily mandated, Court-ordered pre-sentence reports on criminal defendants. Supervise, in the community, all offenders placed on probation by Superior Court judges in Maricopa County and assure participation in rehabilitation programs. Reduce County and State costs by diverting eligible defendants from jail and prison. Maintain and enforce compliance standards as mandated by statute. Provide counseling, treatment and supervision specific to offender's crime and needs. Increase the educational level and job readiness of probationers through remedial education and literacy training. Enforce Community Service hours as ordered by the Court. Locate probation absconders.

### community impact

The programs of the Adult Probation Department provide investigative reports to Superior Court Judges with information to make appropriate sentencing decisions, divert probation eligible defendants from jail and prison while offering a less expensive yet supervised alternative of community supervision, locate and provide treatment and rehabilitative services for probationers, their families, victims and other members of the community, and provide Community Service work hours and monetary restitution collections back to the community and victims.

### performance measures

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
Pre-sentence Reports	11,200	15,252	14,500	15,000
Cost Per Presentence Report	415	356	355	355
Day Reporting Centers/Jail Days Saved	31,536	27,266	29,000	30,000
Court Liaison Program/Jail Days Saved	48,065	41,561	43,000	44,000
Clients in General Supervision	18,397	17,458	20,000	21,000
Client Community Services Hours	476,411	567,028	577,000	600,000
Restitution Collected	4,885,932 appr.	5,008,812.44	6,660,931 est	8,200,000

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

ADULT PROBATION  
Department 11

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	9,048,030	1,572,722	108,182	\$ 10,728,934	\$ -
Special Revenue	34,495,255	8,342,000	850,000	\$ 43,687,255	\$ 43,687,255
Totals	\$ 43,543,285	\$ 9,914,722	\$ 958,182	\$ 54,416,189	\$ 43,687,255

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

ADULT PROBATION  
Department 11

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 2,748,970	\$ 2,730,188	\$ 2,748,970	\$ 2,930,000	\$ -	0%
<b>REVENUE</b>						
615 GRANTS	34,243,059	28,384,790	34,243,059	34,948,330	-	0%
635 FEES & CHARGES	6,589,654	5,770,000	6,589,654	5,808,925	-	0%
Subtotal	\$ 40,832,713	\$ 34,154,790	\$ 40,832,713	\$ 40,757,255	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 28,348,096	\$ 33,546,558	\$ 30,169,627	\$ 31,891,811	\$ -	0%
705 TEMPORARY PAY	539,783	199,783	539,783	514,573	-	0%
750 FRINGE BENEFITS	5,655,833	1,488,641	6,058,707	6,186,058	-	0%
780 SALARY ADJUSTMENTS	3,817,001	-	4,003	754,278	-	0%
790 OTHER PERSONAL SERVICES	300,000	(31,589)	2,577,499	4,421,565	-	0%
797 PERSONNEL SAVINGS (NEG)	(204,000)	-	(204,000)	(225,000)	-	0%
Subtotal	\$ 38,456,713	\$ 35,203,393	\$ 39,145,619	\$ 43,543,285	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 1,436,800	\$ 1,694,726	\$ 1,436,800	\$ 1,058,200	\$ -	0%
802 MEDICAL SUPPLIES	2,000	10,000	2,000	13,000	-	0%
805 CONTRACTUAL SERVICES	5,140,000	3,653,000	5,140,000	5,628,000	-	0%
807 HEALTH CARE SERVICES	500,000	-	350,000	320,000	-	0%
810 LEGAL	8,000	3,000	8,000	13,200	-	0%
815 INSURANCE	500	500	500	-	-	0%
820 RENT	1,192,500	1,134,800	1,192,500	1,113,800	-	0%
825 REPAIRS AND MAINTENANCE	716,916	678,000	466,916	697,700	-	0%
826 FACILITIES MGMT DISCRETIONARY	400	-	400	1,609	-	0%
827 MATERIAL MGMT DISCRETIONARY	25,000	73,000	25,000	70,000	-	0%
828 MOTOR POOL	19,865	27,000	19,865	22,948	-	0%
829 FUEL	14,160	12,200	14,160	10,271	-	0%
830 TELECOM DISCRETIONARY	249,224	219,000	249,224	280,990	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	-	-	-	41,416	-	0%
842 EDUCATION	140,000	105,000	140,000	100,000	-	0%
843 TRANSPORTATION/SHIPPING	32,100	145,000	32,100	5,000	-	0%
844 JUDICIAL TRAVEL	450,000	146,500	450,000	405,000	-	0%
845 SUPPORT AND CARE OF PERSONS	115,000	65,000	115,000	75,000	-	0%
860 MISCELLANEOUS EXPENSE	64,705	57,800	64,705	58,588	-	0%
Subtotal	\$ 10,107,170	\$ 8,024,526	\$ 9,707,170	\$ 9,914,722	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	1,956,400	455,700	1,710,400	958,182	-	0%
Subtotal	\$ 1,956,400	\$ 455,700	\$ 1,710,400	\$ 958,182	\$ -	0%
<b>Total Expenditures</b>	<b>\$ 50,520,283</b>	<b>\$ 43,683,619</b>	<b>\$ 50,563,189</b>	<b>\$ 54,416,189</b>	<b>\$ -</b>	<b>0%</b>
Operating Balance (Rev. - Exp.)	\$ (9,687,570)	\$ (9,528,829)	\$ (9,730,476)	\$ (13,658,934)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (6,938,600)	\$ (6,798,641)	\$ (6,981,506)	\$ (10,728,934)	\$ -	0%



POSITION DISTRIBUTION		
Dept	Working Title	FTE
11	ADULT PROBATION	
	A P SURVEILLANCE OFFICER II	2
	ADMINISTRATIVE COORD I	8
	ADMINISTRATIVE COORD II	6
	ADMINISTRATIVE COORD III	4
	ADMINISTRATIVE COORD V	1
	ADMINISTRATIVE COORD VI	3
	ADULT EDUCATION INSTR II	6
	ADULT EDUCATION INSTR III	2
	ADULT PRBTN DPTY CHF OFCR	3
	ADULT PROB SRVLNC OFCR II	101
	ADULT PROB TRNG&DEV COORD	1
	ADULT PROBATION CHF OFFCR	1
	ADULT PROBATION OFFCR III	538
	ADULT PROBATION OFFCR IV	66
	ADULT PROBATION OFFCR V	7
	ADULT PROBATION OFFICER III	2
	ADULT PROBATION OFFICER IV	1
	CHEMICAL DPNDNCY CNSLR II	1
	CHEMICAL DPNDNCY CNSLR III	1
	CLERK I	1
	COLLECTOR	6
	COMPUTER OPERATIONS MANAGER	1
	COUNSELOR II	19
	COUNSELOR III	1
	COUNSELOR IV	2
	COURT INFORMATION PROCESSOR IV	6
	COURT INFORMATN PRCSR III	140
	COURT INFORMATN PRCSR IV	25
	COURT INFORMATN PRCSR V	10
	DATABASE ADMINISTRATOR	1
	DECISION SUPPRT ANLYST I	1
	END USER TRAINER	1
	HELP DESK TECHNICIAN	1
	INFORMATION SYSTEMS TCH II	2
	JUDICIAL ADMINISTRATOR I	1
	JUDICIAL ADMINISTRATOR IV	4
	JUDICIAL ADMINISTRATR II	4
	JUDICIAL ADMINISTRATR III	31
	JUDICIAL ADMINISTRATR V	2
	JUDICIAL ASSISTANT II	1
	JUDICIAL SRVCS ADMIN III	1
	JUDICIAL SRVCS ADMIN V	2
LEAD PROGRAMMER-ANALYST	2	
LEAD SYSTEMS ADMINISTRATR	1	
LEAD SYSTEMS PROGRAMMER	1	
MANAGEMENT ANALYST III	1	
PC & END USER TECHNICIAN	1	
PROGRAM COORDINATOR I	3	
PROGRAM COORDINATOR II	3	
PROGRAMMER-ANALYST II	1	
PROJECT LEADER	1	
PROJECT MANAGER	1	
SECRETARY	4	
SENIOR COMPUTER OPERATOR	1	
SENIOR PROGRAMMER-ANALYST	1	
SENIOR SYSTEMS ADMINSTRTR	1	
SENIOR SYSTEMS PROGRAMMER	1	
SERVICE WORKER IV	4	
SYSTEMS ADMINISTRATOR II	1	
SYSTEMS PROGRAMMER II	1	
11 Total		1045

**TOTAL BUDGET BY PROGRAM**

**ADULT PROBATION**

Agency 110

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1110	ADMINISTRATION/TECHNICAL SERVI	\$ 8,733,752	\$ 1,572,722	\$ 108,182	\$ 10,414,656	\$ -
1130	PRE-SENTENCE INVESTIGATIONS	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ -
1160	FIELD SERVICES	\$ 164,278	\$ -	\$ -	\$ 164,278	\$ -
<b>Totals:</b>		<b>\$ 9,048,030</b>	<b>\$ 1,572,722</b>	<b>\$ 108,182</b>	<b>\$ 10,728,934</b>	<b>\$ -</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**ADULT PROBATION**

Agency 110

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 6,771,788	\$ 6,620,771	\$ 6,801,224	\$ 7,041,419	\$ (240,195)	-4%
705 TEMPORARY PAY	199,783	199,783	199,783	150,000	49,783	25%
750 FRINGE BENEFITS	1,327,328	1,488,641	1,339,616	1,327,333	12,283	1%
780 SALARY ADJUSTMENTS	143,801	-	-	754,278	(754,278)	
790 OTHER PERSONAL SERVICES	-	(31,589)	140,983	-	140,983	100%
797 PERSONNEL SAVINGS (NEG)	(204,000)	-	(204,000)	(225,000)	21,000	-10%
Subtotal	\$ 8,238,700	\$ 8,277,606	\$ 8,277,606	\$ 9,048,030	\$ (770,424)	-9%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 173,800	\$ 153,870	\$ 173,800	\$ 408,200	\$ (234,400)	-135%
802 MEDICAL SUPPLIES	-	-	-	1,000	(1,000)	
805 CONTRACTUAL SERVICES	120,000	133,000	120,000	28,000	92,000	77%
807 HEALTH CARE SERVICES	100,000	-	100,000	20,000	80,000	80%
810 LEGAL	5,000	3,000	5,000	3,200	1,800	36%
815 INSURANCE	500	500	500	-	500	100%
820 RENT	552,500	579,800	552,500	413,800	138,700	25%
825 REPAIRS AND MAINTENANCE	116,916	117,000	116,916	187,700	(70,784)	-61%
826 FACILITIES MGMT DISCRETIONARY	400	-	400	1,609	(1,209)	-302%
827 MATERIAL MGMT DISCRETIONARY	25,000	73,000	25,000	70,000	(45,000)	-180%
828 MOTOR POOL	19,865	27,000	19,865	22,948	(3,083)	-16%
829 FUEL	14,160	12,200	14,160	10,271	3,889	27%
830 TELECOM DISCRETIONARY	89,224	152,000	89,224	180,990	(91,766)	-103%
834 BASE LEVEL EQ SERVICES CHARGES	-	-	-	41,416	(41,416)	
842 EDUCATION	40,000	50,000	40,000	45,000	(5,000)	-13%
843 TRANSPORTATION/SHIPPING	2,100	38,000	2,100	-	2,100	100%
844 JUDICIAL TRAVEL	100,000	65,000	100,000	105,000	(5,000)	-5%
845 SUPPORT AND CARE OF PERSONS	45,000	-	45,000	-	45,000	100%
860 MISCELLANEOUS EXPENSE	42,705	42,800	42,705	33,588	9,117	21%
Subtotal	\$ 1,447,170	\$ 1,447,170	\$ 1,447,170	\$ 1,572,722	\$ (125,552)	-9%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	1,700	5,700	5,700	108,182	(102,482)	-1798%
Subtotal	\$ 1,700	\$ 5,700	\$ 5,700	\$ 108,182	\$ (102,482)	-1798%
<b>Total Expenditures</b>	<b>\$ 9,687,570</b>	<b>\$ 9,730,476</b>	<b>\$ 9,730,476</b>	<b>\$ 10,728,934</b>	<b>\$ (998,458)</b>	<b>-10%</b>

TOTAL BUDGET BY PROGRAM						
ADULT PROBATION						
Agency 111						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1110	ADMINISTRATION/TECHNICAL SERVI	\$ 26,956,330	\$ 7,592,000	\$ 100,000	\$ 34,648,330	\$ 34,948,330
1150	INTENSIVE PROBATION SUPERVISIO	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -
<b>Totals:</b>		<b>\$ 27,256,330</b>	<b>\$ 7,592,000</b>	<b>\$ 100,000</b>	<b>\$ 34,948,330</b>	<b>\$ 34,948,330</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
ADULT PROBATION						
Agency 111						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
615 GRANTS	34,243,059	28,384,790	34,243,059	34,948,330	705,271.00	2%
Total Revenue	\$ 34,243,059	\$ 28,384,790	\$ 34,243,059	\$ 34,948,330	\$ 705,271	2%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 18,161,848	\$ 22,358,290	\$ 19,370,598	\$ 20,075,980	\$ (705,382)	-4%
705 TEMPORARY PAY	340,000	-	340,000	300,000	40,000	12%
750 FRINGE BENEFITS	3,648,631	-	3,921,086	3,922,785	(1,699)	0%
780 SALARY ADJUSTMENTS	3,518,880	-	3,513	-	3,513	100%
790 OTHER PERSONAL SERVICES	300,000	-	2,334,162	2,957,565	(623,403)	-27%
Subtotal	\$ 25,969,359	\$ 22,358,290	\$ 25,969,359	\$ 27,256,330	\$ (1,286,971)	-5%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 1,042,000	\$ 1,385,000	\$ 1,042,000	\$ 400,000	\$ 642,000	62%
802 MEDICAL SUPPLIES	2,000	10,000	2,000	12,000	(10,000)	-500%
805 CONTRACTUAL SERVICES	5,020,000	3,520,000	5,020,000	5,600,000	(580,000)	-12%
807 HEALTH CARE SERVICES	200,000	-	200,000	300,000	(100,000)	-50%
810 LEGAL	3,000	-	3,000	10,000	(7,000)	-233%
820 RENT	530,000	500,000	530,000	500,000	30,000	6%
825 REPAIRS AND MAINTENANCE	150,000	206,000	150,000	310,000	(160,000)	-107%
830 TELECOM DISCRETIONARY	60,000	67,000	60,000	100,000	(40,000)	-67%
842 EDUCATION	60,000	55,000	60,000	55,000	5,000	8%
843 TRANSPORTATION/SHIPPING	10,000	107,000	10,000	5,000	5,000	50%
844 JUDICIAL TRAVEL	150,000	21,500	150,000	200,000	(50,000)	-33%
845 SUPPORT AND CARE OF PERSONS	70,000	65,000	70,000	75,000	(5,000)	-7%
860 MISCELLANEOUS EXPENSE	22,000	15,000	22,000	25,000	(3,000)	-14%
Subtotal	\$ 7,319,000	\$ 5,951,500	\$ 7,319,000	\$ 7,592,000	\$ (273,000)	-4%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	954,700	75,000	954,700	100,000	854,700	90%
Subtotal	\$ 954,700	\$ 75,000	\$ 954,700	\$ 100,000	\$ 854,700	90%
Total Expenditures	\$ 34,243,059	\$ 28,384,790	\$ 34,243,059	\$ 34,948,330	\$ (705,271)	-2%
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ -	\$ -	\$ -	-

**TOTAL BUDGET BY PROGRAM**

**ADULT PROBATION**  
Agency 112

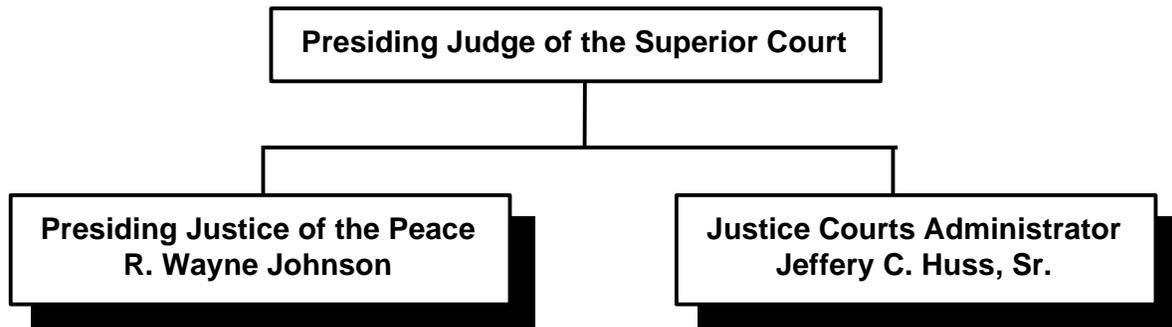
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1110	ADMINISTRATION/TECHNICAL SERVI	\$ 7,174,352	\$ 750,000	\$ 750,000	\$ 8,674,352	\$ 8,738,925
1160	FIELD SERVICES	\$ 64,573	\$ -	\$ -	\$ 64,573	\$ -
<b>Totals:</b>		<b>\$ 7,238,925</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 8,738,925</b>	<b>\$ 8,738,925</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**ADULT PROBATION**  
Agency 112

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 2,748,970	\$ 2,730,188	\$ 2,748,970	\$ 2,930,000	\$ 181,030	7%
<b>REVENUE</b>						
635 FEES & CHARGES	6,589,654	5,770,000	6,589,654	5,808,925	(780,729.00)	-12%
Total Revenue	\$ 6,589,654	\$ 5,770,000	\$ 6,589,654	\$ 5,808,925	\$ (780,729)	-12%
Total Resources	\$ 9,338,624	\$ 8,500,188	\$ 9,338,624	\$ 8,738,925	\$ (599,699)	-6%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 3,414,460	\$ 4,567,497	\$ 3,997,805	\$ 4,774,412	\$ (776,607)	-19%
705 TEMPORARY PAY	-	-	-	64,573	(64,573)	
750 FRINGE BENEFITS	679,874	-	798,005	935,940	(137,935)	-17%
780 SALARY ADJUSTMENTS	154,320	-	490	-	490	100%
790 OTHER PERSONAL SERVICES	-	-	102,354	1,464,000	(1,361,646)	-1330%
Subtotal	\$ 4,248,654	\$ 4,567,497	\$ 4,898,654	\$ 7,238,925	\$ (2,340,271)	-48%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 221,000	\$ 155,856	\$ 221,000	\$ 250,000	\$ (29,000)	-13%
807 HEALTH CARE SERVICES	200,000	-	50,000	-	50,000	100%
820 RENT	110,000	55,000	110,000	200,000	(90,000)	-82%
825 REPAIRS AND MAINTENANCE	450,000	355,000	200,000	200,000	-	0%
830 TELECOM DISCRETIONARY	100,000	-	100,000	-	100,000	100%
842 EDUCATION	40,000	-	40,000	-	40,000	100%
843 TRANSPORTATION/SHIPPING	20,000	-	20,000	-	20,000	100%
844 JUDICIAL TRAVEL	200,000	60,000	200,000	100,000	100,000	50%
Subtotal	\$ 1,341,000	\$ 625,856	\$ 941,000	\$ 750,000	\$ 191,000	20%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	1,000,000	375,000	750,000	750,000	-	0%
Subtotal	\$ 1,000,000	\$ 375,000	\$ 750,000	\$ 750,000	\$ -	0%
Total Expenditures	\$ 6,589,654	\$ 5,568,353	\$ 6,589,654	\$ 8,738,925	\$ (2,149,271)	-33%
Operating Balance (Rev. - Exp.)	\$ -	\$ 201,647	\$ -	\$ (2,930,000)	\$ 2,930,000	
Ending Fund Balance (Resources - Exp.)	\$ 2,748,970	\$ 2,931,835	\$ 2,748,970	\$ -	\$ 2,748,970	100%

## justice courts (24)



### mission

The Justice Courts in Maricopa County provide legally mandated services to residents throughout the County. They courteously and effectively offer reasonable, meaningful access to justice and due process thereafter to all citizens of the county.

### program goals

- ▶ To provide a community based Justice Court system.
- ▶ To provide a forum for a range of services to the public that promote dispute resolution and offender processing in a fair and equitable manner.
- ▶ To enhance compliance with court orders through enhanced collections of court fines.
- ▶ To be creative and sensitive to innovative means of fulfilling citizens' needs.

### community impact

The Justice Courts in Maricopa County provide community based access to the justice system for all citizens of the county. The number of new cases filed is rising as the population of the county increases. The Justice Courts are the most common point of entry to the judicial system for many county citizens. One out of every eight citizens will have a case in a Justice Court in this fiscal year.


**performance measures**

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
Number of Justice Courts	21	21	23	23
Number of Judicial Productivity Credits	23,281	24,133	25,029	25,784
Number of filings per case type				
DUI	7,069	5,967	6,146	6,330
Serious traffic	670	809	833	858
Other traffic	19,955	18,482	19,036	19,607
<b>Total Criminal Traffic</b>	<b>27,694</b>	<b>25,258</b>	<b>26,015</b>	<b>26,796</b>
Civil Traffic	167,070	152,083	156,645	161,344
Misdemeanors	19,554	21,294	21,932	22,590
Misdemeanors FTA	3,896	3,973	4,092	4,214
Traffic FTA	7,699	7,117	7,330	7,550
<b>Total Misdemeanors</b>	<b>31,149</b>	<b>32,384</b>	<b>33,355</b>	<b>34,356</b>
Felonies	22,169	21,789	22,442	23,115
Small Claims	19,257	18,555	19,111	19,685
Forcible Detainers	49,415	51,473	53,017	54,607
Other Civil	16,599	17,502	18,027	18,567
<b>Total Civil Cases</b>	<b>85,271</b>	<b>87,530</b>	<b>90,155</b>	<b>92,860</b>
Parking	7	43	50	55
Non-Parking	0	0	0	0
<b>Total Local Ordin.</b>	<b>7</b>	<b>43</b>	<b>50</b>	<b>55</b>
<b>Total All Cases</b>	<b>333,360</b>	<b>319,087</b>	<b>328,665</b>	<b>338,529</b>
Ave. filings per Justice Court	15,874	15,194	14,289	14,718
Ave. cost per filing (based on GF actuals)	\$32.82	\$37.78	\$39.20	\$38.29
Ave. filings per GF employee (PT and FT)	1,508	1,318	1,319	1,307
*above information is unaudited				
<b>Additional explanatory information, if needed:</b>				
<p>The information listed in the table above and the table below represents Justice Courts Administration (JCA) most recent attempt at tracking performance measures. JCA will continue to develop and enhance its monitoring of relevant and accurate performance measures.</p>				

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY					
JUSTICE COURTS Department 24					
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	10,484,897	3,574,676	4,200	\$ 14,063,773	\$ 11,545,940
Special Revenue	101,551	917,253	672,536	\$ 1,691,340	\$ 1,691,340
Totals	\$ 10,586,448	\$ 4,491,929	\$ 676,736	\$ 15,755,113	\$ 13,237,280

EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT						
JUSTICE COURTS Department 24						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ -	\$ 33,806	\$ -	\$ 852,566	\$ -	0%
REVENUE						
615 GRANTS	-	164,283	164,283	156,274	-	0%
620 INTERGOVERNMENTAL	607,381	649,772	607,381	720,940	-	0%
635 FEES & CHARGES	2,267,347	2,592,735	2,267,347	2,879,840	-	0%
637 FINES & FORFEITS	7,173,741	9,289,760	7,173,741	8,540,000	-	0%
650 MISCELLANEOUS REVENUE	51,531	109,638	51,531	87,660	-	0%
Subtotal	\$ 10,100,000	\$ 12,806,188	\$ 10,264,283	\$ 12,384,714	\$ -	0%
Total Resources	\$ 10,100,000	\$ 12,839,994	\$ 10,264,283	\$ 13,237,280	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 8,021,217	\$ 7,353,197	\$ 7,891,673	\$ 7,996,772	\$ -	0%
705 TEMPORARY PAY	478,042	512,458	504,322	644,320	-	0%
710 SPECIAL PAY	-	88,712	16,491	21,556	-	0%
750 FRINGE BENEFITS	1,546,865	1,390,223	1,519,733	1,658,618	-	0%
780 SALARY ADJUSTMENTS	92,105	-	117,178	745,182	-	0%
790 OTHER PERSONAL SERVICES	36,308	-	111,174	-	-	0%
795 P S INTER-FUND CREDIT (NEG)	(21,928)	(21,928)	(21,928)	(30,000)	-	0%
797 PERSONNEL SAVINGS (NEG)	(450,000)	-	(450,000)	(450,000)	-	0%
Subtotal	\$ 9,702,609	\$ 9,322,662	\$ 9,688,643	\$ 10,586,448	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 271,809	\$ 294,537	\$ 276,244	\$ 666,712	\$ -	0%
805 CONTRACTUAL SERVICES	47,961	164,715	102,961	463,714	-	0%
810 LEGAL	163,209	383,205	188,209	363,153	-	0%
815 INSURANCE	1,200	500	1,200	500	-	0%
820 RENT	2,075,742	2,143,627	2,075,742	2,325,141	-	0%
825 REPAIRS AND MAINTENANCE	165,000	146,059	165,000	79,000	-	0%
826 FACILITIES MGMT DISCRETIONARY	1,500	625	1,500	1,000	-	0%
827 MATERIAL MGMT DISCRETIONARY	89,000	95,485	89,000	74,250	-	0%
828 MOTOR POOL	1,636	738	1,636	7,000	-	0%
830 TELECOM DISCRETIONARY	44,883	54,407	44,883	54,200	-	0%
840 ELECTED OFFICIAL TRAVEL	-	13,862	-	-	-	0%
841 EMPLOYEE TRAVEL	600	1,858	3,800	20,419	-	0%
842 EDUCATION	26,500	22,237	26,500	128,150	-	0%
843 TRANSPORTATION/SHIPPING	6,562	19,288	6,562	6,100	-	0%
844 JUDICIAL TRAVEL	-	-	-	2,600	-	0%
850 UTILITIES	165	78	165	-	-	0%
860 MISCELLANEOUS EXPENSE	45,285	109,951	45,285	299,990	-	0%
870 OTHER ADJUSTMENTS	-	40	-	-	-	0%
Subtotal	\$ 2,941,052	\$ 3,451,212	\$ 3,028,687	\$ 4,491,929	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	516,785	150,000	550,821	676,736	-	0%
Subtotal	\$ 516,785	\$ 150,000	\$ 550,821	\$ 676,736	\$ -	0%
Total Expenditures	\$ 13,160,446	\$ 12,923,874	\$ 13,268,151	\$ 15,755,113	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (3,060,446)	\$ (117,686)	\$ (3,003,868)	\$ (3,370,399)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (3,060,446)	\$ (83,880)	\$ (3,003,868)	\$ (2,517,833)	\$ -	0%

<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>WORKING TITLE</b>	<b>FTE</b>
24	JUSTICE COURTS	
	ACCOUNTANT I	2
	ADMINISTRATIVE ASSTNT I	1
	ADMINISTRATIVE COORD I	2
	ADMINISTRATIVE COORD II	1
	ADMINISTRATIVE COORD III	1
	ADMINISTRATIVE COORD IV	1
	ASSOCIATE BUSNSS SYS ANLT	2
	ASSOCIATE CLIENT REPRSNTV	1
	BUYER POSITION	1
	CHIEF DEPUTY COURT ADMIN	1
	COLLECTOR	21
	COURT SECURITY SUPERVISOR	1
	DECISION SUPPRT ANLYST I	1
	DECISION SUPPRT ANLYST II	1
	DEPUTY CONSTABLE	1
	DEPUTY COURT ADMIN	1
	EMPLOYEE RLNS MGR	1
	INTEGRATD SYS DSGN ANL I	1
	JUDICIAL SRVCS ADMIN II	2
	JUDICIAL SRVCS ADMIN IV	1
	JUDICIAL SRVCS ADMIN V	1
	JUSTICE COURT ADMINISTRTR	1
	JUSTICE COURT CLERK I	15
	JUSTICE COURT CLERK II	2
	JUSTICE COURT CLERK III	127
	JUSTICE COURT CLERK IV	23
	JUSTICE COURT CLERK V	22
	JUSTICE OF THE PEACE	23
	MANAGEMENT ANALYST IV	1
	PROJECT MANAGER	1
	SECURITY GUARD	20
	SENIOR SYSTEMS PROGRAMMER	1
24	Total	280

TOTAL BUDGET BY PROGRAM						
JUSTICE COURTS						
Agency 240						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
2430	CASE PROCESSING	\$ 7,539,749	\$ 2,810,817	\$ -	\$ 10,350,566	\$ 11,545,940
2460	ADMINSTRATION	\$ 2,945,148	\$ 763,859	\$ 4,200	\$ 3,713,207	\$ -
<b>Totals:</b>		<b>\$ 10,484,897</b>	<b>\$ 3,574,676</b>	<b>\$ 4,200</b>	<b>\$ 14,063,773</b>	<b>\$ 11,545,940</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
JUSTICE COURTS						
Agency 240						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
620 INTERGOVERNMENTAL	607,381	649,772	607,381	720,940	113,559.00	19%
635 FEES & CHARGES	2,267,347	2,201,933	2,267,347	2,480,000	212,653.00	9%
637 FINES & FORFEITS	7,173,741	9,024,760	7,173,741	8,270,000	1,096,259.00	15%
650 MISCELLANEOUS REVENUE	51,531	97,639	51,531	75,000	23,469.00	46%
<b>Total Revenue</b>	<b>\$ 10,100,000</b>	<b>\$ 11,974,104</b>	<b>\$ 10,100,000</b>	<b>\$ 11,545,940</b>	<b>\$ 1,445,940</b>	<b>14%</b>
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 7,847,078	\$ 7,252,683	\$ 7,751,387	\$ 7,987,216	\$ (235,829)	-3%
705 TEMPORARY PAY	478,042	512,043	504,322	550,000	(45,678)	-9%
710 SPECIAL PAY	-	83,712	6,491	16,556	(10,065)	-155%
750 FRINGE BENEFITS	1,513,932	1,373,607	1,495,099	1,635,943	(140,844)	-9%
780 SALARY ADJUSTMENTS	92,105	-	75,026	745,182	(670,156)	-893%
790 OTHER PERSONAL SERVICES	36,308	-	111,174	-	111,174	100%
797 PERSONNEL SAVINGS (NEG)	(450,000)	-	(450,000)	(450,000)	-	0%
<b>Subtotal</b>	<b>\$ 9,517,465</b>	<b>\$ 9,222,045</b>	<b>\$ 9,493,499</b>	<b>\$ 10,484,897</b>	<b>\$ (991,398)</b>	<b>-10%</b>
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 271,809	\$ 280,102	\$ 246,809	\$ 449,174	\$ (202,365)	-82%
805 CONTRACTUAL SERVICES	47,961	130,229	47,961	126,700	(78,739)	-164%
810 LEGAL	163,209	383,205	188,209	363,153	(174,944)	-93%
815 INSURANCE	1,200	500	1,200	500	700	58%
820 RENT	2,075,742	2,143,627	2,075,742	2,325,141	(249,399)	-12%
825 REPAIRS AND MAINTENANCE	165,000	146,059	165,000	79,000	86,000	52%
826 FACILITIES MGMT DISCRETIONARY	1,500	625	1,500	1,000	500	33%
827 MATERIAL MGMT DISCRETIONARY	89,000	95,485	89,000	74,250	14,750	17%
828 MOTOR POOL	1,636	738	1,636	7,000	(5,364)	-328%
830 TELECOM DISCRETIONARY	44,883	54,407	44,883	54,200	(9,317)	-21%
840 ELECTED OFFICIAL TRAVEL	-	13,862	-	-	-	-
841 EMPLOYEE TRAVEL	600	1,858	600	13,700	(13,100)	-2183%
842 EDUCATION	26,500	22,237	26,500	28,150	(1,650)	-6%
843 TRANSPORTATION/SHIPPING	6,562	19,288	6,562	6,100	462	7%
844 JUDICIAL TRAVEL	-	-	-	2,600	(2,600)	-
850 UTILITIES	165	78	165	-	165	100%
860 MISCELLANEOUS EXPENSE	45,285	109,951	45,285	44,008	1,277	3%
870 OTHER ADJUSTMENTS	-	40	-	-	-	-
<b>Subtotal</b>	<b>\$ 2,941,052</b>	<b>\$ 3,402,291</b>	<b>\$ 2,941,052</b>	<b>\$ 3,574,676</b>	<b>\$ (633,624)</b>	<b>-22%</b>
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	516,785	150,000	516,785	4,200	512,585	99%
<b>Subtotal</b>	<b>\$ 516,785</b>	<b>\$ 150,000</b>	<b>\$ 516,785</b>	<b>\$ 4,200</b>	<b>\$ 512,585</b>	<b>99%</b>
<b>Total Expenditures</b>	<b>\$ 12,975,302</b>	<b>\$ 12,774,336</b>	<b>\$ 12,951,336</b>	<b>\$ 14,063,773</b>	<b>\$ (1,112,437)</b>	<b>-9%</b>
<b>Operating Balance (Rev. - Exp.)</b>	<b>\$ (2,875,302)</b>	<b>\$ (800,232)</b>	<b>\$ (2,851,336)</b>	<b>\$ (2,517,833)</b>	<b>\$ (333,503)</b>	<b>12%</b>

**TOTAL BUDGET BY PROGRAM**

**JUSTICE COURTS**  
Agency 241

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
2460	ADMINISTRATION	\$ 16,481	\$ 105,757	\$ 34,036	\$ 156,274	\$ 156,274
<b>Totals:</b>		<b>\$ 16,481</b>	<b>\$ 105,757</b>	<b>\$ 34,036</b>	<b>\$ 156,274</b>	<b>\$ 156,274</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**JUSTICE COURTS**  
Agency 241

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
615 GRANTS	-	164,283	164,283	156,274	(8,009.00)	-5%
Total Revenue	\$ -	\$ 164,283	\$ 164,283	\$ 156,274	\$ (8,009)	-5%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 27,311	\$ 27,311	\$ 27,311	\$ 9,556	\$ 17,755	65%
710 SPECIAL PAY	-	5,000	10,000	5,000	5,000	50%
750 FRINGE BENEFITS	5,301	5,301	5,301	1,925	3,376	64%
Subtotal	\$ 32,612	\$ 37,612	\$ 42,612	\$ 16,481	\$ 26,131	61%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ -	\$ 14,435	\$ 29,435	\$ 44,038	\$ (14,603)	-50%
805 CONTRACTUAL SERVICES	-	-	55,000	55,000	-	0%
841 EMPLOYEE TRAVEL	-	-	3,200	6,719	(3,519)	-110%
Subtotal	\$ -	\$ 14,435	\$ 87,635	\$ 105,757	\$ (18,122)	-21%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	-	-	34,036	34,036	-	0%
Subtotal	\$ -	\$ -	\$ 34,036	\$ 34,036	\$ -	0%
Total Expenditures	\$ 32,612	\$ 52,047	\$ 164,283	\$ 156,274	\$ 8,009	5%
Operating Balance (Rev. - Exp.)	\$ (32,612)	\$ 112,236	\$ -	\$ -	\$ -	



TOTAL BUDGET BY PROGRAM						
JUSTICE COURTS						
Agency 242						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
2470	JUSTICE COURTS JCEF	\$ 85,070	\$ 359,412	\$ 250,000	\$ 694,482	\$ 694,482
<b>Totals:</b>		<b>\$ 85,070</b>	<b>\$ 359,412</b>	<b>\$ 250,000</b>	<b>\$ 694,482</b>	<b>\$ 694,482</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
JUSTICE COURTS						
Agency 242						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 419,982	\$ 419,982	
<b>REVENUE</b>						
637 FINES & FORFEITS	-	265,000	-	270,000	270,000.00	
650 MISCELLANEOUS REVENUE	-	4,023	-	4,500	4,500.00	
Total Revenue	\$ -	\$ 269,023	\$ -	\$ 274,500	\$ 274,500	
Total Resources	\$ -	\$ 269,023	\$ -	\$ 694,482	\$ 694,482	
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 146,828	\$ 73,203	\$ 112,975	\$ -	\$ 112,975	100%
705 TEMPORARY PAY	-	415	-	94,320	(94,320)	
750 FRINGE BENEFITS	27,632	11,315	19,333	20,750	(1,417)	-7%
780 SALARY ADJUSTMENTS	-	-	42,152	-	42,152	100%
795 P S INTER-FUND CREDIT (NEG)	(21,928)	(21,928)	(21,928)	(30,000)	8,072	-37%
Subtotal	\$ 152,532	\$ 63,005	\$ 152,532	\$ 85,070	\$ 67,462	44%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ -	\$ -	\$ -	\$ 173,500	\$ (173,500)	
805 CONTRACTUAL SERVICES	-	34,486	-	135,912	(135,912)	
842 EDUCATION	-	-	-	50,000	(50,000)	
Subtotal	\$ -	\$ 34,486	\$ -	\$ 359,412	\$ (359,412)	
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	-	-	-	250,000	(250,000)	
Subtotal	\$ -	\$ -	\$ -	\$ 250,000	\$ (250,000)	
Total Expenditures	\$ 152,532	\$ 97,491	\$ 152,532	\$ 694,482	\$ (541,950)	-355%
Operating Balance (Rev. - Exp.)	\$ (152,532)	\$ 171,532	\$ (152,532)	\$ (419,982)	\$ 267,450	-175%
Ending Fund Balance (Resources - Exp.)	\$ (152,532)	\$ 171,532	\$ (152,532)	\$ -	\$ (152,532)	100%

**TOTAL BUDGET BY PROGRAM**

**JUSTICE COURTS**  
Agency 243

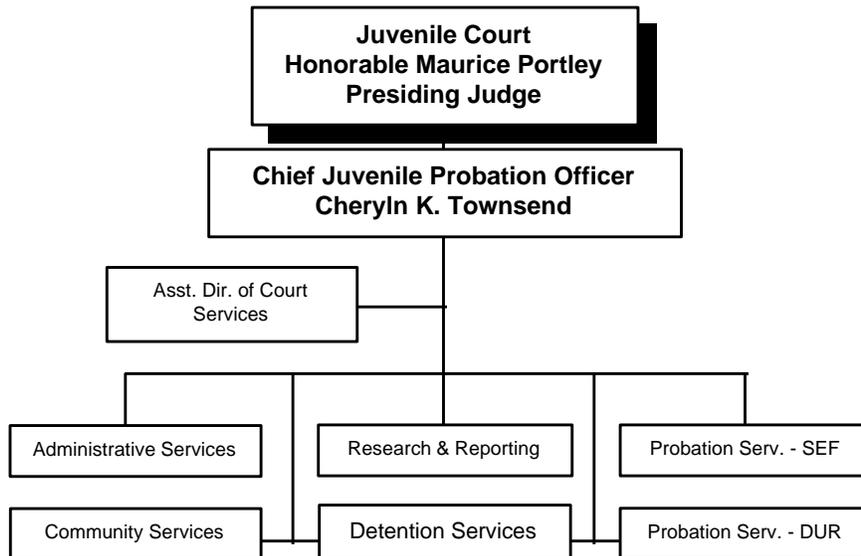
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
2430	CASE PROCESSING	\$ -	\$ 305,982	\$ 388,500	\$ 694,482	\$ 840,584
2460	ADMINSTRATION	\$ -	\$ 146,102	\$ -	\$ 146,102	\$ -
<b>Totals:</b>		\$ -	\$ 452,084	\$ 388,500	\$ 840,584	\$ 840,584

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**JUSTICE COURTS**  
Agency 243

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ -	\$ 33,806	\$ -	\$ 432,584	\$ 432,584	
<b>REVENUE</b>						
635 FEES & CHARGES	-	390,802	-	399,840	399,840.00	
650 MISCELLANEOUS REVENUE	-	7,976	-	8,160	8,160.00	
Total Revenue	\$ -	\$ 398,778	\$ -	\$ 408,000	\$ 408,000	
Total Resources	\$ -	\$ 432,584	\$ -	\$ 840,584	\$ 840,584	
<b>EXPENDITURES</b>						
<b>SUPPLIES AND SERVICES</b>						
805 CONTRACTUAL SERVICES	-	-	-	146,102	(146,102)	
842 EDUCATION	-	-	-	50,000	(50,000)	
860 MISCELLANEOUS EXPENSE	-	-	-	255,982	(255,982)	
Subtotal	\$ -	\$ -	\$ -	\$ 452,084	\$ (452,084)	
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	-	-	-	388,500	(388,500)	
Subtotal	\$ -	\$ -	\$ -	\$ 388,500	\$ (388,500)	
Total Expenditures	\$ -	\$ -	\$ -	\$ 840,584	\$ (840,584)	
Operating Balance (Rev. - Exp.)	\$ -	\$ 398,778	\$ -	\$ (432,584)	\$ 432,584	
Ending Fund Balance (Resources - Exp.)	\$ -	\$ 432,584	\$ -	\$ -	\$ -	

## juvenile probation (27)



### mission

To serve the community by administering swift individual justice, deterring delinquent conduct, and assisting children and families in need through court and community-based services; through juvenile probation services, to provide information to the Court and provide programs to juveniles and their families which ensure public safety, accountability, and competency development; through detention services to ensure the safety of juveniles, staff, and the community and to provide programs that ensure accountability and competency development.

### program goals

- ▶ Measure the outcome of specialized treatment programs to assist the department in utilizing the most cost effective interventions and improve the recommendations that are made to the Juvenile Court in matching youth needs with treatment programs.
- ▶ Reduce the utilization of juvenile detention because alternatives are not available.
- ▶ Offer early intervention services and mediation to families in crisis resulting in fewer referrals for incorrigibility offenses reaching the Juvenile Court.
- ▶ Continue to increase the partnerships that focus on reducing delinquent and incorrigible behavior through a measured investment in prevention.
- ▶ Expand the use of JOLTS as an integrated information system with Court-related partners and law enforcement.

### community impact

Provide public protection through appropriate use of detention and accountability through effective use of community-based sanctions and programs.


**performance measures**

Performance Measure	FY 96-97	FY 97-98	FY 98-99 (est.)	FY 99-00 (Proj)
Incorrig. & Delinquency Complaints Rec.	36,724	38,145	37,406	40,000
Avg. Daily Detention Population	333	360	357	360
Juveniles Detained	9,930	11,041	10,052	11,041
Juveniles Placed on Probation	3,886	4,551	3,705	4,000
*Satisfaction of Parents of Juv. on Prob.				
*Success of Probation as measured by type of probation release				
Standard Probation		76%	78.6%	
Intensive Probation		62.7%	71.8%	

**Additional explanatory information, if needed:**

\*These are new measures. A strategic goal for FY 99/00 is to measure the outcome of specialized treatment programs with the objectives of utilizing the most cost effective services and improving treatment recommendations to the Court.

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY						
JUVENILE PROBATION Department 27						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue	
General	9,726,180	(100,420)	68,930	\$ 9,694,690	\$ 55,000	
Special Revenue	23,589,992	5,025,754	101,830	\$ 28,717,576	\$ 16,984,129	
Totals	\$ 33,316,172	\$ 4,925,334	\$ 170,760	\$ 38,412,266	\$ 17,039,129	

EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT						
JUVENILE PROBATION Department 27						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 369,464	\$ 1,128,106	\$ 369,464	\$ 922,129	\$ -	0%
REVENUE						
615 GRANTS	14,874,897	9,695,000	14,874,897	15,000,000	-	0%
620 INTERGOVERNMENTAL	36,000	60,000	36,000	50,000	-	0%
635 FEES & CHARGES	732,000	1,012,000	732,000	1,012,000	-	0%
650 MISCELLANEOUS REVENUE	51,000	9,000	51,000	55,000	-	0%
Subtotal	\$ 15,693,897	\$ 10,776,000	\$ 15,693,897	\$ 16,117,000	\$ -	0%
<b>EXPENDITURES</b>						
PERSONAL SERVICES						
701 REGULAR PAY	\$ 21,184,246	\$ 22,888,140	\$ 21,125,163	\$ 23,137,757	\$ -	0%
705 TEMPORARY PAY	801,500	-	801,500	884,529	-	0%
710 SPECIAL PAY	441,832	-	441,832	445,418	-	0%
750 FRINGE BENEFITS	4,296,407	2,473,917	4,360,820	4,938,448	-	0%
780 SALARY ADJUSTMENTS	307,323	-	754,509	1,755,887	-	0%
790 OTHER PERSONAL SERVICES	2,991,254	-	2,402,145	2,629,173	-	0%
795 P S INTER-FUND CREDIT (NEG)	(158,512)	-	(8,372,616)	-	-	0%
796 P S INTER-FUND CHARGES	27,928	30,000	8,400,544	30,000	-	0%
797 PERSONNEL SAVINGS (NEG)	(453,458)	-	(453,458)	(505,040)	-	0%
Subtotal	\$ 29,438,520	\$ 25,392,057	\$ 29,460,439	\$ 33,316,172	\$ -	0%
SUPPLIES AND SERVICES						
801 GENERAL SUPPLIES	\$ 3,225,128	\$ 1,522,200	\$ 3,281,403	\$ 3,431,184	\$ -	0%
802 MEDICAL SUPPLIES	8,600	14,700	8,600	1,000	-	0%
805 CONTRACTUAL SERVICES	514,400	473,800	514,400	849,229	-	0%
807 HEALTH CARE SERVICES	1,100	1,100	1,100	36,100	-	0%
810 LEGAL	70,000	5,200	70,000	5,000	-	0%
815 INSURANCE	500	1,400	500	500	-	0%
820 RENT	49,300	64,400	49,300	60,500	-	0%
825 REPAIRS AND MAINTENANCE	142,800	211,600	142,800	147,300	-	0%
827 MATERIAL MGMT DISCRETIONARY	1,200	900	1,200	700	-	0%
828 MOTOR POOL	5,400	5,700	5,400	5,700	-	0%
829 FUEL	21,700	26,700	21,700	36,400	-	0%
830 TELECOM DISCRETIONARY	60,000	60,000	60,000	63,470	-	0%
841 EMPLOYEE TRAVEL	-	300	-	-	-	0%
842 EDUCATION	75,000	115,000	75,000	75,000	-	0%
843 TRANSPORTATION/SHIPPING	129,232	149,000	129,232	145,600	-	0%
844 JUDICIAL TRAVEL	15,000	11,000	15,000	10,000	-	0%
845 SUPPORT AND CARE OF PERSONS	1,000	1,000	1,000	-	-	0%
850 UTILITIES	3,700	1,100	3,700	1,000	-	0%
860 MISCELLANEOUS EXPENSE	38,100	49,600	38,100	56,652	-	0%
872 S S INTER-FUND CREDIT (NEG)	-	-	(937,675)	(1,226,820)	-	0%
873 S S INTERFUND CHARGES	-	-	937,675	1,226,819	-	0%
Subtotal	\$ 4,362,160	\$ 2,714,700	\$ 4,418,435	\$ 4,925,334	\$ -	0%
CAPITAL OUTLAY						
920 EQUIPMENT	68,930	69,330	68,930	89,130	-	0%
930 TRANSPORTATION	-	-	-	75,718	-	0%
940 OTHER CAPITAL OUTLAY	-	-	-	5,912	-	0%
Subtotal	\$ 68,930	\$ 69,330	\$ 68,930	\$ 170,760	\$ -	0%
Total Expenditures	\$ 33,869,610	\$ 28,176,087	\$ 33,947,804	\$ 38,412,266	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (18,175,713)	\$ (17,400,087)	\$ (18,253,907)	\$ (22,295,266)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (17,806,249)	\$ (16,271,981)	\$ (17,884,443)	\$ (21,373,137)	\$ -	0%

POSITION DISTRIBUTION		
Dept	WORKING TITLE	FTE
27	JUVENILE PROBATION	
	ACCOUNTANT III	1
	ADMINISTRATOR COORDINATOR V	1
	ADMINISTRATIVE COORD II	3
	ADMINISTRATIVE COORD V	2
	ADMINISTRATOR III	1
	ADMINISTRATIVE SUPPORT MGR	1
	ASSOCIATE DC SN SPPRT ANLT	2
	CIP III	3
	COURT INFORMATN PRCSR III	55
	COURT INFORMATN PRCSR IV	7
	COURT INFORMATN PRCSR V	13
	CUSTODIAN II	1
	CUSTODIAN III	4
	DECISION SPPT ANALYST I	1
	DECISION SUPPRT ANALYST I	3
	DECISION SUPPRT ANALYST II	2
	FINANCIAL SERVICES ADM II	1
	GRAPHICS EQUIPMNT TECH II	1
	INFORMATION SVCS ADM-JDCL	1
	JPO III	13
	JPO IV	2
	JPO V	1
	JUDICIAL ADMINISTRATOR III	4
	JUDICIAL ADMINISTRATOR V	3
	JUVENILE COURT SVCS DIR	1
	JUVENILE PROBATION OFFICER	1
	JUVENILE PROBATION OFFICER V	1
	JUVENILE PROBATION OFCR III	424
	JUVENILE PROBATION OFCR IV	35
	JUVENILE PROBATION OFCR V	4
	JUVENILE CRT SVCS ASST DIR	3
	LAUNDRY WORKER II	6
	PHYSICAL EDUC-RECR COORD	2
	PUBLIC WORKS CREW LEADER	1
	REGISTERED NURSE IV	2
	SENIOR DECISION SPPRT ANALYST	4
	SENIOR INFO TECHNOLOGY CNSLT	1
	SERVICE WORKER III	2
	SYSTEMS ADMINISTRATOR II	1
	YOUTH SUPERVISOR	62
	YOUTH SUPERVISOR III	118
27	Total	794

TOTAL BUDGET BY PROGRAM						
JUVENILE PROBATION						
Agency 270						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
2729	PROBATION SVCS	\$ 6,006,528	\$ 249,600	\$ -	\$ 6,256,128	\$ -
2739	ADMINISTRATION	\$ 1,647,635	\$ (810,520)	\$ 68,930	\$ 906,045	\$ 55,000
2749	COMMUNITY SVCS	\$ 855,368	\$ 301,800	\$ -	\$ 1,157,168	\$ -
2769	RESEARCH & PLANNING	\$ 943,693	\$ 137,300	\$ -	\$ 1,080,993	\$ -
2780	EXECUTIVE SERVICES	\$ 272,956	\$ 21,400	\$ -	\$ 294,356	\$ -
<b>Totals:</b>		<b>\$ 9,726,180</b>	<b>\$ (100,420)</b>	<b>\$ 68,930</b>	<b>\$ 9,694,690</b>	<b>\$ 55,000</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
JUVENILE PROBATION						
Agency 270						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
620 INTERGOVERNMENTAL	36,000	60,000	36,000	50,000	14,000.00	39%
650 MISCELLANEOUS REVENUE	1,000	8,000	1,000	5,000	4,000.00	400%
Total Revenue	\$ 37,000	\$ 68,000	\$ 37,000	\$ 55,000	\$ 18,000	49%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 12,553,886	\$ 13,247,662	\$ 12,302,510	\$ 7,642,729	\$ 4,659,781	38%
705 TEMPORARY PAY	801,500	-	801,500	3,029	798,471	100%
710 SPECIAL PAY	441,832	-	441,832	-	441,832	100%
750 FRINGE BENEFITS	2,580,916	2,473,917	2,597,817	1,489,977	1,107,840	43%
780 SALARY ADJUSTMENTS	307,323	-	379,279	767,209	(387,930)	-102%
790 OTHER PERSONAL SERVICES	-	-	24,201	-	24,201	100%
795 P S INTER-FUND CREDIT (NEG)	(158,512)	-	(8,372,616)	-	(8,372,616)	100%
797 PERSONNEL SAVINGS (NEG)	(453,458)	-	(453,458)	(176,764)	(276,694)	61%
Subtotal	\$ 16,073,487	\$ 15,721,579	\$ 7,721,065	\$ 9,726,180	\$ (2,005,115)	-26%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 688,800	\$ 772,200	\$ 746,800	\$ 128,900	\$ 617,900	83%
802 MEDICAL SUPPLIES	8,600	14,700	8,600	1,000	7,600	88%
805 CONTRACTUAL SERVICES	514,400	473,800	514,400	498,200	16,200	3%
807 HEALTH CARE SERVICES	1,100	1,100	1,100	100	1,000	91%
810 LEGAL	20,000	5,200	20,000	5,000	15,000	75%
815 INSURANCE	500	1,400	500	500	-	0%
820 RENT	49,300	64,400	49,300	60,500	(11,200)	-23%
825 REPAIRS AND MAINTENANCE	142,800	211,600	142,800	140,900	1,900	1%
827 MATERIAL MGNT DISCRETIONARY	1,200	900	1,200	700	500	42%
828 MOTOR POOL	5,400	5,700	5,400	5,700	(300)	-6%
829 FUEL	21,700	26,700	21,700	26,000	(4,300)	-20%
830 TELECOM DISCRETIONARY	60,000	60,000	60,000	60,000	-	0%
841 EMPLOYEE TRAVEL	-	300	-	-	-	-
842 EDUCATION	-	40,000	-	-	-	-
843 TRANSPORTATION/SHIPPING	129,232	149,000	129,232	141,000	(11,768)	-9%
844 JUDICIAL TRAVEL	15,000	11,000	15,000	10,000	5,000	33%
845 SUPPORT AND CARE OF PERSONS	1,000	1,000	1,000	-	1,000	100%
850 UTILITIES	3,700	1,100	3,700	1,000	2,700	73%
860 MISCELLANEOUS EXPENSE	38,100	49,600	38,100	46,900	(8,800)	-23%
872 S S INTER-FUND CREDIT (NEG)	-	-	(937,675)	(1,226,820)	289,145	-31%
Subtotal	\$ 1,700,832	\$ 1,889,700	\$ 821,157	\$ (100,420)	\$ 921,577	112%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	68,930	69,330	68,930	68,930	-	0%
Subtotal	\$ 68,930	\$ 69,330	\$ 68,930	\$ 68,930	\$ -	0%
Total Expenditures	\$ 17,843,249	\$ 17,680,609	\$ 8,611,152	\$ 9,694,690	\$ (1,083,538)	-13%
Operating Balance (Rev. - Exp.)	\$ (17,806,249)	\$ (17,612,609)	\$ (8,574,152)	\$ (9,639,690)	\$ 1,065,538	-12%

**TOTAL BUDGET BY PROGRAM**

**JUVENILE PROBATION**  
Agency 271

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
2729	PROBATION SVCS	\$ 12,466,551	\$ 2,503,449	\$ -	\$ 14,970,000	\$ 15,000,000
2749	COMMUNITY SVCS	\$ 30,000	\$ -	\$ -	\$ 30,000	\$ -
<b>Totals:</b>		<b>\$ 12,496,551</b>	<b>\$ 2,503,449</b>	<b>\$ -</b>	<b>\$ 15,000,000</b>	<b>\$ 15,000,000</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**JUVENILE PROBATION**  
Agency 271

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
615 GRANTS	14,874,897	9,695,000	14,874,897	15,000,000	125,103.00	1%
Total Revenue	\$ 14,874,897	\$ 9,695,000	\$ 14,874,897	\$ 15,000,000	\$ 125,103	1%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 7,817,918	\$ 8,915,000	\$ 8,030,002	\$ 8,165,868	\$ (135,866)	-2%
750 FRINGE BENEFITS	1,556,979	-	1,612,235	1,671,510	(59,275)	-4%
780 SALARY ADJUSTMENTS	-	-	326,788	-	326,788	100%
790 OTHER PERSONAL SERVICES	2,972,072	-	2,377,944	2,629,173	(251,229)	-11%
796 P S INTER-FUND CHARGES	27,928	30,000	27,928	30,000	(2,072)	-7%
Subtotal	\$ 12,374,897	\$ 8,945,000	\$ 12,374,897	\$ 12,496,551	\$ (121,654)	-1%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 2,500,000	\$ 750,000	\$ 2,500,000	\$ 2,503,449	\$ (3,449)	0%
Subtotal	\$ 2,500,000	\$ 750,000	\$ 2,500,000	\$ 2,503,449	\$ (3,449)	0%
Total Expenditures	\$ 14,874,897	\$ 9,695,000	\$ 14,874,897	\$ 15,000,000	\$ (125,103)	-1%
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ -	\$ -	\$ -	-



TOTAL BUDGET BY PROGRAM						
JUVENILE PROBATION						
Agency 272						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
2739	ADMINISTRATION	\$ 1,138,498	\$ 29,040	\$ -	\$ 1,167,538	\$ 1,652,930
2780	EXECUTIVE SERVICES	\$ -	\$ 75,000	\$ -	\$ 75,000	\$ -
<b>Totals:</b>		<b>\$ 1,138,498</b>	<b>\$ 104,040</b>	<b>\$ -</b>	<b>\$ 1,242,538</b>	<b>\$ 1,652,930</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
JUVENILE PROBATION							
Agency 272							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>RESOURCES</b>							
Beginning Fund Balance	\$ 369,464	\$ 820,930	\$ 369,464	\$ 820,930	\$ 451,466	122%	
<b>REVENUE</b>							
635 FEES & CHARGES	622,000	832,000	622,000	832,000	210,000.00	34%	
650 MISCELLANEOUS REVENUE	-	-	8	-	(8.00)	-100%	
Total Revenue	\$ 622,000	\$ 832,000	\$ 622,008	\$ 832,000	\$ 209,992	34%	
Total Resources	\$ 991,464	\$ 1,652,930	\$ 991,472	\$ 1,652,930	\$ 661,458	67%	
<b>EXPENDITURES</b>							
PERSONAL SERVICES							
701 REGULAR PAY	\$ 751,054	\$ 692,173	\$ 731,232	\$ 953,153	\$ (221,921)	-30%	
750 FRINGE BENEFITS	146,228	-	138,701	185,345	(46,644)	-34%	
780 SALARY ADJUSTMENTS	-	-	46,531	-	46,531	100%	
790 OTHER PERSONAL SERVICES	19,182	-	-	-	-		
Subtotal	\$ 916,464	\$ 692,173	\$ 916,464	\$ 1,138,498	\$ (222,034)	-24%	
SUPPLIES AND SERVICES							
805 CONTRACTUAL SERVICES	-	-	-	29,040	(29,040)		
842 EDUCATION	75,000	75,000	75,000	75,000	-	0%	
Subtotal	\$ 75,000	\$ 75,000	\$ 75,000	\$ 104,040	\$ (29,040)	-39%	
Total Expenditures	\$ 991,464	\$ 767,173	\$ 991,464	\$ 1,242,538	\$ (251,074)	-25%	
Operating Balance (Rev. - Exp.)	\$ (369,464)	\$ 64,827	\$ (369,456)	\$ (410,538)	\$ 41,082	-11%	
Ending Fund Balance (Resources - Exp.)	\$ -	\$ 885,757	\$ 8	\$ 410,392	\$ (410,384)	-5129800%	



TOTAL BUDGET BY PROGRAM									
JUVENILE PROBATION									
Agency 274									
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue			
2749	COMMUNITY SVCS	\$ -	\$ -	\$ -	\$ -	\$ 50,000			
<b>Totals:</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>			

EXPENDITURES AND REVENUES BY AGENCY/OBJECT									
JUVENILE PROBATION									
Agency 274									
		FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%		
<b>REVENUE</b>									
650 MISCELLANEOUS REVENUE		50,000	1,000	50,000	50,000	-	0%		
Total Revenue	\$	50,000	\$ 1,000	\$ 50,000	\$ 50,000	\$ -	0%		
<b>EXPENDITURES</b>									
<b>SUPPLIES AND SERVICES</b>									
810 LEGAL		50,000	-	50,000	-	50,000	100%		
Subtotal	\$	50,000	\$ -	\$ 50,000	\$ -	\$ 50,000	100%		
Total Expenditures	\$	50,000	\$ -	\$ 50,000	\$ -	\$ 50,000	100%		
Operating Balance (Rev. - Exp.)	\$	-	\$ 1,000	\$ -	\$ 50,000	\$ (50,000)			

TOTAL BUDGET BY PROGRAM						
JUVENILE PROBATION						
Agency 275						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
2739	ADMINISTRATION	\$ -	\$ -	\$ -	\$ -	\$ 281,199
2749	COMMUNITY SVCS	\$ 294,559	\$ 39,200	\$ 57,218	\$ 390,977	\$ -
<b>Totals:</b>		<b>\$ 294,559</b>	<b>\$ 39,200</b>	<b>\$ 57,218</b>	<b>\$ 390,977</b>	<b>\$ 281,199</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
JUVENILE PROBATION							
Agency 275							
		FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>							
	Beginning Fund Balance	\$ -	\$ 307,176	\$ -	\$ 101,199	\$ 101,199	
<b>REVENUE</b>							
	635 FEES & CHARGES	110,000	180,000	110,000	180,000	70,000.00	64%
	Total Revenue	\$ 110,000	\$ 180,000	\$ 110,000	\$ 180,000	\$ 70,000	64%
	Total Resources	\$ 110,000	\$ 487,176	\$ 110,000	\$ 281,199	\$ 171,199	156%
<b>EXPENDITURES</b>							
PERSONAL SERVICES							
	701 REGULAR PAY	\$ 61,388	\$ 33,305	\$ 61,419	\$ 246,571	\$ (185,152)	-301%
	750 FRINGE BENEFITS	12,284	-	12,067	47,988	(35,921)	-298%
	780 SALARY ADJUSTMENTS	-	-	1,911	-	1,911	100%
	Subtotal	\$ 73,672	\$ 33,305	\$ 75,397	\$ 294,559	\$ (219,162)	-291%
SUPPLIES AND SERVICES							
	801 GENERAL SUPPLIES	\$ 36,328	\$ -	\$ 34,603	\$ -	\$ 34,603	100%
	805 CONTRACTUAL SERVICES	-	-	-	30,000	(30,000)	
	829 FUEL	-	-	-	9,200	(9,200)	
	Subtotal	\$ 36,328	\$ -	\$ 34,603	\$ 39,200	\$ (4,597)	-13%
CAPITAL OUTLAY							
	930 TRANSPORTATION	-	-	-	57,218	(57,218)	
	Subtotal	\$ -	\$ -	\$ -	\$ 57,218	\$ (57,218)	
	Total Expenditures	\$ 110,000	\$ 33,305	\$ 110,000	\$ 390,977	\$ (280,977)	-255%
	Operating Balance (Rev. - Exp.)	\$ -	\$ 146,695	\$ -	\$ (210,977)	\$ 210,977	
	Ending Fund Balance (Resources - Exp.)	\$ -	\$ 453,871	\$ -	\$ (109,778)	\$ 109,778	

**TOTAL BUDGET BY PROGRAM**

**JUVENILE PROBATION**

Agency 276

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
2729	PROBATION SVCS	\$ 151,692	\$ -	\$ -	\$ 151,692	\$ -
2749	COMMUNITY SVCS	\$ -	\$ 195,000	\$ -	\$ 195,000	\$ -
2779	DETENTION	\$ 9,508,692	\$ 2,184,065	\$ 44,612	\$ 11,737,369	\$ -
<b>Totals:</b>		<b>\$ 9,660,384</b>	<b>\$ 2,379,065</b>	<b>\$ 44,612</b>	<b>\$ 12,084,061</b>	<b>\$ -</b>

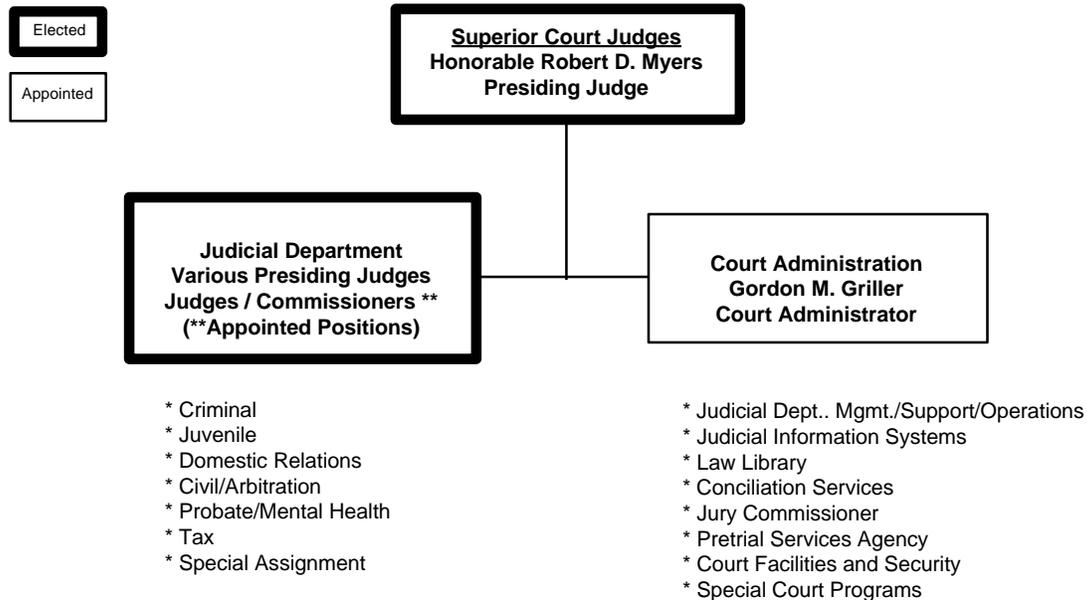
**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**JUVENILE PROBATION**

Agency 276

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ -	\$ -	\$ -	\$ 6,129,436	\$ (6,129,436)	
705 TEMPORARY PAY	-	-	-	881,500	(881,500)	
710 SPECIAL PAY	-	-	-	445,418	(445,418)	
750 FRINGE BENEFITS	-	-	-	1,543,628	(1,543,628)	
780 SALARY ADJUSTMENTS	-	-	-	988,678	(988,678)	
796 P S INTER-FUND CHARGES	-	-	8,372,616	-	8,372,616	100%
797 PERSONNEL SAVINGS (NEG)	-	-	-	(328,276)	328,276	
Subtotal	\$ -	\$ -	\$ 8,372,616	\$ 9,660,384	\$ (1,287,768)	-15%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ -	\$ -	\$ -	\$ 798,835	\$ (798,835)	
805 CONTRACTUAL SERVICES	-	-	-	291,989	(291,989)	
807 HEALTH CARE SERVICES	-	-	-	36,000	(36,000)	
825 REPAIRS AND MAINTENANCE	-	-	-	6,400	(6,400)	
829 FUEL	-	-	-	1,200	(1,200)	
830 TELECOM DISCRETIONARY	-	-	-	3,470	(3,470)	
843 TRANSPORTATION/SHIPPING	-	-	-	4,600	(4,600)	
860 MISCELLANEOUS EXPENSE	-	-	-	9,752	(9,752)	
873 S S INTERFUND CHARGES	-	-	937,675	1,226,819	(289,144)	-31%
Subtotal	\$ -	\$ -	\$ 937,675	\$ 2,379,065	\$ (1,441,390)	-154%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	-	-	-	20,200	(20,200)	
930 TRANSPORTATION	-	-	-	18,500	(18,500)	
940 OTHER CAPITAL OUTLAY	-	-	-	5,912	(5,912)	
Subtotal	\$ -	\$ -	\$ -	\$ 44,612	\$ (44,612)	
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,310,291</b>	<b>\$ 12,084,061</b>	<b>\$ (2,773,770)</b>	<b>-30%</b>

## superior court (38)



### mission

To provide access to the justice system, to provide a forum and process for the resolution of legal disputes, to provide just adjudication, and to do individual justice in individual cases in a timely and efficient manner.

### program goals

To process cases from filing to final disposition in compliance with statutory mandates, court rules and case law. To remain abreast of the case load by maintaining current case inventories, seeking to dispose of a volume of cases equal to or greater than current filing levels. To progress towards the achievement of the Court's interim case processing time standards. To utilize efficient case management procedures, insuring that firm hearing and trial dates are maintained. To maximize the use of judicial time through an efficient distribution of cases between judges and commissioners. To use Alternative Dispute Resolution mechanisms at the division level, e.g. settlement conferences, mini trials, etc.

### community impact

The Superior Court provides to all citizens of Maricopa County access to the justice system and a forum for the resolution of legal disputes through the effective functioning of the legal system. Each individual is entitled to receive just adjudication in a timely and efficient manner through this system.

### performance measures

Performance Measure	FY 96-97	FY 97-98	FY 98-99 (Est.)	FY 99-00 (Proj)
Civil case filings	30,061	31,158	32,200	33,000
Criminal case filings	20,405	24,739	27,500	28,500
Domestic Relations case filings	31,058	30,962	31,000	31,000
Juvenile case filings	19,628	18,610	18,500	18,750
Probate & Mental Health case filings	7,934	6,403	6,500	6,500
Tax Court case filings	2,798	1,893	2,000	2,000

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY

SUPERIOR COURT  
Department 38

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	30,605,104	6,515,780	27,500	\$ 37,148,384	\$ 260,000
Special Revenue	5,302,770	2,394,500	650,000	\$ 8,347,270	\$ 8,353,237
Totals	\$ 35,907,874	\$ 8,910,280	\$ 677,500	\$ 45,495,654	\$ 8,613,237

EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT

SUPERIOR COURT  
Department 38

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
REVENUE						
615 GRANTS	1,651,656	1,651,656	1,651,656	1,770,881	-	0%
620 INTERGOVERNMENTAL	1,460,449	1,470,449	1,470,450	1,424,139	-	0%
635 FEES & CHARGES	5,200,930	5,502,801	5,433,240	5,214,717	-	0%
650 MISCELLANEOUS REVENUE	319,198	263,364	263,363	203,500	-	0%
Subtotal	\$ 8,632,233	\$ 8,888,270	\$ 8,818,709	\$ 8,613,237	\$ -	0%
Total Resources	\$ 8,632,233	\$ 8,888,270	\$ 8,818,709	\$ 8,613,237	\$ -	0%
<b>EXPENDITURES</b>						
PERSONAL SERVICES						
701 REGULAR PAY	\$ 27,544,592	\$ 26,321,851	\$ 28,249,528	\$ 30,154,528	\$ (52,924)	0%
705 TEMPORARY PAY	1,316,172	806,906	710,953	494,400	-	0%
710 SPECIAL PAY	359,139	552,037	541,901	268,860	-	0%
750 FRINGE BENEFITS	4,711,644	4,369,819	4,760,961	4,854,859	(8,298)	0%
780 SALARY ADJUSTMENTS	434,552	146,494	337,921	924,092	-	0%
790 OTHER PERSONAL SERVICES	109,610	-	-	-	-	-
795 P S INTER-FUND CREDIT (NEG)	-	-	-	(574,665)	-	0%
796 P S INTER-FUND CHARGES	-	-	-	574,665	-	0%
797 PERSONNEL SAVINGS (NEG)	(788,865)	(35,000)	(788,865)	(788,865)	-	0%
Subtotal	\$ 33,686,844	\$ 32,162,107	\$ 33,812,399	\$ 35,907,874	\$ (61,222)	0%
SUPPLIES AND SERVICES						
801 GENERAL SUPPLIES	\$ 1,055,400	\$ 977,130	\$ 1,022,275	\$ 1,006,087	\$ -	0%
802 MEDICAL SUPPLIES	-	-	-	-	-	-
805 CONTRACTUAL SERVICES	758,000	774,920	794,880	789,341	-	0%
807 HEALTH CARE SERVICES	233,370	232,000	345,125	368,630	-	0%
810 LEGAL	3,508,500	3,871,742	3,519,720	3,853,500	-	0%
815 INSURANCE	-	1,000	219	219	-	0%
820 RENT	268,500	776,488	269,758	693,900	-	0%
825 REPAIRS AND MAINTENANCE	201,700	438,438	374,766	468,151	-	0%
827 MATERIAL MGNT DISCRETIONARY	41,000	35,500	21,550	20,240	-	0%
828 MOTOR POOL	10,000	15,000	10,000	10,000	-	0%
830 TELECOM DISCRETIONARY	152,747	156,500	152,747	152,747	-	0%
840 ELECTED OFFICIAL TRAVEL	59,000	70,000	54,020	54,260	-	0%
841 EMPLOYEE TRAVEL	71,547	85,010	61,420	60,235	-	0%
842 EDUCATION	78,000	86,210	73,835	85,765	-	0%
843 TRANSPORTATION/SHIPPING	94,000	84,200	104,875	81,487	-	0%
850 UTILITIES	21,000	21,000	21,000	21,000	-	0%
860 MISCELLANEOUS EXPENSE	1,190,295	1,108,603	1,178,614	1,244,718	-	0%
Subtotal	\$ 7,743,059	\$ 8,733,741	\$ 8,004,804	\$ 8,910,280	\$ -	0%
CAPITAL OUTLAY						
915 BUILDINGS AND IMPROVEMENTS	90,000	60,000	90,000	40,000	-	0%
920 EQUIPMENT	1,439,600	879,753	1,392,003	637,500	-	0%
Subtotal	\$ 1,529,600	\$ 939,753	\$ 1,482,003	\$ 677,500	\$ -	0%
Total Expenditures	\$ 42,959,503	\$ 41,835,601	\$ 43,299,206	\$ 45,495,654	\$ (61,222)	0%
Operating Balance (Rev. - Exp.)	\$ (34,327,270)	\$ (32,947,331)	\$ (34,480,497)	\$ (36,882,417)	\$ 61,222	0%
Ending Fund Balance (Resources - Exp.)	\$ (34,327,270)	\$ (32,947,331)	\$ (34,480,497)	\$ (36,882,417)	\$ 61,222	0%

<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>WORKING TITLE</b>	<b>FTE</b>
38	SUPERIOR COURT	
	ACCOUNTANT I	2
	ACCOUNTANT III	1
	ADMIN COORD II	2
	ADMIN. COORDINATOR	5
	ADMINISTRATIVE ASST II	1
	ADMINISTRATIVE ASSTNT II	7
	ADMINISTRATIVE ASSTNT III	1
	ADMINISTRATIVE COORD I	2
	ADMINISTRATIVE COORD II	10
	ADMINISTRATIVE COORD III	12
	ADMINISTRATIVE COORD IV	11
	ADMINISTRATIVE COORD V	4
	BAILIFF	79
	BUILDING OPERATIONS SUPDT	1
	BUYER I	1
	BUYER IV	1
	COLLECTOR	3
	COMPUTER CENTER DIRECTOR	1
	COMPUTER OPERATIONS SPVR	1
	CONCILIATN SRVCS DIR	1
	CONCILIATN SVCS ASST DIR	1
	COURT COMMISSIONER	35
	COURT CONCILIATOR I	1
	COURT CONCILIATOR II	6
	COURT CONCILIATOR III	14
	COURT CONCILIATOR IV	8
	COURT CONCILIATOR V	4
	COURT HEARING OFFICER	1
	COURT HR DIRECTOR	1
	COURT INFORMATION PROCESSOR	6
	COURT INFORMATN PRCSR I	10
	COURT INFORMATN PRCSR II	4
	COURT INFORMATN PRCSR III	94
	COURT INFORMATN PRCSR IV	36
	COURT INFORMATN PRCSR V	11
	COURT INTERPRETER COORD	1
	COURT INTERPRETER I	7
	COURT INTERPRETER II	10
	COURT INVESTIGATOR II	4
	COURT REPORTER	69
	COURT SECURITY SUPERVISOR	3
	COURT TRANSLATOR II	1
	FACILITIES PROJ COORD I	1
	GRAPHICS EQUIPMNT TECHI	4
	HUMAN RESRCS SR ANALYST	3
	INFO SYSTEMS ANALYST	1
	INFORMATION SVCS ADM-JDCL	1
	INFORMATION SYS ANALYST	1
	INFORMATION SYSTEMS CNSLT	1
	INFORMATION TECHNOLOGY CONSULTANT	1
	INFORMTN TCHNLGY CNSLT II	2
	INTEGRATD SYS DSGN ANL I	1

## POSITION DISTRIBUTION

Dept	WORKING TITLE	FTE
38	SUPERIOR COURT	
	JUDICIAL ADMINISTRATOR IV	1
	JUDICIAL ADMINISTRATR III	1
	JUDICIAL ASSISTANT	2
	JUDICIAL ASSISTANT I	7
	JUDICIAL ASSISTANT II	106
	JUDICIAL ASST II	1
	JUDICIAL SRVCS ADMIN IV	3
	JUDICIAL SRVCS ADMIN II	4
	JUDICIAL SRVCS ADMIN III	14
	JUDICIAL SRVCS ADMIN V	5
	LAW LIBRARIAN II	3
	LAW LIBRARY ADMINISTRTRR	1
	LAW LIBRARY AIDE	3
	LAW LIBRARY ASSISTANT DIR	1
	LAW LIBRARY ASSISTANT I	1
	LAW LIBRARY ASSISTANT II	2
	LAW LIBRARY ASSISTANT III	3
	LAW RESEARCHER	8
	LEAD COMPUTER OPERATOR	5
	LEAD DATA ANALYST	1
	LEAD PROGRAMMER-ANALYST	3
	LEAD SYSTEMS ANALYST	1
	LEAD SYSTEMS PROGRAMMER	2
	MANAGEMENT ANALYST IV	1
	OFFICE SUPERVISOR I	1
	PRETRIAL SERVICE OFFICER	5
	PRETRIAL SERVICES ADMIN	1
	PRETRIAL SRVCS OFFCR I	4
	PRETRIAL SRVCS OFFCR III	29
	PRETRIAL SRVCS OFFCR IV	7
	PRODUCTION CONTROL ANLYST	2
	PROJECT MANAGER	3
	REFERENCE LIBRARIAN	2
	SECURITY GUARD I	65
	SECURITY MANAGER	1
	SENIOR INFORM CONSULTANT	2
	SENIOR LAW RESEARCHER	2
	SENIOR SYSTEMS PROGRAMMER	2
	SERVICE WORKER III	2
	SERVICE WORKER IV	2
	SUPERIOR COURT ADMNSTRTR	1
	SUPERIOR COURT DPTY ADMIN	4
	SUPERIOR COURT JUDGE	71
	TRADES GENERALIST	1
38	Total	873

TOTAL BUDGET BY PROGRAM						
SUPERIOR COURT						
Agency 380						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3821	JUDICIAL DIVISIONS	\$ 413,768	\$ -	\$ -	\$ 413,768	\$ -
3822	ADMINISTRATION	\$ 772,787	\$ 199,170	\$ -	\$ 971,957	\$ -
3828	SECURITY	\$ 89,366	\$ -	\$ -	\$ 89,366	\$ -
3831	JUDGES' SALARIES & ERE	\$ 4,295,459	\$ -	\$ -	\$ 4,295,459	\$ -
3832	COMMISSIONERS' SALARIES & ERE	\$ 1,577,370	\$ -	\$ -	\$ 1,577,370	\$ -
3834	COMMISSIONERS - JUVENILE COURT	\$ 1,340,899	\$ -	\$ -	\$ 1,340,899	\$ -
3843	CASE-RELATED OPERATIONS (SE)	\$ 321,256	\$ 13,399	\$ -	\$ 334,655	\$ -
3844	SECURITY (SE)	\$ 336,083	\$ 14,040	\$ -	\$ 350,123	\$ -
3845	ADMINISTRATION (SE)	\$ -	\$ 601	\$ -	\$ 601	\$ -
3848	JURY COMMISSION (SE)	\$ 46,327	\$ 395,000	\$ -	\$ 441,327	\$ -
3851	JUDGES' STAFF	\$ 7,574,008	\$ 86,090	\$ -	\$ 7,660,098	\$ -
3852	COMMISSIONERS' STAFF	\$ 598,536	\$ -	\$ -	\$ 598,536	\$ -
3855	SUPPLEMENTAL STAFF	\$ 529,431	\$ -	\$ -	\$ 529,431	\$ -
3857	VISITING JUDGES	\$ -	\$ 1,000	\$ -	\$ 1,000	\$ -
3858	INITIAL APPEARANCE COURT	\$ 425,094	\$ -	\$ -	\$ 425,094	\$ -
3861	ADMINISTRATION	\$ 2,005,379	\$ 108,780	\$ -	\$ 2,114,159	\$ -
3862	CASE PROCESSING	\$ 3,979,468	\$ 1,275,130	\$ -	\$ 5,254,598	\$ -
3863	SECURITY	\$ 642,970	\$ 32,390	\$ -	\$ 675,360	\$ -
3864	JURY COMMISSION	\$ 344,913	\$ 2,237,220	\$ -	\$ 2,582,133	\$ 260,000
3865	PRE-TRIAL SERVICES	\$ 1,917,318	\$ 398,907	\$ 10,000	\$ 2,326,225	\$ -
3866	INTERPRETERS	\$ 1,001,919	\$ 170,995	\$ -	\$ 1,172,914	\$ -
3867	SUPPLY & FACILITIES	\$ 384,768	\$ 446,386	\$ 7,000	\$ 838,154	\$ -
3868	COPY CENTER OPERATIONS	\$ 120,261	\$ 81,000	\$ -	\$ 201,261	\$ -
3869	COUNTY SERVICES	\$ (689,893)	\$ 153,647	\$ -	\$ (536,246)	\$ -
3871	ADMINISTRATION	\$ 352,153	\$ 687,000	\$ 10,500	\$ 1,049,653	\$ -
3873	TECHNICAL SUPPORT	\$ 472,050	\$ -	\$ -	\$ 472,050	\$ -
3875	OPERATIONS	\$ 599,563	\$ -	\$ -	\$ 599,563	\$ -
3877	COUNTY SERVICES	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -
3881	COUNTY FUNDED STAFF	\$ 480,048	\$ -	\$ -	\$ 480,048	\$ -
3891	STAFF AND OPERATING COSTS	\$ 673,803	\$ 195,025	\$ -	\$ 868,828	\$ -
<b>Totals:</b>		<b>\$ 30,605,104</b>	<b>\$ 6,515,780</b>	<b>\$ 27,500</b>	<b>\$ 37,148,384</b>	<b>\$ 260,000</b>

## EXPENDITURES AND REVENUES BY AGENCY/OBJECT

## SUPERIOR COURT

Agency 380

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
635 FEES & CHARGES	260,000	329,561	260,000	260,000	-	0%
Total Revenue	\$ 260,000	\$ 329,561	\$ 260,000	\$ 260,000	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 23,950,708	\$ 22,856,158	\$ 24,400,508	\$ 26,602,489	\$ (2,201,981)	-9%
705 TEMPORARY PAY	269,108	316,286	251,355	172,400	78,955	31%
710 SPECIAL PAY	272,139	342,195	270,544	188,860	81,684	30%
750 FRINGE BENEFITS	3,962,734	3,698,937	4,017,756	4,157,885	(140,129)	-3%
780 SALARY ADJUSTMENTS	429,552	-	179,243	847,000	(667,757)	-373%
790 OTHER PERSONAL SERVICES	109,610	-	-	-	-	
795 P S INTER-FUND CREDIT (NEG)	-	-	-	(574,665)	574,665	
797 PERSONNEL SAVINGS (NEG)	(788,865)	(35,000)	(788,865)	(788,865)	-	0%
Subtotal	\$ 28,204,986	\$ 27,178,576	\$ 28,330,541	\$ 30,605,104	\$ (2,274,563)	-8%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 812,925	\$ 764,907	\$ 693,066	\$ 726,587	\$ (33,521)	-5%
805 CONTRACTUAL SERVICES	598,000	632,620	632,380	589,341	43,039	7%
807 HEALTH CARE SERVICES	188,370	187,000	300,125	318,630	(18,505)	-6%
810 LEGAL	3,324,500	3,687,742	3,335,720	3,644,500	(308,780)	-9%
815 INSURANCE	-	1,000	219	219	-	0%
820 RENT	263,000	260,400	264,070	263,400	670	0%
825 REPAIRS AND MAINTENANCE	163,200	395,658	326,996	354,651	(27,655)	-8%
827 MATERIAL MGNT DISCRETIONARY	40,000	34,500	20,550	20,240	310	2%
828 MOTOR POOL	10,000	15,000	10,000	10,000	-	0%
830 TELECOM DISCRETIONARY	152,747	156,500	152,747	152,747	-	0%
840 ELECTED OFFICIAL TRAVEL	54,000	65,000	49,020	49,260	(240)	0%
841 EMPLOYEE TRAVEL	35,547	48,065	24,475	24,235	240	1%
842 EDUCATION	40,500	49,810	36,935	43,765	(6,830)	-18%
843 TRANSPORTATION/SHIPPING	34,000	33,200	44,875	44,987	(112)	0%
850 UTILITIES	20,000	20,000	20,000	20,000	-	0%
860 MISCELLANEOUS EXPENSE	291,295	232,232	278,868	253,218	25,650	9%
Subtotal	\$ 6,028,084	\$ 6,583,634	\$ 6,190,046	\$ 6,515,780	\$ (325,734)	-5%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	50,000	20,000	50,000	-	50,000	100%
920 EQUIPMENT	304,200	179,810	169,910	27,500	142,410	84%
Subtotal	\$ 354,200	\$ 199,810	\$ 219,910	\$ 27,500	\$ 192,410	87%
Total Expenditures	\$ 34,587,270	\$ 33,962,020	\$ 34,740,497	\$ 37,148,384	\$ (2,407,887)	-7%
Operating Balance (Rev. - Exp.)	\$ (34,327,270)	\$ (33,632,459)	\$ (34,480,497)	\$ (36,888,384)	\$ 2,407,887	-7%

TOTAL BUDGET BY PROGRAM						
SUPERIOR COURT						
Agency 381						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3812	CASE OPERATIONS GRANTS	\$ 479,886	\$ 56,500	\$ -	\$ 536,386	\$ 536,386
3813	CASE PROCESSING ASSISTANCE	\$ 620,789	\$ 105,000	\$ -	\$ 725,789	\$ 725,789
3815	CRIMINAL JUSTICE ENHANCEMENT	\$ 132,219	\$ 20,000	\$ -	\$ 152,219	\$ 152,219
3816	MISCELLANEOUS GRANTS & FUNDS	\$ 44,400	\$ 68,000	\$ 50,000	\$ 162,400	\$ 162,400
3822	ADMINISTRATION	\$ 139,087	\$ 25,000	\$ 30,000	\$ 194,087	\$ 194,087
<b>Totals:</b>		<b>\$ 1,416,381</b>	<b>\$ 274,500</b>	<b>\$ 80,000</b>	<b>\$ 1,770,881</b>	<b>\$ 1,770,881</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
SUPERIOR COURT						
Agency 381						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
615 GRANTS	1,651,656	1,651,656	1,651,656	1,770,881	119,225.00	7%
Total Revenue	\$ 1,651,656	\$ 1,651,656	\$ 1,651,656	\$ 1,770,881	\$ 119,225	7%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 776,820	\$ 738,264	\$ 927,406	\$ 979,136	\$ (51,730)	-6%
705 TEMPORARY PAY	357,408	130,034	99,547	180,000	(80,453)	-81%
710 SPECIAL PAY	15,000	43,129	87,629	35,000	52,629	60%
750 FRINGE BENEFITS	165,127	133,175	163,778	184,245	(20,467)	-12%
780 SALARY ADJUSTMENTS	-	23,368	35,995	38,000	(2,005)	-6%
Subtotal	\$ 1,314,355	\$ 1,067,970	\$ 1,314,355	\$ 1,416,381	\$ (102,026)	-8%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 90,801	\$ 17,500	\$ 90,801	\$ 45,000	\$ 45,801	50%
805 CONTRACTUAL SERVICES	43,000	40,800	43,000	76,000	(33,000)	-77%
807 HEALTH CARE SERVICES	45,000	45,000	45,000	50,000	(5,000)	-11%
810 LEGAL	50,000	50,000	50,000	75,000	(25,000)	-50%
825 REPAIRS AND MAINTENANCE	2,500	1,200	2,500	2,500	-	0%
842 EDUCATION	1,000	500	1,000	1,000	-	0%
843 TRANSPORTATION/SHIPPING	10,000	1,000	10,000	10,000	-	0%
860 MISCELLANEOUS EXPENSE	15,000	2,000	15,000	15,000	-	0%
Subtotal	\$ 257,301	\$ 158,000	\$ 257,301	\$ 274,500	\$ (17,199)	-7%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	80,000	80,000	80,000	80,000	-	0%
Subtotal	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	0%
Total Expenditures	\$ 1,651,656	\$ 1,305,970	\$ 1,651,656	\$ 1,770,881	\$ (119,225)	-7%
Operating Balance (Rev. - Exp.)	\$ -	\$ 345,686	\$ -	\$ -	\$ -	

TOTAL BUDGET BY PROGRAM						
SUPERIOR COURT						
Agency 382						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3861	ADMINISTRATION	\$ 116,047	\$ -	\$ -	\$ 116,047	\$ 116,047
3862	CASE PROCESSING	\$ 2,220	\$ -	\$ -	\$ 2,220	\$ 2,220
3872	SPECIAL FUNDING FOR JIS	\$ 74,064	\$ 400,000	\$ 300,000	\$ 774,064	\$ 774,064
<b>Totals:</b>		<b>\$ 192,331</b>	<b>\$ 400,000</b>	<b>\$ 300,000</b>	<b>\$ 892,331</b>	<b>\$ 892,331</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
SUPERIOR COURT							
Agency 382							
		FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>							
635 FEES & CHARGES		1,090,526	1,090,526	1,090,526	892,331	(198,195.00)	-18%
Total Revenue	\$	\$ 1,090,526	\$ 1,090,526	\$ 1,090,526	\$ 892,331	\$ (198,195)	-18%
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
701 REGULAR PAY	\$	107,177	141,692	141,692	164,578	(22,886)	-16%
705 TEMPORARY PAY		70,000	842	842	2,000	(1,158)	-138%
710 SPECIAL PAY		-	27,685	27,685	-	27,685	100%
750 FRINGE BENEFITS		24,949	22,311	22,311	25,753	(3,442)	-15%
780 SALARY ADJUSTMENTS		-	9,596	9,596	-	9,596	100%
Subtotal	\$	\$ 202,126	\$ 202,126	\$ 202,126	\$ 192,331	\$ 9,795	5%
<b>SUPPLIES AND SERVICES</b>							
801 GENERAL SUPPLIES	\$	3,000	3,000	3,000	-	3,000	100%
820 RENT		-	510,400	-	400,000	(400,000)	-13233%
Subtotal	\$	\$ 3,000	\$ 513,400	\$ 3,000	\$ 400,000	\$ (397,000)	-13233%
<b>CAPITAL OUTLAY</b>							
920 EQUIPMENT		885,400	375,000	885,400	300,000	585,400	66%
Subtotal	\$	\$ 885,400	\$ 375,000	\$ 885,400	\$ 300,000	\$ 585,400	66%
Total Expenditures	\$	\$ 1,090,526	\$ 1,090,526	\$ 1,090,526	\$ 892,331	\$ 198,195	18%
Operating Balance (Rev. - Exp.)	\$	\$ -	\$ -	\$ -	\$ -	\$ -	

TOTAL BUDGET BY PROGRAM						
SUPERIOR COURT						
Agency 383						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3817	PROBATE FUND PROGRAMS	\$ 53,648	\$ 14,000	\$ -	\$ 67,648	\$ 67,648
3835	COMMISSIONERS(PROBATE FUND)	\$ 111,321	\$ -	\$ -	\$ 111,321	\$ 111,321
3852	COMMISSIONERS' STAFF	\$ 66,007	\$ -	\$ -	\$ 66,007	\$ 71,974
3861	ADMINISTRATION	\$ 22,200	\$ -	\$ -	\$ 22,200	\$ 22,200
3862	CASE PROCESSING	\$ 308,546	\$ 38,000	\$ 15,000	\$ 361,546	\$ 361,546
<b>Totals:</b>		<b>\$ 561,722</b>	<b>\$ 52,000</b>	<b>\$ 15,000</b>	<b>\$ 628,722</b>	<b>\$ 634,689</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
SUPERIOR COURT						
Agency 383						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
635 FEES & CHARGES	797,176	797,176	797,176	634,689	(162,487.00)	-20%
Total Revenue	\$ 797,176	\$ 797,176	\$ 797,176	\$ 634,689	\$ (162,487)	-20%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 461,741	\$ 431,040	\$ 431,040	\$ 446,318	\$ (15,278)	-4%
705 TEMPORARY PAY	150,000	126,711	126,711	10,000	116,711	92%
710 SPECIAL PAY	11,000	22,704	22,704	20,000	2,704	12%
750 FRINGE BENEFITS	84,435	91,548	91,548	79,404	12,144	13%
780 SALARY ADJUSTMENTS	-	35,173	35,173	6,000	29,173	83%
Subtotal	\$ 707,176	\$ 707,176	\$ 707,176	\$ 561,722	\$ 145,454	21%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 25,000	\$ 18,500	\$ 18,500	\$ 11,000	\$ 7,500	41%
805 CONTRACTUAL SERVICES	11,500	11,500	11,500	11,500	-	0%
810 LEGAL	1,000	1,000	1,000	1,000	-	0%
825 REPAIRS AND MAINTENANCE	6,000	1,000	1,000	1,000	-	0%
827 MATERIAL MGNT DISCRETIONARY	1,000	1,000	1,000	-	1,000	100%
842 EDUCATION	3,500	2,500	2,500	1,000	1,500	60%
843 TRANSPORTATION/SHIPPING	35,000	35,000	35,000	20,000	15,000	43%
850 UTILITIES	1,000	1,000	1,000	1,000	-	0%
860 MISCELLANEOUS EXPENSE	6,000	5,500	5,500	5,500	-	0%
Subtotal	\$ 90,000	\$ 77,000	\$ 77,000	\$ 52,000	\$ 25,000	32%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	-	13,000	13,000	15,000	(2,000)	-15%
Subtotal	\$ -	\$ 13,000	\$ 13,000	\$ 15,000	\$ (2,000)	-15%
Total Expenditures	\$ 797,176	\$ 797,176	\$ 797,176	\$ 628,722	\$ 168,454	21%
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ -	\$ 5,967	\$ (5,967)	

**TOTAL BUDGET BY PROGRAM**

**SUPERIOR COURT**

Agency 384

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3846	CONCILIATION SERVICES (SE)	\$ 242,526	\$ 3,500	\$ -	\$ 246,026	\$ 246,026
3882	STAFF AND OPERATING COSTS	\$ 935,908	\$ 82,500	\$ 50,000	\$ 1,068,408	\$ 1,068,408
<b>Totals:</b>		<b>\$ 1,178,434</b>	<b>\$ 86,000</b>	<b>\$ 50,000</b>	<b>\$ 1,314,434</b>	<b>\$ 1,314,434</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**SUPERIOR COURT**

Agency 384

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
635 FEES & CHARGES	1,377,535	1,377,535	1,377,535	1,314,434	(63,101.00)	-5%
Total Revenue	\$ 1,377,535	\$ 1,377,535	\$ 1,377,535	\$ 1,314,434	\$ (63,101)	-5%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 853,930	\$ 840,368	\$ 847,002	\$ 916,039	(69,037)	-8%
705 TEMPORARY PAY	150,000	93,000	93,000	60,000	33,000	35%
710 SPECIAL PAY	25,000	51,546	51,516	-	51,516	100%
750 FRINGE BENEFITS	181,515	173,998	174,762	179,303	(4,541)	-3%
780 SALARY ADJUSTMENTS	-	51,533	44,165	23,092	21,073	48%
Subtotal	\$ 1,210,445	\$ 1,210,445	\$ 1,210,445	\$ 1,178,434	\$ 32,011	3%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 43,090	\$ 43,090	\$ 43,090	\$ 16,000	\$ 27,090	63%
805 CONTRACTUAL SERVICES	32,500	32,500	32,500	32,500	-	0%
810 LEGAL	3,000	3,000	3,000	3,000	-	0%
820 RENT	5,500	5,500	5,500	5,500	-	0%
825 REPAIRS AND MAINTENANCE	2,000	2,000	2,000	2,000	-	0%
840 ELECTED OFFICIAL TRAVEL	5,000	5,000	5,000	5,000	-	0%
841 EMPLOYEE TRAVEL	6,000	6,000	6,000	6,000	-	0%
842 EDUCATION	10,000	10,000	10,000	10,000	-	0%
843 TRANSPORTATION/SHIPPING	5,000	5,000	5,000	1,000	4,000	80%
860 MISCELLANEOUS EXPENSE	5,000	5,000	5,000	5,000	-	0%
Subtotal	\$ 117,090	\$ 117,090	\$ 117,090	\$ 86,000	\$ 31,090	27%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	50,000	50,000	50,000	50,000	-	0%
Subtotal	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0%
Total Expenditures	\$ 1,377,535	\$ 1,377,535	\$ 1,377,535	\$ 1,314,434	\$ 63,101	5%
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ -	\$ -	\$ -	-

TOTAL BUDGET BY PROGRAM						
SUPERIOR COURT						
Agency 385						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3871	ADMINISTRATION	\$ 120,186	\$ -	\$ -	\$ 120,186	\$ 120,186
3872	SPECIAL FUNDING FOR JIS	\$ -	\$ 307,500	\$ 90,000	\$ 397,500	\$ 397,500
3873	TECHNICAL SUPPORT	\$ 322,181	\$ -	\$ -	\$ 322,181	\$ 322,181
3875	OPERATIONS	\$ 69,598	\$ -	\$ -	\$ 69,598	\$ 69,598
<b>Totals:</b>		<b>\$ 511,965</b>	<b>\$ 307,500</b>	<b>\$ 90,000</b>	<b>\$ 909,465</b>	<b>\$ 909,465</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
SUPERIOR COURT							
Agency 385							
		FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>							
635 FEES & CHARGES		372,951	559,427	559,427	909,465	350,038.00	63%
Total Revenue	\$	\$ 372,951	\$ 559,427	\$ 559,427	\$ 909,465	\$ 350,038	63%
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
701 REGULAR PAY	\$	130,375	210,503	210,598	368,374	(157,776)	-75%
705 TEMPORARY PAY		184,656	71,500	55,965	50,000	5,965	11%
710 SPECIAL PAY		-	25,227	42,470	25,000	17,470	41%
750 FRINGE BENEFITS		42,836	44,253	42,567	68,591	(26,024)	-61%
780 SALARY ADJUSTMENTS		5,000	11,384	11,267	-	11,267	100%
Subtotal	\$	\$ 362,867	\$ 362,867	\$ 362,867	\$ 511,965	\$ (149,098)	-41%
<b>SUPPLIES AND SERVICES</b>							
801 GENERAL SUPPLIES	\$	10,084	93,133	102,693	160,000	(57,307)	-56%
805 CONTRACTUAL SERVICES		-	2,500	2,500	10,000	(7,500)	-300%
820 RENT		-	188	188	25,000	(24,812)	-13198%
825 REPAIRS AND MAINTENANCE		-	10,580	14,270	80,000	(65,730)	-461%
841 EMPLOYEE TRAVEL		-	945	945	10,000	(9,055)	-958%
842 EDUCATION		-	400	400	15,000	(14,600)	-3650%
860 MISCELLANEOUS EXPENSE		-	1,871	1,871	7,500	(5,629)	-301%
Subtotal	\$	\$ 10,084	\$ 109,617	\$ 122,867	\$ 307,500	\$ (184,633)	-150%
<b>CAPITAL OUTLAY</b>							
920 EQUIPMENT		-	86,943	73,693	90,000	(16,307)	-22%
Subtotal	\$	\$ -	\$ 86,943	\$ 73,693	\$ 90,000	\$ (16,307)	-22%
Total Expenditures	\$	\$ 372,951	\$ 559,427	\$ 559,427	\$ 909,465	\$ (350,038)	-63%
Operating Balance (Rev. - Exp.)	\$	\$ -	\$ -	\$ -	\$ -	\$ -	

**TOTAL BUDGET BY PROGRAM**

**SUPERIOR COURT**  
Agency 386

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3811	STATE GRAND JURY	\$ -	\$ 105,000	\$ -	\$ 105,000	\$ 105,000
3819	CITY COURT SECURITY SVCS.	\$ 623,474	\$ 5,000	\$ -	\$ 628,474	\$ 628,474
3833	COMMISSIONER SALARY/ERE(IV-D)	\$ 318,822	\$ -	\$ -	\$ 318,822	\$ 318,822
3853	FAMILY LAW REFEREE	\$ 103,502	\$ 66,000	\$ 50,000	\$ 219,502	\$ 219,502
3859	SPECIAL DR DIVISIONS	\$ 152,341	\$ -	\$ -	\$ 152,341	\$ 152,341
3861	ADMINISTRATION	\$ -	\$ 97,500	\$ 10,000	\$ 107,500	\$ 107,500
3862	CASE PROCESSING	\$ -	\$ 130,000	\$ -	\$ 130,000	\$ 130,000
3863	SECURITY	\$ -	\$ 31,000	\$ 15,000	\$ 46,000	\$ 46,000
<b>Totals:</b>		<b>\$ 1,198,139</b>	<b>\$ 434,500</b>	<b>\$ 75,000</b>	<b>\$ 1,707,639</b>	<b>\$ 1,707,639</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**SUPERIOR COURT**  
Agency 386

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
620 INTERGOVERNMENTAL	1,460,449	1,470,449	1,470,450	1,424,139	(46,311.00)	-3%
635 FEES & CHARGES	-	45,834	45,834	130,000	84,166.00	184%
650 MISCELLANEOUS REVENUE	269,198	213,364	213,363	153,500	(59,863.00)	-28%
Total Revenue	\$ 1,729,647	\$ 1,729,647	\$ 1,729,647	\$ 1,707,639	\$ (22,008)	-1%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 955,608	\$ 968,826	\$ 976,760	\$ 486,355	\$ 490,405	50%
705 TEMPORARY PAY	85,000	55,533	45,533	5,000	40,533	89%
710 SPECIAL PAY	36,000	38,751	38,888	-	38,888	100%
750 FRINGE BENEFITS	186,039	184,097	184,799	122,119	62,680	34%
780 SALARY ADJUSTMENTS	-	15,440	16,667	10,000	6,667	40%
796 P S INTER-FUND CHARGES	-	-	-	574,665	(574,665)	
Subtotal	\$ 1,262,647	\$ 1,262,647	\$ 1,262,647	\$ 1,198,139	\$ 64,508	5%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ -	0%
805 CONTRACTUAL SERVICES	55,000	55,000	55,000	55,000	-	0%
810 LEGAL	130,000	130,000	130,000	130,000	-	0%
825 REPAIRS AND MAINTENANCE	18,000	18,000	18,000	18,000	-	0%
841 EMPLOYEE TRAVEL	30,000	30,000	30,000	20,000	10,000	33%
842 EDUCATION	23,000	23,000	23,000	15,000	8,000	35%
843 TRANSPORTATION/SHIPPING	10,000	10,000	10,000	5,500	4,500	45%
860 MISCELLANEOUS EXPENSE	71,000	71,000	71,000	156,000	(85,000)	-120%
Subtotal	\$ 372,000	\$ 372,000	\$ 372,000	\$ 434,500	\$ (62,500)	-17%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	95,000	95,000	95,000	75,000	20,000	21%
Subtotal	\$ 95,000	\$ 95,000	\$ 95,000	\$ 75,000	\$ 20,000	21%
Total Expenditures	\$ 1,729,647	\$ 1,729,647	\$ 1,729,647	\$ 1,707,639	\$ 22,008	1%
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ -	\$ -	\$ -	



TOTAL BUDGET BY PROGRAM						
SUPERIOR COURT						
Agency 387						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3867	SUPPLY & FACILITIES	\$ -	\$ 10,000	\$ 40,000	\$ 50,000	\$ 50,000
<b>Totals:</b>		<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 40,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
SUPERIOR COURT						
Agency 387						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
650 MISCELLANEOUS REVENUE	50,000	50,000	50,000	50,000	-	0%
Total Revenue	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0%
<b>EXPENDITURES</b>						
SUPPLIES AND SERVICES						
825 REPAIRS AND MAINTENANCE	10,000	10,000	10,000	10,000	-	0%
Subtotal	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0%
CAPITAL OUTLAY						
915 BUILDINGS AND IMPROVEMENTS	40,000	40,000	40,000	40,000	-	0%
Subtotal	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	0%
Total Expenditures	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ -	\$ -	\$ -	-



TOTAL BUDGET BY PROGRAM						
SUPERIOR COURT						
Agency 38A						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3882	STAFF AND OPERATING COSTS	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ 20,000
<b>Totals:</b>		\$ -	\$ 20,000	\$ -	\$ 20,000	\$ 20,000

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
SUPERIOR COURT							
Agency 38A							
		FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>							
635 FEES & CHARGES		22,500	22,500	22,500	20,000	(2,500.00)	-11%
Total Revenue	\$	22,500	\$ 22,500	\$ 22,500	\$ 20,000	\$ (2,500)	-11%
<b>EXPENDITURES</b>							
<b>SUPPLIES AND SERVICES</b>							
801 GENERAL SUPPLIES	\$	2,500	\$ 1,000	\$ 2,500	\$ 2,500	\$ -	0%
805 CONTRACTUAL SERVICES		18,000	-	18,000	15,000	3,000	17%
860 MISCELLANEOUS EXPENSE		2,000	1,000	2,000	2,500	(500)	-25%
Subtotal	\$	22,500	\$ 2,000	\$ 22,500	\$ 20,000	\$ 2,500	11%
Total Expenditures	\$	22,500	\$ 2,000	\$ 22,500	\$ 20,000	\$ 2,500	11%
Operating Balance (Rev. - Exp.)	\$	-	\$ 20,500	\$ -	\$ -	\$ -	-



TOTAL BUDGET BY PROGRAM						
SUPERIOR COURT						
Agency 38B						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3882	STAFF AND OPERATING COSTS	\$ 243,798	\$ 10,000	\$ -	\$ 253,798	\$ 253,798
<b>Totals:</b>		<b>\$ 243,798</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ 253,798</b>	<b>\$ 253,798</b>

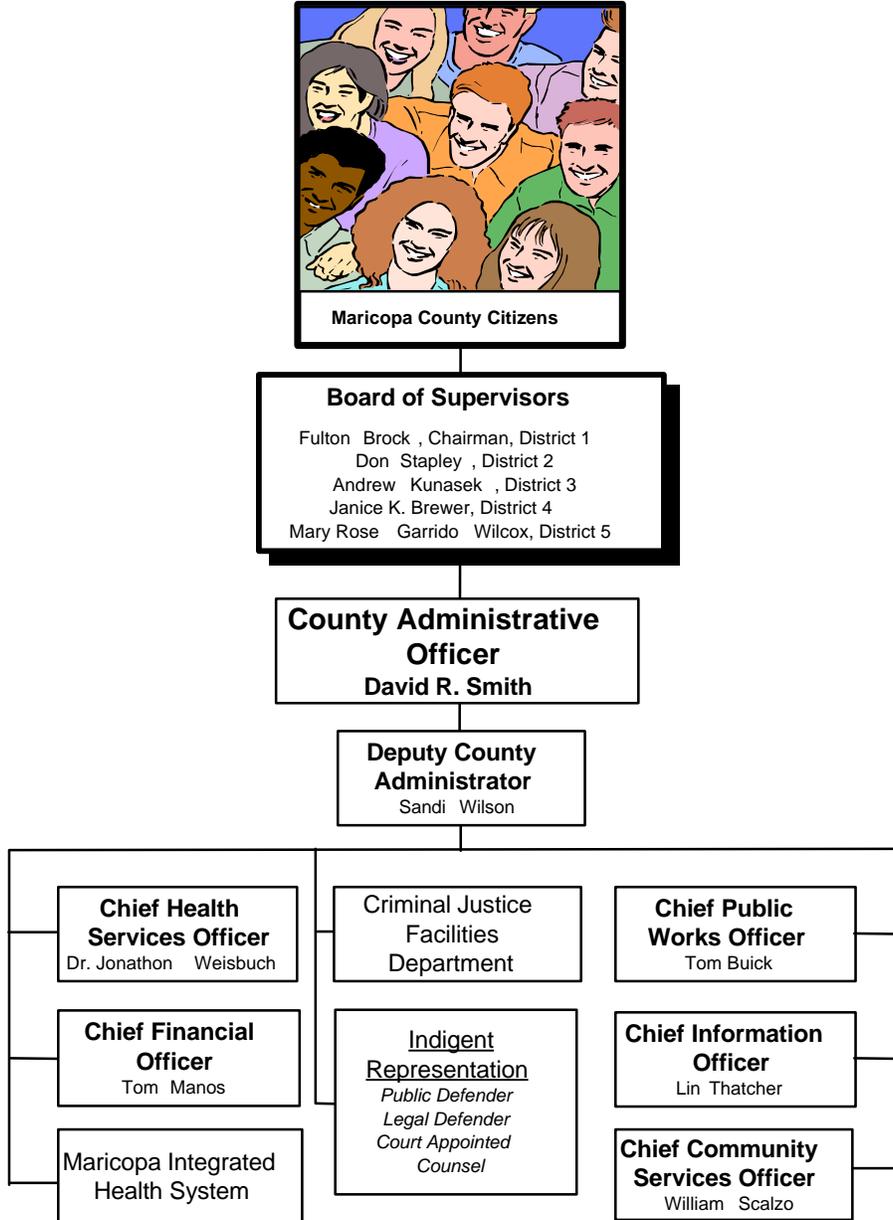
EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
SUPERIOR COURT							
Agency 38B							
		FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>							
635 FEES & CHARGES		480,242	480,242	480,242	253,798	(226,444.00)	-47%
Total Revenue	\$	\$ 480,242	\$ 480,242	\$ 480,242	\$ 253,798	\$ (226,444)	-47%
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
701 REGULAR PAY	\$	308,233	135,000	314,522	191,239	123,283	39%
705 TEMPORARY PAY		50,000	13,000	38,000	15,000	23,000	61%
710 SPECIAL PAY		-	800	465	-	465	100%
750 FRINGE BENEFITS		64,009	21,500	63,440	37,559	25,881	41%
780 SALARY ADJUSTMENTS		-	-	5,815	-	5,815	100%
Subtotal	\$	\$ 422,242	\$ 170,300	\$ 422,242	\$ 243,798	\$ 178,444	42%
<b>SUPPLIES AND SERVICES</b>							
801 GENERAL SUPPLIES	\$	33,000	-	33,000	10,000	23,000	70%
Subtotal	\$	\$ 33,000	\$ -	\$ 33,000	\$ 10,000	\$ 23,000	70%
<b>CAPITAL OUTLAY</b>							
920 EQUIPMENT		25,000	-	25,000	-	25,000	100%
Subtotal	\$	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	100%
Total Expenditures	\$	\$ 480,242	\$ 170,300	\$ 480,242	\$ 253,798	\$ 226,444	47%
Operating Balance (Rev. - Exp.)	\$	\$ -	\$ 309,942	\$ -	\$ -	\$ -	-



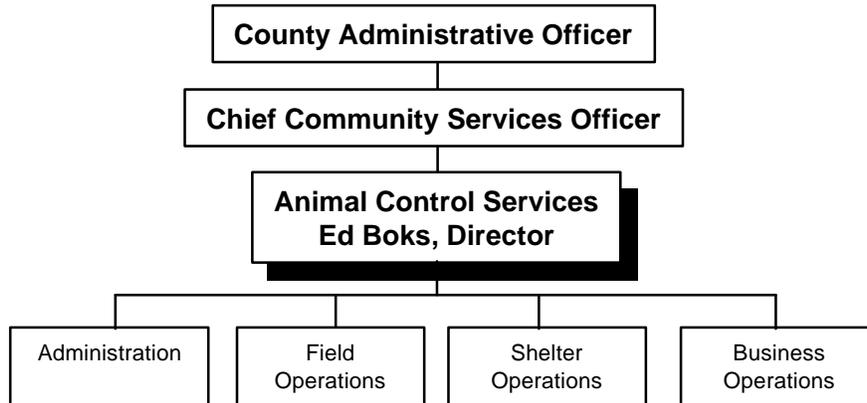
TOTAL BUDGET BY PROGRAM						
SUPERIOR COURT						
Agency 38C						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3895	LIBRARY BOOK FUND	\$ -	\$ 800,000	\$ -	\$ 800,000	\$ 800,000
<b>Totals:</b>		\$ -	\$ 800,000	\$ -	\$ 800,000	\$ 800,000

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
SUPERIOR COURT							
Agency 38C							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>REVENUE</b>							
635 FEES & CHARGES	800,000	800,000	800,000	800,000	-	0%	
Total Revenue	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ -	0%	
<b>EXPENDITURES</b>							
<b>SUPPLIES AND SERVICES</b>							
801 GENERAL SUPPLIES	\$ -	\$ 1,000	\$ 625	\$ -	\$ 625	100%	
860 MISCELLANEOUS EXPENSE	800,000	790,000	799,375	800,000	(625)	0%	
Subtotal	\$ 800,000	\$ 791,000	\$ 800,000	\$ 800,000	\$ -	0%	
Total Expenditures	\$ 800,000	\$ 791,000	\$ 800,000	\$ 800,000	\$ -	0%	
Operating Balance (Rev. - Exp.)	\$ -	\$ 9,000	\$ -	\$ -	\$ -		

# appointed



## ▶ animal control services (79)



### mission

To promote and protect the health and safety of pets and people in Maricopa County.

### program goals

Complete methodology and obtain signed Intergovernmental Agreements (IGAs) with those incorporated areas utilizing Animal Control's services.

Increase employee satisfaction by a minimum of 5% overall by the time of the next Employee Satisfaction Survey.

Decrease animals euthanized that are considered adoptable from 23.9% for CY1998 to 15% for FY2000.

Develop five-year strategic plan for Animal Control Services, including capital improvement programs.

Achieve and maintain license throughput time at a maximum of seven days from application postmark date to license mail date.

Review state statutes, county animal control ordinance, and local ordinances and work on changing legislation as appropriate.

### community impact

Animal Control Services provides the following services to residents within the unincorporated areas of the County, as well as the cities/towns of Avondale, Buckeye, Carefree, Cave Creek, Chandler, El Mirage, Fountain Hills, Gila Bend, Gilbert, Glendale, Goodyear, Guadalupe, Litchfield Park, Mesa, Paradise Valley, Peoria, Phoenix, Queen Creek, Scottsdale, Surprise, Tempe, Tolleson, Wickenburg, Youngtown. Exceptions are noted.

Provide dog licensing, durable dog tags, and kennel permits; enforcement of rabies vaccine requirements (ARS Title 11, Article 6, Sections 11-1008, 11-1009, 11-1010.) Exception: Fountain Hills issues licenses to its residents. Shelter and humanely destroy unwanted dogs and cats, adopt animals and provide for the reclaiming of pets (ARS Title 11, Article 6, Sections 11-1013, 11-1021) Exception: Unless we contract with a city/town, ACS is only mandated to shelter animals brought to the shelters by the city/town's residents.

Making provisions for the spaying and neutering of adopted animals (ARS Title 11, Article 6, Sections 11-1022) All adopted animals are either spayed/neutered or provisions are made for spaying/neutering.

Impounding stray dogs (ARS Title 11, Article 6, Sections 11-1012, 11-1013, 11-1021) Exceptions: Carefree, Fountain Hills, Mesa, Paradise Valley, Wickenburg, and Youngtown. Handling of bite animals and vicious dogs (ARS Title 11, Article 6, Sections 11-1012, 11-1014) Exception: Fountain Hills. Issuing citations and license violation warnings to violators (ARS Title 11, Article 6, Sections 11-1012, 11-1014, 11-1015, 11-1016) Exceptions: Carefree, Fountain Hills, Mesa, Paradise Valley, Wickenburg, and Youngtown.

performance measures

Performance Measure	FY 96-97		FY 97-98		FY 98-99 (Est)		FY 99-00 (Proj)	
	Animals	% of Impounds	Animals	% of Impounds	Animals	% of Impounds	Animals	% of Impounds
Animals Adopted	15,505	25%	13,347	23%	13,800	24%	14,200	25%
Animals Released To Owner	8,210	13%	7,661	13%	7,300	13%	7,500	13%
Other Disposition	1,819	3%	985	2%	1,159	2%	1,100	2%
Remaining Inventory	1,000	2%	1000	2%	1000	2%	1000	2%
Total	26,534	44%	22,993	39%	23,259	41%	23,800	42%
Animals Euthanized	34,382	56%	35,313	61%	33,841	59%	33,200	58%
Total Animals Impounded	60,916		58,306		57,100		57,000	
	Animals	% Of Dog Owners	Animals	% Of Dog Owners	Animals	% Of Dog Owners	Animals	% Of Dog Owners
Dog Licenses Sold	240,642	48%	231,079	48%	243,000	48%	247,060	48%
Rabies Vaccinations	25,803		22,468		22,600		22,937	
Estimate: 500,000 Dog Owners								

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

ANIMAL CONTROL SERVICES  
Department 79

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	122,948	106,087	-	\$ 229,035	\$ -
Special Revenue	4,053,048	1,621,975	385,720	\$ 6,060,743	\$ 6,224,667
Totals	\$ 4,175,996	\$ 1,728,062	\$ 385,720	\$ 6,289,778	\$ 6,224,667

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

ANIMAL CONTROL SERVICES  
Department 79

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 294,684	\$ (44,367)	\$ 294,684	\$ 60,309	\$ -	0%
<b>REVENUE</b>						
610 LICENSES AND PERMITS	3,266,930	2,953,200	3,266,930	3,100,991	-	0%
620 INTERGOVERNMENTAL	863,611	1,320,640	863,611	1,320,640	-	0%
635 FEES & CHARGES	1,374,130	1,226,573	1,374,130	1,370,143	-	0%
637 FINES & FORFEITS	7,000	4,600	7,000	4,600	-	0%
650 MISCELLANEOUS REVENUE	238,900	254,703	238,900	367,984	-	0%
Subtotal	\$ 5,750,571	\$ 5,759,716	\$ 5,750,571	\$ 6,164,358	\$ -	0%
Total Resources	\$ 6,045,255	\$ 5,715,349	\$ 6,045,255	\$ 6,224,667	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 3,059,289	\$ 2,690,000	\$ 3,101,081	\$ 3,472,675	\$ -	0%
705 TEMPORARY PAY	13,000	44,560	13,000	46,000	-	0%
710 SPECIAL PAY	52,300	39,740	50,830	38,472	-	0%
750 FRINGE BENEFITS	717,045	579,333	727,388	805,781	-	0%
780 SALARY ADJUSTMENTS	105,672	290,836	175,651	96,358	-	0%
790 OTHER PERSONAL SERVICES	1,500	-	1,500	1,500	-	0%
795 P S INTER-FUND CREDIT (NEG)	(152,484)	(152,484)	(152,484)	(152,948)	-	0%
796 P S INTER-FUND CHARGES	145,100	21,575	24,456	122,948	-	0%
797 PERSONNEL SAVINGS (NEG)	(143,136)	-	(143,136)	(254,790)	-	0%
Subtotal	\$ 3,798,286	\$ 3,513,560	\$ 3,798,286	\$ 4,175,996	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 300,689	\$ 231,975	\$ 271,866	\$ 217,898	\$ -	0%
802 MEDICAL SUPPLIES	149,775	173,200	173,873	138,500	-	0%
805 CONTRACTUAL SERVICES	250,450	105,562	250,450	126,632	-	0%
807 HEALTH CARE SERVICES	24,000	9,000	24,000	9,200	-	0%
820 RENT	13,340	10,100	13,340	12,050	-	0%
825 REPAIRS AND MAINTENANCE	26,170	29,868	25,570	16,450	-	0%
826 FACILITIES MGMT DISCRETIONARY	40,100	70,000	40,100	150,000	-	0%
827 MATERIAL MGMT DISCRETIONARY	2,100	23,050	9,100	23,300	-	0%
828 MOTOR POOL	-	235	-	200	-	0%
829 FUEL	54,329	49,480	54,329	44,276	-	0%
830 TELECOM DISCRETIONARY	8,328	21,273	8,328	7,840	-	0%
832 COUNTY COUNSEL	17,938	17,938	17,938	20,598	-	0%
833 EMPLOYEE BENEFITS ADMIN	12,273	12,273	12,273	16,547	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	134,026	134,026	134,026	115,218	-	0%
835 EQUIPMENT REPLACEMENT	-	-	-	-	-	0%
836 RISK MANAGEMENT	27,401	27,401	27,401	91,077	-	0%
837 BASE LEVEL TELECOM	52,572	52,572	52,572	48,644	-	0%
838 TELECOM WIRELESS SYSTEMS	45,096	45,096	45,096	30,397	-	0%
841 EMPLOYEE TRAVEL	5,000	2,350	4,825	3,400	-	0%
842 EDUCATION	13,250	3,900	13,250	18,800	-	0%
843 TRANSPORTATION/SHIPPING	7,050	3,400	5,550	5,400	-	0%
850 UTILITIES	73,650	74,507	73,650	79,374	-	0%
860 MISCELLANEOUS EXPENSE	117,650	160,615	117,650	214,208	(25,140)	-13%
872 S S INTER-FUND CREDIT (NEG)	(106,087)	-	(106,087)	-	-	-
873 S S INTERFUND CHARGES	106,087	106,176	106,087	-	-	-
880 TRANSFERS OUT TO OTHER FUNDS	373,611	373,611	373,611	338,053	25,140	7%
Subtotal	\$ 1,748,798	\$ 1,737,608	\$ 1,748,798	\$ 1,728,062	\$ -	0%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	145,000	119,496	145,000	-	-	0%
920 EQUIPMENT	160,618	141,085	160,618	26,150	-	0%
930 TRANSPORTATION	203,600	203,600	203,600	359,570	-	0%
Subtotal	\$ 509,218	\$ 464,181	\$ 509,218	\$ 385,720	\$ -	0%
Total Expenditures	\$ 6,056,302	\$ 5,715,349	\$ 6,056,302	\$ 6,289,778	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (305,731)	\$ 44,367	\$ (305,731)	\$ (125,420)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (11,047)	\$ -	\$ (11,047)	\$ (65,111)	\$ -	0%



POSITION DISTRIBUTION		
Dept	WORKING TITLE	FTE
79 ANIMAL CONTROL SERVICES	ACCOUNTING TECHNICIAN I	2
	ADMINISTRATIVE ASSTNT III	1
	ADMINISTRATIVE COORD I	2
	ADMINISTRATIVE COORD II	9
	ADMINISTRATIVE COORD VI	4
	ADMINISTRATOR I	2
	ANIMAL CONTROL OFFICER	49
	ANIMAL CONTROL SUPERVISOR	8
	BUSINESS OFFICE ASSOCIATE	1
	FIELD ANIMAL CONTROL OFFICER	1
	KENNEL ANIMAL CONTROL OFFICER	1
	PUBLIC INFORMATION OFFICER	1
	PUBLIC RECORDS CLERK	1
	RABIES-ANIMAL CTL CLK I	37
	RABIES/ANIMAL CONTROL DIR	1
	RADIO DISPATCHER	3
	SERVICE WORKER III	4
	SYSTEMS MANAGER	1
TELECOMMUNICATIONS CLERK	2	
79 Total		130

maricopa county

# **strategies 2000**



TOTAL BUDGET BY PROGRAM						
ANIMAL CONTROL SERVICES						
Agency 790						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
7930	FIELD SERVICES	\$ 122,948	\$ 106,087	\$ -	\$ 229,035	\$ -
<b>Totals:</b>		<b>\$ 122,948</b>	<b>\$ 106,087</b>	<b>\$ -</b>	<b>\$ 229,035</b>	<b>\$ -</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
ANIMAL CONTROL SERVICES							
Agency 790							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>EXPENDITURES</b>							
PERSONAL SERVICES							
780 SALARY ADJUSTMENTS	-	101,836	101,836	-	101,836	100%	
796 P S INTER-FUND CHARGES	122,484	20,648	20,648	122,948	(102,300)	-495%	
Subtotal	\$ 122,484	\$ 122,484	\$ 122,484	\$ 122,948	\$ (464)	0%	
SUPPLIES AND SERVICES							
873 S S INTERFUND CHARGES	106,087	106,087	106,087	106,087	-	0%	
Subtotal	\$ 106,087	\$ 106,087	\$ 106,087	\$ 106,087	\$ -	0%	
Total Expenditures	\$ 228,571	\$ 228,571	\$ 228,571	\$ 229,035	\$ (464)	0%	

TOTAL BUDGET BY PROGRAM						
ANIMAL CONTROL SERVICES						
Agency 792						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
7910	ADMINISTRATION	\$ 606,642	\$ 137,466	\$ 48,503	\$ 792,611	\$ 1,380,949
7920	CUSTOMER SERVICES	\$ 943,526	\$ 355,489	\$ -	\$ 1,299,015	\$ 4,735,618
7940	SHELTER SERVICES	\$ 872,019	\$ 548,110	\$ 56,510	\$ 1,476,639	\$ -
7950	SPAY/NEUTER SERVICES	\$ 288,636	\$ 74,063	\$ -	\$ 362,699	\$ -
7960	DONATIONS (CARRY OVER)	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 103,500
<b>Totals:</b>		<b>\$ 2,710,823</b>	<b>\$ 1,115,128</b>	<b>\$ 205,013</b>	<b>\$ 4,030,964</b>	<b>\$ 6,220,067</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
ANIMAL CONTROL SERVICES							
Agency 792							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>RESOURCES</b>							
Beginning Fund Balance	\$ 294,684	\$ (44,367)	\$ 294,684	\$ 60,309	\$ (234,375)	-80%	
<b>REVENUE</b>							
610 LICENSES AND PERMITS	3,266,930	2,953,200	3,266,930	3,100,991	(165,939.00)	-5%	
620 INTERGOVERNMENTAL	863,611	1,320,640	863,611	1,320,640	457,029.00	53%	
635 FEES & CHARGES	1,374,130	1,226,573	1,374,130	1,370,143	(3,987.00)	0%	
637 FINES & FORFEITS	7,000	4,600	7,000	-	(7,000.00)	-100%	
650 MISCELLANEOUS REVENUE	238,900	254,703	238,900	367,984	129,084.00	54%	
Total Revenue	\$ 5,750,571	\$ 5,759,716	\$ 5,750,571	\$ 6,159,758	\$ 409,187	7%	
Total Resources	\$ 6,045,255	\$ 5,715,349	\$ 6,045,255	\$ 6,220,067	\$ 174,812	3%	
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
701 REGULAR PAY	\$ 3,059,289	\$ 2,690,000	\$ 3,101,081	\$ 2,230,960	\$ 870,121	28%	
705 TEMPORARY PAY	13,000	44,560	13,000	43,000	(30,000)	-231%	
710 SPECIAL PAY	52,300	39,740	50,830	18,234	32,596	64%	
750 FRINGE BENEFITS	717,045	579,333	727,388	518,945	208,443	29%	
780 SALARY ADJUSTMENTS	105,672	189,000	73,815	61,903	11,912	16%	
790 OTHER PERSONAL SERVICES	1,500	-	1,500	1,500	-	0%	
795 P S INTER-FUND CREDIT (NEG)	(152,484)	(152,484)	(152,484)	-	(152,484)	100%	
796 P S INTER-FUND CHARGES	22,616	927	3,808	-	3,808	100%	
797 PERSONNEL SAVINGS (NEG)	(143,136)	-	(143,136)	(163,719)	20,583	-14%	
Subtotal	\$ 3,675,802	\$ 3,391,076	\$ 3,675,802	\$ 2,710,823	\$ 964,979	26%	
<b>SUPPLIES AND SERVICES</b>							
801 GENERAL SUPPLIES	\$ 300,689	\$ 231,975	\$ 271,866	\$ 190,463	\$ 81,403	30%	
802 MEDICAL SUPPLIES	149,775	173,200	173,873	138,400	35,473	20%	
805 CONTRACTUAL SERVICES	250,450	105,562	250,450	102,182	148,268	59%	
807 HEALTH CARE SERVICES	24,000	9,000	24,000	9,200	14,800	62%	
820 RENT	13,340	10,100	13,340	12,050	1,290	10%	
825 REPAIRS AND MAINTENANCE	26,170	29,868	25,570	13,634	11,936	47%	
826 FACILITIES MGMT DISCRETIONARY	40,100	70,000	40,100	150,000	(109,900)	-274%	
827 MATERIAL MGMT DISCRETIONARY	2,100	23,050	9,100	22,700	(13,600)	-149%	
828 MOTOR POOL	-	235	-	200	(200)		
829 FUEL	54,329	49,480	54,329	5,484	48,845	90%	
830 TELECOM DISCRETIONARY	8,328	21,273	8,328	6,351	1,977	24%	
832 COUNTY COUNSEL	17,938	17,938	17,938	13,389	4,549	25%	
833 EMPLOYEE BENEFITS ADMIN	12,273	12,273	12,273	10,655	1,618	13%	
834 BASE LEVEL EQ SERVICES CHARGES	134,026	134,026	134,026	19,376	114,650	86%	
836 RISK MANAGEMENT	27,401	27,401	27,401	58,639	(31,238)	-114%	
837 BASE LEVEL TELECOM	52,572	52,572	52,572	39,638	12,934	25%	
838 TELECOM WIRELESS SYSTEMS	45,096	45,096	45,096	8,489	36,607	81%	
841 EMPLOYEE TRAVEL	5,000	2,350	4,825	3,400	1,425	30%	
842 EDUCATION	13,250	3,900	13,250	16,400	(3,150)	-24%	
843 TRANSPORTATION/SHIPPING	7,050	3,400	5,550	5,300	250	5%	
850 UTILITIES	73,650	74,507	73,650	74,715	(1,065)	-1%	
860 MISCELLANEOUS EXPENSE	117,650	160,615	117,650	207,490	(89,840)	-76%	
872 S S INTER-FUND CREDIT (NEG)	(106,087)	-	(106,087)	-	(106,087)	100%	
873 S S INTERFUND CHARGES	-	89	-	-	-		
880 TRANSFERS OUT TO OTHER FUNDS	373,611	373,611	373,611	6,973	366,638	98%	
Subtotal	\$ 1,642,711	\$ 1,631,521	\$ 1,642,711	\$ 1,115,128	\$ 527,583	32%	
<b>CAPITAL OUTLAY</b>							
915 BUILDINGS AND IMPROVEMENTS	145,000	119,496	145,000	-	145,000	100%	
920 EQUIPMENT	160,618	141,085	160,618	25,000	135,618	84%	
930 TRANSPORTATION	203,600	203,600	203,600	180,013	23,587	12%	
Subtotal	\$ 509,218	\$ 464,181	\$ 509,218	\$ 205,013	\$ 304,205	60%	
Total Expenditures	\$ 5,827,731	\$ 5,486,778	\$ 5,827,731	\$ 4,030,964	\$ 1,796,767	31%	
Operating Balance (Rev. - Exp.)	\$ (77,160)	\$ 272,938	\$ (77,160)	\$ 2,128,794	\$ (2,205,954)	2859%	
Ending Fund Balance (Resources - Exp.)	\$ 217,524	\$ 228,571	\$ 217,524	\$ 2,189,103	\$ (1,971,579)	-906%	

**TOTAL BUDGET BY PROGRAM**

**ANIMAL CONTROL SERVICES**

Agency 794

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
7920	CUSTOMER SERVICES	\$ 239,871	\$ 354,973	\$ -	\$ 594,844	\$ -
7930	FIELD SERVICES	\$ 1,102,354	\$ 151,874	\$ 180,707	\$ 1,434,935	\$ 4,600
<b>Totals:</b>		<b>\$ 1,342,225</b>	<b>\$ 506,847</b>	<b>\$ 180,707</b>	<b>\$ 2,029,779</b>	<b>\$ 4,600</b>

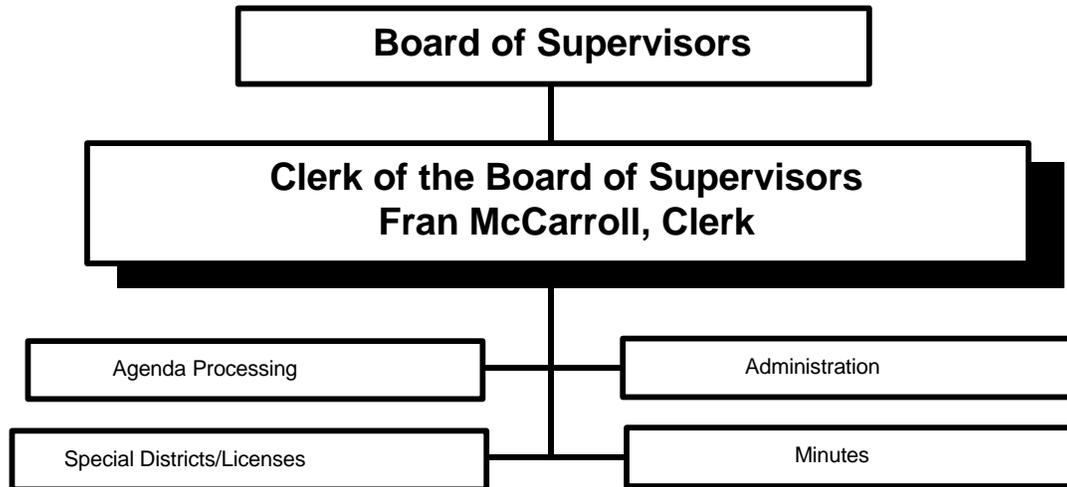
**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**ANIMAL CONTROL SERVICES**

Agency 794

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
637 FINES & FORFEITS	-	-	-	4,600	4,600.00	
Total Revenue	\$ -	\$ -	\$ -	\$ 4,600	\$ 4,600	
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ -	\$ -	\$ -	\$ 1,241,715	\$ (1,241,715)	
705 TEMPORARY PAY	-	-	-	3,000	(3,000)	
710 SPECIAL PAY	-	-	-	20,238	(20,238)	
750 FRINGE BENEFITS	-	-	-	286,836	(286,836)	
780 SALARY ADJUSTMENTS	-	-	-	34,455	(34,455)	
795 P S INTER-FUND CREDIT (NEG)	-	-	-	(152,948)	152,948	
797 PERSONNEL SAVINGS (NEG)	-	-	-	(91,071)	91,071	
Subtotal	\$ -	\$ -	\$ -	\$ 1,342,225	\$ (1,342,225)	
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ -	\$ -	\$ -	\$ 27,435	\$ (27,435)	
802 MEDICAL SUPPLIES	-	-	-	100	(100)	
805 CONTRACTUAL SERVICES	-	-	-	24,450	(24,450)	
825 REPAIRS AND MAINTENANCE	-	-	-	2,816	(2,816)	
827 MATERIAL MGNT DISCRETIONARY	-	-	-	600	(600)	
829 FUEL	-	-	-	38,792	(38,792)	
830 TELECOM DISCRETIONARY	-	-	-	1,489	(1,489)	
832 COUNTY COUNSEL	-	-	-	7,209	(7,209)	
833 EMPLOYEE BENEFITS ADMIN	-	-	-	5,892	(5,892)	
834 BASE LEVEL EQ SERVICES CHARGES	-	-	-	95,842	(95,842)	
836 RISK MANAGEMENT	-	-	-	32,438	(32,438)	
837 BASE LEVEL TELECOM	-	-	-	9,006	(9,006)	
838 TELECOM WIRELESS SYSTEMS	-	-	-	21,908	(21,908)	
842 EDUCATION	-	-	-	2,400	(2,400)	
843 TRANSPORTATION/SHIPPING	-	-	-	100	(100)	
850 UTILITIES	-	-	-	4,659	(4,659)	
860 MISCELLANEOUS EXPENSE	-	-	-	6,718	(6,718)	
873 S S INTERFUND CHARGES	-	-	-	(106,087)	106,087	
880 TRANSFERS OUT TO OTHER FUNDS	-	-	-	331,080	(331,080)	
Subtotal	\$ -	\$ -	\$ -	\$ 506,847	\$ (506,847)	
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	-	-	-	1,150	(1,150)	
930 TRANSPORTATION	-	-	-	179,557	(179,557)	
Subtotal	\$ -	\$ -	\$ -	\$ 180,707	\$ (180,707)	
Total Expenditures	\$ -	\$ -	\$ -	\$ 2,029,779	\$ (2,029,779)	
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ -	\$ (2,025,179)	\$ 2,025,179	

## board of supervisors clerk (06)



### mission

Provide administrative services to support the actions of the Board of Supervisors. Record and communicate those actions to the public and the county.

### program goals

Coordinate the consolidation and standardization of the agenda and the agenda routing process. Implement technological advances for access to public records. Coordinate and track all Boards and Commissions. Record all actions of the Board of Supervisors; prepare, publish and archive minutes. Process all documents related to Board of Supervisors' actions. Facilitate the organization/creation or process development of special districts and franchises.

### community impact

An efficient agenda process should streamline and cut through bureaucratic red tape thereby making the administrative process more cost effective. Use of technological advances should provide more immediate access to records needed by citizens or other agencies. Coordination or formation of special districts, franchises, etc. provides citizens with a contact and resource to facilitate the process. Document processing allows timely processing of invoices, payments, and various agreements (i.e. service contracts, leases, etc.)

### performance measures

Performance Measure	1994-95	1995-96	1996-97	1997-98 est	1998-99 proj
Number Board Meetings staffed	225	235	170	206	230
Number agenda items processed	2,233	1,987	2,112	2,300	2,400
Number claims processed	4,215	4,500	5,088	5,500	5,500
Number of licenses (liquor, bingo, fireworks)	87	90	59	72	70
Number of pages of minutes	1,860	2,451	2,004	2,083	2,200

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

BOARD OF SUPERVISORS CLERK  
Department 06

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	325,471	160,719	7,000	\$ 493,190	\$ -
Totals	\$ 325,471	\$ 160,719	\$ 7,000	\$ 493,190	\$ -

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

BOARD OF SUPERVISORS CLERK  
Department 06

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 262,795	\$ 255,000	\$ 263,454	\$ 265,207	\$ -	0%
705 TEMPORARY PAY	4,000	3,000	3,989	4,000	-	0%
750 FRINGE BENEFITS	48,459	42,854	46,770	47,185	-	0%
780 SALARY ADJUSTMENTS	7,789	6,000	11,350	7,799	-	0%
790 OTHER PERSONAL SERVICES	3,800	8,900	1,280	1,280	-	0%
Subtotal	\$ 326,843	\$ 315,754	\$ 326,843	\$ 325,471	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 12,500	\$ 10,600	\$ 12,500	\$ 12,519	\$ -	0%
805 CONTRACTUAL SERVICES	54,016	39,016	54,016	56,000	-	0%
810 LEGAL	53,000	40,000	53,000	50,000	-	0%
815 INSURANCE	200	200	200	200	-	0%
820 RENT	10,000	10,000	10,000	10,000	-	0%
825 REPAIRS AND MAINTENANCE	1,400	1,400	1,400	1,400	-	0%
826 FACILITIES MGMT DISCRETIONARY	300	300	300	300	-	0%
827 MATERIAL MGMT DISCRETIONARY	800	800	800	800	-	0%
828 MOTOR POOL	500	500	500	500	-	0%
830 TELECOM DISCRETIONARY	1,500	1,500	1,500	1,500	-	0%
841 EMPLOYEE TRAVEL	1,500	1,500	1,500	3,700	-	0%
842 EDUCATION	3,300	3,300	3,300	4,000	-	0%
843 TRANSPORTATION/SHIPPING	500	500	500	500	-	0%
860 MISCELLANEOUS EXPENSE	18,579	6,679	18,579	19,300	-	0%
Subtotal	\$ 158,095	\$ 116,295	\$ 158,095	\$ 160,719	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	7,000	7,000	7,000	7,000	-	0%
Subtotal	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	0%
Total Expenditures	\$ 491,938	\$ 439,049	\$ 491,938	\$ 493,190	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (491,938)	\$ (439,049)	\$ (491,938)	\$ (493,190)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (491,938)	\$ (439,049)	\$ (491,938)	\$ (493,190)	\$ -	0%

POSITION DISTRIBUTION		
Dept	WORKING TITLE	FTE
6	BOARD OF SUPERVISORS CLERK	
	ADMINISTRATIVE ASSTNT I V	1
	ADMINISTRATIVE ASSTNT III BC	1
	ADMINISTRATIVE COORD III BB	1
	ADMINISTRATIVE COORD III MS	1
	ADMINISTRATIVE COORD III V	1
	CLERK OF THE BOARD	1
	DEPUTY CLERK OF THE BOARD	1
6	Total	7

maricopa county

# **strategies 2000**

**TOTAL BUDGET BY PROGRAM**

**BOARD OF SUPERVISORS CLERK**

Agency 60

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1320	CLERK OF THE BOARD	\$ 325,471	\$ 90,719	\$ 7,000	\$ 423,190	\$ -
1330	BOARD OF EQUALIZATION	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -
1340	CHAIRMAN'S BUDGET	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -
<b>Totals:</b>		<b>\$ 325,471</b>	<b>\$ 160,719</b>	<b>\$ 7,000</b>	<b>\$ 493,190</b>	<b>\$ -</b>

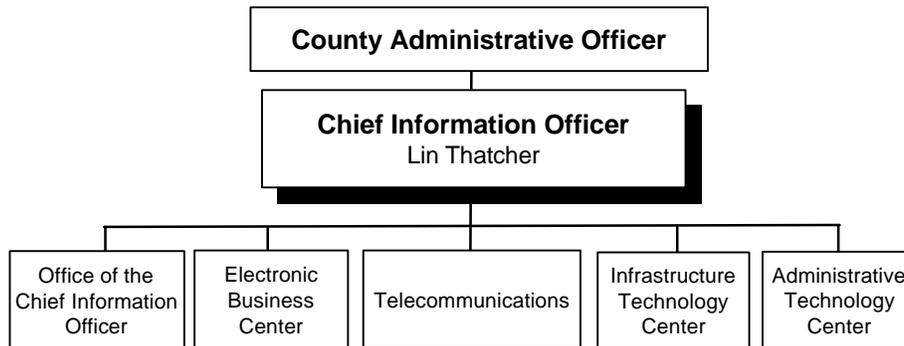
**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**BOARD OF SUPERVISORS CLERK**

Agency 60

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 R es tated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 262,795	\$ 255,000	\$ 263,454	\$ 265,207	(1,753)	-1%
705 TEMPORARY PAY	4,000	3,000	3,989	4,000	(11)	0%
750 FRINGE BENEFITS	48,459	42,854	46,770	47,185	(415)	-1%
780 SALARY ADJUSTMENTS	7,789	6,000	11,350	7,799	3,551	31%
790 OTHER PERSONAL SERVICES	3,800	8,900	1,280	1,280	-	0%
\$ subtotal	\$ 326,843	\$ 315,754	\$ 326,843	\$ 325,471	\$ 1,372	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 12,500	\$ 10,600	\$ 12,500	\$ 12,519	(19)	0%
805 CONTRACTUAL SERVICES	54,016	39,016	54,016	56,000	(1,984)	-4%
810 LEGAL	53,000	40,000	53,000	50,000	3,000	6%
815 INSURANCE	200	200	200	200	-	0%
820 RENT	10,000	10,000	10,000	10,000	-	0%
825 REPAIRS AND MAINTENANCE	1,400	1,400	1,400	1,400	-	0%
826 FACILITIES MGMT DISCRETIONARY	300	300	300	300	-	0%
827 MATERIAL MGMT DISCRETIONARY	800	800	800	800	-	0%
828 MOTOR POOL	500	500	500	500	-	0%
830 TELECOM DISCRETIONARY	1,500	1,500	1,500	1,500	-	0%
841 EMPLOYEE TRAVEL	1,500	1,500	1,500	3,700	(2,200)	-147%
842 EDUCATION	3,300	3,300	3,300	4,000	(700)	-21%
843 TRANSPORTATION/SHIPPING	500	500	500	500	-	0%
860 MISCELLANEOUS EXPENSE	18,579	6,679	18,579	19,300	(721)	-4%
\$ subtotal	\$ 158,095	\$ 116,295	\$ 158,095	\$ 160,719	\$ (2,624)	-2%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	7,000	7,000	7,000	7,000	-	0%
\$ subtotal	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	0%
<b>Total Expenditures</b>	<b>\$ 491,938</b>	<b>\$ 439,049</b>	<b>\$ 491,938</b>	<b>\$ 493,190</b>	<b>\$ (1,252)</b>	<b>0%</b>

## chief information officer (41)



### mission

The Chief Information Officer, in association with assigned technology departments, has a two-fold mission at Maricopa County: (1) Leverage technology to make it easier to work **with** Government; and (2) Simplify processes and maximize efficiency to make it easier to work **within** Government.

### program goals

To accomplish this mission, the top five business objectives being aggressively pursued are: efficient and effective service to citizens; widespread access and collaboration; Y2K technology readiness; high performance technology management; accurate and timely decision making.

### community impact

The Chief Information Officer's organization has widespread impact on both internal and external customers through:

- ▶ Citizen access to County services; internal business process improvement; enhanced IT management practices and policy; maintenance and enhancement of the County computing and communications infrastructure; electronic security which promotes protection of County information; leveraging new technology in support of the County's prime directives and mandates.

### performance measures

Performance Measure	1995-96	1996-97	1997-98 (est)	1998-99 (proj)
Number of distinct technology domains managed	8	9	10	13
Number major programs managed	N/A	4	7	8
Number of major consulting engagements	N/A	1	2	2
Number of departments supported - PC/LAN/Office Automation	20	21	22	23
Number of e-mail users supported	650	2900	7200	8000
Number of Internet web pages supported	600	1200	1500	2000
Number of Intranet-based applications supported	N/A	N/A	2	5
Number of Intranet content pages supported	N/A	N/A	800	1400

## DEPARTMENTAL SUMMARY BY FUND TYPE &amp; CATEGORY

CHIEF INFORMATION OFFICER  
Department 41

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	3,433,143	1,599,276	146,800	\$ 5,179,219	\$ -
Totals	\$ 3,433,143	\$ 1,599,276	\$ 146,800	\$ 5,179,219	\$ -

## EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT

CHIEF INFORMATION OFFICER  
Department 41

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES-</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 2,846,345	\$ 2,703,177	\$ 3,021,498	\$ 3,070,197	\$ -	0%
705 TEMPORARY PAY	-	6,077	-	-	-	-
710 SPECIAL PAY	32,002	33,591	32,002	31,500	-	0%
750 FRINGE BENEFITS	486,318	446,643	506,057	508,900	-	0%
780 SALARY ADJUSTMENTS	86,331	9,829	18,700	95,787	-	0%
790 OTHER PERSONAL SERVICES	3,796	-	1,659	-	-	-
795 P S INTER-FUND CREDIT (NEG)	(166,458)	(135,559)	(166,458)	(139,756)	-	0%
797 PERSONNEL SAVINGS (NEG)	(150,958)	-	(276,082)	(133,485)	-	0%
Subtotal	\$ 3,137,376	\$ 3,063,758	\$ 3,137,376	\$ 3,433,143	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 1,117,544	\$ 968,863	\$ 1,055,686	\$ 1,058,821	\$ -	0%
805 CONTRACTUAL SERVICES	81,399	147,702	78,279	73,675	-	0%
820 RENT	9,640	9,428	7,440	12,300	-	0%
825 REPAIRS AND MAINTENANCE	284,749	304,250	333,159	294,005	-	0%
826 FACILITIES MGMT DISCRETIONARY	100	-	90	-	-	-
827 MATERIAL MGMT DISCRETIONARY	420	35	410	60	-	0%
828 MOTOR POOL	67	-	55	-	-	-
830 TELECOM DISCRETIONARY	6,584	11,239	6,584	16,820	-	0%
842 EDUCATION	91,400	94,322	110,200	109,400	-	0%
843 TRANSPORTATION/SHIPPING	-	9	-	-	-	-
860 MISCELLANEOUS EXPENSE	19,949	19,890	19,949	34,195	-	0%
872 S S INTER-FUND CREDIT (NEG)	(153,707)	(178,548)	(153,707)	-	-	-
Subtotal	\$ 1,458,145	\$ 1,377,190	\$ 1,458,145	\$ 1,599,276	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	128,724	209,699	128,724	146,800	-	0%
Subtotal	\$ 128,724	\$ 209,699	\$ 128,724	\$ 146,800	\$ -	0%
Total Expenditures	\$ 4,724,245	\$ 4,650,647	\$ 4,724,245	\$ 5,179,219	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (4,724,245)	\$ (4,650,647)	\$ (4,724,245)	\$ (5,179,219)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (4,724,245)	\$ (4,650,647)	\$ (4,724,245)	\$ (5,179,219)	\$ -	0%

<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>WORKING TITLE</b>	<b>FTE</b>
41	CHIEF INFORMATION OFFICER	
	ADMIN. SUPPORT MANAGER	1
	BUSINESS ANALYST	2
	CHIEF INFORMATION OFFICER	1
	COMP OPERATIONS /SYS PROG MGR	1
	COMPUTER OPERATOR	9
	DATA SECURITY ANALYST	1
	DATABASE ADMINISTRATOR	2
	DISTRIBUTED PROGRAMMER ANALYST	1
	ENTERPRISE ARCHITECT MANAGER	1
	GROUPWARE ADMINISTRATOR	2
	IS DIRECTOR	1
	IS HELP DESK COORDINATOR	3
	IT CONSULTANT	7
	LAN ADMINISTRATOR	3
	LAN MANAGER	1
	MAINFRAME PROGRAMMER ANALYST	6
	MANAGER, APPLICATIONS	2
	MANAGER, HELP DESK	1
	OFFICE SUPERVISOR II	1
	OPERATIONS ANALYST	1
	P/C ANALYST	1
	PC SUPPORT SPECIALIST	2
	PROJECT MANAGER, DISTRIBUTED SYS	1
	SENIOR SYSTEMS SUPPORT SPECIALIST	1
	SOFTWARE ENGINEER	1
SYSTEM PROGRAMMER	2	
SYSTEMS PROGRAMER	2	
TECHNICAL TRAINING COORD	1	
WEB DEVELOPER	3	
WEB SITE MANAGER	1	
41	Total	62

**TOTAL BUDGET BY PROGRAM****CHIEF INFORMATION OFFICER**

Agency 410

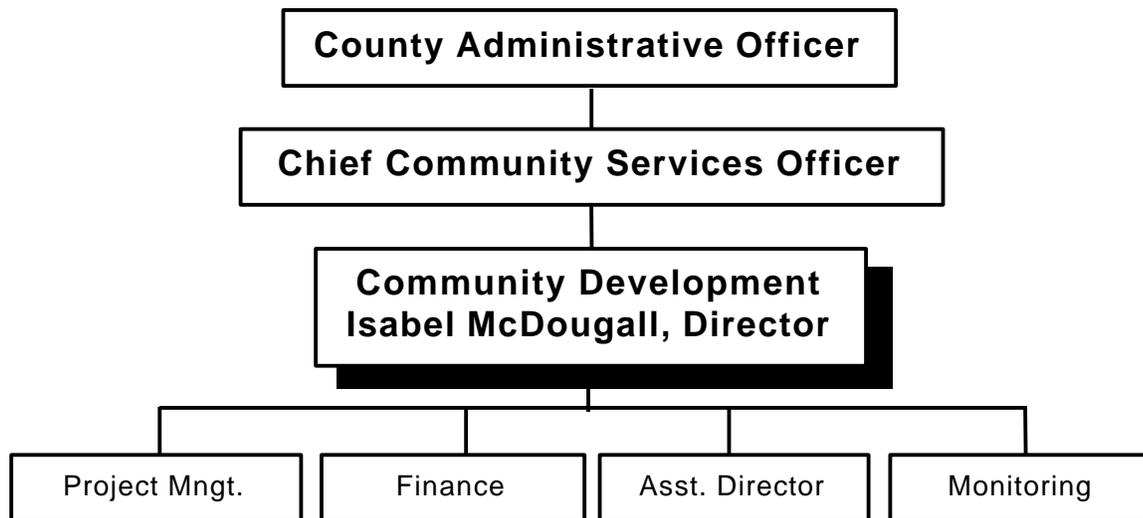
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
4110	CIO	\$ 775,424	\$ 44,550	\$ 17,500	\$ 837,474	\$ -
4130	ADMINISTRATIVE TECH CENTER	\$ 2,049,032	\$ 1,459,706	\$ 24,300	\$ 3,533,038	\$ -
4150	ELECTRONIC BUSINESS CENTER	\$ 608,687	\$ 95,020	\$ 105,000	\$ 808,707	\$ -
<b>Totals:</b>		<b>\$ 3,433,143</b>	<b>\$ 1,599,276</b>	<b>\$ 146,800</b>	<b>\$ 5,179,219</b>	<b>\$ -</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT****CHIEF INFORMATION OFFICER**

Agency 410

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 2,846,345	\$ 2,703,177	\$ 3,021,498	\$ 3,070,197	\$ (48,699)	-2%
705 TEMPORARY PAY	-	6,077	-	-	-	
710 SPECIAL PAY	32,002	33,591	32,002	31,500	502	2%
750 FRINGE BENEFITS	486,318	446,643	506,057	508,900	(2,843)	-1%
780 SALARY ADJUSTMENTS	86,331	9,829	18,700	95,787	(77,087)	-412%
790 OTHER PERSONAL SERVICES	3,796	-	1,659	-	1,659	100%
795 P S INTER-FUND CREDIT (NEG)	(166,458)	(135,559)	(166,458)	(139,756)	(26,702)	16%
797 PERSONNEL SAVINGS (NEG)	(150,958)	-	(276,082)	(133,485)	(142,597)	52%
Subtotal	\$ 3,137,376	\$ 3,063,758	\$ 3,137,376	\$ 3,433,143	\$ (295,767)	-9%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 1,117,544	\$ 968,863	\$ 1,055,686	\$ 1,058,821	\$ (3,135)	0%
805 CONTRACTUAL SERVICES	81,399	147,702	78,279	73,675	4,604	6%
820 RENT	9,640	9,428	7,440	12,300	(4,860)	-65%
825 REPAIRS AND MAINTENANCE	284,749	304,250	333,159	294,005	39,154	12%
826 FACILITIES MGMT DISCRETIONARY	100	-	90	-	90	100%
827 MATERIAL MGMT DISCRETIONARY	420	35	410	60	350	85%
828 MOTOR POOL	67	-	55	-	55	100%
830 TELECOM DISCRETIONARY	6,584	11,239	6,584	16,820	(10,236)	-155%
842 EDUCATION	91,400	94,322	110,200	109,400	800	1%
843 TRANSPORTATION/SHIPPING	-	9	-	-	-	
860 MISCELLANEOUS EXPENSE	19,949	19,890	19,949	34,195	(14,246)	-71%
872 S S INTER-FUND CREDIT (NEG)	(153,707)	(178,548)	(153,707)	-	(153,707)	100%
Subtotal	\$ 1,458,145	\$ 1,377,190	\$ 1,458,145	\$ 1,599,276	\$ (141,131)	-10%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	128,724	209,699	128,724	146,800	(18,076)	-14%
Subtotal	\$ 128,724	\$ 209,699	\$ 128,724	\$ 146,800	\$ (18,076)	-14%
<b>Total Expenditures</b>	<b>\$ 4,724,245</b>	<b>\$ 4,650,647</b>	<b>\$ 4,724,245</b>	<b>\$ 5,179,219</b>	<b>\$ (454,974)</b>	<b>-10%</b>

## community development (17)



### mission

Facilitate the development of 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.

### program goals

CDBG - Oversee approximately sixty projects, completing projects and expending funds according to established time frames and meeting all HUD and County requirements.

HOME - Increase supply of affordable housing within the Urban County, principally for single families of low and moderate income via rehabilitation, acquisition, and new construction activities.

### community impact

CDBG - The program serves primarily low/moderate income persons in the Urban County (all of the County excluding the eight largest cities: Chandler, Gilbert, Glendale, Mesa, Peoria, Phoenix, Scottsdale, and Tempe). Major applicants (not eligible for direct HUD grants) are the governments of 15 smaller communities: Avondale, Buckeye, Cave Creek, El Mirage, Fountain Hills, Gila Bend, Gilbert, Goodyear, Guadalupe, Litchfield Park, Queen Creek, Surprise, Tolleson, Wickenburg, and Youngtown. CDBG is the only flexible resource available to these communities for community development activities. Specific benefits include master planning, economic development activities, infrastructure improvements, public facilities, and special need facilities, inner city commercial revitalization, land acquisition, and single family owner occupied housing rehab.

HOME Program - The incorporated/incorporated communities in the Urban County and the Maricopa HOME Consortium Cities (Chandler, Gilbert, Glendale, Mesa, Peoria, Scottsdale, and Tempe) are not eligible to receive this HUD grant except through the County Consortium. The HOME program creates affordable housing for individuals and targeted groups such as the homeless. A portion of the grant is reserved for qualified housing Non-profits. The program is available to all eligible county residents excluding the City of Phoenix.


**performance measures**

<b>CDBG Administrative &amp; Planning</b>	<u>Amount</u>	<u>% to Total Allocation</u>
HUD FY 99-00 CDBG Allocation	\$3,454,000	
HUD Administrative & Planning Allowance	\$690,800	20.00%
CD CDBG Administration Budget	\$620,000	17.95%
Favorable Performance	\$70,800	2.05%
<b>HOME PROGRAM Administrative Expense</b>		
HUD FY99 - 00 HOME Allocation	\$4,328,000	
HUD Administrative Allowance	\$432,800	10.00%
CD HOME Administration Budget	\$207,442	4.79%
Favorable Performance	\$225,358	5.21%
HUD FY 99-00 CDBG Allocation	\$3,454,000	
HUD Administrative & Planning Allowance	\$690,800	20.00%
CD CDBG Administration Budget	\$620,000	17.95%
Favorable Performance	\$70,800	2.05%
<b>HOME PROGRAM Administrative Expense</b>		
HUD FY99 - 00 HOME Allocation	\$4,328,000	
HUD Administrative Allowance	\$432,800	10.00%
CD HOME Administration Budget	\$207,442	4.79%
Favorable Performance	\$225,358	5.21%

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

COMMUNITY DEVELOPMENT  
Department 17

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
Special Revenue	530,636	15,642,201	19,000	\$ 16,191,837	\$ 16,191,837
Totals	\$ 530,636	\$ 15,642,201	\$ 19,000	\$ 16,191,837	\$ 16,191,837

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

COMMUNITY DEVELOPMENT  
Department 17

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
REVENUE						
615 GRANTS	16,987,849	16,987,849	16,987,849	16,191,837	-	0%
Subtotal	\$ 16,987,849	\$ 16,987,849	\$ 16,987,849	\$ 16,191,837	\$ -	0%
<b>EXPENDITURES</b>						
PERSONAL SERVICES						
701 REGULAR PAY	\$ 401,334	\$ 412,442	\$ 412,442	\$ 416,748	\$ -	0%
705 TEMPORARY PAY	7,250	7,257	7,257	10,000	-	0%
750 FRINGE BENEFITS	80,536	80,157	80,157	79,134	-	0%
780 SALARY ADJUSTMENTS	19,877	7,541	7,541	24,754	-	0%
790 OTHER PERSONAL SERVICES	-	1,600	1,600	-	-	-
Subtotal	\$ 508,997	\$ 508,997	\$ 508,997	\$ 530,636	\$ -	0%
SUPPLIES AND SERVICES						
801 GENERAL SUPPLIES	\$ 12,000	\$ 12,000	\$ 12,000	\$ 10,000	\$ -	0%
805 CONTRACTUAL SERVICES	50,000	50,000	50,000	27,317	-	0%
820 RENT	60,000	60,000	60,000	65,000	-	0%
825 REPAIRS AND MAINTENANCE	11,000	11,000	11,000	3,000	-	0%
827 MATERIAL MGNT DISCRETIONARY	70	70	70	-	-	-
828 MOTOR POOL	7	7	7	-	-	-
829 FUEL	1,250	1,250	1,250	885	-	0%
830 TELECOM DISCRETIONARY	312	312	312	-	-	-
832 COUNTY COUNSEL	5,500	5,500	5,500	5,098	-	0%
833 EMPLOYEE BENEFITS ADMIN	1,067	1,067	1,067	1,269	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	812	812	812	937	-	0%
836 RISK MANAGEMENT	2,100	2,100	2,100	6,141	-	0%
837 BASE LEVEL TELECOM	6,483	6,483	6,483	8,971	-	0%
841 EMPLOYEE TRAVEL	3,000	3,000	3,000	5,000	-	0%
842 EDUCATION	9,000	9,000	9,000	5,000	-	0%
843 TRANSPORTATION/SHIPPING	-	-	-	100	-	0%
855 STATE AND LOCAL AID	16,257,712	16,257,712	16,257,712	15,459,395	-	0%
860 MISCELLANEOUS EXPENSE	7,412	7,412	7,412	20,000	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	21,127	21,127	21,127	24,088	-	0%
Subtotal	\$ 16,448,852	\$ 16,448,852	\$ 16,448,852	\$ 15,642,201	\$ -	0%
CAPITAL OUTLAY						
920 EQUIPMENT	-	-	-	19,000	-	0%
930 TRANSPORTATION	30,000	30,000	30,000	-	-	-
Subtotal	\$ 30,000	\$ 30,000	\$ 30,000	\$ 19,000	\$ -	0%
Total Expenditures	\$ 16,987,849	\$ 16,987,849	\$ 16,987,849	\$ 16,191,837	\$ -	0%
Operating Balance (Rev. - Exp.)	-	\$ -	\$ -	\$ -	\$ -	-
Ending Fund Balance (Resources - Exp.)	\$ -	\$ -	\$ -	\$ -	\$ -	-



POSITION DISTRIBUTION		
Dept	WORKING TITLE	FTE
17 COMMUNITY DEVELOPMENT	ACCOUNTANT I	1
	ADMINISTRATIVE ASSTNT II	2
	ADMINISTRATIVE COORD VI	4
	CMNTY DVLPMT ASSTDIR	1
	COMMUNITY DEVELOPMENT DIR	1
	FINANCIAL SERVICES ADM I	1
17 Total		10

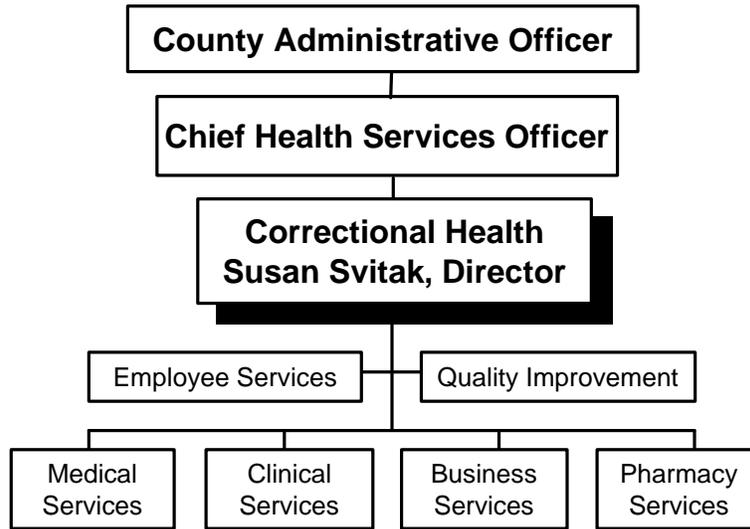
maricopa county

# **strategies 2000**

TOTAL BUDGET BY PROGRAM						
COMMUNITY DEVELOPMENT						
Agency 171						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1720	HOME FUNDS	\$ -	\$ 9,621,017	\$ -	\$ 9,621,017	\$ 9,621,017
1730	CDBG PROGRAM	\$ 530,636	\$ 6,021,184	\$ 19,000	\$ 6,570,820	\$ 6,570,820
<b>Totals:</b>		<b>\$ 530,636</b>	<b>\$ 15,642,201</b>	<b>\$ 19,000</b>	<b>\$ 16,191,837</b>	<b>\$ 16,191,837</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
COMMUNITY DEVELOPMENT						
Agency 171						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
615 GRANTS	16,987,849	16,987,849	16,987,849	16,191,837	(796,012.00)	-5%
Total Revenue	\$ 16,987,849	\$ 16,987,849	\$ 16,987,849	\$ 16,191,837	\$ (796,012)	-5%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 401,334	\$ 412,442	\$ 412,442	\$ 416,748	\$ (4,306)	-1%
705 TEMPORARY PAY	7,250	7,257	7,257	10,000	(2,743)	-38%
750 FRINGE BENEFITS	80,536	80,157	80,157	79,134	1,023	1%
780 SALARY ADJUSTMENTS	19,877	7,541	7,541	24,754	(17,213)	-228%
790 OTHER PERSONAL SERVICES	-	1,600	1,600	-	1,600	100%
Subtotal	\$ 508,997	\$ 508,997	\$ 508,997	\$ 530,636	\$ (21,639)	-4%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 12,000	\$ 12,000	\$ 12,000	\$ 10,000	\$ 2,000	17%
805 CONTRACTUAL SERVICES	50,000	50,000	50,000	27,317	22,683	45%
820 RENT	60,000	60,000	60,000	65,000	(5,000)	-8%
825 REPAIRS AND MAINTENANCE	11,000	11,000	11,000	3,000	8,000	73%
827 MATERIAL MGNT DISCRETIONARY	70	70	70	-	70	100%
828 MOTOR POOL	7	7	7	-	7	100%
829 FUEL	1,250	1,250	1,250	885	365	29%
830 TELECOM DISCRETIONARY	312	312	312	-	312	100%
832 COUNTY COUNSEL	5,500	5,500	5,500	5,098	402	7%
833 EMPLOYEE BENEFITS ADMIN	1,067	1,067	1,067	1,269	(202)	-19%
834 BASE LEVEL EQ SERVICES CHARGES	812	812	812	937	(125)	-15%
836 RISK MANAGEMENT	2,100	2,100	2,100	6,141	(4,041)	-192%
837 BASE LEVEL TELECOM	6,483	6,483	6,483	8,971	(2,488)	-38%
841 EMPLOYEE TRAVEL	3,000	3,000	3,000	5,000	(2,000)	-67%
842 EDUCATION	9,000	9,000	9,000	5,000	4,000	44%
843 TRANSPORTATION/SHIPPING	-	-	-	100	(100)	
855 STATE AND LOCAL AID	16,257,712	16,257,712	16,257,712	15,459,395	798,317	5%
860 MISCELLANEOUS EXPENSE	7,412	7,412	7,412	20,000	(12,588)	-170%
880 TRANSFERS OUT TO OTHER FUNDS	21,127	21,127	21,127	24,088	(2,961)	-14%
Subtotal	\$ 16,448,852	\$ 16,448,852	\$ 16,448,852	\$ 15,642,201	\$ 806,651	5%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	-	-	-	19,000	(19,000)	
930 TRANSPORTATION	30,000	30,000	30,000	-	30,000	100%
Subtotal	\$ 30,000	\$ 30,000	\$ 30,000	\$ 19,000	\$ 11,000	37%
Total Expenditures	\$ 16,987,849	\$ 16,987,849	\$ 16,987,849	\$ 16,191,837	\$ 796,012	5%
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ -	\$ -	\$ -	

## correctional health (26)



### mission

To provide essential health care services to indigent persons under the supervision of the Maricopa County Sheriff's Office and Juvenile Court Detention Division.

### program goals

Strengthen service delivery systems to meet service mandates within budget. Build and sustain continuous quality improvement programs that enable best practices and support cost containment initiatives. Strengthen business systems to support service delivery capabilities and improve cost control capabilities. Reinforce high standards of professional knowledge and behavior within an ethical and responsible health care program. Collaborate with other health care and justice system entities in the community to share resources, reduce costs, and achieve principled management practices.

### community impact

Correctional Health Services provides health care to inmates and detainees in the Maricopa County Sheriff's Office and Juvenile Court detention facilities consistent with legal mandates established by statute and court order. Provision of these services sustains the patient's general level of health in the correctional facility and reduces the risk of costly financial sanctions and litigation.

### performance measures

Performance Measures	FY 96-97	FY 97-98	FY 98-99 (Est.)	FY 99-00 (Proj)
Medical Encounters	46,530	62,672	63,800	65,395
Nursing Encounters	15,994	178,144	180,000	184,500
Psychiatric Encounters	11,188	13,431	14,000	14,350
Counseling Encounters	9,943	11,326	11,600	11,890
Dental Encounters	5,145	5,500	8,250	8,500
X-rays	3,200	4,317	4,200	
Prescriptions Dispensed	132,669	127,550	110,400	
Medical Service Requests			84,636	84,636
Average Daily Census			7,316	7,316



<b>Outcome Measures</b>				
85% of health assessments are completed on time or before 14 days.				
Ambulance runs are reduced by 5% over prior year actual			CY1998 721	CY1999 685
Registry use is maintained at <20% of staffing dollars expended for nursing services				
Medical staff complete at least 50% of all receiving screenings conducted				
95% of medical requests submitted are triaged by a nurse within 24 hours of receipt by medical				
Data error rate on encounters is reduced to <7% over prior year				
100% of NCCHC essential standards are met.				
>85% of NCCHC important standards are met.				
100% of State licensure requirements are met or a waiver of compliance is received and all service sites are licensed.				
A patient satisfaction baseline is established.				
Employee satisfaction levels increase overall by at least one half of one point in all categories of the County-wide employee satisfaction survey.				
A written document approved by the Board of Supervisors and/or the Appointing Authority describes all financial and non-financial agreements with other County departments and external agencies.				

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

**CORRECTIONAL HEALTH**  
Department 26

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
Special Revenue	8,194,361	8,563,656	23,000	\$ 16,781,017	\$ 30,408
Totals	\$ 8,194,361	\$ 8,563,656	\$ 23,000	\$ 16,781,017	\$ 30,408

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

**CORRECTIONAL HEALTH**  
Department 26

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
<b>REVENUE</b>						
615 GRANTS	12,500	30,408	12,500	30,408	-	0%
Subtotal	\$ 12,500	\$ 30,408	\$ 12,500	\$ 30,408	\$ -	0%
Total Resources	\$ 12,500	\$ 30,408	\$ 12,500	\$ 30,408	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 5,367,848	\$ 4,526,241	\$ 6,331,982	\$ 6,740,115	\$ -	0%
705 TEMPORARY PAY	895,181	1,188,093	109,246	211,761	-	0%
710 SPECIAL PAY	590,000	862,808	358,150	200,000	-	0%
750 FRINGE BENEFITS	1,177,830	1,028,570	1,256,187	1,365,219	-	0%
780 SALARY ADJUSTMENTS	30,693	-	5,987	147,049	-	0%
795 P S INTER-FUND CREDIT (NEG)	(12,500)	(12,500)	(8,055,257)	(30,408)	-	0%
796 P S INTER-FUND CHARGES	12,500	12,500	8,055,257	30,408	-	0%
797 PERSONNEL SAVINGS (NEG)	(469,783)	-	(469,783)	(469,783)	-	0%
Subtotal	\$ 7,591,769	\$ 7,605,712	\$ 7,591,769	\$ 8,194,361	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 52,204	\$ 46,154	\$ 52,204	\$ 53,994	\$ -	0%
802 MEDICAL SUPPLIES	1,298,312	1,247,649	1,298,312	1,272,712	-	0%
805 CONTRACTUAL SERVICES	12,279	10,796	12,279	10,000	-	0%
807 HEALTH CARE SERVICES	6,489,136	6,420,618	6,489,136	6,970,554	-	0%
825 REPAIRS AND MAINTENANCE	26,942	34,892	26,942	35,000	-	0%
827 MATERIAL MGNT DISCRETIONARY	7,329	2,760	7,329	2,800	-	0%
828 MOTOR POOL	1,483	-	1,483	-	-	0%
829 FUEL	516	1,181	516	1,200	-	0%
830 TELECOM DISCRETIONARY	6,712	6,464	6,712	6,500	-	0%
840 ELECTED OFFICIAL TRAVEL	10,064	13,493	10,064	10,000	-	0%
842 EDUCATION	-	913	-	-	-	0%
843 TRANSPORTATION/SHIPPING	-	9,209	-	10,000	-	0%
845 SUPPORT AND CARE OF PERSONS	119,783	108,563	119,783	110,000	-	0%
850 UTILITIES	-	8,031	-	8,000	-	0%
860 MISCELLANEOUS EXPENSE	13,925	62,733	13,925	72,896	-	0%
872 S S INTER-FUND CREDIT (NEG)	(8,928)	-	(7,588,197)	-	-	0%
873 S S INTERFUND CHARGES	-	-	7,579,269	-	-	0%
Subtotal	\$ 8,029,757	\$ 7,973,456	\$ 8,029,757	\$ 8,563,656	\$ -	0%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	-	12,392	-	-	-	0%
920 EQUIPMENT	13,000	42,966	13,000	23,000	-	0%
Subtotal	\$ 13,000	\$ 55,358	\$ 13,000	\$ 23,000	\$ -	0%
Total Expenditures	\$ 15,634,526	\$ 15,634,526	\$ 15,634,526	\$ 16,781,017	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (15,622,026)	\$ (15,604,118)	\$ (15,622,026)	\$ (16,750,609)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (15,622,026)	\$ (15,604,118)	\$ (15,622,026)	\$ (16,750,609)	\$ -	0%

<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>WORKING TITLE</b>	<b>FTE</b>
26	CORRECTIONAL HEALTH	
	ADMIN COORDINATOR III	1
	ADMINISTRATIVE ASSTNT II	2
	ADMINISTRATIVE COORD IV	1
	ADMINISTRATOR I	1
	CERTIFIED DENTAL ASSISTANT	1
	CERTIFIED DENTAL ASSISTNT	3
	CLERK III	1
	CLERK IV	1
	CORRECTIONAL HLTHSVCS DIR	1
	COUNSELOR	2
	COUNSELOR II	9
	COUNSELOR III	8
	COUNSELOR IV	2
	DENTAL DIRECTOR	1
	FAMILY SUPPORT CASEWORKER	1
	HEALTH SERVICES ADMIN I	3
	INF. CONT. MGR	1
	LICENSED PRACTICAL NRS II	49
	LPN	7
	NURSE ADMINISTRATOR II	1
	NURSE ASSISTANTS	5
	NURSE MANAGER II	8
	NURSING EDUCATION INST II	1
	NUTRITIONIST II	1
	PATIENT CARE ASSISTANT I	3
	PATIENT CARE ASSISTANT II	8
	PHARM TECHNICIAN	3
	PHARMACIST II	4
	PHARMACIST SUPERVISOR	1
	PHARMACY TECHNICIAN I	3
PHARMACY TECHNICIAN II	3	
RADIOLOGIC TCHNLGST II	1	
REGISTERED NURSE II	3	
REGISTERED NURSE III	45	
REGISTERED NURSE IV	4	
REGISTERED NURSE V	4	
REGISTERED NURSE VI	1	
RN	2	
SERVICE WORKER II	2	
SYSTEMS ANALYST II	1	
UNIT SECRETARY	2	
UNIT SECRETARY II	22	
26	Total	223

**TOTAL BUDGET BY PROGRAM**

**CORRECTIONAL HEALTH**

Agency 260

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
<b>Totals:</b>		\$ -	\$ -	\$ -	\$ -	\$ -

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**CORRECTIONAL HEALTH**

Agency 260

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 5,367,848	\$ 4,526,241	\$ 6,331,982	\$ -	\$ 6,331,982	100%
705 TEMPORARY PAY	895,181	1,188,093	109,246	-	109,246	100%
710 SPECIAL PAY	590,000	862,808	358,150	-	358,150	100%
750 FRINGE BENEFITS	1,177,830	1,028,570	1,256,187	-	1,256,187	100%
780 SALARY ADJUSTMENTS	30,693	-	5,987	-	5,987	100%
795 P S INTER-FUND CREDIT (NEG)	(12,500)	(12,500)	(8,055,257)	-	(8,055,257)	100%
797 PERSONNEL SAVINGS (NEG)	(469,783)	-	(469,783)	-	(469,783)	100%
Subtotal	\$ 7,579,269	\$ 7,593,212	\$ (463,488)	\$ -	\$ (463,488)	100%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 52,204	\$ 46,154	\$ 52,204	\$ -	\$ 52,204	100%
802 MEDICAL SUPPLIES	1,298,312	1,247,649	1,298,312	-	1,298,312	100%
805 CONTRACTUAL SERVICES	12,279	10,796	12,279	-	12,279	100%
807 HEALTH CARE SERVICES	6,489,136	6,420,618	6,489,136	-	6,489,136	100%
825 REPAIRS AND MAINTENANCE	26,942	34,892	26,942	-	26,942	100%
827 MATERIAL MGNT DISCRETIONARY	7,329	2,760	7,329	-	7,329	100%
828 MOTOR POOL	1,483	-	1,483	-	1,483	100%
829 FUEL	516	1,181	516	-	516	100%
830 TELECOM DISCRETIONARY	6,712	6,464	6,712	-	6,712	100%
840 ELECTED OFFICIAL TRAVEL	10,064	13,493	10,064	-	10,064	100%
842 EDUCATION	-	913	-	-	-	-
843 TRANSPORTATION/SHIPPING	-	9,209	-	-	-	-
845 SUPPORT AND CARE OF PERSONS	119,783	108,563	119,783	-	119,783	100%
850 UTILITIES	-	8,031	-	-	-	-
860 MISCELLANEOUS EXPENSE	13,925	62,733	13,925	-	13,925	100%
872 S S INTER-FUND CREDIT (NEG)	(8,928)	-	(7,588,197)	-	(7,588,197)	100%
Subtotal	\$ 8,029,757	\$ 7,973,456	\$ 450,488	\$ -	\$ 450,488	100%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	-	12,392	-	-	-	-
920 EQUIPMENT	13,000	42,966	13,000	-	13,000	100%
Subtotal	\$ 13,000	\$ 55,358	\$ 13,000	\$ -	\$ 13,000	100%
<b>Total Expenditures</b>	<b>\$ 15,622,026</b>	<b>\$ 15,622,026</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>



TOTAL BUDGET BY PROGRAM						
CORRECTIONAL HEALTH						
Agency 261						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
2656	SCREENING	\$ 30,408	\$ -	\$ -	\$ 60,816	\$ 30,408
<b>Totals:</b>		<b>\$ 30,408</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,816</b>	<b>\$ 30,408</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
CORRECTIONAL HEALTH							
Agency 261							
		FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>							
615 GRANTS		12,500	30,408	12,500	30,408	17,908.00	143%
Total Revenue	\$	\$ 12,500	\$ 30,408	\$ 12,500	\$ 30,408	\$ 17,908	143%
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
796 P S INTER-FUND CHARGES		12,500	12,500	12,500	30,408	(17,908)	-143%
Subtotal	\$	\$ 12,500	\$ 12,500	\$ 12,500	\$ 30,408	\$ (17,908)	-143%
Total Expenditures	\$	\$ 12,500	\$ 12,500	\$ 12,500	\$ 30,408	\$ (17,908)	-143%
Operating Balance (Rev. - Exp.)	\$	\$ -	\$ 17,908	\$ -	\$ -	\$ -	

**TOTAL BUDGET BY PROGRAM**

**CORRECTIONAL HEALTH**  
Agency 262

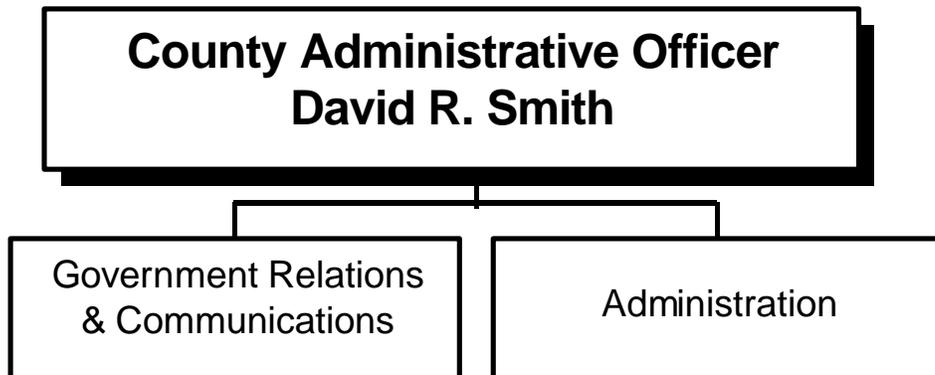
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
2611	CORRECTIONAL HEALTH ADMIN.	\$ 1,383,546	\$ 532,430	\$ -	\$ 1,915,976	\$ -
2621	MEDICAL MANAGEMENT	\$ -	\$ 3,535,920	\$ -	\$ 3,535,920	\$ -
2642	ESTRELLA O/P	\$ 1,003,349	\$ 804,066	\$ -	\$ 1,807,415	\$ -
2643	DURANGO JUVENILE	\$ 344,933	\$ 77,656	\$ -	\$ 422,589	\$ -
2644	SOUTHEAST JUVENILE	\$ 233,293	\$ 71,569	\$ -	\$ 304,862	\$ -
2647	DURANGO O/P	\$ 563,807	\$ 497,042	\$ -	\$ 1,060,849	\$ -
2648	TOWERS O/P	\$ 436,311	\$ 189,532	\$ -	\$ 625,843	\$ -
2652	MADISON O/P	\$ 1,011,074	\$ 587,234	\$ -	\$ 1,598,308	\$ -
2653	MADISON INFIRMARY	\$ 324,392	\$ 182,350	\$ -	\$ 506,742	\$ -
2656	SCREENING	\$ 337,567	\$ 18,379	\$ -	\$ 355,946	\$ -
2657	1ST AVENUE O/P	\$ 297,024	\$ 97,096	\$ -	\$ 394,120	\$ -
2658	DURANGO PSYCH	\$ 651,210	\$ 227,583	\$ -	\$ 878,793	\$ -
2659	MADISON PSYCH	\$ 589,852	\$ 383,543	\$ -	\$ 973,395	\$ -
2661	MADISON SPECIALTY CLINIC	\$ -	\$ 4,175	\$ -	\$ 4,175	\$ -
2680	PHARMACY SERVICES	\$ 498,299	\$ 951,401	\$ -	\$ 1,449,700	\$ -
2699	OTHER	\$ 489,296	\$ 403,680	\$ 23,000	\$ 915,976	\$ -
<b>Totals:</b>		<b>\$ 8,163,953</b>	<b>\$ 8,563,656</b>	<b>\$ 23,000</b>	<b>\$ 16,750,609</b>	<b>\$ -</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**CORRECTIONAL HEALTH**  
Agency 262

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ -	\$ -	\$ -	\$ 6,740,115	\$ (6,740,115)	
705 TEMPORARY PAY	-	-	-	211,761	(211,761)	
710 SPECIAL PAY	-	-	-	200,000	(200,000)	
750 FRINGE BENEFITS	-	-	-	1,365,219	(1,365,219)	
780 SALARY ADJUSTMENTS	-	-	-	147,049	(147,049)	
795 P S INTER-FUND CREDIT (NEG)	-	-	-	(30,408)	30,408	
796 P S INTER-FUND CHARGES	-	-	8,042,757	-	8,042,757	100%
797 PERSONNEL SAVINGS (NEG)	-	-	-	(469,783)	469,783	
Subtotal	\$ -	\$ -	\$ 8,042,757	\$ 8,163,953	\$ (121,196)	-2%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ -	\$ -	\$ -	\$ 53,994	\$ (53,994)	
802 MEDICAL SUPPLIES	-	-	-	1,272,712	(1,272,712)	
805 CONTRACTUAL SERVICES	-	-	-	10,000	(10,000)	
807 HEALTH CARE SERVICES	-	-	-	6,970,554	(6,970,554)	
825 REPAIRS AND MAINTENANCE	-	-	-	35,000	(35,000)	
827 MATERIAL MGNT DISCRETIONARY	-	-	-	2,800	(2,800)	
829 FUEL	-	-	-	1,200	(1,200)	
830 TELECOM DISCRETIONARY	-	-	-	6,500	(6,500)	
840 ELECTED OFFICIAL TRAVEL	-	-	-	10,000	(10,000)	
843 TRANSPORTATION/SHIPPING	-	-	-	10,000	(10,000)	
845 SUPPORT AND CARE OF PERSONS	-	-	-	110,000	(110,000)	
850 UTILITIES	-	-	-	8,000	(8,000)	
860 MISCELLANEOUS EXPENSE	-	-	-	72,896	(72,896)	
873 S S INTERFUND CHARGES	-	-	7,579,269	-	7,579,269	100%
Subtotal	\$ -	\$ -	\$ 7,579,269	\$ 8,563,656	\$ (984,387)	-13%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	-	-	-	23,000	(23,000)	
Subtotal	\$ -	\$ -	\$ -	\$ 23,000	\$ (23,000)	
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,622,026</b>	<b>\$ 16,750,609</b>	<b>\$ (1,128,583)</b>	<b>-7%</b>

## county administrative officer (20)



### mission

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.

### program goals

Provide strategic direction and manage efforts at the local, State and Federal levels for Maricopa County. Develop and cultivate ongoing work relationships with State and local governments and other organizations to achieve cooperation on regional issues. Ensure quality of service to Maricopa County citizens. Provide both managerial and administrative support to the Board of Supervisors. Inform the citizens of Maricopa County of the programs, services, activities, and functions of their county government, and to share information on major events or changes within the government.

### community impact

The Office of the County Administrative Officer has a direct and marketable impact on the community. This department is responsible for many communication activities and is ultimately responsible for overseeing the effectiveness, efficiency, and strategic direction based on policy-setting initiatives given by the Board of Supervisors.

### performance measures

<u>Performance measures</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
Bills Researched for County Impact				
Bills successfully lobbied				
Citizens complaints resolved				
Formal inquiries		1700	1800	
Legislation bills reviewed & introduced				
Pre-session County proposals				
Telephone inquiries		8500	9000	

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

COUNTY ADMINISTRATOR  
Department 20

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	1,006,986	185,049	2,000	\$ 1,194,035	\$ -
Totals	\$ 1,006,986	\$ 185,049	\$ 2,000	\$ 1,194,035	\$ -

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

COUNTY ADMINISTRATOR  
Department 20

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 743,966	\$ 767,206	\$ 839,160	\$ 847,804	\$ -	0%
705 TEMPORARY PAY	18,000	7,000	7,000	6,000	-	0%
750 FRINGE BENEFITS	128,016	131,485	143,661	141,459	-	0%
780 SALARY ADJUSTMENTS	45,000	29,291	28,589	45,000	-	0%
797 PERSONNEL SAVINGS (NEG)	(17,754)	(17,754)	(17,754)	(33,277)	-	0%
Subtotal	\$ 917,228	\$ 917,228	\$ 1,000,656	\$ 1,006,986	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 30,836	\$ 26,500	\$ 28,836	\$ 27,000	\$ -	0%
805 CONTRACTUAL SERVICES	100,709	100,709	100,709	100,709	-	0%
825 REPAIRS AND MAINTENANCE	2,700	2,650	2,700	2,650	-	0%
826 FACILITIES MGMT DISCRETIONARY	700	500	700	700	-	0%
827 MATERIAL MGMT DISCRETIONARY	20,700	20,700	20,700	20,700	-	0%
828 MOTOR POOL	100	100	100	188	-	0%
830 TELECOM DISCRETIONARY	2,800	2,500	2,800	3,096	-	0%
841 EMPLOYEE TRAVEL	7,000	6,000	7,000	7,000	-	0%
860 MISCELLANEOUS EXPENSE	22,000	21,500	22,000	23,006	-	0%
Subtotal	\$ 187,545	\$ 181,159	\$ 185,545	\$ 185,049	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	2,000	4,000	4,000	2,000	-	0%
Subtotal	\$ 2,000	\$ 4,000	\$ 4,000	\$ 2,000	\$ -	0%
Total Expenditures	\$ 1,106,773	\$ 1,102,387	\$ 1,190,201	\$ 1,194,035	\$ -	0%
Operating Balance (Rev. - Exp.)	(1,106,773)	\$ (1,102,387)	\$ (1,190,201)	\$ (1,194,035)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (1,106,773)	\$ (1,102,387)	\$ (1,190,201)	\$ (1,194,035)	\$ -	0%

POSITION DISTRIBUTION		
Dept	WORKING TITLE	FTE
20	COUNTY ADMINISTRATIVE OFFICER	
	ADMINISTRATIVE ASSTNT III	2
	ADMINISTRATIVE COORD III	2
	CONTRACT EMPLOYEE	1
	COUNTY ADMINISTRATV OFFCR	1
	EMPLOYEE OMBUDSMAN	1
	EXECUTIVE ASSISTANT	1
	GOVT RELS/COMM DIRECTOR	1
	INFORMATION COORDINATOR	1
	LEGISLATIVE LIAISON	1
	MANAGEMENT ANALYST III	1
	PIO	1
	PUBLIC INFORMATION OFFICER	1
	SYSTEM COORDINATOR	1
VOLUNTEER COORDINATOR	1	
20	Total	13



**TOTAL BUDGET BY PROGRAM**

**COUNTY ADMINISTRATOR**

Agency 200

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
2010	COUNTY ADMINISTRATOR'S OFFICE	\$ 1,006,986	\$ 185,049	\$ 2,000	\$ 1,194,035	\$ -
<b>Totals:</b>		<b>\$ 1,006,986</b>	<b>\$ 185,049</b>	<b>\$ 2,000</b>	<b>\$ 1,194,035</b>	<b>\$ -</b>

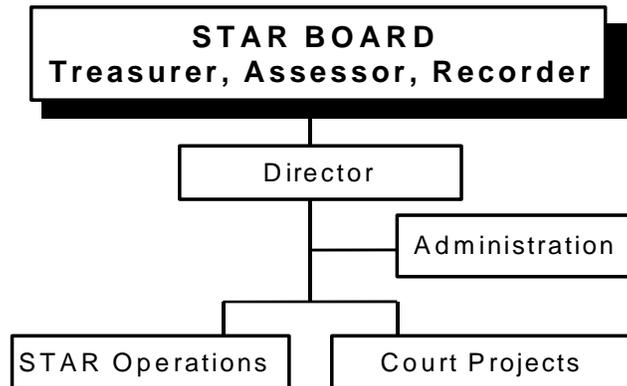
**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**COUNTY ADMINISTRATOR**

Agency 200

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 743,966	\$ 767,206	\$ 839,160	\$ 847,804	\$ (8,644)	-1%
705 TEMPORARY PAY	18,000	7,000	7,000	6,000	1,000	14%
750 FRINGE BENEFITS	128,016	131,485	143,661	141,459	2,202	2%
780 SALARY ADJUSTMENTS	45,000	29,291	28,589	45,000	(16,411)	-57%
797 PERSONNEL SAVINGS (NEG)	(17,754)	(17,754)	(17,754)	(33,277)	15,523	-87%
Subtotal	\$ 917,228	\$ 917,228	\$ 1,000,656	\$ 1,006,986	\$ (6,330)	-1%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 30,836	\$ 26,500	\$ 28,836	\$ 27,000	\$ 1,836	6%
805 CONTRACTUAL SERVICES	100,709	100,709	100,709	100,709	-	0%
825 REPAIRS AND MAINTENANCE	2,700	2,650	2,700	2,650	50	2%
826 FACILITIES MGMT DISCRETIONARY	700	500	700	700	-	0%
827 MATERIAL MGMT DISCRETIONARY	20,700	20,700	20,700	20,700	-	0%
828 MOTOR POOL	100	100	100	188	(88)	-88%
830 TELECOM DISCRETIONARY	2,800	2,500	2,800	3,096	(296)	-11%
841 EMPLOYEE TRAVEL	7,000	6,000	7,000	7,000	-	0%
860 MISCELLANEOUS EXPENSE	22,000	21,500	22,000	23,006	(1,006)	-5%
Subtotal	\$ 187,545	\$ 181,159	\$ 185,545	\$ 185,049	\$ 496	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	2,000	4,000	4,000	2,000	2,000	50%
Subtotal	\$ 2,000	\$ 4,000	\$ 4,000	\$ 2,000	\$ 2,000	50%
<b>Total Expenditures</b>	<b>\$ 1,106,773</b>	<b>\$ 1,102,387</b>	<b>\$ 1,190,201</b>	<b>\$ 1,194,035</b>	<b>\$ (3,834)</b>	<b>0%</b>

## county call center (14)



### mission

As an agency devoted to providing service to taxpayers, the STAR Call Center's mission is: To provide knowledgeable, courteous and efficient answers in response to all incoming telephone questions to the Treasurer, Assessor, Recorder and Elections offices and to operate the main County switchboard in the same manner.

### program goals

Provide prompt, accurate and reliable information to callers with professional and cross-trained agents.

Emerge as the public's answer, information and solution source.

Foresee and react to call volume fluctuations, thereby meeting the demands of Maricopa County residents.

Use human and technological resources in conjunction to become the premier customer service center.

Work with the Treasurer, Assessor, Recorder, and Elections to increase public satisfaction while reducing overall costs.

Expand current customer base by absorbing calls from other County agencies including Clerk of the Superior Court and the Superior Court.

### community impact

The STAR Call Center has become the communication medium between county government and its citizens. It provides an information service with a "live" agent regarding many issues with one call. A resident of Maricopa County can obtain their current property tax, next year's assessed value, when their deed was recorded, their polling place on election day, etc., all from one source without transferring between departments and spending time on hold. This will better serve the community with timely and accurate data, and change attitudes towards the operation of government. Its customer base extends outside the boundaries of Maricopa County to include property owners, mortgage companies, banks, investors and heirs, from other counties, states and countries who access the call center for information. The County agencies that built the call center operation have benefited. Their phone systems are no longer overloaded with phone calls that in the past caused entire systems to shut down. The Treasurer, Assessor, Recorder and Elections departments leave the phone answering to the Call Center while they concentrate on other important matters. Thorough specialization, more of the public is served and efficiency is increased.


**performance measures**

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
Call Volume	750,000	750,000	(1) 1,150,000	(2) 1,250,000
Voter Registration Mail-Outs	14,000	11,215	16,765	16,000
Assessor Petition Forms	2,700	2,200	3,500	3,500
Treasurer Tax Bill Mail-Outs		6,000	9,290	10,000
Average Time per Agent Call			(3)	

**Additional explanatory included, if needed:**

## Notes:

- (1) Clerk of the Courts calls started in January 1999 with other ACD's schedule to follow in March and April of FY 98/99.
- (2) Actual volume will depend on the result of the Superior Court Pilot Project.
- (3) Actual Time per call depends on the public assistance number being services. When we moved to the University Ave site and connected to the SL-1000, performance numbers such as average time per agent or average time of call abandonment were unavailable. A replacement product called Symposium is scheduled to be installed in March of 1999. Symposium will return these performance measurement tools to the STAR Call Center

maricopa county

# **strategies 2000**

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

COUNTY CALL CENTER  
Department 14

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	1,042,722	176,823	-	\$ 1,219,545	\$ -
Totals	\$ 1,042,722	\$ 176,823	\$ -	\$ 1,219,545	\$ -

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

COUNTY CALL CENTER  
Department 14

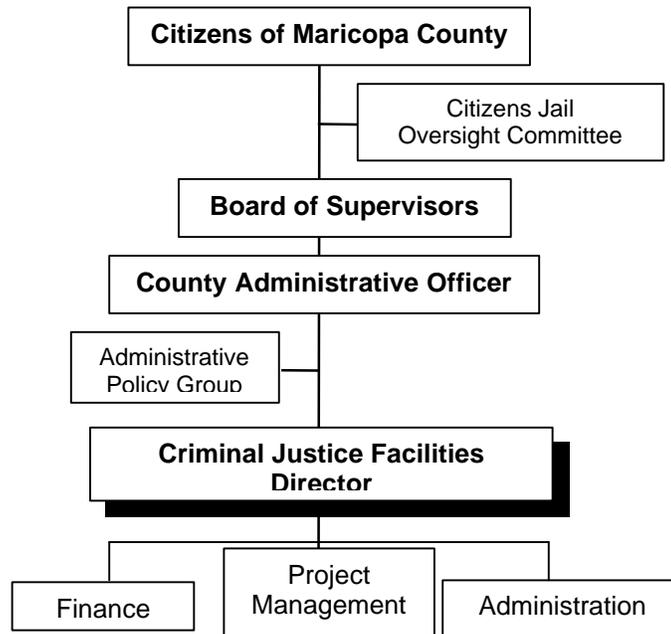
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 501,513	\$ 534,997	\$ 654,094	\$ 752,233	\$ -	0%
705 TEMPORARY PAY	72,009	30,046	30,046	61,202	-	0%
750 FRINGE BENEFITS	120,330	104,531	159,257	212,530	-	0%
780 SALARY ADJUSTMENTS	10,909	3,638	3,821	38,209	-	0%
797 PERSONNEL SAVINGS (NEG)	(24,678)	(24,678)	(24,678)	(21,452)	-	0%
Subtotal	\$ 680,083	\$ 648,534	\$ 822,540	\$ 1,042,722	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 3,267	\$ 3,267	\$ 3,267	\$ 19,667	\$ -	0%
805 CONTRACTUAL SERVICES	2,500	3,000	2,500	1,572	-	0%
820 RENT	132,000	117,000	132,000	134,238	-	0%
825 REPAIRS AND MAINTENANCE	4,000	4,000	4,000	1,600	-	0%
826 FACILITIES MGMT DISCRETIONARY	10,000	4,481	4,163	-	-	0%
830 TELECOM DISCRETIONARY	7,400	4,682	7,082	12,069	-	0%
842 EDUCATION	-	-	-	5,677	-	0%
860 MISCELLANEOUS EXPENSE	2,000	2,000	2,000	2,000	-	0%
Subtotal	\$ 161,167	\$ 138,430	\$ 155,012	\$ 176,823	\$ -	0%
Total Expenditures	\$ 841,250	\$ 786,964	\$ 977,552	\$ 1,219,545	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (841,250)	\$ (786,964)	\$ (977,552)	\$ (1,219,545)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (841,250)	\$ (786,964)	\$ (977,552)	\$ (1,219,545)	\$ -	0%

<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>WORKING TITLE</b>	<b>FTE</b>
14	COUNTY CALL CENTER	
	ACCOUNTING TECHNICIAN II	1
	ADMIN COORD IV	1
	ADMINISTRATIVE ASSTNT I	1
	ADMINISTRATIVE ASSTNT II	3
	ADMINISTRATIVE ASSTNT III	1
	CLERK III	3
	CLERK IV	1
	COURT INFORMATN PRCSR III	6
	COURTS SUPERVISOR	1
	CUSTOMER SERVICE CLERK	4
	FINANCE/TECH MGR	1
	OFFICE SUPERVISOR II	1
	PROJECT MANAGER	1
	RECORDS PROCESSOR II	2
	SENIOR SYSTEMS ANALYST	1
	SWITCHBOARD OPERATOR	2
	TECHNICAL TRAINING COORD	1
	TREASURER'S CASHIER SUPVR	1
14	Total	32

TOTAL BUDGET BY PROGRAM						
COUNTY CALL CENTER						
Agency 140						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1410	STAR CALL CENTER	\$ 281,211	\$ 174,823	\$ -	\$ 456,034	\$ -
1420	STAR CALL CENTER	\$ 551,155	\$ -	\$ -	\$ 551,155	\$ -
1430	STAR CALL CENTER	\$ 210,356	\$ 2,000	\$ -	\$ 212,356	\$ -
<b>Totals:</b>		<b>\$ 1,042,722</b>	<b>\$ 176,823</b>	<b>\$ -</b>	<b>\$ 1,219,545</b>	<b>\$ -</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
COUNTY CALL CENTER						
Agency 140						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701	REGULAR PAY	\$ 501,513	\$ 534,997	\$ 654,094	\$ 752,233	(98,139) -15%
705	TEMPORARY PAY	72,009	30,046	30,046	61,202	(31,156) -104%
750	FRINGE BENEFITS	120,330	104,531	159,257	212,530	(53,273) -33%
780	SALARY ADJUSTMENTS	10,909	3,638	3,821	38,209	(34,388) -900%
797	PERSONNEL SAVINGS (NEG)	(24,678)	(24,678)	(24,678)	(21,452)	(3,226) 13%
	Subtotal	\$ 680,083	\$ 648,534	\$ 822,540	\$ 1,042,722	(220,182) -27%
<b>SUPPLIES AND SERVICES</b>						
801	GENERAL SUPPLIES	\$ 3,267	\$ 3,267	\$ 3,267	\$ 19,667	(16,400) -502%
805	CONTRACTUAL SERVICES	2,500	3,000	2,500	1,572	928 37%
820	RENT	132,000	117,000	132,000	134,238	(2,238) -2%
825	REPAIRS AND MAINTENANCE	4,000	4,000	4,000	1,600	2,400 60%
826	FACILITIES MGMT DISCRETIONARY	10,000	4,481	4,163	-	4,163 100%
830	TELECOM DISCRETIONARY	7,400	4,682	7,082	12,069	(4,987) -70%
842	EDUCATION	-	-	-	5,677	(5,677)
860	MISCELLANEOUS EXPENSE	2,000	2,000	2,000	2,000	- 0%
	Subtotal	\$ 161,167	\$ 138,430	\$ 155,012	\$ 176,823	(21,811) -14%
	<b>Total Expenditures</b>	<b>\$ 841,250</b>	<b>\$ 786,964</b>	<b>\$ 977,552</b>	<b>\$ 1,219,545</b>	<b>(241,993) -25%</b>

## criminal justice facilities (40)



### mission

The Department's mission is to provide Criminal Justice Facilities planning, design and construction services for the benefit of the people of Maricopa County. These services are provided through master planning, programming, procurement, design, and construction. Our clients are the citizens of Maricopa County, Municipalities, and other county government agencies.

### program goals

**Project Goals:** Construct 3,139 adult detention beds of the required custody classification and all necessary support facilities at a downtown location and the Durango Complex by the end of FY 2005. Construct 388 juvenile detention beds and all necessary support facilities, at the Durango Complex and the Southeast Regional Facility including expansion of juvenile court facilities at the Durango complex by the end of FY 2005.

**Program Goals in FY 99-00:** Procure project management services. Procure civil engineering consultant and all architectural/engineering firms (4-7). Complete 80% of the design effort. Acquire property for downtown jail and parking garage location. Prepare downtown construction site by relocating utilities and existing businesses, completing environmental assessments and remediation, completing archeological assessments, and removing existing structures. Prepare Durango adult and juvenile construction sites by completing the Master Plan, relocating utilities, completing the environmental assessments and remediation.

## performance measures

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY98-99 (Est.)</u>	<u>FY99-00 (Proj)</u>
Establish department			100%	
Locate and procure office space			100%	
Hire start-up staff			100%	
Procure office furniture and equipment			100%	
Award project management contract				100%
Award all architectural/engineering contracts				100%
Award civil engineering consultant contract			100%	
Design completion			10%	70%
Obtain downtown jail property			10%	90%
Obtain downtown parking garage property			10%	90%
Relocate existing businesses				100%
Relocate utilities			10%	90%
Complete downtown site environmental and archeological assessments				100%
Complete environmental remediation			10%	90%
Complete Durango Master Plan			20%	80%
Relocate Durango site utilities				100%
Complete Durango site environmental and archeological assessments				100%
<b>Additional explanatory information, if needed:</b>				
The department will not adopt a long-term strategic plan due to the short-term nature of this project. Upon completion of the department mission, it will disband (estimated by end of FY 2005).				

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

CRIMINAL JUSTICE FACILITIES  
Department 40

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
Capital Projects	(6,853)	-	55,034,991	\$ 55,028,138	\$ 115,867,499
Totals	\$ (6,853)	\$ -	\$ 55,034,991	\$ 55,028,138	\$ 115,867,499

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

CRIMINAL JUSTICE FACILITIES  
Department 40

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ -	\$ -	\$ -	10,260,624	\$ -	0%
REVENUE						
680 TRANSFERS IN FROM OTHER FUNDS	-	-	13,000,000	105,606,875	-	0%
Subtotal	\$ -	\$ -	\$ 13,000,000	\$ 105,606,875	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ -	\$ -	\$ -	371,034	\$ -	0%
705 TEMPORARY PAY	-	-	-	46,133	-	0%
750 FRINGE BENEFITS	-	-	-	65,065	-	0%
780 SALARY ADJUSTMENTS	-	-	-	8,443	-	0%
795 P S INTER-FUND CREDIT (NEG)	-	-	-	(498,291)	-	0%
796 P S INTER-FUND CHARGES	-	-	425,021	8,000	-	0%
797 PERSONNEL SAVINGS (NEG)	-	-	-	(7,237)	-	0%
Subtotal	\$ -	\$ -	\$ 425,021	\$ (6,853)	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ -	\$ -	\$ -	11,538	\$ -	0%
805 CONTRACTUAL SERVICES	-	-	-	87,000	-	0%
810 LEGAL	-	-	-	175,000	-	0%
820 RENT	-	-	-	105,600	-	0%
825 REPAIRS AND MAINTENANCE	-	-	-	3,120	-	0%
827 MATERIAL MGNT DISCRETIONARY	-	-	-	2,400	-	0%
829 FUEL	-	-	-	2,400	-	0%
830 TELECOM DISCRETIONARY	-	-	-	3,500	-	0%
832 COUNTY COUNSEL	-	-	-	143,640	-	0%
837 BASE LEVEL TELECOM	-	-	-	10,628	-	0%
841 EMPLOYEE TRAVEL	-	-	-	15,000	-	0%
842 EDUCATION	-	-	-	6,000	-	0%
860 MISCELLANEOUS EXPENSE	-	-	-	12,600	-	0%
872 S S INTER-FUND CREDIT (NEG)	-	-	-	(578,426)	-	0%
873 S S INTERFUND CHARGES	-	-	12,574,979	-	-	
Subtotal	\$ -	\$ -	\$ 12,574,979	\$ -	\$ -	
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	-	-	-	55,008,991	-	0%
920 EQUIPMENT	-	-	-	6,000	-	0%
930 TRANSPORTATION	-	-	-	20,000	-	0%
Subtotal	\$ -	\$ -	\$ -	\$ 55,034,991	\$ -	0%
Total Expenditures	\$ -	\$ -	\$ 13,000,000	\$ 55,028,138	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ -	\$ 50,578,737	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ -	\$ -	\$ -	\$ 60,839,361	\$ -	0%

POSITION DISTRIBUTION			
Dept		WORKING TITLE	FTE
40	CRIMINAL JUSTICE FACILITIES	CJFD DIRECTOR	1
		CONSTRUCTION COORDINATOR	1
		FINANCIAL OFFICER	1
		PROJECT MANAGER I	1
40	Total		4

maricopa county

**strategies 2000**

TOTAL BUDGET BY PROGRAM						
CRIMINAL JUSTICE FACILITIES						
Agency 409						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
4091	CRIMINAL JUSTICE DETENTION FAC	\$ (6,853)	\$ -	\$ 55,034,991	\$ 55,028,138	\$ 115,867,499
<b>Totals:</b>		<b>\$ (6,853)</b>	<b>\$ -</b>	<b>\$ 55,034,991</b>	<b>\$ 55,028,138</b>	<b>\$ 115,867,499</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
CRIMINAL JUSTICE FACILITIES							
Agency 409							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>RESOURCES</b>							
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 10,260,624	\$ 10,260,624		
<b>REVENUE</b>							
680 TRANSFERS IN FROM OTHER FUNDS	-	-	13,000,000	105,606,875	92,606,875.00	712%	
Total Revenue	\$ -	\$ -	\$ 13,000,000	\$ 105,606,875	\$ 92,606,875	712%	
Total Resources	\$ -	\$ -	\$ 13,000,000	\$ 115,867,499	\$ 102,867,499	791%	
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
701 REGULAR PAY	\$ -	\$ -	\$ -	\$ 371,034	\$ (371,034)		
705 TEMPORARY PAY	-	-	-	46,133	(46,133)		
750 FRINGE BENEFITS	-	-	-	65,065	(65,065)		
780 SALARY ADJUSTMENTS	-	-	-	8,443	(8,443)		
795 P S INTER-FUND CREDIT (NEG)	-	-	-	(498,291)	498,291		
796 P S INTER-FUND CHARGES	-	-	425,021	8,000	417,021	98%	
797 PERSONNEL SAVINGS (NEG)	-	-	-	(7,237)	7,237		
Subtotal	\$ -	\$ -	\$ 425,021	\$ (6,853)	\$ 431,874	102%	
<b>SUPPLIES AND SERVICES</b>							
801 GENERAL SUPPLIES	\$ -	\$ -	\$ -	\$ 11,538	\$ (11,538)		
805 CONTRACTUAL SERVICES	-	-	-	87,000	(87,000)		
810 LEGAL	-	-	-	175,000	(175,000)		
820 RENT	-	-	-	105,600	(105,600)		
825 REPAIRS AND MAINTENANCE	-	-	-	3,120	(3,120)		
827 MATERIAL MGNT DISCRETIONARY	-	-	-	2,400	(2,400)		
829 FUEL	-	-	-	2,400	(2,400)		
830 TELECOM DISCRETIONARY	-	-	-	3,500	(3,500)		
832 COUNTY COUNSEL	-	-	-	143,640	(143,640)		
837 BASE LEVEL TELECOM	-	-	-	10,628	(10,628)		
841 EMPLOYEE TRAVEL	-	-	-	15,000	(15,000)		
842 EDUCATION	-	-	-	6,000	(6,000)		
860 MISCELLANEOUS EXPENSE	-	-	-	12,600	(12,600)		
872 S S INTER-FUND CREDIT (NEG)	-	-	-	(578,426)	578,426		
873 S S INTERFUND CHARGES	-	-	12,574,979	-	12,574,979	100%	
Subtotal	\$ -	\$ -	\$ 12,574,979	\$ -	\$ 12,574,979	100%	
<b>CAPITAL OUTLAY</b>							
915 BUILDINGS AND IMPROVEMENTS	-	-	-	55,008,991	(55,008,991)		
920 EQUIPMENT	-	-	-	6,000	(6,000)		
930 TRANSPORTATION	-	-	-	20,000	(20,000)		
Subtotal	\$ -	\$ -	\$ -	\$ 55,034,991	\$ (55,034,991)		
Total Expenditures	\$ -	\$ -	\$ 13,000,000	\$ 55,028,138	\$ (42,028,138)	-323%	
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ -	\$ 50,578,737	\$ (50,578,737)		
Ending Fund Balance (Resources - Exp.)	\$ -	\$ -	\$ -	\$ 60,839,361	\$ (60,839,361)		

## debt service (99)

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY					
DEBT SERVICE Department 99					
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
Debt Service	-	25,950,275	-	\$ 25,950,275	\$ 25,897,255
Totals	\$ -	\$ 25,950,275	\$ -	\$ 25,950,275	\$ 25,897,255

EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT						
DEBT SERVICE Department 99						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 678,040	\$ 1,212,057	\$ 678,040	\$ 2,548,314	\$ -	0%
<b>REVENUE</b>						
601 REAL PROPERTY TAXES	\$ 21,202,109	\$ 23,665,072	\$ 21,202,109	\$ 19,310,736	\$ -	0%
602 PERSONAL PROPERTY TAXES	1,488,505	-	1,488,505	992,029	-	0%
603 PAYMENTS IN LIEU OF TAXES	790,712	748,073	790,712	601,098	-	0%
650 MISCELLANEOUS REVENUE	400,000	400,000	400,000	400,000	-	0%
680 TRANSFERS IN FROM OTHER FUNDS	1,986,807	1,986,807	1,986,807	2,045,078	-	0%
Subtotal	\$ 25,868,133	\$ 26,799,952	\$ 25,868,133	\$ 23,348,941	\$ -	0%
<b>EXPENDITURES</b>						
SUPPLIES AND SERVICES						
875 BONDS AND RELATED EXPENSE	25,963,695	25,963,695	25,963,695	25,950,275	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	-	-	-	-	-	0%
Subtotal	\$ 25,963,695	\$ 25,963,695	\$ 25,963,695	\$ 25,950,275	\$ -	0%
Total Expenditures	\$ 25,963,695	\$ 25,963,695	\$ 25,963,695	\$ 25,950,275	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (95,562)	\$ 836,257	\$ (95,562)	\$ (2,601,334)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ 582,478	\$ 2,048,314	\$ 582,478	\$ (53,020)	\$ -	0%

**TOTAL BUDGET BY PROGRAM**

**DEBT SERVICE**  
Agency 990

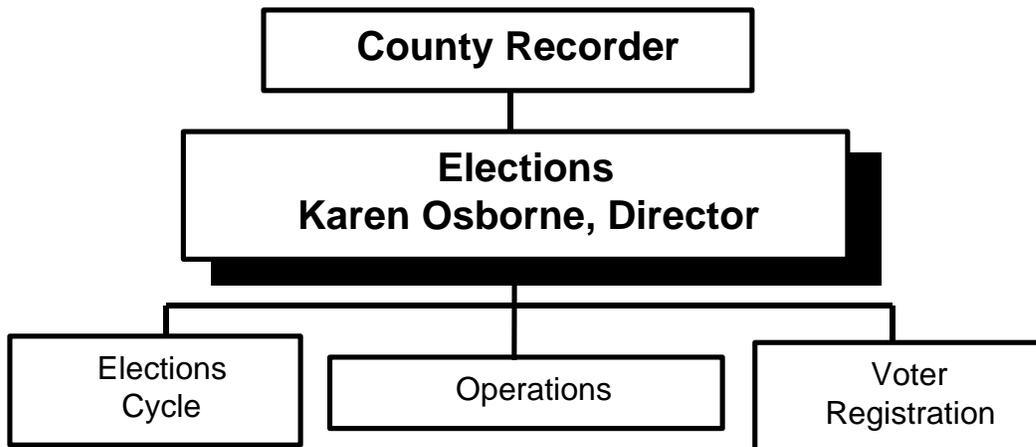
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
9910	G.O. DEBT SERVICE	\$ -	\$ 25,950,275	\$ -	\$ 25,950,275	\$ 25,897,255
<b>Totals:</b>		<b>\$ -</b>	<b>\$ 25,950,275</b>	<b>\$ -</b>	<b>\$ 25,950,275</b>	<b>\$ 25,897,255</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**DEBT SERVICE**  
Agency 990

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 678,040	\$ 1,212,057	\$ 678,040	\$ 2,548,314	\$ 1,870,274	276%
<b>REVENUE</b>						
601 REAL PROPERTY TAXES	\$ 21,202,109	\$ 23,665,072	\$ 21,202,109	\$ 19,310,736	\$ (1,891,373)	-9%
602 PERSONAL PROPERTY TAXES	1,488,505	-	1,488,505	992,029	(496,476.00)	-33%
603 PAYMENTS IN LIEU OF TAXES	790,712	748,073	790,712	601,098	(189,614.00)	-24%
650 MISCELLANEOUS REVENUE	400,000	400,000	400,000	400,000	-	0%
680 TRANSFERS IN FROM OTHER FUNDS	1,986,807	1,986,807	1,986,807	2,045,078	58,271.00	3%
Total Revenue	\$ 25,868,133	\$ 26,799,952	\$ 25,868,133	\$ 23,348,941	\$ (2,519,192)	-10%
Total Resources	\$ 26,546,173	\$ 28,012,009	\$ 26,546,173	\$ 25,897,255	\$ (648,918)	-2%
<b>EXPENDITURES</b>						
<b>SUPPLIES AND SERVICES</b>						
875 BONDS AND RELATED EXPENSE	25,963,695	25,963,695	25,963,695	25,950,275	13,420	0%
Subtotal	\$ 25,963,695	\$ 25,963,695	\$ 25,963,695	\$ 25,950,275	\$ 13,420	0%
Total Expenditures	\$ 25,963,695	\$ 25,963,695	\$ 25,963,695	\$ 25,950,275	\$ 13,420	0%
Operating Balance (Rev. - Exp.)	\$ (95,562)	\$ 836,257	\$ (95,562)	\$ (2,601,334)	\$ 2,505,772	-2622%
Ending Fund Balance (Resources - Exp.)	\$ 582,478	\$ 2,048,314	\$ 582,478	\$ (53,020)	\$ 635,498	109%

## elections (21)



### mission

Conduct elections with accuracy and consistency in accordance with Federal and State requirements while serving the voting needs of a diverse, expanding voter population base.

### program goals

Plan for and implement a Geographical Information System (GIS), effectively supporting on-going registration verification. Provide convenient, accessible early voting sites and polling places according to Americans with Disabilities Act (ADA) standards. Ease the voting process while assuring compliance with all Federal and State requirements. Expand voter outreach programs. Continue to assist the disabled community by sharing resources, improving services and affirming our commitment to respond to their special voting needs. Expand our election services to all cities, towns, school districts and special election districts as provided for in Intergovernmental Agreements. Educate candidates, expedite compliance with campaign filing and finance requirements and enforce the filing and finance laws to assure an equitable opportunity to campaign for office. Maintain accurate voter registration records to afford all eligible voters an opportunity to vote. Obtain and retain adequate staff, records, equipment and supplies to conduct elections with accuracy and consistency in accordance with Federal and State requirements.

### community impact

We provide election services to all eligible residents of Maricopa County who wish to participate in jurisdictional, County, State or Federal elections, encourage participation in the electoral process among all eligible citizens and those who will be eligible in the future, and ensure fair elections in compliance with all applicable laws and regulations.

### performance measures

Performance Measure	FY 96-97	FY 97-98	FY98-99 (Est.)	FY99-00 (Proj)
Number of early votes	186,392		195,083	
Number of early voting ballots requests	234,650		231,441	
Number of elections	41	57	125	60
Number of votes cast	825,217		586,090	
Precincts	953	1,004	1,004	1,004
Registered voters	1,310,865	1,326,609	1,360,000	1,425,000
Registrations processed	97,289	113,767	104,000	130,000

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

ELECTIONS  
Department 21

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	2,377,289	4,599,657	1,275,128	\$ 8,252,074	\$ 2,115,980
Totals	\$ 2,377,289	\$ 4,599,657	\$ 1,275,128	\$ 8,252,074	\$ 2,115,980

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

ELECTIONS  
Department 21

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
<b>REVENUE</b>						
620 INTERGOVERNMENTAL	1,605,000	2,177,000	1,605,000	715,000	-	0%
635 FEES & CHARGES	20,500	46,700	20,500	15,000	-	0%
637 FINES & FORFEITS	-	10,300	-	-	-	-
650 MISCELLANEOUS REVENUE	5,000	10,000	5,000	1,385,980	-	0%
Subtotal	\$ 1,630,500	\$ 2,244,000	\$ 1,630,500	\$ 2,115,980	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,609,404	\$ 1,540,000	\$ 1,618,985	\$ 1,630,119	\$ -	0%
705 TEMPORARY PAY	910,288	546,500	910,288	217,210	-	0%
710 SPECIAL PAY	100,000	380,000	100,000	129,709	-	0%
750 FRINGE BENEFITS	434,649	395,500	437,189	372,868	-	0%
780 SALARY ADJUSTMENTS	42,718	-	30,602	39,668	-	0%
790 OTHER PERSONAL SERVICES	2,238	6,942	2,233	-	-	-
797 PERSONNEL SAVINGS (NEG)	(33,744)	-	(33,744)	(12,285)	-	0%
Subtotal	\$ 3,065,553	\$ 2,868,942	\$ 3,065,553	\$ 2,377,289	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 69,000	\$ 120,000	\$ 69,000	\$ 407,345	\$ -	0%
805 CONTRACTUAL SERVICES	2,094,211	1,953,000	2,094,211	1,861,395	-	0%
807 HEALTH CARE SERVICES	-	350	-	-	-	-
810 LEGAL	15,000	2,800	15,000	8,000	-	0%
815 INSURANCE	500	120	500	500	-	0%
820 RENT	766,150	750,000	766,150	523,963	-	0%
825 REPAIRS AND MAINTENANCE	5,000	2,900	5,000	34,500	-	0%
826 FACILITIES MGMT DISCRETIONARY	100	13,900	100	100	-	0%
829 FUEL	3,600	4,890	3,600	1,500	-	0%
830 TELECOM DISCRETIONARY	40,000	40,650	40,000	30,000	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	2,200	-	2,200	-	-	-
842 EDUCATION	25,500	11,840	25,500	20,500	-	0%
843 TRANSPORTATION/SHIPPING	68,000	58,500	68,000	16,700	-	0%
850 UTILITIES	1,500	4,300	1,500	1,500	-	0%
860 MISCELLANEOUS EXPENSE	1,372,520	1,584,303	1,372,520	1,693,654	-	0%
Subtotal	\$ 4,463,281	\$ 4,547,553	\$ 4,463,281	\$ 4,599,657	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	1,164,828	1,277,167	1,164,828	1,275,128	-	0%
Subtotal	\$ 1,164,828	\$ 1,277,167	\$ 1,164,828	\$ 1,275,128	\$ -	0%
<b>Total Expenditures</b>	<b>\$ 8,693,662</b>	<b>\$ 8,693,662</b>	<b>\$ 8,693,662</b>	<b>\$ 8,252,074</b>	<b>\$ -</b>	<b>0%</b>
Operating Balance (Rev. - Exp.)	\$ (7,063,162)	\$ (6,449,662)	\$ (7,063,162)	\$ (6,136,094)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (7,063,162)	\$ (6,449,662)	\$ (7,063,162)	\$ (6,136,094)	\$ -	0%

POSITION DISTRIBUTION		
Dept	WORKING TITLE	FTE
21 ELECTIONS	ADMINISTRATIVE ASSTNT II	1
	ADMINISTRATIVE ASSTNT III	2
	ADMINISTRATIVE COORD II	3
	ADMINISTRATIVE COORD III	1
	BUILDING OPERATIONS SUPDT	1
	DATA OPERATIONS CLERK I	10
	DATA OPERATIONS CLERK II	6
	DATA OPERATIONS SUPERVISR	3
	ELCTNSASSTDIR FOR PBLCAFR	1
	ELECTION AIDE	2
	ELECTION SPECIALIST I	7
	ELECTION TECHNICIAN I	2
	ELECTION TECHNICIAN II	1
	ELECTIONS COORDINATOR	3
	ELECTIONS DIRECTOR	1
	ELECTIONS MANAGER	2
	FINANCIAL ANALYST	1
	INFO TECH PGRM COORD	1
	MANAGEMENT ANALYST III	1
	NEW TECHNCIAL PERSON	1
	PROGRAMMER-ANALYST II	2
	RECORDER EXECUTIVE ASST	1
	SYSTEMS & PROGRAMMING MGR	1
21 Total		54

maricopa county

# strategies 2000

**TOTAL BUDGET BY PROGRAM**

**ELECTIONS**  
Agency 210

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
2110	OPERATIONS	\$ 1,403,245	\$ 1,065,387	\$ -	\$ 2,468,632	\$ 1,385,980
2120	ELECTION CYCLE	\$ 310,122	\$ 2,969,859	\$ 1,275,128	\$ 4,555,109	\$ 715,000
2130	VOTER REGISTRATION	\$ 663,922	\$ 564,411	\$ -	\$ 1,228,333	\$ 15,000
<b>Totals:</b>		<b>\$ 2,377,289</b>	<b>\$ 4,599,657</b>	<b>\$ 1,275,128</b>	<b>\$ 8,252,074</b>	<b>\$ 2,115,980</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**ELECTIONS**  
Agency 210

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
620 INTERGOVERNMENTAL	1,605,000	2,177,000	1,605,000	715,000	(890,000.00)	-55%
635 FEES & CHARGES	20,500	46,700	20,500	15,000	(5,500.00)	-27%
637 FINES & FORFEITS	-	10,300	-	-	-	
650 MISCELLANEOUS REVENUE	5,000	10,000	5,000	1,385,980	1,380,980.00	27620%
Total Revenue	\$ 1,630,500	\$ 2,244,000	\$ 1,630,500	\$ 2,115,980	\$ 485,480	30%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,609,404	\$ 1,540,000	\$ 1,618,985	\$ 1,630,119	\$ (11,134)	-1%
705 TEMPORARY PAY	910,288	546,500	910,288	217,210	693,078	76%
710 SPECIAL PAY	100,000	380,000	100,000	129,709	(29,709)	-30%
750 FRINGE BENEFITS	434,649	395,500	437,189	372,868	64,321	15%
780 SALARY ADJUSTMENTS	42,718	-	30,602	39,668	(9,066)	-30%
790 OTHER PERSONAL SERVICES	2,238	6,942	2,233	-	2,233	100%
797 PERSONNEL SAVINGS (NEG)	(33,744)	-	(33,744)	(12,285)	(21,459)	64%
Subtotal	\$ 3,065,553	\$ 2,868,942	\$ 3,065,553	\$ 2,377,289	\$ 688,264	22%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 69,000	\$ 120,000	\$ 69,000	\$ 407,345	\$ (338,345)	-490%
805 CONTRACTUAL SERVICES	2,094,211	1,953,000	2,094,211	1,861,395	232,816	11%
807 HEALTH CARE SERVICES	-	350	-	-	-	
810 LEGAL	15,000	2,800	15,000	8,000	7,000	47%
815 INSURANCE	500	120	500	500	-	0%
820 RENT	766,150	750,000	766,150	523,963	242,187	32%
825 REPAIRS AND MAINTENANCE	5,000	2,900	5,000	34,500	(29,500)	-590%
826 FACILITIES MGMT DISCRETIONARY	100	13,900	100	100	-	0%
829 FUEL	3,600	4,890	3,600	1,500	2,100	58%
830 TELECOM DISCRETIONARY	40,000	40,650	40,000	30,000	10,000	25%
834 BASE LEVEL EQ SERVICES CHARGES	2,200	-	2,200	-	2,200	100%
842 EDUCATION	25,500	11,840	25,500	20,500	5,000	20%
843 TRANSPORTATION/SHIPPING	68,000	58,500	68,000	16,700	51,300	75%
850 UTILITIES	1,500	4,300	1,500	1,500	-	0%
860 MISCELLANEOUS EXPENSE	1,372,520	1,584,303	1,372,520	1,693,654	(321,134)	-23%
Subtotal	\$ 4,463,281	\$ 4,547,553	\$ 4,463,281	\$ 4,599,657	\$ (136,376)	-3%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	1,164,828	1,277,167	1,164,828	1,275,128	(110,300)	-9%
Subtotal	\$ 1,164,828	\$ 1,277,167	\$ 1,164,828	\$ 1,275,128	\$ (110,300)	-9%
Total Expenditures	\$ 8,693,662	\$ 8,693,662	\$ 8,693,662	\$ 8,252,074	\$ 441,588	5%
Operating Balance (Rev. - Exp.)	\$ (7,063,162)	\$ (6,449,662)	\$ (7,063,162)	\$ (6,136,094)	\$ (927,068)	13%

# eliminations (98)

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY					
ELIMINATIONS Department 98					
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
Eliminations	(31,570,403)	(408,342,974)	-	(439,913,377)	(439,913,377)
Totals	\$ (31,570,403)	\$ (408,342,974)	\$ -	\$ (439,913,377)	\$ (439,913,377)

EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT						
ELIMINATIONS Department 98						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
REVENUE						
615 GRANTS	(379,000)	(379,000)	(379,000)	(475,381)	-	0%
635 FEES & CHARGES	(30,252,711)	(30,252,711)	(30,252,711)	(31,570,403)	-	0%
636 INTERNAL SERVICE CHARGES	(24,782,887)	(24,782,887)	(24,932,887)	(38,375,224)	-	0%
640 PATIENT CHARGES	(40,707,215)	(40,707,215)	(40,707,215)	(47,811,146)	-	0%
680 TRANSFERS IN FROM OTHER FUNDS	(109,669,885)	(109,669,885)	(182,314,983)	(321,681,223)	213,987.00	0%
Subtotal	\$ (205,791,698)	\$ (205,791,698)	\$ (278,586,796)	\$ (439,913,377)	\$ 213,987	0%
<b>EXPENDITURES</b>						
PERSONAL SERVICES						
796 P S INTER-FUND CHARGES	(30,252,711)	(30,252,711)	(30,252,711)	(31,570,403)	-	0%
Subtotal	\$ (30,252,711)	\$ (30,252,711)	\$ (30,252,711)	\$ (31,570,403)	\$ -	0%
SUPPLIES AND SERVICES						
805 CONTRACTUAL SERVICES	(379,000)	(379,000)	(379,000)	(475,381)	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	(24,782,887)	(24,782,887)	(24,782,887)	(38,375,224)	-	0%
845 SUPPORT AND CARE OF PERSONS	(40,707,215)	(40,707,215)	(40,707,215)	(47,811,146)	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	(109,669,885)	(109,669,885)	(182,314,983)	(321,681,223)	(213,987)	0%
Subtotal	\$ (175,538,987)	\$ (175,538,987)	\$ (248,184,085)	\$ (408,342,974)	\$ (213,987)	0%
CAPITAL OUTLAY						
920 EQUIPMENT	-	-	(150,000)	-	-	-
Subtotal	\$ -	\$ -	\$ (150,000)	\$ -	\$ -	-
Total Expenditures	\$ (205,791,698)	\$ (205,791,698)	\$ (278,586,796)	\$ (439,913,377)	\$ (213,987)	0%
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Ending Fund Balance (Resources - Exp.)	\$ -	\$ -	\$ -	\$ -	\$ -	-

**TOTAL BUDGET BY PROGRAM**

**ELIMINATIONS**

Agency 981

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
0980	ELIMINATIONS	\$ (31,570,403)	\$ (408,342,974)	\$ -	\$ (439,913,377)	\$ (439,913,377)
<b>Totals:</b>		<b>\$ (31,570,403)</b>	<b>\$ (408,342,974)</b>	<b>\$ -</b>	<b>\$ (439,913,377)</b>	<b>\$ (439,913,377)</b>

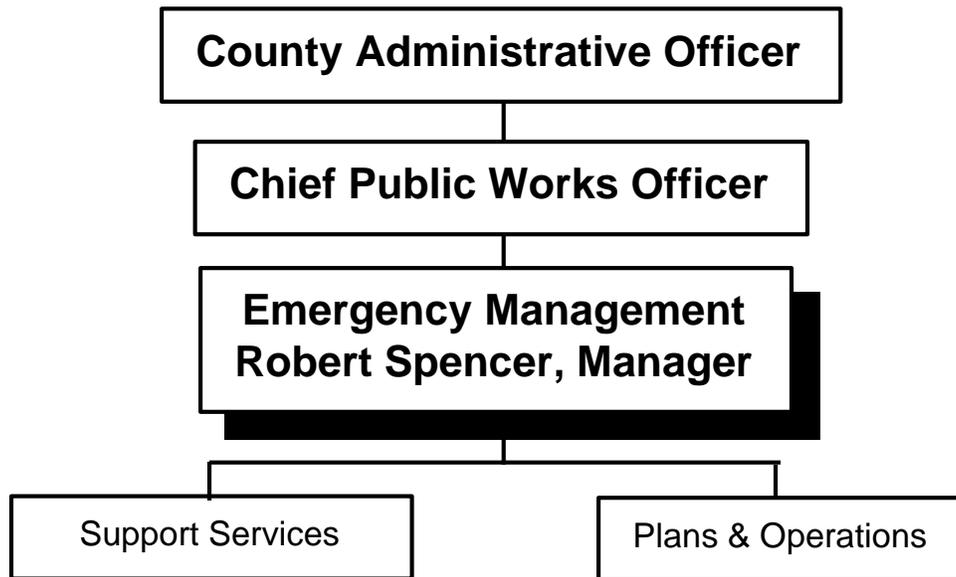
**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**ELIMINATIONS**

Agency 981

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
615 GRANTS	(379,000)	(379,000)	(379,000)	(475,381)	(96,381.00)	25%
635 FEES & CHARGES	(30,252,711)	(30,252,711)	(30,252,711)	(31,570,403)	(1,317,692.00)	4%
636 INTERNAL SERVICE CHARGES	(24,782,887)	(24,782,887)	(24,932,887)	(38,375,224)	(13,442,337.00)	54%
640 PATIENT CHARGES	(40,707,215)	(40,707,215)	(40,707,215)	(47,811,146)	(7,103,931.00)	17%
680 TRANSFERS IN FROM OTHER FUNDS	(109,669,885)	(109,669,885)	(182,314,983)	(321,681,223)	(139,366,240.00)	76%
Total Revenue	\$ (205,791,698)	\$ (205,791,698)	\$ (278,586,796)	\$ (439,913,377)	\$ (161,326,581)	58%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
796 P S INTER-FUND CHARGES	(30,252,711)	(30,252,711)	(30,252,711)	(31,570,403)	1,317,692	-4%
Subtotal	\$ (30,252,711)	\$ (30,252,711)	\$ (30,252,711)	\$ (31,570,403)	\$ 1,317,692	-4%
<b>SUPPLIES AND SERVICES</b>						
805 CONTRACTUAL SERVICES	(379,000)	(379,000)	(379,000)	(475,381)	96,381	-25%
834 BASE LEVEL EQ SERVICES CHARGES	(24,782,887)	(24,782,887)	(24,782,887)	(38,375,224)	13,592,337	-55%
845 SUPPORT AND CARE OF PERSONS	(40,707,215)	(40,707,215)	(40,707,215)	(47,811,146)	7,103,931	-17%
880 TRANSFERS OUT TO OTHER FUNDS	(109,669,885)	(109,669,885)	(182,314,983)	(321,681,223)	139,366,240	-76%
Subtotal	\$ (175,538,987)	\$ (175,538,987)	\$ (248,184,085)	\$ (408,342,974)	\$ 160,158,889	-65%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	-	-	(150,000)	-	(150,000)	100%
Subtotal	\$ -	\$ -	\$ (150,000)	\$ -	\$ (150,000)	100%
Total Expenditures	\$ (205,791,698)	\$ (205,791,698)	\$ (278,586,796)	\$ (439,913,377)	\$ 161,326,581	-58%
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ -	\$ -	\$ -	-

## emergency management (15)



### mission

To ensure the greatest possible survival of the population, protection of property and continuity of government in the event of national security, technological or natural disaster.

### program goals

Develop and maintain county-level emergency operations plans that meet or exceed mandated state and federal requirements and are approved by the Board of Supervisors. Maintain the county emergency operations center (EOC), including all necessary communications and warning systems, in a status that will enable it to be immediately activated and used as the central coordination point of the county's response to major emergencies and disaster. Provide the core group of the emergency staff, which coordinates the county's response to major emergencies and disasters. Provide administrative support for the Maricopa County Local Emergency Planning Committee (LEPC), maintaining records on reportable quantities of hazardous materials stored at approximately 1275 sites in the county and ensuring that information about these sites in the county is available upon request to the community. Plan for, exercise, and, if necessary, respond to radiation releases affecting the population surrounding the Palo Verde Nuclear Generating Station. Assist cities and towns with which the department has intergovernmental agreements in developing, publishing, and exercising their emergency operations plans. Conduct outreach activities such as tours, briefings, and seminars to educate the public about potential hazards and how to prepare for them.

### community impact

The protection of life and prevention of damage to property are assured through a comprehensive, all-hazards program to effectively respond to and recover from a national security, technological or natural disaster. The Maricopa County Emergency Operations Plan, outlines procedures for all County governmental agencies to effectively respond to both peacetime and wartime disasters. Emergency operations are implemented through the County Emergency Operations Center staffed by departmental personnel and other County agencies. Evacuation and sheltering operations for an emergency or disaster at the Palo Verde Nuclear Generating Station are coordinated by County agencies from the County Emergency Operations Center in conjunction with Federal and State governmental entities. The department maintains records of all reportable levels of extremely hazardous materials in the County under SARA Title III, and is made available to both the public and response agencies.


**performance measures**

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
County emergency Plans updated	0	2	1	1
City/town emergency plans updated	6	7	2	6
County exercises	3	5	4	4
Municipal/industry exercises	0	10	6	10
Disaster coordinators meetings	8	11	4	4
Medical Alert System exercises	1	3	4	4
Disaster Preparedness briefings	48	93	45	45
Hospital/nursing home drills	11	5	10	4
LEPC meetings conducted	6	8	4	4
Tier II reports processed	938	1,268	1,335	1,335

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY						
EMERGENCY MANAGEMENT Department 15						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue	
General	113,422	61,611	-	\$ 175,033	\$ -	
Special Revenue	621,133	202,957	27,123	\$ 851,213	\$ 851,213	
Totals	\$ 734,555	\$ 264,568	\$ 27,123	\$ 1,026,246	\$ 851,213	

EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT						
EMERGENCY MANAGEMENT Department 15						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
<b>REVENUE</b>						
615 GRANTS	183,744	86,899	183,744	178,331	-	0%
620 INTERGOVERNMENTAL	664,542	664,542	664,542	672,882	-	0%
Subtotal	\$ 848,286	\$ 751,441	\$ 848,286	\$ 851,213	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 454,434	\$ 432,973	\$ 450,228	\$ 483,402	\$ -	0%
710 SPECIAL PAY	70,537	62,050	70,037	71,400	-	0%
750 FRINGE BENEFITS	83,598	79,944	83,138	100,645	-	0%
780 SALARY ADJUSTMENTS	12,905	1,900	18,071	12,085	-	0%
790 OTHER PERSONAL SERVICES	69,980	69,980	69,980	67,023	-	0%
Subtotal	\$ 691,454	\$ 646,847	\$ 691,454	\$ 734,555	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 108,929	\$ 77,500	\$ 108,929	\$ 122,690	\$ -	0%
805 CONTRACTUAL SERVICES	42,272	29,500	42,272	14,887	-	0%
810 LEGAL	500	500	500	500	-	0%
820 RENT	14,868	13,168	14,868	19,868	-	0%
825 REPAIRS AND MAINTENANCE	29,800	22,450	29,800	23,089	-	0%
826 FACILITIES MGMT DISCRETIONARY	100	100	100	200	-	0%
829 FUEL	1,800	1,026	1,800	2,819	-	0%
830 TELECOM DISCRETIONARY	200	4,500	200	31,217	-	0%
839 OTHER INTERNAL SVCS CHARGES	10,000	10,000	10,000	9,800	-	0%
841 EMPLOYEE TRAVEL	14,000	14,000	14,000	14,890	-	0%
842 EDUCATION	16,028	15,000	16,028	16,000	-	0%
850 UTILITIES	3,500	3,000	3,500	3,500	-	0%
860 MISCELLANEOUS EXPENSE	5,000	4,500	5,000	5,000	-	0%
Subtotal	\$ 246,997	\$ 195,244	\$ 246,997	\$ 264,568	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	60,484	51,000	60,484	27,123	-	0%
Subtotal	\$ 60,484	\$ 51,000	\$ 60,484	\$ 27,123	\$ -	0%
Total Expenditures	\$ 998,935	\$ 893,091	\$ 998,935	\$ 1,026,246	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (150,649)	\$ (141,650)	\$ (150,649)	\$ (175,033)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (150,649)	\$ (141,650)	\$ (150,649)	\$ (175,033)	\$ -	0%



POSITION DISTRIBUTION		
Dept	Working Title	FTE
15 EMERGENCY MANAGEMENT	ADMINISTRATIVE ASSTNT II	2
	ADMINISTRATIVE ASSTNT III	1
	ADMINISTRATIVE COORD V	1
	EMERGENCY MANAGEMENT MGR	1
	EMERGENCY SRVCS PLNR II	6
	EMERGENCY SRVCS PLNR III	1
	EMERGENCY SVCS MAINT WKR	1
	SECRETARY	1
15 Total		14

maricopa county

**strategies 2000**



TOTAL BUDGET BY PROGRAM						
EMERGENCY MANAGEMENT						
Agency 150						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1510	EMERGENCY MANAGEMENT	\$ 113,422	\$ 61,611	\$ -	\$ 175,033	\$ -
<b>Totals:</b>		<b>\$ 113,422</b>	<b>\$ 61,611</b>	<b>\$ -</b>	<b>\$ 175,033</b>	<b>\$ -</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
EMERGENCY MANAGEMENT						
Agency 150						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 74,240	\$ 71,367	\$ 74,958	\$ 80,208	(5,250)	-7%
710 SPECIAL PAY	11,000	4,500	10,500	13,200	(2,700)	-26%
750 FRINGE BENEFITS	13,727	13,757	13,807	18,009	(4,202)	-30%
780 SALARY ADJUSTMENTS	2,109	1,400	1,811	2,005	(194)	-11%
Subtotal	\$ 101,076	\$ 91,024	\$ 101,076	\$ 113,422	(12,346)	-12%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 9,476	\$ 8,500	\$ 9,476	\$ 5,080	4,396	46%
805 CONTRACTUAL SERVICES	16,800	16,500	16,800	12,387	4,413	26%
826 FACILITIES MGMT DISCRETIONARY	100	100	100	200	(100)	-100%
827 MATERIAL MGMT DISCRETIONARY	-	-	-	108	(108)	
829 FUEL	1,800	1,026	1,800	2,819	(1,019)	-57%
830 TELECOM DISCRETIONARY	200	4,500	200	31,217	(31,017)	#####
839 OTHER INTERNAL SVCS CHARGES	10,000	10,000	10,000	9,800	200	2%
Subtotal	\$ 38,376	\$ 40,626	\$ 38,376	\$ 61,611	(23,235)	-61%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	11,197	10,000	11,197	-	11,197	100%
Subtotal	\$ 11,197	\$ 10,000	\$ 11,197	\$ -	11,197	100%
<b>Total Expenditures</b>	<b>\$ 150,649</b>	<b>\$ 141,650</b>	<b>\$ 150,649</b>	<b>\$ 175,033</b>	<b>(24,384)</b>	<b>-16%</b>

**TOTAL BUDGET BY PROGRAM**

**EMERGENCY MANAGEMENT**

Agency 151

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1530	EMERGENCY MANAGEMENT GRANT	\$ 407,404	\$ 186,599	\$ 12,000	\$ 606,003	\$ 606,003
<b>Totals:</b>		<b>\$ 407,404</b>	<b>\$ 186,599</b>	<b>\$ 12,000</b>	<b>\$ 606,003</b>	<b>\$ 606,003</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**EMERGENCY MANAGEMENT**

Agency 151

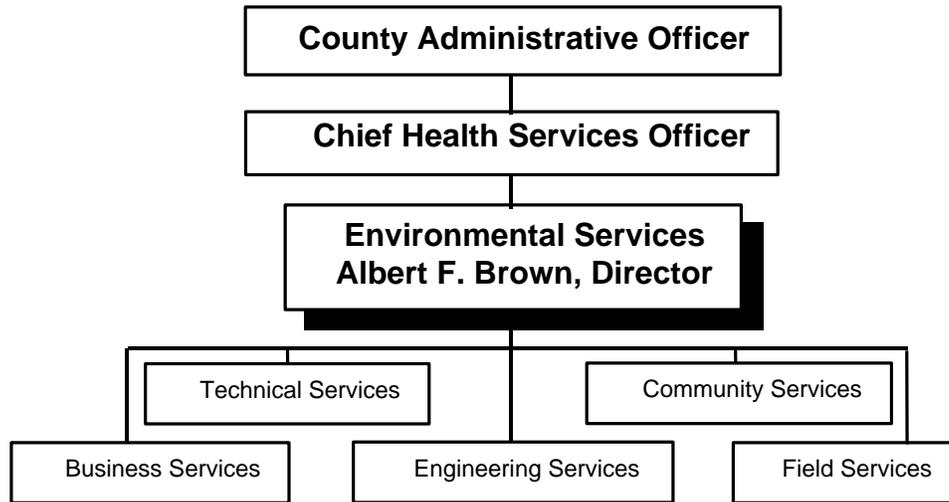
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
615 GRANTS	148,120	68,835	148,120	150,185	2,065.00	1%
620 INTERGOVERNMENTAL	449,811	449,811	449,811	455,818	6,007.00	1%
Total Revenue	\$ 597,931	\$ 518,646	\$ 597,931	\$ 606,003	\$ 8,072	1%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 278,862	\$ 267,896	\$ 281,560	\$ 301,874	\$ (20,314)	-7%
710 SPECIAL PAY	32,000	32,000	32,000	37,000	(5,000)	-16%
750 FRINGE BENEFITS	51,546	48,700	51,844	60,983	(9,139)	-18%
780 SALARY ADJUSTMENTS	7,858	500	4,862	7,547	(2,685)	-55%
Subtotal	\$ 370,266	\$ 349,096	\$ 370,266	\$ 407,404	\$ (37,138)	-10%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 87,206	\$ 60,900	\$ 87,206	\$ 113,810	\$ (26,604)	-31%
805 CONTRACTUAL SERVICES	25,472	13,000	25,472	2,500	22,972	90%
810 LEGAL	500	500	500	500	-	0%
820 RENT	13,500	11,800	13,500	18,500	(5,000)	-37%
825 REPAIRS AND MAINTENANCE	28,000	20,650	28,000	21,289	6,711	24%
841 EMPLOYEE TRAVEL	11,200	11,200	11,200	11,500	(300)	-3%
842 EDUCATION	13,000	12,000	13,000	13,000	-	0%
850 UTILITIES	500	-	500	500	-	0%
860 MISCELLANEOUS EXPENSE	5,000	4,500	5,000	5,000	-	0%
Subtotal	\$ 184,378	\$ 134,550	\$ 184,378	\$ 186,599	\$ (2,221)	-1%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	43,287	35,000	43,287	12,000	31,287	72%
Subtotal	\$ 43,287	\$ 35,000	\$ 43,287	\$ 12,000	\$ 31,287	72%
Total Expenditures	\$ 597,931	\$ 518,646	\$ 597,931	\$ 606,003	\$ (8,072)	-1%
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ -	\$ -	\$ -	-



TOTAL BUDGET BY PROGRAM						
EMERGENCY MANAGEMENT						
Agency 152						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1520	PALO VERDE	\$ 213,729	\$ 16,358	\$ 15,123	\$ 245,210	\$ 245,210
<b>Totals:</b>		<b>\$ 213,729</b>	<b>\$ 16,358</b>	<b>\$ 15,123</b>	<b>\$ 245,210</b>	<b>\$ 245,210</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
EMERGENCY MANAGEMENT						
Agency 152						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
603 PAYMENTS IN LIEU OF TAXES	-	8	-	-	-	
615 GRANTS	35,624	18,064	35,624	28,146	(7,478.00)	-21%
620 INTERGOVERNMENTAL	214,731	214,731	214,731	217,064	2,333.00	1%
<b>Total Revenue</b>	<b>\$ 250,355</b>	<b>\$ 232,803</b>	<b>\$ 250,355</b>	<b>\$ 245,210</b>	<b>\$ (5,145)</b>	<b>-2%</b>
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 101,332	\$ 93,710	\$ 93,710	\$ 101,320	\$ (7,610)	-8%
710 SPECIAL PAY	27,537	25,550	27,537	21,200	6,337	23%
750 FRINGE BENEFITS	18,325	17,487	17,487	21,653	(4,166)	-24%
780 SALARY ADJUSTMENTS	2,938	-	11,398	2,533	8,865	78%
790 OTHER PERSONAL SERVICES	69,980	69,980	69,980	67,023	2,957	4%
<b>Subtotal</b>	<b>\$ 220,112</b>	<b>\$ 206,727</b>	<b>\$ 220,112</b>	<b>\$ 213,729</b>	<b>\$ 6,383</b>	<b>3%</b>
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 12,247	\$ 8,100	\$ 12,247	\$ 3,800	\$ 8,447	69%
820 RENT	1,368	1,368	1,368	1,368	-	0%
825 REPAIRS AND MAINTENANCE	1,800	1,800	1,800	1,800	-	0%
841 EMPLOYEE TRAVEL	2,800	2,800	2,800	3,390	(590)	-21%
842 EDUCATION	3,028	3,000	3,028	3,000	28	1%
850 UTILITIES	3,000	3,000	3,000	3,000	-	0%
<b>Subtotal</b>	<b>\$ 24,243</b>	<b>\$ 20,068</b>	<b>\$ 24,243</b>	<b>\$ 16,358</b>	<b>\$ 7,885</b>	<b>33%</b>
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	6,000	6,000	6,000	15,123	(9,123)	-152%
<b>Subtotal</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>	<b>\$ 15,123</b>	<b>\$ (9,123)</b>	<b>-152%</b>
<b>Total Expenditures</b>	<b>\$ 250,355</b>	<b>\$ 232,795</b>	<b>\$ 250,355</b>	<b>\$ 245,210</b>	<b>\$ 5,145</b>	<b>2%</b>
<b>Operating Balance (Rev. - Exp.)</b>	<b>\$ -</b>	<b>\$ 8</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

## environmental services (88)



### mission

To protect and improve quality of life through responsive and effective environmental management.

### program goals

Maintain five-year business plan. Ensure a productive workforce via - Workload analysis, Job satisfaction, Supervisor Training, Employee training, Emotional commitment, and Safety. Computer compatibility to ensure modern cost effective public administration. Improve our credibility and enhance our Department's image. Provide mandated environmental services.

### community impact

The Environmental Services Department through its enforcement of environmental laws and regulations helps provide a healthy and safe environment - clean air, safe drinking water, sanitary food service, and approved waste disposal - to the residents and visitors to Maricopa County.

### performance measures

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY98-99 (Est.)</u>	<u>FY99-00 (Proj)</u>
Trip Reduction Surveys Completed	587,468	616,000	646,000	678,300
Environmental Health Permits Issued	12,979	13,500	13,900	14,300
Air Permits Issued	3,500	3,500	3,600	3,600
Engineering Plans Reviewed	4,244	4,448	4,500	4,600
Environmental Health Inspections	52,541	57,541	58,284	60,513
Air Quality Inspection				

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY						
ENVIRONMENTAL SERVICES Department 88						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue	
General	443,712	184,308	16,244	\$ 644,264	\$ -	
Special Revenue	10,740,766	4,939,970	561,753	\$ 16,242,489	\$ 18,161,015	
Totals	\$ 11,184,478	\$ 5,124,278	\$ 577,997	\$ 16,886,753	\$ 18,161,015	

EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT						
ENVIRONMENTAL SERVICES Department 88						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES:</b>						
BEGINNING FUND BALANCE	\$ 1,536,188	\$ 2,979,158	\$ 1,536,188	\$ 2,979,158	\$ -	0%
<b>REVENUE</b>						
610 LICENSES AND PERMITS	11,244,958	9,279,628	11,244,958	9,902,000	-	0%
615 GRANTS	2,967,743	4,309,075	2,979,206	4,336,657	-	0%
620 INTERGOVERNMENTAL	490	-	490	-	-	-
635 FEES & CHARGES	300,000	358,000	300,000	360,000	-	0%
637 FINES & FORFEITS	105,000	121,200	105,000	101,200	-	0%
650 MISCELLANEOUS REVENUE	433,500	469,000	433,500	482,000	-	0%
Subtotal	\$ 15,051,691	\$ 14,536,903	\$ 15,063,154	\$ 15,181,857	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 8,357,100	\$ 7,469,178	\$ 8,600,305	\$ 8,883,378	\$ -	0%
705 TEMPORARY PAY	109,271	68,653	109,270	47,000	-	0%
710 SPECIAL PAY	5,000	6,500	4,445	248,507	-	0%
750 FRINGE BENEFITS	1,684,043	1,520,702	1,693,736	1,848,978	-	0%
780 SALARY ADJUSTMENTS	451,196	43,035	199,163	564,538	-	0%
790 OTHER PERSONAL SERVICES	309	-	-	-	-	-
797 PERSONNEL SAVINGS (NEG)	(248,647)	(24,713)	(248,647)	(407,923)	-	0%
Subtotal	\$ 10,358,272	\$ 9,083,355	\$ 10,358,272	\$ 11,184,478	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 490,341	\$ 286,952	\$ 507,157	\$ 413,566	\$ -	0%
802 MEDICAL SUPPLIES	7,225	3,000	8,725	11,100	-	0%
805 CONTRACTUAL SERVICES	1,200,970	1,170,170	1,213,170	2,247,946	-	0%
807 HEALTH CARE SERVICES	13,500	2,500	13,500	-	-	-
820 RENT	628,123	601,943	628,123	774,122	-	0%
825 REPAIRS AND MAINTENANCE	141,250	60,375	145,875	162,775	-	0%
826 FACILITIES MGMT DISCRETIONARY	4,000	2,000	4,000	4,000	-	0%
827 MATERIAL MGMT DISCRETIONARY	34,600	24,775	34,700	24,550	-	0%
828 MOTOR POOL	3,827	3,000	3,827	3,827	-	0%
829 FUEL	31,769	31,500	35,420	24,769	-	0%
830 TELECOM DISCRETIONARY	26,286	18,500	26,286	21,000	-	0%
832 COUNTY COUNSEL	131,200	131,200	131,200	171,284	-	0%
833 EMPLOYEE BENEFITS ADMIN	22,838	22,838	22,838	28,808	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	87,096	61,000	83,345	74,108	-	0%
835 EQUIPMENT REPLACEMENT	-	-	-	15,000	-	0%
836 RISK MANAGEMENT	-	-	-	63,596	-	0%
837 BASE LEVEL TELECOM	225,846	225,846	225,846	241,914	-	0%
838 TELECOM WIRELESS SYSTEMS	-	-	-	1,875	-	0%
841 EMPLOYEE TRAVEL	44,000	12,000	44,000	12,750	-	0%
842 EDUCATION	59,900	23,400	61,500	69,050	-	0%
843 TRANSPORTATION/SHIPPING	204,915	114,200	209,415	157,208	-	0%
850 UTILITIES	6,000	5,000	6,000	6,000	-	0%
860 MISCELLANEOUS EXPENSE	85,623	64,823	85,623	125,148	-	0%
872 S S INTER-FUND CREDIT (NEG)	(357,672)	(357,672)	(357,672)	(474,959)	-	0%
873 S S INTERFUND CHARGES	525,317	361,603	525,317	474,959	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	586,761	586,761	586,761	469,882	-	0%
Subtotal	\$ 4,203,715	\$ 3,455,714	\$ 4,244,956	\$ 5,124,278	\$ -	0%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	10,000	10,000	10,000	-	-	-
920 EQUIPMENT	637,167	383,506	650,006	439,510	-	0%
930 TRANSPORTATION	40,000	28,000	40,000	138,487	-	0%
Subtotal	\$ 687,167	\$ 421,506	\$ 700,006	\$ 577,997	\$ -	0%
Total Expenditures	\$ 15,249,154	\$ 12,960,575	\$ 15,303,234	\$ 16,886,753	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (197,463)	\$ 1,576,328	\$ (240,080)	\$ (1,704,896)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ 1,338,725	\$ 4,555,486	\$ 1,296,108	\$ 1,274,262	\$ -	0%

<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>Working Title</b>	<b>FTE</b>
88	ENVIRONMENTAL SERVICES	
	ACCOUNT CLERK III	1
	ADMINISTRATIVE ASSTNT I	5
	ADMINISTRATIVE ASSTNT II	11
	ADMINISTRATIVE ASSTNT III	2
	ADMINISTRATIVE COORD I	2
	ADMINISTRATIVE COORD II	12
	ADMINISTRATIVE COORD IV	3
	ADMINISTRATIVE COORD V	1
	ADMINISTRATIVE COORD VI	1
	ADMINISTRATOR II	1
	AIR QUALITY INSTR TECH I	5
	AIR QUALITY INSTR TECH II	3
	AIR QUALITY INSTRUMENT TECH I	1
	AIR QUALITY MONT PROG COORD	1
	ASSOCIATE DATABASE ANLYST	1
	CHEMIST	1
	CIVIL ENGINEER	5
	CLERK II	2
	CLERK III	1
	CLERK IV	18
	EARTH MOVING UNIT MANAGER	1
	ENGINEERING-PLANNING MGR	1
	ENVIRNMNTL ENGRG SPEC I	6
	ENVIRNMNTL ENGRG SPEC II	7
	ENVIRNMNTL ENGRG SPEC III	15
	ENVIRON SVCS DIR	1
	ENVIRONMENT SPECIALIST I	4
	ENVIRONMENTAL HEALTH AIDE	2.5
	ENVIRONMENTAL HEALTH SPEC	51
	ENVIRONMENTAL SERVCS MGR	2
	ENVIRONMENTAL SERVCS PLNR	7
	ENVIRONMENTL HLTH LD SPEC	26
	ENVIRONMNTL FLD SVCS MGR	1
	ENVRN INSPECTOR I	17.41
	ENVRN INSPECTOR II	5.5
	ENVRNMNTL HLTH SUPERVISR	2
	ENVRNMNTL HLTH-ENGRG MGR	11
	INTEGRATD SYS DSGN ANL II	1
	MANAGEMENT ANALYST II	1
	MANAGEMENT ANALYST III	3
	MANAGEMENT ANALYST IV	1
	OFFICE SUPERVISOR I	3
	PROGRAM COORDINATOR I	5.25
	PROGRAMMER-ANALYST I	1
	PROJECT MANAGER	1
	SECRETARY	4
	SENIOR SYSTEMS PROGRAMMER	1
	VECTOR CONTROL OFFCR I	6
	VECTOR CONTROL OFFCR II	2
88	Total	266.66



TOTAL BUDGET BY PROGRAM						
ENVIRONMENTAL SERVICES						
Agency 880						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
8825	VEHICLE RETROFIT PROGRAM	\$ 36,992	\$ 13,008	\$ -	\$ 50,000	\$ -
8851	EH-FIELD SVCS VECTOR CONTROL	\$ 275,060	\$ 129,476	\$ 16,244	\$ 420,780	\$ -
8853	EH-FIELD SVCS WILDCAT DUMPING	\$ 49,977	\$ 26,100	\$ -	\$ 76,077	\$ -
8854	EH-FIELD SVCS NUISANCE COMPLIA	\$ 81,683	\$ 15,724	\$ -	\$ 97,407	\$ -
<b>Totals:</b>		<b>\$ 443,712</b>	<b>\$ 184,308</b>	<b>\$ 16,244</b>	<b>\$ 644,264</b>	<b>\$ -</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
ENVIRONMENTAL SERVICES							
Agency 880							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
701	REGULAR PAY	\$ 347,297	\$ 310,264	\$ 347,305	\$ 369,084	\$ (21,779)	-6%
710	SPECIAL PAY	4,000	5,500	4,000	3,301	699	17%
750	FRINGE BENEFITS	72,081	67,080	71,943	73,538	(1,595)	-2%
780	SALARY ADJUSTMENTS	7,924	-	8,363	11,067	(2,704)	-32%
790	OTHER PERSONAL SERVICES	309	-	-	-	-	
797	PERSONNEL SAVINGS (NEG)	(10,769)	-	(10,769)	(13,278)	2,509	-23%
	<b>Subtotal</b>	<b>\$ 420,842</b>	<b>\$ 382,844</b>	<b>\$ 420,842</b>	<b>\$ 443,712</b>	<b>\$ (22,870)</b>	<b>-5%</b>
<b>SUPPLIES AND SERVICES</b>							
801	GENERAL SUPPLIES	\$ 37,000	\$ 21,300	\$ 29,400	\$ 24,600	\$ 4,800	16%
802	MEDICAL SUPPLIES	600	500	2,100	600	1,500	71%
805	CONTRACTUAL SERVICES	5,000	3,000	7,000	2,000	5,000	71%
820	RENT	6,580	5,000	6,580	8,080	(1,500)	-23%
825	REPAIRS AND MAINTENANCE	10,000	7,000	10,000	10,000	-	0%
827	MATERIAL MGNT DISCRETIONARY	-	75	100	100	-	0%
828	MOTOR POOL	827	-	827	827	-	0%
829	FUEL	14,769	15,000	18,420	14,769	3,651	20%
830	TELECOM DISCRETIONARY	6,500	2,000	6,500	6,500	-	0%
834	BASE LEVEL EQ SERVICES CHARGES	27,705	16,000	23,954	18,824	5,130	21%
842	EDUCATION	2,600	3,500	4,200	5,400	(1,200)	-29%
843	TRANSPORTATION/SHIPPING	6,500	6,200	9,000	7,708	1,292	14%
860	MISCELLANEOUS EXPENSE	2,800	1,500	2,800	-	2,800	100%
873	S S INTERFUND CHARGES	80,933	84,864	80,933	84,900	(3,967)	-5%
	<b>Subtotal</b>	<b>\$ 201,814</b>	<b>\$ 165,939</b>	<b>\$ 201,814</b>	<b>\$ 184,308</b>	<b>\$ 17,506</b>	<b>9%</b>
<b>CAPITAL OUTLAY</b>							
920	EQUIPMENT	20,000	15,000	20,000	16,244	3,756	19%
	<b>Subtotal</b>	<b>\$ 20,000</b>	<b>\$ 15,000</b>	<b>\$ 20,000</b>	<b>\$ 16,244</b>	<b>\$ 3,756</b>	<b>19%</b>
	<b>Total Expenditures</b>	<b>\$ 642,656</b>	<b>\$ 563,783</b>	<b>\$ 642,656</b>	<b>\$ 644,264</b>	<b>\$ (1,608)</b>	<b>0%</b>

**TOTAL BUDGET BY PROGRAM**

**ENVIRONMENTAL SERVICES**

Agency 881

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
8823	ISTEA GRANT #6	\$ 71,684	\$ 40,000	\$ -	\$ 111,684	\$ 111,684
8824	ISTEA GRANT #7	\$ -	\$ 898,316	\$ -	\$ 898,316	\$ 898,316
8826	TRIP REDUCTION GRANT	\$ 373,293	\$ 575,282	\$ -	\$ 948,575	\$ 948,575
8827	LAWN MOWER EMISSIONS GRANT	\$ 36,890	\$ 377,992	\$ -	\$ 414,882	\$ 414,882
8828	ISTEA	\$ 336,130	\$ 573,870	\$ -	\$ 910,000	\$ 910,000
8845	ADOT AIR QUALITY IMPRV MNT #2	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000
8847	AIR POLLUTION FEDERAL GRANT 99	\$ 120,610	\$ 97,216	\$ 16,676	\$ 234,502	\$ 234,502
8849	AIR POLLUTION FEDERAL GRANT 98	\$ 377,021	\$ 291,647	\$ 50,030	\$ 718,698	\$ 718,698
<b>Totals:</b>		<b>\$ 1,315,628</b>	<b>\$ 2,854,323</b>	<b>\$ 166,706</b>	<b>\$ 4,336,657</b>	<b>\$ 4,336,657</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**ENVIRONMENTAL SERVICES**

Agency 881

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
615 GRANTS	2,952,743	4,309,075	2,964,206	4,336,657	1,372,451.00	46%
Total Revenue	\$ 2,952,743	\$ 4,309,075	\$ 2,964,206	\$ 4,336,657	\$ 1,372,451	46%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,028,042	\$ 1,030,011	\$ 1,030,861	\$ 1,085,057	\$ (54,196)	-5%
705 TEMPORARY PAY	16,654	16,653	16,653	10,000	6,653	40%
710 SPECIAL PAY	1,000	1,000	445	1,250	(805)	-181%
750 FRINGE BENEFITS	222,550	218,269	218,379	225,867	(7,488)	-3%
780 SALARY ADJUSTMENTS	33,130	35,443	35,038	32,756	2,282	7%
797 PERSONNEL SAVINGS (NEG)	(24,713)	(24,713)	(24,713)	(39,302)	14,589	-59%
Subtotal	\$ 1,276,663	\$ 1,276,663	\$ 1,276,663	\$ 1,315,628	\$ (38,965)	-3%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 81,236	\$ 105,652	\$ 105,652	\$ 159,866	\$ (54,214)	-51%
802 MEDICAL SUPPLIES	1,500	1,500	1,500	7,500	(6,000)	-400%
805 CONTRACTUAL SERVICES	908,470	918,670	918,670	1,890,446	(971,776)	-106%
820 RENT	57,078	57,078	57,078	135,679	(78,601)	-138%
825 REPAIRS AND MAINTENANCE	47,000	51,625	51,625	90,375	(38,750)	-75%
827 MATERIAL MGNT DISCRETIONARY	3,500	3,500	3,500	5,000	(1,500)	-43%
828 MOTOR POOL	3,000	3,000	3,000	3,000	-	0%
829 FUEL	7,000	7,000	7,000	5,000	2,000	29%
830 TELECOM DISCRETIONARY	-	-	-	5,000	(5,000)	
834 BASE LEVEL EQ SERVICES CHARGES	12,000	12,000	12,000	12,000	-	0%
835 EQUIPMENT REPLACEMENT	-	-	-	15,000	(15,000)	
841 EMPLOYEE TRAVEL	11,000	10,000	11,000	3,750	7,250	66%
842 EDUCATION	4,950	5,950	4,950	15,500	(10,550)	-213%
843 TRANSPORTATION/SHIPPING	10,000	12,000	12,000	16,000	(4,000)	-33%
850 UTILITIES	5,000	5,000	5,000	5,000	-	0%
860 MISCELLANEOUS EXPENSE	30,823	30,823	30,823	95,148	(64,325)	-209%
873 S S INTERFUND CHARGES	276,739	276,739	276,739	390,059	(113,320)	-41%
Subtotal	\$ 1,459,296	\$ 1,500,537	\$ 1,500,537	\$ 2,854,323	\$ (1,353,786)	-90%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	174,167	187,006	187,006	166,706	20,300	11%
Subtotal	\$ 174,167	\$ 187,006	\$ 187,006	\$ 166,706	\$ 20,300	11%
Total Expenditures	\$ 2,910,126	\$ 2,964,206	\$ 2,964,206	\$ 4,336,657	\$ (1,372,451)	-46%
Operating Balance (Rev. - Exp.)	\$ 42,617	\$ 1,344,869	\$ -	\$ -	\$ -	

TOTAL BUDGET BY PROGRAM						
ENVIRONMENTAL SERVICES						
Agency 882						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
8811	EA BUSINESS SERVICES	\$ 375,244	\$ -	\$ -	\$ 375,244	\$ 4,493,193
8819	ENVIRON SERV	\$ -	\$ 368,163	\$ -	\$ 368,163	\$ -
8821	EA - COMPLAINTS MANAGEMENT	\$ 30,552	\$ 1,500	\$ -	\$ 32,052	\$ -
8822	EA - SMALL BUSINESS ASST. PROG	\$ 133,454	\$ 6,250	\$ -	\$ 139,704	\$ -
8823	ISTEA GRANT #6	\$ 126,970	\$ -	\$ -	\$ 126,970	\$ -
8833	EA - ENGINEERING AIR PERMITS	\$ 659,160	\$ -	\$ -	\$ 659,160	\$ -
8842	EH TECHNICAL SERVICES ADMIN	\$ 777,674	\$ 178,500	\$ -	\$ 956,174	\$ -
8844	EH PLANNING & ANALYSIS	\$ 216,093	\$ -	\$ -	\$ 216,093	\$ -
8852	EH FIELD SVCS ADMIN	\$ 933,278	\$ -	\$ -	\$ 933,278	\$ -
<b>Totals:</b>		<b>\$ 3,252,425</b>	<b>\$ 554,413</b>	<b>\$ -</b>	<b>\$ 3,806,838</b>	<b>\$ 4,493,193</b>

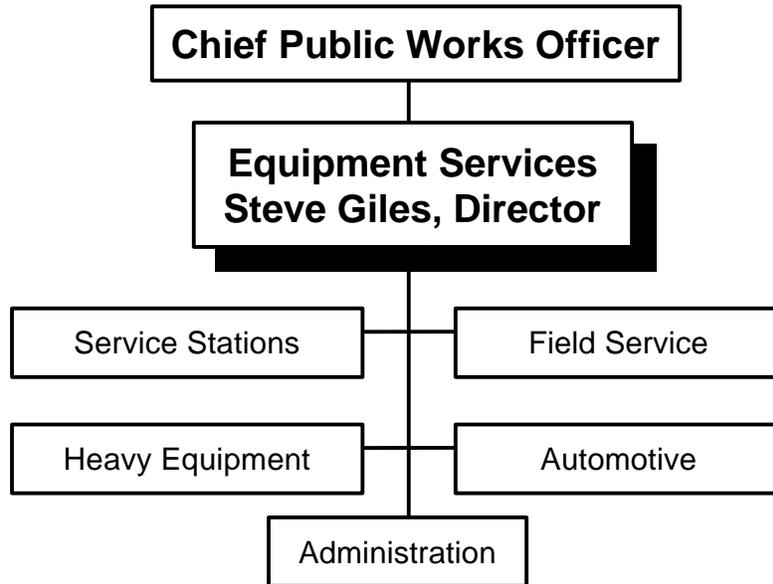
EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
ENVIRONMENTAL SERVICES						
Agency 882						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	Total 500 and 5000,124	\$ 624,193	\$ 460,124	\$ 624,193	\$ 164,069	36%
<b>REVENUE</b>						
610 LICENSES AND PERMITS	5,098,443	3,368,000	5,098,443	3,754,000	(1,344,443.00)	-26%
637 FINES & FORFEITS	105,000	120,000	105,000	100,000	(5,000.00)	-5%
650 MISCELLANEOUS REVENUE	16,000	6,000	16,000	15,000	(1,000.00)	-6%
Total Revenue	\$ 5,219,443	\$ 3,494,000	\$ 5,219,443	\$ 3,869,000	\$ (1,350,443)	-26%
Total Resources	\$ 5,679,567	\$ 4,118,193	\$ 5,679,567	\$ 4,493,193	\$ (1,186,374)	-21%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 2,680,335	\$ 2,042,706	\$ 2,697,615	\$ 2,490,386	\$ 207,229	8%
705 TEMPORARY PAY	4,800	-	4,800	-	4,800	100%
750 FRINGE BENEFITS	534,194	405,711	529,820	520,101	9,719	2%
780 SALARY ADJUSTMENTS	71,980	-	59,074	379,051	(319,977)	-542%
797 PERSONNEL SAVINGS (NEG)	(86,083)	-	(86,083)	(137,113)	51,030	-59%
Subtotal	\$ 3,205,226	\$ 2,448,417	\$ 3,205,226	\$ 3,252,425	\$ (47,199)	-1%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 218,725	\$ 20,000	\$ 218,725	\$ 28,500	\$ 190,225	87%
802 MEDICAL SUPPLIES	4,625	1,000	4,625	2,500	2,125	46%
805 CONTRACTUAL SERVICES	49,500	43,500	49,500	125,000	(75,500)	-153%
807 HEALTH CARE SERVICES	13,500	2,500	13,500	-	13,500	100%
820 RENT	199,866	176,766	199,866	160,000	39,866	20%
825 REPAIRS AND MAINTENANCE	30,000	-	30,000	20,000	10,000	33%
826 FACILITIES MGMT DISCRETIONARY	2,000	2,000	2,000	2,000	-	0%
827 MATERIAL MGMT DISCRETIONARY	20,000	9,000	20,000	15,000	5,000	25%
829 FUEL	-	-	-	500	(500)	-
830 TELECOM DISCRETIONARY	18,286	1,500	18,286	6,500	11,786	64%
832 COUNTY COUNSEL	65,600	65,600	65,600	85,622	(20,022)	-31%
833 EMPLOYEE BENEFITS ADMIN	11,419	11,419	11,419	14,404	(2,985)	-26%
834 BASE LEVEL EQ SERVICES CHARGES	5,000	-	5,000	14,000	(9,000)	-180%
836 RISK MANAGEMENT	-	-	-	31,798	(31,798)	-
837 BASE LEVEL TELECOM	112,923	112,923	112,923	120,957	(8,034)	-7%
841 EMPLOYEE TRAVEL	23,000	2,000	23,000	4,000	19,000	83%
842 EDUCATION	20,000	6,000	20,000	15,250	4,750	24%
843 TRANSPORTATION/SHIPPING	94,520	15,000	94,520	35,000	59,520	63%
850 UTILITIES	1,000	-	1,000	1,000	-	0%
860 MISCELLANEOUS EXPENSE	46,000	22,500	46,000	27,500	18,500	40%
872 S S INTER-FUND CREDIT (NEG)	(276,739)	(276,739)	(276,739)	(390,059)	113,320	-41%
873 S S INTERFUND CHARGES	167,645	-	167,645	-	167,645	100%
880 TRANSFERS OUT TO OTHER FUNDS	293,380	293,380	293,380	234,941	58,439	20%
Subtotal	\$ 1,120,250	\$ 508,349	\$ 1,120,250	\$ 554,413	\$ 565,837	51%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	207,500	-	207,500	-	207,500	100%
930 TRANSPORTATION	40,000	28,000	40,000	-	40,000	100%
Subtotal	\$ 247,500	\$ 28,000	\$ 247,500	\$ -	\$ 247,500	100%
Total Expenditures	\$ 4,572,976	\$ 2,984,766	\$ 4,572,976	\$ 3,806,838	\$ 766,138	17%
Operating Balance (Rev. - Exp.)	\$ 646,467	\$ 509,234	\$ 646,467	\$ 62,162	\$ 584,305	90%
Ending Fund Balance (Resources - Exp.)	\$ 1,106,591	\$ 1,133,427	\$ 1,106,591	\$ 686,355	\$ 420,236	38%



TOTAL BUDGET BY PROGRAM						
ENVIRONMENTAL SERVICES						
Agency 883						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
8811	EA BUSINESS SERVICES	\$ 650,913	\$ 179,875	\$ 395,047	\$ 1,225,835	\$ 9,331,165
8819	ENVIRON SERV	\$ -	\$ 890,146	\$ -	\$ 890,146	\$ -
8831	EH - ENGINEERING SVCS. ADMIN.	\$ 345,353	\$ 67,450	\$ -	\$ 412,803	\$ -
8832	EH - ENGINEERING PLAN REVIEW	\$ 144,332	\$ -	\$ -	\$ 144,332	\$ -
8833	EA - ENGINEERING AIR PERMITS	\$ 160,444	\$ -	\$ -	\$ 160,444	\$ -
8834	EH - ENGR. HEALTH PLAN REVIEW	\$ 221,130	\$ -	\$ -	\$ 221,130	\$ -
8835	EH-ENGR FIELD OPERATION	\$ 429,548	\$ -	\$ -	\$ 429,548	\$ -
8836	EH-ENGINEERING-SOLID WASTE	\$ 71,068	\$ -	\$ -	\$ 71,068	\$ -
8852	EH FIELD SVCS ADMIN	\$ 583,458	\$ 93,000	\$ -	\$ 676,458	\$ -
8853	EH-FIELD SVCS WILDCAT DUMPING	\$ 462,885	\$ 24,000	\$ -	\$ 486,885	\$ -
8854	EH-FIELD SVCS NUISANCE COMPLIA	\$ 579,108	\$ 83,306	\$ -	\$ 662,414	\$ -
8855	EA-FIELD SVCS WESTERN REGION	\$ 592,952	\$ 61,879	\$ -	\$ 654,831	\$ -
8856	EA-FIELD SVCS NORTHERN REGION	\$ 578,093	\$ 83,178	\$ -	\$ 661,271	\$ -
8857	EA - AIR COMPLIANCE	\$ 459,822	\$ 12,700	\$ -	\$ 472,522	\$ -
8858	EH DIVISION T & Q ASSURANCE	\$ 372,138	\$ 12,700	\$ -	\$ 384,838	\$ -
8859	EH DIVISION CENTRAL REGION	\$ 521,469	\$ 23,000	\$ -	\$ 544,469	\$ -
<b>Totals:</b>		<b>\$ 6,172,713</b>	<b>\$ 1,531,234</b>	<b>\$ 395,047</b>	<b>\$ 8,098,994</b>	<b>\$ 9,331,165</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
ENVIRONMENTAL SERVICES						
Agency 883						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	Total 500,000,004	\$ 2,354,965	\$ 1,076,064	\$ 2,354,965	\$ 1,278,901	119%
<b>REVENUE</b>						
610 LICENSES AND PERMITS	6,146,515	5,911,628	6,146,515	6,148,000	1,485.00	0%
615 GRANTS	15,000	-	15,000	-	(15,000.00)	-100%
620 INTERGOVERNMENTAL	490	-	490	-	(490.00)	-100%
635 FEES & CHARGES	300,000	358,000	300,000	360,000	60,000.00	20%
637 FINES & FORFEITS	-	1,200	-	1,200	1,200.00	-
650 MISCELLANEOUS REVENUE	417,500	463,000	417,500	467,000	49,500.00	12%
Total Revenue	\$ 6,879,505	\$ 6,733,828	\$ 6,879,505	\$ 6,976,200	\$ 96,695	1%
Total Resources	\$ 7,955,569	\$ 9,088,793	\$ 7,955,569	\$ 9,331,165	\$ 1,375,596	17%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 4,301,426	\$ 4,086,197	\$ 4,524,524	\$ 4,938,851	\$ (414,327)	-9%
705 TEMPORARY PAY	87,817	52,000	87,817	37,000	50,817	58%
710 SPECIAL PAY	-	-	-	243,956	(243,956)	-
750 FRINGE BENEFITS	855,218	829,642	873,594	1,029,472	(155,878)	-18%
780 SALARY ADJUSTMENTS	338,162	7,592	96,688	141,664	(44,976)	-47%
797 PERSONNEL SAVINGS (NEG)	(127,082)	-	(127,082)	(218,230)	91,148	-72%
Subtotal	\$ 5,455,541	\$ 4,975,431	\$ 5,455,541	\$ 6,172,713	\$ (717,172)	-13%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 153,380	\$ 140,000	\$ 153,380	\$ 200,600	\$ (47,220)	-31%
802 MEDICAL SUPPLIES	500	-	500	500	-	0%
805 CONTRACTUAL SERVICES	238,000	205,000	238,000	230,500	7,500	3%
820 RENT	364,599	363,099	364,599	470,363	(105,764)	-29%
825 REPAIRS AND MAINTENANCE	54,250	1,750	54,250	42,400	11,850	22%
826 FACILITIES MGMT DISCRETIONARY	2,000	-	2,000	2,000	-	0%
827 MATERIAL MGMT DISCRETIONARY	11,100	12,200	11,100	4,450	6,650	60%
829 FUEL	10,000	9,500	10,000	4,500	5,500	55%
830 TELECOM DISCRETIONARY	1,500	15,000	1,500	3,000	(1,500)	-100%
832 COUNTY COUNSEL	65,600	65,600	65,600	85,662	(20,062)	-31%
833 EMPLOYEE BENEFITS ADMIN	11,419	11,419	11,419	14,404	(2,985)	-26%
834 BASE LEVEL EQ SERVICES CHARGES	42,391	33,000	42,391	29,284	13,107	31%
836 RISK MANAGEMENT	-	-	-	31,798	(31,798)	-
837 BASE LEVEL TELECOM	112,923	112,923	112,923	120,957	(8,034)	-7%
838 TELECOM WIRELESS SYSTEMS	-	-	-	1,875	(1,875)	-
841 EMPLOYEE TRAVEL	10,000	-	10,000	5,000	5,000	50%
842 EDUCATION	32,350	7,950	32,350	32,900	(550)	-2%
843 TRANSPORTATION/SHIPPING	93,895	81,000	93,895	98,500	(4,605)	-5%
860 MISCELLANEOUS EXPENSE	6,000	10,000	6,000	2,500	3,500	58%
872 S S INTER-FUND CREDIT (NEG)	(80,933)	(80,933)	(80,933)	(84,900)	3,967	-5%
880 TRANSFERS OUT TO OTHER FUNDS	293,381	293,381	293,381	234,941	58,440	20%
Subtotal	\$ 1,422,355	\$ 1,280,889	\$ 1,422,355	\$ 1,531,234	\$ (108,879)	-8%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	10,000	10,000	10,000	-	10,000	100%
920 EQUIPMENT	235,500	181,500	235,500	256,560	(21,060)	-9%
930 TRANSPORTATION	-	-	-	138,487	(138,487)	-
Subtotal	\$ 245,500	\$ 191,500	\$ 245,500	\$ 395,047	\$ (149,547)	-61%
Total Expenditures	\$ 7,123,396	\$ 6,447,820	\$ 7,123,396	\$ 8,098,994	\$ (975,598)	-14%
Operating Balance (Rev. - Exp.)	\$ (243,891)	\$ 286,008	\$ (243,891)	\$ (1,122,794)	\$ 878,903	-360%
Ending Fund Balance (Resources - Exp.)	\$ 832,173	\$ 2,640,973	\$ 832,173	\$ 1,232,171	\$ (399,998)	-48%

## equipment services (74)



### mission

Our mission is to provide the highest quality customer service in the planning, maintaining and operating of facilities, equipment, and vehicles in a safe, efficient and environmentally responsible method.

### program goals

Provide planning, fiscal management, information services and support for the County fleet. Monitor and assure compliance with EPA and ADEQ regulations and requirements. Maintain equitable fuel management, cost and operation. Provide automotive, heavy equipment, and other parts and services support for the County fleet and various Equipment Services Division sections. Provide heavy equipment repair, in the shop, as well as coordinating outside vendor repairs to the County heavy equipment fleet to maximize heavy equipment vehicle availability. Develop, implement and monitor an equipment pool to maximize resource utilization.

### community impact

Many Maricopa County Departments depend on vehicles or equipment to provide their services to the citizens of Maricopa County. The community is impacted by the decisions that provide safe and reliable vehicles for County services.

### performance measures

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
Work Orders Completed	26,069	25,596	26,872	28,000
Miles Traveled	22,497,374	21,64,817	20,994,900	21,000,000
Fuel Consumption	2,000,000	2,085,564	2,100,000	2,105,000

## DEPARTMENTAL SUMMARY BY FUND TYPE &amp; CATEGORY

EQUIPMENT SERVICES  
Department 74

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
Internal Service	2,594,540	5,116,738	594,167	\$ 8,305,445	\$ 8,324,902
Totals	\$ 2,594,540	\$ 5,116,738	\$ 594,167	\$ 8,305,445	\$ 8,324,902

## EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT

EQUIPMENT SERVICES  
Department 74

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 357,202	\$ 397,167	\$ 387,176	\$ 397,167	\$ -	0%
<b>REVENUE</b>						
636 INTERNAL SERVICE CHARGES	7,925,467	7,800,000	7,925,467	7,927,735	-	0%
650 MISCELLANEOUS REVENUE	39,965	-	9,991	-	-	
Subtotal	\$ 7,965,432	\$ 7,800,000	\$ 7,935,458	\$ 7,927,735	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,918,660	\$ 1,930,988	\$ 1,973,476	\$ 1,966,698	\$ -	0%
705 TEMPORARY PAY	50,000	38,000	36,584	52,572	-	0%
710 SPECIAL PAY	122,558	84,599	117,772	133,898	-	0%
750 FRINGE BENEFITS	391,737	388,303	395,861	431,537	-	0%
780 SALARY ADJUSTMENTS	50,637	50,635	9,899	49,167	-	0%
797 PERSONNEL SAVINGS (NEG)	(44,158)	(39,480)	(44,158)	(39,332)	-	0%
Subtotal	\$ 2,489,434	\$ 2,453,045	\$ 2,489,434	\$ 2,594,540	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 2,665,534	\$ 2,522,855	\$ 2,665,534	\$ 2,315,100	\$ -	0%
805 CONTRACTUAL SERVICES	94,416	100,000	94,416	173,269	-	0%
820 RENT	3,000	10,000	3,000	7,000	-	0%
825 REPAIRS AND MAINTENANCE	1,597,800	1,690,500	1,597,800	1,785,261	-	0%
826 FACILITIES MGMT DISCRETIONARY	1,000	1,000	1,000	393	-	0%
827 MATERIAL MGMT DISCRETIONARY	1,000	500	1,000	1,000	-	0%
830 TELECOM DISCRETIONARY	3,291	3,291	3,291	7,042	-	0%
833 EMPLOYEE BENEFITS ADMIN	6,190	6,190	6,190	7,741	-	0%
836 RISK MANAGEMENT	22,247	22,247	22,247	37,872	-	0%
837 BASE LEVEL TELECOM	36,118	36,118	36,118	33,057	-	0%
842 EDUCATION	33,000	33,000	33,000	40,000	-	0%
850 UTILITIES	100,000	100,000	100,000	114,000	-	0%
860 MISCELLANEOUS EXPENSE	8,750	8,750	8,750	18,500	-	0%
873 S S INTERFUND CHARGES	6,329	6,329	6,329	12,200	-	0%
875 BONDS AND RELATED EXPENSE	79,030	79,030	79,030	95,265	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	511,390	511,390	511,390	469,038	-	0%
Subtotal	\$ 5,169,095	\$ 5,131,200	\$ 5,169,095	\$ 5,116,738	\$ -	0%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	77,500	77,500	77,500	92,000	-	0%
920 EQUIPMENT	189,438	189,460	189,438	105,000	-	0%
930 TRANSPORTATION	397,167	397,167	397,167	397,167	-	0%
Subtotal	\$ 664,105	\$ 664,127	\$ 664,105	\$ 594,167	\$ -	0%
Total Expenditures	\$ 8,322,634	\$ 8,248,372	\$ 8,322,634	\$ 8,305,445	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (357,202)	\$ (448,372)	\$ (387,176)	\$ (377,710)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ -	\$ (51,205)	\$ -	\$ 19,457	\$ -	0%

<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>WORKING TITLE</b>	<b>FTE</b>
74	EQUIPMENT SERVICES	
	ADMIN ASST	1
	ADMINISTRATIVE ASSTNT III	1
	ADMINISTRATIVE COORD I	1
	AUTOMTV&HVY EQP PARTS MGR	1
	AUTOMTV&HVY EQP PARTS SPC	3
	BUYER III	1
	CONTRACT COORDINATOR	1
	EQUIP SVCS DIRECTOR	1
	FINANCIAL SVCS ADMIN 3	1
	HEAVY EQUIPMENT MECHANIC	13
	MECHANIC	7
	MECHANIC ASSISTANT	1
	MECHANIC II	15
	MECHANIC II-SVC WRITER	1
	MECHANIC-WRECKER OPERATOR	1
	MECHANICAL ENGINEER	1
	PAYABLES CLERK	1
	RENTAL CLERK	1
	SERVICE WORKER II	1
SERVICE WORKER IV	1	
SERVICE WRITER	1	
TRADES SPECIALIST	1	
TRADES SUPERVISOR	4	
74	Total	60

**TOTAL BUDGET BY PROGRAM**

**EQUIPMENT SERVICES**

Agency 740

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3700	SCHOOLS SUMMARY	\$ 8	\$ -	\$ -	\$ 8	\$ -
7410	ADMINISTRATIVE	\$ 988,597	\$ 5,116,738	\$ 177,000	\$ 6,282,335	\$ 4,881,613
7420	HEAVY EQUIPMENT	\$ 343,750	\$ -	\$ 20,000	\$ 363,750	\$ 710,599
7430	AUTOMOTIVE	\$ 474,852	\$ -	\$ -	\$ 474,852	\$ 695,814
7440	FIELD SERVICE	\$ 465,546	\$ -	\$ -	\$ 465,546	\$ 756,837
7450	SERVICE STATIONS	\$ 239,514	\$ -	\$ -	\$ 239,514	\$ 712,202
7488	NEW VEHICLE GET READY-CONTRACT	\$ 82,281	\$ -	\$ -	\$ 82,281	\$ 170,670
<b>Totals:</b>		<b>\$ 2,594,548</b>	<b>\$ 5,116,738</b>	<b>\$ 197,000</b>	<b>\$ 7,908,286</b>	<b>\$ 7,927,735</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**EQUIPMENT SERVICES**

Agency 740

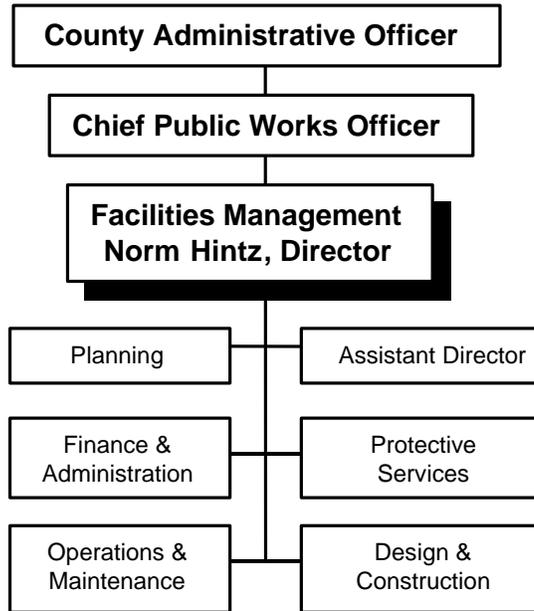
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
636 INTERNAL SERVICE CHARGES	7,925,467	7,800,000	7,925,467	7,927,735	2,268.00	0%
Total Revenue	\$ 7,925,467	\$ 7,800,000	\$ 7,925,467	\$ 7,927,735	\$ 2,268	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,918,660	\$ 1,930,988	\$ 1,973,476	\$ 1,966,698	\$ 6,778	0%
705 TEMPORARY PAY	50,000	38,000	36,584	52,572	(15,988)	-44%
710 SPECIAL PAY	122,558	84,599	117,772	133,898	(16,126)	-14%
750 FRINGE BENEFITS	391,737	388,303	395,861	431,537	(35,676)	-9%
780 SALARY ADJUSTMENTS	50,637	50,635	9,899	49,167	(39,268)	-397%
797 PERSONNEL SAVINGS (NEG)	(44,158)	(39,480)	(44,158)	(39,332)	(4,826)	11%
Subtotal	\$ 2,489,434	\$ 2,453,045	\$ 2,489,434	\$ 2,594,540	\$ (105,106)	-4%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 2,665,534	\$ 2,522,855	\$ 2,665,534	\$ 2,315,100	\$ 350,434	13%
805 CONTRACTUAL SERVICES	94,416	100,000	94,416	173,269	(78,853)	-84%
820 RENT	3,000	10,000	3,000	7,000	(4,000)	-133%
825 REPAIRS AND MAINTENANCE	1,597,800	1,690,500	1,597,800	1,785,261	(187,461)	-12%
826 FACILITIES MGMT DISCRETIONARY	1,000	1,000	1,000	393	607	61%
827 MATERIAL MGMT DISCRETIONARY	1,000	500	1,000	1,000	-	0%
830 TELECOM DISCRETIONARY	3,291	3,291	3,291	7,042	(3,751)	-114%
833 EMPLOYEE BENEFITS ADMIN	6,190	6,190	6,190	7,741	(1,551)	-25%
836 RISK MANAGEMENT	22,247	22,247	22,247	37,872	(15,625)	-70%
837 BASE LEVEL TELECOM	36,118	36,118	36,118	33,057	3,061	8%
842 EDUCATION	33,000	33,000	33,000	40,000	(7,000)	-21%
850 UTILITIES	100,000	100,000	100,000	114,000	(14,000)	-14%
860 MISCELLANEOUS EXPENSE	8,750	8,750	8,750	18,500	(9,750)	-111%
873 S S INTERFUND CHARGES	6,329	6,329	6,329	12,200	(5,871)	-93%
875 BONDS AND RELATED EXPENSE	79,030	79,030	79,030	95,265	(16,235)	-21%
880 TRANSFERS OUT TO OTHER FUNDS	511,390	511,390	511,390	469,038	42,352	8%
Subtotal	\$ 5,169,095	\$ 5,131,200	\$ 5,169,095	\$ 5,116,738	\$ 52,357	1%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	77,500	77,500	77,500	92,000	(14,500)	-19%
920 EQUIPMENT	189,438	189,460	189,438	105,000	84,438	45%
Subtotal	\$ 266,938	\$ 266,960	\$ 266,938	\$ 197,000	\$ 69,938	26%
Total Expenditures	\$ 7,925,467	\$ 7,851,205	\$ 7,925,467	\$ 7,908,278	\$ 17,189	0%
Operating Balance (Rev. - Exp.)	\$ -	\$ (51,205)	\$ -	\$ 19,457	\$ (19,457)	



TOTAL BUDGET BY PROGRAM						
EQUIPMENT SERVICES						
Agency 742						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
7490	MOTOR POOL-REPLACEMENT	\$ -	\$ -	\$ 397,167	\$ 397,167	\$ 397,167
<b>Totals:</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 397,167</b>	<b>\$ 397,167</b>	<b>\$ 397,167</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
EQUIPMENT SERVICES						
Agency 742						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 357,202	\$ 397,167	\$ 387,176	\$ 397,167	\$ 9,991	3%
<b>REVENUE</b>						
650 MISCELLANEOUS REVENUE	39,965	-	9,991	-	(9,991.00)	-100%
Total Revenue	\$ 39,965	\$ -	\$ 9,991	\$ -	\$ (9,991)	-100%
Total Resources	\$ 397,167	\$ 397,167	\$ 397,167	\$ 397,167	\$ -	0%
<b>EXPENDITURES</b>						
CAPITAL OUTLAY						
930 TRANSPORTATION	397,167	397,167	397,167	397,167	-	0%
Subtotal	\$ 397,167	\$ 397,167	\$ 397,167	\$ 397,167	\$ -	0%
Total Expenditures	\$ 397,167	\$ 397,167	\$ 397,167	\$ 397,167	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (357,202)	\$ (397,167)	\$ (387,176)	\$ (397,167)	\$ 9,991	-3%
Ending Fund Balance (Resources - Exp.)	\$ -	\$ -	\$ -	\$ -	\$ -	-

## facilities management (70)



### mission

To provide leadership and quality customer service to plan, design, construct, operate and maintain safe and efficient facilities for Maricopa County.

### program goals

Plan, schedule, implement and monitor the facilities Preventive Maintenance Program including Major Replacement/Upgrade projects.

Continue to redefine and monitor contracts to insure compliance with all laws and the procurement code in accordance with customer needs.

Develop a self-directed team concept among all employees.

### community impact

Maintenance will ensure that buildings are maintained at the level they were designed and constructed to ensure compliance with all building codes, OSHA, Health, EPA and other regulatory ordinances that will provide a safe and clean environment for all occupants and visitors in the buildings.

## performance measures

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY98-99 est.)</u>	<u>FY99-00 (Proj)</u>
Operations & Maintenance Division: Average # of Monthly Service Calls- Reactionary Maintenance - output	2,450	2,000	3,428	3,400
Design & Construction Division: # of work orders for jobs completed under \$16,500 output	N/A	N/A	400	450
Design & Construction Division: # of work orders completed for jobs over \$16,501 output	N/A	N/A	N/A	60
Operations & Maintenance Division: Average # of Monthly Service Calls- Preventative Maintenance - output			2400	5,767*
Operations & Maintenance Division: Average response time to reactionary service calls (efficiency)				Estimated 2 hours
Planning Division: # of building square footage that has been surveyed and recorded into Aperture Space Planning Software Program.			160,000	1,000,000
Finance/Administration Division: # of purchase card transactions per month			20	75
Finance/Administration Division: # of documents processed per month(JV's, RC's, RX's, Direct Pays, CAPA's)			1,100	1,150
Protective Services: Reduce the number of thefts, auto thefts and vandalism by 25% for the downtown facilities			40	30
Protective Services: Reduce the number of parking violators in the Madison Garage by 50%.			80	40
Departmental: Percentage of facilities meeting or exceeding all, OSHA, Health, EPA and other regulatory ordinances.			60%	65%
*based on funding being approved to expand program				

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

FACILITIES MANAGEMENT  
Department 70

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	6,578,004	13,335,369	133,179	\$ 20,046,552	\$ 21,472
Totals	\$ 6,578,004	\$ 13,335,369	\$ 133,179	\$ 20,046,552	\$ 21,472

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

FACILITIES MANAGEMENT  
Department 70

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
<b>REVENUE</b>						
636 INTERNAL SERVICE CHARGES	25,450	-	25,450	-	-	
650 MISCELLANEOUS REVENUE	213,000	170,000	213,000	21,472	-	0%
Subtotal	\$ 238,450	\$ 170,000	\$ 238,450	\$ 21,472	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 4,188,066	\$ 4,257,786	\$ 4,708,315	\$ 5,816,179	\$ -	0%
705 TEMPORARY PAY	173,280	66,000	165,505	25,000	-	0%
710 SPECIAL PAY	320,041	463,026	271,029	276,041	-	0%
750 FRINGE BENEFITS	924,761	939,089	1,004,420	1,246,068	-	0%
780 SALARY ADJUSTMENTS	107,455	24,883	30,284	131,332	-	0%
790 OTHER PERSONAL SERVICES	-	4,410	15,164	-	-	
795 P S INTER-FUND CREDIT (NEG)	(190,774)	(229,377)	(243,906)	(624,138)	-	0%
797 PERSONNEL SAVINGS (NEG)	(271,519)	(261,715)	(271,519)	(292,478)	-	0%
Subtotal	\$ 5,251,310	\$ 5,264,102	\$ 5,679,292	\$ 6,578,004	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 586,354	\$ 514,610	\$ 550,887	\$ 605,174	\$ -	0%
802 MEDICAL SUPPLIES	2,700	1,635	2,700	2,800	-	0%
805 CONTRACTUAL SERVICES	4,170,507	3,855,109	4,130,197	3,928,964	-	0%
820 RENT	24,000	20,561	23,618	20,000	-	0%
825 REPAIRS AND MAINTENANCE	1,041,439	1,387,889	1,049,176	1,799,468	-	0%
827 MATERIAL MGNT DISCRETIONARY	500	676	500	500	-	0%
828 MOTOR POOL	650	324	650	500	-	0%
829 FUEL	32,550	27,824	32,199	37,400	-	0%
830 TELECOM DISCRETIONARY	19,507	24,000	21,054	28,093	-	0%
841 EMPLOYEE TRAVEL	-	3,500	3,000	3,000	-	0%
842 EDUCATION	16,600	13,319	16,527	51,625	-	0%
843 TRANSPORTATION/SHIPPING	-	307	90	-	-	
850 UTILITIES	6,874,800	6,920,377	6,814,128	6,805,270	-	0%
860 MISCELLANEOUS EXPENSE	18,775	8,716	17,640	20,375	-	0%
873 S S INTERFUND CHARGES	31,000	26,000	21,000	32,200	-	0%
874 OTHER NEGATIVE ADJUSTMENTS	(25,450)	-	-	-	-	
Subtotal	\$ 12,793,932	\$ 12,804,847	\$ 12,683,366	\$ 13,335,369	\$ -	0%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	-	24,272	12,223	-	-	
920 EQUIPMENT	69,217	94,268	128,611	133,179	-	0%
Subtotal	\$ 69,217	\$ 118,540	\$ 140,834	\$ 133,179	\$ -	0%
Total Expenditures	\$ 18,114,459	\$ 18,187,489	\$ 18,503,492	\$ 20,046,552	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (17,876,009)	\$ (18,017,489)	\$ (18,265,042)	\$ (20,025,080)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (17,876,009)	\$ (18,017,489)	\$ (18,265,042)	\$ (20,025,080)	\$ -	0%

POSITION DISTRIBUTION			
Dept	WORKING TITLE	FTE	
70	FACILITIES MANAGEMENT	ACCOUNTANT II	1
		ACCOUNTING TECHNICIAN I	1
		ADMINISTRATIVE ASSTNT II	3
		ADMINISTRATIVE ASSTNT III	2
		ADMINISTRATIVE COORD I	2
		ADMINISTRATIVE COORD IV	4
		ASST. DIRECTOR	2
		CONTRACT SPECIALIST I	2
		CONTRACTS ASSISTANT	4
		CUSTODIAN SUPERVISOR	19
		DIRECTOR	1
		ENGINEERING DRFTNG SPC III	2
		ENVIRNMNTL ENGRG SPEC III	1
		FAC PRJCT ARCH/ENGR-SR	3
		FACILITIES ELECTRICAL ENG.	1
		FACILITIES PROJ COORD I	2
		FACILITIES PROJ COORD II	9
		FACILITIES TECHNICAL SPEC	5
		FINANCIAL SERVICs ADM III	1
		GENERAL SERVICES MANAGR	1
		HOUSEKEEPING MANAGER	1
		MECHANICAL ENGINEER	3
		PROGRAM COORDINATOR I	1
		PROJECT MANAGER	2
		PROJECTS COORDINATOR	1
		PROP MGT. SPECIALIST	2
		RATE ANALYST	1
		REAL ESTATE MANAGER	1
		SECURITY GUARD I	38
		SECURITY GUARD II	2
SYSTEMS ADMINISTRATOR I	2		
TRADES GENERALIST	10		
TRADES SPECIALIST	50		
TRADES SUPERVISOR	4		
70	Total	184	

**TOTAL BUDGET BY PROGRAM**

**FACILITIES MANAGEMENT**  
Agency 700

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
7010	ADMINISTRATION	\$ 1,083,288	\$ 570,544	\$ 94,932	\$ 1,748,764	\$ -
7020	OPERATIONS MAINT. & REPAIR	\$ 2,495,444	\$ 1,891,128	\$ 31,687	\$ 4,418,259	\$ -
7030	CUSTODIAL SERVICES-JAILS	\$ 599,062	\$ 405,000	\$ -	\$ 1,004,062	\$ -
7040	CONTRACT WRITERS	\$ 130,453	\$ 2,714,244	\$ -	\$ 2,844,697	\$ -
7050	ARCHITECTURAL & ENGINEERING SE	\$ 710,503	\$ 20,480	\$ 2,000	\$ 732,983	\$ -
7060	ENERGY MANAGEMENT	\$ 93,559	\$ 6,819,520	\$ -	\$ 6,913,079	\$ -
7070	SECURITY	\$ 1,006,931	\$ 65,320	\$ -	\$ 1,072,251	\$ -
7080	MLB-PARKING AGREEMENT	\$ 4,200	\$ -	\$ -	\$ 4,200	\$ 21,472
7091	PLANNING	\$ 224,925	\$ 5,650	\$ 2,000	\$ 232,575	\$ -
7092	PLANNING - REAL ESTATE	\$ 229,639	\$ 843,483	\$ 2,560	\$ 1,075,682	\$ -
<b>Totals:</b>		<b>\$ 6,578,004</b>	<b>\$ 13,335,369</b>	<b>\$ 133,179</b>	<b>\$ 20,046,552</b>	<b>\$ 21,472</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**FACILITIES MANAGEMENT**  
Agency 700

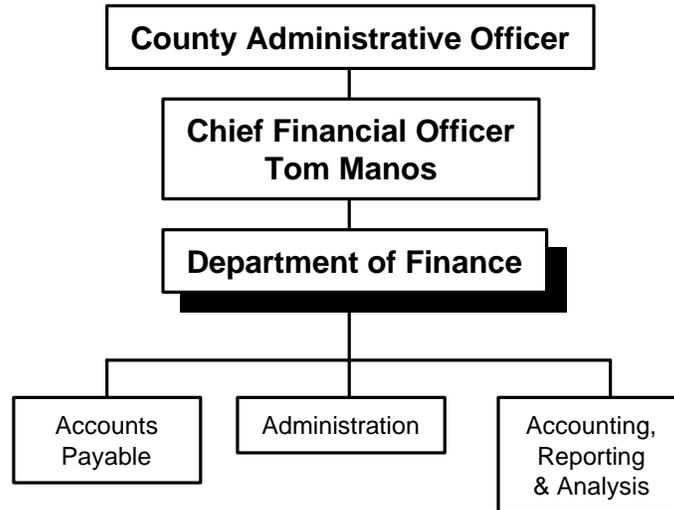
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
650 MISCELLANEOUS REVENUE	213,000	170,000	213,000	21,472	(191,528.00)	-90%
Total Revenue	\$ 213,000	\$ 170,000	\$ 213,000	\$ 21,472	\$ (191,528)	-90%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 4,188,066	\$ 4,257,786	\$ 4,708,315	\$ 5,816,179	\$ (1,107,864)	-24%
705 TEMPORARY PAY	173,280	66,000	165,505	25,000	140,505	85%
710 SPECIAL PAY	320,041	463,026	271,029	276,041	(5,012)	-2%
750 FRINGE BENEFITS	924,761	939,089	1,004,420	1,246,068	(241,648)	-24%
780 SALARY ADJUSTMENTS	107,455	24,883	30,284	131,332	(101,048)	-334%
790 OTHER PERSONAL SERVICES	-	4,410	15,164	-	15,164	100%
795 P S INTER-FUND CREDIT (NEG)	(190,774)	(229,377)	(243,906)	(624,138)	380,232	-156%
797 PERSONNEL SAVINGS (NEG)	(271,519)	(261,715)	(271,519)	(292,478)	20,959	-8%
Subtotal	\$ 5,251,310	\$ 5,264,102	\$ 5,679,292	\$ 6,578,004	\$ (898,712)	-16%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 586,354	\$ 514,610	\$ 550,887	\$ 605,174	\$ (54,287)	-10%
802 MEDICAL SUPPLIES	2,700	1,635	2,700	2,800	(100)	-4%
805 CONTRACTUAL SERVICES	4,170,507	3,855,109	4,130,197	3,928,964	201,233	5%
820 RENT	24,000	20,561	23,618	20,000	3,618	15%
825 REPAIRS AND MAINTENANCE	1,015,989	1,387,889	1,023,726	1,799,468	(775,742)	-76%
827 MATERIAL MGNT DISCRETIONARY	500	676	500	500	-	0%
828 MOTOR POOL	650	324	650	500	150	23%
829 FUEL	32,550	27,824	32,199	37,400	(5,201)	-16%
830 TELECOM DISCRETIONARY	19,507	24,000	21,054	28,093	(7,039)	-33%
841 EMPLOYEE TRAVEL	-	3,500	3,000	3,000	-	0%
842 EDUCATION	16,600	13,319	16,527	51,625	(35,098)	-212%
843 TRANSPORTATION/SHIPPING	-	307	90	-	90	100%
850 UTILITIES	6,874,800	6,920,377	6,814,128	6,805,270	8,858	0%
860 MISCELLANEOUS EXPENSE	18,775	8,716	17,640	20,375	(2,735)	-16%
873 S S INTERFUND CHARGES	31,000	26,000	21,000	32,200	(11,200)	-53%
874 OTHER NEGATIVE ADJUSTMENTS	(25,450)	-	-	-	-	-
Subtotal	\$ 12,768,482	\$ 12,804,847	\$ 12,657,916	\$ 13,335,369	\$ (677,453)	-5%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	-	24,272	12,223	-	12,223	100%
920 EQUIPMENT	69,217	94,268	128,611	133,179	(4,568)	-4%
Subtotal	\$ 69,217	\$ 118,540	\$ 140,834	\$ 133,179	\$ 7,655	5%
Total Expenditures	\$ 18,089,009	\$ 18,187,489	\$ 18,478,042	\$ 20,046,552	\$ (1,568,510)	-8%
Operating Balance (Rev. - Exp.)	\$ (17,876,009)	\$ (18,017,489)	\$ (18,265,042)	\$ (20,025,080)	\$ 1,760,038	-10%



TOTAL BUDGET BY PROGRAM						
FACILITIES MANAGEMENT						
Agency 702						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
<b>Totals:</b>		\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
FACILITIES MANAGEMENT						
Agency 702						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
636 INTERNAL SERVICE CHARGES	25,450	-	25,450	-	(25,450.00)	-100%
Total Revenue	\$ 25,450	\$ -	\$ 25,450	\$ -	\$ (25,450)	-100%
<b>EXPENDITURES</b>						
<b>SUPPLIES AND SERVICES</b>						
825 REPAIRS AND MAINTENANCE	25,450	-	25,450	-	25,450	100%
Subtotal	\$ 25,450	\$ -	\$ 25,450	\$ -	\$ 25,450	100%
Total Expenditures	\$ 25,450	\$ -	\$ 25,450	\$ -	\$ 25,450	100%
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ -	\$ -	\$ -	-

## finance (18)



### mission

To provide sound financial information and guidance for management and to be the provider of choice for those County departments that we serve.

### program goals

To continue the process of improving customer satisfaction, we will effectively manage the payment cycle of general goods and services invoices in order to process a document within 7 days of receipt and to research and respond to customer service requests within 12 hours. To issue monthly financial reports that analyze historical data and present the County's financial condition in order to aid and guide the Board of Supervisors in their decision making processes. Provide useful, accurate and timely information to County Departments to assist Managers in making sound fiscal decisions for their Departments. Issue the Comprehensive Annual Financial Report. Our strategic goals are to continue to examine our customer needs and utilize all available resources to maximize services to our customers. This includes information system enhancements/development and effective management of our personnel's knowledge and skills. Through this we strive to improve the processes that manage the County's financial transactions and improve our delivery of financial accounting information to our customers.

### community impact

Finance provides reporting and analysis of County transactions. Strong financial management helps ensure that taxpayer dollars are spent in compliance with applicable statutes and provides policy makers with information to allocate limited resources to best meet the needs of the community.

**performance measures**

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
Average Finance Department cost of payments				
Average number of payments processed person				
Average number of processing days				
Number of B Notices				
Number of repeat Management Letter findings				
Number of property tax revisions				
Number of County employees participating in Finance Department training				
Days between year-end and CAFR audit report	120 days	120 days		
Days between month-end and Monthly Financial Report	15 business days	10 business days	10 business days	8 business days



**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

FINANCE  
Department 18

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	1,826,094	291,272	15,000	\$ 2,132,366	\$ 7,193,615
Totals	\$ 1,826,094	\$ 291,272	\$ 15,000	\$ 2,132,366	\$ 7,193,615

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

FINANCE  
Department 18

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
<b>REVENUE</b>						
680 TRANSFERS IN FROM OTHER FUNDS	9,305,080	9,305,080	9,305,080	7,193,615	-	0%
Subtotal	\$ 9,305,080	\$ 9,305,080	\$ 9,305,080	\$ 7,193,615	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,709,324	\$ 1,381,276	\$ 1,617,842	\$ 1,576,339	\$ -	0%
705 TEMPORARY PAY	13,000	42,594	17,592	11,000	-	0%
750 FRINGE BENEFITS	308,258	248,304	291,964	281,910	-	0%
780 SALARY ADJUSTMENTS	42,051	-	19,589	47,426	-	0%
790 OTHER PERSONAL SERVICES	13,425	13,425	11,840	4,000	-	0%
797 PERSONNEL SAVINGS (NEG)	(124,358)	(59,405)	(124,358)	(94,581)	-	0%
Subtotal	\$ 1,961,700	\$ 1,626,194	\$ 1,834,469	\$ 1,826,094	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 20,000	\$ 20,000	\$ 20,063	\$ 20,000	\$ -	0%
805 CONTRACTUAL SERVICES	134,897	134,888	134,897	164,922	-	0%
815 INSURANCE	375	125	312	-	-	-
820 RENT	27,000	15,766	27,000	16,000	-	0%
825 REPAIRS AND MAINTENANCE	5,600	3,780	5,600	5,600	-	0%
827 MATERIAL MGNT DISCRETIONARY	4,600	2,800	4,600	4,000	-	0%
829 FUEL	250	175	-	-	-	-
830 TELECOM DISCRETIONARY	12,000	4,419	12,000	5,000	-	0%
841 EMPLOYEE TRAVEL	2,500	(514)	2,500	-	-	-
842 EDUCATION	11,799	10,299	11,799	10,500	-	0%
843 TRANSPORTATION/SHIPPING	-	-	-	500	-	0%
860 MISCELLANEOUS EXPENSE	68,250	39,210	68,250	64,750	-	0%
873 S S INTERFUND CHARGES	12,000	12,000	12,000	-	-	-
Subtotal	\$ 299,271	\$ 242,948	\$ 299,021	\$ 291,272	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	15,926	15,926	15,926	15,000	-	0%
Subtotal	\$ 15,926	\$ 15,926	\$ 15,926	\$ 15,000	\$ -	0%
<b>Total Expenditures</b>	<b>\$ 2,276,897</b>	<b>\$ 1,885,068</b>	<b>\$ 2,149,416</b>	<b>\$ 2,132,366</b>	<b>\$ -</b>	<b>0%</b>
Operating Balance (Rev. - Exp.)	\$ 7,028,183	\$ 7,420,012	\$ 7,155,664	\$ 5,061,249	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ 7,028,183	\$ 7,420,012	\$ 7,155,664	\$ 5,061,249	\$ -	0%



POSITION DISTRIBUTION		
Dept	Working Title	FTE
18	FINANCE	
	ADMINISTRATIVE ASSTNT II	3
	ADMINISTRATIVE COORD II	1
	ADMINISTRATIVE COORD III	2
	ADMINISTRATIVE COORD VI	1
	CHIEF FINANCIAL OFFICER	1
	FINANCE MANAGER	1
	FISCAL CONSULTANT	8
	FISCAL MGMNT ANALYST I	11
	FISCAL MGMNT ANALYST II	1
	FISCAL MGMNT ANALYST III	9
	FIXED ASSET ACCOUNTANT	1
	RESOURCE MANAGER	1
SENIOR FISCAL CONSULTANT	2	
18	Total	42

maricopa county

# **strategies 2000**

## TOTAL BUDGET BY PROGRAM

FINANCE  
Agency 180

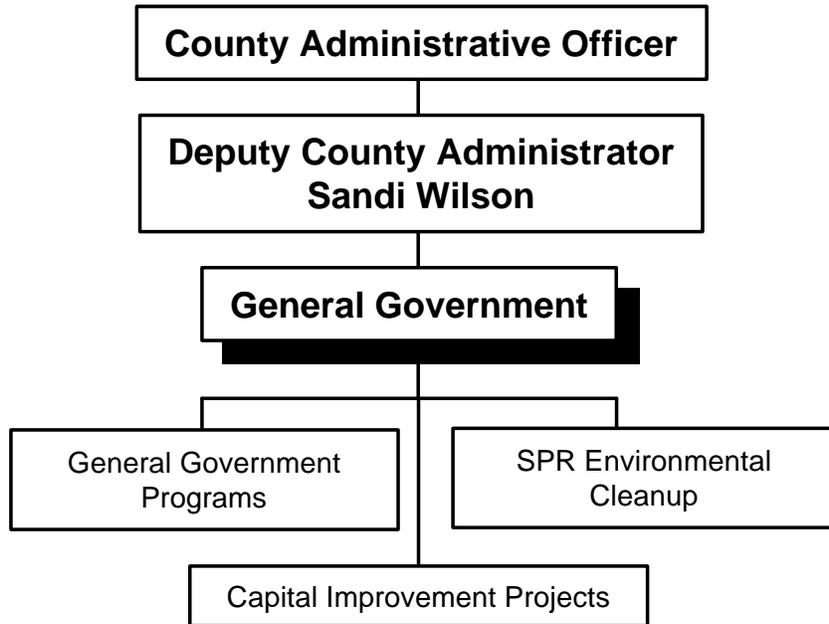
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
1810	ADMINISTRATION	\$ 175,965	\$ 190,372	\$ 15,000	\$ 381,337	\$ 7,193,615
1820	ACCOUNTS PAYABLE	\$ 456,306	\$ 51,900	\$ -	\$ 508,206	\$ -
1840	FINANCIAL REPORTING & ANALYSIS	\$ 1,193,823	\$ 49,000	\$ -	\$ 1,242,823	\$ -
<b>Totals:</b>		<b>\$ 1,826,094</b>	<b>\$ 291,272</b>	<b>\$ 15,000</b>	<b>\$ 2,132,366</b>	<b>\$ 7,193,615</b>

## EXPENDITURES AND REVENUES BY AGENCY/OBJECT

FINANCE  
Agency 180

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
680 TRANSFERS IN FROM OTHER FUNDS	9,305,080	9,305,080	9,305,080	7,193,615	(2,111,465.00)	-23%
Total Revenue	\$ 9,305,080	\$ 9,305,080	\$ 9,305,080	\$ 7,193,615	\$ (2,111,465)	-23%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,709,324	\$ 1,381,276	\$ 1,617,842	\$ 1,576,339	\$ 41,503	3%
705 TEMPORARY PAY	13,000	42,594	17,592	11,000	6,592	37%
750 FRINGE BENEFITS	308,258	248,304	291,964	281,910	10,054	3%
780 SALARY ADJUSTMENTS	42,051	-	19,589	47,426	(27,837)	-142%
790 OTHER PERSONAL SERVICES	13,425	13,425	11,840	4,000	7,840	66%
797 PERSONNEL SAVINGS (NEG)	(124,358)	(59,405)	(124,358)	(94,581)	(29,777)	24%
Subtotal	\$ 1,961,700	\$ 1,626,194	\$ 1,834,469	\$ 1,826,094	\$ 8,375	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 20,000	\$ 20,000	\$ 20,063	\$ 20,000	\$ 63	0%
805 CONTRACTUAL SERVICES	134,897	134,888	134,897	164,922	(30,025)	-22%
815 INSURANCE	375	125	312	-	312	100%
820 RENT	27,000	15,766	27,000	16,000	11,000	41%
825 REPAIRS AND MAINTENANCE	5,600	3,780	5,600	5,600	-	0%
827 MATERIAL MGNT DISCRETIONARY	4,600	2,800	4,600	4,000	600	13%
829 FUEL	250	175	-	-	-	-
830 TELECOM DISCRETIONARY	12,000	4,419	12,000	5,000	7,000	58%
841 EMPLOYEE TRAVEL	2,500	(514)	2,500	-	2,500	100%
842 EDUCATION	11,799	10,299	11,799	10,500	1,299	11%
843 TRANSPORTATION/SHIPPING	-	-	-	500	(500)	-
860 MISCELLANEOUS EXPENSE	68,250	39,210	68,250	64,750	3,500	5%
873 S S INTERFUND CHARGES	12,000	12,000	12,000	-	12,000	100%
Subtotal	\$ 299,271	\$ 242,948	\$ 299,021	\$ 291,272	\$ 7,749	3%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	15,926	15,926	15,926	15,000	926	6%
Subtotal	\$ 15,926	\$ 15,926	\$ 15,926	\$ 15,000	\$ 926	6%
Total Expenditures	\$ 2,276,897	\$ 1,885,068	\$ 2,149,416	\$ 2,132,366	\$ 17,050	1%
Operating Balance (Rev. - Exp.)	\$ 7,028,183	\$ 7,420,012	\$ 7,155,664	\$ 5,061,249	\$ 2,094,415	29%

## general government (47)



### mission

The General Government budget consists of revenue and expenditures that do not relate directly to a particular department or program; these sources and uses of funds benefit the County as a whole. Expenditures are budgeted in five general areas:

General Fund Financial Programs; Shared County Costs; Capital Improvement Project Expenses; Legal Expenses; Subsidy Expenses; and Other Programs/Departmental Support. Revenues budgeted in General Government include: Property Taxes; Shared State Sales Tax; Shared State Auto Lieu Tax; Liquor License Fees; Cable TV Franchise Fees; and other miscellaneous revenues as appropriate.

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY

GENERAL GOVERNMENT  
Department 47

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	3,738,020	198,510,268	27,043,530	\$ 229,291,818	\$ 670,800,229
Special Revenue	2,659,071	113,225,759	9,907,416	\$ 125,792,246	\$ 218,533,052
Capital Projects	-	-	33,994,000	\$ 33,994,000	\$ 59,646,000
Totals	\$ 6,397,091	\$ 311,736,027	\$ 70,944,946	\$ 389,078,064	\$ 948,979,281

EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT

GENERAL GOVERNMENT  
Department 47

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 98,449,376	\$ 109,208,592	\$ 98,449,376	\$ 116,879,053	\$ 7,000,000	6%
<b>REVENUE</b>						
601 REAL PROPERTY TAXES	\$ 170,902,964	\$ 170,902,964	\$ 170,902,964	\$ 196,952,241	\$ -	0%
602 PERSONAL PROPERTY TAXES	12,857,971	12,857,742	12,857,742	10,865,675	-	0%
603 PAYMENTS IN LIEU OF TAXES	7,725,024	7,725,042	7,725,024	7,533,824	-	0%
605 TAX PENALTIES & INTEREST	7,000,000	7,238,128	7,000,000	7,000,000	-	0%
606 SALES TAXES	44,000,000	44,000,000	44,000,000	91,738,000	-	0%
610 LICENSES AND PERMITS	45,000	100,000	45,000	45,000	-	0%
615 GRANTS	1,791,000	9,387,132	5,747,666	8,186,000	-	0%
620 INTERGOVERNMENTAL	249,772	300,973	249,772	249,772	-	0%
625 STATE SHARED SALES TAXES	263,263,001	274,540,083	263,263,001	286,617,062	-	0%
630 STATE SHARED VEHICLE LICENSE TAXES	69,065,116	81,091,282	69,065,116	77,013,804	-	0%
635 FEES & CHARGES	1,550,000	1,720,673	1,800,000	1,655,000	-	0%
650 MISCELLANEOUS REVENUE	7,501,500	10,091,831	7,701,500	11,618,005	-	0%
651 GAIN/LOSS FIXED ASSET	50,000	50,000	50,229	50,000	-	0%
680 TRANSFERS IN FROM OTHER FUNDS	21,000,000	24,822,249	80,540,372	132,575,845	(213,987.00)	0%
Subtotal	\$ 607,001,348	\$ 644,828,099	\$ 670,948,386	\$ 832,100,228	\$ (213,987)	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 93,960	\$ 582,264	\$ 412,487	\$ 47,223	\$ -	0%
705 TEMPORARY PAY	-	28,000	28,000	-	-	-
710 SPECIAL PAY	1,100,000	793,157	927,218	6,229,691	190,725	3%
750 FRINGE BENEFITS	13,456	93,410	66,180	8,393	-	0%
780 SALARY ADJUSTMENTS	-	-	22,040	-	-	-
790 OTHER PERSONAL SERVICES	169,014	318,411	318,411	111,784	-	0%
795 P S INTER-FUND CREDIT (NEG)	-	-	(425,021)	-	-	-
796 P S INTER-FUND CHARGES	-	-	14,000	-	-	-
Subtotal	\$ 1,376,430	\$ 1,815,242	\$ 1,363,315	\$ 6,397,091	\$ 190,725	3%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 12,434,357	\$ 6,600,459	\$ 11,951,619	\$ 21,347,065	\$ -	0%
805 CONTRACTUAL SERVICES	19,679,455	9,808,807	18,440,014	8,386,885	-	0%
810 LEGAL	10,236,750	8,753,750	6,238,181	15,500,000	-	0%
820 RENT	695,881	18,000	695,881	-	-	-
825 REPAIRS AND MAINTENANCE	-	-	100,000	-	-	-
833 EMPLOYEE BENEFITS ADMIN	805,837	805,837	805,837	1,067,676	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	2,077,004	2,077,004	2,077,004	2,252,250	-	0%
836 RISK MANAGEMENT	2,171,789	2,171,789	2,171,789	6,054,269	-	0%
837 BASE LEVEL TELECOM	5,579,914	5,579,914	5,579,914	7,042,796	-	0%
838 TELECOM WIRELESS SYSTEMS	907,034	907,034	907,034	-	-	-
839 OTHER INTERNAL SVCS CHARGES	15,437	5,280	15,437	5,280	-	0%
842 EDUCATION	760,000	760,000	760,000	900,000	-	0%
845 SUPPORT AND CARE OF PERSONS	3,325,000	1,630,000	3,325,000	400,000	-	0%
850 UTILITIES	15,000	1,500	7,822	-	-	-
855 STATE AND LOCAL AID	1,593,000	1,593,000	1,593,000	1,600,000	-	0%
860 MISCELLANEOUS EXPENSE	879,390	554,766	899,390	1,195,940	-	0%
872 S S INTER-FUND CREDIT (NEG)	-	-	(12,574,979)	-	-	-
873 S S INTERFUND CHARGES	-	-	361,000	-	-	-
875 BONDS AND RELATED EXPENSE	6,390,000	4,969,890	4,969,890	4,826,146	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	23,500,000	23,500,000	96,040,372	241,157,720	213,987	0%
Subtotal	\$ 91,065,848	\$ 69,737,030	\$ 144,364,205	\$ 311,736,027	\$ 213,987	0%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	30,487,000	9,800,395	35,019,645	60,228,729	-	0%
920 EQUIPMENT	6,818,459	6,768,594	7,930,418	9,110,526	10,597	0%
930 TRANSPORTATION	1,372,000	1,202,532	1,372,000	1,605,691	-	0%
Subtotal	\$ 38,677,459	\$ 17,771,521	\$ 44,322,063	\$ 70,944,946	\$ 10,597	0%
Total Expenditures	\$ 131,119,737	\$ 89,323,793	\$ 190,049,583	\$ 389,078,064	\$ 415,309	0%
Operating Balance (Rev. - Exp.)	\$ 475,881,611	\$ 555,504,306	\$ 480,898,803	\$ 443,022,164	\$ (201,322)	0%
Ending Fund Balance (Resources - Exp.)	\$ 574,330,987	\$ 664,712,898	\$ 579,348,179	\$ 559,901,217	\$ (7,201,322)	-1%

POSITION DISTRIBUTION			
Dept		WORKING TITLE	FTE
47	GENERAL GOVERNMENT	ADMINISTRATIVE COORDINATOR	1
		DEVELOPMENT PROJECT MGR	1
		PROJECT MANAGER	2
		RESEARCH & REPORTING MGR	1
47	Total		5

maricopa county

# **strategies 2000**

TOTAL BUDGET BY PROGRAM						
GENERAL GOVERNMENT						
Agency 470						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
4711	CONTINGENCY	\$ 3,682,404	\$ 13,787,240	\$ 275,000	\$ 17,744,644	\$ -
4712	OTHER GENERAL FUND PROGRAMS	\$ -	\$ 108,525,116	\$ 1,250,000	\$ 109,775,116	\$ -
4713	INFRASTRUCTURE SYSTEMS	\$ -	\$ -	\$ 518,517	\$ 518,517	\$ -
4716	INTEREST EXPENSE	\$ -	\$ 4,916,146	\$ 1,427,288	\$ 6,343,434	\$ -
4721	DUES AND MEMBERSHIPS	\$ -	\$ 169,962	\$ -	\$ 169,962	\$ -
4722	TAXES AND ASSESSMENTS	\$ -	\$ 75,000	\$ -	\$ 75,000	\$ -
4724	CONSULTANTS	\$ 55,616	\$ 1,444,384	\$ -	\$ 1,500,000	\$ -
4726	TUITION REIMBURSEMENT	\$ -	\$ 900,000	\$ -	\$ 900,000	\$ -
4732	MAJOR MAINTENANCE	\$ -	\$ -	\$ 8,081,004	\$ 8,081,004	\$ -
4733	ADA PROJECTS	\$ -	\$ -	\$ 750,000	\$ 750,000	\$ -
4741	TAX APPEAL CASES	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ -
4742	JUDGMENTS	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ -
4743	PROFESSIONAL SERVICES - LEGAL	\$ -	\$ 1,300,000	\$ -	\$ 1,300,000	\$ -
4771	BURIAL OF INDIGENTS	\$ -	\$ 400,000	\$ -	\$ 400,000	\$ -
4774	OTHER NON-PROFIT SUPPORT	\$ -	\$ 1,010,000	\$ -	\$ 1,010,000	\$ -
4775	ACCOMMODATION SCHOOLS SUPPORT	\$ -	\$ 365,000	\$ -	\$ 365,000	\$ -
4776	CO-OP EXTENSION SUPPORT	\$ -	\$ 150,000	\$ -	\$ 150,000	\$ -
4781	LAND SALES TRANS TO FUND 100	\$ -	\$ -	\$ -	\$ -	\$ 596,788,198
<b>Totals:</b>		<b>\$ 3,738,020</b>	<b>\$ 134,042,848</b>	<b>\$ 12,301,809</b>	<b>\$ 150,082,677</b>	<b>\$ 596,788,198</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
GENERAL GOVERNMENT						
Agency 470						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
601 REAL PROPERTY TAXES	\$ 170,902,964	\$ 170,902,964	\$ 170,902,964	\$ 196,952,241	\$ 26,049,277	15%
602 PERSONAL PROPERTY TAXES	12,857,971	12,857,742	12,857,742	10,865,675	(1,992,067.00)	-15%
603 PAYMENTS IN LIEU OF TAXES	7,725,024	7,725,042	7,725,024	7,533,824	(191,200.00)	-2%
605 TAX PENALTIES & INTEREST	7,000,000	7,238,128	7,000,000	7,000,000	-	0%
610 LICENSES AND PERMITS	45,000	100,000	45,000	45,000	-	0%
620 INTERGOVERNMENTAL	249,772	300,973	249,772	249,772	-	0%
625 STATE SHARED SALES TAXES	263,263,001	274,540,083	263,263,001	286,617,062	23,354,061.00	9%
630 STATE SHARED VEHICLE LICENSE TAXES	69,065,116	81,091,282	69,065,116	77,013,804	7,948,688.00	12%
635 FEES & CHARGES	1,550,000	1,720,673	1,550,000	1,550,000	-	0%
650 MISCELLANEOUS REVENUE	6,001,500	7,384,631	6,001,500	8,910,820	2,909,320.00	48%
651 GAIN/LOSS FIXED ASSET	50,000	50,000	50,229	50,000	(229.00)	0%
<b>Total Revenue</b>	<b>\$ 538,710,348</b>	<b>\$ 563,911,518</b>	<b>\$ 538,710,348</b>	<b>\$ 596,788,198</b>	<b>\$ 58,077,850</b>	<b>11%</b>
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 93,960	\$ 221,803	\$ 52,026	\$ 47,223	\$ 4,803	9%
710 SPECIAL PAY	1,100,000	793,157	927,218	3,570,620	(2,643,402)	-285%
750 FRINGE BENEFITS	13,456	33,514	6,284	8,393	(2,109)	-34%
790 OTHER PERSONAL SERVICES	169,014	169,014	169,014	111,784	57,230	34%
<b>Subtotal</b>	<b>\$ 1,376,430</b>	<b>\$ 1,217,488</b>	<b>\$ 1,154,542</b>	<b>\$ 3,738,020</b>	<b>\$ (2,583,478)</b>	<b>-224%</b>
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 8,522,519	\$ 3,025,869	\$ 7,615,131	\$ 13,787,240	\$ (6,172,109)	-81%
805 CONTRACTUAL SERVICES	5,352,584	5,406,831	4,232,566	1,834,384	2,398,182	57%
810 LEGAL	3,236,750	1,753,750	(761,819)	2,300,000	(3,061,819)	402%
820 RENT	677,881	-	677,881	-	677,881	100%
825 REPAIRS AND MAINTENANCE	-	-	100,000	-	100,000	100%
833 EMPLOYEE BENEFITS ADMIN	805,837	805,837	805,837	1,067,676	(261,839)	-32%
834 BASE LEVEL EQ SERVICES CHARGES	2,077,004	2,077,004	2,077,004	2,252,250	(175,246)	-8%
836 RISK MANAGEMENT	2,171,789	2,171,789	2,171,789	6,054,269	(3,882,480)	-179%
837 BASE LEVEL TELECOM	5,579,914	5,579,914	5,579,914	7,042,796	(1,462,882)	-26%
838 TELECOM WIRELESS SYSTEMS	907,034	907,034	907,034	-	907,034	100%
839 OTHER INTERNAL SVCS CHARGES	15,437	5,280	15,437	5,280	10,157	66%
842 EDUCATION	750,000	750,000	750,000	900,000	(150,000)	-20%
845 SUPPORT AND CARE OF PERSONS	1,600,000	1,600,000	1,600,000	400,000	1,200,000	75%
850 UTILITIES	15,000	1,500	7,822	-	7,822	100%
855 STATE AND LOCAL AID	1,593,000	1,593,000	1,593,000	1,600,000	(7,000)	0%
860 MISCELLANEOUS EXPENSE	68,190	53,566	88,190	171,962	(83,772)	-95%
875 BONDS AND RELATED EXPENSE	6,390,000	4,969,890	4,969,890	4,826,146	1,43,744	3%
880 TRANSFERS OUT TO OTHER FUNDS	2,500,000	2,500,000	74,962,178	91,800,845	(16,838,667)	-22%
<b>Subtotal</b>	<b>\$ 42,262,939</b>	<b>\$ 33,201,264</b>	<b>\$ 107,391,854</b>	<b>\$ 134,042,848</b>	<b>\$ (26,650,994)</b>	<b>-25%</b>
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	4,750,000	3,407,654	4,460,000	9,106,004	(4,646,004)	-104%
920 EQUIPMENT	518,517	1,945,805	1,945,805	1,945,805	-	0%
930 TRANSPORTATION	1,000,000	830,532	1,000,000	1,250,000	(250,000)	-25%
<b>Subtotal</b>	<b>\$ 6,268,517</b>	<b>\$ 6,183,991</b>	<b>\$ 7,405,805</b>	<b>\$ 12,301,809</b>	<b>\$ (4,896,004)</b>	<b>-66%</b>
<b>Total Expenditures</b>	<b>\$ 49,907,886</b>	<b>\$ 40,602,743</b>	<b>\$ 115,952,201</b>	<b>\$ 150,082,677</b>	<b>\$ (34,130,476)</b>	<b>-29%</b>
<b>Operating Balance (Rev. - Exp.)</b>	<b>\$ 488,802,462</b>	<b>\$ 523,308,775</b>	<b>\$ 422,758,147</b>	<b>\$ 446,705,521</b>	<b>\$ (23,947,374)</b>	<b>-6%</b>



TOTAL BUDGET BY PROGRAM						
GENERAL GOVERNMENT						
Agency 471						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
4711	CONTINGENCY	\$ -	\$ 3,750,000	\$ 2,834,207	\$ 6,584,207	\$ 6,584,207
<b>Totals:</b>		\$ -	\$ 3,750,000	\$ 2,834,207	\$ 6,584,207	\$ 6,584,207

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
GENERAL GOVERNMENT						
Agency 471						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 6,584,207	\$ 6,584,207	
<b>REVENUE</b>						
615 GRANTS	-	7,596,132	3,956,666	-	(3,956,666.00)	-100%
Total Revenue	\$ -	\$ 7,596,132	\$ 3,956,666	\$ -	\$ (3,956,666)	-100%
Total Resources	\$ -	\$ 7,596,132	\$ 3,956,666	\$ 6,584,207	\$ 2,627,541	66%
<b>EXPENDITURES</b>						
<b>SUPPLIES AND SERVICES</b>						
880 TRANSFERS OUT TO OTHER FUNDS	-	-	-	3,750,000	(3,750,000)	
Subtotal	\$ -	\$ -	\$ -	\$ 3,750,000	\$ (3,750,000)	
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	-	1,144,741	3,956,666	2,834,207	1,122,459	28%
Subtotal	\$ -	\$ 1,144,741	\$ 3,956,666	\$ 2,834,207	\$ 1,122,459	28%
Total Expenditures	\$ -	\$ 1,144,741	\$ 3,956,666	\$ 6,584,207	\$ (2,627,541)	-66%
Operating Balance (Rev. - Exp.)	\$ -	\$ 6,451,391	\$ -	\$ (6,584,207)	\$ 6,584,207	
Ending Fund Balance (Resources - Exp.)	\$ -	\$ 6,451,391	\$ -	\$ -	\$ -	

**TOTAL BUDGET BY PROGRAM**

**GENERAL GOVERNMENT**

Agency 472

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
4721	DUES AND MEMBERSHIPS	\$ 2,659,071	\$ 109,164,791	\$ 7,073,209	\$ 118,897,071	\$ 211,563,845
<b>Totals:</b>		<b>\$ 2,659,071</b>	<b>\$ 109,164,791</b>	<b>\$ 7,073,209</b>	<b>\$ 118,897,071</b>	<b>\$ 211,563,845</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**GENERAL GOVERNMENT**

Agency 472

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 31,000,000	\$ 31,000,000	
<b>REVENUE</b>						
606 SALES TAXES	44,000,000	44,000,000	44,000,000	91,738,000	47,738,000.00	108%
680 TRANSFERS IN FROM OTHER FUNDS	-	3,822,249	72,540,372	88,825,845	16,285,473.00	22%
Total Revenue	\$ 44,000,000	\$ 47,822,249	\$ 116,540,372	\$ 180,563,845	\$ 64,023,473	55%
Total Resources	\$ 44,000,000	\$ 47,822,249	\$ 116,540,372	\$ 211,563,845	\$ 95,023,473	82%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
710 SPECIAL PAY	-	-	-	2,659,071	(2,659,071)	
Subtotal	\$ -	\$ -	\$ -	\$ 2,659,071	\$ (2,659,071)	
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ -	\$ -	\$ -	\$ 3,557,916	\$ (3,557,916)	
880 TRANSFERS OUT TO OTHER FUNDS	13,000,000	13,000,000	13,078,194	105,606,875	(92,528,681)	-708%
Subtotal	\$ 13,000,000	\$ 13,000,000	\$ 13,078,194	\$ 109,164,791	\$ (96,086,597)	-735%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	-	-	-	6,540,000	(6,540,000)	
920 EQUIPMENT	-	-	-	500,000	(500,000)	
930 TRANSPORTATION	-	-	-	33,209	(33,209)	
Subtotal	\$ -	\$ -	\$ -	\$ 7,073,209	\$ (7,073,209)	
Total Expenditures	\$ 13,000,000	\$ 13,000,000	\$ 13,078,194	\$ 118,897,071	\$ (105,818,877)	-809%
Operating Balance (Rev. - Exp.)	\$ 31,000,000	\$ 34,822,249	\$ 103,462,178	\$ 61,666,774	\$ 41,795,404	40%
Ending Fund Balance (Resources - Exp.)	\$ 31,000,000	\$ 34,822,249	\$ 103,462,178	\$ 92,666,774	\$ 10,795,404	10%

TOTAL BUDGET BY PROGRAM						
GENERAL GOVERNMENT						
Agency 473						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
4711	CONTINGENCY	\$ -	\$ 17,051,909	\$ 220,000	\$ 17,271,909	\$ -
4712	OTHER GENERAL FUND PROGRAMS	\$ -	\$ 6,740,511	\$ 5,951,656	\$ 12,692,167	\$ -
4713	INFRASTRUCTURE SYSTEMS	\$ -	\$ 40,000,000	\$ 828,118	\$ 40,828,118	\$ -
4724	CONSULTANTS	\$ -	\$ 675,000	\$ -	\$ 675,000	\$ -
4732	MAJOR MAINTENANCE	\$ -	\$ -	\$ 7,741,947	\$ 7,741,947	\$ -
4781	LAND SALES TRANS TO FUND 100	\$ -	\$ -	\$ -	\$ -	\$ 74,012,031
<b>Totals:</b>		<b>\$ -</b>	<b>\$ 64,467,420</b>	<b>\$ 14,741,721</b>	<b>\$ 79,209,141</b>	<b>\$ 74,012,031</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
GENERAL GOVERNMENT							
Agency 473							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>RESOURCES</b>							
Beginning Fund Balance	\$ 96,758,376	\$ 107,517,592	\$ 96,758,376	\$ 71,304,846	\$ (25,453,530)	-26%	
<b>REVENUE</b>							
650 MISCELLANEOUS REVENUE	1,500,000	2,707,200	1,500,000	2,707,185	1,207,185.00	80%	
Total Revenue	\$ 1,500,000	\$ 2,707,200	\$ 1,500,000	\$ 2,707,185	\$ 1,207,185	80%	
Total Resources	\$ 98,258,376	\$ 110,224,792	\$ 98,258,376	\$ 74,012,031	\$ (24,246,345)	-25%	
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
701 REGULAR PAY	\$ -	\$ 122,933	\$ 122,933	\$ -	\$ 122,933	100%	
705 TEMPORARY PAY	-	28,000	28,000	-	28,000	100%	
750 FRINGE BENEFITS	-	21,800	21,800	-	21,800	100%	
780 SALARY ADJUSTMENTS	-	-	22,040	-	22,040	100%	
Subtotal	\$ -	\$ 172,733	\$ 194,773	\$ -	\$ 194,773	100%	
<b>SUPPLIES AND SERVICES</b>							
801 GENERAL SUPPLIES	\$ 3,792,848	\$ 2,687,498	\$ 3,717,498	\$ 4,001,909	\$ (284,411)	-8%	
805 CONTRACTUAL SERVICES	14,326,871	4,091,008	14,207,448	6,241,533	7,965,915	56%	
810 LEGAL	7,000,000	7,000,000	7,000,000	13,200,000	(6,200,000)	-89%	
820 RENT	18,000	18,000	18,000	-	18,000	100%	
842 EDUCATION	10,000	10,000	10,000	-	10,000	100%	
845 SUPPORT AND CARE OF PERSONS	1,725,000	30,000	1,725,000	-	1,725,000	100%	
860 MISCELLANEOUS EXPENSE	811,200	501,200	811,200	1,023,978	(212,778)	-26%	
880 TRANSFERS OUT TO OTHER FUNDS	8,000,000	8,000,000	8,000,000	40,000,000	(32,000,000)	-400%	
Subtotal	\$ 35,683,919	\$ 22,337,706	\$ 35,489,146	\$ 64,467,420	\$ (28,978,274)	-82%	
<b>CAPITAL OUTLAY</b>							
915 BUILDINGS AND IMPROVEMENTS	3,046,000	1,661,000	3,046,000	7,754,518	(4,708,518)	-155%	
920 EQUIPMENT	6,117,429	4,822,789	5,802,100	6,664,721	(862,621)	-15%	
930 TRANSPORTATION	372,000	372,000	372,000	322,482	49,518	13%	
Subtotal	\$ 9,535,429	\$ 6,855,789	\$ 9,220,100	\$ 14,741,721	\$ (5,521,621)	-60%	
Total Expenditures	\$ 45,219,348	\$ 29,366,228	\$ 44,904,019	\$ 79,209,141	\$ (34,305,122)	-76%	
Operating Balance (Rev. - Exp.)	\$ (43,719,348)	\$ (26,659,028)	\$ (43,404,019)	\$ (76,501,956)	\$ 33,097,937	-76%	
Ending Fund Balance (Resources - Exp.)	\$ 53,039,028	\$ 80,858,564	\$ 53,354,357	\$ (5,197,110)	\$ 58,551,467	110%	



TOTAL BUDGET BY PROGRAM						
GENERAL GOVERNMENT						
Agency 474						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
<b>Totals:</b>		\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
GENERAL GOVERNMENT						
Agency 474						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
SUPPLIES AND SERVICES						
801 GENERAL SUPPLIES	\$ 118,990	\$ -	\$ 118,990	\$ -	\$ 118,990	100%
Subtotal	\$ 118,990	\$ -	\$ 118,990	\$ -	\$ 118,990	100%
CAPITAL OUTLAY						
920 EQUIPMENT	182,513	-	182,513	-	182,513	100%
Subtotal	\$ 182,513	\$ -	\$ 182,513	\$ -	\$ 182,513	100%
Total Expenditures	\$ 301,503	\$ -	\$ 301,503	\$ -	\$ 301,503	100%



TOTAL BUDGET BY PROGRAM						
GENERAL GOVERNMENT						
Agency 475						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
4750	MENTAL HEALTH EXAMINATIONS	\$ -	\$ 310,968	\$ -	\$ 310,968	\$ 385,000
<b>Totals:</b>		\$ -	\$ 310,968	\$ -	\$ 310,968	\$ 385,000

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
GENERAL GOVERNMENT						
Agency 475						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 280,000	\$ 280,000	
<b>REVENUE</b>						
635 FEES & CHARGES	-	-	250,000	105,000	(145,000.00)	-58%
650 MISCELLANEOUS REVENUE	-	-	200,000	-	(200,000.00)	-100%
Total Revenue	\$ -	\$ -	\$ 450,000	\$ 105,000	\$ (345,000)	-77%
Total Resources	\$ -	\$ -	\$ 450,000	\$ 385,000	\$ (65,000)	-14%
<b>EXPENDITURES</b>						
PERSONAL SERVICES						
796 P S INTER-FUND CHARGES	-	-	14,000	-	14,000	100%
Subtotal	\$ -	\$ -	\$ 14,000	\$ -	\$ 14,000	100%
SUPPLIES AND SERVICES						
805 CONTRACTUAL SERVICES	-	310,968	-	310,968	(310,968)	
873 S S INTERFUND CHARGES	-	-	361,000	-	361,000	100%
Subtotal	\$ -	\$ 310,968	\$ 361,000	\$ 310,968	\$ 50,032	14%
Total Expenditures	\$ -	\$ 310,968	\$ 375,000	\$ 310,968	\$ 64,032	17%
Operating Balance (Rev. - Exp.)	\$ -	\$ (310,968)	\$ 75,000	\$ (205,968)	\$ 280,968	375%
Ending Fund Balance (Resources - Exp.)	\$ -	\$ (310,968)	\$ 75,000	\$ 74,032	\$ 968	1%

**TOTAL BUDGET BY PROGRAM**

**GENERAL GOVERNMENT**

Agency 477

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
4771	BURIAL OF INDIGENTS	\$ -	\$ -	\$ 476,000	\$ 476,000	\$ 476,000
<b>Totals:</b>		\$ -	\$ -	\$ 476,000	\$ 476,000	\$ 476,000

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**GENERAL GOVERNMENT**

Agency 477

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
615 GRANTS	1,791,000	1,791,000	1,791,000	476,000	(1,315,000.00)	-73%
Total Revenue	\$ 1,791,000	\$ 1,791,000	\$ 1,791,000	\$ 476,000	\$ (1,315,000)	-73%
<b>EXPENDITURES</b>						
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	-	1,791,000	1,791,000	476,000	1,315,000	73%
Subtotal	\$ -	\$ 1,791,000	\$ 1,791,000	\$ 476,000	\$ 1,315,000	73%
Total Expenditures	\$ -	\$ 1,791,000	\$ 1,791,000	\$ 476,000	\$ 1,315,000	73%
Operating Balance (Rev. - Exp.)	\$ 1,791,000	\$ -	\$ -	\$ -	\$ -	



TOTAL BUDGET BY PROGRAM						
GENERAL GOVERNMENT						
Agency 478						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
4711	CONTINGENCY	\$ -	\$ -	\$ 3,750,000	\$ 3,750,000	\$ 3,750,000
4713	INFRASTRUCTURE SYSTEMS	\$ -	\$ -	\$ 27,989,000	\$ 27,989,000	\$ 40,000,000
4725	JAIL POPULATION MANAGEMENT	\$ -	\$ -	\$ -	\$ -	\$ 15,420,000
4734	CAPITAL CARRYOVER	\$ -	\$ -	\$ 1,779,000	\$ 1,779,000	\$ -
<b>Totals:</b>		\$ -	\$ -	\$ 33,518,000	\$ 33,518,000	\$ 59,170,000

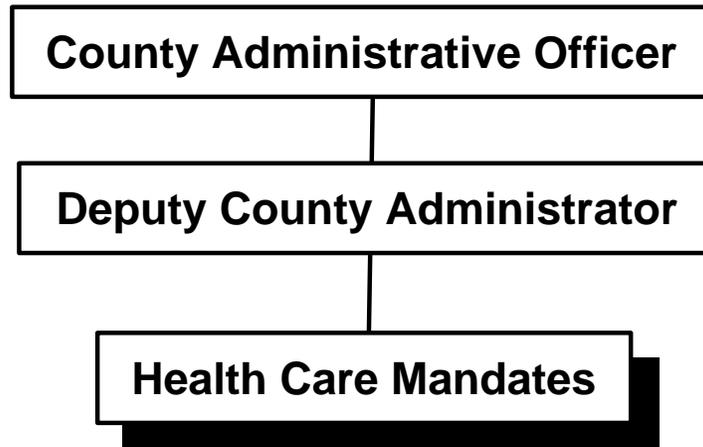
EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
GENERAL GOVERNMENT						
Agency 478						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 1,691,000	\$ 1,691,000	\$ 1,691,000	\$ 7,710,000	\$ 6,019,000	356%
<b>REVENUE</b>						
615 GRANTS	-	-	-	7,710,000	7,710,000.00	
680 TRANSFERS IN FROM OTHER FUNDS	8,000,000	8,000,000	8,000,000	43,750,000	35,750,000.00	447%
Total Revenue	\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 51,460,000	\$ 43,460,000	543%
Total Resources	\$ 9,691,000	\$ 9,691,000	\$ 9,691,000	\$ 59,170,000	\$ 49,479,000	511%
<b>EXPENDITURES</b>						
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	9,691,000	1,796,000	9,691,000	33,518,000	(23,827,000)	-246%
Subtotal	\$ 9,691,000	\$ 1,796,000	\$ 9,691,000	\$ 33,518,000	\$ (23,827,000)	-246%
Total Expenditures	\$ 9,691,000	\$ 1,796,000	\$ 9,691,000	\$ 33,518,000	\$ (23,827,000)	-246%
Operating Balance (Rev. - Exp.)	\$ (1,691,000)	\$ 6,204,000	\$ (1,691,000)	\$ 17,942,000	\$ (19,633,000)	1161%
Ending Fund Balance (Resources - Exp.)	\$ -	\$ 7,895,000	\$ -	\$ 25,652,000	\$ (25,652,000)	



TOTAL BUDGET BY PROGRAM						
GENERAL GOVERNMENT						
Agency 479						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
<b>Totals:</b>		\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
GENERAL GOVERNMENT							
Agency 479							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>REVENUE</b>							
680 TRANSFERS IN FROM OTHER FUNDS	13,000,000	13,000,000	-	-	-	-	
Total Revenue	\$ 13,000,000	\$ 13,000,000	\$ -	\$ -	\$ -	\$ -	
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
701 REGULAR PAY	\$ -	\$ 237,528	\$ 237,528	\$ -	\$ 237,528	100%	
750 FRINGE BENEFITS	-	38,096	38,096	-	38,096	100%	
790 OTHER PERSONAL SERVICES	-	149,397	149,397	-	149,397	100%	
795 P S INTER-FUND CREDIT (NEG)	-	-	(425,021)	-	(425,021)	100%	
Subtotal	\$ -	\$ 425,021	\$ -	\$ -	\$ -	\$ -	
<b>SUPPLIES AND SERVICES</b>							
801 GENERAL SUPPLIES	\$ -	\$ 887,092	\$ 500,000	\$ -	\$ 500,000	100%	
872 S S INTER-FUND CREDIT (NEG)	-	-	(12,574,979)	-	(12,574,979)	100%	
Subtotal	\$ -	\$ 887,092	\$ (12,074,979)	\$ -	\$ (12,074,979)	100%	
<b>CAPITAL OUTLAY</b>							
915 BUILDINGS AND IMPROVEMENTS	13,000,000	-	12,074,979	-	12,074,979	100%	
Subtotal	\$ 13,000,000	\$ -	\$ 12,074,979	\$ -	\$ 12,074,979	100%	
Total Expenditures	\$ 13,000,000	\$ 1,312,113	\$ -	\$ -	\$ -	\$ -	
Operating Balance (Rev. - Exp.)	\$ -	\$ 11,687,887	\$ -	\$ -	\$ -	\$ -	

## health care mandates (39)



### mission

To accurately reflect the costs of health care related expenses resulting from Federal, State and Court Mandates.

### program goals

Not Applicable

### community impact

Maricopa County's contribution to the following programs provides a variety of physical and behavioral health services to the citizens of Maricopa County:

- ▶ AHCCCS
- ▶ ALTCS
- ▶ Indigent Seriously Mentally III (Arnold v. Sarn Court Order)
- ▶ General Mental Health (non-SMI)
- ▶ Maricopa Center Psychiatric Teaching Program
- ▶ Disproportionate Share (State of Arizona)

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

HEALTH CARE MANDATES  
Department 39

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	84,897	241,962,986	-	\$ 242,047,883	\$ 54,850,293
Totals	\$ 84,897	\$ 241,962,986	\$ -	\$ 242,047,883	\$ 54,850,293

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

HEALTH CARE MANDATES  
Department 39

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
REVENUE						
640 PATIENT CHARGES	2,305,446	592,660	2,305,446	172,693	-	0%
680 TRANSFERS IN FROM OTHER FUNDS	58,228,200	76,989,800	58,228,200	54,677,600	-	0%
Subtotal	\$ 60,533,646	\$ 77,582,460	\$ 60,533,646	\$ 54,850,293	\$ -	0%
<b>EXPENDITURES</b>						
PERSONAL SERVICES						
701 REGULAR PAY	\$ 71,618	\$ 72,741	\$ 72,741	\$ 74,618	\$ -	0%
750 FRINGE BENEFITS	9,812	9,944	9,944	10,279	-	0%
Subtotal	\$ 81,430	\$ 82,685	\$ 82,685	\$ 84,897	\$ -	0%
SUPPLIES AND SERVICES						
801 GENERAL SUPPLIES	\$ 88,613	\$ 199,910	\$ 207,120	\$ 85,064	\$ -	0%
802 MEDICAL SUPPLIES	137,344	41,359	137,344	17,857	-	0%
805 CONTRACTUAL SERVICES	1,413,350	329,616	1,413,350	1,327,787	-	0%
840 ELECTED OFFICIAL TRAVEL	470	142	470	61	-	0%
845 SUPPORT AND CARE OF PERSONS	3,516,892	1,059,053	3,516,892	457,263	-	0%
855 STATE AND LOCAL AID	58,378,200	77,139,800	58,378,200	54,827,600	-	0%
857 MANDATED HEALTH CARE PAYMENTS	173,661,179	173,791,507	173,541,417	174,420,452	-	0%
873 S S INTERFUND CHARGES	21,541	6,487	21,541	2,801	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	10,824,101	10,824,101	10,824,101	10,824,101	-	0%
Subtotal	\$ 248,041,690	\$ 263,391,975	\$ 248,040,435	\$ 241,962,986	\$ -	0%
Total Expenditures	\$ 248,123,120	\$ 263,474,660	\$ 248,123,120	\$ 242,047,883	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (187,589,474)	\$ (185,892,200)	\$ (187,589,474)	\$ (187,197,590)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (187,589,474)	\$ (185,892,200)	\$ (187,589,474)	\$ (187,197,590)	\$ -	0%

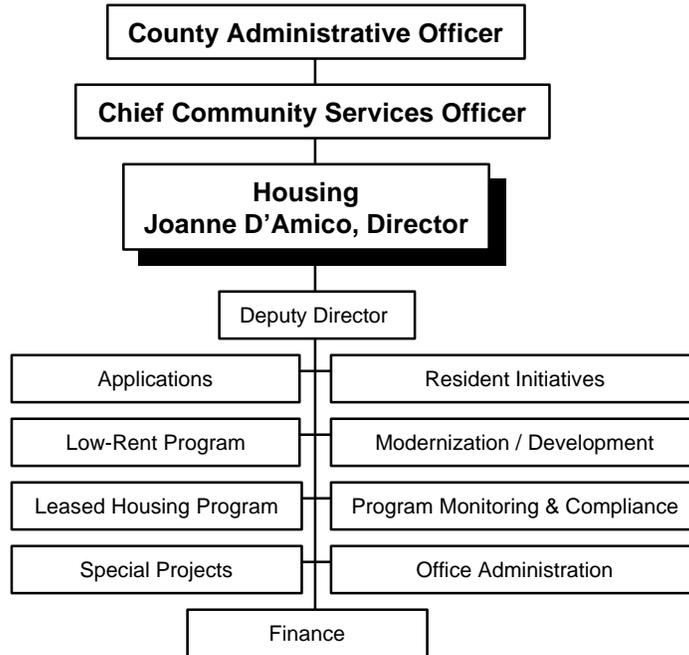
**POSITION DISTRIBUTION**

Dept	WORKING TITLE	FTE
39	HEALTH CARE MANDATES HEALTHCARE CONTRACT ADMINISTRATOR	1
39	Total	1

TOTAL BUDGET BY PROGRAM						
HEALTH CARE MANDATES						
Agency 390						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3910	ADMINISTRATION	\$ 84,897	\$ 1,400,000	\$ -	\$ 1,484,897	\$ -
3920	AHCCCS	\$ -	\$ 38,959,236	\$ -	\$ 38,959,236	\$ -
3930	AHCCCS CONTRIBUTION	\$ -	\$ 93,138,286	\$ -	\$ 93,138,286	\$ -
3940	MENTAL HEALTH SERVICES	\$ -	\$ 29,193,869	\$ -	\$ 29,193,869	\$ -
3950	MMC TEACHING PROGRAM SUBSIDY	\$ -	\$ 3,547,901	\$ -	\$ 3,547,901	\$ -
3960	DISPROSHARE	\$ -	\$ 54,677,600	\$ -	\$ 54,677,600	\$ 54,677,600
3970	SAIL GRANT MATCH	\$ -	\$ 616,200	\$ -	\$ 616,200	\$ -
3980	LONG TERM CARE RESIDUAL	\$ -	\$ 490,833	\$ -	\$ 490,833	\$ 172,693
3990	PRE-AHCCCS CLAIMS	\$ -	\$ 19,939,061	\$ -	\$ 19,939,061	\$ -
<b>Totals:</b>		<b>\$ 84,897</b>	<b>\$ 241,962,986</b>	<b>\$ -</b>	<b>\$ 242,047,883</b>	<b>\$ 54,850,293</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
HEALTH CARE MANDATES						
Agency 390						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
640 PATIENT CHARGES	2,305,446	592,660	2,305,446	172,693	(2,132,753.00)	-93%
680 TRANSFERS IN FROM OTHER FUNDS	58,228,200	76,989,800	58,228,200	54,677,600	(3,550,600.00)	-6%
Total Revenue	\$ 60,533,646	\$ 77,582,460	\$ 60,533,646	\$ 54,850,293	\$ (5,683,353)	-9%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 71,618	\$ 72,741	\$ 72,741	\$ 74,618	\$ (1,877)	-3%
750 FRINGE BENEFITS	9,812	9,944	9,944	10,279	(335)	-3%
Subtotal	\$ 81,430	\$ 82,685	\$ 82,685	\$ 84,897	\$ (2,212)	-3%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 88,613	\$ 199,910	\$ 207,120	\$ 85,064	\$ 122,056	59%
802 MEDICAL SUPPLIES	137,344	41,359	137,344	17,857	119,487	87%
805 CONTRACTUAL SERVICES	1,413,350	329,616	1,413,350	1,327,787	85,563	6%
840 ELECTED OFFICIAL TRAVEL	470	142	470	61	409	87%
845 SUPPORT AND CARE OF PERSONS	3,516,892	1,059,053	3,516,892	457,263	3,059,629	87%
855 STATE AND LOCAL AID	58,378,200	77,139,800	58,378,200	54,827,600	3,550,600	6%
857 MANDATED HEALTH CARE PAYMENTS	173,661,179	173,791,507	173,541,417	174,420,452	(879,035)	-1%
873 S S INTERFUND CHARGES	21,541	6,487	21,541	2,801	18,740	87%
880 TRANSFERS OUT TO OTHER FUNDS	10,824,101	10,824,101	10,824,101	10,824,101	-	0%
Subtotal	\$ 248,041,690	\$ 263,391,975	\$ 248,040,435	\$ 241,962,986	\$ 6,077,449	2%
Total Expenditures	\$ 248,123,120	\$ 263,474,660	\$ 248,123,120	\$ 242,047,883	\$ 6,075,237	2%
Operating Balance (Rev. - Exp.)	\$ (187,589,474)	\$ (185,892,200)	\$ (187,589,474)	\$ (187,197,590)	\$ (391,884)	0%

**housing (66)**



**mission**

To provide a decent and safe living environment to families who cannot afford market rate rents and to promote economic development and self-sufficiency.

**program goals**

Plan, develop, and implement policies and procedures to maximize use of available housing. Effectively use available resources to enable residents to become self-sufficient. Manage housing programs effectively in meeting performance measures required to achieve exceptional performance. Expand the inventory of affordable housing by taking advantage of Federal programs and community resources.

**community impact**

The Housing Department goes beyond bricks and mortar and takes a holistic approach in meeting the needs of the clients served. A “business” approach is used in managing and administering the various programs in order to safeguard the Agency’s fiduciary responsibility to the public at-large.

**performance measures**

Performance Measure	1995-96	1996-97	1997-98	1998-99 est	1999-00 proj
Low Rent Program Leases	1	98%	99%	99%	99%
Section 8 Program Leases	1	93%	100%	100%	100%
Unit Turn-around (days)	20	24%	100%	100%	100%
Low Rent Program Inspections	1	100%	100%	100%	100%
Section 8 Program Inspections	1	100%	100%	100%	100%
Emergency (hours) - work orders	24	24	24	24	24
Routine (days) - work orders	20	25	25	25	25
Rent Collections from LRP	1	99%	99%	99%	99%

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

HOUSING  
Department 66

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
Special Revenue	2,373,323	7,280,176	6,116,061	\$ 15,769,560	\$ 16,581,115
Totals	\$ 2,373,323	\$ 7,280,176	\$ 6,116,061	\$ 15,769,560	\$ 16,581,115

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

HOUSING  
Department 66

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
615 GRANTS	16,006,241	15,956,297	16,006,241	16,581,115	-	0%
Subtotal	\$ 16,006,241	\$ 15,956,297	\$ 16,006,241	\$ 16,581,115	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,720,731	\$ 1,405,269	\$ 1,734,793	\$ 1,935,790	\$ -	0%
750 FRINGE BENEFITS	355,824	304,604	358,872	385,340	-	0%
780 SALARY ADJUSTMENTS	7,500	508,223	51,025	52,193	-	0%
Subtotal	\$ 2,084,055	\$ 2,218,096	\$ 2,144,690	\$ 2,373,323	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 532,252	\$ 469,663	\$ 471,617	\$ 549,215	\$ -	0%
805 CONTRACTUAL SERVICES	114,878	112,850	114,878	120,622	-	0%
810 LEGAL	25,000	18,300	25,000	26,250	-	0%
815 INSURANCE	36,764	-	-	-	-	-
820 RENT	30,000	5,000	30,000	31,500	-	0%
825 REPAIRS AND MAINTENANCE	10,000	9,325	10,000	10,500	-	0%
827 MATERIAL MGNT DISCRETIONARY	5,250	5,029	5,250	5,513	-	0%
829 FUEL	15,750	14,271	15,750	16,538	-	0%
832 COUNTY COUNSEL	-	6,080	-	5,827	-	0%
833 EMPLOYEE BENEFITS ADMIN	5,356	5,290	5,356	6,980	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	52,920	34,812	52,920	55,566	-	0%
836 RISK MANAGEMENT	-	36,763	36,764	116,708	-	0%
837 BASE LEVEL TELECOM	81,948	64,560	81,948	86,045	-	0%
839 OTHER INTERNAL SVCS CHARGES	-	56,500	-	58,573	-	0%
841 EMPLOYEE TRAVEL	18,000	17,590	18,000	18,900	-	0%
845 SUPPORT AND CARE OF PERSONS	4,800,527	4,695,820	4,800,527	5,040,553	-	0%
850 UTILITIES	1,021,250	1,200,220	1,021,250	1,072,313	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	107,229	-	107,229	58,573	-	0%
Subtotal	\$ 6,857,124	\$ 6,752,073	\$ 6,796,489	\$ 7,280,176	\$ -	0%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	5,824,820	5,795,830	5,824,820	6,116,061	-	0%
Subtotal	\$ 5,824,820	\$ 5,795,830	\$ 5,824,820	\$ 6,116,061	\$ -	0%
Total Expenditures	\$ 14,765,999	\$ 14,765,999	\$ 14,765,999	\$ 15,769,560	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ 1,240,242	\$ 1,190,298	\$ 1,240,242	\$ 811,555	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ 1,240,242	\$ 1,190,298	\$ 1,240,242	\$ 811,555	\$ -	0%


**POSITION DISTRIBUTION**

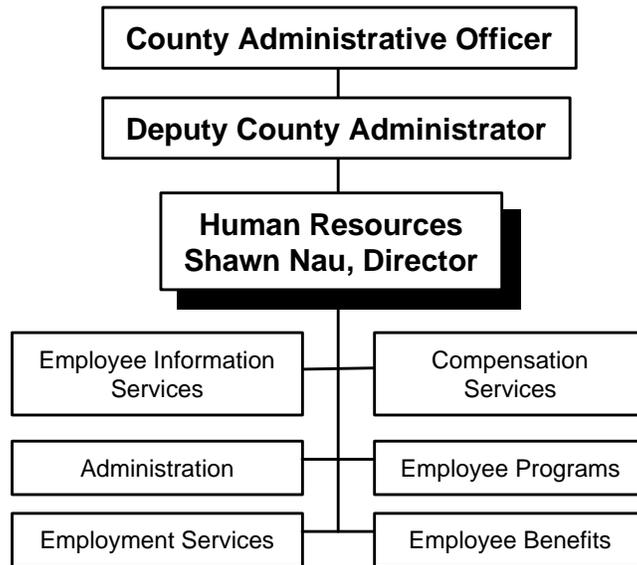
<b>Dept</b>		<b>WORKING TITLE</b>	<b>FTE</b>
66	HOUSING	ACCOUNTANT	3
		ACCOUNTING CLERK	2
		ADMINISTRATIVE ASSISTANT	2
		APPLICATION COORDINATOR	2
		ASSISTANT HOUSING MANAGER	1
		ASSISTANT BUYER	1
		ASSISTANT HOUSING MANAGER	3
		BUILDING INSPECTOR	2
		BUYER	1
		CGP PROJECT MANAGER	1
		DEPUTY DIRECTOR	1
		EXECUTIVE ASSISTANT	1
		EXECUTIVE DIRECTOR	1
		FINANCE DIRECTOR	1
		FSS COORDINATOR	1
		HOUSING CLERK	4
		HOUSING MANAGER	4
		HOUSING SUPERVISOR	1
		MAINTENANCE GENERALIST	16
		MAINTENANCE LEAD	4
		MIS COORDINATOR	1
		OFFICE SUPERVISOR	1
		RECEPTIONIST	1
		RESIDENT TRAINEE	1
		SECTION 8 HOUSING SPECIALIST	6
		SECTION 8 SUPERVISOR	1
		YOUTH COORDINATOR	1
66	Total		64



TOTAL BUDGET BY PROGRAM						
HOUSING						
Agency 661						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
6610	LOW RENT/CONVENTIONAL	\$ 2,370,707	\$ 1,865,965	\$ -	\$ 4,236,672	\$ 3,717,940
6620	SEC 8 CERTIFICATE	\$ 2,616	\$ 5,293,589	\$ -	\$ 5,296,205	\$ 6,172,370
6650	DRUG ELIMINATION PROGRAM	\$ -	\$ 120,622	\$ -	\$ 120,622	\$ 218,780
6680	COMPREHENSIVE GRANT PROGRAM	\$ -	\$ -	\$ 6,116,061	\$ 6,116,061	\$ 6,472,025
<b>Totals:</b>		<b>\$ 2,373,323</b>	<b>\$ 7,280,176</b>	<b>\$ 6,116,061</b>	<b>\$ 15,769,560</b>	<b>\$ 16,581,115</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
HOUSING						
Agency 661						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
615 GRANTS	16,006,241	15,956,297	16,006,241	16,581,115	574,874.00	4%
Total Revenue	\$ 16,006,241	\$ 15,956,297	\$ 16,006,241	\$ 16,581,115	\$ 574,874	4%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,720,731	\$ 1,405,269	\$ 1,734,793	\$ 1,935,790	(200,997)	-12%
750 FRINGE BENEFITS	355,824	304,604	358,872	385,340	(26,468)	-7%
780 SALARY ADJUSTMENTS	7,500	508,223	51,025	52,193	(1,168)	-2%
Subtotal	\$ 2,084,055	\$ 2,218,096	\$ 2,144,690	\$ 2,373,323	\$ (228,633)	-11%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 532,252	\$ 469,663	\$ 471,617	\$ 549,215	(77,598)	-16%
805 CONTRACTUAL SERVICES	114,878	112,850	114,878	120,622	(5,744)	-5%
810 LEGAL	25,000	18,300	25,000	26,250	(1,250)	-5%
815 INSURANCE	36,764	-	-	-	-	-
820 RENT	30,000	5,000	30,000	31,500	(1,500)	-5%
825 REPAIRS AND MAINTENANCE	10,000	9,325	10,000	10,500	(500)	-5%
827 MATERIAL MGNT DISCRETIONARY	5,250	5,029	5,250	5,513	(263)	-5%
829 FUEL	15,750	14,271	15,750	16,538	(788)	-5%
832 COUNTY COUNSEL	-	6,080	-	5,827	(5,827)	-
833 EMPLOYEE BENEFITS ADMIN	5,356	5,290	5,356	6,980	(1,624)	-30%
834 BASE LEVEL EQ SERVICES CHARGES	52,920	34,812	52,920	55,566	(2,646)	-5%
836 RISK MANAGEMENT	-	36,763	36,764	116,708	(79,944)	-217%
837 BASE LEVEL TELECOM	81,948	64,560	81,948	86,045	(4,097)	-5%
839 OTHER INTERNAL SVCS CHARGES	-	56,500	-	58,573	(58,573)	-
841 EMPLOYEE TRAVEL	18,000	17,590	18,000	18,900	(900)	-5%
845 SUPPORT AND CARE OF PERSONS	4,800,527	4,695,820	4,800,527	5,040,553	(240,026)	-5%
850 UTILITIES	1,021,250	1,200,220	1,021,250	1,072,313	(51,063)	-5%
880 TRANSFERS OUT TO OTHER FUNDS	107,229	-	107,229	58,573	48,656	45%
Subtotal	\$ 6,857,124	\$ 6,752,073	\$ 6,796,489	\$ 7,280,176	\$ (483,687)	-7%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	5,824,820	5,795,830	5,824,820	6,116,061	(291,241)	-5%
Subtotal	\$ 5,824,820	\$ 5,795,830	\$ 5,824,820	\$ 6,116,061	\$ (291,241)	-5%
Total Expenditures	\$ 14,765,999	\$ 14,765,999	\$ 14,765,999	\$ 15,769,560	\$ (1,003,561)	-7%
Operating Balance (Rev. - Exp.)	\$ 1,240,242	\$ 1,190,298	\$ 1,240,242	\$ 811,555	\$ 428,687	35%

## human resources (31)



### mission

To attract, retain, and develop an effective, informed and customer-focused County workforce through collaborative partnerships.

### program goals

**administration** – Provide leadership and administrative support for organization-wide initiatives to enhance employee productivity, development, morale and safety. Champion merit principles of personnel administration. Administer the operation of the Human Resources Department in a cost-effective, efficient, and customer-focused manner.

**employment services** – Recruit, conduct pre-employment assessments, and referral of eligible candidates for departments' selection consideration. Provide guidance and clarification for employees and department officials concerning Merit Rules, policies and procedures, and a variety of employment laws. Provides career counseling services, including administering the Career Center, offering guidance to employees and supervisors relating to performance problems, grievances, and disciplinary actions. Conduct confidential investigations/reviews of alleged misconduct. Coordinate responses to EEOC charges of discrimination. Coordinate activities of the three Merit Commissions, including administrative support to monthly meetings, revisions to Merit Rules, and conducting employee appeal hearings.

**employee programs** – Provide specialized case management programs for workers' compensation, disability, short and long term disability, return and transitional work programs for ill or injured employees. Coordinate responses to disability discrimination claims. Coordinate ergonomics/wellness, employee recreational discount and commute options, and employee assistance program. Offer clarification and guidance concerning the Americans with Disabilities Act, Family Medical Leave Act, and the Employee Leave Plan. Administers a one-stop customer service center to provide focal point for all HR information and materials.

**employee information services** - Provide payroll services. Create, maintain, and manage employee records. Respond to public records requests.

**compensation & benefit services** - Offer technical guidance to departments to ensure equitable and competitive compensation policies and practices. Administer cost-effective and comprehensive employee benefit programs.

## community impact

The Human Resources Department forms the cornerstone of Maricopa County's public delivery system by providing employment-related services that promote public confidence, personal integrity, and the efficient delivery of public services through the development of a high performance work force.

The Human Resources Department's administration of three employee Merit Systems positively affects Maricopa County's eligibility to receive state and federal funds, and minimizes liability resulting from fines, penalties, and damage awards by promoting compliance with state and federal employment laws.

The employee benefit package provides benefits to all residents, service recipients, and taxpayers. By providing a cost-effective employee benefits program we can recruit and retain highly qualified individuals to provide direct public services to program recipients.

The Employee Assistance Program (EAP) works with employees who have personal problems which affect their well-being. These employees, who have direct contact with the service recipient, need to have an outlet to assist in problem resolution so that the impact on the service quality (and the cost to provide services) is not diminished due to such problems. This is ever more vital to those employees who have positions in which error could lead to significant liability to Maricopa County.

The Wellness/Ergonomics goal is to encourage employees to lead healthier lifestyles, and provide a safe work environment, thereby enhancing productivity, lowering health care costs, and improving morale.

## performance measures

<u>Performance measures</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
Personnel Action Forms (PAFs) Processed	50,000	52,500	24,088	23,136
Return to Work Savings	850,000	892,500	850,000	850,000
Worker's Compensation Costs	2,250,000	2,362,500	2,250,000	2,250,000
Rewarding Ideas		96	100	104
Ergonomics		1,540	1,550	1,565
Fitness Center Clients		26,964	45,000	45,000
EAP Clients	800	550	700	854
Benefits Contacts		11,884	12,000	12,210
Requests to Fill Positions	5,510	5,949	6,310	5,376
Employment Applications Referred	14,907	17,004	22,210	20,685
Merit Appeals	47	56	64	15
Employment Applications Submitted	39,990	41,567	46,700	51,837
Salary Advancement Requests		9,000	9,000	12,603
Payroll Checks Processed		288,092	300,000	276,831
Manual Checks Processed		2,528	2,000	2,010
Walk-In Customers Assisted		22,872	23,000	23,230
Customers Assisted by Telephone		39,892	40,000	40,400
Benefits Survey Outcome				To Follow

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY

HUMAN RESOURCES  
Department 31

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	2,439,902	282,481	16,400	\$ 2,738,783	\$ 24,000
Internal Service	510,189	43,299,718	201,000	\$ 44,010,907	\$ 44,043,587
Totals	\$ 2,950,091	\$ 43,582,199	\$ 217,400	\$ 46,749,690	\$ 44,067,587

EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT

HUMAN RESOURCES  
Department 31

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 1,145,134	\$ -	\$ 1,145,134	\$ -	\$ -	
<b>REVENUE</b>						
635 FEES & CHARGES	37,789,956	38,560,614	37,789,956	42,540,072	-	0%
636 INTERNAL SERVICE CHARGES	1,214,680	1,214,680	1,214,680	1,524,415	-	0%
650 MISCELLANEOUS REVENUE	2,600	124,011	2,600	3,100	-	0%
Subtotal	\$ 39,007,236	\$ 39,899,305	\$ 39,007,236	\$ 44,067,587	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 2,421,431	\$ 2,331,509	\$ 2,327,163	\$ 2,356,155	\$ -	0%
705 TEMPORARY PAY	26,383	-	12,754	9,500	-	0%
710 SPECIAL PAY	29,368	-	29,368	4,000	-	0%
750 FRINGE BENEFITS	457,413	438,103	439,858	441,947	-	0%
780 SALARY ADJUSTMENTS	65,234	11,284	65,686	77,919	-	0%
790 OTHER PERSONAL SERVICES	40	-	40	-	-	
796 P S INTER-FUND CHARGES	-	125,000	125,000	125,000	-	0%
797 PERSONNEL SAVINGS (NEG)	(117,847)	(8,793)	(117,847)	(64,430)	-	0%
Subtotal	\$ 2,882,022	\$ 2,897,103	\$ 2,882,022	\$ 2,950,091	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 108,715	\$ 47,257	\$ 105,105	\$ 69,313	\$ -	0%
805 CONTRACTUAL SERVICES	456,262	371,259	456,262	515,973	-	0%
810 LEGAL	90,000	35,000	90,000	60,000	-	0%
815 INSURANCE	37,754,824	37,871,573	37,754,824	42,447,410	-	0%
820 RENT	23,582	27,035	23,582	37,000	-	0%
825 REPAIRS AND MAINTENANCE	7,812	10,675	11,422	14,226	-	0%
826 FACILITIES MGMT DISCRETIONARY	200	-	200	400	-	0%
827 MATERIAL MGMT DISCRETIONARY	61,000	71,153	59,300	85,100	-	0%
828 MOTOR POOL	3,400	3,788	3,400	4,160	-	0%
830 TELECOM DISCRETIONARY	20,565	12,065	20,565	19,459	-	0%
836 RISK MANAGEMENT	509	509	509	3,783	-	0%
837 BASE LEVEL TELECOM	8,856	4,020	8,856	4,210	-	0%
841 EMPLOYEE TRAVEL	6,800	2,845	6,800	5,100	-	0%
842 EDUCATION	31,950	10,914	32,350	25,650	-	0%
843 TRANSPORTATION/SHIPPING	2,250	400	2,250	1,750	-	0%
860 MISCELLANEOUS EXPENSE	59,625	34,572	59,625	51,887	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	109,423	109,423	109,423	236,778	-	0%
Subtotal	\$ 38,745,773	\$ 38,612,488	\$ 38,744,473	\$ 43,582,199	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	61,500	52,136	62,800	217,400	-	0%
Subtotal	\$ 61,500	\$ 52,136	\$ 62,800	\$ 217,400	\$ -	0%
Total Expenditures	\$ 41,689,295	\$ 41,561,727	\$ 41,689,295	\$ 46,749,690	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (2,682,059)	\$ (1,662,422)	\$ (2,682,059)	\$ (2,682,103)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (1,536,925)	\$ (1,662,422)	\$ (1,536,925)	\$ (2,682,103)	\$ -	0%

POSITION DISTRIBUTION		
Dept	Working Title	FTE
31 HUMAN RESOURCES	ADMINISTRATIVE ASSTNT II	4
	ADMINISTRATIVE ASSTNT III	13
	ADMINISTRATIVE COORD II	4
	ADMINISTRATIVE COORD III	2
	ADMINISTRATIVE COORD IV	2
	ADMINISTRATIVE COORD V	4
	ADMINISTRATIVE COORD VI	1
	ADMINISTRATIVE SUPPORT	0.5
	COUNTY PAYROLL COORDINATR	6
	EMPL ASSTNCE PRGRM COORD	1
	EMPLOYEE BENEFIT COORDNTR	5
	EMPLOYEE BENEFIT MANAGER	1
	FISCAL CONSULTANT	1
	HUMAN RESOURCES ANALYST	13
	HUMAN RESOURCES ASST	1
	HUMAN RESOURCES DIRECTOR	1
	HUMAN RESOURCES MANAGER	1
	HUMAN RESOURCES SR ANLYST	6
	RESOURCE COORDINATOR	2
31 Total		68.5



**TOTAL BUDGET BY PROGRAM**

**HUMAN RESOURCES**  
Agency 310

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3110	ADMINISTRATION	\$ 397,411	\$ 72,712	\$ 3,400	\$ 473,523	\$ -
3120	EMPLOYEE INFORMATION SERVICES	\$ 482,862	\$ 42,614	\$ -	\$ 525,476	\$ 21,400
3130	EMPLOYEE PROGRAMS	\$ 501,618	\$ 46,880	\$ 2,000	\$ 550,498	\$ 2,100
3140	EMPLOYMENT SERVICES	\$ 787,633	\$ 108,450	\$ 11,000	\$ 907,083	\$ -
3160	COMPENSATION SERVICES	\$ 270,378	\$ 11,825	\$ -	\$ 282,203	\$ 500
<b>Totals:</b>		<b>\$ 2,439,902</b>	<b>\$ 282,481</b>	<b>\$ 16,400</b>	<b>\$ 2,738,783</b>	<b>\$ 24,000</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**HUMAN RESOURCES**  
Agency 310

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
635 FEES & CHARGES	21,400	19,838	21,400	20,900	(500.00)	-2%
650 MISCELLANEOUS REVENUE	2,600	2,600	2,600	3,100	500.00	19%
Total Revenue	\$ 24,000	\$ 22,438	\$ 24,000	\$ 24,000	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,971,676	\$ 1,896,340	\$ 1,889,880	\$ 1,937,928	\$ (48,048)	-3%
705 TEMPORARY PAY	26,383	-	12,754	9,500	3,254	26%
710 SPECIAL PAY	29,368	-	29,368	4,000	25,368	86%
750 FRINGE BENEFITS	373,000	355,668	357,179	364,904	(7,725)	-2%
780 SALARY ADJUSTMENTS	55,042	3,094	41,288	54,000	(12,712)	-31%
790 OTHER PERSONAL SERVICES	40	-	40	-	40	100%
796 P S INTER-FUND CHARGES	-	125,000	125,000	125,000	-	0%
797 PERSONNEL SAVINGS (NEG)	(108,016)	-	(108,016)	(55,430)	(52,586)	49%
Subtotal	\$ 2,347,493	\$ 2,380,102	\$ 2,347,493	\$ 2,439,902	\$ (92,409)	-4%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 88,102	\$ 36,781	\$ 84,492	\$ 50,700	\$ 33,792	40%
805 CONTRACTUAL SERVICES	30,797	15,401	30,797	21,420	9,377	30%
810 LEGAL	80,000	25,000	80,000	50,000	30,000	38%
815 INSURANCE	250	119	250	238	12	5%
820 RENT	16,182	23,136	16,182	32,000	(15,818)	-98%
825 REPAIRS AND MAINTENANCE	2,812	8,491	6,422	9,226	(2,804)	-44%
826 FACILITIES MGMT DISCRETIONARY	200	-	200	400	(200)	-100%
827 MATERIAL MGMT DISCRETIONARY	42,000	31,153	40,300	43,350	(3,050)	-8%
828 MOTOR POOL	700	788	700	1,460	(760)	-109%
830 TELECOM DISCRETIONARY	17,304	7,409	17,304	14,000	3,304	19%
841 EMPLOYEE TRAVEL	1,800	545	1,800	2,100	(300)	-17%
842 EDUCATION	24,000	7,314	24,400	17,700	6,700	27%
843 TRANSPORTATION/SHIPPING	2,250	400	2,250	1,750	500	22%
860 MISCELLANEOUS EXPENSE	29,525	28,572	29,525	38,137	(8,612)	-29%
Subtotal	\$ 335,922	\$ 185,109	\$ 334,622	\$ 282,481	\$ 52,141	16%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	32,500	23,136	33,800	16,400	17,400	51%
Subtotal	\$ 32,500	\$ 23,136	\$ 33,800	\$ 16,400	\$ 17,400	51%
Total Expenditures	\$ 2,715,915	\$ 2,588,347	\$ 2,715,915	\$ 2,738,783	\$ (22,868)	-1%
Operating Balance (Rev. - Exp.)	\$ (2,691,915)	\$ (2,565,909)	\$ (2,691,915)	\$ (2,714,783)	\$ 22,868	-1%

TOTAL BUDGET BY PROGRAM						
HUMAN RESOURCES						
Agency 312						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3181	MEDICAL INSURANCE	\$ -	\$ 34,086,939	\$ -	\$ 34,086,939	\$ 34,078,439
3182	WELLNESS PROGRAM	\$ 149,895	\$ 22,500	\$ 18,500	\$ 190,895	\$ 197,064
3183	MENTAL HEALTH SUBSTANCE ABUSE	\$ -	\$ 1,204,527	\$ -	\$ 1,204,527	\$ 1,204,527
3184	EMPLOYEE ASSISTANCE	\$ 53,723	\$ 209,400	\$ -	\$ 263,123	\$ 268,253
3185	DISABILITY	\$ -	\$ 797,984	\$ -	\$ 797,984	\$ 797,984
3186	LIFE INSURANCE	\$ -	\$ 2,663,364	\$ -	\$ 2,663,364	\$ 2,663,364
3187	DENTAL INSURANCE	\$ -	\$ 3,440,780	\$ -	\$ 3,440,780	\$ 3,440,780
3189	ADMINISTRATION	\$ 306,571	\$ 548,646	\$ 182,500	\$ 1,037,717	\$ 1,067,598
3190	SIGHT CARE	\$ -	\$ 325,578	\$ -	\$ 325,578	\$ 325,578
<b>Totals:</b>		<b>\$ 510,189</b>	<b>\$ 43,299,718</b>	<b>\$ 201,000</b>	<b>\$ 44,010,907</b>	<b>\$ 44,043,587</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
HUMAN RESOURCES						
Agency 312						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 1,145,134	\$ -	\$ 1,145,134	\$ -	\$ (1,145,134)	-100%
<b>REVENUE</b>						
635 FEES & CHARGES	37,768,556	38,540,776	37,768,556	42,519,172	4,750,616.00	13%
636 INTERNAL SERVICE CHARGES	1,214,680	1,214,680	1,214,680	1,524,415	309,735.00	25%
650 MISCELLANEOUS REVENUE	-	121,411	-	-	-	
Total Revenue	\$ 38,983,236	\$ 39,876,867	\$ 38,983,236	\$ 44,043,587	\$ 5,060,351	13%
Total Resources	\$ 40,128,370	\$ 39,876,867	\$ 40,128,370	\$ 44,043,587	\$ 3,915,217	10%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 449,755	\$ 435,169	\$ 437,283	\$ 418,227	\$ 19,056	4%
750 FRINGE BENEFITS	84,413	82,435	82,679	77,043	5,636	7%
780 SALARY ADJUSTMENTS	10,192	8,190	24,398	23,919	479	2%
797 PERSONNEL SAVINGS (NEG)	(9,831)	(8,793)	(9,831)	(9,000)	(831)	8%
Subtotal	\$ 534,529	\$ 517,001	\$ 534,529	\$ 510,189	\$ 24,340	5%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 20,613	\$ 10,476	\$ 20,613	\$ 18,613	\$ 2,000	10%
805 CONTRACTUAL SERVICES	425,465	355,858	425,465	494,553	(69,088)	-16%
810 LEGAL	10,000	10,000	10,000	10,000	-	0%
815 INSURANCE	37,754,574	37,871,454	37,754,574	42,447,172	(4,692,598)	-12%
820 RENT	7,400	3,899	7,400	5,000	2,400	32%
825 REPAIRS AND MAINTENANCE	5,000	2,184	5,000	5,000	-	0%
827 MATERIAL MGNT DISCRETIONARY	19,000	40,000	19,000	41,750	(22,750)	-120%
828 MOTOR POOL	2,700	3,000	2,700	2,700	-	0%
830 TELECOM DISCRETIONARY	3,261	4,656	3,261	5,459	(2,198)	-67%
836 RISK MANAGEMENT	509	509	509	3,783	(3,274)	-643%
837 BASE LEVEL TELECOM	8,856	4,020	8,856	4,210	4,646	52%
841 EMPLOYEE TRAVEL	5,000	2,300	5,000	3,000	2,000	40%
842 EDUCATION	7,950	3,600	7,950	7,950	-	0%
860 MISCELLANEOUS EXPENSE	30,100	6,000	30,100	13,750	16,350	54%
880 TRANSFERS OUT TO OTHER FUNDS	109,423	109,423	109,423	236,778	(127,355)	-116%
Subtotal	\$ 38,409,851	\$ 38,427,379	\$ 38,409,851	\$ 43,299,718	\$ (4,889,867)	-13%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	29,000	29,000	29,000	201,000	(172,000)	-593%
Subtotal	\$ 29,000	\$ 29,000	\$ 29,000	\$ 201,000	\$ (172,000)	-593%
Total Expenditures	\$ 38,973,380	\$ 38,973,380	\$ 38,973,380	\$ 44,010,907	\$ (5,037,527)	-13%
Operating Balance (Rev. - Exp.)	\$ 9,856	\$ 903,487	\$ 9,856	\$ 32,680	\$ (22,824)	-232%
Ending Fund Balance (Resources - Exp.)	\$ 1,154,990	\$ 903,487	\$ 1,154,990	\$ 32,680	\$ 1,122,310	97%

## human services (22)



### mission

To help individuals, children and families enhance their economic, social and physical well-being.

### program goals

To provide JTPA adult and dislocated worker program participants with services resulting in employment placements and retention of livable wages. To increase community awareness of workforce development services. To provide Early Head Start and Head Start children with age-appropriate educational, health and nutritional services. To improve the availability and affordability of utility service for low-income Maricopa County households. To increase leveraged resources (funding and volunteers) available to expand human service delivery in Maricopa County. To increase access to employment and social services for low-income, elderly and disabled individuals through transportation program (STS) expansion. To maintain or increase access to nutrition improvement programs for vulnerable elderly individuals

### community impact

The Workforce Development Division uses federal and state funds to help residents obtain new job skills and employment; thereby reducing the number of public assistance recipients in Maricopa County and providing tangible opportunities for economic independence. The Education Division administers the Head Start and Early Head Start programs which provide parent education and early childhood development opportunities for low-income children ages 0-5 years and their parents. The Community Services Division provides information and referral, case management, emergency assistance and special transportation services to low-income, elderly and physically challenged county residents.

**performance measures**

<u>Performance Measures</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
Customers utilizing the Maricopa Workforce Development Centers		5,855	6,148	6,455
JTPA (Title IIA) Adult 90-Day Retention\Wage		67% (\$7.07/Hr.)	72% (\$7.30/Hr.)	72% (\$7.30/Hr.)
JTPA (Title III) Dislocated Workers 90-Day Retention\Wage		75% (\$9.72/Hr.)	80% (\$9.72/Hr.)	80% (\$10.20/Hr.)
JTPA (Title IIC) Youth Program Completion		84%	88%	88%
JTPA (Title IIC) Youth High School or GED completion		29%	31%	31%
Head Start enrollments	1,898	1,898	1,958	1,958
Early Head Start Enrollments	N/A	75	75	135
Percent of Children Fully Immunized		95%	95%	95%
Mastery in emergent literacy indicators			45%	47%
Annual Utility Savings – Low-Income Families		\$157,600	\$197,000	\$197,000
Ratio of CSBG dollars to leveraged funds		1:1.90	1:210	1:210
Individuals provided emergency homeless & prevention services		5,580	6,138	6,138
Non-county dollars funding the STS program		\$1,353,216	\$1,488,537	\$1,450,000
STS Fleet Operation Efficiency (Riders/Hr.)			1.98	2.1
Number of Home Delivered Meals	114,887	119,752	117,000	120,000

**Additional explanatory information, if needed:**

The majority of the Human Services Department's performance measures were updated prior to the beginning of FY 98/99 to represent a focus on performance outcome measures. As a result, there is a lack of historical data in several areas. Other department activity includes the development and use of customer satisfaction surveys to establish benchmarks for customer service and related program delivery areas.

Please note that performance measures for the Workforce Development Division will change upon the implementation of the Workforce Investment Act (WIA) on July 1, 2000. This new legislation will replace the JTPA programs currently in place.

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

HUMAN SERVICES  
Department 22

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	342,903	960,000	-	\$ 1,302,903	\$ -
Special Revenue	10,153,945	14,315,369	130,000	\$ 24,599,314	\$ 25,163,359
Totals	\$ 10,496,848	\$ 15,275,369	\$ 130,000	\$ 25,902,217	\$ 25,163,359

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

HUMAN SERVICES  
Department 22

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
<b>REVENUE</b>						
615 GRANTS	23,424,203	23,048,000	23,580,980	25,163,359	-	0%
Subtotal	\$ 23,424,203	\$ 23,048,000	\$ 23,580,980	\$ 25,163,359	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 7,040,089	\$ 7,304,000	\$ 7,520,340	\$ 7,828,662	\$ -	0%
705 TEMPORARY PAY	875,338	858,000	875,338	1,116,328	-	0%
710 SPECIAL PAY	-	-	-	32,500	-	0%
750 FRINGE BENEFITS	1,700,754	1,741,000	1,790,032	1,921,678	-	0%
780 SALARY ADJUSTMENTS	72,863	234,000	196,443	253,932	-	0%
790 OTHER PERSONAL SERVICES	60,000	-	60,000	-	-	0%
795 P S INTER-FUND CREDIT (NEG)	(518,062)	(507,000)	(518,062)	(710,747)	-	0%
796 P S INTER-FUND CHARGES	843,271	238,000	238,239	710,745	-	0%
797 PERSONNEL SAVINGS (NEG)	(1,235,892)	(1,209,000)	(1,235,892)	(656,250)	-	0%
Subtotal	\$ 8,838,361	\$ 8,659,000	\$ 8,926,438	\$ 10,496,848	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 603,861	\$ 588,000	\$ 601,286	\$ 587,152	\$ -	0%
802 MEDICAL SUPPLIES	-	-	-	8,900	-	0%
805 CONTRACTUAL SERVICES	12,245,095	12,077,000	12,338,097	11,022,788	-	0%
807 HEALTH CARE SERVICES	40,000	39,000	40,000	103,350	-	0%
810 LEGAL	5,120	5,000	5,120	4,450	-	0%
815 INSURANCE	15,320	15,000	15,320	10,355	-	0%
820 RENT	449,278	361,000	369,096	442,439	-	0%
825 REPAIRS AND MAINTENANCE	87,482	84,000	87,482	109,825	-	0%
826 FACILITIES MGMT DISCRETIONARY	100	-	100	-	-	0%
827 MATERIAL MGMT DISCRETIONARY	3,000	2,000	3,000	12,250	-	0%
829 FUEL	10,183	10,000	10,183	2,600	-	0%
830 TELECOM DISCRETIONARY	31,981	30,000	31,981	20,000	-	0%
832 COUNTY COUNSEL	-	-	-	5,098	-	0%
833 EMPLOYEE BENEFITS ADMIN	24,225	23,000	24,225	31,219	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	6,973	7,000	6,973	37,400	-	0%
836 RISK MANAGEMENT	5,241	5,000	5,241	24,075	-	0%
837 BASE LEVEL TELECOM	128,166	125,000	128,166	263,170	-	0%
841 EMPLOYEE TRAVEL	68,133	65,000	67,016	98,221	-	0%
842 EDUCATION	126,829	124,000	126,218	134,580	-	0%
843 TRANSPORTATION/SHIPPING	100,418	96,000	100,418	36,850	-	0%
845 SUPPORT AND CARE OF PERSONS	235,359	231,000	235,359	268,696	-	0%
847 MEDICAL CARE	-	-	-	5,650	-	0%
850 UTILITIES	33,872	33,000	33,872	60,363	-	0%
860 MISCELLANEOUS EXPENSE	450,993	518,000	531,176	1,670,379	(1,655,021)	-10776%
873 S S INTERFUND CHARGES	425,000	425,000	425,000	265,559	-	0%
875 BONDS AND RELATED EXPENSE	50,000	20,000	50,000	50,000	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	313,406	295,000	313,406	-	1,655,021	100%
Subtotal	\$ 15,460,035	\$ 15,178,000	\$ 15,548,735	\$ 15,275,369	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	125,807	121,000	125,807	130,000	-	0%
Subtotal	\$ 125,807	\$ 121,000	\$ 125,807	\$ 130,000	\$ -	0%
Total Expenditures	\$ 24,424,203	\$ 23,958,000	\$ 24,600,980	\$ 25,902,217	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (1,000,000)	\$ (910,000)	\$ (1,020,000)	\$ (738,858)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (1,000,000)	\$ (910,000)	\$ (1,020,000)	\$ (738,858)	\$ -	0%

POSITION DISTRIBUTION		
Dept	Working Title	FTE
22	HUMAN SERVICES	
	ACCOUNT TECH	1
	ACCOUNTANT I	1
	ACCOUNTANT II	3
	ACCOUNTANT III	1
	ACCOUNTING TECHNICIAN II	3
	ADMINISTRATIVE ASSTNT I	2
	ADMINISTRATIVE ASSTNT II	12
	ADMINISTRATIVE ASSTNT III	5
	ADMINISTRATIVE COORD II	3
	ADMINISTRATIVE COORD IV	25
	ADMINISTRATIVE COORD VI	6
	ASST. DIRECTOR	1
	CAREER GUIDANCE	1
	CONTRACT SPECIALIST I	5
	EARLY HEAD START AID	1
	EMPLOYEE SVC REP	1
	FAMILY CASE SPECIALIST	20
	FINANCIAL SERVICES ADM I	1
	HEALTH EDUCATION COORDNTR	1
	HOME VISITOR	23
	HSG & HUMAN SVCS DIR	1
	HUMAN SERVICE MANAGER	2
	INSTRUCTOR	6
	LEAD INTGRD SYS DSGN ANL	1
	LEAD PROGRAMMER-ANALYST	1
	MANAGEMENT ANALYST	1
	MANAGEMENT ANALYST II	1
	MANAGEMENT ANALYST III	1
	NUTRITIONIST II	1
	PROG. SVC. REP	1
	PROGRAM ASSISTNCE REP III	6
	PROGRAM COORDINATOR II	3
	PROGRAMMER-ANALYST II	1
	REGISTERED NURSE III	1
	SECRETARY	0.5
	SENIOR DATABASE ANALYST	2
	SENIOR INFRMTN SYST ANLST	1
	SERVICE DELIVRY COORD II	14
	SERVICE WORKER III	4
	SWITCHBOARD OPERATOR	1
TEACHER	37	
TEACHER 1	2	
TEACHER'S AIDE I	7	
TEACHER'S AIDE II	32	
TEACHER'S ASSISTANT	25	
TRANSPORTATION BROKER	2	
VOCATIONAL COUNSELOR	19	
WORD PROCESSING OPERTR II	5	
22	Total	294.5

**TOTAL BUDGET BY PROGRAM**

**HUMAN SERVICES**

Agency 220

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
2213	OPERATIONS	\$ 342,903	\$ 960,000	\$ -	\$ 1,302,903	\$ -
<b>Totals:</b>		<b>\$ 342,903</b>	<b>\$ 960,000</b>	<b>\$ -</b>	<b>\$ 1,302,903</b>	<b>\$ -</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**HUMAN SERVICES**

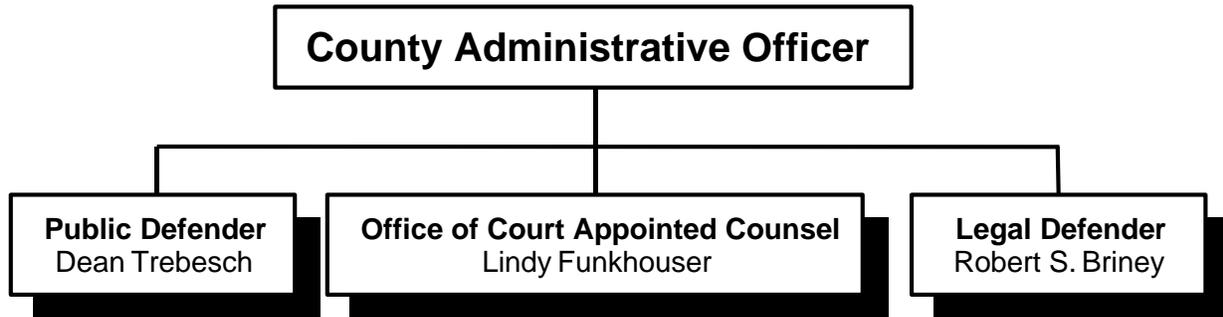
Agency 220

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ -	\$ -	\$ -	\$ 236,354	\$ (236,354)	
750 FRINGE BENEFITS	-	-	-	46,325	(46,325)	
790 OTHER PERSONAL SERVICES	60,000	60,000	60,000	60,224	(224)	0%
Subtotal	\$ 60,000	\$ 60,000	\$ 60,000	\$ 342,903	\$ (282,903)	-472%
<b>SUPPLIES AND SERVICES</b>						
805 CONTRACTUAL SERVICES	465,000	465,000	485,000	628,000	(143,000)	-29%
860 MISCELLANEOUS EXPENSE	-	-	-	16,441	(16,441)	
873 S S INTERFUND CHARGES	425,000	425,000	425,000	265,559	159,441	38%
875 BONDS AND RELATED EXPENSE	50,000	20,000	50,000	50,000	-	0%
Subtotal	\$ 940,000	\$ 910,000	\$ 960,000	\$ 960,000	\$ -	0%
<b>Total Expenditures</b>	<b>\$ 1,000,000</b>	<b>\$ 970,000</b>	<b>\$ 1,020,000</b>	<b>\$ 1,302,903</b>	<b>\$ (282,903)</b>	<b>-28%</b>

TOTAL BUDGET BY PROGRAM							
HUMAN SERVICES Agency 221							
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue	
2214	COST POOL	\$ 917,088	\$ 359,089	\$ 61,000	\$ 1,337,177	\$ 1,901,220	
2242	TITLE IIA	\$ 516,660	\$ 1,217,460	\$ -	\$ 1,734,120	\$ 1,734,120	
2243	TITLE IIC	\$ 197,967	\$ 134,504	\$ -	\$ 332,471	\$ 332,470	
2244	TITLE IIB	\$ 1,184,030	\$ 548,446	\$ -	\$ 1,732,476	\$ 1,732,476	
2245	TITLE III (60%)	\$ 614,987	\$ 867,094	\$ -	\$ 1,482,081	\$ 1,482,081	
2246	DISCRETIONARY	\$ 395,952	\$ 871,901	\$ 10,500	\$ 1,278,353	\$ 1,278,353	
2247	TITLE III (40%)	\$ 485,485	\$ 616,733	\$ -	\$ 1,102,218	\$ 1,102,218	
2251	TRANSPORTATION	\$ 255,962	\$ 1,670,489	\$ 8,500	\$ 1,934,951	\$ 1,934,952	
2252	COMMUNITY ACTION PROGRAMS	\$ 328,716	\$ 1,536,939	\$ 50,000	\$ 1,915,655	\$ 1,915,655	
2253	COMMUNITY SERVICES	\$ -	\$ 358,441	\$ -	\$ 358,441	\$ 358,441	
2261	HEAD START	\$ 5,257,098	\$ 6,134,273	\$ -	\$ 11,391,371	\$ 11,391,373	
<b>Totals:</b>		<b>\$ 10,153,945</b>	<b>\$ 14,315,369</b>	<b>\$ 130,000</b>	<b>\$ 24,599,314</b>	<b>\$ 25,163,359</b>	

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
HUMAN SERVICES Agency 221							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>REVENUE</b>							
615 GRANTS	23,424,203	23,048,000	23,580,980	25,163,359	1,582,379.00	7%	
Total Revenue	\$ 23,424,203	\$ 23,048,000	\$ 23,580,980	\$ 25,163,359	\$ 1,582,379	7%	
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
701 REGULAR PAY	\$ 7,040,089	\$ 7,304,000	\$ 7,520,340	\$ 7,592,308	\$ (71,968)	-1%	
705 TEMPORARY PAY	875,338	858,000	875,338	1,116,328	(240,990)	-28%	
710 SPECIAL PAY	-	-	-	32,500	(32,500)		
750 FRINGE BENEFITS	1,700,754	1,741,000	1,790,032	1,875,353	(85,321)	-5%	
780 SALARY ADJUSTMENTS	72,863	234,000	196,443	253,932	(57,489)	-29%	
790 OTHER PERSONAL SERVICES	-	(60,000)	-	(60,224)	60,224		
795 P S INTER-FUND CREDIT (NEG)	(518,062)	(507,000)	(518,062)	(710,747)	192,685	-37%	
796 P S INTER-FUND CHARGES	843,271	238,000	238,239	710,745	(472,506)	-198%	
797 PERSONNEL SAVINGS (NEG)	(1,235,892)	(1,209,000)	(1,235,892)	(656,250)	(579,642)	47%	
Subtotal	\$ 8,778,361	\$ 8,599,000	\$ 8,866,438	\$ 10,153,945	\$ (1,287,507)	-15%	
<b>SUPPLIES AND SERVICES</b>							
801 GENERAL SUPPLIES	\$ 603,861	\$ 588,000	\$ 601,286	\$ 587,152	\$ 14,134	2%	
802 MEDICAL SUPPLIES	-	-	-	8,900	(8,900)		
805 CONTRACTUAL SERVICES	11,780,095	11,612,000	11,853,097	10,394,788	1,458,309	12%	
807 HEALTH CARE SERVICES	40,000	39,000	40,000	103,350	(63,350)	-158%	
810 LEGAL	5,120	5,000	5,120	4,450	670	13%	
815 INSURANCE	15,320	15,000	15,320	10,355	4,965	32%	
820 RENT	449,278	361,000	369,096	442,439	(73,343)	-20%	
825 REPAIRS AND MAINTENANCE	87,482	84,000	87,482	109,825	(22,343)	-26%	
826 FACILITIES MGMT DISCRETIONARY	100	-	100	-	100	100%	
827 MATERIAL MGMT DISCRETIONARY	3,000	2,000	3,000	12,250	(9,250)	-308%	
829 FUEL	10,183	10,000	10,183	2,600	7,583	74%	
830 TELECOM DISCRETIONARY	31,981	30,000	31,981	20,000	11,981	37%	
832 COUNTY COUNSEL	-	-	-	5,098	(5,098)		
833 EMPLOYEE BENEFITS ADMIN	24,225	23,000	24,225	31,219	(6,994)	-29%	
834 BASE LEVEL EQ SERVICES CHARGES	6,973	7,000	6,973	37,400	(30,427)	-436%	
836 RISK MANAGEMENT	5,241	5,000	5,241	24,075	(18,834)	-359%	
837 BASE LEVEL TELECOM	128,166	125,000	128,166	263,170	(135,004)	-105%	
841 EMPLOYEE TRAVEL	68,133	65,000	67,016	98,221	(31,205)	-47%	
842 EDUCATION	126,829	124,000	126,218	134,580	(8,362)	-7%	
843 TRANSPORTATION/SHIPPING	100,418	96,000	100,418	36,850	63,568	63%	
845 SUPPORT AND CARE OF PERSONS	235,359	231,000	235,359	268,696	(33,337)	-14%	
847 MEDICAL CARE	-	-	-	5,650	(5,650)		
850 UTILITIES	33,872	33,000	33,872	60,363	(26,491)	-78%	
860 MISCELLANEOUS EXPENSE	450,993	518,000	531,176	1,653,938	(1,122,762)	-211%	
880 TRANSFERS OUT TO OTHER FUNDS	313,406	295,000	313,406	-	313,406	100%	
Subtotal	\$ 14,520,035	\$ 14,268,000	\$ 14,588,735	\$ 14,315,369	\$ 273,366	2%	
<b>CAPITAL OUTLAY</b>							
920 EQUIPMENT	125,807	121,000	125,807	130,000	(4,193)	-3%	
Subtotal	\$ 125,807	\$ 121,000	\$ 125,807	\$ 130,000	\$ (4,193)	-3%	
Total Expenditures	\$ 23,424,203	\$ 22,988,000	\$ 23,580,980	\$ 24,599,314	\$ (1,018,334)	-4%	
Operating Balance (Rev. - Exp.)	\$ -	\$ 60,000	\$ -	\$ 564,045	\$ (564,045)		

## indigent representation (33)



### mission

To provide, upon appointment by Maricopa County Superior and Justice Courts, cost-effective legal representation, pursuant to constitutional and ethical obligations, for indigent adults and juveniles facing criminal charges, mental health commitments or dependency matters.

### program goals

Protect the rights of clients and guarantee that they receive equal protection under the law. Enhance the professionalism and productivity of all staff. Perform our obligations in a fiscally responsible manner. Ensure that ethical and constitutional responsibilities and mandates are fulfilled. Develop an effective representation for each client in an ethical fashion that protects his or her rights and ensures equal protection under the law. Develop and retain attorneys and staff highly regarded for their respective skills in representing, investigating, or supporting the defense of assigned clientele.

### community impact

The Maricopa County Indigent Representation Agency ensures that cost-effective, high quality legal representation is provided to indigent individuals. Indigent defendants have a constitutional right to legal representation, and it is the role of this organization to protect this right. Failure to provide effective representation places defendants at risk in terms of loss of liberty, property, and, in some instances, life.

## performance measures

Performance Measure	FY 96-97	FY 97-98	FY98-99 (Est.)	FY99-00 (Proj)
LD Criminal Cases	1569	1973	3252	3109
LD Criminal Trials	44	60	114	113
LD Dependency Assignments				766
LD Severance Assignments				96
LD Appeals				14
LD Recertifications				786
OCAC – Trials and Major Felonies	3236	2883	2587	2184
OCAC – Appeals, PCRs, Appeal/PCRs	337	385	338	350
OCAC – Juvenile Delinquencies	4015	3713	3370	3400
OCAC - Death Penalty Cases			32	27
OCAC - Sexual Predator Cases			92	100
OCAC - Mental Health	49	37	44	48
OCAC – Dependency & Severance	4357	4491	3910	3612
OCAC – Dependency cases certified			4195	3910
PD – Trials and Major Felonies	20057	21962	20687	21618
PD – Probation Revocations	8064	9593	12544	13176
PD – Misdemeanors	5026	4825	4514	4608
PD - Appeals, PCRs, and Appeal/PCRs	1206	1540	1999	2004
PD – Juvenile Delinquencies	9007	10195	9348	10088
PD – Mental Health	1437	1531	1939	1944
PD – Trials	293	413	456	562
PD Avg. Mo. Act. Trial Caseload at FYE	29.9	25.13		
PD Avg. Mo. Juv. Caseload at FYE	58.41	54.15		
Juvenile Dependency cases	28	245	372	495
Juv. Dep. Cases certified to carry over			189	372

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

INDIGENT REPRESENTATION  
Department 33

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	23,184,143	8,614,197	248,982	\$ 32,047,322	\$ 100,000
Special Revenue	462,709	295,014	-	\$ 757,723	\$ 757,723
Totals	\$ 23,646,852	\$ 8,909,211	\$ 248,982	\$ 32,805,045	\$ 857,723

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

INDIGENT REPRESENTATION  
Department 33

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 17,180	\$ -	\$ 17,180	\$ -	\$ -	
REVENUE						
615 GRANTS	783,818	741,464	813,139	728,402	-	0%
620 INTERGOVERNMENTAL	300,000	129,321	300,000	129,321	-	0%
Subtotal	\$ 1,083,818	\$ 870,785	\$ 1,113,139	\$ 857,723	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 19,156,418	\$ 17,502,354	\$ 19,552,426	\$ 19,639,361	\$ -	0%
705 TEMPORARY PAY	148,428	228,059	148,428	152,600	-	0%
710 SPECIAL PAY	-	-	15,000	-	-	
750 FRINGE BENEFITS	3,355,323	3,105,985	3,417,702	3,425,989	-	0%
780 SALARY ADJUSTMENTS	724,468	1,220,264	583,871	1,159,509	-	0%
790 OTHER PERSONAL SERVICES	114,246	-	84,725	-	-	
795 P S INTER-FUND CREDIT (NEG)	(1,253,219)	-	(1,292,241)	(8,881)	-	0%
796 P S INTER-FUND CHARGES	18,040	-	18,040	19,382	-	0%
797 PERSONNEL SAVINGS (NEG)	(897,238)	(697,758)	(898,561)	(741,108)	-	0%
Subtotal	\$ 21,366,466	\$ 21,358,904	\$ 21,629,390	\$ 23,646,852	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 436,437	\$ 159,247	\$ 446,787	\$ 301,478	\$ -	0%
802 MEDICAL SUPPLIES	-	-	-	3,144	-	0%
805 CONTRACTUAL SERVICES	4,258,592	3,874,369	4,266,094	3,433,350	-	0%
810 LEGAL	2,147,493	1,774,707	1,671,169	2,780,027	-	0%
815 INSURANCE	1,520	1,400	1,520	1,520	-	0%
820 RENT	1,555,026	1,453,007	1,555,026	1,506,567	-	0%
825 REPAIRS AND MAINTENANCE	63,436	22,300	64,056	48,002	-	0%
826 FACILITIES MGMT DISCRETIONARY	500	-	500	223	-	0%
827 MATERIAL MGMT DISCRETIONARY	12,200	15,300	12,200	16,000	-	0%
828 MOTOR POOL	16,233	1,805	16,233	24,373	-	0%
829 FUEL	8,669	2,756	8,669	7,621	-	0%
830 TELECOM DISCRETIONARY	82,840	15,455	85,340	74,165	-	0%
833 EMPLOYEE BENEFITS ADMIN	150	-	150	-	-	
841 EMPLOYEE TRAVEL	114,459	91,100	114,459	125,000	-	0%
842 EDUCATION	143,326	99,400	144,797	123,393	-	0%
843 TRANSPORTATION/SHIPPING	38,884	36,000	39,034	36,550	-	0%
844 JUDICIAL TRAVEL	29,100	41,356	29,100	179,160	-	0%
850 UTILITIES	-	2,300	2,300	2,300	-	0%
860 MISCELLANEOUS EXPENSE	269,909	184,243	268,359	246,338	-	0%
872 S S INTER-FUND CREDIT (NEG)	(297,216)	-	(297,216)	-	-	
Subtotal	\$ 8,881,558	\$ 7,774,745	\$ 8,428,577	\$ 8,909,211	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	173,133	133,483	191,763	188,474	-	0%
930 TRANSPORTATION	63,598	-	63,598	60,508	-	0%
Subtotal	\$ 236,731	\$ 133,483	\$ 255,361	\$ 248,982	\$ -	0%
Total Expenditures	\$ 30,484,755	\$ 29,267,132	\$ 30,313,328	\$ 32,805,045	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (29,400,937)	\$ (28,396,347)	\$ (29,200,189)	\$ (31,947,322)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (29,383,757)	\$ (28,396,347)	\$ (29,183,009)	\$ (31,947,322)	\$ -	0%

POSITION DISTRIBUTION		
Dept	Working Title	FTE
33	INDIGENT REPRESENTATION	
	ADMINISTRATIVE ASSTNT I	13
	ADMINISTRATIVE ASSTNT II	9
	ADMINISTRATIVE ASSTNT III	9
	ADMINISTRATIVE COORD II	2
	ADMINISTRATIVE COORD III	7
	ADMINISTRATIVE COORD IV	1
	ADMINISTRATIVE COORD V	3
	ADMINISTRATIVE COORD VI	1
	ADMINISTRATOR I	2
	ATTORNEY	2
	CLERK I	2
	CLERK III	1
	CLERK IV	1
	CLIENT SERVICE COORDINATOR	2
	CLIENT SERVICES ASSTNT I	2
	CLIENT SERVICES ASSTNT II	7
	CLIENT SERVICES COORD II	11.75
	CONTRACT ADMINISTRATOR	1
	CONTRACT SPECIALIST III	1
	DEFENDER ATTORNEY I	1
	DEFENDER ATTY I	31
	DEFENDER ATTY II	39
	DEFENDER ATTY III	49.5
	DEFENDER ATTY IV	31.5
	DEFENDER ATTY V	47.5
	DEFENDER CHF CRIM INV	1
	DEFENDER INVEST I	4
	DEFENDER INVEST II	7
	DEFENDER INVEST III	15
	DEFENDER INVEST IV	5
	DEFENDER LAW CLERK	5
	DEFENDER SR CNSL I	17
	DEFENDER SR CNSL II	12
	FINANCIAL SERVICES ADM II	2
	INITIAL SERVICES	2
	INVESTIGATOR	8
	LAW CLERK	1
	LEAD SYSTEMS ANALYST	1
	LEGAL ASSISTANT	14
	LEGAL ASSISTANT SUPERVISR	2
	LEGAL DEFENDER	1
	LEGAL SECRETARY	15
	LEGAL SECRETARY 1	1
	LEGAL SECRETARY I	9.5
	LEGAL SECRETARY II	18
	LEGAL SECRETARY III	26
	MANAGEMENT ANALYST IV	2
	PROCESS SERVER	1
	PROJECT LEADER	1
PROJECT MANAGER	1	
PUBLIC DEFENDER	1	
RECORDS PROCESSOR	2	
SPECIAL ASSISTANT TO THE CAO	1	
SPECIAL ASST TO CAO	1	
SR DEPUTY PUBLIC DEFENDER	1	
SYSTEMS & PROGRAMMING MGR	1	
SYSTEMS ADMINISTRATOR II	2	
TRAINEE	6	
TRIAL GROUP COUNSEL	1	
TRIAL GROUP SUPERVISOR	1	
33	Total	465.75

**TOTAL BUDGET BY PROGRAM**

**INDIGENT REPRESENTATION**  
Agency 330

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3311	PUBLIC DEFENDER/ADMINISTRATION	\$ 694,530	\$ 2,080,834	\$ 138,000	\$ 2,913,364	\$ -
3312	PUBLIC DEFENDER/TRIAL	\$ 13,433,633	\$ 280,049	\$ 85,982	\$ 13,799,664	\$ -
3313	PUBLIC DEFENDER/JUVENILE	\$ 2,581,235	\$ 120,000	\$ -	\$ 2,701,235	\$ -
3314	PUBLIC DEFENDER/APPEALS	\$ 1,675,804	\$ 454,908	\$ -	\$ 2,130,712	\$ -
3341	LEGAL DEFENDER/ADMINISTRATION	\$ 352,922	\$ 404,140	\$ 18,000	\$ 775,062	\$ -
3342	LEGAL DEFENDER/TRIAL	\$ 1,063,748	\$ -	\$ -	\$ 1,063,748	\$ -
3343	LEGAL DEFENDER/MAJOR FELONIES	\$ 1,361,888	\$ -	\$ -	\$ 1,361,888	\$ -
3371	INDIGENT DEFENSE ADMINISTRATIO	\$ 1,261,844	\$ 4,569	\$ 1,000	\$ 1,267,413	\$ -
3372	INFORMATION SYSTEMS	\$ 349,744	\$ 20,000	\$ -	\$ 369,744	\$ -
3373	CONTRACT ADMINISTRATION	\$ 348,354	\$ 64,748	\$ 6,000	\$ 419,102	\$ -
3382	CRIMINAL TRIAL	\$ -	\$ 1,930,950	\$ -	\$ 1,930,950	\$ -
3383	JUVENILE DELINQUENCY	\$ -	\$ 993,200	\$ -	\$ 993,200	\$ -
3384	CRIMINAL APPEALS	\$ -	\$ 579,200	\$ -	\$ 579,200	\$ -
3385	SEXUAL PREDATOR	\$ -	\$ 342,539	\$ -	\$ 342,539	\$ -
3392	MAJOR FELONIES	\$ 60,441	\$ 1,339,060	\$ -	\$ 1,399,501	\$ 100,000
<b>Totals:</b>		<b>\$ 23,184,143</b>	<b>\$ 8,614,197</b>	<b>\$ 248,982</b>	<b>\$ 32,047,322</b>	<b>\$ 100,000</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**INDIGENT REPRESENTATION**  
Agency 330

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
620 INTERGOVERNMENTAL	300,000	100,000	300,000	100,000	(200,000.00)	-67%
Total Revenue	\$ 300,000	\$ 100,000	\$ 300,000	\$ 100,000	\$ (200,000)	-67%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 18,708,343	\$ 17,098,172	\$ 19,161,598	\$ 19,224,393	\$ (62,795)	0%
705 TEMPORARY PAY	148,428	228,059	148,428	152,600	(4,172)	-3%
750 FRINGE BENEFITS	3,276,805	3,038,438	3,345,952	3,356,023	(10,071)	0%
780 SALARY ADJUSTMENTS	720,491	1,209,822	515,879	1,157,502	(641,623)	-124%
790 OTHER PERSONAL SERVICES	114,246	-	84,725	-	84,725	100%
795 P S INTER-FUND CREDIT (NEG)	(1,235,179)	-	(1,274,201)	-	(1,274,201)	100%
796 P S INTER-FUND CHARGES	18,040	-	18,040	19,382	(1,342)	-7%
797 PERSONNEL SAVINGS (NEG)	(878,027)	(682,407)	(879,350)	(725,757)	(153,593)	17%
Subtotal	\$ 20,873,147	\$ 20,892,084	\$ 21,121,071	\$ 23,184,143	\$ (2,063,072)	-10%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 431,728	\$ 157,397	\$ 439,078	\$ 294,478	\$ 144,600	33%
802 MEDICAL SUPPLIES	-	-	-	3,144	(3,144)	-
805 CONTRACTUAL SERVICES	4,246,592	3,864,369	4,247,094	3,414,350	832,744	20%
810 LEGAL	2,146,993	1,774,557	1,667,669	2,776,527	(1,108,858)	-66%
815 INSURANCE	1,520	1,400	1,520	1,520	-	0%
820 RENT	1,523,930	1,419,475	1,523,930	1,466,737	57,193	4%
825 REPAIRS AND MAINTENANCE	63,436	22,300	64,056	48,002	16,054	25%
826 FACILITIES MGMT DISCRETIONARY	500	-	500	223	277	55%
827 MATERIAL MGMT DISCRETIONARY	6,200	3,800	6,200	4,000	2,200	35%
828 MOTOR POOL	16,233	1,805	16,233	24,373	(8,140)	-50%
829 FUEL	8,669	2,756	8,669	7,621	1,048	12%
830 TELECOM DISCRETIONARY	82,840	15,455	85,340	74,165	11,175	13%
841 EMPLOYEE TRAVEL	5,000	14,100	5,000	8,000	(3,000)	-60%
842 EDUCATION	11,650	11,900	11,800	17,572	(5,772)	-49%
843 TRANSPORTATION/SHIPPING	38,884	36,000	39,034	36,550	2,484	6%
844 JUDICIAL TRAVEL	29,100	41,356	29,100	179,160	(150,060)	-516%
850 UTILITIES	-	2,300	2,300	2,300	-	0%
860 MISCELLANEOUS EXPENSE	257,820	178,784	256,270	255,475	795	0%
872 S S INTER-FUND CREDIT (NEG)	(297,216)	-	(297,216)	-	(297,216)	100%
Subtotal	\$ 8,573,879	\$ 7,547,754	\$ 8,106,577	\$ 8,614,197	\$ (507,620)	-6%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	173,133	133,483	191,763	188,474	3,289	2%
930 TRANSPORTATION	63,598	-	63,598	60,508	3,090	5%
Subtotal	\$ 236,731	\$ 133,483	\$ 255,361	\$ 248,982	\$ 6,379	2%
Total Expenditures	\$ 29,683,757	\$ 28,573,321	\$ 29,483,009	\$ 32,047,322	\$ (2,564,313)	-9%
Operating Balance (Rev. - Exp.)	\$ (29,383,757)	\$ (28,473,321)	\$ (29,183,009)	\$ (31,947,322)	\$ 2,764,313	-9%

TOTAL BUDGET BY PROGRAM						
INDIGENT REPRESENTATION						
Agency 331						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3332	PUBLIC DEFENDER DRUG GRANT	\$ 285,504	\$ -	\$ -	\$ 285,504	\$ 295,500
3333	MID AMERICA DUI GRANT	\$ 29,878	\$ (19,382)	\$ -	\$ 10,496	\$ -
3334	COURT IMPROVEMENT PROG-DEP	\$ 8,755	\$ 20,066	\$ -	\$ 28,821	\$ 29,321
<b>Totals:</b>		<b>\$ 324,137</b>	<b>\$ 684</b>	<b>\$ -</b>	<b>\$ 324,821</b>	<b>\$ 324,821</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
INDIGENT REPRESENTATION						
Agency 331						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
615 GRANTS	325,218	308,709	354,539	295,500	(59,039.00)	-17%
620 INTERGOVERNMENTAL	-	29,321	-	29,321	29,321.00	
Total Revenue	\$ 325,218	\$ 338,030	\$ 354,539	\$ 324,821	\$ (29,718)	-8%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 297,989	\$ 269,681	\$ 254,291	\$ 280,467	\$ (26,176)	-10%
710 SPECIAL PAY	-	-	15,000	-	15,000	100%
750 FRINGE BENEFITS	53,208	50,091	48,419	51,634	(3,215)	-7%
780 SALARY ADJUSTMENTS	-	7,442	48,487	2,007	46,480	96%
795 P S INTER-FUND CREDIT (NEG)	(18,040)	-	(18,040)	-	(18,040)	100%
797 PERSONNEL SAVINGS (NEG)	(12,848)	(9,971)	(12,848)	(9,971)	(2,877)	22%
Subtotal	\$ 320,309	\$ 317,243	\$ 335,309	\$ 324,137	\$ 11,172	3%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ -	0%
805 CONTRACTUAL SERVICES	-	-	7,000	7,000	-	0%
810 LEGAL	-	-	3,000	3,000	-	0%
842 EDUCATION	-	500	1,321	821	500	38%
860 MISCELLANEOUS EXPENSE	4,909	4,909	4,909	(13,137)	18,046	368%
Subtotal	\$ 4,909	\$ 5,409	\$ 19,230	\$ 684	\$ 18,546	96%
Total Expenditures	\$ 325,218	\$ 322,652	\$ 354,539	\$ 324,821	\$ 29,718	8%
Operating Balance (Rev. - Exp.)	\$ -	\$ 15,378	\$ -	\$ -	\$ -	

**TOTAL BUDGET BY PROGRAM**

**INDIGENT REPRESENTATION**

Agency 332

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3321	PUBLIC DEFENDER TRAINING FUND	\$ 138,572	\$ 294,330	\$ -	\$ 432,902	\$ 432,902
<b>Totals:</b>		<b>\$ 138,572</b>	<b>\$ 294,330</b>	<b>\$ -</b>	<b>\$ 432,902</b>	<b>\$ 432,902</b>

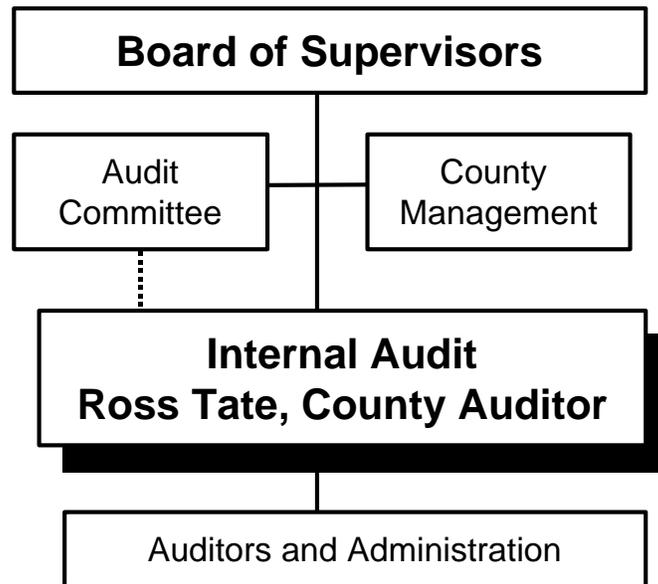
**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**INDIGENT REPRESENTATION**

Agency 332

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 17,180	\$ -	\$ 17,180	\$ -	\$ (17,180)	-100%
<b>REVENUE</b>						
615 GRANTS	458,600	432,755	458,600	432,902	(25,698.00)	-6%
Total Revenue	\$ 458,600	\$ 432,755	\$ 458,600	\$ 432,902	\$ (25,698)	-6%
Total Resources	\$ 475,780	\$ 432,755	\$ 475,780	\$ 432,902	\$ (42,878)	-9%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 150,086	\$ 134,501	\$ 136,537	\$ 134,501	\$ 2,036	1%
750 FRINGE BENEFITS	25,310	17,456	23,331	18,332	4,999	21%
780 SALARY ADJUSTMENTS	3,977	3,000	19,505	-	19,505	100%
795 P S INTER-FUND CREDIT (NEG)	-	-	-	(8,881)	8,881	
797 PERSONNEL SAVINGS (NEG)	(6,363)	(5,380)	(6,363)	(5,380)	(983)	15%
Subtotal	\$ 173,010	\$ 149,577	\$ 173,010	\$ 138,572	\$ 34,438	20%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 4,709	\$ 1,850	\$ 4,709	\$ 4,000	\$ 709	15%
805 CONTRACTUAL SERVICES	12,000	10,000	12,000	12,000	-	0%
810 LEGAL	500	150	500	500	-	0%
820 RENT	31,096	33,532	31,096	39,830	(8,734)	-28%
827 MATERIAL MGNT DISCRETIONARY	6,000	11,500	6,000	12,000	(6,000)	-100%
833 EMPLOYEE BENEFITS ADMIN	150	-	150	-	150	100%
841 EMPLOYEE TRAVEL	109,459	77,000	109,459	117,000	(7,541)	-7%
842 EDUCATION	131,676	87,000	131,676	105,000	26,676	20%
860 MISCELLANEOUS EXPENSE	7,180	550	7,180	4,000	3,180	44%
Subtotal	\$ 302,770	\$ 221,582	\$ 302,770	\$ 294,330	\$ 8,440	3%
Total Expenditures	\$ 475,780	\$ 371,159	\$ 475,780	\$ 432,902	\$ 42,878	9%
Operating Balance (Rev. - Exp.)	\$ (17,180)	\$ 61,596	\$ (17,180)	\$ -	\$ (17,180)	100%
Ending Fund Balance (Resources - Exp.)	\$ -	\$ 61,596	\$ -	\$ -	\$ -	

## internal audit (23)



### mission

The Internal Audit Department's mission is to strengthen the County's internal control environment through independent review and analysis.

### program goals

The main objectives of the Internal Audit Department are to determine that those entrusted with County resources are establishing and maintaining effective controls to ensure:

- ▶ Identification of and compliance with applicable laws and regulations.
- ▶ Programs meet their goals and objectives.
- ▶ Valid and reliable data are obtained, maintained, and fairly disclosed.
- ▶ Resources are safeguarded against waste, loss, and misuse.

### community impact

The Internal Audit Department serves the Board of Supervisors, County Officials, and the citizens of Maricopa County. This function is critical in providing an objective view of County operations, and in safeguarding County assets. Without it, the County would be subject to increased financial risk due to the potential of an inadequate control environment. Programs and services provided to the community are impacted by the County's internal audit function. For example, the Single Audit Act and OMB Circular A-133 mandates grant subrecipient monitoring. Noncompliance with these mandates may result in sanctions, withholdings, or suspensions of federal grant funds to the community. Audits of County operations serve as reminders that County resources are to be applied efficiently, economically, and effectively to achieve the purposes for which the resources were furnished.


**performance measures**

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY98-99 (Est.)</u>	<u>FY99-00(Proj.)</u>
<b>INPUTS:</b>				
Annual Budget	\$445,874	\$531,729	\$710,044	\$710,044
Co-sourcing Funds	\$48,075	\$150,000	\$120,311	\$120,311
Staffing (FTE's)	9.5	9.5	12.5	12.5
<b>OUTPUTS:</b>				
Audit Plan Reports Issued	12	11	22	22
Special Projects Completed	15	6	8	8
Single Audit Reviews	51	47	45	45
<b>OUTCOMES:</b>				
Economic Impact	\$1.5 M	\$3.8 M	\$5.0 M	\$5.0 M
Customer Satisfaction	83%	84%	85%	85%
Recommendations Accepted	97%	97%	98%	98%
Recommendations Implemented	79%	34%	N/A	N/A
Recommendations In Process	18%	63%	N/A	N/A
Audit Interval (Years)	6-8	6-8	5-7	5-7
<b>EFFICIENCY</b>				
Audit to Admin Hours	79%	77%	78%	78%
Economic Impact to Cost Ratio	3:1	6:1	6:1	6:1
<b>Additional explanatory information, if needed:</b>				
We have added and deleted performance measures from those reported in FY1998-99. We made the changes to reflect not only outputs, but also inputs and outcomes. We also added an additional efficiency measure.				

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

INTERNAL AUDIT  
Department 23

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	786,056	47,848	24,600	\$ 858,504	\$ -
Totals	\$ 786,056	\$ 47,848	\$ 24,600	\$ 858,504	\$ -

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

INTERNAL AUDIT  
Department 23

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 544,070	\$ 568,609	\$ 597,374	\$ 702,861	\$ -	0%
710 SPECIAL PAY	-	8,155	-	-	-	
750 FRINGE BENEFITS	92,299	99,117	100,879	124,650	-	0%
780 SALARY ADJUSTMENTS	12,376	10,804	9,657	16,909	-	0%
795 P S INTER-FUND CREDIT (NEG)	(46,000)	(46,000)	(46,000)	(46,000)	-	0%
797 PERSONNEL SAVINGS (NEG)	(12,364)	-	(12,364)	(12,364)	-	0%
Subtotal	\$ 590,381	\$ 640,685	\$ 649,546	\$ 786,056	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 3,827	\$ 4,077	\$ 4,077	\$ 4,577	\$ -	0%
805 CONTRACTUAL SERVICES	25,075	25,100	25,100	25,100	-	0%
820 RENT	1,800	1,750	1,800	1,800	-	0%
825 REPAIRS AND MAINTENANCE	250	238	300	300	-	0%
826 FACILITIES MGMT DISCRETIONARY	100	52	125	125	-	0%
827 MATERIAL MGMT DISCRETIONARY	500	510	525	525	-	0%
828 MOTOR POOL	100	766	160	1,760	-	0%
830 TELECOM DISCRETIONARY	200	1,817	250	500	-	0%
841 EMPLOYEE TRAVEL	300	403	350	450	-	0%
842 EDUCATION	5,500	7,041	6,300	7,800	-	0%
843 TRANSPORTATION/SHIPPING	-	408	-	300	-	0%
860 MISCELLANEOUS EXPENSE	4,061	5,054	4,461	5,061	-	0%
865 NON-OPERATING RESERVES	8	-	-	-	-	
872 S S INTER-FUND CREDIT (NEG)	(450)	(450)	(450)	(450)	-	0%
Subtotal	\$ 41,271	\$ 46,766	\$ 42,998	\$ 47,848	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	2,500	14,916	17,500	24,600	-	0%
Subtotal	\$ 2,500	\$ 14,916	\$ 17,500	\$ 24,600	\$ -	0%
Total Expenditures	\$ 634,152	\$ 702,367	\$ 710,044	\$ 858,504	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (634,152)	\$ (702,367)	\$ (710,044)	\$ (858,504)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (634,152)	\$ (702,367)	\$ (710,044)	\$ (858,504)	\$ -	0%

**POSITION DISTRIBUTION**

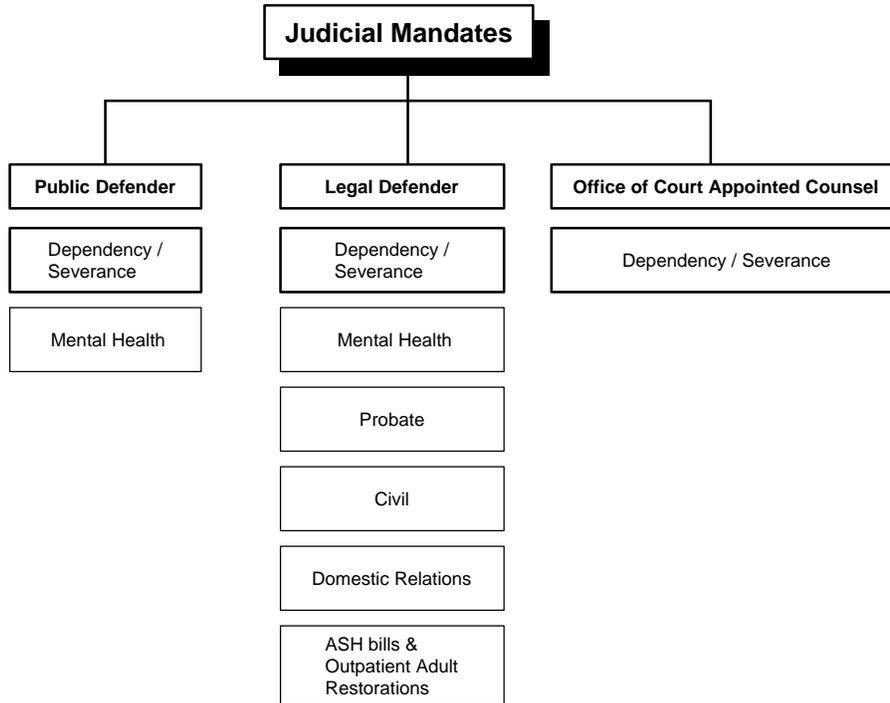
<b>Dept</b>	<b>Working Title</b>	<b>FTE</b>
23 INTERNAL AUDIT	ADMIN. COORDINATOR	1
	ADMINISTRATIVE COORD IV	1
	AUDITOR	2
	COUNTY AUDITOR	1
	FINANCIAL SERVICES ADM I	5
	FINANCIAL SERVICES ADM III	4
	FISCAL MGMNT ANALYST II	2
23 Total		16



TOTAL BUDGET BY PROGRAM						
INTERNAL AUDIT						
Agency 230						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
2310	INTERNAL AUDIT	\$ 786,056	\$ 47,848	\$ 24,600	\$ 858,504	\$ -
<b>Totals:</b>		<b>\$ 786,056</b>	<b>\$ 47,848</b>	<b>\$ 24,600</b>	<b>\$ 858,504</b>	<b>\$ -</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
INTERNAL AUDIT						
Agency 230						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 544,070	\$ 568,609	\$ 597,374	\$ 702,861	\$ (105,487)	-18%
710 SPECIAL PAY	-	8,155	-	-	-	
750 FRINGE BENEFITS	92,299	99,117	100,879	124,650	(23,771)	-24%
780 SALARY ADJUSTMENTS	12,376	10,804	9,657	16,909	(7,252)	-75%
795 P S INTER-FUND CREDIT (NEG)	(46,000)	(46,000)	(46,000)	(46,000)	-	0%
797 PERSONNEL SAVINGS (NEG)	(12,364)	-	(12,364)	(12,364)	-	0%
Subtotal	\$ 590,381	\$ 640,685	\$ 649,546	\$ 786,056	\$ (136,510)	-21%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 3,827	\$ 4,077	\$ 4,077	\$ 4,577	\$ (500)	-12%
805 CONTRACTUAL SERVICES	25,075	25,100	25,100	25,100	-	0%
820 RENT	1,800	1,750	1,800	1,800	-	0%
825 REPAIRS AND MAINTENANCE	250	238	300	300	-	0%
826 FACILITIES MGMT DISCRETIONARY	100	52	125	125	-	0%
827 MATERIAL MGMT DISCRETIONARY	500	510	525	525	-	0%
828 MOTOR POOL	100	766	160	1,760	(1,600)	-1000%
830 TELECOM DISCRETIONARY	200	1,817	250	500	(250)	-100%
841 EMPLOYEE TRAVEL	300	403	350	450	(100)	-29%
842 EDUCATION	5,500	7,041	6,300	7,800	(1,500)	-24%
843 TRANSPORTATION/SHIPPING	-	408	-	300	(300)	
860 MISCELLANEOUS EXPENSE	4,061	5,054	4,461	5,061	(600)	-13%
872 S S INTER-FUND CREDIT (NEG)	(450)	(450)	(450)	(450)	-	0%
Subtotal	\$ 41,263	\$ 46,766	\$ 42,998	\$ 47,848	\$ (4,850)	-11%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	2,500	14,916	17,500	24,600	(7,100)	-41%
Subtotal	\$ 2,500	\$ 14,916	\$ 17,500	\$ 24,600	\$ (7,100)	-41%
<b>Total Expenditures</b>	<b>\$ 634,144</b>	<b>\$ 702,367</b>	<b>\$ 710,044</b>	<b>\$ 858,504</b>	<b>\$ (148,460)</b>	<b>-21%</b>

## judicial mandates (45)



### mission

Provide cost-effective, high-quality legal services to indigent juveniles and their parents in civil court proceedings including dependency and severance cases, juvenile mental health proceedings, and probate matters. Other services include representing indigent adults in mental health proceedings, proceedings involving sexually violent person allegations and probate matters.

### program goals

- ▶ Devote attorney resources only to a client's legal matters;
- ▶ Provide legal counsel with an appropriately-trained professional who is capable of identifying social services that the client should receive;
- ▶ Eliminate inefficient practices, such as mental health no-shows or incorrect certification payments;
- ▶ Encourage use of low cost in-house providers.

### community impact

Fulfill judicial mandate to provide legal representation of indigent clients who are at risk of losing their freedom or property rights.



DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY					
JUDICIAL MANDATES Department 45					
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	1,734,536	3,860,664	36,000	\$ 5,631,200	\$ -
Totals	\$ 1,734,536	\$ 3,860,664	\$ 36,000	\$ 5,631,200	\$ -

EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT						
JUDICIAL MANDATES Department 45						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ -	\$ -	\$ -	\$ 1,456,786	\$ -	0%
750 FRINGE BENEFITS	-	-	-	250,317	-	0%
780 SALARY ADJUSTMENTS	-	-	-	85,704	-	0%
797 PERSONNEL SAVINGS (NEG)	-	-	-	(58,271)	-	0%
Subtotal	\$ -	\$ -	\$ -	\$ 1,734,536	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ -	\$ -	\$ -	\$ 10,500	\$ -	0%
805 CONTRACTUAL SERVICES	-	-	1,639,181	1,363,111	-	0%
807 HEALTH CARE SERVICES	-	-	-	125,000	-	0%
810 LEGAL	-	-	3,899,893	2,246,905	-	0%
820 RENT	-	-	-	84,647	-	0%
825 REPAIRS AND MAINTENANCE	-	-	-	300	-	0%
830 TELECOM DISCRETIONARY	-	-	-	2,000	-	0%
842 EDUCATION	-	-	-	3,500	-	0%
843 TRANSPORTATION/SHIPPING	-	-	-	9,331	-	0%
844 JUDICIAL TRAVEL	-	-	-	400	-	0%
860 MISCELLANEOUS EXPENSE	-	-	-	14,970	-	0%
Subtotal	\$ -	\$ -	\$ 5,539,074	\$ 3,860,664	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	-	-	-	20,000	-	0%
930 TRANSPORTATION	-	-	-	16,000	-	0%
Subtotal	\$ -	\$ -	\$ -	\$ 36,000	\$ -	0%
Total Expenditures	\$ -	\$ -	\$ 5,539,074	\$ 5,631,200	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ (5,539,074)	\$ (5,631,200)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ -	\$ -	\$ (5,539,074)	\$ (5,631,200)	\$ -	0%

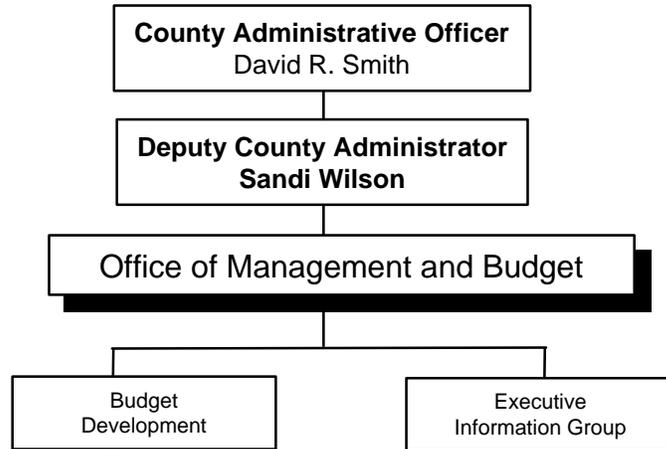
<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>Working Title</b>	<b>FTE</b>
45 JUDICIAL MANDATES	ADMINISTRATIVE ASSTNT III	3
	ADMINISTRATIVE COORD II	2
	CLERK III	1
	CLIENT SERVICES COORD I	4
	CLIENT SERVICES COORD II	5
	DEFENDER ATTY II	4
	DEFENDER ATTY III	3
	DEFENDER ATTY IV	6
	DEFENDER ATTY V	3
	DEFENDER SR CNSL I	2
	DEFENDER SR CNSL II	1
	LEGAL SECRETARY I	2
45 Total		36



TOTAL BUDGET BY PROGRAM						
JUDICIAL MANDATES						
Agency 450						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
4515	PUBLIC DEFENDER/MENTAL HEALTH	\$ 488,973	\$ -	\$ -	\$ 488,973	\$ -
4516	PUBLIC DEFENDER/JUV DEPENDENCY	\$ 503,178	\$ 60,193	\$ 16,000	\$ 579,371	\$ -
4517	JUDICIAL MANDATES	\$ 742,385	\$ 74,155	\$ 20,000	\$ 836,540	\$ -
4544	MENTAL HEALTH	\$ -	\$ 7,700	\$ -	\$ 7,700	\$ -
4545	PROBATE	\$ -	\$ 29,800	\$ -	\$ 29,800	\$ -
4546	CIVIL	\$ -	\$ 250	\$ -	\$ 250	\$ -
4547	DOMESTIC RELATIONS	\$ -	\$ 2,500	\$ -	\$ 2,500	\$ -
4548	JUVENILE DEPENDENCY	\$ -	\$ 3,345,102	\$ -	\$ 3,345,102	\$ -
4549	JUVENILE SEVERANCE	\$ -	\$ 215,964	\$ -	\$ 215,964	\$ -
4550	MENTAL HEALTH EXAMINATIONS	\$ -	\$ 125,000	\$ -	\$ 125,000	\$ -
<b>Totals:</b>		<b>\$ 1,734,536</b>	<b>\$ 3,860,664</b>	<b>\$ 36,000</b>	<b>\$ 5,631,200</b>	<b>\$ -</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
JUDICIAL MANDATES						
Agency 450						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701	REGULAR PAY	\$ -	\$ -	\$ -	\$ 1,456,786	\$ (1,456,786)
750	FRINGE BENEFITS	-	-	-	250,317	(250,317)
780	SALARY ADJUSTMENTS	-	-	-	85,704	(85,704)
797	PERSONNEL SAVINGS (NEG)	-	-	-	(58,271)	58,271
Subtotal	\$ -	\$ -	\$ -	\$ 1,734,536	\$ (1,734,536)	
<b>SUPPLIES AND SERVICES</b>						
801	GENERAL SUPPLIES	\$ -	\$ -	\$ -	\$ 10,500	\$ (10,500)
805	CONTRACTUAL SERVICES	-	-	1,639,181	1,363,111	276,070 17%
807	HEALTH CARE SERVICES	-	-	-	125,000	(125,000)
810	LEGAL	-	-	3,899,893	2,246,905	1,652,988 42%
820	RENT	-	-	-	84,647	(84,647)
825	REPAIRS AND MAINTENANCE	-	-	-	300	(300)
830	TELECOM DISCRETIONARY	-	-	-	2,000	(2,000)
842	EDUCATION	-	-	-	3,500	(3,500)
843	TRANSPORTATION/SHIPPING	-	-	-	9,331	(9,331)
844	JUDICIAL TRAVEL	-	-	-	400	(400)
860	MISCELLANEOUS EXPENSE	-	-	-	14,970	(14,970)
Subtotal	\$ -	\$ -	\$ 5,539,074	\$ 3,860,664	\$ 1,678,410	30%
<b>CAPITAL OUTLAY</b>						
920	EQUIPMENT	-	-	-	20,000	(20,000)
930	TRANSPORTATION	-	-	-	16,000	(16,000)
Subtotal	\$ -	\$ -	\$ -	\$ 36,000	\$ (36,000)	
<b>Total Expenditures</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,539,074</b>	<b>\$ 5,631,200</b>	<b>\$ (92,126) -2%</b>

## management and budget (49)



### mission

Through analysis and budget development, OMB assists the Board of Supervisors and County Management in the allocation of County resources to provide efficient and economical services.

### program goals

Provide recommendations on policy decisions to County management and the Board of Supervisors. Forecast revenues, analyze expenditures, and monitor departmental spending to ensure that expenditures remain within the budget adopted by the Board of Supervisors. Conduct management studies, organizational reviews, comprehensive program budget reviews, and general research studies. Provide long-range financial forecasting and planning for the County. Provide budget training to County departments.

### community impact

The office of Management & Budget provides budgeting and analysis for Maricopa County and provides the Community with a solid, fiscally sound County budget to ensure that the County can provide its citizens with services.

### performance measures

Performance Measure	1993-94	1994-95	1995-96	1996-97	1997-98 est	1998-99 proj
Number budget issues analyzed			121	150	150	100
Number of Agenda items reviewed	500	500	1,195	1250	1350	1400
Number of capital project requests reviewed				40	40	40
Number of Comp Program Budget Reviews completed		9	6	5	9	9
Number of research reports	13	14	22	10	15	15

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

MANAGEMENT AND BUDGET

Department 49

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	1,221,788	208,040	44,000	\$ 1,473,828	\$ -
Totals	\$ 1,221,788	\$ 208,040	\$ 44,000	\$ 1,473,828	\$ -

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

MANAGEMENT AND BUDGET

Department 49

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,085,115	\$ 896,159	\$ 1,052,087	\$ 1,141,676	\$ -	0%
705 TEMPORARY PAY	14,868	8,799	14,826	17,866	-	0%
710 SPECIAL PAY	-	720	-	-	-	-
750 FRINGE BENEFITS	176,836	147,306	172,040	197,392	-	0%
780 SALARY ADJUSTMENTS	27,367	-	26,875	54,596	-	0%
790 OTHER PERSONAL SERVICES	-	3,000	-	-	-	-
795 P S INTER-FUND CREDIT (NEG)	(156,436)	-	(187,721)	(165,891)	-	0%
797 PERSONNEL SAVINGS (NEG)	(20,666)	-	(38,523)	(23,851)	-	0%
Subtotal	\$ 1,127,084	\$ 1,055,984	\$ 1,039,584	\$ 1,221,788	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 98,736	\$ 91,781	\$ 177,236	\$ 81,736	\$ -	0%
805 CONTRACTUAL SERVICES	100,061	87,525	172,647	91,304	-	0%
825 REPAIRS AND MAINTENANCE	17,000	11,256	17,000	12,000	-	0%
826 FACILITIES MGMT DISCRETIONARY	1,000	-	1,000	1,000	-	0%
827 MATERIAL MGMT DISCRETIONARY	1,000	559	1,000	1,000	-	0%
830 TELECOM DISCRETIONARY	3,000	3,444	3,000	3,000	-	0%
841 EMPLOYEE TRAVEL	-	3,306	-	3,000	-	0%
842 EDUCATION	9,000	6,853	9,000	12,000	-	0%
843 TRANSPORTATION/SHIPPING	-	58	-	-	-	-
860 MISCELLANEOUS EXPENSE	3,000	20,132	3,000	3,000	-	0%
872 S S INTER-FUND CREDIT (NEG)	(45,450)	-	(45,450)	-	-	-
Subtotal	\$ 187,347	\$ 224,914	\$ 338,433	\$ 208,040	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	23,000	39,238	32,000	44,000	-	0%
Subtotal	\$ 23,000	\$ 39,238	\$ 32,000	\$ 44,000	\$ -	0%
<b>Total Expenditures</b>	<b>\$ 1,337,431</b>	<b>\$ 1,320,136</b>	<b>\$ 1,410,017</b>	<b>\$ 1,473,828</b>	<b>\$ -</b>	<b>0%</b>
Operating Balance (Rev. - Exp.)	\$ (1,337,431)	\$ (1,320,136)	\$ (1,410,017)	\$ (1,473,828)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (1,337,431)	\$ (1,320,136)	\$ (1,410,017)	\$ (1,473,828)	\$ -	0%



POSITION DISTRIBUTION			
Dept		WORKING TITLE	FTE
49	MANAGEMENT AND BUDGET	ADMINISTRATIVE COORD III	1
		BUDGET ANALYST	5
		BUDGET COORDINATOR	3
		BUDGET MANAGER	1
		DATABASE ANALYST	4
		DEP COUNTY ADMINISTRATOR	1
		EXECUTIVE ASSISTANT	1
		HLTH CONTRACT ADMNSTRTR	1
		PERF MEASURE CONSULTANT	1
		PRINCIPAL BUDGET ANALYST	1
		RESOURCE MANAGER	2
		SENIOR BUDGET ANALYST	1
		SENIOR FISCAL CONSULTANT	2
		49	Total

maricopa county

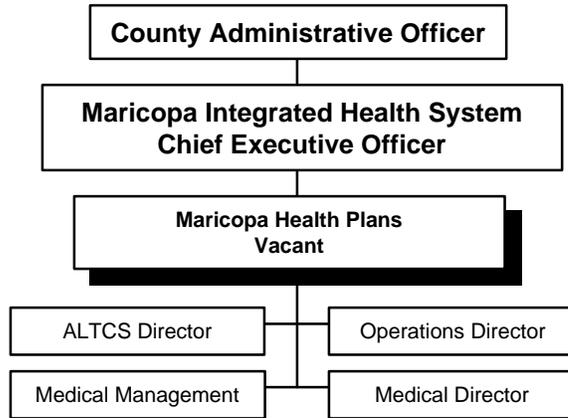
# **strategies 2000**



TOTAL BUDGET BY PROGRAM						
MANAGEMENT AND BUDGET						
Agency 490						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
4910	CRO ADMINISTRATION	\$ 176,500	\$ 28,400	\$ -	\$ 204,900	\$ -
4920	EXECUTIVE INFORMATION GROUP	\$ 198,079	\$ 18,600	\$ -	\$ 216,679	\$ -
4930	BUDGET DEVELOPMENT	\$ 756,675	\$ 95,040	\$ -	\$ 851,715	\$ -
4940	RESOURCE TECHNOLOGY	\$ 90,534	\$ 66,000	\$ 44,000	\$ 200,534	\$ -
<b>Totals:</b>		<b>\$ 1,221,788</b>	<b>\$ 208,040</b>	<b>\$ 44,000</b>	<b>\$ 1,473,828</b>	<b>\$ -</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
MANAGEMENT AND BUDGET						
Agency 490						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701	REGULAR PAY	\$ 1,085,115	\$ 896,159	\$ 1,052,087	\$ 1,141,676	(\$ 89,589) -9%
705	TEMPORARY PAY	14,868	8,799	14,826	17,866	(3,040) -21%
710	SPECIAL PAY	-	720	-	-	-
750	FRINGE BENEFITS	176,836	147,306	172,040	197,392	(25,352) -15%
780	SALARY ADJUSTMENTS	27,367	-	26,875	54,596	(27,721) -103%
790	OTHER PERSONAL SERVICES	-	3,000	-	-	-
795	P S INTER-FUND CREDIT (NEG)	(156,436)	-	(187,721)	(165,891)	(21,830) 12%
797	PERSONNEL SAVINGS (NEG)	(20,666)	-	(38,523)	(23,851)	(14,672) 38%
	<b>Subtotal</b>	<b>\$ 1,127,084</b>	<b>\$ 1,055,984</b>	<b>\$ 1,039,584</b>	<b>\$ 1,221,788</b>	<b>(\$ 182,204) -18%</b>
<b>SUPPLIES AND SERVICES</b>						
801	GENERAL SUPPLIES	\$ 98,736	\$ 91,781	\$ 177,236	\$ 81,736	\$ 95,500 54%
805	CONTRACTUAL SERVICES	100,061	87,525	172,647	91,304	81,343 47%
825	REPAIRS AND MAINTENANCE	17,000	11,256	17,000	12,000	5,000 29%
826	FACILITIES MGMT DISCRETIONARY	1,000	-	1,000	1,000	- 0%
827	MATERIAL MGMT DISCRETIONARY	1,000	559	1,000	1,000	- 0%
830	TELECOM DISCRETIONARY	3,000	3,444	3,000	3,000	- 0%
841	EMPLOYEE TRAVEL	-	3,306	-	3,000	(3,000)
842	EDUCATION	9,000	6,853	9,000	12,000	(3,000) -33%
843	TRANSPORTATION/SHIPPING	-	58	-	-	-
860	MISCELLANEOUS EXPENSE	3,000	20,132	3,000	3,000	- 0%
872	S S INTER-FUND CREDIT (NEG)	(45,450)	-	(45,450)	-	(45,450) 100%
	<b>Subtotal</b>	<b>\$ 187,347</b>	<b>\$ 224,914</b>	<b>\$ 338,433</b>	<b>\$ 208,040</b>	<b>\$ 130,393 39%</b>
<b>CAPITAL OUTLAY</b>						
920	EQUIPMENT	23,000	39,238	32,000	44,000	(12,000) -38%
	<b>Subtotal</b>	<b>\$ 23,000</b>	<b>\$ 39,238</b>	<b>\$ 32,000</b>	<b>\$ 44,000</b>	<b>(\$ 12,000) -38%</b>
	<b>Total Expenditures</b>	<b>\$ 1,337,431</b>	<b>\$ 1,320,136</b>	<b>\$ 1,410,017</b>	<b>\$ 1,473,828</b>	<b>(\$ 63,811) -5%</b>

## maricopa health plans (60)



### mission

To provide a full spectrum of high quality, wellness oriented healthcare in an organized cost sensitive, and customer oriented academic environment.

### program goals

Maricopa Integrated Health System will be the health system provider of choice for the community we serve – through exceptional customer service. This strategy is embraced by the integrated health system as a whole, including the hospital and health plans. The statement reflects our VISION: to dramatically enhance the health and wellness of the community we serve and our VALUES: (1) respect for people and property (2) maintain the dignity of the patient (3) service to the customer (4) commitment to personal integrity (5) pursuit of excellence, and (6) fiscal responsibility.

### community impact

The Maricopa County Health Plan serves approximately 23,000 enrollees of the State AHCCCS program, providing acute care services. The Maricopa Long-Term Care Program provides long-term care and acute care services to approximately 9,000 enrollees of the State ALTCS program. Approximately 60% of Maricopa Long-Term Care Plan enrollees reside in institutions while the remainder at in their own homes as well as a variety of “home-like” community settings. Maricopa Health Select provides acute care services to approximately 2,800 Maricopa County employees. Senior Select provides long-term care and acute care services to approximately 2,500 enrollees.

## performance measures

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
<b>Maricopa Health Plan (AHCCCS):</b>				
Member Months		289,292	312,760	320,268
Medical Expense Ratio		91.97%	91.56%	88.01%
Administrative Ratio		6.40%	5.60%	5.46%
Inpatient Days per 1,000		942.44	1,028.07	814.06
<b>Maricopa Long-Term Care Plan (ALTCS):</b>				
Member Months		103,743	111,638	116,941
Medical Expense Ratio		88.85%	89.07%	90.40%
Administrative Ratio		5.44%	5.60%	5.63%
Inpatient Days per 1,000		N/A	1,721.42	1,605.19
<b>Maricopa Health Select Plan:</b>				
Member Months		11,688	35,506	39,438
Medical Expense Ratio		86.80%	93.40%	89.41%
Administrative Ratio		17.76%	13.69%	11.52%
Inpatient Days per 1,000		134.50	187.74	129.20
<b>Maricopa Senior Select Plan:</b>				
Member Months		16,609	30,805	35,221
Medical Expense Ratio		109.22%	92.89%	99.88%
Administrative Ratio		4.52%	4.08%	3.97%
Inpatient Days per 1,000		2,688.42	2,247.39	2,075.79

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

MARICOPA HEALTH PLANS  
Department 60

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
Special Revenue	1,482,154	241,769	-	\$ 1,723,923	\$ 1,724,123
Enterprise Funds	12,251,974	332,569,771	-	\$ 344,821,745	\$ 365,513,394
Totals	\$ 13,734,128	\$ 332,811,540	\$ -	\$ 346,545,668	\$ 367,237,517

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

MARICOPA HEALTH PLANS  
Department 60

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
<b>REVENUE</b>						
615 GRANTS	463,202	976,306	463,202	1,107,923	-	0%
620 INTERGOVERNMENTAL	996,733	-	996,733	-	-	-
640 PATIENT CHARGES	352,923,974	336,481,813	352,923,974	358,422,905	-	0%
650 MISCELLANEOUS REVENUE	3,483,077	7,231,018	3,483,077	7,090,489	-	0%
680 TRANSFERS IN FROM OTHER FUNDS	616,200	644,092	616,200	616,200	-	0%
Subtotal	\$ 358,483,186	\$ 345,333,229	\$ 358,483,186	\$ 367,237,517	\$ -	0%
Total Resources	\$ 358,483,186	\$ 345,333,229	\$ 358,483,186	\$ 367,237,517	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 10,922,498	\$ 11,473,910	\$ 10,922,498	\$ 12,011,096	\$ -	0%
710 SPECIAL PAY	397,973	-	397,973	324,466	-	0%
750 FRINGE BENEFITS	2,176,451	1,142,790	2,176,451	1,521,925	-	0%
790 OTHER PERSONAL SERVICES	5,878,179	-	5,878,179	-	-	-
795 P S INTER-FUND CREDIT (NEG)	(5,242,222)	(538)	(5,242,222)	(123,359)	-	0%
Subtotal	\$ 14,132,879	\$ 12,616,162	\$ 14,132,879	\$ 13,734,128	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 143,832	\$ 162,343	\$ 143,832	\$ 258,301	\$ -	0%
802 MEDICAL SUPPLIES	-	1,305	-	-	-	-
805 CONTRACTUAL SERVICES	7,426,595	6,800,079	7,426,595	6,930,315	-	0%
815 INSURANCE	276,920	262,957	276,920	208,387	-	0%
820 RENT	952,451	904,378	952,451	1,055,780	-	0%
825 REPAIRS AND MAINTENANCE	74,909	180,901	74,909	177,611	-	0%
830 TELECOM DISCRETIONARY	12	11,368	12	-	-	-
832 COUNTY COUNSEL	447,725	439,918	447,725	344,755	-	0%
833 EMPLOYEE BENEFITS ADMIN	-	24,757	-	40,610	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	-	254	-	3,661	-	0%
836 RISK MANAGEMENT	22,016	22,020	22,016	8,202	-	0%
837 BASE LEVEL TELECOM	252	49	252	-	-	-
839 OTHER INTERNAL SVCS CHARGES	224,880	369,362	224,880	66,811	-	0%
841 EMPLOYEE TRAVEL	363,598	187,814	363,598	58,967	-	0%
842 EDUCATION	57,136	9,687	57,136	82,580	-	0%
843 TRANSPORTATION/SHIPPING	-	659	-	-	-	-
845 SUPPORT AND CARE OF PERSONS	320,666,441	302,370,748	320,666,441	324,929,102	-	0%
850 UTILITIES	895,194	857,110	895,194	851,600	-	0%
860 MISCELLANEOUS EXPENSE	1,134,667	1,651,824	1,134,667	1,030,820	-	0%
871 WAREHOUSE INVENTORY	-	1,813	-	-	-	-
873 S S INTERFUND CHARGES	1,049,508	907,598	1,049,508	388,138	-	0%
874 OTHER NEGATIVE ADJUSTMENTS	(6,677,074)	(4,594,063)	(6,677,074)	(3,994,415)	-	0%
875 BONDS AND RELATED EXPENSE	142,445	261,817	142,445	302,594	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	354,624	354,624	354,624	67,721	-	0%
Subtotal	\$ 327,556,131	\$ 311,189,322	\$ 327,556,131	\$ 332,811,540	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	1,391,000	-	1,391,000	-	-	-
Subtotal	\$ 1,391,000	\$ -	\$ 1,391,000	\$ -	\$ -	-
Total Expenditures	\$ 343,080,010	\$ 323,805,484	\$ 343,080,010	\$ 346,545,668	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ 15,403,176	\$ 21,527,745	\$ 15,403,176	\$ 20,691,849	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ 15,403,176	\$ 21,527,745	\$ 15,403,176	\$ 20,691,849	\$ -	0%

<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>WORKING TITLE</b>	<b>FTE</b>
60	MARICOPA HEALTH PLANS	
	ACCOUNT CLERK	2
	ACCOUNTANT	5
	ADMIN ASSISTANT	32
	ADMIN COORDINATOR	7
	ADMIN COORDINATOR SUPERVISOR	22
	ADMINISTRATOR	5
	AUTHORIZATION COORDINATOR	12
	CASE MANAGEMENT COORDINATOR	6
	CLAIMS ANALYST	4
	CLAIMS PROCESSOR	16
	CLERK	3
	CONTRACTS & PROVIDER SERVICES DIRECTOR	1
	COUNSELOR	142
	COUNSELOR-AFC/FSAL	4
	COUNSELOR-APR '00 (3 POSITIONS)	1
	COUNSELOR-FALL '99 (4 POSITIONS)	0
	COUNSELOR-JAN '00 (3 POSITIONS)	2
	DATA ANALYST	1
	FISCAL COORDINATOR	1
	HOSPITAL EDUCATION COORDINATOR	1
	MANAGED CARE MEDICAL DIRECTOR	1
	MANAGEMENT ANALYST	1
	MEDICAL MANAGEMENT DIRECTOR	1
	MEDICAL REVIEW COORDINATOR	2
	MEMBERSHIP COORDINATOR	1
	NURSE MANAGER	4
	OFFICE SUPERVISOR	1
	PATIENT ADVOCATE	9
	PHARMACIST	1
	PRIOR AUTHORIZATION NURSE	2
	PROVIDER SERVICES REP	4
	PROVIDER SERVICES REP-SENIOR	1
	QUALITY MANAGEMENT COORDINATOR	5
	REGISTERED NURSE III	38
	REGISTERED NURSE IV	1
	REGISTERED NURSE VI	1
	SWITCHBOARD OPERATOR	4
	TRADES WORKER	1
	UTILIZATION MANAGEMENT COORDINATOR	8
	UTILIZATION MANAGEMENT DIRECTOR	1
60	Total	353

**TOTAL BUDGET BY PROGRAM**

**MARICOPA HEALTH PLANS**  
Agency 600

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
0601	REVENUE - WITH MEDICARE	\$ -	\$ -	\$ -	\$ -	\$ 223,248,557
0602	PPC REVENUE WITH MEDICARE	\$ -	\$ 1,380,580	\$ -	\$ 1,380,580	\$ 1,419,980
0603	REVENUE WITHOUT MEDICARE	\$ -	\$ -	\$ -	\$ -	\$ 40,368,145
0604	PPC REVENUE WITHOUT MEDICARE	\$ -	\$ 451,443	\$ -	\$ 451,443	\$ 412,044
0610	INSTITUTIONAL	\$ -	\$ 172,652,380	\$ -	\$ 172,652,380	\$ -
0620	HCBS	\$ -	\$ 61,802,031	\$ -	\$ 61,802,031	\$ -
0640	OTHER MEDICAL	\$ -	\$ 3,680,237	\$ -	\$ 3,680,237	\$ -
0670	CASE MANAGEMENT	\$ 7,488,151	\$ 311,173	\$ -	\$ 7,799,324	\$ -
0699	ADMINISTRATION	\$ 2,429,321	\$ 4,723,073	\$ -	\$ 7,152,394	\$ 5,952,752
<b>Totals:</b>		<b>\$ 9,917,472</b>	<b>\$ 245,000,917</b>	<b>\$ -</b>	<b>\$ 254,918,389</b>	<b>\$ 271,401,478</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**MARICOPA HEALTH PLANS**  
Agency 600

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
640 PATIENT CHARGES	268,222,449	249,847,985	268,222,449	265,448,726	(2,773,723.00)	-1%
650 MISCELLANEOUS REVENUE	2,933,604	5,987,052	2,933,604	5,952,752	3,019,148.00	103%
Total Revenue	\$ 271,156,053	\$ 255,835,037	\$ 271,156,053	\$ 271,401,478	\$ 245,425	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 5,518,234	\$ 7,999,756	\$ 5,518,234	\$ 8,479,132	\$ (2,960,898)	-54%
710 SPECIAL PAY	201,969	-	201,969	167,880	34,089	17%
750 FRINGE BENEFITS	1,095,753	926,304	1,095,753	1,270,460	(174,707)	-16%
790 OTHER PERSONAL SERVICES	3,156,236	-	3,156,236	-	3,156,236	100%
Subtotal	\$ 9,972,192	\$ 8,926,060	\$ 9,972,192	\$ 9,917,472	\$ 54,720	1%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 14,820	\$ 58,958	\$ 14,820	\$ -	\$ 14,820	100%
802 MEDICAL SUPPLIES	-	1,305	-	-	-	-
805 CONTRACTUAL SERVICES	3,990,429	3,166,652	3,990,429	3,564,843	425,586	11%
820 RENT	384,646	240,429	384,646	311,173	73,473	19%
825 REPAIRS AND MAINTENANCE	727	120	727	-	727	100%
841 EMPLOYEE TRAVEL	306,885	126,104	306,885	-	306,885	100%
842 EDUCATION	8,753	2,597	8,753	-	8,753	100%
843 TRANSPORTATION/SHIPPING	-	263	-	-	-	-
845 SUPPORT AND CARE OF PERSONS	240,872,812	222,543,094	240,872,812	239,966,671	906,141	0%
850 UTILITIES	529,587	480,874	529,587	537,927	(8,340)	-2%
860 MISCELLANEOUS EXPENSE	361,200	1,192,491	361,200	125,000	236,200	65%
873 S S INTERFUND CHARGES	813,541	822,613	813,541	351,747	461,794	57%
874 OTHER NEGATIVE ADJUSTMENTS	(1,467,134)	-	(1,467,134)	-	(1,467,134)	100%
875 BONDS AND RELATED EXPENSE	121,176	112,368	121,176	143,556	(22,380)	-18%
Subtotal	\$ 245,937,442	\$ 228,747,868	\$ 245,937,442	\$ 245,000,917	\$ 936,525	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	1,391,000	-	1,391,000	-	1,391,000	100%
Subtotal	\$ 1,391,000	\$ -	\$ 1,391,000	\$ -	\$ 1,391,000	100%
Total Expenditures	\$ 257,300,634	\$ 237,673,928	\$ 257,300,634	\$ 254,918,389	\$ 2,382,245	1%
Operating Balance (Rev. - Exp.)	\$ 13,855,419	\$ 18,161,109	\$ 13,855,419	\$ 16,483,089	\$ (2,627,670)	-19%



TOTAL BUDGET BY PROGRAM						
MARICOPA HEALTH PLANS						
Agency 601						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
0451	SAIL MATCH WEST VALLEY OFFICE	\$ 278,494	\$ 31,094	\$ -	\$ 309,588	\$ -
0452	SAIL MATCH CENTRAL VALLEY OFFI	\$ 270,795	\$ 30,144	\$ -	\$ 300,939	\$ -
0453	SAIL MATCH EAST VALLEY OFFICE	\$ 103,694	\$ 5,573	\$ -	\$ 109,267	\$ -
0454	SAIL GRANT WEST VALLEY OFFICE	\$ 392,443	\$ 94,729	\$ -	\$ 487,172	\$ -
0455	SAIL GRANT CENTRAL VALLEY OFFI	\$ 236,317	\$ 29,241	\$ -	\$ 265,558	\$ -
0456	SAIL GRANT EAST VALLEY OFFICE	\$ 200,411	\$ 20,789	\$ -	\$ 221,200	\$ -
0499	ADMIN	\$ -	\$ 30,199	\$ -	\$ 30,199	\$ 1,724,123
<b>Totals:</b>		<b>\$ 1,482,154</b>	<b>\$ 241,769</b>	<b>\$ -</b>	<b>\$ 1,723,923</b>	<b>\$ 1,724,123</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
MARICOPA HEALTH PLANS						
Agency 601						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
615 GRANTS	463,202	976,306	463,202	1,107,923	644,721.00	139%
620 INTERGOVERNMENTAL	996,733	-	996,733	-	(996,733.00)	-100%
650 MISCELLANEOUS REVENUE	-	6,804	-	-	-	
680 TRANSFERS IN FROM OTHER FUNDS	616,200	644,092	616,200	616,200	-	0%
Total Revenue	\$ 2,076,135	\$ 1,627,202	\$ 2,076,135	\$ 1,724,123	\$ (352,012)	-17%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,159,051	\$ 1,134,707	\$ 1,159,051	\$ 1,197,462	\$ (38,411)	-3%
710 SPECIAL PAY	42,014	-	42,014	33,227	8,787	21%
750 FRINGE BENEFITS	237,379	207,855	237,379	251,465	(14,086)	-6%
790 OTHER PERSONAL SERVICES	17,028	-	17,028	-	17,028	100%
Subtotal	\$ 1,455,472	\$ 1,342,562	\$ 1,455,472	\$ 1,482,154	\$ (26,682)	-2%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ -	\$ -	\$ -	\$ 74,326	\$ (74,326)	
805 CONTRACTUAL SERVICES	48,503	4,571	48,503	-	48,503	100%
820 RENT	46,016	648	46,016	85,494	(39,478)	-86%
841 EMPLOYEE TRAVEL	41,367	49,355	41,367	49,680	(8,313)	-20%
842 EDUCATION	7,090	456	7,090	2,070	5,020	71%
845 SUPPORT AND CARE OF PERSONS	485,029	149,603	485,029	-	485,029	100%
850 UTILITIES	-	78,100	-	-	-	
871 WAREHOUSE INVENTORY	-	1,813	-	-	-	
874 OTHER NEGATIVE ADJUSTMENTS	(7,342)	-	(7,342)	-	(7,342)	100%
875 BONDS AND RELATED EXPENSE	-	-	-	30,199	(30,199)	
Subtotal	\$ 620,663	\$ 284,546	\$ 620,663	\$ 241,769	\$ 378,894	61%
Total Expenditures	\$ 2,076,135	\$ 1,627,108	\$ 2,076,135	\$ 1,723,923	\$ 352,212	17%
Operating Balance (Rev. - Exp.)	\$ -	\$ 94	\$ -	\$ 200	\$ (200)	

**TOTAL BUDGET BY PROGRAM**

**MARICOPA HEALTH PLANS**  
Agency 602

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
0511	PPC TANF<1	\$ -	\$ 330,605	\$ -	\$ 330,605	\$ 1,221,324
0512	PPC TANF 1-13	\$ -	\$ 1,323,486	\$ -	\$ 1,323,486	\$ 433,608
0513	PPC TANF 14-44F	\$ -	\$ 325,758	\$ -	\$ 325,758	\$ 435,708
0514	PPC TANF 14-44M	\$ -	\$ 100,027	\$ -	\$ 100,027	\$ 79,368
0515	PPC TANF 45+	\$ -	\$ 21,509	\$ -	\$ 21,509	\$ 28,116
0516	PPC SSI W/MED	\$ -	\$ 21,483	\$ -	\$ 21,483	\$ 3,312
0517	PPC SSI WO	\$ -	\$ 180,475	\$ -	\$ 180,475	\$ 124,572
0518	PPC MNMI	\$ -	\$ 3,432,088	\$ -	\$ 3,432,088	\$ 2,221,632
0519	PPC SOBRA	\$ -	\$ 162,598	\$ -	\$ 162,598	\$ 170,352
0522	KIDSCARE LESS THAN 1	\$ -	\$ 203,864	\$ -	\$ 203,864	\$ 373,642
0523	KIDSCARE 1 - 5	\$ -	\$ 51,632	\$ -	\$ 51,632	\$ -
0524	KIDSCARE 6 - 13	\$ -	\$ 83,385	\$ -	\$ 83,385	\$ -
0525	KIDSCARE 14 - 18F	\$ -	\$ 131,701	\$ -	\$ 131,701	\$ 178,712
0526	KIDSCARE 14 - 18M	\$ -	\$ 105,279	\$ -	\$ 105,279	\$ 102,801
0543	SSI W MEDICARE	\$ -	\$ 3,358,704	\$ -	\$ 3,358,704	\$ 2,858,664
0544	SSI WO MEDICARE	\$ -	\$ 13,679,129	\$ -	\$ 13,679,129	\$ 15,827,041
0550	SOBRA WOMEN	\$ -	\$ 2,999,990	\$ -	\$ 2,999,990	\$ 4,130,055
0551	TANF <1	\$ -	\$ 6,115,639	\$ -	\$ 6,115,639	\$ 9,156,712
0552	TANF 1-13	\$ -	\$ 9,075,037	\$ -	\$ 9,075,037	\$ 7,395,895
0553	TANF 14-44F	\$ -	\$ 2,774,999	\$ -	\$ 2,774,999	\$ 4,456,079
0554	TANF 14-44 M	\$ -	\$ 567,617	\$ -	\$ 567,617	\$ 844,789
0555	TANF 45+	\$ -	\$ 228,973	\$ -	\$ 228,973	\$ 277,622
0556	MNMI	\$ -	\$ 9,994,091	\$ -	\$ 9,994,091	\$ 12,489,255
0557	FAMILY PLANNING	\$ -	\$ 93,197	\$ -	\$ 93,197	\$ 95,136
0599	ADMINISTRATION	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals:</b>		<b>\$ 1,794,785</b>	<b>\$ 57,000,775</b>	<b>\$ -</b>	<b>\$ 58,795,560</b>	<b>\$ 63,949,205</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**MARICOPA HEALTH PLANS**  
Agency 602

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
640 PATIENT CHARGES	58,266,821	60,958,254	58,266,821	62,904,395	4,637,574.00	8%
650 MISCELLANEOUS REVENUE	348,270	1,119,553	348,270	1,044,810	696,540.00	200%
<b>Total Revenue</b>	<b>\$ 58,615,091</b>	<b>\$ 62,077,807</b>	<b>\$ 58,615,091</b>	<b>\$ 63,949,205</b>	<b>\$ 5,334,114</b>	<b>9%</b>
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ -	\$ 1,757,818	\$ -	\$ 1,794,785	\$ (1,794,785)	
790 OTHER PERSONAL SERVICES	2,065,817	-	2,065,817	-	2,065,817	100%
<b>Subtotal</b>	<b>\$ 2,065,817</b>	<b>\$ 1,757,818</b>	<b>\$ 2,065,817</b>	<b>\$ 1,794,785</b>	<b>\$ 271,032</b>	<b>13%</b>
<b>SUPPLIES AND SERVICES</b>						
805 CONTRACTUAL SERVICES	-	941,265	-	946,623	(946,623)	
839 OTHER INTERNAL SVCS CHARGES	-	156,025	-	66,811	(66,811)	
845 SUPPORT AND CARE OF PERSONS	53,032,931	55,809,424	53,032,931	55,361,266	(2,328,335)	-4%
850 UTILITIES	100,106	91,392	100,106	102,236	(2,130)	-2%
860 MISCELLANEOUS EXPENSE	283,174	321,395	283,174	395,000	(111,826)	-39%
873 S S INTERFUND CHARGES	153,781	-	153,781	-	153,781	100%
875 BONDS AND RELATED EXPENSE	-	142,452	-	128,839	(128,839)	
<b>Subtotal</b>	<b>\$ 53,569,992</b>	<b>\$ 57,461,953</b>	<b>\$ 53,569,992</b>	<b>\$ 57,000,775</b>	<b>\$ (3,430,783)</b>	<b>-6%</b>
<b>Total Expenditures</b>	<b>\$ 55,635,809</b>	<b>\$ 59,219,771</b>	<b>\$ 55,635,809</b>	<b>\$ 58,795,560</b>	<b>\$ (3,159,751)</b>	<b>-6%</b>
<b>Operating Balance (Rev. - Exp.)</b>	<b>\$ 2,979,282</b>	<b>\$ 2,858,036</b>	<b>\$ 2,979,282</b>	<b>\$ 5,153,645</b>	<b>\$ (2,174,363)</b>	<b>-73%</b>

TOTAL BUDGET BY PROGRAM						
MARICOPA HEALTH PLANS						
Agency 603						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
0411	HEALTH SELECT	\$ -	\$ 1,062,686	\$ -	\$ 1,062,686	\$ 1,095,115
0413	COMMUNITY CONNECTION	\$ -	\$ 2,632,950	\$ -	\$ 2,632,950	\$ 3,038,432
0443	ADMIN	\$ 209,643	\$ 266,380	\$ -	\$ 476,023	\$ 21,600
<b>Totals:</b>		<b>\$ 209,643</b>	<b>\$ 3,962,016</b>	<b>\$ -</b>	<b>\$ 4,171,659</b>	<b>\$ 4,155,147</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
MARICOPA HEALTH PLANS						
Agency 603						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
640 PATIENT CHARGES	4,037,497	3,457,257	4,037,497	4,133,547	96,050.00	2%
650 MISCELLANEOUS REVENUE	82,327	37,947	82,327	21,600	(60,727.00)	-74%
Total Revenue	\$ 4,119,824	\$ 3,495,204	\$ 4,119,824	\$ 4,155,147	\$ 35,323	1%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ -	\$ 205,322	\$ -	\$ 209,643	\$ (209,643)	
790 OTHER PERSONAL SERVICES	241,167	-	241,167	-	241,167	100%
Subtotal	\$ 241,167	\$ 205,322	\$ 241,167	\$ 209,643	\$ 31,524	13%
<b>SUPPLIES AND SERVICES</b>						
805 CONTRACTUAL SERVICES	93,682	86,350	93,682	81,551	12,131	13%
815 INSURANCE	113,043	109,178	113,043	118,986	(5,943)	-5%
845 SUPPORT AND CARE OF PERSONS	3,312,274	3,229,233	3,312,274	3,695,636	(383,362)	-12%
850 UTILITIES	8,195	7,486	8,195	8,371	(176)	-2%
860 MISCELLANEOUS EXPENSE	76,962	52,177	76,962	52,000	24,962	32%
873 S S INTERFUND CHARGES	12,588	12,780	12,588	5,472	7,116	57%
Subtotal	\$ 3,616,744	\$ 3,497,204	\$ 3,616,744	\$ 3,962,016	\$ (345,272)	-10%
Total Expenditures	\$ 3,857,911	\$ 3,702,526	\$ 3,857,911	\$ 4,171,659	\$ (313,748)	-8%
Operating Balance (Rev. - Exp.)	\$ 261,913	\$ (207,322)	\$ 261,913	\$ (16,512)	\$ 278,425	106%

TOTAL BUDGET BY PROGRAM						
MARICOPA HEALTH PLANS						
Agency 604						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
0420	EVERCARE	\$ -	\$ 15,030,987	\$ -	\$ 15,030,987	\$ 15,825,153
0421	SENIOR SELECT	\$ -	\$ 10,874,542	\$ -	\$ 10,874,542	\$ 10,111,084
0425	ADMIN	\$ 330,074	\$ 700,534	\$ -	\$ 1,030,608	\$ 71,327
<b>Totals:</b>		<b>\$ 330,074</b>	<b>\$ 26,606,063</b>	<b>\$ -</b>	<b>\$ 26,936,137</b>	<b>\$ 26,007,564</b>

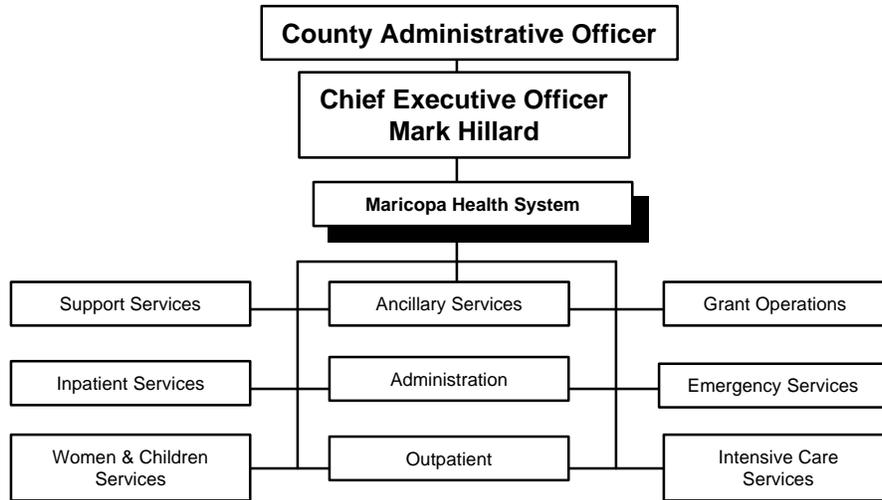
EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
MARICOPA HEALTH PLANS						
Agency 604						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
640 PATIENT CHARGES	22,397,207	22,218,317	22,397,207	25,936,237	3,539,030.00	16%
650 MISCELLANEOUS REVENUE	118,876	79,662	118,876	71,327	(47,549.00)	-40%
Total Revenue	\$ 22,516,083	\$ 22,297,979	\$ 22,516,083	\$ 26,007,564	\$ 3,491,481	16%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ -	\$ 323,278	\$ -	\$ 330,074	\$ (330,074)	
790 OTHER PERSONAL SERVICES	397,931	-	397,931	-	397,931	100%
Subtotal	\$ 397,931	\$ 323,278	\$ 397,931	\$ 330,074	\$ 67,857	17%
<b>SUPPLIES AND SERVICES</b>						
805 CONTRACTUAL SERVICES	337,645	267,799	337,645	272,448	65,197	19%
815 INSURANCE	163,877	153,779	163,877	89,401	74,476	45%
841 EMPLOYEE TRAVEL	1,200	-	1,200	-	1,200	100%
845 SUPPORT AND CARE OF PERSONS	22,963,395	20,639,394	22,963,395	25,905,529	(2,942,134)	-13%
850 UTILITIES	45,306	41,362	45,306	46,266	(960)	-2%
860 MISCELLANEOUS EXPENSE	209,300	40,452	209,300	261,500	(52,200)	-25%
873 S S INTERFUND CHARGES	69,598	72,205	69,598	30,919	38,679	56%
875 BONDS AND RELATED EXPENSE	21,269	6,997	21,269	-	21,269	100%
Subtotal	\$ 23,811,590	\$ 21,221,988	\$ 23,811,590	\$ 26,606,063	\$ (2,794,473)	-12%
Total Expenditures	\$ 24,209,521	\$ 21,545,266	\$ 24,209,521	\$ 26,936,137	\$ (2,726,616)	-11%
Operating Balance (Rev. - Exp.)	\$ (1,693,438)	\$ 752,713	\$ (1,693,438)	\$ (928,573)	\$ (764,865)	45%



TOTAL BUDGET BY PROGRAM						
MARICOPA HEALTH PLANS						
Agency 605						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
<b>Totals:</b>		\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
MARICOPA HEALTH PLANS						
Agency 605						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 4,245,213	\$ 53,029	\$ 4,245,213	\$ -	\$ 4,245,213	100%
710 SPECIAL PAY	153,990	-	153,990	123,359	30,631	20%
750 FRINGE BENEFITS	843,319	8,631	843,319	-	843,319	100%
795 P S INTER-FUND CREDIT (NEG)	(5,242,222)	(538)	(5,242,222)	(123,359)	(5,118,863)	98%
Subtotal	\$ 300	\$ 61,122	\$ 300	\$ -	\$ 300	100%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 129,012	\$ 103,385	\$ 129,012	\$ 183,975	\$ (54,963)	-43%
805 CONTRACTUAL SERVICES	2,956,336	2,333,442	2,956,336	2,064,850	891,486	30%
820 RENT	521,789	663,301	521,789	659,113	(137,324)	-26%
825 REPAIRS AND MAINTENANCE	74,182	180,781	74,182	177,611	(103,429)	-139%
830 TELECOM DISCRETIONARY	12	11,368	12	-	12	100%
832 COUNTY COUNSEL	447,725	439,918	447,725	344,755	102,970	23%
833 EMPLOYEE BENEFITS ADMIN	-	24,757	-	40,610	(40,610)	
834 BASE LEVEL EQ SERVICES CHARGES	-	254	-	3,661	(3,661)	
836 RISK MANAGEMENT	22,016	22,020	22,016	8,202	13,814	63%
837 BASE LEVEL TELECOM	252	49	252	-	252	100%
839 OTHER INTERNAL SVCS CHARGES	224,880	213,337	224,880	-	224,880	100%
841 EMPLOYEE TRAVEL	14,146	12,355	14,146	9,287	4,859	34%
842 EDUCATION	41,293	6,634	41,293	80,510	(39,217)	-95%
843 TRANSPORTATION/SHIPPING	-	396	-	-	-	
850 UTILITIES	212,000	157,896	212,000	156,800	55,200	26%
860 MISCELLANEOUS EXPENSE	204,031	45,309	204,031	197,320	6,711	3%
874 OTHER NEGATIVE ADJUSTMENTS	(5,202,598)	(4,594,063)	(5,202,598)	(3,994,415)	(1,208,183)	23%
880 TRANSFERS OUT TO OTHER FUNDS	354,624	354,624	354,624	67,721	286,903	81%
Subtotal	\$ (300)	\$ (24,237)	\$ (300)	\$ -	\$ (300)	100%
<b>Total Expenditures</b>						
	\$ -	\$ 36,885	\$ -	\$ -	\$ -	

# maricopa health system (90)



## mission

To provide a full spectrum of high quality, wellness oriented healthcare in an organized cost sensitive, and customer oriented academic environment.

## program goals

Maricopa Integrated Health System will be the health system provider of choice for the community we serve – through exceptional customer service.

This strategy is embraced by the integrated health system as a whole, including the hospital and health plans. The statement reflects our VISION: to dramatically enhance the health and wellness of the community we serve and our VALUES: (1) respect for people and property (2) maintain the dignity of the patient (3) service to the customer (4) commitment to personal integrity (5) pursuit of excellence, and (6) fiscal responsibility.

## community impact

The Health System is an integrated total health care delivery system made up of identifiable programs. Each program is necessary in a full-service system and each program must work in harmony with the other programs for the System to work. Inpatient and Outpatient programs, the Emergency Department, and Ancillary Services are a few of the programs designed to aid in the treatment and prevention of disease among the residents of Maricopa County.

## performance measures

Performance Measure	FY 96-97	FY 97-98	FY 98-99 (Est.)	FY 99-00 (Proj)
Patient Days		95,695	101,722	97,423
Adjusted Patient Days		137,048	153,081	152,850
Average Daily Census		262.2	274.9	266.2
FTE		2,603.32	2,643.10	2,609.15
Outpatient Visits		305,521	309,931	304,979
Surgeries		5,289	5,807	5,231
Deliveries		3,028	4,130	4,539

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

MARICOPA HEALTH SYSTEMS  
Department 90

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
Enterprise Funds	94,825,864	182,439,462	-	\$ 277,265,326	\$ 268,812,589
Totals	\$ 94,825,864	\$ 182,439,462	\$ -	\$ 277,265,326	\$ 268,812,589

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

MARICOPA HEALTH SYSTEMS  
Department 90

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 900,000	\$ -	\$ 900,000	\$ -	\$ -	-
<b>REVENUE</b>						
615 GRANTS	215,740	3,130,067	215,740	3,517,528	-	0%
635 FEES & CHARGES	-	798,465	-	348,000	-	0%
640 PATIENT CHARGES	315,957,078	307,655,581	315,957,078	336,407,608	-	0%
645 REV ALLOWANCES - PATIENT CARE	(130,323,926)	(135,337,599)	(130,323,926)	(150,921,239)	-	0%
650 MISCELLANEOUS REVENUE	73,180,376	70,596,612	73,180,376	69,252,791	-	0%
680 TRANSFERS IN FROM OTHER FUNDS	10,207,901	10,207,896	10,207,901	10,207,901	-	0%
Subtotal	\$ 269,237,169	\$ 257,051,022	\$ 269,237,169	\$ 268,812,589	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 54,612,743	\$ 73,071,282	\$ 54,612,743	\$ 79,571,954	\$ -	0%
710 SPECIAL PAY	1,695,197	-	1,695,197	1,698,001	-	0%
750 FRINGE BENEFITS	11,027,728	13,044,829	11,027,728	13,555,909	-	0%
790 OTHER PERSONAL SERVICES	23,050,982	-	23,050,982	-	-	-
Subtotal	\$ 90,386,650	\$ 86,116,111	\$ 90,386,650	\$ 94,825,864	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 1,443,214	\$ 4,321,751	\$ 1,443,214	\$ 4,558,644	\$ -	0%
802 MEDICAL SUPPLIES	25,520,403	24,330,852	25,520,403	27,061,400	-	0%
805 CONTRACTUAL SERVICES	20,764,239	16,612,996	20,764,239	16,435,548	-	0%
807 HEALTH CARE SERVICES	18,083,522	29,123,947	18,083,522	27,573,978	-	0%
810 LEGAL	3,430	-	3,430	-	-	-
815 INSURANCE	221,949	200,408	221,949	221,816	-	0%
820 RENT	1,710,021	1,559,720	1,710,021	1,611,339	-	0%
825 REPAIRS AND MAINTENANCE	3,877,697	2,343,503	3,877,697	3,998,771	-	0%
828 MOTOR POOL	-	2,828	-	500	-	0%
829 FUEL	-	27,484	-	46,100	-	0%
830 TELECOM DISCRETIONARY	249	709	249	22,636	-	0%
832 COUNTY COUNSEL	447,725	443,589	447,725	334,755	-	0%
833 EMPLOYEE BENEFITS ADMIN	173,419	173,424	173,419	218,281	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	157,901	131,398	157,901	130,200	-	0%
836 RISK MANAGEMENT	1,672,559	1,672,560	1,672,559	6,562,747	-	0%
837 BASE LEVEL TELECOM	102,151	(14,451)	102,151	-	-	-
838 TELECOM WIRELESS SYSTEMS	56,986	103,092	56,986	-	-	-
839 OTHER INTERNAL SVCS CHARGES	-	5,225	-	-	-	-
841 EMPLOYEE TRAVEL	229,109	168,338	229,109	205,077	-	0%
842 EDUCATION	355,574	268,774	355,574	395,076	-	0%
843 TRANSPORTATION/SHIPPING	102,956	220,157	102,956	182,925	-	0%
850 UTILITIES	3,947,461	3,596,961	3,947,461	3,970,306	-	0%
860 MISCELLANEOUS EXPENSE	29,349,642	23,759,630	29,349,642	23,912,997	-	0%
865 NON-OPERATING RESERVES	-	8	-	-	-	-
872 S S INTER-FUND CREDIT (NEG)	-	(3,130,067)	-	(3,517,528)	-	0%
875 BONDS AND RELATED EXPENSE	2,189,577	8,721,356	2,189,577	12,071,278	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	61,391,240	61,390,978	61,391,240	56,442,616	-	0%
Subtotal	\$ 171,801,024	\$ 176,035,170	\$ 171,801,024	\$ 182,439,462	\$ -	0%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	7,585,136	-	7,585,136	-	-	-
920 EQUIPMENT	15,058,634	-	15,058,634	-	-	-
Subtotal	\$ 22,643,770	\$ -	\$ 22,643,770	\$ -	\$ -	-
Total Expenditures	\$ 284,831,444	\$ 262,151,281	\$ 284,831,444	\$ 277,265,326	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (15,594,275)	\$ (5,100,259)	\$ (15,594,275)	\$ (8,452,737)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (14,694,275)	\$ (5,100,259)	\$ (14,694,275)	\$ (8,452,737)	\$ -	0%

POSITION DISTRIBUTION		
Dept	WORKING TITLE	FTE
90	MARICOPA HEALTH SYSTEM	
	ACCOUNT CLERK	9
	ACCOUNTANT	2
	ADMIN ASSISTANT	68
	ADMIN COORDINATOR	23
	ADMIN COORDINATOR SUPERVISOR	20
	ADMINISTRATOR	11
	AMBULATORY CARE ADMINISTRATOR	1
	ANESTHESIA TECHNICIAN	2
	AUDIOVISUAL SPECIALIST	1
	BIOMEDICAL ENGINEERING COORDINATOR	5
	BIOMEDICAL SPECIALIST	1
	BUYER	5
	CASE MANAGEMENT COORDINATOR	5
	CENTRAL SUPPLY TECHNICIAN	6
	CENTRAL TRANSPORTATION SUPERVISOR	1
	CHILD LIFE SPECIALIST	1
	CLERK	65
	CLIENT CARE SUPERVISOR	14
	CLINICAL EDUCATOR	3
	CLINICAL NUTRITION SUPERVISOR	1
	COMMUNICATIONS MANAGER	1
	COMMUNICATIONS SPECIALIST	1
	COMMUNITY HEALTH ADVISOR	3
	COMPLIANCE OFFICER	1
	COMPUTER OPERATOR	4
	CONTRACT SPECIALIST	5
	COOK	8
	COUNSELOR	15
	CUSTODIAN	73
	CYTOTECHNOLOGIST	1
	DENTAL ASSISTANT	27
	DENTAL HYGENIST	1
	DENTIST	13
	DENTISTRY DIRECTOR	1
	DIETARY AIDE	5
	DIETITIAN	4
	DRIVER-ATTENDANT	18
	DUPLICATING SERVICES SPECIALIST	1
	ECHOCARDIOGRAPHY TECHNICIAN	2
	EDUCATION COORDINATOR	1
	ELECTROCARDIOGRAPH TECHNICIAN SUPERVISOR	1
	ELECTROCARDIOGRAPHY TECHNICIAN	1
	ELECTROENCEPHLOGRAPH TECHNICIAN	1
	ENGINEERING TECH	1
	FISCAL COORDINATOR	4
	FOOD SERVICE LEAD WORKER	2
	FOOD SERVICE SUPERVISOR	3
	FOOD SERVICE WORKER	28
	HEALTH SERVICES CLERK/MA	1
	HEALTH SERVICES CLERK/MED ASSIST	50
	HISTOTECHNOLOGIST	2
	HOSPITAL ASSOCIATE DIRECTOR-OPERATIONS	3
	HOSPITAL SERVICES SUPERVISOR	2
	HOUSEKEEPING SUPERVISOR	2
	HUMAN REOURCES ANALYST	2
	HUMAN RESOURCES MANAGER	2
	HVAC TECHS	1
	INTERPRETER	4
	INVENTORY CONTROL SUPERVISOR	1

<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>WORKING TITLE</b>	<b>FTE</b>
	LAB ASSISTANT	1
	LABORATORY ASSISTANT	37
	LABORATORY MANAGER	1
	LABORATORY TECHNICIAN	2
	LAUNDRY SUPERVISOR	1
	LAUNDRY WORKER	16
	LIBRARIAN	1
	LIBRARIAN COORDINATOR	1
	LIBRARY ASSISTANT	1
	LICENSED PRACTICAL NURSE I	16
	LICENSED PRACTICAL NURSE II	36
	LTC ATTENDANT	3
	MAINTENANCE & PLANT SUPERVISOR	1
	MANAGEMENT ANALYST	2
	MARKETING ASSISTANT	1
	MASTER ELECTRICIAN	1
	MATERIALS HANDLING SPECIALIST	4
	MED TRANSCRIBER	1
	MEDICAL DIRECTOR	1
	MEDICAL DRIVER SUPERVISOR	3
	MEDICAL PHOTOGRAPHER	1
	MEDICAL STAFF SERVICES DIRECTOR	1
	MORTUARY ATTENDANT	1
	NUCLEAR MEDICINE TECHNOLOGIST	1
	NUCLEAR MEDICINE TECHNOLOGIST SUPERVISOR	1
	NURSE ADMINISTRATOR	5
	NURSE ANESTHETIST	5
	NURSE ASSISTANT MANAGER	35
	NURSE MANAGER	28
	NURSE PRACTITIONER	5
	NURSE PRACTITIONER-HHC	1
	NURSE PRACTITIONER-NEONATAL	5
	NURSE PROGRAM COORDINATOR	3
	NURSING SPECIALITY TECHNICIAN	60
	OCCUPATIONAL THERAPIST	1
	OFFICE SUPERVISOR	3
	OUTPATIENT REPRESENTATIVE	6
	PATIENT ADVOCATE	1
	PATIENT CARE ASSISTANT	49
	PEDIATRIC DENTAL SPECIALIST	1
	PERIPHERAL VASCULAR TECHNOLOGIST	2
	PHARMACY TECHNICIAN	20
	PHARMACIST	19
	PHARMACIST SUPERVISOR	5
	PHARMACY DIRECTOR	1
	PHYSICAL THERAPIST	3
	PHYSICAL THERAPIST AIDE	3
	PHYSICAL/OCCUPATIONAL THERAPIST	2
	PRE-NATAL EDUCATOR	1
	PROGRAM COORDINATOR	7
	PROJECT MANAGER	2
	PUBLIC INFORMATION OFFICER-MIHS	1
	PULMONARY FUNCTIONTECHNICIAN	1
	QUALITY ASSURANCE ANALYST	6

POSITION DISTRIBUTION		
Dept	WORKING TITLE	FTE
	RADIO DISPATCHER	1
	RADIOLOGIC PRACTICAL TECHNICIAN	1
	RADIOLOGIC TECHNICIAN	3
	RADIOLOGIC TECHNOLOGIST	26
	RADIOLOGIC TECHNOLOGIST SUPERVISOR	5
	RADIOLOGY MANAGER	1
	RECREATION THERAPIST	2
	REGIONAL PRIMARY CARE CENTER ADMINISTRATOR	3
	REGISTERED NURSE I	55
	REGISTERED NURSE II	33
	REGISTERED NURSE III	149
	REGISTERED NURSE IV	62
	REGISTERED NURSE V	12
	REGISTERED NURSE VI	6
	RESIDENT	207
	RESPIRATORY TECHNICIAN	9
	RESPIRATORY THERAPIST	10
	RESPIRATORY THERAPIST SUPERVISOR	2
	RESPIRATORY THERAPY EQUIPMENT TECHNICIAN	1
	SECURITY OFFICER	22
	SECURITY SUPERVISOR	1
	SERVICE WORKER	7
	SEWING MACHINE OPERATOR	1
	SOCIAL WORKER	12
	SPEECH PATHOLOGIST	2
	SWITCHBOARD OPERATOR	9
	SYSTEM & DATA ANALYST	1
	TECHNOLOGIST	42
	TECHNOLOGIST SUPERVISOR	6
	TRADES WORKER	28
	TRANSPORTER	19
	ULTRASOUND TECHNOLOGIST	4
	ULTRASOUND TECHNOLOGIST SUPERVISOR	1
	UNIT SECRETARY	61
	UTILIZATION MANAGEMENT COORDINATOR	7
	VARIOUS	1
	WAREHOUSE SUPERVISOR	1
90	Total	1766

TOTAL BUDGET BY PROGRAM							
MARICOPA HEALTH SYSTEMS							
Agency 900							
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue	
9001	ADMINISTRATION	\$ 1,914,243	\$ 2,360,976	\$ -	\$ 4,275,219	\$ -	
9003	INPATIENT SERVICES	\$ 6,071,000	\$ 945,633	\$ -	\$ 7,016,633	\$ 24,493,561	
9004	INTENSIVE CARE SERVICES	\$ 4,873,394	\$ 571,259	\$ -	\$ 5,444,653	\$ 21,933,833	
9005	PSYCHIATRIC SERVICES	\$ 5,158,386	\$ 1,101,152	\$ -	\$ 6,259,538	\$ 10,094,910	
9006	EMERGENCY SERVICES	\$ 3,169,300	\$ 580,267	\$ -	\$ 3,749,567	\$ 15,460,975	
9007	OUTPATIENT SERVICES	\$ 22,848,222	\$ 1,372,628	\$ -	\$ 24,220,850	\$ 32,159,917	
9010	ANCILLARY SERVICES	\$ 16,986,299	\$ 29,599,731	\$ -	\$ 46,586,030	\$ 177,733,634	
9011	SUPPORT SERVICES	\$ 25,828,788	\$ 141,478,897	\$ -	\$ 167,307,685	\$ (54,290,025)	
9012	WOMEN AND CHILDRENS SERVICES	\$ 7,976,232	\$ 911,391	\$ -	\$ 8,887,623	\$ 37,708,256	
<b>Totals:</b>		<b>\$ 94,825,864</b>	<b>\$ 178,921,934</b>	<b>\$ -</b>	<b>\$ 273,747,798</b>	<b>\$ 265,295,061</b>	

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
MARICOPA HEALTH SYSTEMS							
Agency 900							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>REVENUE</b>							
635 FEES & CHARGES	-	798,465	-	348,000	348,000.00		
640 PATIENT CHARGES	315,957,078	307,655,581	315,957,078	336,407,608	20,450,530.00	6%	
645 REV ALLOWANCES - PATIENT CARE	(130,323,926)	(135,337,599)	(130,323,926)	(150,921,239)	(20,597,313.00)	16%	
650 MISCELLANEOUS REVENUE	73,180,376	70,596,612	73,180,376	69,252,791	(3,927,585.00)	-5%	
680 TRANSFERS IN FROM OTHER FUNDS	10,207,901	10,207,896	10,207,901	10,207,901	-	0%	
<b>Total Revenue</b>	<b>\$ 269,021,429</b>	<b>\$ 253,920,955</b>	<b>\$ 269,021,429</b>	<b>\$ 265,295,061</b>	<b>\$ (3,726,368)</b>	<b>-1%</b>	
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
701 REGULAR PAY	\$ 54,434,223	\$ 73,071,282	\$ 54,434,223	\$ 79,571,954	\$ (25,137,731)	-46%	
710 SPECIAL PAY	1,695,197	-	1,695,197	1,698,001	(2,804)	0%	
750 FRINGE BENEFITS	10,990,508	13,044,829	10,990,508	13,555,909	(2,565,401)	-23%	
790 OTHER PERSONAL SERVICES	23,050,982	-	23,050,982	-	23,050,982	100%	
<b>Subtotal</b>	<b>\$ 90,170,910</b>	<b>\$ 86,116,111</b>	<b>\$ 90,170,910</b>	<b>\$ 94,825,864</b>	<b>\$ (4,654,954)</b>	<b>-5%</b>	
<b>SUPPLIES AND SERVICES</b>							
801 GENERAL SUPPLIES	\$ 1,443,214	\$ 4,321,751	\$ 1,443,214	\$ 4,558,644	\$ (3,115,430)	-216%	
802 MEDICAL SUPPLIES	25,520,403	24,330,852	25,520,403	27,061,400	(1,540,997)	-6%	
805 CONTRACTUAL SERVICES	20,764,239	16,612,996	20,764,239	16,435,548	4,328,691	21%	
807 HEALTH CARE SERVICES	18,083,522	29,123,947	18,083,522	27,573,978	(9,490,456)	-52%	
810 LEGAL	3,430	-	3,430	-	3,430	100%	
815 INSURANCE	221,949	200,408	221,949	221,816	133	0%	
820 RENT	1,710,021	1,559,720	1,710,021	1,611,339	98,682	6%	
825 REPAIRS AND MAINTENANCE	3,877,697	2,343,503	3,877,697	3,998,771	(121,074)	-3%	
828 MOTOR POOL	-	2,828	-	500	(500)		
829 FUEL	-	27,484	-	46,100	(46,100)		
830 TELECOM DISCRETIONARY	249	709	249	22,636	(22,387)	-8991%	
832 COUNTY COUNSEL	447,725	443,589	447,725	334,755	112,970	25%	
833 EMPLOYEE BENEFITS ADMIN	173,419	173,424	173,419	218,281	(44,862)	-26%	
834 BASE LEVEL EQ SERVICES CHARGES	157,901	131,398	157,901	130,200	27,701	18%	
836 RISK MANAGEMENT	1,672,559	1,672,560	1,672,559	6,562,747	(4,890,188)	-292%	
837 BASE LEVEL TELECOM	102,151	(14,451)	102,151	-	102,151	100%	
838 TELECOM WIRELESS SYSTEMS	56,986	103,092	56,986	-	56,986	100%	
839 OTHER INTERNAL SVCS CHARGES	-	5,225	-	-	-		
841 EMPLOYEE TRAVEL	229,109	168,338	229,109	205,077	24,032	10%	
842 EDUCATION	355,574	268,774	355,574	395,076	(39,502)	-11%	
843 TRANSPORTATION/SHIPPING	102,956	220,157	102,956	182,925	(79,969)	-78%	
850 UTILITIES	3,947,461	3,596,961	3,947,461	3,970,306	(22,845)	-1%	
860 MISCELLANEOUS EXPENSE	29,349,642	20,629,563	29,349,642	20,395,469	8,954,173	31%	
872 S S INTER-FUND CREDIT (NEG)	-	(3,130,067)	-	(3,517,528)	3,517,528		
875 BONDS AND RELATED EXPENSE	2,189,577	8,721,356	2,189,577	12,071,278	(9,881,701)	-451%	
880 TRANSFERS OUT TO OTHER FUNDS	61,391,240	61,390,978	61,391,240	56,442,616	4,948,624	8%	
<b>Subtotal</b>	<b>\$ 171,801,024</b>	<b>\$ 172,905,095</b>	<b>\$ 171,801,024</b>	<b>\$ 178,921,934</b>	<b>\$ (7,120,910)</b>	<b>-4%</b>	
<b>CAPITAL OUTLAY</b>							
915 BUILDINGS AND IMPROVEMENTS	6,685,136	-	6,685,136	-	6,685,136	100%	
920 EQUIPMENT	15,058,634	-	15,058,634	-	15,058,634	100%	
<b>Subtotal</b>	<b>\$ 21,743,770</b>	<b>\$ -</b>	<b>\$ 21,743,770</b>	<b>\$ -</b>	<b>\$ 21,743,770</b>	<b>100%</b>	
<b>Total Expenditures</b>	<b>\$ 283,715,704</b>	<b>\$ 259,021,206</b>	<b>\$ 283,715,704</b>	<b>\$ 273,747,798</b>	<b>\$ 9,967,906</b>	<b>4%</b>	
<b>Operating Balance (Rev. - Exp.)</b>	<b>\$ (14,694,275)</b>	<b>\$ (5,100,251)</b>	<b>\$ (14,694,275)</b>	<b>\$ (8,452,737)</b>	<b>\$ (6,241,538)</b>	<b>42%</b>	



TOTAL BUDGET BY PROGRAM						
MARICOPA HEALTH SYSTEMS						
Agency 901						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
9007	OUTPATIENT SERVICES	\$ -	\$ 3,229,528	\$ -	\$ 3,229,528	\$ 3,229,528
9011	SUPPORT SERVICES	\$ -	\$ 288,000	\$ -	\$ 288,000	\$ 288,000
<b>Totals:</b>		<b>\$ -</b>	<b>\$ 3,517,528</b>	<b>\$ -</b>	<b>\$ 3,517,528</b>	<b>\$ 3,517,528</b>

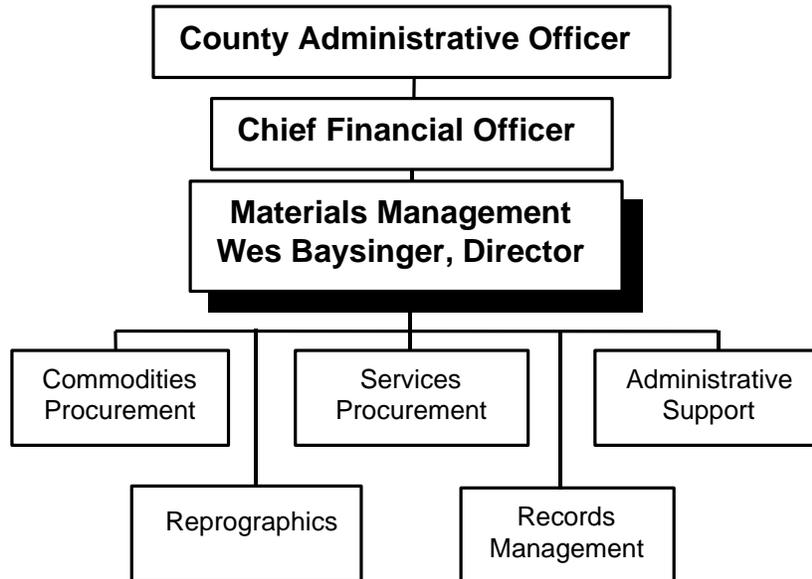
EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
MARICOPA HEALTH SYSTEMS						
Agency 901						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
615 GRANTS	215,740	3,130,067	215,740	3,517,528	3,301,788.00	1530%
Total Revenue	\$ 215,740	\$ 3,130,067	\$ 215,740	\$ 3,517,528	\$ 3,301,788	1530%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 178,520	\$ -	\$ 178,520	\$ -	\$ 178,520	100%
750 FRINGE BENEFITS	37,220	-	37,220	-	37,220	100%
Subtotal	\$ 215,740	\$ -	\$ 215,740	\$ -	\$ 215,740	100%
<b>SUPPLIES AND SERVICES</b>						
860 MISCELLANEOUS EXPENSE	-	3,130,067	-	3,517,528	(3,517,528)	
Subtotal	\$ -	\$ 3,130,067	\$ -	\$ 3,517,528	\$ (3,517,528)	
Total Expenditures	\$ 215,740	\$ 3,130,067	\$ 215,740	\$ 3,517,528	\$ (3,301,788)	-1530%
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ -	\$ -	\$ -	



TOTAL BUDGET BY PROGRAM						
MARICOPA HEALTH SYSTEMS						
Agency 908						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
<b>Totals:</b>		\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
MARICOPA HEALTH SYSTEMS							
Agency 908							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>RESOURCES</b>							
Beginning Fund Balance	\$ 900,000	\$ -	\$ 900,000	\$ -	\$ (900,000)	-100%	
Total Resources	\$ 900,000	\$ -	\$ 900,000	\$ -	\$ (900,000)	-100%	
<b>EXPENDITURES</b>							
CAPITAL OUTLAY							
915 BUILDINGS AND IMPROVEMENTS	900,000	-	900,000	-	900,000	100%	
Subtotal	\$ 900,000	\$ -	\$ 900,000	\$ -	\$ 900,000	100%	
Total Expenditures	\$ 900,000	\$ -	\$ 900,000	\$ -	\$ 900,000	100%	
Ending Fund Balance (Resources - Exp.)	\$ -	\$ -	\$ -	\$ -	\$ -		

## materials management (73)



### mission

To provide professional materials management services to County agencies which allow them to provide high quality, cost effective service to the citizens of Maricopa County.

### program goals

- ▶ Focus on employees to reduce turnover and enhance skills.
- ▶ Obtain Board of Supervisors approval on revisions to the Procurement Code.
- ▶ Focus on improving customer service to county departments.
- ▶ Develop performance measurements.
- ▶ Actively support compliance with environmental requirements.
- ▶ Continue development and refinement of contract review and monitoring.
- ▶ Track Materials Management contractors to assure Year 2000 compliance.
- ▶ Expand the use of automation in Materials Management activities.
- ▶ Expand the use of the purchasing card to increase procurement.
- ▶ Investigate and pursue viable cost saving opportunities.
- ▶ Directly support the Maricopa Integrated Health Services privatization effort.
- ▶ Maximize the value of Materials Management's departmental budget.
- ▶ Continue development and refinement of communications to the BOS.

### community impact

Materials Management supports County agencies that provide direct services to the public. The impact to the citizens of Maricopa County if Materials Management were not providing these services would be:

The reallocation of resources away from service to the public and redirected to support functions, higher costs for commodities and services, duplication of effort and personnel costs, less control over expenditures, increased risk of legal action, increased costs for storage of materials and inventory control activities, increased cost for printed and duplicated materials, and lower public confidence in procurement activities.

## performance measures

Performance Measure	FY 96-97	FY 97-98	FY 98-99 (Est.)	FY 99-00 (Proj)
Purchase Orders Issued - PG lines		3,205	3,578	3,292
Purchase Orders Issued - PC lines		8,628	8,710	4,525*
PO Issued Dollar Amount			\$127,299,246	\$120,000,000
Requisitions Processed - RX lines		8,586	7,572	4,500*
Requisition Turnaround - # of Days		6.8	9.0	5.0
# of Solicitations	243	250	234	220
Vendor Applications			4,488	4,400
Purchasing Card Transactions				35,000
Reprographics Total Impressions	29,714,635	31,258,497	32,265,050	32,265,050
Reprographics Press Impressions	24,531,063	26,385,929	27,170,078	27,170,078
Reprographics Copier Impressions	5,183,572	4,872,568	5,094,972	5,094,972
Reprographics Total Charges	\$654,854	\$704,559	\$735,463	\$735,463
Repro Competitive Analysis (CA) Charges	\$877,504	\$944,109	\$985,520	\$985,520
Savings between Total and CA Charges	\$222,650	\$239,550	\$250,057	\$250,057
<b>Additional explanatory information, if needed:</b>				
<ul style="list-style-type: none"> <li>• * Number dependent on Purchasing Card usage</li> <li>• PG - System loaded contractual orders</li> <li>• PC - Buyer generated purchase orders                      RX - Departmental purchase requests</li> </ul>				

## DEPARTMENTAL SUMMARY BY FUND TYPE &amp; CATEGORY

MATERIALS MANAGEMENT  
Department 73

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	1,225,649	116,149	5,000	\$ 1,346,798	\$ 27,000
Internal Service	360,411	351,908	214,987	\$ 927,306	\$ 927,306
Totals	\$ 1,586,060	\$ 468,057	\$ 219,987	\$ 2,274,104	\$ 954,306

## EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT

MATERIALS MANAGEMENT  
Department 73

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 115,212	\$ 115,212	\$ 115,212	\$ 233,151	\$ -	0%
REVENUE						
636 INTERNAL SERVICE CHARGES	548,428	737,114	698,428	694,155	-	0%
650 MISCELLANEOUS REVENUE	7,000	15,138	7,000	27,000	-	0%
Subtotal	\$ 555,428	\$ 752,252	\$ 705,428	\$ 721,155	\$ -	0%
Total Resources	\$ 670,640	\$ 867,464	\$ 820,640	\$ 954,306	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,200,746	\$ 1,084,057	\$ 1,210,266	\$ 1,336,242	\$ -	0%
705 TEMPORARY PAY	8,373	4,032	6,345	6,373	-	0%
710 SPECIAL PAY	6,000	8,404	8,216	8,219	-	0%
750 FRINGE BENEFITS	242,514	199,174	243,708	270,033	-	0%
780 SALARY ADJUSTMENTS	27,459	27,459	17,871	26,402	-	0%
790 OTHER PERSONAL SERVICES	3,942	-	2,628	-	-	0%
797 PERSONNEL SAVINGS (NEG)	(73,480)	(111,886)	(73,480)	(61,209)	-	0%
Subtotal	\$ 1,415,554	\$ 1,211,240	\$ 1,415,554	\$ 1,586,060	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 154,466	\$ 193,481	\$ 226,466	\$ 229,366	\$ -	0%
805 CONTRACTUAL SERVICES	66,200	41,315	56,100	52,173	-	0%
820 RENT	5,000	260	200	200	-	0%
825 REPAIRS AND MAINTENANCE	115,976	91,655	114,976	114,976	-	0%
826 FACILITIES MGMT DISCRETIONARY	1,000	-	1,000	1,000	-	0%
827 MATERIAL MGMT DISCRETIONARY	8,000	3,850	8,000	8,000	-	0%
828 MOTOR POOL	1,100	75	1,100	1,100	-	0%
829 FUEL	1,700	186	1,700	1,700	-	0%
830 TELECOM DISCRETIONARY	3,750	2,475	5,750	5,797	-	0%
836 RISK MANAGEMENT	875	875	875	875	-	0%
841 EMPLOYEE TRAVEL	2,000	3,569	4,936	4,936	-	0%
842 EDUCATION	8,000	8,000	9,064	9,064	-	0%
843 TRANSPORTATION/SHIPPING	800	245	800	800	-	0%
860 MISCELLANEOUS EXPENSE	10,000	8,098	15,000	13,500	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	16,363	16,362	16,363	24,570	-	0%
Subtotal	\$ 395,230	\$ 370,446	\$ 462,330	\$ 468,057	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	60,375	143,203	143,275	219,987	-	0%
Subtotal	\$ 60,375	\$ 143,203	\$ 143,275	\$ 219,987	\$ -	0%
Total Expenditures	\$ 1,871,159	\$ 1,724,889	\$ 2,021,159	\$ 2,274,104	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (1,315,731)	\$ (972,637)	\$ (1,315,731)	\$ (1,552,949)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (1,200,519)	\$ (857,425)	\$ (1,200,519)	\$ (1,319,798)	\$ -	0%

<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>WORKING TITLE</b>	<b>FTE</b>
73	MATERIALS MANAGEMENT	
	ADMINISTRATIVE ASSTNT I	1
	ADMINISTRATIVE COORD I	7
	ADMINISTRATIVE COORD III	2
	CLERK IV	1
	CONTRACT SPECIALIST I	2
	FINANCIAL SERVICs ADM II	1
	GRAPHICS COMMUNICATNS MGR	1
	GRAPHICS COMMUNICTNS SPVR	1
	GRAPHICS EQUIPMNT TECHI	2
	GRAPHICS EQUIPMNT TECHII	4
	GRAPHICS EQUIPMNT TECHIII	1
	GRAPHICS JOB PLANNER	1
	MATERIALS MANAGEMENT MGR	1
	PROCUREMENT LD SPECIALST	2
	PROCUREMENT SNR SPECIALST	3
	PROCUREMENT SPECIALIST	5
	PURCHASING CARD ADMIN	1
	PURCHASING CARD ADMINISTRATOR	1
	RECORDS MANAGEMENT COORD	1
SENIOR BUSNSS SYST ANLYST	1	
73	Total	39

## TOTAL BUDGET BY PROGRAM

## MATERIALS MANAGEMENT

Agency 730

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
7310	ADMINISTRATION	\$ 277,172	\$ 42,974	\$ 5,000	\$ 325,146	\$ 27,000
7320	PROCUREMENT	\$ 907,578	\$ 73,175	\$ -	\$ 980,753	\$ -
7360	RECORDS MANAGEMENT	\$ 40,899	\$ -	\$ -	\$ 40,899	\$ -
<b>Totals:</b>		<b>\$ 1,225,649</b>	<b>\$ 116,149</b>	<b>\$ 5,000</b>	<b>\$ 1,346,798</b>	<b>\$ 27,000</b>

## EXPENDITURES AND REVENUES BY AGENCY/OBJECT

## MATERIALS MANAGEMENT

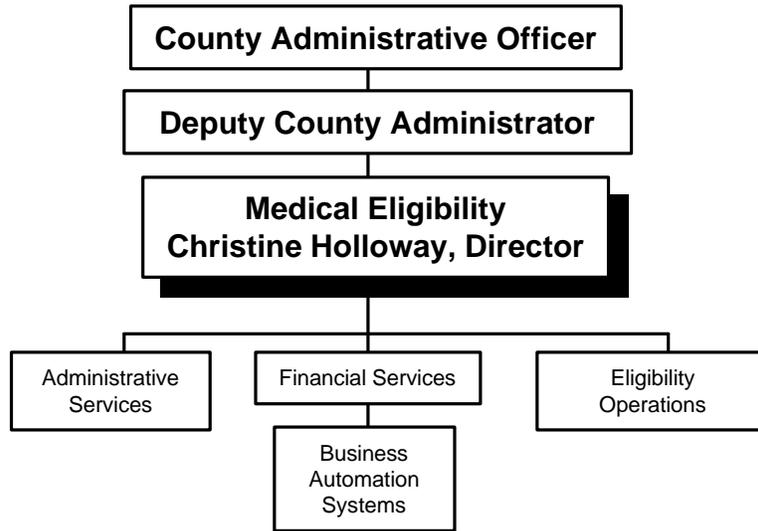
Agency 730

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
650 MISCELLANEOUS REVENUE	7,000	11,900	7,000	27,000	20,000.00	286%
Total Revenue	\$ 7,000	\$ 11,900	\$ 7,000	\$ 27,000	\$ 20,000	286%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 932,521	\$ 837,565	\$ 939,048	\$ 1,045,191	\$ (106,143)	-11%
705 TEMPORARY PAY	8,373	4,032	6,345	6,373	(28)	0%
710 SPECIAL PAY	2,000	4,703	4,223	4,219	4	0%
750 FRINGE BENEFITS	181,300	142,894	182,057	203,615	(21,558)	-12%
780 SALARY ADJUSTMENTS	22,460	22,460	14,981	22,460	(7,479)	-50%
797 PERSONNEL SAVINGS (NEG)	(56,209)	(106,886)	(56,209)	(56,209)	-	0%
Subtotal	\$ 1,090,445	\$ 904,768	\$ 1,090,445	\$ 1,225,649	\$ (135,204)	-12%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 11,000	\$ 10,340	\$ 13,000	\$ 15,900	\$ (2,900)	-22%
805 CONTRACTUAL SERVICES	58,000	45,000	48,100	47,173	927	2%
825 REPAIRS AND MAINTENANCE	15,976	9,855	14,976	14,976	-	0%
826 FACILITIES MGMT DISCRETIONARY	1,000	-	1,000	1,000	-	0%
827 MATERIAL MGMT DISCRETIONARY	8,000	3,850	8,000	8,000	-	0%
828 MOTOR POOL	100	75	100	100	-	0%
829 FUEL	200	97	200	200	-	0%
830 TELECOM DISCRETIONARY	3,000	2,475	5,000	5,000	-	0%
841 EMPLOYEE TRAVEL	2,000	3,569	4,936	4,936	-	0%
842 EDUCATION	7,000	8,000	8,064	8,064	-	0%
843 TRANSPORTATION/SHIPPING	800	245	800	800	-	0%
860 MISCELLANEOUS EXPENSE	10,000	5,794	10,000	10,000	-	0%
Subtotal	\$ 117,076	\$ 89,300	\$ 114,176	\$ 116,149	\$ (1,973)	-2%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	-	2,828	2,900	5,000	(2,100)	-72%
Subtotal	\$ -	\$ 2,828	\$ 2,900	\$ 5,000	\$ (2,100)	-72%
Total Expenditures	\$ 1,207,521	\$ 996,896	\$ 1,207,521	\$ 1,346,798	\$ (139,277)	-12%
Operating Balance (Rev. - Exp.)	\$ (1,200,521)	\$ (984,996)	\$ (1,200,521)	\$ (1,319,798)	\$ 119,277	-10%

TOTAL BUDGET BY PROGRAM						
MATERIALS MANAGEMENT						
Agency 733						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
7340	REPROGRAPHICS	\$ 360,411	\$ 351,908	\$ 214,987	\$ 927,306	\$ 927,306
<b>Totals:</b>		<b>\$ 360,411</b>	<b>\$ 351,908</b>	<b>\$ 214,987</b>	<b>\$ 927,306</b>	<b>\$ 927,306</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
MATERIALS MANAGEMENT						
Agency 733						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 115,212	\$ 115,212	\$ 115,212	\$ 233,151	\$ 117,939	102%
<b>REVENUE</b>						
636 INTERNAL SERVICE CHARGES	548,428	737,114	698,428	694,155	(4,273.00)	-1%
650 MISCELLANEOUS REVENUE	-	3,238	-	-	-	
Total Revenue	\$ 548,428	\$ 740,352	\$ 698,428	\$ 694,155	\$ (4,273)	-1%
Total Resources	\$ 663,640	\$ 855,564	\$ 813,640	\$ 927,306	\$ 113,666	14%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 268,225	\$ 246,492	\$ 271,218	\$ 291,051	\$ (19,833)	-7%
710 SPECIAL PAY	4,000	3,701	3,993	4,000	(7)	0%
750 FRINGE BENEFITS	61,214	56,280	61,651	66,418	(4,767)	-8%
780 SALARY ADJUSTMENTS	4,999	4,999	2,890	3,942	(1,052)	-36%
790 OTHER PERSONAL SERVICES	3,942	-	2,628	-	2,628	100%
797 PERSONNEL SAVINGS (NEG)	(17,271)	(5,000)	(17,271)	(5,000)	(12,271)	71%
Subtotal	\$ 325,109	\$ 306,472	\$ 325,109	\$ 360,411	\$ (35,302)	-11%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 143,466	\$ 183,141	\$ 213,466	\$ 213,466	\$ -	0%
805 CONTRACTUAL SERVICES	8,200	(3,685)	8,000	5,000	3,000	38%
820 RENT	5,000	260	200	200	-	0%
825 REPAIRS AND MAINTENANCE	100,000	81,800	100,000	100,000	-	0%
828 MOTOR POOL	1,000	-	1,000	1,000	-	0%
829 FUEL	1,500	89	1,500	1,500	-	0%
830 TELECOM DISCRETIONARY	750	-	750	797	(47)	-6%
836 RISK MANAGEMENT	875	875	875	875	-	0%
842 EDUCATION	1,000	-	1,000	1,000	-	0%
860 MISCELLANEOUS EXPENSE	-	2,304	5,000	3,500	1,500	30%
880 TRANSFERS OUT TO OTHER FUNDS	16,363	16,362	16,363	24,570	(8,207)	-50%
Subtotal	\$ 278,154	\$ 281,146	\$ 348,154	\$ 351,908	\$ (3,754)	-1%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	60,375	140,375	140,375	214,987	(74,612)	-53%
Subtotal	\$ 60,375	\$ 140,375	\$ 140,375	\$ 214,987	\$ (74,612)	-53%
Total Expenditures	\$ 663,638	\$ 727,993	\$ 813,638	\$ 927,306	\$ (113,668)	-14%
Operating Balance (Rev. - Exp.)	\$ (115,210)	\$ 12,359	\$ (115,210)	\$ (233,151)	\$ 117,941	-102%
Ending Fund Balance (Resources - Exp.)	\$ 2	\$ 127,571	\$ 2	\$ -	\$ 2	100%

## medical eligibility (28)



### mission

Department of Medical Eligibility actively strives to maximize the enrollment and retention of qualified County residents in a timely manner as program agents of the Arizona Health Care Cost Containment System (AHCCCS) and as a billing and determination center for providers of health care to indigent residents of Maricopa County.

### program goals

To promote the medical well being of clients by achieving their timely, non-erroneous enrollment, retention in or referral to appropriate health care programs. To maximize available and appropriate health care cost recovery. To minimize County liability by: determining eligibility for cases within 48 hours of notification or meeting eligibility criteria, process qualified claims to capture the early payment discount, and decrease the determination error rate to achieve an annual error rate of 3% or less to eliminate monetary sanctions. To implement technology solutions to support the business operations and improve technology infrastructure and performance of desktop devices. To enhance and implement recommendations to provide legal strategies, legislative solutions and documented support to legal counsel regarding lawsuits.

### community impact

The Department of Medical Eligibility determines financial eligibility, as mandated under statues ARS 11-297 and 36-2905 for AHCCCS, and financial responsibility for Maricopa County. The department also screens and refers federal program cases to the Department of Economic Security. Eligibility services are provided at sixteen private hospitals and Maricopa Medical Center for priority determination of AHCCCS eligibility enhancing services to the client and reducing county liability. Twelve eligibility offices are maintained throughout Maricopa County for the determination of routine eligibility cases.

### performance measures

Performance Measure	FY 96-97	FY 97-98	FY 98-99 (Est.)	FY 99-00 (Proj)
Eligibility Determinations	64,000	57,900	57,900	58,000
Applications received	64,000	59,000	60,000	60,000
Eligibility Decision Error Rate	6%	7%	5%	4%
Medical Claims Processed Per Hour	2.6	3.3	2.5	2.8
Percent Captured Early Payment Discount	N/A	68%	95%	95%
Percent Eligibility Determined w/in 48 hrs	N/A		50%	70%

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

MEDICAL ELIGIBILITY  
Department 28

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	9,308,110	1,628,619	64,230	\$ 11,000,959	\$ 1,350,000
Totals	\$ 9,308,110	\$ 1,628,619	\$ 64,230	\$ 11,000,959	\$ 1,350,000

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

MEDICAL ELIGIBILITY  
Department 28

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
REVENUE						
620 INTERGOVERNMENTAL	1,343,992	1,350,000	1,343,992	1,350,000	-	0%
635 FEES & CHARGES	648,120	467,800	648,120	-	-	
Subtotal	\$ 1,992,112	\$ 1,817,800	\$ 1,992,112	\$ 1,350,000	\$ -	0%
<b>EXPENDITURES</b>						
PERSONAL SERVICES						
701 REGULAR PAY	\$ 5,923,531	\$ 6,467,114	\$ 6,606,184	\$ 7,658,124	\$ -	0%
705 TEMPORARY PAY	-	14,389	-	26,125	-	0%
710 SPECIAL PAY	40,000	23,139	17,537	40,000	-	0%
750 FRINGE BENEFITS	1,362,139	1,298,699	1,431,140	1,697,104	-	0%
780 SALARY ADJUSTMENTS	165,000	-	456,902	165,110	-	0%
790 OTHER PERSONAL SERVICES	21,925	11,081	5,218	-	-	
797 PERSONNEL SAVINGS (NEG)	(260,000)	(670)	(260,000)	(278,353)	-	0%
Subtotal	\$ 7,252,595	\$ 7,813,752	\$ 8,256,981	\$ 9,308,110	\$ -	0%
SUPPLIES AND SERVICES						
801 GENERAL SUPPLIES	\$ 68,800	\$ 95,761	\$ 68,800	\$ 160,813	\$ -	0%
802 MEDICAL SUPPLIES	-	-	-	-	-	
805 CONTRACTUAL SERVICES	217,000	121,487	217,000	455,600	-	0%
820 RENT	737,775	812,586	737,775	735,000	-	0%
825 REPAIRS AND MAINTENANCE	6,400	10,256	6,400	10,900	-	0%
827 MATERIAL MGNT DISCRETIONARY	14,075	27,231	14,075	37,225	-	0%
829 FUEL	5,000	4,118	5,000	5,000	-	0%
830 TELECOM DISCRETIONARY	30,000	30,000	30,000	140,700	-	0%
842 EDUCATION	6,000	3,717	6,000	13,613	-	0%
843 TRANSPORTATION/SHIPPING	10,400	19,406	10,400	26,419	-	0%
850 UTILITIES	8,200	7,462	8,200	4,000	-	0%
860 MISCELLANEOUS EXPENSE	30,000	40,447	29,980	39,349	-	0%
Subtotal	\$ 1,133,650	\$ 1,172,471	\$ 1,133,630	\$ 1,628,619	\$ -	0%
CAPITAL OUTLAY						
920 EQUIPMENT	100,000	100,000	100,000	64,230	-	0%
940 OTHER CAPITAL OUTLAY	1,004,366	404,386	-	-	-	
Subtotal	\$ 1,104,366	\$ 504,386	\$ 100,000	\$ 64,230	\$ -	0%
Total Expenditures	\$ 9,490,611	\$ 9,490,609	\$ 9,490,611	\$ 11,000,959	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (7,498,499)	\$ (7,672,809)	\$ (7,498,499)	\$ (9,650,959)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (7,498,499)	\$ (7,672,809)	\$ (7,498,499)	\$ (9,650,959)	\$ -	0%

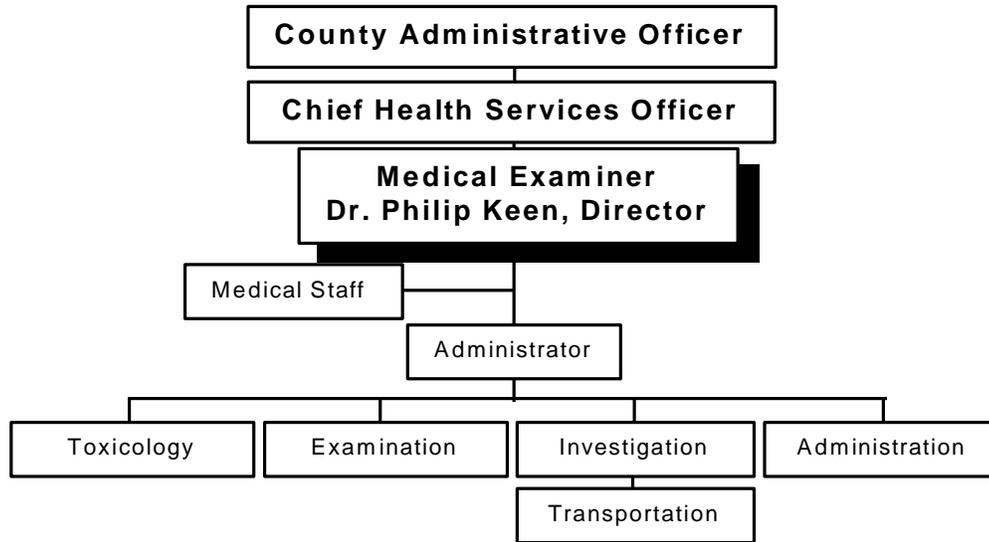

**POSITION DISTRIBUTION**

Dept	WORKING TITLE	FTE
28	MEDICAL ELIGIBILITY	
	ADMIN ASSISTANT	5
	ADMIN COORDINATOR	2
	ADMINISTRATIVE COORD III	0
	AREA OPER MGR	2
	ASST. MANAGER	1
	BUSINESS MANAGEMENT ANALYST	1
	CLERK IV	1
	COMM RELATIONS COORD	1
	COURIER	1
	DATA ENTRY CLERK	2
	DIRECTOR	1
	DISTRICT SUPERVISOR	12
	DISTRICT SUPERVISOR (ACTING)	1
	ELIG INTERVIEWER	124
	ELIG SUPP. SPECIALIST	49
	ELIG SUPPORT SPECIALIST	1
	ELIG TEAM LEADER	24
	ELIGIBILITY BUSINESS ANALYST	1
	EXEC ASSISTANT	1
	FINANCIAL CLAIMS ANALYST	9
	H.R. COORDINATOR	2
	HEALTH SERVICES CLERK II	5
	HEARING OFFICER	1
	LAN ADMINISTRATOR	1
	LEAD RECORDS SPECIALIST	1
	LEGAL ASSISTANT	1
	MANAGER	5
	MED CLAIMS REVIEW NURSE	2
	NOTIFICATION CLERK	2
	PC TECHNICIAN	1
	PROGRAM ASSISTNCE REP II	20
	PROGRAM ASSISTNCE REP III	1
	PROGRAM ASSISTNCE REP IV	7
	RECORDS TECH	4
	REGISTERED NURSE III	1
	SR. FINANCIAL CLAIMS ANALYST	1
	TRAINER	4
	WAREHOUSE CLERK	1
28	Total	298

TOTAL BUDGET BY PROGRAM						
MEDICAL ELIGIBILITY						
Agency 280						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
2810	ADMINISTRATION SERVICES	\$ 736,048	\$ 938,759	\$ 22,230	\$ 1,697,037	\$ 1,350,000
2820	BUSINESS AUTOMATION	\$ 81,999	\$ 200	\$ -	\$ 82,199	\$ -
2830	FINANCIAL SERVICES	\$ 951,855	\$ 5,380	\$ -	\$ 957,235	\$ -
2840	ELIGIBILITY OPERATIONS	\$ 7,538,208	\$ 684,280	\$ 42,000	\$ 8,264,488	\$ -
<b>Totals:</b>		<b>\$ 9,308,110</b>	<b>\$ 1,628,619</b>	<b>\$ 64,230</b>	<b>\$ 11,000,959</b>	<b>\$ 1,350,000</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
MEDICAL ELIGIBILITY						
Agency 280						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
620 INTERGOVERNMENTAL	1,343,992	1,350,000	1,343,992	1,350,000	6,008.00	0%
635 FEES & CHARGES	648,120	467,800	648,120	-	(648,120.00)	-100%
Total Revenue	\$ 1,992,112	\$ 1,817,800	\$ 1,992,112	\$ 1,350,000	\$ (642,112)	-32%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 5,923,531	\$ 6,467,114	\$ 6,606,184	\$ 7,658,124	\$ (1,051,940)	-16%
705 TEMPORARY PAY	-	14,389	-	26,125	(26,125)	
710 SPECIAL PAY	40,000	23,139	17,537	40,000	(22,463)	-128%
750 FRINGE BENEFITS	1,362,139	1,298,699	1,431,140	1,697,104	(265,964)	-19%
780 SALARY ADJUSTMENTS	165,000	-	456,902	165,110	291,792	64%
790 OTHER PERSONAL SERVICES	21,925	11,081	5,218	-	5,218	100%
797 PERSONNEL SAVINGS (NEG)	(260,000)	(670)	(260,000)	(278,353)	18,353	-7%
Subtotal	\$ 7,252,595	\$ 7,813,752	\$ 8,256,981	\$ 9,308,110	\$ (1,051,129)	-13%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 68,800	\$ 95,761	\$ 68,800	\$ 160,813	\$ (92,013)	-134%
805 CONTRACTUAL SERVICES	217,000	121,487	217,000	455,600	(238,600)	-110%
820 RENT	737,775	812,586	737,775	735,000	2,775	0%
825 REPAIRS AND MAINTENANCE	6,400	10,256	6,400	10,900	(4,500)	-70%
827 MATERIAL MGNT DISCRETIONARY	14,075	27,231	14,075	37,225	(23,150)	-164%
829 FUEL	5,000	4,118	5,000	5,000	-	0%
830 TELECOM DISCRETIONARY	30,000	30,000	30,000	140,700	(110,700)	-369%
842 EDUCATION	6,000	3,717	6,000	13,613	(7,613)	-127%
843 TRANSPORTATION/SHIPPING	10,400	19,406	10,400	26,419	(16,019)	-154%
850 UTILITIES	8,200	7,462	8,200	4,000	4,200	51%
860 MISCELLANEOUS EXPENSE	30,000	40,447	29,980	39,349	(9,369)	-31%
Subtotal	\$ 1,133,650	\$ 1,172,471	\$ 1,133,630	\$ 1,628,619	\$ (494,989)	-44%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	100,000	100,000	100,000	64,230	35,770	36%
940 OTHER CAPITAL OUTLAY	1,004,366	404,386	-	-	-	
Subtotal	\$ 1,104,366	\$ 504,386	\$ 100,000	\$ 64,230	\$ 35,770	36%
Total Expenditures	\$ 9,490,611	\$ 9,490,609	\$ 9,490,611	\$ 11,000,959	\$ (1,510,348)	-16%
Operating Balance (Rev. - Exp.)	\$ (7,498,499)	\$ (7,672,809)	\$ (7,498,499)	\$ (9,650,959)	\$ 2,152,460	-29%

## medical examiner (29)



### mission

The Maricopa County Office of the Medical Examiner (OME), mandated by Arizona Revised Statutes 11-591 through 11-600, has the responsibility for conducting complete and objective medicolegal investigations of unattended, violent, sudden, unexpected, and suspicious deaths to determine the cause and manner of death and the responsibility for reviewing and approving any cremations of remains of deceased persons.

### program goals

#### goals:

1. Customer Perspective: Improve Service To Families of Decedents
2. Internal Perspective: Achieve Maintenance Level in Operations

#### objectives:

1. 90% of Reports Completed Within 45 Days/ 100% Within 90 Days
  - a) Examinations Completed Within 24 Hours of Admission
  - b) Toxicology Results Reported Within Two Weeks on 90% of Cases
  - c) Initial Transcription Completed Within Two Weeks of Receipt
2. Proper Next Of Kin Contacted On All Cases Within 72 Hours of Admission
3. Medical Investigation Summaries Completed On 100% of Required Cases Within 24 Hours of Admission
4. Comparative Cost Per: Removal, Autopsy, Report Transcribed, Case Completed
5. Reduce Employee Turnover To 10%
6. Rearrange, Inventory and Secure Medical Case Records to Ensure Location of Case File Within Same Day of Request

### community impact

The Office of the Medical Examiner (OME) provides services to justice and law enforcement agencies, as well as playing an important role in the health and safety of the community. Families of decedents, however, are the most directly affected by the level of service provided by the OME. Families are unable to complete financial matters, such as the transfer of property and collection of insurance benefits, while the cause and manner of death of their family member is pending. Frequently, they are unable to begin to bring closure to the death of a family member until the results of the Medical Examiner's investigation are known. Achieving the OME objectives will improve service to the families of decedents by advising them of the status of the investigation, providing accurate information to them, responding to their questions in a timely manner, and alleviating the emotional and financial hardship caused by a lengthy pending of the case.

performance measures

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
Total # of Cases	3607	3542	3660	3700
% of Cases Autopsied	63%	67%	55%	60%
Average Days To Case Closure	120	63.5	65	50
% Within 45 Days			31%	52%
% Within 90 Days			22%	39%
Average Days For Tox Results		28	23	14
Average Days For Initial Transcription		21	16	14
% Investigation Summaries Completed		35%	35%	65%
% Employee Turnover	24.4%	31.1%	30%	20%



## DEPARTMENTAL SUMMARY BY FUND TYPE &amp; CATEGORY

MEDICAL EXAMINER  
Department 29

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	2,558,314	390,359	77,296	\$ 3,025,969	\$ 235,000
Totals	\$ 2,558,314	\$ 390,359	\$ 77,296	\$ 3,025,969	\$ 235,000

## EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT

MEDICAL EXAMINER  
Department 29

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
<b>REVENUE</b>						
635 FEES & CHARGES	235,000	235,000	235,000	235,000	-	0%
Subtotal	\$ 235,000	\$ 235,000	\$ 235,000	\$ 235,000	\$ -	0%
Total Resources	\$ 235,000	\$ 235,000	\$ 235,000	\$ 235,000	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,845,517	\$ 1,676,574	\$ 1,916,565	\$ 2,111,505	\$ -	0%
705 TEMPORARY PAY	67,154	112,222	67,851	88,144	-	0%
710 SPECIAL PAY	-	35,904	55,207	20,207	-	0%
750 FRINGE BENEFITS	351,483	323,129	359,923	399,644	-	0%
780 SALARY ADJUSTMENTS	111,325	-	37,523	91,567	-	0%
790 OTHER PERSONAL SERVICES	-	-	13,369	-	-	0%
797 PERSONNEL SAVINGS (NEG)	(152,753)	(152,753)	(152,753)	(152,753)	-	0%
Subtotal	\$ 2,222,726	\$ 1,995,076	\$ 2,297,685	\$ 2,558,314	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 27,425	\$ 20,512	\$ 27,425	\$ 20,800	\$ -	0%
802 MEDICAL SUPPLIES	116,635	147,962	116,635	149,312	-	0%
805 CONTRACTUAL SERVICES	76,260	25,326	41,140	31,300	-	0%
807 HEALTH CARE SERVICES	25,000	25,000	13,000	74,328	-	0%
820 RENT	3,970	8,626	7,500	19,700	-	0%
825 REPAIRS AND MAINTENANCE	37,153	32,672	40,054	48,558	-	0%
826 FACILITIES MGMT DISCRETIONARY	8,000	125	8,000	125	-	0%
827 MATERIAL MGMT DISCRETIONARY	1,200	540	700	571	-	0%
828 MOTOR POOL	-	10	-	10	-	0%
829 FUEL	6,124	5,572	6,124	5,990	-	0%
830 TELECOM DISCRETIONARY	8,133	5,972	8,133	6,550	-	0%
839 OTHER INTERNAL SVCS CHARGES	-	-	-	13,500	-	0%
843 TRANSPORTATION/SHIPPING	1,500	200	1,000	400	-	0%
850 UTILITIES	6,000	5,246	6,000	5,200	-	0%
860 MISCELLANEOUS EXPENSE	5,000	10,610	7,930	14,015	-	0%
Subtotal	\$ 322,400	\$ 288,373	\$ 283,641	\$ 390,359	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	25,433	49,889	37,433	77,296	-	0%
Subtotal	\$ 25,433	\$ 49,889	\$ 37,433	\$ 77,296	\$ -	0%
Total Expenditures	\$ 2,570,559	\$ 2,333,338	\$ 2,618,759	\$ 3,025,969	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (2,335,559)	\$ (2,098,338)	\$ (2,383,759)	\$ (2,790,969)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (2,335,559)	\$ (2,098,338)	\$ (2,383,759)	\$ (2,790,969)	\$ -	0%

<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>WORKING TITLE</b>	<b>FTE</b>
29	MEDICAL EXAMINER	5
	ADMINISTRATIVE ASSTNT I	1
	ADMINISTRATIVE ASSTNT II	1
	ADMINISTRATIVE ASSTNT III	1
	ADMINISTRATOR I	1
	ASST FORENSIC TOXICOLOGST	3
	CHEMIST	1
	CHIEF MEDICAL EXAMINER	7
	FORENSIC ASSISTANT	1
	FORENSIC ASSISTANT SUPVSR	2
	FORENSIC TOXICOLOGIST	1
	HISTOTECHNOLOGIST II	7
	MEDICAL EXAMINER	8
	MEDICAL EXAMINER TRNSPRTR	7
	MEDICAL INVESTIGATOR	1
	MEDICAL INVESTIGATOR-SR	1
	MEDICAL TRANSCRIBER	3
	MEDICAL TRANSCRIBER II	1
OFFICE SUPERVISOR II		
29	Total	52

**TOTAL BUDGET BY PROGRAM**

**MEDICAL EXAMINER**  
Agency 290

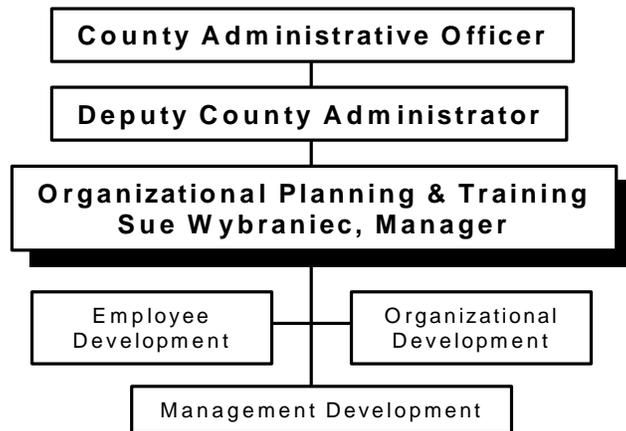
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
2910	ADMIN	\$ 578,198	\$ 41,496	\$ 60,031	\$ 679,725	\$ 235,000
2920	EXAMINATION	\$ 258,301	\$ 117,000	\$ 3,700	\$ 379,001	\$ -
2930	MEDICAL STAFF	\$ 859,892	\$ -	\$ -	\$ 859,892	\$ -
2940	TOXICOLOGY	\$ 361,316	\$ 217,863	\$ 13,565	\$ 592,744	\$ -
2950	INVESTIGATION	\$ 252,685	\$ -	\$ -	\$ 252,685	\$ -
2960	TRANSPORTATION	\$ 247,922	\$ 14,000	\$ -	\$ 261,922	\$ -
<b>Totals:</b>		<b>\$ 2,558,314</b>	<b>\$ 390,359</b>	<b>\$ 77,296</b>	<b>\$ 3,025,969</b>	<b>\$ 235,000</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**MEDICAL EXAMINER**  
Agency 290

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
635 FEES & CHARGES	235,000	235,000	235,000	235,000	-	0%
Total Revenue	\$ 235,000	\$ 235,000	\$ 235,000	\$ 235,000	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,845,517	\$ 1,676,574	\$ 1,916,565	\$ 2,111,505	(194,940)	-10%
705 TEMPORARY PAY	67,154	112,222	67,851	88,144	(20,293)	-30%
710 SPECIAL PAY	-	35,904	55,207	20,207	35,000	63%
750 FRINGE BENEFITS	351,483	323,129	359,923	399,644	(39,721)	-11%
780 SALARY ADJUSTMENTS	111,325	-	37,523	91,567	(54,044)	-144%
790 OTHER PERSONAL SERVICES	-	-	13,369	-	13,369	100%
797 PERSONNEL SAVINGS (NEG)	(152,753)	(152,753)	(152,753)	(152,753)	-	0%
Subtotal	\$ 2,222,726	\$ 1,995,076	\$ 2,297,685	\$ 2,558,314	\$ (260,629)	-11%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 27,425	\$ 20,512	\$ 27,425	\$ 20,800	6,625	24%
802 MEDICAL SUPPLIES	116,635	147,962	116,635	149,312	(32,677)	-28%
805 CONTRACTUAL SERVICES	76,260	25,326	41,140	31,300	9,840	24%
807 HEALTH CARE SERVICES	25,000	25,000	13,000	74,328	(61,328)	-472%
820 RENT	3,970	8,626	7,500	19,700	(12,200)	-163%
825 REPAIRS AND MAINTENANCE	37,153	32,672	40,054	48,558	(8,504)	-21%
826 FACILITIES MGMT DISCRETIONARY	8,000	125	8,000	125	7,875	98%
827 MATERIAL MGMT DISCRETIONARY	1,200	540	700	571	129	18%
828 MOTOR POOL	-	10	-	10	(10)	
829 FUEL	6,124	5,572	6,124	5,990	134	2%
830 TELECOM DISCRETIONARY	8,133	5,972	8,133	6,550	1,583	19%
839 OTHER INTERNAL SVCS CHARGES	-	-	-	13,500	(13,500)	
843 TRANSPORTATION/SHIPPING	1,500	200	1,000	400	600	60%
850 UTILITIES	6,000	5,246	6,000	5,200	800	13%
860 MISCELLANEOUS EXPENSE	5,000	10,610	7,930	14,015	(6,085)	-77%
Subtotal	\$ 322,400	\$ 288,373	\$ 283,641	\$ 390,359	\$ (106,718)	-38%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	25,433	49,889	37,433	77,296	(39,863)	-106%
Subtotal	\$ 25,433	\$ 49,889	\$ 37,433	\$ 77,296	\$ (39,863)	-106%
Total Expenditures	\$ 2,570,559	\$ 2,333,338	\$ 2,618,759	\$ 3,025,969	\$ (407,210)	-16%
Operating Balance (Rev. - Exp.)	\$ (2,335,559)	\$ (2,098,338)	\$ (2,383,759)	\$ (2,790,969)	\$ 407,210	-17%

## organizational planning and training (35)



### mission

To support the County with education, training and change management through assessment, implementation and consultation.

### program goals

To provide organizational development consulting for strategic planning, outcome-based accountability, human system improvement programs, process improvement and organizational structure.

Provide employee development opportunities for employees including core training classes, tuition reimbursement and on-site education. We will collaborate with and develop an adjunct faculty to support these efforts.

Provide quality management development programs for supervisors, managers and executives through classroom training, retreat opportunities and Intranet applications.

### community impact

Organizational Planning and Training provides services to Maricopa County departments and their employees.

Through training and organizational change initiatives, a more skilled and focused workforce will be available to provide effective and efficient services to citizens of Maricopa County.

### performance measures

Performance Measure	FY 96-97	FY 97-98	FY 98-99 (Est.)	FY 99-00 (Proj)
Supervisor School - # of participants	150		168	168
% participants who believe program worthwhile & relevant	N/A	N/A		
% improvement in ability to do jobs 6 months after training				
Cost per participant				
Manager School - # of participants	N/A	N/A	65	152
% participants who believe program worthwhile & relevant				
% improvement in ability to do jobs 6 months after training				
Cost per participant				
Employee Development Classes				
# enrolled in classes	1650			2430
Organizational Change Consulting				
Cost per consulting hour				
% of customer satisfaction with consulting process				

#### Additional explanatory information, if needed:

The efficiency and outcome measures will be collected for the first time in 1999-2000.

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

ORG. PLANNING AND TRAINING  
Department 35

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	485,160	130,957	-	\$ 616,117	\$ -
Totals	\$ 485,160	\$ 130,957	\$ -	\$ 616,117	\$ -

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

ORG. PLANNING AND TRAINING  
Department 35

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 365,989	\$ 332,232	\$ 373,939	\$ 410,020	\$ -	0%
750 FRINGE BENEFITS	67,472	62,083	69,678	74,858	-	0%
780 SALARY ADJUSTMENTS	8,669	23,446	32,413	5,112	-	0%
797 PERSONNEL SAVINGS (NEG)	(8,669)	(8,669)	(8,669)	(4,830)	-	0%
Subtotal	\$ 433,461	\$ 409,092	\$ 467,361	\$ 485,160	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 33,083	\$ 42,858	\$ 32,183	\$ 38,825	\$ -	0%
805 CONTRACTUAL SERVICES	5,150	6,250	5,150	29,400	-	0%
820 RENT	13,000	8,372	13,900	15,500	-	0%
825 REPAIRS AND MAINTENANCE	300	189	300	300	-	0%
826 FACILITIES MGMT DISCRETIONARY	300	-	300	400	-	0%
827 MATERIAL MGMT DISCRETIONARY	9,100	9,696	9,100	12,825	-	0%
828 MOTOR POOL	750	640	750	525	-	0%
830 TELECOM DISCRETIONARY	250	350	250	315	-	0%
841 EMPLOYEE TRAVEL	4,028	1,727	4,028	4,450	-	0%
842 EDUCATION	5,215	5,475	5,215	6,800	-	0%
843 TRANSPORTATION/SHIPPING	-	-	-	317	-	0%
850 UTILITIES	200	-	200	-	-	-
860 MISCELLANEOUS EXPENSE	14,550	27,100	14,550	19,300	-	0%
872 S S INTER-FUND CREDIT (NEG)	(6,945)	(3,500)	(6,945)	(5,000)	-	0%
873 S S INTERFUND CHARGES	6,000	6,000	6,000	7,000	-	0%
Subtotal	\$ 84,981	\$ 105,157	\$ 84,981	\$ 130,957	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	5,300	14,410	7,600	-	-	-
Subtotal	\$ 5,300	\$ 14,410	\$ 7,600	\$ -	\$ -	-
Total Expenditures	\$ 523,742	\$ 528,659	\$ 559,942	\$ 616,117	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (523,742)	\$ (528,659)	\$ (559,942)	\$ (616,117)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (523,742)	\$ (528,659)	\$ (559,942)	\$ (616,117)	\$ -	0%



POSITION DISTRIBUTION		
Dept	Working Title	FTE
35	ORGANIZATIONAL PLANNING & TRAINING	
	ADMINISTRATIVE ASSISTANT	1
	ADMINISTRATIVE SECRETARY	1
	DATABASE ADMINISTRATOR	1
	MENTOR PROGRAM COORDINATOR	1
	OD & TRAINING CONSULTANT	1
	OD CONSULTANT	1
	ORG PLANNING & TRAINING MANAGER	1
	TRAINING CONSULTANT	2
TRAINING COORDINATOR	1	
35	Total	10

maricopa county

**strategies 2000**

**TOTAL BUDGET BY PROGRAM**

**ORG. PLANNING AND TRAINING**

Agency 350

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3510	PLANNING & TRAINING	\$ 246,198	\$ 72,670	\$ -	\$ 318,868	\$ -
3520	PLANNING & TRAINING	\$ 79,735	\$ 44,532	\$ -	\$ 124,267	\$ -
3530	PLANNING & TRAINING	\$ 159,227	\$ 13,755	\$ -	\$ 172,982	\$ -
<b>Totals:</b>		<b>\$ 485,160</b>	<b>\$ 130,957</b>	<b>\$ -</b>	<b>\$ 616,117</b>	<b>\$ -</b>

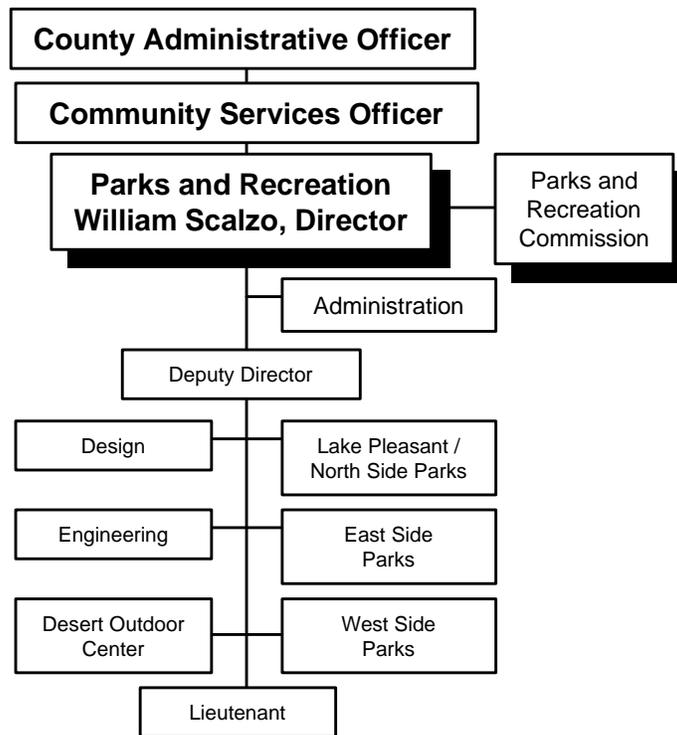
**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**ORG. PLANNING AND TRAINING**

Agency 350

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
625 STATE SHARED SALES TAXES	-	-	8	-	(8.00)	-100%
Total Revenue	\$ -	\$ -	\$ 8	\$ -	\$ (8)	-100%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 365,989	\$ 332,232	\$ 373,939	\$ 410,020	\$ (36,081)	-10%
750 FRINGE BENEFITS	67,472	62,083	69,678	74,858	(5,180)	-7%
780 SALARY ADJUSTMENTS	8,669	23,446	32,413	5,112	27,301	84%
797 PERSONNEL SAVINGS (NEG)	(8,669)	(8,669)	(8,669)	(4,830)	(3,839)	44%
Subtotal	\$ 433,461	\$ 409,092	\$ 467,361	\$ 485,160	\$ (17,799)	-4%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 33,083	\$ 42,858	\$ 32,183	\$ 38,825	\$ (6,642)	-21%
805 CONTRACTUAL SERVICES	5,150	6,250	5,150	29,400	(24,250)	-471%
820 RENT	13,000	8,372	13,900	15,500	(1,600)	-12%
825 REPAIRS AND MAINTENANCE	300	189	300	300	-	0%
826 FACILITIES MGMT DISCRETIONARY	300	-	300	400	(100)	-33%
827 MATERIAL MGMT DISCRETIONARY	9,100	9,696	9,100	12,825	(3,725)	-41%
828 MOTOR POOL	750	640	750	525	225	30%
830 TELECOM DISCRETIONARY	250	350	250	315	(65)	-26%
841 EMPLOYEE TRAVEL	4,028	1,727	4,028	4,450	(422)	-10%
842 EDUCATION	5,215	5,475	5,215	6,800	(1,585)	-30%
843 TRANSPORTATION/SHIPPING	-	-	-	317	(317)	
850 UTILITIES	200	-	200	-	200	100%
860 MISCELLANEOUS EXPENSE	14,550	27,100	14,550	19,300	(4,750)	-33%
872 S S INTER-FUND CREDIT (NEG)	(6,945)	(3,500)	(6,945)	(5,000)	(1,945)	28%
873 S S INTERFUND CHARGES	6,000	6,000	6,000	7,000	(1,000)	-17%
Subtotal	\$ 84,981	\$ 105,157	\$ 84,981	\$ 130,957	\$ (45,976)	-54%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	5,300	14,410	7,600	-	7,600	100%
Subtotal	\$ 5,300	\$ 14,410	\$ 7,600	\$ -	\$ 7,600	100%
Total Expenditures	\$ 523,742	\$ 528,659	\$ 559,942	\$ 616,117	\$ (56,175)	-10%
Operating Balance (Rev. - Exp.)	\$ (523,742)	\$ (528,659)	\$ (559,934)	\$ (616,117)	\$ 56,183	-10%

## parks and recreation (30)



### mission

To provide and manage recreational opportunities that enhance people's lives while protecting park resources.

### program goals

Parks and Recreation Department goals are: to provide satisfying recreational experiences; to enhance the understanding and appreciation of the diverse cultural heritage and natural resources of the County's parks; to become more self-sustaining by increasing non-tax revenues; to ensure that the parks are used and protected; to manage, facilitate, and support departmental operations; to maintain safe and clean parks, facilities, roads, and grounds in a manner that consistently exceeds visitors' expectation; and to plan capital expenditures based on improved services provided to our customers and financial return to the parks.

### community impact

Maricopa County offers a variety of options for the citizens, winter visitors and tourists using the 117,000 acre regional park system. Lake Pleasant offers some of the finest fishing and boating in the state. The Desert Outdoor Center at Lake Pleasant, an environmental education facility, is available for day or overnight use by schools, companies and private citizens, as well as church, youth and civic groups. Within other parks there are three golf courses, a water park, model airplane airport, go-kart track and rodeo arena which are operated on a concessionaire basis. Our winter visitors and citizens enjoy the camping, either primitive, or developed with water and electric hookups. There are hundreds of developed picnic sites, including ramadas, which can accommodate groups of up to several hundred located throughout the system. Many of the parks serve the local communities in remote areas. And finally, there are over 200 miles of hiking and riding trails through the pristine Sonoran Desert.

performance measures

Performance Measure	FY 96-97	FY 97-98	FY 98-99 (Est.)	FY 99-00 (Proj.)
Increase revenue system wide by 10%	\$2.2M	\$2.3M	\$2.7M	\$3.3M
Provide overall customer satisfaction with a minimal number of complaints			Survey in progress	
Increase number of special events system wide by 10%	10	47	40	48
Maintain volunteer host program keeping 90% of residence sites occupied during winter season.	90%	100%	100%	100%
Increase number of grant applications by 10%	3	3	7	8
Increase donations from user groups and corporate donors system wide by 10%	\$20,000	\$57,000	\$32,000	\$50,000
Strive for highest occupancy rate possible for the Desert Outdoor Center.	N/A	\$25,000	\$120,000	\$220,000



DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY						
PARKS AND RECREATION Department 30						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue	
General	910,295	425,761	-	\$ 1,336,056	\$ -	
Special Revenue	2,308,919	933,047	1,853,900	\$ 5,095,866	\$ 5,415,426	
Totals	\$ 3,219,214	\$ 1,358,808	\$ 1,853,900	\$ 6,431,922	\$ 5,415,426	

EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT						
PARKS AND RECREATION Department 30						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 556,093	\$ 1,030,452	\$ 556,093	\$ 598,660	\$ -	0%
<b>REVENUE</b>						
620 INTERGOVERNMENTAL	1,005,043	6,832,533	7,827,576	1,165,000	-	0%
635 FEES & CHARGES	2,280,500	1,303,954	2,280,950	2,939,333	-	0%
650 MISCELLANEOUS REVENUE	559,500	688,290	559,050	712,433	-	0%
Subtotal	\$ 3,845,043	\$ 8,824,777	\$ 10,667,576	\$ 4,816,766	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 2,260,487	\$ 2,073,827	\$ 2,279,954	\$ 2,568,089	\$ -	0%
705 TEMPORARY PAY	183,850	150,828	137,996	107,000	-	0%
710 SPECIAL PAY	16,050	12,367	14,954	18,000	-	0%
750 FRINGE BENEFITS	489,495	425,598	486,263	587,622	-	0%
780 SALARY ADJUSTMENTS	42,508	-	84,680	75,923	-	0%
790 OTHER PERSONAL SERVICES	22,541	-	11,084	50,000	-	0%
795 P S INTER-FUND CREDIT (NEG)	(148,048)	(114,745)	(148,048)	(122,434)	-	0%
796 P S INTER-FUND CHARGES	13,051	13,051	13,051	14,356	-	0%
797 PERSONNEL SAVINGS (NEG)	(26,000)	-	(26,000)	(79,342)	-	0%
Subtotal	\$ 2,853,934	\$ 2,560,926	\$ 2,853,934	\$ 3,219,214	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 144,993	\$ 189,244	\$ 144,654	\$ 213,972	\$ -	0%
802 MEDICAL SUPPLIES	2,000	-	2,000	-	-	0%
805 CONTRACTUAL SERVICES	151,500	102,057	151,500	169,000	-	0%
810 LEGAL	900	-	900	-	-	0%
820 RENT	19,000	22,400	19,000	20,000	-	0%
825 REPAIRS AND MAINTENANCE	95,000	139,008	95,000	165,000	-	0%
826 FACILITIES MGMT DISCRETIONARY	1,000	-	1,000	-	-	0%
827 MATERIAL MGMT DISCRETIONARY	4,000	4,752	4,000	8,100	-	0%
828 MOTOR POOL	1,000	-	1,000	-	-	0%
829 FUEL	73,000	47,877	73,000	57,800	-	0%
830 TELECOM DISCRETIONARY	24,000	6,403	27,150	8,200	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	84,000	113,753	80,850	83,000	-	0%
839 OTHER INTERNAL SVCS CHARGES	17,000	4,443	17,339	9,400	-	0%
841 EMPLOYEE TRAVEL	4,800	6,252	4,800	3,625	-	0%
842 EDUCATION	9,300	6,704	9,300	15,300	-	0%
843 TRANSPORTATION/SHIPPING	2,500	1,988	2,500	1,700	-	0%
850 UTILITIES	187,500	226,676	187,500	345,129	-	0%
860 MISCELLANEOUS EXPENSE	18,500	17,240	18,500	28,000	-	0%
870 OTHER ADJUSTMENTS	-	-	-	24,000	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	192,394	192,394	192,394	206,582	-	0%
Subtotal	\$ 1,032,387	\$ 1,081,191	\$ 1,032,387	\$ 1,358,808	\$ -	0%
<b>CAPITAL OUTLAY</b>						
910 LAND	\$ 103,200	\$ 25,932	\$ 103,200	\$ 20,000	\$ -	0%
915 BUILDINGS AND IMPROVEMENTS	1,400,000	491,162	3,500,000	1,685,000	-	0%
920 EQUIPMENT	135,600	34,019	135,600	38,900	-	0%
930 TRANSPORTATION	60,000	-	60,000	110,000	-	0%
Subtotal	\$ 1,698,800	\$ 551,113	\$ 3,798,800	\$ 1,853,900	\$ -	0%
Total Expenditures	\$ 5,585,121	\$ 4,193,230	\$ 7,685,121	\$ 6,431,922	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (1,740,078)	\$ 4,631,547	\$ 2,982,455	\$ (1,615,156)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (1,183,985)	\$ 5,661,999	\$ 3,538,548	\$ (1,016,496)	\$ -	0%

<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>Working Title</b>	<b>FTE</b>
30	PARKS & RECREATION	
	ADMINISTRATIVE ASSTNT I	3
	ADMINISTRATIVE ASSTNT II	1
	ADMINISTRATIVE COORD I	1
	ADMINISTRATIVE COORD VI	1
	ADMINISTRATIVE SUPERVISOR	1
	ADMINISTRATOR II	1
	ADMINISTRATIVE COORDINATOR	3.5
	CHIEF COMMUNITY SERVICES OFFICER	1
	CHIEF PARK SUPERVISOR	1
	CIVIL ENGINEER-SR	1
	CONTRACT SPECIALIST II	1
	DELETED	1
	DEPUTY DIRECTOR	1
	MARKETING COORDINATOR	1
	PARK EDUCATOR	4
	PARK PLANNING & DVLP SPVR	1
	PARK POLICE DEPUTY CHIEF	1
	PARK RANGER	17
	PARK RANGER SUPERVISOR	6
	PARK SUPERVISOR	3
	PARKS MAINTENANCE WORKER	19
	RECREATION TECHNICIAN	1
	RECREATION TECHNICIAN I	1.5
	RECREATION TECHNICIAN II	0.5
	TRADES SPECIALIST	5
	TRADES SPECIALIST SUPERVISOR	1
	TRAILS PLANNER	2
30	Total	80.5



TOTAL BUDGET BY PROGRAM						
PARKS AND RECREATION						
Agency 300						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3031	SUMMER RECREATION	\$ 50,160	\$ -	\$ -	\$ 50,160	\$ -
3033	OPERATIONS ROLLUP	\$ 732,618	\$ 381,711	\$ -	\$ 1,114,329	\$ -
3039	ADMINISTRATION	\$ 127,517	\$ 44,050	\$ -	\$ 171,567	\$ -
<b>Totals:</b>		<b>\$ 910,295</b>	<b>\$ 425,761</b>	<b>\$ -</b>	<b>\$ 1,336,056</b>	<b>\$ -</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
PARKS AND RECREATION							
Agency 300							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
701	REGULAR PAY	\$ 808,336	\$ 715,956	\$ 799,569	\$ 840,077	(40,508)	-5%
705	TEMPORARY PAY	69,850	47,018	67,991	3,000	64,991	96%
710	SPECIAL PAY	8,550	3,007	8,552	6,000	2,552	30%
750	FRINGE BENEFITS	170,636	156,156	165,871	183,876	(18,005)	-11%
780	SALARY ADJUSTMENTS	22,508	-	37,897	24,975	12,922	34%
795	P S INTER-FUND CREDIT (NEG)	(148,048)	(114,745)	(148,048)	(122,434)	(25,614)	17%
796	P S INTER-FUND CHARGES	13,051	13,051	13,051	-	13,051	100%
797	PERSONNEL SAVINGS (NEG)	(26,000)	-	(26,000)	(25,199)	(801)	3%
	Subtotal	\$ 918,883	\$ 820,443	\$ 918,883	\$ 910,295	\$ 8,588	1%
<b>SUPPLIES AND SERVICES</b>							
801	GENERAL SUPPLIES	\$ 79,993	\$ 94,084	\$ 79,993	\$ 101,172	(21,179)	-26%
802	MEDICAL SUPPLIES	1,000	-	1,000	-	1,000	100%
805	CONTRACTUAL SERVICES	67,000	83,505	67,000	76,700	(9,700)	-14%
810	LEGAL	900	-	900	-	900	100%
820	RENT	14,000	16,277	14,000	14,500	(500)	-4%
825	REPAIRS AND MAINTENANCE	65,000	92,775	65,000	80,000	(15,000)	-23%
826	FACILITIES MGMT DISCRETIONARY	1,000	-	1,000	-	1,000	100%
827	MATERIAL MGMT DISCRETIONARY	3,000	4,436	3,000	7,600	(4,600)	-153%
828	MOTOR POOL	1,000	-	1,000	-	1,000	100%
829	FUEL	39,000	29,173	39,000	36,300	2,700	7%
830	TELECOM DISCRETIONARY	6,000	6,403	6,000	8,000	(2,000)	-33%
839	OTHER INTERNAL SVCS CHARGES	12,000	3,098	12,000	6,000	6,000	50%
841	EMPLOYEE TRAVEL	2,500	4,323	2,500	1,175	1,325	53%
842	EDUCATION	7,000	6,244	7,000	4,700	2,300	33%
843	TRANSPORTATION/SHIPPING	2,000	1,788	2,000	1,200	800	40%
850	UTILITIES	32,000	69,788	32,000	73,414	(41,414)	-129%
860	MISCELLANEOUS EXPENSE	11,500	14,335	11,500	15,000	(3,500)	-30%
	Subtotal	\$ 344,893	\$ 426,229	\$ 344,893	\$ 425,761	\$ (80,868)	-23%
<b>CAPITAL OUTLAY</b>							
920	EQUIPMENT	18,600	19,828	18,600	-	18,600	100%
	Subtotal	\$ 18,600	\$ 19,828	\$ 18,600	\$ -	\$ 18,600	100%
<b>Total Expenditures</b>		<b>\$ 1,282,376</b>	<b>\$ 1,266,500</b>	<b>\$ 1,282,376</b>	<b>\$ 1,336,056</b>	<b>\$ (53,680)</b>	<b>-4%</b>



TOTAL BUDGET BY PROGRAM						
PARKS AND RECREATION						
Agency 301						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3065	GRANT OPERATIONS	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000
<b>Totals:</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
PARKS AND RECREATION							
Agency 301							
		FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>							
620 INTERGOVERNMENTAL		103,200	10,000	103,200	20,000	(83,200.00)	-81%
	Total Revenue	\$ 103,200	\$ 10,000	\$ 103,200	\$ 20,000	\$ (83,200)	-81%
<b>EXPENDITURES</b>							
CAPITAL OUTLAY							
910 LAND		\$ 103,200	\$ 25,932	\$ 103,200	\$ 20,000	\$ 83,200	81%
	Subtotal	\$ 103,200	\$ 25,932	\$ 103,200	\$ 20,000	\$ 83,200	81%
	Total Expenditures	\$ 103,200	\$ 25,932	\$ 103,200	\$ 20,000	\$ 83,200	81%
	Operating Balance (Rev. - Exp.)	\$ -	\$ (15,932)	\$ -	\$ -	\$ -	



TOTAL BUDGET BY PROGRAM						
PARKS AND RECREATION						
Agency 302						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3033	OPERATIONS ROLLUP	\$ 596,629	\$ 609,322	\$ 133,000	\$ 1,338,951	\$ 2,668,294
3039	ADMINISTRATION	\$ 83,684	\$ 1,100	\$ -	\$ 84,784	\$ -
3051	BOR \$2.5 LAKE PLEASANT	\$ -	\$ 75,000	\$ 1,070,000	\$ 1,145,000	\$ -
<b>Totals:</b>		<b>\$ 680,313</b>	<b>\$ 685,422</b>	<b>\$ 1,203,000</b>	<b>\$ 2,568,735</b>	<b>\$ 2,668,294</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
PARKS AND RECREATION							
Agency 302							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>RESOURCES</b>							
Beginning Fund Balance	\$ 226,093	\$ 147,069	\$ 226,093	\$ -	\$ (226,093)	-100%	
<b>REVENUE</b>							
620 INTERGOVERNMENTAL	901,843	6,822,533	7,724,376	1,145,000	(6,579,376.00)	-85%	
635 FEES & CHARGES	1,500,000	1,303,954	1,500,450	1,378,294	(122,156.00)	-8%	
650 MISCELLANEOUS REVENUE	50,000	85,000	49,550	145,000	95,450.00	193%	
Total Revenue	\$ 2,451,843	\$ 8,211,487	\$ 9,274,376	\$ 2,668,294	\$ (6,606,082)	-71%	
Total Resources	\$ 2,677,936	\$ 8,358,556	\$ 9,500,469	\$ 2,668,294	\$ (6,832,175)	-72%	
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
701 REGULAR PAY	\$ 699,135	\$ 679,487	\$ 677,933	\$ 528,259	\$ 149,674	22%	
705 TEMPORARY PAY	12,000	25,880	33,982	20,000	13,982	41%	
710 SPECIAL PAY	7,500	6,767	6,402	6,000	402	6%	
750 FRINGE BENEFITS	152,266	140,033	150,784	129,249	21,535	14%	
780 SALARY ADJUSTMENTS	-	-	13,257	15,979	(2,722)	-21%	
790 OTHER PERSONAL SERVICES	22,541	-	11,084	-	11,084	100%	
797 PERSONNEL SAVINGS (NEG)	-	-	-	(19,174)	19,174		
Subtotal	\$ 893,442	\$ 852,167	\$ 893,442	\$ 680,313	\$ 213,129	24%	
<b>SUPPLIES AND SERVICES</b>							
801 GENERAL SUPPLIES	\$ 35,000	\$ 47,210	\$ 34,661	\$ 39,900	\$ (5,239)	-15%	
802 MEDICAL SUPPLIES	1,000	-	1,000	-	1,000	100%	
805 CONTRACTUAL SERVICES	84,500	12,991	84,500	84,500	-	0%	
820 RENT	5,000	6,123	5,000	3,200	1,800	36%	
825 REPAIRS AND MAINTENANCE	30,000	42,858	30,000	40,000	(10,000)	-33%	
827 MATERIAL MGNT DISCRETIONARY	1,000	316	1,000	500	500	50%	
829 FUEL	34,000	18,704	34,000	20,000	14,000	41%	
830 TELECOM DISCRETIONARY	18,000	-	21,150	-	21,150	100%	
834 BASE LEVEL EQ SERVICES CHARGES	84,000	113,753	80,850	81,000	(150)	0%	
839 OTHER INTERNAL SVCS CHARGES	5,000	1,345	5,339	2,500	2,839	53%	
841 EMPLOYEE TRAVEL	2,300	829	2,300	1,025	1,275	55%	
842 EDUCATION	2,300	460	2,300	4,100	(1,800)	-78%	
843 TRANSPORTATION/SHIPPING	500	200	500	500	-	0%	
850 UTILITIES	130,500	151,508	130,500	191,615	(61,115)	-47%	
860 MISCELLANEOUS EXPENSE	7,000	2,742	7,000	10,000	(3,000)	-43%	
880 TRANSFERS OUT TO OTHER FUNDS	192,394	192,394	192,394	206,582	(14,188)	-7%	
Subtotal	\$ 632,494	\$ 591,433	\$ 632,494	\$ 685,422	\$ (52,928)	-8%	
<b>CAPITAL OUTLAY</b>							
915 BUILDINGS AND IMPROVEMENTS	1,070,000	491,162	3,170,000	1,085,000	2,085,000	66%	
920 EQUIPMENT	22,000	6,336	22,000	18,000	4,000	18%	
930 TRANSPORTATION	60,000	-	60,000	100,000	(40,000)	-67%	
Subtotal	\$ 1,152,000	\$ 497,498	\$ 3,252,000	\$ 1,203,000	\$ 2,049,000	63%	
Total Expenditures	\$ 2,677,936	\$ 1,941,098	\$ 4,777,936	\$ 2,568,735	\$ 2,209,201	46%	
Operating Balance (Rev. - Exp.)	\$ (226,093)	\$ 6,270,389	\$ 4,496,440	\$ 99,559	\$ 4,396,881	98%	
Ending Fund Balance (Resources - Exp.)	\$ -	\$ 6,417,458	\$ 4,722,533	\$ 99,559	\$ 4,622,974	98%	

TOTAL BUDGET BY PROGRAM						
PARKS AND RECREATION						
Agency 303						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3033	OPERATIONS ROLLUP	\$ -	\$ 36,000	\$ -	\$ 36,000	\$ 36,000
<b>Totals:</b>		\$ -	\$ 36,000	\$ -	\$ 36,000	\$ 36,000

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
PARKS AND RECREATION						
Agency 303						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
650 MISCELLANEOUS REVENUE	30,000	30,000	30,000	36,000	6,000.00	20%
Total Revenue	\$ 30,000	\$ 30,000	\$ 30,000	\$ 36,000	\$ 6,000	20%
<b>EXPENDITURES</b>						
SUPPLIES AND SERVICES						
801 GENERAL SUPPLIES	\$ 30,000	\$ 37,761	\$ 30,000	\$ 5,000	\$ 25,000	83%
825 REPAIRS AND MAINTENANCE	-	-	-	5,000	(5,000)	
860 MISCELLANEOUS EXPENSE	-	-	-	2,000	(2,000)	
870 OTHER ADJUSTMENTS	-	-	-	24,000	(24,000)	
Subtotal	\$ 30,000	\$ 37,761	\$ 30,000	\$ 36,000	\$ (6,000)	-20%
Total Expenditures	\$ 30,000	\$ 37,761	\$ 30,000	\$ 36,000	\$ (6,000)	-20%
Operating Balance (Rev. - Exp.)	\$ -	\$ (7,761)	\$ -	\$ -	\$ -	



**TOTAL BUDGET BY PROGRAM**

**PARKS AND RECREATION**

Agency 304

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3033	OPERATIONS ROLLUP	\$ -	\$ 75,000	\$ -	\$ 75,000	\$ 75,000
<b>Totals:</b>		\$ -	\$ 75,000	\$ -	\$ 75,000	\$ 75,000

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**PARKS AND RECREATION**

Agency 304

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
650 MISCELLANEOUS REVENUE	100,000	10,000	100,000	75,000	(25,000.00)	-25%
Total Revenue	\$ 100,000	\$ 10,000	\$ 100,000	\$ 75,000	\$ (25,000)	-25%
<b>EXPENDITURES</b>						
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ -	\$ 3,214	\$ -	\$ 35,000	\$ (35,000)	
805 CONTRACTUAL SERVICES	-	5,561	-	5,000	(5,000)	
825 REPAIRS AND MAINTENANCE	-	3,375	-	35,000	(35,000)	
850 UTILITIES	25,000	5,380	25,000	-	25,000	100%
Subtotal	\$ 25,000	\$ 17,530	\$ 25,000	\$ 75,000	\$ (50,000)	-200%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	75,000	1,055	75,000	-	75,000	100%
Subtotal	\$ 75,000	\$ 1,055	\$ 75,000	\$ -	\$ 75,000	100%
Total Expenditures	\$ 100,000	\$ 18,585	\$ 100,000	\$ 75,000	\$ 25,000	25%
Operating Balance (Rev. - Exp.)	\$ -	\$ (8,585)	\$ -	\$ -	\$ -	



TOTAL BUDGET BY PROGRAM						
PARKS AND RECREATION						
Agency 305						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3031	SUMMER RECREATION	\$ 33,142	\$ -	\$ -	\$ 33,142	\$ -
3085	PARKS ENHANCEMENT	\$ 1,595,464	\$ 136,625	\$ 630,900	\$ 2,362,989	\$ 2,616,132
<b>Totals:</b>		<b>\$ 1,628,606</b>	<b>\$ 136,625</b>	<b>\$ 630,900</b>	<b>\$ 2,396,131</b>	<b>\$ 2,616,132</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
PARKS AND RECREATION						
Agency 305						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ -	\$ 883,383	\$ -	\$ 598,660	\$ 598,660	
<b>REVENUE</b>						
635 FEES & CHARGES	780,500	-	780,500	1,561,039	780,539.00	100%
650 MISCELLANEOUS REVENUE	379,500	563,290	379,500	456,433	76,933.00	20%
Total Revenue	\$ 1,160,000	\$ 563,290	\$ 1,160,000	\$ 2,017,472	\$ 857,472	74%
Total Resources	\$ 1,160,000	\$ 1,446,673	\$ 1,160,000	\$ 2,616,132	\$ 1,456,132	126%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 753,016	\$ 678,384	\$ 802,452	\$ 1,199,753	\$ (397,301)	-50%
705 TEMPORARY PAY	102,000	77,930	36,023	84,000	(47,977)	-133%
710 SPECIAL PAY	-	2,593	-	6,000	(6,000)	
750 FRINGE BENEFITS	166,593	129,409	169,608	274,497	(104,889)	-62%
780 SALARY ADJUSTMENTS	20,000	-	33,526	34,969	(1,443)	-4%
790 OTHER PERSONAL SERVICES	-	-	-	50,000	(50,000)	
796 P S INTER-FUND CHARGES	-	-	-	14,356	(14,356)	
797 PERSONNEL SAVINGS (NEG)	-	-	-	(34,969)	34,969	
Subtotal	\$ 1,041,609	\$ 888,316	\$ 1,041,609	\$ 1,628,606	\$ (586,997)	-56%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ -	\$ 6,975	\$ -	\$ 32,900	\$ (32,900)	
805 CONTRACTUAL SERVICES	-	-	-	2,800	(2,800)	
820 RENT	-	-	-	2,300	(2,300)	
825 REPAIRS AND MAINTENANCE	-	-	-	5,000	(5,000)	
829 FUEL	-	-	-	1,500	(1,500)	
830 TELECOM DISCRETIONARY	-	-	-	200	(200)	
834 BASE LEVEL EQ SERVICES CHARGES	-	-	-	2,000	(2,000)	
839 OTHER INTERNAL SVCS CHARGES	-	-	-	900	(900)	
841 EMPLOYEE TRAVEL	-	1,100	-	1,425	(1,425)	
842 EDUCATION	-	-	-	6,500	(6,500)	
850 UTILITIES	-	-	-	80,100	(80,100)	
860 MISCELLANEOUS EXPENSE	-	163	-	1,000	(1,000)	
Subtotal	\$ -	\$ 8,238	\$ -	\$ 136,625	\$ (136,625)	
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	-	-	-	600,000	(600,000)	
920 EQUIPMENT	20,000	6,800	20,000	20,900	(900)	-5%
930 TRANSPORTATION	-	-	-	10,000	(10,000)	
Subtotal	\$ 20,000	\$ 6,800	\$ 20,000	\$ 630,900	\$ (610,900)	-3055%
Total Expenditures	\$ 1,061,609	\$ 903,354	\$ 1,061,609	\$ 2,396,131	\$ (1,334,522)	-126%
Operating Balance (Rev. - Exp.)	\$ 98,391	\$ (340,064)	\$ 98,391	\$ (378,659)	\$ 477,050	485%
Ending Fund Balance (Resources - Exp.)	\$ 98,391	\$ 543,319	\$ 98,391	\$ 220,001	\$ (121,610)	-124%



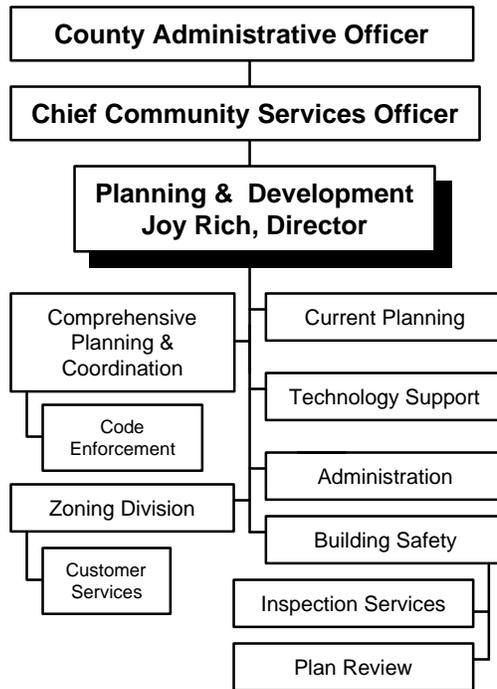
TOTAL BUDGET BY PROGRAM						
PARKS AND RECREATION						
Agency 309						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
<b>Totals:</b>		\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
PARKS AND RECREATION						
Agency 309						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 330,000	\$ -	\$ 330,000	\$ -	\$ (330,000)	-100%
Total Resources	\$ 330,000	\$ -	\$ 330,000	\$ -	\$ (330,000)	-100%
<b>EXPENDITURES</b>						
CAPITAL OUTLAY						
915 BUILDINGS AND IMPROVEMENTS	330,000	-	330,000	-	330,000	100%
Subtotal	\$ 330,000	\$ -	\$ 330,000	\$ -	\$ 330,000	100%
Total Expenditures	\$ 330,000	\$ -	\$ 330,000	\$ -	\$ 330,000	100%
Ending Fund Balance (Resources - Exp.)	\$ -	\$ -	\$ -	\$ -	\$ -	-





## planning and development (44)



### mission

To professionally and efficiently perform mandated functions and provide planning services to the citizens of Maricopa County.

### program goals

Continue to lead implementation of the “One Stop Shop” permitting program, installing new permitting software; staffing the interdepartmental “One Stop Shop” development team; and reviewing and streamlining Planning and Development processes and business practices

Develop improved customer service techniques for the zoning counter to be implemented while transitioning to the “One Stop Shop.” The value of these improvements to the customer will be measured through a customer service survey.

Develop data and mapping standards to digitize the Maricopa County zoning maps. Convert two zoning maps per week to digital format.

Fulfill Maricopa County’s responsibility for Census 2000

Prepare a procedures manual for the Current Planning Division

Ensure adoption of the New River Area Plan, Tonapah Area Plan and White Tanks/Grand Avenue Area Plan

### community impact

Current planning, customer service and inspection services assure that development meets applicable zoning and building safety requirements. Without these programs, development could occur in inappropriate locations, with health and safety risks. Comprehensive planning is the key to averting the long-term degradation of the natural and man made environment of the County.

**performance measures**

Performance Measure	FY 96-97	FY 97-98	FY 98-99 (Est.)	FY 99-00 (Proj)
Number Bldg. Inspections	43,000	8,0543	150,000	150,000
Number Permits Issued	9,063	9,077	10,000	10,000
Number Zoning Clearances	5,448	6,369	6,000	6,000
Number Zoning Violations	560	1,020	900	900
Zoning/Special Use Applications	84	134	125	125
Board Of Adjustment Applications	130	184	180	180
Subdivision Applications	64	55	35	35
Code Enforcement Inspections	2,525	6,457	4,700	4,700
<b>Additional explanatory information, if needed:</b>				
proposed performance measures are shown in five year projections				



**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

PLANNING AND DEVELOPMENT  
Department 44

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
Special Revenue	3,667,365	2,430,765	646,000	\$ 6,744,130	\$ 7,084,531
Totals	\$ 3,667,365	\$ 2,430,765	\$ 646,000	\$ 6,744,130	\$ 7,084,531

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

PLANNING AND DEVELOPMENT  
Department 44

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
REVENUE						
610 LICENSES AND PERMITS	-	-	1,806,400	3,734,531	-	0%
615 GRANTS	-	-	23,432	-	-	-
635 FEES & CHARGES	-	-	1,155,000	3,025,000	-	0%
637 FINES & FORFEITS	-	-	-	25,000	-	0%
650 MISCELLANEOUS REVENUE	-	-	10,000	300,000	-	0%
Subtotal	\$ -	\$ -	\$ 2,994,832	\$ 7,084,531	\$ -	0%
<b>EXPENDITURES</b>						
PERSONAL SERVICES						
701 REGULAR PAY	\$ -	\$ -	\$ -	\$ 3,102,714	\$ -	0%
705 TEMPORARY PAY	-	-	-	31,554	-	0%
710 SPECIAL PAY	-	-	-	34,660	-	0%
750 FRINGE BENEFITS	-	-	-	614,853	-	0%
780 SALARY ADJUSTMENTS	-	-	-	102,547	-	0%
795 P S INTER-FUND CREDIT (NEG)	-	-	-	(41,470)	-	0%
796 P S INTER-FUND CHARGES	-	-	2,708,266	8,745	-	0%
797 PERSONNEL SAVINGS (NEG)	-	-	-	(186,238)	-	0%
Subtotal	\$ -	\$ -	\$ 2,708,266	\$ 3,667,365	\$ -	0%
SUPPLIES AND SERVICES						
801 GENERAL SUPPLIES	\$ -	\$ -	\$ -	\$ 80,000	\$ -	0%
805 CONTRACTUAL SERVICES	-	-	-	136,831	-	0%
810 LEGAL	-	-	-	2,000	-	0%
820 RENT	-	-	-	400,000	-	0%
825 REPAIRS AND MAINTENANCE	-	-	-	20,000	-	0%
826 FACILITIES MGMT DISCRETIONARY	-	-	-	875,000	-	0%
827 MATERIAL MGMT DISCRETIONARY	-	-	-	26,000	-	0%
830 TELECOM DISCRETIONARY	-	-	-	8,243	-	0%
832 COUNTY COUNSEL	-	-	-	60,000	-	0%
833 EMPLOYEE BENEFITS ADMIN	-	-	-	7,868	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	-	-	-	54,000	-	0%
836 RISK MANAGEMENT	-	-	-	15,835	-	0%
837 BASE LEVEL TELECOM	-	-	-	46,326	-	0%
841 EMPLOYEE TRAVEL	-	-	-	11,000	-	0%
842 EDUCATION	-	-	-	40,000	-	0%
843 TRANSPORTATION/SHIPPING	-	-	-	34,183	-	0%
850 UTILITIES	-	-	-	100,000	-	0%
860 MISCELLANEOUS EXPENSE	-	-	-	26,087	-	0%
873 S S INTERFUND CHARGES	-	-	390,240	-	-	-
880 TRANSFERS OUT TO OTHER FUNDS	-	-	-	487,392	-	0%
Subtotal	\$ -	\$ -	\$ 390,240	\$ 2,430,765	\$ -	0%
CAPITAL OUTLAY						
920 EQUIPMENT	-	-	-	446,000	-	0%
930 TRANSPORTATION	-	-	-	200,000	-	0%
Subtotal	\$ -	\$ -	\$ -	\$ 646,000	\$ -	0%
Total Expenditures	\$ -	\$ -	\$ 3,098,506	\$ 6,744,130	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ (103,674)	\$ 340,401	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ -	\$ -	\$ (103,674)	\$ 340,401	\$ -	0%

POSITION DISTRIBUTION		
Dept	WORKING TITLE	FTE
44	PLANNING AND DEVELOPMENT	
	ACCOUNT CLERK III	1
	ACCOUNTANT	1
	ADMINISTRATIVE ASSISTANT	2
	ADMINISTRATIVE ASSTNT I	2
	ADMINISTRATIVE ASSTNT II	4
	ADMINISTRATIVE COORD III	1
	ADMINISTRATIVE COORD V	1
	BUILDING INSPECTOR	5
	BUILDING INSPECTOR II	8
	BUILDING INSPECTOR III	4
	BUILDING INSPECTOR SPECIALIST	1
	CHIEF BUILDING OFFICIAL	1
	CLERK IV	1
	CODE ENFORCEMENT OFFICER	1
	DATABASE ADMINISTRATOR	1
	DECISION SUPPRT ANLYST II	1
	ENGINEERING-PLANNING MGR	3
	GRAPHICS SPECIALIST III	1
	ILLEGAL DUMPING COORDINATOR	1
	LEAD SYSTEMS ADMINISTRATOR	1
	NETWORK ADMINISTRATOR	1
	PERMIT TECHNICIAN	4
	PLAN REVIEW SPECIALIST	2
	PLAN REVIEWER II	4
	PLANNER	10
	PLANNER-SR	3
	PLANNING&INFRASTR DEV DIR	1
	PROGRAMER	1
	SECRETARY	1
	STRUCTURAL PLAN REVW ENGR	1
	TECHNICAL WRITER	1
	WEBMASTER	1
ZONING MANAGER	1	
ZONING REPRESENTATIVE	3	
ZONING REPRESENTATIVE I	4	
ZONING REPRESENTATIVE I1	1	
ZONING REPRESENTATIVE II	6	
ZONING REPRESENTATIVE III	5	
ZONING TECHNICIAN	2	
44	Total	93

TOTAL BUDGET BY PROGRAM						
PLANNING AND DEVELOPMENT						
Agency 440						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
4410	ADMINISTRATION	\$ 338,602	\$ 2,254,495	\$ 640,000	\$ 3,233,097	\$ 24,000
4420	TECHNOLOGY SUPPORT	\$ 341,141	\$ 12,000	-	\$ 353,141	-
4430	CUSTOMER SERVICE	\$ 694,795	\$ 19,183	-	\$ 713,978	\$ 243,500
4440	CODE ENFORCEMENT	\$ 336,766	\$ 12,000	-	\$ 348,766	\$ 90,500
4450	INSPECTION SERVICES	\$ 774,039	\$ 17,000	-	\$ 791,039	\$ 3,436,500
4460	PLAN REVIEW	\$ 321,530	\$ 4,087	-	\$ 325,617	\$ 1,996,000
4470	CURRENT PLANNING	\$ 521,740	\$ 39,000	-	\$ 560,740	\$ 798,500
4480	COMPREHENSIVE PLANNING	\$ 252,040	\$ 18,000	-	\$ 270,040	\$ 11,000
<b>Totals:</b>		<b>\$ 3,580,653</b>	<b>\$ 2,375,765</b>	<b>\$ 640,000</b>	<b>\$ 6,596,418</b>	<b>\$ 6,600,000</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
PLANNING AND DEVELOPMENT						
Agency 440						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
610 LICENSES AND PERMITS	-	-	1,735,000	3,585,000	1,850,000.00	107%
635 FEES & CHARGES	-	-	1,155,000	2,970,000	1,815,000.00	157%
637 FINES & FORFEITS	-	-	-	25,000	25,000.00	
650 MISCELLANEOUS REVENUE	-	-	10,000	20,000	10,000.00	100%
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,900,000</b>	<b>\$ 6,600,000</b>	<b>\$ 3,700,000</b>	<b>128%</b>
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ -	\$ -	\$ -	\$ 3,033,231	\$ (3,033,231)	
705 TEMPORARY PAY	-	-	-	31,554	(31,554)	
710 SPECIAL PAY	-	-	-	33,550	(33,550)	
750 FRINGE BENEFITS	-	-	-	602,209	(602,209)	
780 SALARY ADJUSTMENTS	-	-	-	99,072	(99,072)	
795 P S INTER-FUND CREDIT (NEG)	-	-	-	(41,470)	41,470	
796 P S INTER-FUND CHARGES	-	-	2,625,524	8,745	2,616,779	100%
797 PERSONNEL SAVINGS (NEG)	-	-	-	(186,238)	186,238	
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,625,524</b>	<b>\$ 3,580,653</b>	<b>\$ (955,129)</b>	<b>-36%</b>
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ -	\$ -	\$ -	\$ 80,000	\$ (80,000)	
805 CONTRACTUAL SERVICES	-	-	-	81,831	(81,831)	
810 LEGAL	-	-	-	2,000	(2,000)	
820 RENT	-	-	-	400,000	(400,000)	
825 REPAIRS AND MAINTENANCE	-	-	-	20,000	(20,000)	
826 FACILITIES MGMT DISCRETIONARY	-	-	-	875,000	(875,000)	
827 MATERIAL MGMT DISCRETIONARY	-	-	-	26,000	(26,000)	
830 TELECOM DISCRETIONARY	-	-	-	8,243	(8,243)	
832 COUNTY COUNSEL	-	-	-	60,000	(60,000)	
833 EMPLOYEE BENEFITS ADMIN	-	-	-	7,868	(7,868)	
834 BASE LEVEL EQ SERVICES CHARGES	-	-	-	54,000	(54,000)	
836 RISK MANAGEMENT	-	-	-	15,835	(15,835)	
837 BASE LEVEL TELECOM	-	-	-	46,326	(46,326)	
841 EMPLOYEE TRAVEL	-	-	-	11,000	(11,000)	
842 EDUCATION	-	-	-	40,000	(40,000)	
843 TRANSPORTATION/SHIPPING	-	-	-	34,183	(34,183)	
850 UTILITIES	-	-	-	100,000	(100,000)	
860 MISCELLANEOUS EXPENSE	-	-	-	26,087	(26,087)	
873 S S INTERFUND CHARGES	-	-	309,221	-	309,221	100%
880 TRANSFERS OUT TO OTHER FUNDS	-	-	-	487,392	(487,392)	
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 309,221</b>	<b>\$ 2,375,765</b>	<b>\$ (2,066,544)</b>	<b>-66%</b>
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	-	-	-	440,000	(440,000)	
930 TRANSPORTATION	-	-	-	200,000	(200,000)	
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 640,000</b>	<b>\$ (640,000)</b>	
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,934,745</b>	<b>\$ 6,596,418</b>	<b>\$ (3,661,673)</b>	<b>-125%</b>
<b>Operating Balance (Rev. - Exp.)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (34,745)</b>	<b>\$ 3,582</b>	<b>\$ (38,327)</b>	<b>110%</b>



TOTAL BUDGET BY PROGRAM						
PLANNING AND DEVELOPMENT						
Agency 442						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
4401	AUTOMATION SUPPORT	\$ -	\$ -	\$ -	\$ 280,000	\$ 280,000
<b>Totals:</b>		\$ -	\$ -	\$ -	\$ 280,000	\$ 280,000

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
PLANNING AND DEVELOPMENT						
Agency 442						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
650 MISCELLANEOUS REVENUE	-	-	-	280,000	280,000.00	
Total Revenue	\$ -	\$ -	\$ -	\$ 280,000	\$ 280,000	
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ -	\$ 280,000	\$ (280,000)	

**TOTAL BUDGET BY PROGRAM****PLANNING AND DEVELOPMENT**

Agency 443

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
4401	AUTOMATION SUPPORT	\$ -	\$ -	\$ -	\$ -	\$ 149,531
4430	CUSTOMER SERVICE	\$ 45,293	\$ -	\$ 3,000	\$ 48,293	\$ -
4450	INSPECTION SERVICES	\$ 41,419	\$ -	\$ 3,000	\$ 44,419	\$ -
<b>Totals:</b>		<b>\$ 86,712</b>	<b>\$ -</b>	<b>\$ 6,000</b>	<b>\$ 92,712</b>	<b>\$ 149,531</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT****PLANNING AND DEVELOPMENT**

Agency 443

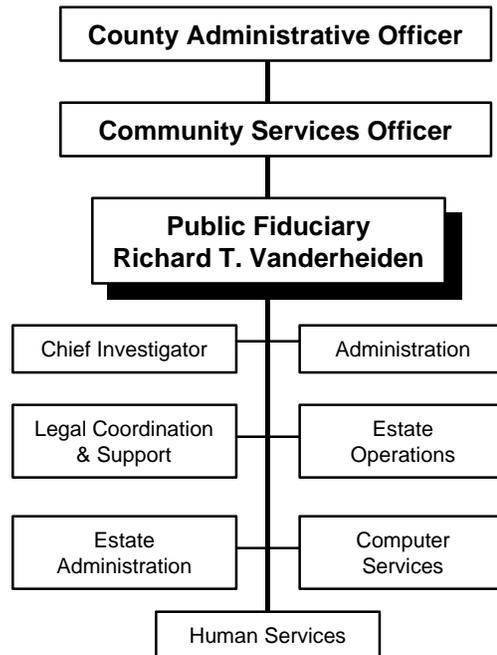
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
610 LICENSES AND PERMITS	-	-	71,400	149,531	78,131.00	109%
615 GRANTS	-	-	23,432	-	(23,432.00)	-100%
Total Revenue	\$ -	\$ -	\$ 94,832	\$ 149,531	\$ 54,699	58%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ -	\$ -	\$ -	\$ 69,483	\$ (69,483)	
710 SPECIAL PAY	-	-	-	1,110	(1,110)	
750 FRINGE BENEFITS	-	-	-	12,644	(12,644)	
780 SALARY ADJUSTMENTS	-	-	-	3,475	(3,475)	
796 P S INTER-FUND CHARGES	-	-	82,742	-	82,742	100%
Subtotal	\$ -	\$ -	\$ 82,742	\$ 86,712	\$ (3,970)	-5%
<b>SUPPLIES AND SERVICES</b>						
873 S S INTERFUND CHARGES	-	-	81,019	-	81,019	100%
Subtotal	\$ -	\$ -	\$ 81,019	\$ -	\$ 81,019	100%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	-	-	-	6,000	(6,000)	
Subtotal	\$ -	\$ -	\$ -	\$ 6,000	\$ (6,000)	
Total Expenditures	\$ -	\$ -	\$ 163,761	\$ 92,712	\$ 71,049	43%
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ (68,929)	\$ 56,819	\$ (125,748)	182%



TOTAL BUDGET BY PROGRAM						
PLANNING AND DEVELOPMENT						
Agency 444						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
4401	AUTOMATION SUPPORT	\$ -	\$ 55,000	\$ -	\$ 55,000	\$ 55,000
<b>Totals:</b>		\$ -	\$ 55,000	\$ -	\$ 55,000	\$ 55,000

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
PLANNING AND DEVELOPMENT							
Agency 444							
		FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>							
635 FEES & CHARGES		-	-	-	55,000	55,000.00	
Total Revenue	\$	-	\$ -	\$ -	\$ 55,000	\$ 55,000	
<b>EXPENDITURES</b>							
SUPPLIES AND SERVICES							
805 CONTRACTUAL SERVICES		-	-	-	55,000	(55,000)	
Subtotal	\$	-	\$ -	\$ -	\$ 55,000	\$ (55,000)	
Total Expenditures	\$	-	\$ -	\$ -	\$ 55,000	\$ (55,000)	
Operating Balance (Rev. - Exp.)	\$	-	\$ -	\$ -	\$ -	\$ -	

## public fiduciary (34)



### mission

The Maricopa County Public Fiduciary provides guardianship, conservatorship and decedent services in a professional, efficient and compassionate manner when no other person or corporation is qualified and willing to serve.

### program goals

Continue to improve timeliness and accuracy in court accountings, court inventories and guardian reports.

To improve the cost recovery percentage (revenue ÷ expenditures) for public fiduciary services.

To provide more training, continuing education and employee recognition to Public Fiduciary staff.

Measure customer satisfaction in all service areas.

Maximize the utilization of available information technology to reduce costs.

### community impact

The Public Fiduciary's Office provides a protective service to those citizens of Maricopa County who are at physical risk or being financially abused and in need of guardianship, conservatorship and probate services pursuant to ARS 14-5601. The Public Fiduciary also oversees the County Indigent Burial Program that provides burial services for families who are not financially able to bury or provide other funeral and disposition arrangements for the deceased pursuant to ARS 36-831.

## performance measures

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
Revenues Collected	526,407	559,591	660,000	690,000
Fees Collected as a percentage of total revenue	34%	42%	51%	55%
Total Cases	1160	1123	1190	1220
Accountings Prepared	360	380	440	460
Client Visits	2310	2350	2440	2480
Percent of all court inventories for conservatorship/probate cases filed with the court on time	95.65	95.45	96.0	96.0
Percent of all court accountings that are filed with the court on time	97.60	90.56	96.0	96.0
Percent of all guardian reports that are filed with the court on time.	99.64	99.63	96.0	96.0
Percent of all court investigations filed with the court on time.	100.0	100.0	96.0	96.0
Indigent Burials				
Total Burials	390	351	420	440
Burial Referrals	1510	1217	1432	1510
Percent of burials competed in five days or less	95.19	94.95	96.0	96.0

## DEPARTMENTAL SUMMARY BY FUND TYPE &amp; CATEGORY

PUBLIC FIDUCIARY  
Department 34

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	1,437,054	238,192	2,269	\$ 1,677,515	\$ 690,000
Totals	\$ 1,437,054	\$ 238,192	\$ 2,269	\$ 1,677,515	\$ 690,000

## EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT

PUBLIC FIDUCIARY  
Department 34

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
<b>REVENUE</b>						
635 FEES & CHARGES	550,000	660,000	550,000	690,000	-	0%
Subtotal	\$ 550,000	\$ 660,000	\$ 550,000	\$ 690,000	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,185,923	\$ 1,152,208	\$ 1,200,338	\$ 1,210,838	\$ -	0%
750 FRINGE BENEFITS	206,535	199,520	208,387	235,159	-	0%
780 SALARY ADJUSTMENTS	30,000	22,793	13,733	28,653	-	0%
797 PERSONNEL SAVINGS (NEG)	(37,596)	(37,596)	(37,596)	(37,596)	-	0%
Subtotal	\$ 1,384,862	\$ 1,336,925	\$ 1,384,862	\$ 1,437,054	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 9,009	\$ 12,000	\$ 9,009	\$ 11,500	\$ -	0%
805 CONTRACTUAL SERVICES	11,200	10,812	11,200	11,200	-	0%
815 INSURANCE	-	-	-	120	-	0%
820 RENT	127,987	140,086	127,987	181,780	-	0%
825 REPAIRS AND MAINTENANCE	12,900	9,900	12,900	12,900	-	0%
826 FACILITIES MGMT DISCRETIONARY	100	80	100	100	-	0%
827 MATERIAL MGMT DISCRETIONARY	800	550	800	800	-	0%
829 FUEL	2,189	1,200	2,189	3,118	-	0%
830 TELECOM DISCRETIONARY	4,207	7,600	4,207	7,182	-	0%
841 EMPLOYEE TRAVEL	2,800	1,613	2,800	2,100	-	0%
842 EDUCATION	5,200	4,300	5,200	4,200	-	0%
860 MISCELLANEOUS EXPENSE	3,200	9,000	3,200	3,192	-	0%
Subtotal	\$ 179,592	\$ 197,141	\$ 179,592	\$ 238,192	\$ -	0%
<b>CAPITAL OUTLAY</b>						
940 OTHER CAPITAL OUTLAY	1,500	1,500	1,500	2,269	-	0%
Subtotal	\$ 1,500	\$ 1,500	\$ 1,500	\$ 2,269	\$ -	0%
Total Expenditures	\$ 1,565,954	\$ 1,535,566	\$ 1,565,954	\$ 1,677,515	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (1,015,954)	\$ (875,566)	\$ (1,015,954)	\$ (987,515)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (1,015,954)	\$ (875,566)	\$ (1,015,954)	\$ (987,515)	\$ -	0%

<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>WORKING TITLE</b>	<b>FTE</b>
34	PUBLIC FIDUCIARY	1
	ADMINISTRATIVE COORD III	1
	ASSISTANT PBLC FIDUCIARY	1
	CLERK IV	1
	ESTATE ADMINISTRATION MGR	1
	ESTATE ADMINISTRATOR I	3
	ESTATE ADMINISTRATOR II	5
	ESTATE ANALYST	4
	ESTATE FIELD INVESTIGATOR	1
	ESTATE OPERATIONS MGR	1
	HUMAN SERVICE COORD	7
	HUMAN SERVICE MANAGER	1
	INDIGENT BURIAL COORD	2
	LEGAL SECRETARY II	1
	LEGAL SECRETARY III	1
	PUBLIC FIDUCIARY	1
SECRETARY	1	
SENIOR SYSTEMS ANALYST	1	
34	Total	33

## TOTAL BUDGET BY PROGRAM

## PUBLIC FIDUCIARY

Agency 340

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3410	PUBLIC FIDUCIARY SERVICES	\$ 1,345,534	\$ 236,247	\$ 2,269	\$ 1,584,050	\$ 690,000
3420	INDIGENT BURIAL SERVICES	\$ 91,520	\$ 1,945	\$ -	\$ 93,465	\$ -
<b>Totals:</b>		<b>\$ 1,437,054</b>	<b>\$ 238,192</b>	<b>\$ 2,269</b>	<b>\$ 1,677,515</b>	<b>\$ 690,000</b>

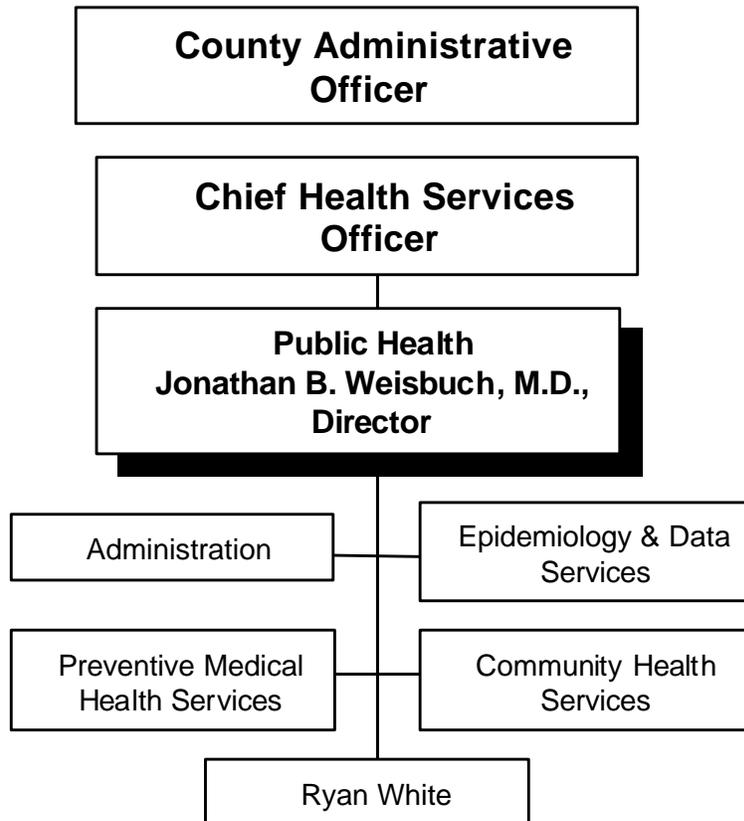
## EXPENDITURES AND REVENUES BY AGENCY/OBJECT

## PUBLIC FIDUCIARY

Agency 340

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
635 FEES & CHARGES	550,000	660,000	550,000	690,000	140,000.00	25%
Total Revenue	\$ 550,000	\$ 660,000	\$ 550,000	\$ 690,000	\$ 140,000	25%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,185,923	\$ 1,152,208	\$ 1,200,338	\$ 1,210,838	(10,500)	-1%
750 FRINGE BENEFITS	206,535	199,520	208,387	235,159	(26,772)	-13%
780 SALARY ADJUSTMENTS	30,000	22,793	13,733	28,653	(14,920)	-109%
797 PERSONNEL SAVINGS (NEG)	(37,596)	(37,596)	(37,596)	(37,596)	-	0%
Subtotal	\$ 1,384,862	\$ 1,336,925	\$ 1,384,862	\$ 1,437,054	\$ (52,192)	-4%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 9,009	\$ 12,000	\$ 9,009	\$ 11,500	(2,491)	-28%
805 CONTRACTUAL SERVICES	11,200	10,812	11,200	11,200	-	0%
815 INSURANCE	-	-	-	120	(120)	
820 RENT	127,987	140,086	127,987	181,780	(53,793)	-42%
825 REPAIRS AND MAINTENANCE	12,900	9,900	12,900	12,900	-	0%
826 FACILITIES MGMT DISCRETIONARY	100	80	100	100	-	0%
827 MATERIAL MGMT DISCRETIONARY	800	550	800	800	-	0%
829 FUEL	2,189	1,200	2,189	3,118	(929)	-42%
830 TELECOM DISCRETIONARY	4,207	7,600	4,207	7,182	(2,975)	-71%
841 EMPLOYEE TRAVEL	2,800	1,613	2,800	2,100	700	25%
842 EDUCATION	5,200	4,300	5,200	4,200	1,000	19%
860 MISCELLANEOUS EXPENSE	3,200	9,000	3,200	3,192	8	0%
Subtotal	\$ 179,592	\$ 197,141	\$ 179,592	\$ 238,192	\$ (58,600)	-33%
<b>CAPITAL OUTLAY</b>						
940 OTHER CAPITAL OUTLAY	1,500	1,500	1,500	2,269	(769)	-51%
Subtotal	\$ 1,500	\$ 1,500	\$ 1,500	\$ 2,269	\$ (769)	-51%
Total Expenditures	\$ 1,565,954	\$ 1,535,566	\$ 1,565,954	\$ 1,677,515	\$ (111,561)	-7%
Operating Balance (Rev. - Exp.)	\$ (1,015,954)	\$ (875,566)	\$ (1,015,954)	\$ (987,515)	\$ (28,439)	3%

## public health (86)



### mission

To promote, preserve, and protect the health of people and communities in Maricopa County.

### program goals

To provide and assure public health services meet the needs of the community. To meet or exceed the mandates for Public Health Services and strive to set new standards as appropriate. To improve the information upon which we define the health status of the community. To promote lifestyles which reduce risk of disability, death, and disease. To develop, implement, and improve programs to prevent, control, eliminate and eradicate disease. To maintain and enhance the administrative/operational infrastructure of the department. To improve the breadth of and access to quality services provided to the community. To develop appropriate revenue streams to meet the needs of Public Health programs. To improve training and technical assistance provided to our employees. To collaborate with other departments and entities throughout the County in order to improve and enhance County government services. To establish new public health facilities. To support activities and enhance the morale within the department. To develop outcome based performance measures for all public health programs. To develop a three-year Public Health Services business plan.

### community impact

The Department of Public Health Services promotes the population's health through education, prevention, and the limitation of disease and food borne illness. The provision of basic public health services: Increases life expectancy and productivity; reduces the occurrence of disease, disability, and early death; eliminates diseases that are preventable by vaccines (such as measles, mumps and rubella); reduces the occurrence of traumatic injuries (such as head injuries); improves conditions which may result in illness to infants and children. Money spent in the prevention and limitation of disease reduces what otherwise would be spent for the treatment of disease and the maintenance of the disabled.

### performance measures

Performance Measure	FY 96-97	FY 97-98	FY 98-99 (Est.)	FY 99-00 (Proj)
Number of children (0-18) immunized	55,915	86,722	91,000	95,500

Immunization coverage level for children at age 2 at Public Health Clinics	54%	57%	61%	65%
Number of HIV/STD Counseling/testing clients	30,000	23,391	23,000	23,500
Number of lab tests	100,235	109,398	115,000	120,000
Number of registered births and deaths*	66,179	35,047	40,000	40,000
Number of certified birth and death certificates issued*	182,400	194,000	196,000	207,000
Number of TB client visits	17,000	18,558	17,000	17,900
Number of eligible persons seeking/receiving HIV services	1,072	1,128	1,213	1,334
<b>Additional explanatory information, if needed:</b>				
*Under a new policy, births and deaths may be registered directly with the Arizona Department of Health Services. However, management of research and issuing copies is still the responsibility of MCDPH. Therefore, performance measures include both registrations and copies issued.				

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

PUBLIC HEALTH  
Department 86

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
General	4,012,402	917,556	12,500	\$ 4,942,458	\$ -
Special Revenue	12,257,674	16,378,492	579,289	\$ 29,215,455	\$ 29,215,455
<b>Totals</b>	<b>\$ 16,270,076</b>	<b>\$ 17,296,048</b>	<b>\$ 591,789</b>	<b>\$ 34,157,913</b>	<b>\$ 29,215,455</b>

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

PUBLIC HEALTH  
Department 86

	FY 1998-99 Adopted	FY 1998-99 Projected	FY 1998-99 Restated	FY 1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 314,537	\$ -	0%
<b>REVENUE</b>						
610 LICENSES AND PERMITS	-	-	1,806,400	3,734,531	-	0%
615 GRANTS	-	-	23,432	-	-	0%
635 FEES & CHARGES	-	-	1,155,000	3,025,000	-	0%
637 FINES & FORFEITS	-	-	-	25,000	-	0%
650 MISCELLANEOUS REVENUE	-	-	10,000	300,000	-	0%
<b>S ubtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,994,832</b>	<b>\$ 7,084,531</b>	<b>\$ -</b>	<b>0%</b>
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ -	\$ -	\$ -	\$ 3,102,714	\$ -	0%
705 TEMPORARY PAY	-	-	-	31,554	-	0%
710 SPECIAL PAY	-	-	-	34,660	-	0%
750 FRINGE BENEFITS	-	-	-	614,853	-	0%
780 SALARY ADJUSTMENTS	-	-	-	102,547	-	0%
795 P S INTER-FUND CREDIT (NEG)	-	-	-	(41,470)	-	0%
796 P S INTER-FUND CHARGES	-	-	2,708,266	8,745	-	0%
797 PERSONNEL SAVINGS (NEG)	-	-	-	(186,238)	-	0%
<b>S ubtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,708,266</b>	<b>\$ 3,667,365</b>	<b>\$ -</b>	<b>0%</b>
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 594,986	\$ 539,158	\$ 667,923	\$ 721,845	\$ -	0%
802 MEDICAL SUPPLIES	2,395,146	1,065,887	2,309,710	1,082,592	-	0%
805 CONTRACTUAL SERVICES	5,718,205	6,322,195	11,963,162	12,210,848	-	0%
807 HEALTH CARE SERVICES	310,891	385,956	340,348	440,198	-	0%
810 LEGAL	2,800	8,330	2,800	3,800	-	0%
820 RENT	572,442	673,506	574,442	639,340	-	0%
825 REPAIRS AND MAINTENANCE	132,800	33,090	132,800	177,712	-	0%
826 FACILITIES MGMT DISCRETIONARY	51,501	-	51,501	28,800	-	0%
827 MATERIAL MGMT DISCRETIONARY	46,115	28,240	46,115	37,150	-	0%
828 MOTOR POOL	4,570	11,470	4,570	6,261	-	0%
829 FUEL	10,151	8,110	10,151	10,601	-	0%
830 TELECOM DISCRETIONARY	95,000	109,212	95,000	100,000	-	0%
832 COUNTY COUNSEL	38,600	26,324	38,600	50,860	-	0%
833 EMPLOYEE BENEFITS ADMIN	60,519	41,620	60,519	51,651	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	13,232	20,260	13,232	23,736	-	0%
836 RISK MANAGEMENT	-	216,396	-	-	-	0%
840 ELECTED OFFICIAL TRAVEL	2,325	-	-	-	-	0%
841 EMPLOYEE TRAVEL	-	-	-	11,000	-	0%
842 EDUCATION	-	-	-	40,000	-	0%
843 TRANSPORTATION/SHIPPING	-	-	-	34,183	-	0%
850 UTILITIES	-	-	-	100,000	-	0%
860 MISCELLANEOUS EXPENSE	-	-	-	26,087	-	0%
873 S S INTERFUND CHARGES	-	-	390,240	-	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	-	-	-	487,392	-	0%
<b>S ubtotal</b>	<b>\$ 10,049,283</b>	<b>\$ 9,489,754</b>	<b>\$ 16,701,113</b>	<b>\$ 16,284,056</b>	<b>\$ -</b>	<b>0%</b>
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	62,631	374,441	499,739	451,789	-	0%
930 TRANSPORTATION	3,900	214,000	399,900	140,000	-	0%
<b>S ubtotal</b>	<b>\$ 66,531</b>	<b>\$ 588,441</b>	<b>\$ 899,639</b>	<b>\$ 591,789</b>	<b>\$ -</b>	<b>0%</b>
<b>Total Expenditures</b>	<b>\$ 10,115,814</b>	<b>\$ 10,078,195</b>	<b>\$ 20,309,018</b>	<b>\$ 20,543,210</b>	<b>\$ -</b>	<b>0%</b>
Operating Balance (Rev. - Exp.)	\$ (10,115,814)	\$ (10,078,195)	\$ (17,314,186)	\$ (13,458,679)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ (9,115,814)	\$ (9,078,195)	\$ (16,314,186)	\$ (13,144,142)	\$ -	0%

<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>Working Title</b>	<b>FTE</b>
86	PUBLIC HEALTH	
	ACCOUNTANT III	1
	ADMINISTRATIVE ASSISTANT	1
	ADMINISTRATIVE ASST	1
	ADMINISTRATIVE ASSTNT I	6
	ADMINISTRATIVE ASSTNT II	22
	ADMINISTRATIVE ASSTNT III	4
	ADMINISTRATIVE COORD I	5
	ADMINISTRATIVE COORD II	8
	ADMINISTRATIVE COORD III	4
	ADMINISTRATIVE COORD IV	5
	ADMINISTRATIVE COORD V	2
	ADMINISTRATIVE COORD VI	12
	ADMINISTRATOR II	1
	ADMINISTRATOR III	1
	CASHIER	1
	CLERK III	4
	CLERK IV	8
	CLIENT SERVICES ASSTNT I	2
	COMMUNICABLE DISEASE INVSTGTR	1
	COMMUNICBLE DISEASE INVST	17
	COMMUNITY HLTH SRVCS DIR	1
	COUNSELOR AIDE	3
	COUNSELOR I	3
	COUNSELOR II	5
	COUNSELOR III	6
	COUNSELOR III-CLIN SPCLST	1
	COUNSELOR IV	3
	DATA OPERATIONS CLERK I	1
	DATA OPERATIONS CLERK II	1
	DENTAL HYGIENIST	5.2
	ENVIRONMENTAL SERVCS PLNR	1
	EPIDEMIOLOGIST	4
	EPIDEMLGY & VTL STATS DIR	1
	EPIDIMIELOGIST	2
	HEALTH EDUCATION COORDNTR	4
	HEALTH EDUCATOR	9
	HEALTH SERVICES ADMIN I	8
	HEALTH SERVICES ADMIN II	3
	HEALTH SERVICES CLERK I	36
	HEALTH SERVICES CLERK II	7
	HEALTH SERVICES CLERK IV	11
	IMMUNIZATION DATA ENTRY CLERK	1.5
	IMMUNIZATION NURSE	2

<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>Working Title</b>	<b>FTE</b>
86	PUBLIC HEALTH	
	LABORATORY TECHNICIAN II	3
	LEAD PROGRAM CLINICAL TEAM LDR	2
	LEAD PROGRAM CLNCL SVCS SPCLST	2
	LICENSED PRACTICAL NRS II	8
	MANAGEMENT ANALYST III	1
	MANAGEMENT ANALYST IV	2
	MEDICAL ACCOUNTS CLERK II	1
	MEDICAL ASSISTANT	1
	MEDICAL DRIVER-ATTDNT I	1
	MEDICAL DRIVER-ATTDNT II	2
	MEDICAL RECORDS CLERK	1
	MEDICAL RECORDS TECH II	1
	MICROBIOLOGIST	3
	NURSE ASSISTANT MANAGR I	1
	NURSE ASSISTANT MGR II	1
	NURSE MANAGER I	10
	NURSE MANAGER II	2
	NURSE PRACTITIONER	4
	NURSING EDUCATION INST II	1
	NUTRITIONIST I	4
	NUTRITIONIST II	22
	NUTRITIONIST III	5
	OFFICE SUPERVISOR I	5
	PARENT AIDE	5
	PATIENT ADVOCATE	1
	PATIENT CARE ASSISTANT II	1
	PHARMACIST II	1
	PHARMACY TECHNICIAN II	1
	PHYSICIAN	1
	PHYSICIAN ASSISTANT	1
	PREVENTV MED HLTH SVCS DIR	1
	PROFESSIONAL BAND	0.5
	PROGRAM ASSISTNCE REP II	103
	PROGRAM COORDINATOR I	2
	PROGRAM COORDINATOR II	1
	PUB HLTH SVCS DIR (HO)	1
	RADIOLOGIC TCHNLGST I	1
	RADIOLOGIC TCHNLGST II	1
	REGISTERED NURSE III	22.68
	REGISTERED NURSE IV	9
	REGISTERED NURSE V	4
	REGISTRATION CLERK	1
	SECRETARY	3
	SENIOR SYSTEMS ADMINSTRTR	4
	SERVICE WORKER IV	1
	SURVEILLANCE NURSE	1
	TB CONTROL NURSE	3.5
	WORD PROCESSING OPERTR II	1
86	Total	479.38

**TOTAL BUDGET BY PROGRAM**

**PUBLIC HEALTH**  
Agency 860

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
8601	ADMINISTRATION ROLLUP	\$ 543,275	\$ 42,478	\$ -	\$ 585,753	\$ -
8606	EPIDEMIOLOGY/DISEASE SURVEILLA	\$ 195,538	\$ 18,080	\$ -	\$ 213,618	\$ -
8610	COMMUNITY HEALTH ADMIN ROLL UP	\$ 1,821,757	\$ 118,038	\$ 5,000	\$ 1,944,795	\$ -
8635	PUBLIC HEALTH	\$ 43,731	\$ 6,269	\$ -	\$ 50,000	\$ -
8680	TB CONTROL/OTHER SVCS ROLL UP	\$ 448,212	\$ 353,166	\$ -	\$ 801,378	\$ -
8681	PUBLIC HEALTH	\$ 142,800	\$ 4,200	\$ 7,500	\$ 154,500	\$ -
8691	STD CONTROL - COUNTY	\$ 510,272	\$ 153,402	\$ -	\$ 663,674	\$ -
8695	PHARMACY/LAB ROLL UP	\$ 306,817	\$ 221,923	\$ -	\$ 528,740	\$ -
<b>Totals:</b>		<b>\$ 4,012,402</b>	<b>\$ 917,556</b>	<b>\$ 12,500</b>	<b>\$ 4,942,458</b>	<b>\$ -</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**PUBLIC HEALTH**  
Agency 860

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 3,108,366	\$ 2,866,175	\$ 3,145,680	\$ 3,445,123	(299,443)	-10%
705 TEMPORARY PAY	6,321	26,750	6,321	26,396	(20,075)	-318%
710 SPECIAL PAY	5,000	11,104	5,000	3,950	1,050	21%
750 FRINGE BENEFITS	576,334	490,859	582,454	649,726	(67,272)	-12%
780 SALARY ADJUSTMENTS	30,182	-	35,085	91,783	(56,698)	-162%
790 OTHER PERSONAL SERVICES	7,624	12,506	8,396	43,731	(35,335)	-421%
795 P S INTER-FUND CREDIT (NEG)	(105,249)	(105,249)	(105,249)	(71,991)	(33,258)	32%
796 P S INTER-FUND CHARGES	33,258	33,258	33,258	-	33,258	100%
797 PERSONNEL SAVINGS (NEG)	(188,292)	(188,292)	(188,292)	(176,316)	(11,976)	6%
Subtotal	\$ 3,473,544	\$ 3,147,111	\$ 3,522,653	\$ 4,012,402	\$ (489,749)	-14%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 103,814	\$ 110,421	\$ 103,814	\$ 112,331	(8,517)	-8%
802 MEDICAL SUPPLIES	527,337	362,064	441,181	343,212	97,969	22%
805 CONTRACTUAL SERVICES	171,690	179,738	172,690	75,386	97,304	56%
807 HEALTH CARE SERVICES	73,000	54,370	81,000	78,688	2,312	3%
810 LEGAL	-	380	-	-	-	-
820 RENT	8,240	8,652	8,240	8,240	-	0%
825 REPAIRS AND MAINTENANCE	46,050	22,466	46,050	32,030	14,020	30%
826 FACILITIES MGMT DISCRETIONARY	1,501	-	1,501	1,300	201	13%
827 MATERIAL MGMT DISCRETIONARY	8,250	3,480	8,250	7,350	900	11%
828 MOTOR POOL	251	182	251	151	100	40%
829 FUEL	3,818	1,770	3,818	2,400	1,418	37%
841 EMPLOYEE TRAVEL	17,000	21,282	20,000	30,325	(10,325)	-52%
842 EDUCATION	13,325	16,788	13,325	19,290	(5,965)	-45%
843 TRANSPORTATION/SHIPPING	17,937	25,014	17,937	30,797	(12,860)	-72%
845 SUPPORT AND CARE OF PERSONS	12,000	4,464	12,000	56,421	(44,421)	-370%
850 UTILITIES	12,000	2,998	12,000	3,000	9,000	75%
860 MISCELLANEOUS EXPENSE	48,286	67,380	48,286	44,908	3,378	7%
872 S S INTER-FUND CREDIT (NEG)	(112,857)	(5,000)	(112,857)	(112,857)	-	0%
873 S S INTERFUND CHARGES	-	5,892	-	119,584	(119,584)	-
880 TRANSFERS OUT TO OTHER FUNDS	65,000	50,420	65,000	65,000	-	0%
Subtotal	\$ 1,016,642	\$ 932,761	\$ 942,486	\$ 917,556	\$ 24,930	3%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	9,000	39,432	34,047	12,500	21,547	63%
Subtotal	\$ 9,000	\$ 39,432	\$ 34,047	\$ 12,500	\$ 21,547	63%
<b>Total Expenditures</b>	<b>\$ 4,499,186</b>	<b>\$ 4,119,304</b>	<b>\$ 4,499,186</b>	<b>\$ 4,942,458</b>	<b>\$ (443,272)</b>	<b>-10%</b>



TOTAL BUDGET BY PROGRAM						
PUBLIC HEALTH						
Agency 861						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
8601	ADMINISTRATION ROLLUP	\$ 942,910	\$ 3,086,509	\$ 469,489	\$ 4,498,908	\$ 4,498,908
8605	EPI GRANTS ROLL UP	\$ -	\$ 11,500	\$ 5,000	\$ 16,500	\$ 16,500
8620	HEALTH ED GRANTS ROLLUP	\$ 691,768	\$ 7,425,087	\$ -	\$ 8,116,855	\$ 8,116,855
8635	PUBLIC HEALTH	\$ 910,981	\$ 440,538	\$ 34,400	\$ 1,385,919	\$ 1,385,919
8645	NUTRITION GRANTS ROLL UP	\$ 4,849,796	\$ 1,860,873	\$ -	\$ 6,710,669	\$ 6,710,669
8650	FAMILY HEALTH GRANTS ROLLUP	\$ 979,152	\$ 938,048	\$ 10,400	\$ 1,927,600	\$ 1,927,600
8665	COMMUNITY OUTREACH GRANTS ROLL	\$ 1,225,400	\$ 960,793	\$ 25,000	\$ 2,211,193	\$ 2,211,193
8675	ORAL HEALTH GRANTS ROLL UP	\$ 220,768	\$ (80,886)	\$ -	\$ 139,882	\$ 139,882
8680	TB CONTROL/OTHER SVCS ROLL UP	\$ 635,754	\$ 397,148	\$ -	\$ 1,032,902	\$ 1,032,902
8690	STD CONTROL/OTHER SVCS ROLL UP	\$ 330,816	\$ 56,181	\$ -	\$ 386,997	\$ 386,997
8697	PHARMACY GRANT INTERNAL AGREEM	\$ 79,882	\$ (33,139)	\$ -	\$ 46,743	\$ 46,743
<b>Totals:</b>		<b>\$ 10,867,227</b>	<b>\$ 15,062,652</b>	<b>\$ 544,289</b>	<b>\$ 26,474,168</b>	<b>\$ 26,474,168</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
PUBLIC HEALTH						
Agency 861						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
615 GRANTS	18,895,619	21,568,302	26,838,767	26,302,834	(535,933.00)	-2%
635 FEES & CHARGES	55,250	55,576	55,250	50,000	(5,250.00)	-10%
650 MISCELLANEOUS REVENUE	83,752	79,262	85,352	121,334	35,982.00	42%
<b>Total Revenue</b>	<b>\$ 19,034,621</b>	<b>\$ 21,703,140</b>	<b>\$ 26,979,369</b>	<b>\$ 26,474,168</b>	<b>\$ (505,201)</b>	<b>-2%</b>
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 8,053,946	\$ 7,424,204	\$ 8,571,169	\$ 8,638,868	\$ (67,699)	-1%
705 TEMPORARY PAY	86,314	138,171	59,320	25,002	34,318	58%
710 SPECIAL PAY	11,867	161,206	6,558	750	5,808	89%
750 FRINGE BENEFITS	1,805,365	1,560,358	1,902,987	1,921,307	(18,320)	-1%
790 OTHER PERSONAL SERVICES	737,785	9,000	550,539	492,368	58,171	11%
795 P S INTER-FUND CREDIT (NEG)	(226,210)	(226,210)	(226,210)	(40,993)	(185,217)	82%
796 P S INTER-FUND CHARGES	80,991	217,210	297,121	112,984	184,137	62%
797 PERSONNEL SAVINGS (NEG)	(149,734)	(149,734)	(149,734)	(283,059)	133,325	-89%
<b>Subtotal</b>	<b>\$ 10,400,324</b>	<b>\$ 9,134,205</b>	<b>\$ 11,011,750</b>	<b>\$ 10,867,227</b>	<b>\$ 144,523</b>	<b>1%</b>
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 464,850	\$ 419,530	\$ 538,761	\$ 572,685	\$ (33,924)	-6%
802 MEDICAL SUPPLIES	280,134	149,474	286,354	271,491	14,863	5%
805 CONTRACTUAL SERVICES	5,502,515	6,122,059	11,746,472	11,912,228	(165,756)	-1%
807 HEALTH CARE SERVICES	237,891	331,586	259,348	346,510	(87,162)	-34%
810 LEGAL	2,800	7,950	2,800	3,800	(1,000)	-36%
820 RENT	564,202	656,982	566,202	627,100	(60,898)	-11%
825 REPAIRS AND MAINTENANCE	78,750	9,204	78,750	137,682	(58,932)	-75%
826 FACILITIES MGMT DISCRETIONARY	50,000	-	50,000	27,500	22,500	45%
827 MATERIAL MGMT DISCRETIONARY	37,865	24,208	37,865	29,800	8,065	21%
828 MOTOR POOL	4,319	11,288	4,319	6,110	(1,791)	-41%
829 FUEL	6,333	6,340	6,333	8,201	(1,868)	-29%
830 TELECOM DISCRETIONARY	95,000	109,212	95,000	100,000	(5,000)	-5%
832 COUNTY COUNSEL	38,600	26,324	38,600	50,860	(12,260)	-32%
833 EMPLOYEE BENEFITS ADMIN	60,519	41,620	60,519	51,651	8,868	15%
834 BASE LEVEL EQ SERVICES CHARGES	13,232	20,260	13,232	23,736	(10,504)	-79%
836 RISK MANAGEMENT	-	216,396	-	-	-	-
840 ELECTED OFFICIAL TRAVEL	2,325	-	-	-	-	-
841 EMPLOYEE TRAVEL	129,268	42,662	137,090	57,157	79,933	58%
842 EDUCATION	110,436	39,816	109,523	68,993	40,530	37%
843 TRANSPORTATION/SHIPPING	64,854	93,341	67,200	114,777	(47,577)	-71%
845 SUPPORT AND CARE OF PERSONS	35,104	-	35,104	11,289	23,815	68%
850 UTILITIES	44,830	22,490	44,830	23,100	21,730	48%
860 MISCELLANEOUS EXPENSE	220,628	300,886	237,235	362,763	(125,528)	-53%
872 S S INTER-FUND CREDIT (NEG)	(1,382,487)	(1,476,727)	(1,382,487)	(1,765,231)	382,744	-28%
873 S S INTERFUND CHARGES	1,330,051	1,229,215	1,489,730	1,539,460	(49,730)	-3%
874 OTHER NEGATIVE ADJUSTMENTS	-	2,234	-	-	-	-
880 TRANSFERS OUT TO OTHER FUNDS	591,747	303,034	591,747	480,990	110,757	19%
<b>Subtotal</b>	<b>\$ 8,583,766</b>	<b>\$ 8,709,384</b>	<b>\$ 15,114,527</b>	<b>\$ 15,062,652</b>	<b>\$ 51,875</b>	<b>0%</b>
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	46,631	321,970	453,192	404,289	48,903	11%
930 TRANSPORTATION	3,900	214,000	399,900	140,000	259,900	65%
<b>Subtotal</b>	<b>\$ 50,531</b>	<b>\$ 535,970</b>	<b>\$ 853,092</b>	<b>\$ 544,289</b>	<b>\$ 308,803</b>	<b>36%</b>
<b>Total Expenditures</b>	<b>\$ 19,034,621</b>	<b>\$ 18,379,559</b>	<b>\$ 26,979,369</b>	<b>\$ 26,474,168</b>	<b>\$ 505,201</b>	<b>2%</b>
<b>Operating Balance (Rev. - Exp.)</b>	<b>\$ -</b>	<b>\$ 3,323,581</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

**TOTAL BUDGET BY PROGRAM**

**PUBLIC HEALTH**  
Agency 863

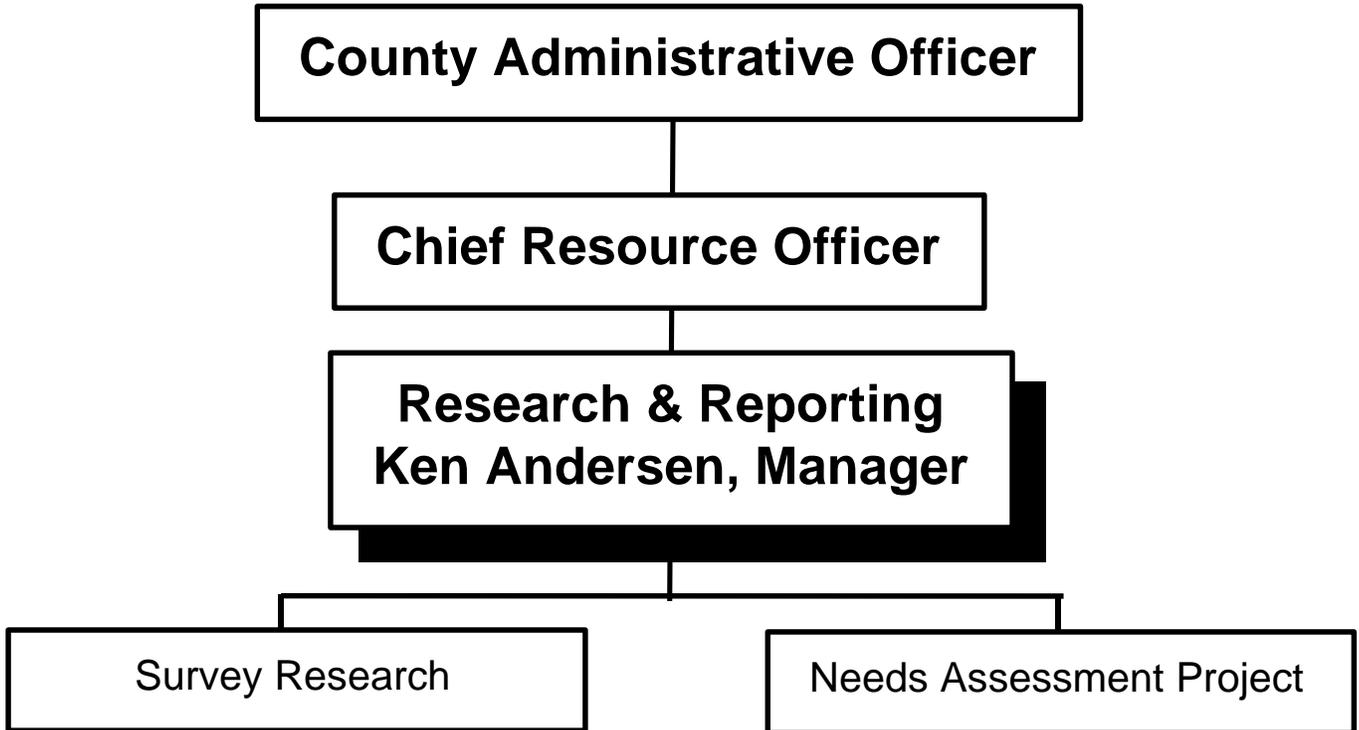
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
8607	VITAL RECORDS	\$ 968,919	\$ 576,215	\$ 35,000	\$ 1,580,134	\$ 1,580,134
8648	WIC TOBACCO INTERVENTION PILOT	\$ 4,022	\$ 2,578	\$ -	\$ 6,600	\$ 6,600
8653	FAMILY PLANNING CLINIC	\$ 12,613	\$ 106,199	\$ -	\$ 118,812	\$ 118,812
8681	PUBLIC HEALTH	\$ 43,442	\$ 28,686	\$ -	\$ 72,128	\$ 72,128
8682	FOREIGN TRAVEL	\$ 140,570	\$ 358,205	\$ -	\$ 498,775	\$ 498,775
8685	REFUGEE SCREENING - COUNTY	\$ 113,671	\$ 63,329	\$ -	\$ 177,000	\$ 177,000
8694	STD CONTROL-SPECIAL REVENUE	\$ 102,347	\$ 33,653	\$ -	\$ 136,000	\$ 136,000
8698	PHARMACY - SPECIAL REVENUE	\$ -	\$ 151,838	\$ -	\$ 151,838	\$ 151,838
8699	LABORATORY	\$ 4,863	\$ (4,863)	\$ -	\$ -	\$ -
<b>Totals:</b>		<b>\$ 1,390,447</b>	<b>\$ 1,315,840</b>	<b>\$ 35,000</b>	<b>\$ 2,741,287</b>	<b>\$ 2,741,287</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**PUBLIC HEALTH**  
Agency 863

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 314,537	\$ (685,463)	-69%
<b>REVENUE</b>						
615 GRANTS	5,000	-	-	-	-	
621 INDIRECT COSTS RECOVERY	-	5,158	5,000	-	(5,000.00)	-100%
635 FEES & CHARGES	1,186,597	1,114,512	1,186,597	1,341,489	154,892.00	13%
640 PATIENT CHARGES	791,540	537,968	791,540	1,020,261	228,721.00	29%
650 MISCELLANEOUS REVENUE	1,244,108	187,692	1,244,108	-	(1,244,108.00)	-100%
680 TRANSFERS IN FROM OTHER FUNDS	65,000	50,212	65,000	65,000	-	0%
Total Revenue	\$ 3,292,245	\$ 1,895,542	\$ 3,292,245	\$ 2,426,750	\$ (865,495)	-26%
Total Resources	\$ 4,292,245	\$ 2,895,542	\$ 4,292,245	\$ 2,741,287	\$ (1,550,958)	-36%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 889,336	\$ 571,806	\$ 910,641	\$ 1,116,981	\$ (206,340)	-23%
705 TEMPORARY PAY	10,000	14,084	14,504	10,000	4,504	31%
710 SPECIAL PAY	1,299	3,268	1,299	835	464	36%
750 FRINGE BENEFITS	193,294	120,550	195,172	238,865	(43,693)	-22%
780 SALARY ADJUSTMENTS	-	-	2,547	-	2,547	100%
790 OTHER PERSONAL SERVICES	43,766	-	20,132	26,454	(6,322)	-31%
797 PERSONNEL SAVINGS (NEG)	(16,570)	(16,429)	(16,570)	(2,688)	(13,882)	84%
Subtotal	\$ 1,121,125	\$ 693,279	\$ 1,127,725	\$ 1,390,447	\$ (262,722)	-23%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 26,322	\$ 9,207	\$ 25,348	\$ 36,829	\$ (11,481)	-45%
802 MEDICAL SUPPLIES	1,587,675	554,349	1,582,175	467,889	1,114,286	70%
805 CONTRACTUAL SERVICES	44,000	20,398	44,000	223,234	(179,234)	-407%
807 HEALTH CARE SERVICES	-	-	-	15,000	(15,000)	
820 RENT	-	7,872	-	4,000	(4,000)	
825 REPAIRS AND MAINTENANCE	8,000	1,420	8,000	8,000	-	0%
827 MATERIAL MGNT DISCRETIONARY	-	552	-	-	-	
841 EMPLOYEE TRAVEL	6,900	6,042	6,750	11,636	(4,886)	-72%
842 EDUCATION	5,500	2,864	5,275	15,186	(9,911)	-188%
843 TRANSPORTATION/SHIPPING	2,600	4,046	2,600	6,015	(3,415)	-131%
855 STATE AND LOCAL AID	-	119,906	83,335	120,000	(36,665)	-44%
860 MISCELLANEOUS EXPENSE	234,325	21,206	145,739	215,704	(69,965)	-48%
872 S S INTER-FUND CREDIT (NEG)	-	(1,005,978)	-	(330,634)	330,634	
873 S S INTERFUND CHARGES	165,293	178,298	165,293	416,773	(251,480)	-152%
880 TRANSFERS OUT TO OTHER FUNDS	83,505	109,292	83,505	106,208	(22,703)	-27%
Subtotal	\$ 2,164,120	\$ 29,474	\$ 2,152,020	\$ 1,315,840	\$ 836,180	39%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	7,000	13,039	12,500	35,000	(22,500)	-180%
Subtotal	\$ 7,000	\$ 13,039	\$ 12,500	\$ 35,000	\$ (22,500)	-180%
Total Expenditures	\$ 3,292,245	\$ 735,792	\$ 3,292,245	\$ 2,741,287	\$ 550,958	17%
Operating Balance (Rev. - Exp.)	\$ -	\$ 1,159,750	\$ -	\$ (314,537)	\$ 314,537	
Ending Fund Balance (Resources - Exp.)	\$ 1,000,000	\$ 2,159,750	\$ 1,000,000	\$ -	\$ 1,000,000	100%

## research and reporting (46)



### mission

The mission of Research and Reporting is to promote the use of quality data in planning and decision-making. The vision of the Office of Research and Reporting is to be an indispensable, ethically motivated, independent resource serving the County through valid survey research.

### program goals

To encourage the use of valid data in planning and decision making. To provide valid data for planning and decision making, when needed. To save County money by providing alternatives to costly private sector studies. To access unmet human service needs.

### community impact

The Maricopa County Needs Assessment Project (NAP) has always been a priority for this department. This program provides an assessment of unmet human service needs, both in Maricopa County and in the State of Arizona, which enables county departments and outside agencies to improve community services. Additionally, the unit is involved in numerous other data collection efforts that are conducted on a regular basis. These include, but are not limited to, studies with the following populations: Human Services Job Training Partnership (JTPA) clients and Head Start families; County Long Term Care clients; Maricopa Health System clients, both outpatient and inpatient; Maricopa Health Plan, especially AHCCCS disenrollees; and state-wide child care providers. These surveys also provide an assessment of unmet human service needs, as well as client satisfaction with services currently offered or unavailable, and, in many cases, provide the data to support various grant funded program requirements.


**performance measures**

Performance Measure	FY 96-97	FY 97-98	FY98-99 (Est.)	FY99-00 (Proj)
Scientific sampling in all contracts Percentage of contracted surveys utilizing scientific sampling methodology (outcome)				100%
High response rate in all contracts Percentage of contracted surveys having a response rate greater than or equal to __% (outcome)				%
Cost of conducting surveys to remain below national levels Percentage of surveys conducted at or below national average cost (efficiency)				%
Provide consultations to justify need for data collection Number of consultations regarding data collection provided to county departments' staff (free of charge ?) (output)				
Provide information for alternative sources of data ?				
Encourage collaboration/combined data collection ?				
Meet all contractual obligations for all surveys Number and percent of contracted surveys completed on or before due date (efficiency timeliness)				

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY						
RESEARCH AND REPORTING						
Department 46						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue	
Special Revenue	224,049	196,451	27,500	\$ 448,000	\$ 448,000	
Totals	\$ 224,049	\$ 196,451	\$ 27,500	\$ 448,000	\$ 448,000	

EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT						
RESEARCH AND REPORTING						
Department 46						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
REVENUE						
635 FEES & CHARGES	500	-	500	-	-	
650 MISCELLANEOUS REVENUE	471,500	374,100	471,500	448,000	-	0%
Subtotal	\$ 472,000	\$ 374,100	\$ 472,000	\$ 448,000	\$ -	0%
<b>EXPENDITURES</b>						
PERSONAL SERVICES						
701 REGULAR PAY	\$ 199,403	\$ 153,000	\$ 163,383	\$ 151,771	\$ -	0%
705 TEMPORARY PAY	55,247	15,000	92,972	25,000	-	0%
710 SPECIAL PAY	2,600	2,600	2,600	4,000	-	0%
750 FRINGE BENEFITS	48,287	42,850	46,582	38,278	-	0%
780 SALARY ADJUSTMENTS	5,144	5,000	5,144	5,000	-	0%
797 PERSONNEL SAVINGS (NEG)	(11,641)	-	(11,641)	-	-	
Subtotal	\$ 299,040	\$ 218,450	\$ 299,040	\$ 224,049	\$ -	0%
SUPPLIES AND SERVICES						
801 GENERAL SUPPLIES	\$ 12,009	\$ 9,500	\$ 12,009	\$ 76,723	\$ -	0%
805 CONTRACTUAL SERVICES	1,000	1,500	1,000	2,500	-	0%
810 LEGAL	-	250	-	250	-	0%
820 RENT	38,448	39,925	38,448	49,500	-	0%
825 REPAIRS AND MAINTENANCE	2,000	1,500	2,000	2,000	-	0%
827 MATERIAL MGNT DISCRETIONARY	3,000	1,000	3,000	2,000	-	0%
830 TELECOM DISCRETIONARY	4,374	3,645	4,374	2,500	-	0%
832 COUNTY COUNSEL	2,665	2,665	2,665	3,000	-	0%
833 EMPLOYEE BENEFITS ADMIN	854	854	854	765	-	0%
836 RISK MANAGEMENT	441	441	441	3,700	-	0%
837 BASE LEVEL TELECOM	7,164	7,164	7,164	7,600	-	0%
841 EMPLOYEE TRAVEL	3,000	3,000	3,000	3,000	-	0%
842 EDUCATION	1,500	1,000	1,500	1,500	-	0%
843 TRANSPORTATION/SHIPPING	2,500	500	2,500	1,000	-	0%
860 MISCELLANEOUS EXPENSE	2,750	4,000	2,750	5,400	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	68,255	68,255	68,255	35,013	-	0%
Subtotal	\$ 149,960	\$ 145,199	\$ 149,960	\$ 196,451	\$ -	0%
CAPITAL OUTLAY						
920 EQUIPMENT	23,000	5,300	23,000	27,500	-	0%
Subtotal	\$ 23,000	\$ 5,300	\$ 23,000	\$ 27,500	\$ -	0%
Total Expenditures	\$ 472,000	\$ 368,949	\$ 472,000	\$ 448,000	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ -	\$ 5,151	\$ -	\$ -	\$ -	
Ending Fund Balance (Resources - Exp.)	\$ -	\$ 5,151	\$ -	\$ -	\$ -	



POSITION DISTRIBUTION		
Dept	WORKING TITLE	FTE
46 RESEARCH AND REPORTING	ADMINISTRATIVE ASSTNT I	3
	ADMINISTRATIVE COORD II	1
	ADMINISTRATIVE COORD III	1
	CLERK II	1
	DATABASE ANALYST II	1
46 Total		7

maricopa county

# **strategies 2000**

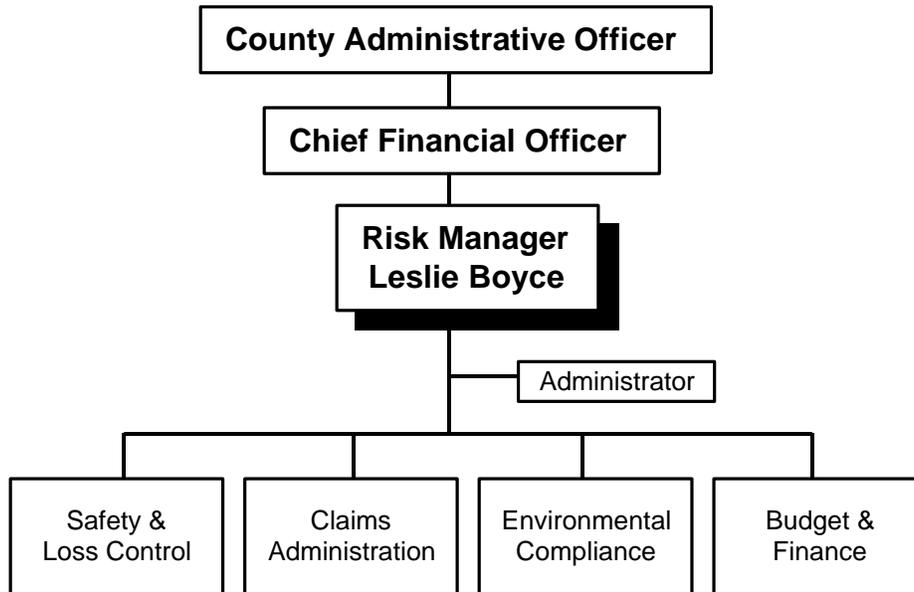


TOTAL BUDGET BY PROGRAM						
RESEARCH AND REPORTING						
Agency 462						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
4610	RESEARCH & REPORTING	\$ 224,049	\$ 196,451	\$ 27,500	\$ 448,000	\$ 448,000
<b>Totals:</b>		<b>\$ 224,049</b>	<b>\$ 196,451</b>	<b>\$ 27,500</b>	<b>\$ 448,000</b>	<b>\$ 448,000</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
RESEARCH AND REPORTING						
Agency 462						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
635 FEES & CHARGES	500	-	500	-	(500.00)	-100%
650 MISCELLANEOUS REVENUE	471,500	374,100	471,500	448,000	(23,500.00)	-5%
Total Revenue	\$ 472,000	\$ 374,100	\$ 472,000	\$ 448,000	\$ (24,000)	-5%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 199,403	\$ 153,000	\$ 163,383	\$ 151,771	\$ 11,612	7%
705 TEMPORARY PAY	55,247	15,000	92,972	25,000	67,972	73%
710 SPECIAL PAY	2,600	2,600	2,600	4,000	(1,400)	-54%
750 FRINGE BENEFITS	48,287	42,850	46,582	38,278	8,304	18%
780 SALARY ADJUSTMENTS	5,144	5,000	5,144	5,000	144	3%
797 PERSONNEL SAVINGS (NEG)	(11,641)	-	(11,641)	-	(11,641)	100%
Subtotal	\$ 299,040	\$ 218,450	\$ 299,040	\$ 224,049	\$ 74,991	25%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 12,009	\$ 9,500	\$ 12,009	\$ 76,723	\$ (64,714)	-539%
805 CONTRACTUAL SERVICES	1,000	1,500	1,000	2,500	(1,500)	-150%
810 LEGAL	-	250	-	250	(250)	
820 RENT	38,448	39,925	38,448	49,500	(11,052)	-29%
825 REPAIRS AND MAINTENANCE	2,000	1,500	2,000	2,000	-	0%
827 MATERIAL MGNT DISCRETIONARY	3,000	1,000	3,000	2,000	1,000	33%
830 TELECOM DISCRETIONARY	4,374	3,645	4,374	2,500	1,874	43%
832 COUNTY COUNSEL	2,665	2,665	2,665	3,000	(335)	-13%
833 EMPLOYEE BENEFITS ADMIN	854	854	854	765	89	10%
836 RISK MANAGEMENT	441	441	441	3,700	(3,259)	-739%
837 BASE LEVEL TELECOM	7,164	7,164	7,164	7,600	(436)	-6%
841 EMPLOYEE TRAVEL	3,000	3,000	3,000	3,000	-	0%
842 EDUCATION	1,500	1,000	1,500	1,500	-	0%
843 TRANSPORTATION/SHIPPING	2,500	500	2,500	1,000	1,500	60%
860 MISCELLANEOUS EXPENSE	2,750	4,000	2,750	5,400	(2,650)	-96%
880 TRANSFERS OUT TO OTHER FUNDS	68,255	68,255	68,255	35,013	33,242	49%
Subtotal	\$ 149,960	\$ 145,199	\$ 149,960	\$ 196,451	\$ (46,491)	-31%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	23,000	5,300	23,000	27,500	(4,500)	-20%
Subtotal	\$ 23,000	\$ 5,300	\$ 23,000	\$ 27,500	\$ (4,500)	-20%
Total Expenditures	\$ 472,000	\$ 368,949	\$ 472,000	\$ 448,000	\$ 24,000	5%
Operating Balance (Rev. - Exp.)	\$ -	\$ 5,151	\$ -	\$ -	\$ -	



## risk management (75)



### mission

To protect the assets and human resources of Maricopa County from loss or damage, through proactive risk management.

### program goals

To provide guidance, direction, oversight, and coordination of a County-wide, multi-disciplined Risk Management program. To eliminate and/or minimize Maricopa County's legal, financial and environmental risks. To provide proactive Loss Prevention programs, policies and procedures and to examine facilities and equipment for Occupational Safety and Health infractions.

### community impact

To be recognized within Maricopa County and among U.S. County governments for innovative and effective risk management.

## performance measures

Performance Measure	FY 95-96	FY 96-97	FY 97-98 (Est.)	FY98-99 (Proj)
Workers' Comp Number of Claims	828	789	670	805
Workers' Comp Claims Paid	\$2,142,222	\$1,636,560	\$991,430	\$1,026,130
Workers' Comp Cost per Claim	\$2,587	\$2,074	\$1,480	\$1,275
General Liability Number of Claims	377	268	131	329
General Liability Claims Paid	\$781,959	\$1,401,935	\$30,245	\$31,304
General Liability Cost per Claim	\$2,074	\$5,231	\$231	\$95
Auto Physical Damage Number of Claims	854	804	692	829
Auto Physical Damage Claims Paid	\$570,059	\$470,561	\$295,122	\$305,451
Auto Physical Damage Cost per Claim	\$668	\$585	\$426	\$368
Auto Liability Number of Claims	170	494	282	371
Auto Liability Claims Paid	\$282,363	\$268,558	\$109,639	\$113,476
Auto Liability Cost per Claim	\$1,661	\$544	\$389	\$306
Property Number of Claims	67	100	63	86
Property Claims Paid	\$165,409	\$157,254	\$243,188	\$251,700
Property Cost per Claim	\$2,469	\$1,573	\$3,860	\$2,927
Medical Malpractice Number of Claims	41	23	9	35
Medical Malpractice Claims Paid	\$304,098	\$30,362	\$0	\$31,425
Medical Malpractice Cost per Claim	\$7,417	\$1,320	\$0	\$898

**Additional explanatory information, if needed:**

Number of Claims and Paid Claims represents the number and dollars paid in the year in which the event occurred. Amounts as valued on June 30, 1998, as reported in the Risk Master system.

FY 98/99 projected number of claims provided by actuarial report as of June 30, 1998. Claims paid is based on a 3.5% increase from prior year.

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

RISK MANAGEMENT  
Department 75

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
Internal Service	961,384	17,724,369	27,200	\$ 18,712,953	\$ 19,023,348
Totals	\$ 961,384	\$ 17,724,369	\$ 27,200	\$ 18,712,953	\$ 19,023,348

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

RISK MANAGEMENT  
Department 75

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ (2,913,443)	\$ (12,587,200)	\$ (2,913,443)	\$ -	\$ -	-
<b>REVENUE</b>						
602 PERSONAL PROPERTY TAXES	-	-	-	-	(8.00)	-100%
636 INTERNAL SERVICE CHARGES	5,358,237	6,755,906	5,358,237	18,134,977	-	0%
645 REV ALLOWANCES - PATIENT CARE	-	-	(348,181)	-	-	-
650 MISCELLANEOUS REVENUE	1,397,669	2,424,103	1,745,850	888,371	563,371.00	173%
Subtotal	\$ 6,755,906	\$ 9,180,009	\$ 6,755,906	\$ 19,023,348	\$ 563,363	3%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 759,301	\$ 732,573	\$ 781,370	\$ 802,955	\$ -	0%
705 TEMPORARY PAY	9,059	20,820	4,169	15,000	-	0%
710 SPECIAL PAY	-	-	-	2,640	-	0%
750 FRINGE BENEFITS	143,213	140,678	145,318	149,128	-	0%
780 SALARY ADJUSTMENTS	21,069	8,000	7,637	19,640	-	0%
790 OTHER PERSONAL SERVICES	-	15,435	-	-	-	-
797 PERSONNEL SAVINGS (NEG)	(27,979)	-	(33,831)	(27,979)	-	0%
Subtotal	\$ 904,663	\$ 917,506	\$ 904,663	\$ 961,384	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 25,515	\$ 37,957	\$ 25,515	\$ 86,315	\$ -	0%
805 CONTRACTUAL SERVICES	525,140	436,272	565,306	552,766	-	0%
810 LEGAL	255,000	141,822	296,666	162,500	-	0%
815 INSURANCE	13,387,255	13,377,510	13,243,757	14,000,778	-	0%
820 RENT	33,555	35,620	33,555	40,951	-	0%
825 REPAIRS AND MAINTENANCE	7,216	1,114	7,216	2,100	-	0%
826 FACILITIES MGMT DISCRETIONARY	100	1,000	100	500	-	0%
827 MATERIAL MGMT DISCRETIONARY	800	1,800	800	1,800	-	0%
828 MOTOR POOL	522	676	522	675	-	0%
829 FUEL	991	580	991	527	-	0%
830 TELECOM DISCRETIONARY	878	284	878	55,196	-	0%
832 COUNTY COUNSEL	1,537,500	1,530,000	1,537,500	2,129,434	-	0%
833 EMPLOYEE BENEFITS ADMIN	1,814	1,814	1,814	2,157	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	5,629	2,402	5,629	2,435	-	0%
837 BASE LEVEL TELECOM	11,460	11,772	11,460	9,798	-	0%
838 TELECOM WIRELESS SYSTEMS	108	1,321	108	2,600	-	0%
841 EMPLOYEE TRAVEL	16,000	15,077	16,166	19,300	-	0%
842 EDUCATION	1,950	15,725	1,950	20,950	-	0%
843 TRANSPORTATION/SHIPPING	400	3,045	400	4,655	-	0%
850 UTILITIES	30,000	18,000	35,000	25,000	-	0%
860 MISCELLANEOUS EXPENSE	101,955	119,168	102,455	178,482	-	0%
865 NON-OPERATING RESERVES	336,000	-	392,000	300,000	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	407,804	407,804	407,804	125,450	-	0%
Subtotal	\$ 16,687,592	\$ 16,160,763	\$ 16,687,592	\$ 17,724,369	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	22,200	17,775	22,200	27,200	-	0%
930 TRANSPORTATION	20,700	20,700	20,700	-	-	-
Subtotal	\$ 42,900	\$ 38,475	\$ 42,900	\$ 27,200	\$ -	0%
<b>Total Expenditures</b>	<b>\$ 17,635,155</b>	<b>\$ 17,116,744</b>	<b>\$ 17,635,155</b>	<b>\$ 18,712,953</b>	<b>\$ -</b>	<b>0%</b>
Operating Balance (Rev. - Exp.)	\$ (10,879,249)	\$ (7,936,735)	\$ (10,879,249)	\$ 310,395	\$ (563,363)	223%
Ending Fund Balance (Resources - Exp.)	\$ (13,792,692)	\$ (20,523,935)	\$ (13,792,692)	\$ 310,395	\$ (563,363)	223%

POSITION DISTRIBUTION		
Dept	WORKING TITLE	FTE
75 RISK MANAGEMENT	ACCOUNT CLERK III	1
	ADMINISTRATIVE ASSTNT III	2
	ADMINISTRATIVE COORD IV	3
	ADMINISTRATIVE COORD V	2
	CLAIMS ANALYST	3
	CLAIMS MANAGER	1
	ENVRNMNTL COMPLIANCE ANL	2
	FISCAL CONSULTANT	1
	GENL LIABILITY MGR	1
	LOSS CONTROL MANAGER	1
	SAFETY MANAGER	1
	SECRETARY	1
	75 Total	

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**TOTAL BUDGET BY PROGRAM**

**RISK MANAGEMENT**  
Agency 750

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
7510	OPERATIONS	\$ 961,384	\$ 187,456	\$ 7,200	\$ 1,156,040	\$ -
7520	INSURANCE AND CLAIMS	\$ -	\$ 16,636,913	\$ 20,000	\$ 16,656,913	\$ 18,630,098
<b>Totals:</b>		<b>\$ 961,384</b>	<b>\$ 16,824,369</b>	<b>\$ 27,200</b>	<b>\$ 17,812,953</b>	<b>\$ 18,630,098</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**RISK MANAGEMENT**  
Agency 750

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ (2,913,443)	\$ (12,567,200)	\$ (2,913,443)	\$ -	\$ 2,913,443	-100%
<b>REVENUE</b>						
636 INTERNAL SERVICE CHARGES	5,358,237	6,755,906	5,358,237	18,134,977	12,776,740.00	238%
645 REV ALLOWANCES - PATIENT CARE	-	-	(348,181)	-	348,181.00	-100%
650 MISCELLANEOUS REVENUE	1,397,669	-	232,944	495,121	262,177.00	113%
Total Revenue	\$ 6,755,906	\$ 6,755,906	\$ 5,243,000	\$ 18,630,098	\$ 13,387,098	255%
Total Resources	\$ 3,842,463	\$ (5,831,294)	\$ 2,329,557	\$ 18,630,098	\$ 16,300,541	700%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 759,301	\$ 732,573	\$ 781,370	\$ 802,955	\$ (21,585)	-3%
705 TEMPORARY PAY	9,059	20,820	4,169	15,000	(10,831)	-260%
710 SPECIAL PAY	-	-	-	2,640	(2,640)	
750 FRINGE BENEFITS	143,213	140,678	145,318	149,128	(3,810)	-3%
780 SALARY ADJUSTMENTS	21,069	8,000	7,637	19,640	(12,003)	-157%
790 OTHER PERSONAL SERVICES	-	15,435	-	-	-	
797 PERSONNEL SAVINGS (NEG)	(27,979)	-	(33,831)	(27,979)	(5,852)	17%
Subtotal	\$ 904,663	\$ 917,506	\$ 904,663	\$ 961,384	\$ (56,721)	-6%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 25,515	\$ 37,957	\$ 25,515	\$ 86,315	\$ (60,800)	-238%
805 CONTRACTUAL SERVICES	525,140	291,272	324,306	357,766	(33,460)	-10%
810 LEGAL	255,000	15,123	46,666	12,500	34,166	73%
815 INSURANCE	13,387,255	13,377,510	13,243,757	13,775,778	(532,021)	-4%
820 RENT	33,555	35,620	33,555	40,951	(7,396)	-22%
825 REPAIRS AND MAINTENANCE	7,216	1,114	7,216	2,100	5,116	71%
826 FACILITIES MGMT DISCRETIONARY	100	1,000	100	500	(400)	-400%
827 MATERIAL MGMT DISCRETIONARY	800	1,800	800	1,800	(1,000)	-125%
828 MOTOR POOL	522	676	522	675	(153)	-29%
829 FUEL	991	580	991	527	464	47%
830 TELECOM DISCRETIONARY	878	284	878	55,196	(54,318)	-6187%
832 COUNTY COUNSEL	1,537,500	1,530,000	1,537,500	2,129,434	(591,934)	-38%
833 EMPLOYEE BENEFITS ADMIN	1,814	1,814	1,814	2,157	(343)	-19%
834 BASE LEVEL EQ SERVICES CHARGES	5,629	2,402	5,629	2,435	3,194	57%
837 BASE LEVEL TELECOM	11,460	11,772	11,460	9,798	1,662	15%
838 TELECOM WIRELESS SYSTEMS	108	1,321	108	2,600	(2,492)	-2307%
841 EMPLOYEE TRAVEL	16,000	14,627	15,166	18,300	(3,134)	-21%
842 EDUCATION	1,950	13,325	1,950	17,750	(15,800)	-810%
843 TRANSPORTATION/SHIPPING	400	2,800	400	4,355	(3,955)	-989%
850 UTILITIES	30,000	-	5,000	-	5,000	100%
860 MISCELLANEOUS EXPENSE	101,955	118,768	99,455	177,982	(78,527)	-79%
865 NON-OPERATING RESERVES	336,000	-	56,000	-	56,000	100%
880 TRANSFERS OUT TO OTHER FUNDS	407,804	407,804	407,804	125,450	282,354	69%
Subtotal	\$ 16,687,592	\$ 15,867,569	\$ 15,826,592	\$ 16,824,369	\$ (997,777)	-6%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	22,200	17,775	22,200	27,200	(5,000)	-23%
930 TRANSPORTATION	20,700	20,700	20,700	-	20,700	100%
Subtotal	\$ 42,900	\$ 38,475	\$ 42,900	\$ 27,200	\$ 15,700	37%
Total Expenditures	\$ 17,635,155	\$ 16,823,550	\$ 16,774,155	\$ 17,812,953	\$ (1,038,798)	-6%
Operating Balance (Rev. - Exp.)	\$ (10,879,249)	\$ (10,067,644)	\$ (11,531,155)	\$ 817,145	\$ (12,348,300)	107%
Ending Fund Balance (Resources - Exp.)	\$ (13,792,692)	\$ (22,654,844)	\$ (14,444,598)	\$ 817,145	\$ (15,261,743)	106%

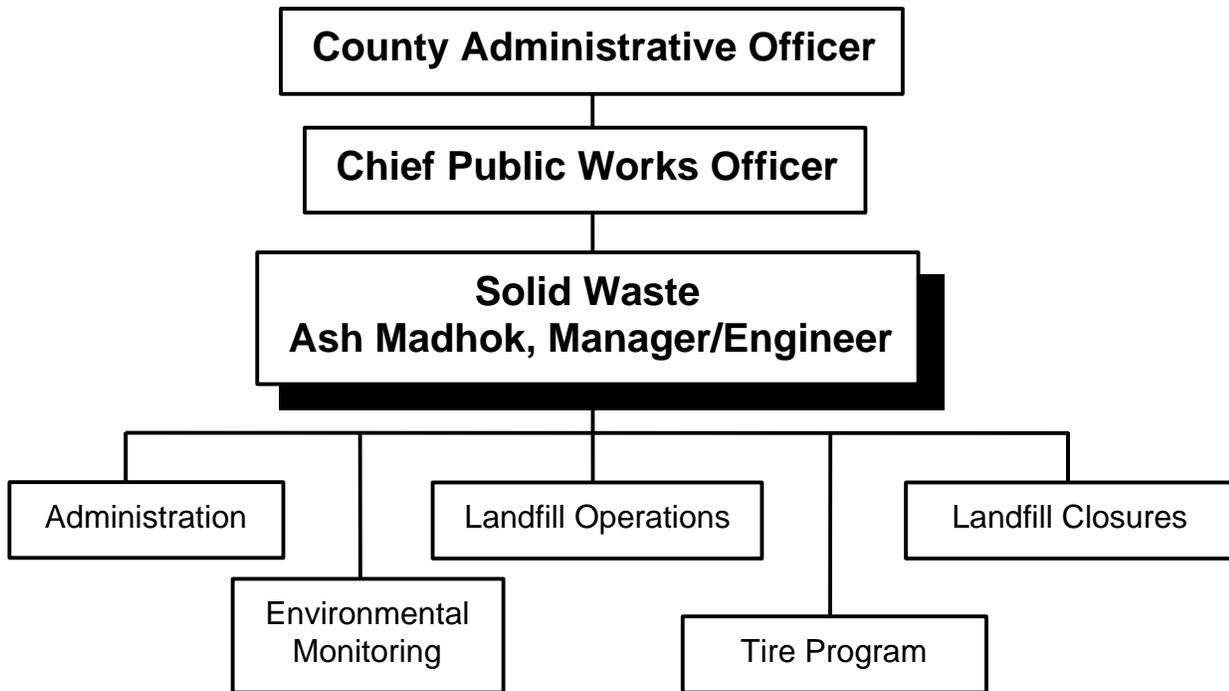


TOTAL BUDGET BY PROGRAM						
RISK MANAGEMENT						
Agency 752						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
7533	ENVIRONMENTAL CLEANUP	\$ -	\$ 900,000	\$ -	\$ 900,000	\$ 393,250
<b>Totals:</b>		<b>\$ -</b>	<b>\$ 900,000</b>	<b>\$ -</b>	<b>\$ 900,000</b>	<b>\$ 393,250</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
RISK MANAGEMENT							
Agency 752							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>REVENUE</b>							
650 MISCELLANEOUS REVENUE	-	2,424,103	1,512,906	393,250	(1,119,656.00)	-74%	
Total Revenue	\$ -	\$ 2,424,103	\$ 1,512,906	\$ 393,250	\$ (1,119,656)	-74%	
<b>EXPENDITURES</b>							
<b>SUPPLIES AND SERVICES</b>							
805 CONTRACTUAL SERVICES	-	145,000	241,000	195,000	46,000	19%	
810 LEGAL	-	126,699	250,000	150,000	100,000	40%	
815 INSURANCE	-	-	-	225,000	(225,000)		
841 EMPLOYEE TRAVEL	-	450	1,000	1,000	-	0%	
842 EDUCATION	-	2,400	-	3,200	(3,200)		
843 TRANSPORTATION/SHIPPING	-	245	-	300	(300)		
850 UTILITIES	-	18,000	30,000	25,000	5,000	17%	
860 MISCELLANEOUS EXPENSE	-	400	3,000	500	2,500	83%	
865 NON-OPERATING RESERVES	-	-	336,000	300,000	36,000	11%	
Subtotal	\$ -	\$ 293,194	\$ 861,000	\$ 900,000	\$ (39,000)	-5%	
Total Expenditures	\$ -	\$ 293,194	\$ 861,000	\$ 900,000	\$ (39,000)	-5%	
Operating Balance (Rev. - Exp.)	\$ -	\$ 2,130,909	\$ 651,906	\$ (506,750)	\$ 1,158,656	178%	



**solid waste (67)**



**mission**

The Solid Waste Management Department is in the business to either provide or contract for solid waste disposal or waste transfer facilities.

**program goals**

Ensure that solid waste transfer and disposal services are provided by the County or through a private contractor. Provide post closure environmental monitoring for all closed landfills with all rules and regulations. Recycling program for all waste tires generated in the state.

**community impact**

The County either provides or arranges the disposal/transfer services for our customers, the citizens, and government agencies within Maricopa County. Arizona state law ARS 49-741 obligates the County to ensure that solid waste disposal services are available unless a private operator is providing the identical services.



DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY					
SOLID WASTE Department 67					
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
Special Revenue	417,330	3,747,057	-	\$ 4,164,387	\$ 3,020,964
Enterprise Funds	754,612	382,326	83,000	\$ 1,219,938	\$ 10,070,606
Totals	\$ 1,171,942	\$ 4,129,383	\$ 83,000	\$ 5,384,325	\$ 13,091,570

EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT						
SOLID WASTE Department 67						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 8,392,597	\$ 8,392,597	\$ 8,392,597	\$ 8,966,438	\$ -	0%
REVENUE						
620 INTERGOVERNMENTAL	2,720,000	2,720,000	2,720,000	2,839,530	-	0%
635 FEES & CHARGES	260,000	2,260,000	260,000	60,000	-	0%
650 MISCELLANEOUS REVENUE	567,000	1,058,000	567,000	1,225,602	-	0%
Subtotal	\$ 3,547,000	\$ 6,038,000	\$ 3,547,000	\$ 4,125,132	\$ -	0%
<b>EXPENDITURES</b>						
PERSONAL SERVICES						
701 REGULAR PAY	\$ 439,006	\$ 411,970	\$ 432,217	\$ 459,109	\$ -	0%
705 TEMPORARY PAY	413,650	240,302	563,343	514,763	-	0%
750 FRINGE BENEFITS	140,081	177,129	154,113	160,442	-	0%
780 SALARY ADJUSTMENTS	16,267	55,830	44,851	22,628	-	0%
790 OTHER PERSONAL SERVICES	25,000	5,000	49,500	15,000	-	0%
Subtotal	\$ 1,034,004	\$ 890,231	\$ 1,244,024	\$ 1,171,942	\$ -	0%
SUPPLIES AND SERVICES						
801 GENERAL SUPPLIES	\$ 28,000	\$ 31,000	\$ 29,651	\$ 139,275	\$ -	0%
805 CONTRACTUAL SERVICES	5,183,431	4,601,028	5,576,028	7,166,814	-	0%
810 LEGAL	25,000	35,000	25,000	50,000	-	0%
820 RENT	1,152,000	1,155,000	1,152,000	626,900	-	0%
825 REPAIRS AND MAINTENANCE	10,000	10,000	10,000	76,000	-	0%
829 FUEL	65,000	116,881	72,881	168,000	-	0%
830 TELECOM DISCRETIONARY	20,000	20,000	20,000	12,000	-	0%
832 COUNTY COUNSEL	41,000	36,000	41,000	41,000	-	0%
833 EMPLOYEE BENEFITS ADMIN	1,814	1,988	1,814	1,814	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	119,000	198,000	127,351	165,000	-	0%
836 RISK MANAGEMENT	16,951	27,951	16,951	42,483	-	0%
838 TELECOM WIRELESS SYSTEMS	4,492	6,000	4,492	32,160	-	0%
839 OTHER INTERNAL SVCS CHARGES	20,000	20,000	20,000	20,000	-	0%
842 EDUCATION	2,000	1,000	2,000	2,000	-	0%
850 UTILITIES	-	-	-	1,200	-	0%
860 MISCELLANEOUS EXPENSE	18,960	332,905	298,960	158,740	-	0%
874 OTHER NEGATIVE ADJUSTMENTS	(4,346,995)	(3,198,732)	(4,346,995)	(4,956,238)	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	420,231	420,231	420,231	382,235	-	0%
Subtotal	\$ 2,780,884	\$ 3,814,252	\$ 3,471,364	\$ 4,129,383	\$ -	0%
CAPITAL OUTLAY						
920 EQUIPMENT	220,000	220,000	220,000	83,000	-	0%
Subtotal	\$ 220,000	\$ 220,000	\$ 220,000	\$ 83,000	\$ -	0%
Total Expenditures	\$ 4,034,888	\$ 4,924,483	\$ 4,935,388	\$ 5,384,325	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (487,888)	\$ 1,113,517	\$ (1,388,388)	\$ (1,259,193)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ 7,904,709	\$ 9,506,114	\$ 7,004,209	\$ 7,707,245	\$ -	0%

POSITION DISTRIBUTION		
Dept	Working Title	FTE
67 SOLID WASTE	ADMINISTRATIVE ASSTNT III	1
	CASHIER	2
	DIRECTOR	0.3
	LANDFILL OPERATNS SPEC I	2
	LANDFILL OPERATNS SPEC II	6
	PUBLIC WORKS LEADER	0.5
	SECURITY SERVICE WORKER	3
	TIRE COORDINATOR	1
	TRANSPORTER	2
67 Total		17.8

maricopa county

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TOTAL BUDGET BY PROGRAM						
SOLID WASTE						
Agency 670						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
6710	ADMINISTRATION	\$ 102,694	\$ 610,824	\$ -	\$ 713,518	\$ 9,647,186
6745	TRANSFER STATIONS	\$ 160,680	\$ 262,740	\$ 83,000	\$ 506,420	\$ 423,420
6790	LANDFILL CLOSURES	\$ 491,238	\$ (491,238)	\$ -	\$ -	\$ -
<b>Totals:</b>		<b>\$ 754,612</b>	<b>\$ 382,326</b>	<b>\$ 83,000</b>	<b>\$ 1,219,938</b>	<b>\$ 10,070,606</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT								
SOLID WASTE								
Agency 670								
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%		
<b>RESOURCES</b>								
Beginning Fund Balance	\$ 6,286,776	\$ 6,286,776	\$ 6,286,776	\$ 8,845,004	\$ 2,558,228	41%		
<b>REVENUE</b>								
635 FEES & CHARGES	200,000	2,200,000	200,000	-	(200,000.00)	-100%		
650 MISCELLANEOUS REVENUE	567,000	1,058,000	567,000	1,225,602	658,602.00	116%		
Total Revenue	\$ 767,000	\$ 3,258,000	\$ 767,000	\$ 1,225,602	\$ 458,602	60%		
Total Resources	\$ 7,053,776	\$ 9,544,776	\$ 7,053,776	\$ 10,070,606	\$ 3,016,830	43%		
<b>EXPENDITURES</b>								
<b>PERSONAL SERVICES</b>								
701 REGULAR PAY	\$ 236,705	\$ 261,970	\$ 227,611	\$ 217,493	\$ 10,118	4%		
705 TEMPORARY PAY	350,000	205,302	507,884	414,763	93,121	18%		
750 FRINGE BENEFITS	86,506	124,225	101,120	96,728	4,392	4%		
780 SALARY ADJUSTMENTS	12,984	40,830	35,100	10,628	24,472	70%		
790 OTHER PERSONAL SERVICES	25,000	5,000	49,500	15,000	34,500	70%		
Subtotal	\$ 711,195	\$ 637,327	\$ 921,215	\$ 754,612	\$ 166,603	18%		
<b>SUPPLIES AND SERVICES</b>								
801 GENERAL SUPPLIES	\$ 20,000	\$ 23,000	\$ 21,651	\$ 119,275	\$ (97,624)	-451%		
805 CONTRACTUAL SERVICES	2,835,000	1,907,597	2,907,597	4,097,000	(1,189,403)	-41%		
820 RENT	875,000	875,000	875,000	276,900	598,100	68%		
825 REPAIRS AND MAINTENANCE	10,000	10,000	10,000	76,000	(66,000)	-660%		
829 FUEL	50,000	81,881	57,881	118,000	(60,119)	-104%		
830 TELECOM DISCRETIONARY	20,000	20,000	20,000	12,000	8,000	40%		
832 COUNTY COUNSEL	7,000	2,000	7,000	-	7,000	100%		
833 EMPLOYEE BENEFITS ADMIN	1,814	1,988	1,814	1,814	-	0%		
834 BASE LEVEL EQ SERVICES CHARGES	102,000	181,000	110,351	115,000	(4,649)	-4%		
836 RISK MANAGEMENT	4,000	15,000	4,000	20,000	(16,000)	-400%		
838 TELECOM WIRELESS SYSTEMS	4,492	5,000	4,492	24,400	(19,908)	-443%		
842 EDUCATION	2,000	1,000	2,000	2,000	-	0%		
850 UTILITIES	-	-	-	1,200	(1,200)			
860 MISCELLANEOUS EXPENSE	8,055	42,000	8,055	92,740	(84,685)	-1051%		
874 OTHER NEGATIVE ADJUSTMENTS	(4,346,995)	(3,198,732)	(4,346,995)	(4,956,238)	609,243	-14%		
880 TRANSFERS OUT TO OTHER FUNDS	420,231	420,231	420,231	382,235	37,996	9%		
Subtotal	\$ 12,597	\$ 386,965	\$ 103,077	\$ 382,326	\$ (279,249)	-271%		
<b>CAPITAL OUTLAY</b>								
920 EQUIPMENT	-	-	-	83,000	(83,000)			
Subtotal	\$ -	\$ -	\$ -	\$ 83,000	\$ (83,000)			
Total Expenditures	\$ 723,792	\$ 1,024,292	\$ 1,024,292	\$ 1,219,938	\$ (195,646)	-19%		
Operating Balance (Rev. - Exp.)	\$ 43,208	\$ 2,233,708	\$ (257,292)	\$ 5,664	\$ (262,956)	102%		
Ending Fund Balance (Resources - Exp.)	\$ 6,329,984	\$ 8,520,484	\$ 6,029,484	\$ 8,850,668	\$ (2,821,184)	-47%		

**TOTAL BUDGET BY PROGRAM**

**SOLID WASTE**

Agency 674

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
6780	WASTE TIRE RECYCLING	\$ 417,330	\$ 3,747,057	\$ -	\$ 7,185,351	\$ 3,020,964
<b>Totals:</b>		<b>\$ 417,330</b>	<b>\$ 3,747,057</b>	<b>\$ -</b>	<b>\$ 7,185,351</b>	<b>\$ 3,020,964</b>

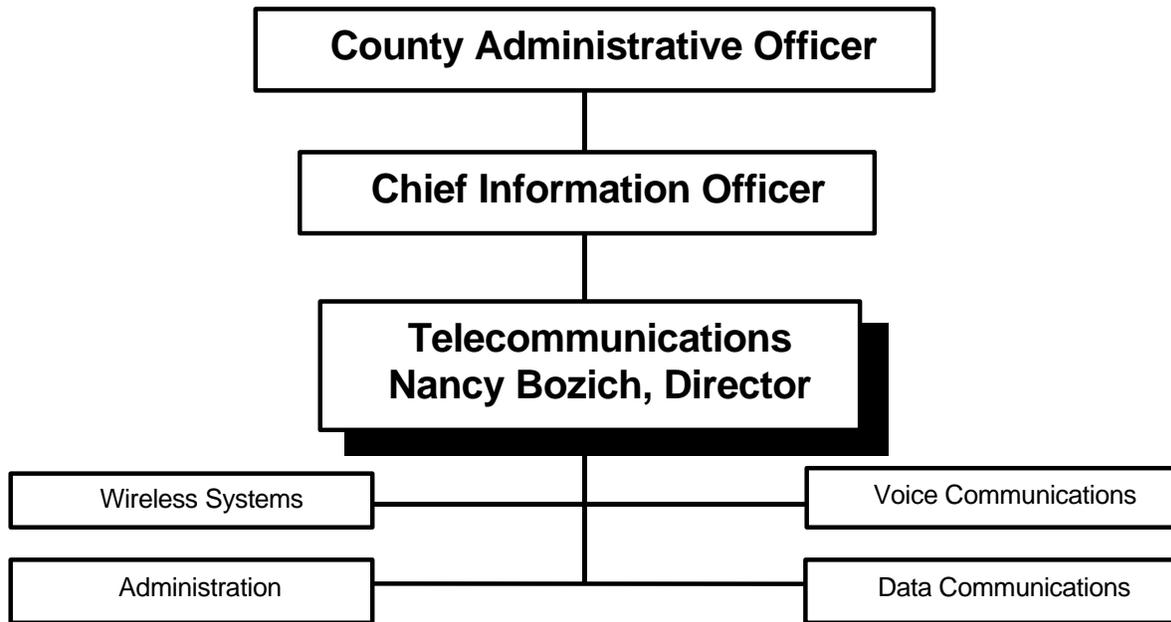
**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**SOLID WASTE**

Agency 674

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 2,105,821	\$ 2,105,821	\$ 2,105,821	\$ 121,434	\$ (1,984,387)	-94%
<b>REVENUE</b>						
620 INTERGOVERNMENTAL	2,720,000	2,720,000	2,720,000	2,839,530	119,530.00	4%
635 FEES & CHARGES	60,000	60,000	60,000	60,000	-	0%
Total Revenue	\$ 2,780,000	\$ 2,780,000	\$ 2,780,000	\$ 2,899,530	\$ 119,530	4%
Total Resources	\$ 4,885,821	\$ 4,885,821	\$ 4,885,821	\$ 3,020,964	\$ (1,864,857)	-38%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 202,301	\$ 150,000	\$ 204,606	\$ 241,616	\$ (37,010)	-18%
705 TEMPORARY PAY	63,650	35,000	55,459	100,000	(44,541)	-80%
750 FRINGE BENEFITS	53,575	52,904	52,993	63,714	(10,721)	-20%
780 SALARY ADJUSTMENTS	3,283	15,000	9,751	12,000	(2,249)	-23%
Subtotal	\$ 322,809	\$ 252,904	\$ 322,809	\$ 417,330	\$ (94,521)	-29%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 8,000	\$ 8,000	\$ 8,000	\$ 20,000	\$ (12,000)	-150%
805 CONTRACTUAL SERVICES	2,348,431	2,693,431	2,668,431	3,069,814	(401,383)	-15%
810 LEGAL	25,000	35,000	25,000	50,000	(25,000)	-100%
820 RENT	277,000	280,000	277,000	350,000	(73,000)	-26%
829 FUEL	15,000	35,000	15,000	50,000	(35,000)	-233%
832 COUNTY COUNSEL	34,000	34,000	34,000	41,000	(7,000)	-21%
834 BASE LEVEL EQ SERVICES CHARGES	17,000	17,000	17,000	50,000	(33,000)	-194%
836 RISK MANAGEMENT	12,951	12,951	12,951	22,483	(9,532)	-74%
838 TELECOM WIRELESS SYSTEMS	-	1,000	-	7,760	(7,760)	
839 OTHER INTERNAL SVCS CHARGES	20,000	20,000	20,000	20,000	-	0%
860 MISCELLANEOUS EXPENSE	10,905	290,905	290,905	66,000	224,905	77%
Subtotal	\$ 2,768,287	\$ 3,427,287	\$ 3,368,287	\$ 3,747,057	\$ (378,770)	-11%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	220,000	220,000	220,000	-	220,000	100%
Subtotal	\$ 220,000	\$ 220,000	\$ 220,000	\$ -	\$ 220,000	100%
Total Expenditures	\$ 3,311,096	\$ 3,900,191	\$ 3,911,096	\$ 4,164,387	\$ (253,291)	-6%
Operating Balance (Rev. - Exp.)	\$ (531,096)	\$ (1,120,191)	\$ (1,131,096)	\$ (1,264,857)	\$ 133,761	-12%
Ending Fund Balance (Resources - Exp.)	\$ 1,574,725	\$ 985,630	\$ 974,725	\$ (1,143,423)	\$ 2,118,148	217%

## telecommunications (76)



### mission

To provide a communications infrastructure that will transport voice, data, video and radio information at the least cost using the most reliable technologies.

### program goals

Transition 1375 public safety radios onto the County's 800Mhz-radio system, these will be able communicate in a digital, encrypted environment.

Negotiate Intergovernmental Agreements with non-County governmental agencies resulting in an expansion of the County's 800Mhz-radio system and improved intergovernmental communications.

Provide a centralized voice and data infrastructure to accommodate telecommuting county employees.

Install a cost effective, full-featured ACD system with interactive voice response off our phone switch. This will enhance the support the County's STAR call center provides our citizens.

Interconnect the networks of the City of Phoenix, Maricopa County, and the State of Arizona by using government owned dark fiber. This will allow the municipalities to exchange data over a high-speed network at a low cost.

### community impact

Departments throughout Maricopa County depend on the services and support of the Telecommunications Department for the delivery of their own services to the public. Whether these departments interface to the public is via phone, the Internet, or interactive voice response, Telecommunications has built and maintains the infrastructure. Further, the radio and microwave infrastructure Telecommunications has built and maintains, directly supports the Sheriff's Office and other public safety departments.

### performance measures

Performance Measure	FY 96-97	FY 97-98	FY98-99 (Est.)	FY99-00 (Proj)
Days to complete repair orders on 800Mhz radios..	2	2	2	2
Days to complete voice system work orders.	10	10	7	7
Hours to complete critical voice repairs	4	4	2	2
Days to complete data work orders, less than 15 connections		10	7	7
Days to complete data work orders, 16 to 30 connections		14	10	10
Hours to complete critical data repair orders			<4	<4
Hours to complete non-critical data repair orders			<8	<8

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

TELECOMMUNICATIONS  
Department 76

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
Internal Service	2,289,328	7,850,139	830,740	\$ 10,970,207	\$ 11,366,281
Totals	\$ 2,289,328	\$ 7,850,139	\$ 830,740	\$ 10,970,207	\$ 11,366,281

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

TELECOMMUNICATIONS  
Department 76

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 300,000	\$ -	\$ 300,000	\$ 1,242,339	\$ -	0%
<b>REVENUE</b>						
602 PERSONAL PROPERTY TAXES	-	-	-	-	-	-
636 INTERNAL SERVICE CHARGES	9,710,625	10,261,964	9,710,625	10,093,942	-	0%
645 REV ALLOWANCES - PATIENT CARE	-	-	-	-	-	-
650 MISCELLANEOUS REVENUE	30,000	46,052	30,000	30,000	-	0%
Subtotal	\$ 9,740,625	\$ 10,308,016	\$ 9,740,625	\$ 10,123,942	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,608,115	\$ 1,520,097	\$ 1,656,506	\$ 1,800,627	\$ -	0%
705 TEMPORARY PAY	-	18,729	2	-	-	-
710 SPECIAL PAY	92,585	104,701	92,563	92,585	-	0%
750 FRINGE BENEFITS	286,976	274,709	292,722	318,289	-	0%
780 SALARY ADJUSTMENTS	43,394	-	13,938	46,827	-	0%
790 OTHER PERSONAL SERVICES	-	-	-	-	-	-
797 PERSONNEL SAVINGS (NEG)	(109,000)	-	(133,661)	(109,000)	-	0%
Subtotal	\$ 2,088,528	\$ 2,047,342	\$ 2,088,528	\$ 2,289,328	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 665,000	\$ 1,036,857	\$ 665,000	\$ 419,000	\$ -	0%
805 CONTRACTUAL SERVICES	563,000	282,092	563,000	560,000	-	0%
820 RENT	684,000	656,911	684,000	710,000	-	0%
825 REPAIRS AND MAINTENANCE	870,700	666,016	870,700	1,420,581	-	0%
826 FACILITIES MGMT DISCRETIONARY	10,000	-	10,000	10,000	-	0%
827 MATERIAL MGMT DISCRETIONARY	-	813	-	-	-	-
829 FUEL	700	7,770	700	7,989	-	0%
832 COUNTY COUNSEL	15,375	15,214	15,375	7,283	-	0%
833 EMPLOYEE BENEFITS ADMIN	4,162	4,162	4,162	4,696	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	21,312	69,242	21,312	105,415	-	0%
836 RISK MANAGEMENT	5,160	5,160	5,160	33,731	-	0%
842 EDUCATION	43,000	49,307	43,000	43,000	-	0%
843 TRANSPORTATION/SHIPPING	-	4,275	-	500	-	0%
850 UTILITIES	4,044,475	4,568,287	4,044,475	3,939,448	-	0%
860 MISCELLANEOUS EXPENSE	1,500	7,329	1,500	9,500	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	363,643	363,643	363,643	308,271	-	0%
Subtotal	\$ 7,406,597	\$ 7,737,078	\$ 7,406,597	\$ 7,850,139	\$ -	0%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	545,500	55,500	545,500	830,740	-	0%
Subtotal	\$ 545,500	\$ 55,500	\$ 545,500	\$ 830,740	\$ -	0%
<b>Total Expenditures</b>	<b>\$ 10,040,625</b>	<b>\$ 9,839,920</b>	<b>\$ 10,040,625</b>	<b>\$ 10,970,207</b>	<b>\$ -</b>	<b>0%</b>
Operating Balance (Rev. - Exp.)	\$ (300,000)	\$ 468,096	\$ (300,000)	\$ (846,265)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ -	\$ 468,096	\$ -	\$ 396,074	\$ -	0%



POSITION DISTRIBUTION			
Dept		WORKING TITLE	FTE
76	TELECOMMUNICATIONS	ADMINISTRATIVE ASSTNT I	2
		ADMINISTRATIVE COORD II	1
		ADMINISTRATIVE COORD III	2
		ADMINISTRATIVE COORD IV	1
		ADMINISTRATOR I	1
		FROM ATC BUDGET	1
		FROM CTYADM BUDGET	1
		IT PROFESSIONAL - CP	31
		IT PROFESSIONAL-SENIOR-CP	1
		IT TECHNOLOGY OFFCR-CP	1
76	Total		42

maricopa county

# strategies 2000

**TOTAL BUDGET BY PROGRAM**

**TELECOMMUNICATIONS**

Agency 760

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
7610	ADMINISTRATION	\$ 505,220	\$ 4,000,513	\$ 55,440	\$ 4,561,173	\$ 7,892,276
7620	WIRELESS SYSTEMS	\$ 772,558	\$ 485,543	-	\$ 1,258,101	\$ 1,381,596
7630	TRANSMISSION SYSTEMS	\$ 459,291	\$ 1,371,004	-	\$ 1,830,295	\$ -
7640	NETWORK OPERATIONS	\$ 552,259	\$ 1,993,079	-	\$ 2,545,338	\$ 2,092,409
<b>Totals:</b>		<b>\$ 2,289,328</b>	<b>\$ 7,850,139</b>	<b>\$ 55,440</b>	<b>\$ 10,194,907</b>	<b>\$ 11,366,281</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**TELECOMMUNICATIONS**

Agency 760

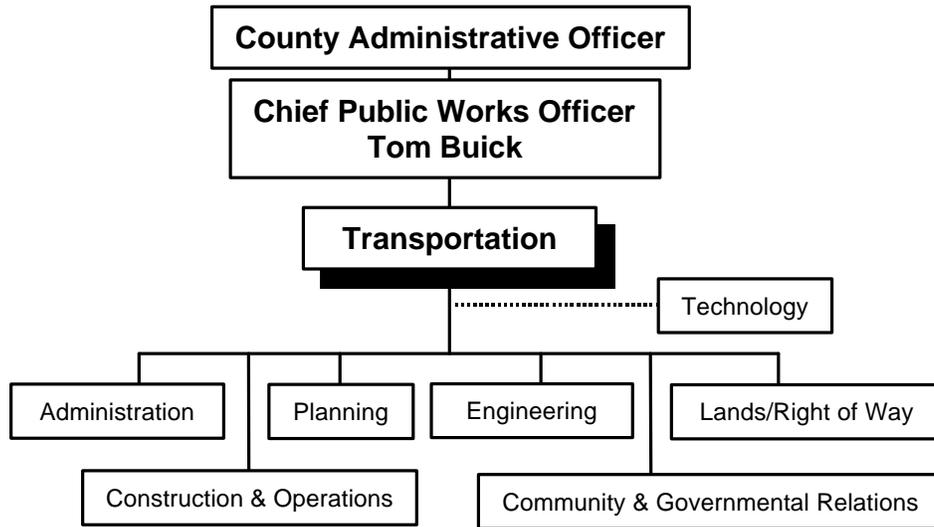
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 300,000	\$ -	\$ 300,000	\$ 1,242,339	\$ 942,339	314%
<b>REVENUE</b>						
636 INTERNAL SERVICE CHARGES	9,710,625	10,261,964	9,710,625	10,093,942	383,317.00	4%
650 MISCELLANEOUS REVENUE	30,000	46,052	30,000	30,000	-	0%
Total Revenue	\$ 9,740,625	\$ 10,308,016	\$ 9,740,625	\$ 10,123,942	\$ 383,317	4%
Total Resources	\$ 10,040,625	\$ 10,308,016	\$ 10,040,625	\$ 11,366,281	\$ 1,325,656	13%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 1,608,115	\$ 1,520,097	\$ 1,656,506	\$ 1,800,627	\$ (144,121)	-9%
705 TEMPORARY PAY	-	18,729	2	-	2	100%
710 SPECIAL PAY	92,585	104,701	92,563	92,585	(22)	0%
750 FRINGE BENEFITS	286,976	274,709	292,722	318,289	(25,567)	-9%
780 SALARY ADJUSTMENTS	43,394	-	13,938	46,827	(32,889)	-236%
796 P S INTER-FUND CHARGES	166,458	129,106	166,458	140,000	26,458	16%
797 PERSONNEL SAVINGS (NEG)	(109,000)	-	(133,661)	(109,000)	(24,661)	18%
Subtotal	\$ 2,088,528	\$ 2,047,342	\$ 2,088,528	\$ 2,289,328	\$ (200,800)	-10%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 665,000	\$ 1,036,857	\$ 665,000	\$ 419,000	\$ 246,000	37%
805 CONTRACTUAL SERVICES	563,000	282,092	563,000	560,000	3,000	1%
820 RENT	684,000	656,911	684,000	710,000	(26,000)	-4%
825 REPAIRS AND MAINTENANCE	870,700	666,016	870,700	1,420,581	(549,881)	-63%
826 FACILITIES MGMT DISCRETIONARY	10,000	-	10,000	10,000	-	0%
827 MATERIAL MGMT DISCRETIONARY	-	813	-	-	-	-
829 FUEL	700	7,770	700	7,989	(7,289)	-1041%
832 COUNTY COUNSEL	15,375	15,214	15,375	7,283	8,092	53%
833 EMPLOYEE BENEFITS ADMIN	4,162	4,162	4,162	4,696	(534)	-13%
834 BASE LEVEL EQ SERVICES CHARGES	21,312	69,242	21,312	105,415	(84,103)	-395%
836 RISK MANAGEMENT	5,160	5,160	5,160	33,731	(28,571)	-554%
842 EDUCATION	43,000	49,307	43,000	43,000	-	0%
843 TRANSPORTATION/SHIPPING	-	4,275	-	500	(500)	-
850 UTILITIES	4,044,475	4,568,287	4,044,475	3,939,448	105,027	3%
860 MISCELLANEOUS EXPENSE	1,500	7,329	1,500	9,500	(8,000)	-533%
875 BONDS AND RELATED EXPENSE	114,570	-	114,570	270,725	(156,155)	-136%
880 TRANSFERS OUT TO OTHER FUNDS	363,643	363,643	363,643	308,271	55,372	15%
Subtotal	\$ 7,406,597	\$ 7,737,078	\$ 7,406,597	\$ 7,850,139	\$ (443,542)	-6%
<b>CAPITAL OUTLAY</b>						
920 EQUIPMENT	55,500	55,500	55,500	55,440	60	0%
Subtotal	\$ 55,500	\$ 55,500	\$ 55,500	\$ 55,440	\$ 60	0%
Total Expenditures	\$ 9,550,625	\$ 9,839,920	\$ 9,550,625	\$ 10,194,907	\$ (644,282)	-7%
Operating Balance (Rev. - Exp.)	\$ 190,000	\$ 468,096	\$ 190,000	\$ (70,965)	\$ 260,965	137%
Ending Fund Balance (Resources - Exp.)	\$ 490,000	\$ 468,096	\$ 490,000	\$ 1,171,374	\$ (681,374)	-139%



TOTAL BUDGET BY PROGRAM						
TELECOMMUNICATIONS						
Agency 762						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
7621	WIRELESS INFRASTRUCTURE	\$ -	\$ -	\$ 310,300	\$ 310,300	\$ -
7631	VOICE SYSTEMS INFRASTRUCTURE	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ -
7641	NETWORKS INFRASTRUCTURE	\$ -	\$ -	\$ 445,000	\$ 445,000	\$ -
<b>Totals:</b>		\$ -	\$ -	\$ 775,300	\$ 775,300	\$ -

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
TELECOMMUNICATIONS						
Agency 762						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>EXPENDITURES</b>						
CAPITAL OUTLAY						
920 EQUIPMENT	490,000	-	490,000	775,300	(285,300)	-58%
Subtotal	\$ 490,000	\$ -	\$ 490,000	\$ 775,300	\$ (285,300)	-58%
Total Expenditures	\$ 490,000	\$ -	\$ 490,000	\$ 775,300	\$ (285,300)	-58%

**transportation (64)**



**mission**

Provide a quality transportation system for Maricopa County.

**program goals**

Provide a quality transportation system for the residents of Maricopa County. Manage public roads and bridges within the jurisdiction of Maricopa County. Improve the quality of the road system by rehabilitating roadways. Develop and implement a balanced, cost effective and publicly acceptable program of projects that serve the region's transportation needs. Provide a full range of traffic engineering functions for Maricopa County highways. Provide professional right-of-way services for MCDOT in accordance with International Right-of-Way Association guidelines.

**community impact**

Department provides to the public a well maintained road system, with continually improving quality of service. While work is primarily in the unincorporated portion of the County, all citizens benefit from these services. In addition to maintenance, operations and traffic control activities, Department implements Capital Improvement Projects, which form an integral part of the County roadway network. These projects either link unincorporated areas, serve unincorporated areas or are done in partnership with State or municipalities.

**performance measures**

Performance Measure	FY 96-97	FY 97-98	FY 98-99 (Est.)	FY 99-00 (Proj)
Number lane miles maintained	5989	5965	5950	5958
Percent of CIP Execution	70	82	80	80

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

TRANSPORTATION  
Department 64

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
Special Revenue	21,878,185	22,888,828	74,098,964	\$ 118,865,977	\$ 133,436,280
<b>Totals</b>	<b>\$ 21,878,185</b>	<b>\$ 22,888,828</b>	<b>\$ 74,098,964</b>	<b>\$ 118,865,977</b>	<b>\$ 133,436,280</b>

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

TRANSPORTATION  
Department 64

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 65,152,682	\$ 56,500,000	\$ 65,152,682	\$ 43,800,000	\$ -	0%
<b>REVENUE</b>						
610 LICENSES AND PERMITS	242,000	600,000	242,000	800,000	-	0%
615 GRANTS	750,000	5,000,000	6,081,308	1,000,000	-	0%
620 INTERGOVERNMENTAL	81,957,977	83,823,000	81,957,977	86,116,280	-	0%
635 FEES & CHARGES	25,000	25,000	25,000	50,000	-	0%
650 MISCELLANEOUS REVENUE	1,015,000	1,515,000	1,015,000	1,670,000	-	0%
Subtotal	\$ 83,989,977	\$ 90,963,000	\$ 89,321,285	\$ 89,636,280	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 17,570,539	\$ 15,419,000	\$ 17,592,061	\$ 17,743,598	\$ -	0%
705 TEMPORARY PAY	381,558	427,278	396,565	602,269	-	0%
710 SPECIAL PAY	348,484	432,450	364,828	492,293	-	0%
750 FRINGE BENEFITS	3,559,679	3,239,052	3,563,250	3,759,111	-	0%
780 SALARY ADJUSTMENTS	373,103	352,998	316,659	650,403	-	0%
795 P S INTER-FUND CREDIT (NEG)	(69,343)	-	(69,343)	-	-	-
797 PERSONNEL SAVINGS (NEG)	(821,985)	600,000	(821,985)	(1,369,489)	-	0%
Subtotal	\$ 21,342,035	\$ 20,470,778	\$ 21,342,035	\$ 21,878,185	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 1,445,220	\$ 1,729,350	\$ 1,445,220	\$ 1,611,677	\$ -	0%
802 MEDICAL SUPPLIES	2,175	-	2,175	840	-	0%
805 CONTRACTUAL SERVICES	11,225,886	16,835,100	16,557,194	12,347,172	-	0%
810 LEGAL	25,250	71,000	25,250	31,250	-	0%
815 INSURANCE	1,050	250	1,050	800	-	0%
820 RENT	121,762	135,400	121,762	367,352	-	0%
825 REPAIRS AND MAINTENANCE	4,109,429	4,196,500	4,169,429	4,210,336	-	0%
826 FACILITIES MGMT DISCRETIONARY	188,000	80,000	188,000	140,000	-	0%
827 MATERIAL MGMT DISCRETIONARY	2,900	500	2,900	2,300	-	0%
829 FUEL	589,216	478,114	589,216	489,532	-	0%
830 TELECOM DISCRETIONARY	101,589	120,000	101,589	200,668	-	0%
832 COUNTY COUNSEL	414,375	414,375	414,375	373,380	-	0%
833 EMPLOYEE BENEFITS ADMIN	47,914	47,914	47,914	57,108	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	2,072,656	2,157,600	2,072,656	2,239,966	-	0%
836 RISK MANAGEMENT	793,623	793,623	793,623	1,555,669	-	0%
837 BASE LEVEL TELECOM	413,815	390,000	413,815	362,109	-	0%
838 TELECOM WIRELESS SYSTEMS	224,904	200,000	224,904	161,464	-	0%
841 EMPLOYEE TRAVEL	206,205	148,200	206,205	200,922	-	0%
842 EDUCATION	266,287	121,300	266,287	244,168	-	0%
843 TRANSPORTATION/SHIPPING	5,645	1,750	5,645	5,380	-	0%
850 UTILITIES	902,475	640,000	902,475	750,300	-	0%
860 MISCELLANEOUS EXPENSE	115,519	168,425	115,532	1,382,276	-	0%
872 S S INTER-FUND CREDIT (NEG)	(5,700,000)	(5,700,000)	(5,700,000)	(5,700,000)	-	0%
873 S S INTERFUND CHARGES	-	4,253,810	4,253,810	30,000	-	0%
874 OTHER NEGATIVE ADJUSTMENTS	-	-	(300,500)	-	-	-
880 TRANSFERS OUT TO OTHER FUNDS	1,753,455	1,753,455	1,753,455	1,824,159	-	0%
Subtotal	\$ 19,329,350	\$ 29,036,666	\$ 28,673,981	\$ 22,888,828	\$ -	0%
<b>CAPITAL OUTLAY</b>						
910 LAND	\$ 200,000	\$ 80,000	\$ 200,000	\$ 50,000	\$ -	0%
915 BUILDINGS AND IMPROVEMENTS	67,943,000	54,013,000	67,943,000	69,769,900	-	0%
920 EQUIPMENT	2,283,875	1,273,759	1,571,193	1,612,156	-	0%
930 TRANSPORTATION	3,817,141	25,000	216,000	2,666,908	-	0%
Subtotal	\$ 74,244,016	\$ 55,391,759	\$ 69,930,193	\$ 74,098,964	\$ -	0%
<b>Total Expenditures</b>	<b>\$ 114,915,401</b>	<b>\$ 104,899,203</b>	<b>\$ 119,946,209</b>	<b>\$ 118,865,977</b>	<b>\$ -</b>	<b>0%</b>
<b>Operating Balance (Rev. - Exp.)</b>	<b>\$ (30,925,424)</b>	<b>\$ (13,936,203)</b>	<b>\$ (30,624,924)</b>	<b>\$ (29,229,697)</b>	<b>\$ -</b>	<b>0%</b>
<b>Ending Fund Balance (Resources - Exp.)</b>	<b>\$ 34,227,258</b>	<b>\$ 42,563,797</b>	<b>\$ 34,527,758</b>	<b>\$ 14,570,303</b>	<b>\$ -</b>	<b>0%</b>

## POSITION DISTRIBUTION

Dept	WORKING TITLE	FTE
64	TRANSPORTATION	
	ACCOUNTANT I	2
	ACCOUNTANT IV	1
	ADMINISTRATIVE ASSTNT I	12
	ADMINISTRATIVE ASSTNT II	18
	ADMINISTRATIVE ASSTNT III	15
	ADMINISTRATIVE COORD II	4
	ADMINISTRATIVE COORD III	6
	ADMINISTRATIVE COORD IV	9
	ADMINISTRATIVE COORD V	3
	ADMINISTRATIVE COORD VI	1
	ADMINISTRATOR I	1
	ADMINISTRATOR II	1
	ADMINISTRATV SUPPORT MGR	1
	AIR QUALITY ANALYST	1
	ASSISTANT COUNTY ENG-OPRS	2
	ASSISTANT COUNTY ENGINEER	3
	ASSOCIATE DCSN SPPRT ANLT	3
	BUYER I	3
	CIVIL ENGINEER	11
	CIVIL ENGINEER-SR	16
	CIVIL ENGINEERING SPEC	5
	CIVIL ENGINEERING TECH-SR	6
	CIVIL ENGINEERING TECH	26
	CONTRACT SPECIALIST II	1
	CONTRACT SPECIALIST III	1
	CUSTODIAN I	2
	DECISION SUPPRT ANLYST I	5
	DECISION SUPPRT ANLYST II	3
	ENGINEERING-PLANNING MGR	10
	EQUIPMENT OPERATOR	90
	EQUIPMENT OPERATOR-SR	24
	EXECTV SCRTRY-OFC MGR II	1
	FINANCIAL SERVICS ADM III	1
	HIGHWAY OPERATIONS SUPDT	2
	HUMAN RESOURCES ANALYST	2



<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>WORKING TITLE</b>	<b>FTE</b>
64	TRANSPORTATION	
	INVENTORY CONTROL SPEC	2
	IT PROFESSIONAL	7
	IT PROFESSIONAL - CP	15
	IT TECHNOLOGY OFFCR-CP	1
	MANAGEMENT ANALYST II	2
	MANAGEMENT ANALYST III	2
	MANAGEMENT ANALYST IV	2
	MATERIALS HANDLING SPCLST	1
	MATERIALS TSTNG/INSP TECH	5
	PLANNER	6
	PLANNER-SR	2
	PLANNING AND PROJECTS MGR	1
	PROFESSIONAL ASSOCIATE	2
	PROFESSIONAL BAND	2
	PUBLIC WORKS ASST	38
	PUBLIC WORKS ASST SUPV	10
	PUBLIC WORKS CREW LEADER	1
	PUBLIC WORKS GENERALIST	15
	PUBLIC WORKS LEAD	12
	PUBLIC WORKS SUPV	10
	PUBLIC WRKS INSPECTOR I	4
	PUBLIC WRKS INSPECTOR II	9
	PUBLIC WRKS INSPECTOR III	1
	PUBLIC WRKS LABORER	30
	RADIO DISPATCHER	1
	REAL ESTATE DIVISION MNGR	1
	REAL PROPERTY CHF APPRSR	1
	REAL PROPERTY TECHNICIAN	6
	REVIEW APPRAISER	1
	RIGHT-OF-WAY AGENT	5
	SENIOR DECISN SPVRT ANLYT	3
	SURVEY PARTY CHIEF	4
	SURVEY TECHNICIAN	4
	TRADES GENERALIST	8
	TRADES SPECIALIST	5
	TRANSPORTATION DIRECTOR	1
64	Total	511

TOTAL BUDGET BY PROGRAM						
TRANSPORTATION						
Agency 640						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
6410	ADMINISTRATION	\$ 1,978,240	\$ 2,090,543	\$ 540,000	\$ 4,608,783	\$ -
6419	GENERAL SERVICES	\$ (663,148)	\$ (2,806,365)	\$ 2,360,408	\$ (1,109,105)	\$ 123,200,000
6420	ENGINEERING	\$ 4,659,901	\$ 2,337,964	\$ 258,570	\$ 7,256,435	\$ 800,000
6430	CONSTRUCTION AND OPERATIONS	\$ 10,965,740	\$ 16,674,280	\$ 575,386	\$ 28,215,406	\$ 80,000
6450	INFRASTRUCTURE TECH CENTER	\$ 2,045,271	\$ 1,770,287	\$ 684,600	\$ 4,500,158	\$ 10,000
6460	PLANNING	\$ 1,360,406	\$ 1,220,936	\$ 19,000	\$ 2,600,342	\$ 161,280
6480	COMMUNITY & GOVT RELATIONS	\$ 574,413	\$ 499,550	\$ 3,000	\$ 1,076,963	\$ -
6490	PW LAND & RIGHT-OF-WAY	\$ 957,362	\$ 101,633	\$ 90,000	\$ 1,148,995	\$ 60,000
<b>Totals:</b>		<b>\$ 21,878,185</b>	<b>\$ 21,888,828</b>	<b>\$ 4,530,964</b>	<b>\$ 48,297,977</b>	<b>\$ 124,311,280</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
TRANSPORTATION						
Agency 640						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 65,152,682	\$ 56,500,000	\$ 65,152,682	\$ 43,800,000	\$ (21,352,682)	-33%
<b>REVENUE</b>						
610 LICENSES AND PERMITS	242,000	600,000	242,000	800,000	558,000.00	231%
620 INTERGOVERNMENTAL	74,335,977	72,635,000	74,335,977	77,991,280	3,655,303.00	5%
635 FEES & CHARGES	25,000	25,000	25,000	50,000	25,000.00	100%
650 MISCELLANEOUS REVENUE	1,015,000	1,515,000	1,015,000	1,670,000	655,000.00	65%
Total Revenue	\$ 75,617,977	\$ 74,775,000	\$ 75,617,977	\$ 80,511,280	\$ 4,893,303	6%
Total Resources	\$ 140,770,659	\$ 131,275,000	\$ 140,770,659	\$ 124,311,280	\$ (16,459,379)	-12%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 17,570,539	\$ 15,419,000	\$ 17,592,061	\$ 17,743,598	\$ (151,537)	-1%
705 TEMPORARY PAY	381,558	427,278	396,565	602,269	(205,704)	-52%
710 SPECIAL PAY	348,484	432,450	364,828	492,293	(127,465)	-35%
750 FRINGE BENEFITS	3,559,679	3,239,052	3,563,250	3,759,111	(195,861)	-5%
780 SALARY ADJUSTMENTS	373,103	352,998	316,659	650,403	(333,744)	-105%
795 P S INTER-FUND CREDIT (NEG)	(69,343)	-	(69,343)	-	(69,343)	100%
797 PERSONNEL SAVINGS (NEG)	(821,985)	600,000	(821,985)	(1,369,489)	547,504	-67%
Subtotal	\$ 21,342,035	\$ 20,470,778	\$ 21,342,035	\$ 21,878,185	\$ (536,150)	-3%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 1,445,220	\$ 1,729,350	\$ 1,445,220	\$ 1,611,677	\$ (166,457)	-12%
802 MEDICAL SUPPLIES	2,175	-	2,175	840	1,335	61%
805 CONTRACTUAL SERVICES	10,475,886	11,735,100	10,475,886	11,347,172	(871,286)	-8%
810 LEGAL	25,250	71,000	25,250	31,250	(6,000)	-24%
815 INSURANCE	1,050	250	1,050	800	250	24%
820 RENT	121,762	135,400	121,762	367,352	(245,590)	-202%
825 REPAIRS AND MAINTENANCE	4,109,429	4,196,500	4,169,429	4,210,336	(40,907)	-1%
826 FACILITIES MGMT DISCRETIONARY	188,000	80,000	188,000	140,000	48,000	26%
827 MATERIAL MGMT DISCRETIONARY	2,900	500	2,900	2,300	600	21%
829 FUEL	589,216	478,114	589,216	489,532	99,684	17%
830 TELECOM DISCRETIONARY	101,589	120,000	101,589	200,668	(99,079)	-98%
832 COUNTY COUNSEL	414,375	414,375	414,375	373,380	40,995	10%
833 EMPLOYEE BENEFITS ADMIN	47,914	47,914	47,914	57,108	(9,194)	-19%
834 BASE LEVEL EQ SERVICES CHARGES	2,072,656	2,157,600	2,072,656	2,239,966	(167,310)	-8%
836 RISK MANAGEMENT	793,623	793,623	793,623	1,555,669	(762,046)	-96%
837 BASE LEVEL TELECOM	413,815	390,000	413,815	362,109	51,706	12%
838 TELECOM WIRELESS SYSTEMS	224,904	200,000	224,904	161,464	63,440	28%
841 EMPLOYEE TRAVEL	206,205	148,200	206,205	200,922	5,283	3%
842 EDUCATION	266,287	121,300	266,287	244,168	22,119	8%
843 TRANSPORTATION/SHIPPING	5,645	1,750	5,645	5,380	265	5%
850 UTILITIES	902,475	640,000	902,475	750,300	152,175	17%
860 MISCELLANEOUS EXPENSE	115,519	168,425	115,532	1,382,276	(1,266,744)	-1096%
872 S S INTER-FUND CREDIT (NEG)	(5,700,000)	(5,700,000)	(5,700,000)	(5,700,000)	-	0%
873 S S INTER-FUND CHARGES	-	4,253,810	4,253,810	30,000	4,223,810	99%
874 OTHER NEGATIVE ADJUSTMENTS	-	-	(300,500)	-	(300,500)	100%
880 TRANSFERS OUT TO OTHER FUNDS	1,753,455	1,753,455	1,753,455	1,824,159	(70,704)	-4%
Subtotal	\$ 18,579,350	\$ 23,936,666	\$ 22,592,673	\$ 21,888,828	\$ 703,845	3%
<b>CAPITAL OUTLAY</b>						
910 LAND	\$ 200,000	\$ 80,000	\$ 200,000	\$ 50,000	\$ 150,000	75%
915 BUILDINGS AND IMPROVEMENTS	286,000	113,000	286,000	201,900	84,100	29%
920 EQUIPMENT	2,283,875	1,273,759	1,571,193	1,612,156	(40,963)	-3%
930 TRANSPORTATION	3,817,141	25,000	216,000	2,666,908	(2,450,908)	-1135%
Subtotal	\$ 6,587,016	\$ 1,491,759	\$ 2,273,193	\$ 4,530,964	\$ (2,257,771)	-99%
Total Expenditures	\$ 46,508,401	\$ 45,899,203	\$ 46,207,901	\$ 48,297,977	\$ (2,090,076)	-5%
Operating Balance (Rev. - Exp.)	\$ 29,109,576	\$ 28,875,797	\$ 29,410,076	\$ 32,213,303	\$ (2,803,227)	-10%
Ending Fund Balance (Resources - Exp.)	\$ 94,262,258	\$ 85,375,797	\$ 94,562,758	\$ 76,013,303	\$ 18,549,455	20%



TOTAL BUDGET BY PROGRAM						
TRANSPORTATION						
Agency 641						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
6420	ENGINEERING	\$ -	\$ 1,000,000	\$ -	\$ 2,000,000	\$ 1,000,000
8682	FOREIGN TRAVEL	\$ 8	\$ -	\$ -	\$ -	\$ -
8685	REFUGEE SCREENING - COUNTY	\$ -	\$ -	\$ -	\$ -	\$ 8
<b>Totals:</b>		<b>\$ 8</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ 2,000,000</b>	<b>\$ 1,000,008</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
TRANSPORTATION							
Agency 641							
		FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>							
615 GRANTS		750,000	5,000,000	6,081,308	1,000,000	(5,081,308.00)	-84%
	Total Revenue	\$ 750,000	\$ 5,000,000	\$ 6,081,308	\$ 1,000,000	\$ (5,081,308)	-84%
<b>EXPENDITURES</b>							
<b>SUPPLIES AND SERVICES</b>							
805 CONTRACTUAL SERVICES		750,000	5,100,000	6,081,308	1,000,000	5,081,308	84%
	Subtotal	\$ 750,000	\$ 5,100,000	\$ 6,081,308	\$ 1,000,000	\$ 5,081,308	84%
	Total Expenditures	\$ 750,000	\$ 5,100,000	\$ 6,081,308	\$ 1,000,000	\$ 5,081,308	84%
	Operating Balance (Rev. - Exp.)	\$ -	\$ (100,000)	\$ -	\$ -	\$ -	

**TOTAL BUDGET BY PROGRAM**

**TRANSPORTATION**

Agency 649

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
6440	CAPITAL IMPROVEMENT PROJECTS	\$ -	\$ -	\$ 69,568,000	\$ 77,693,000	\$ 8,125,000
<b>Totals:</b>		\$ -	\$ -	\$ 69,568,000	\$ 77,693,000	\$ 8,125,000

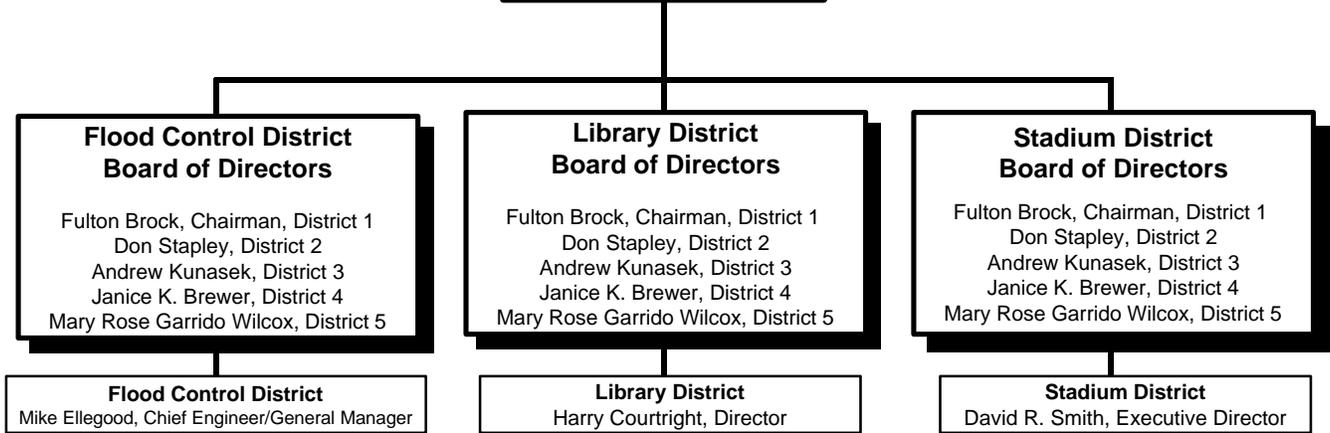
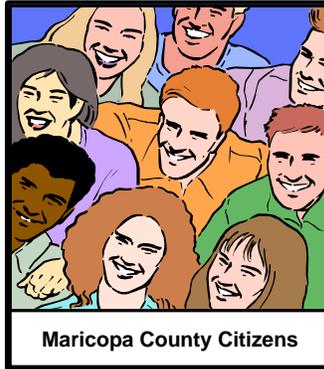
**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**TRANSPORTATION**

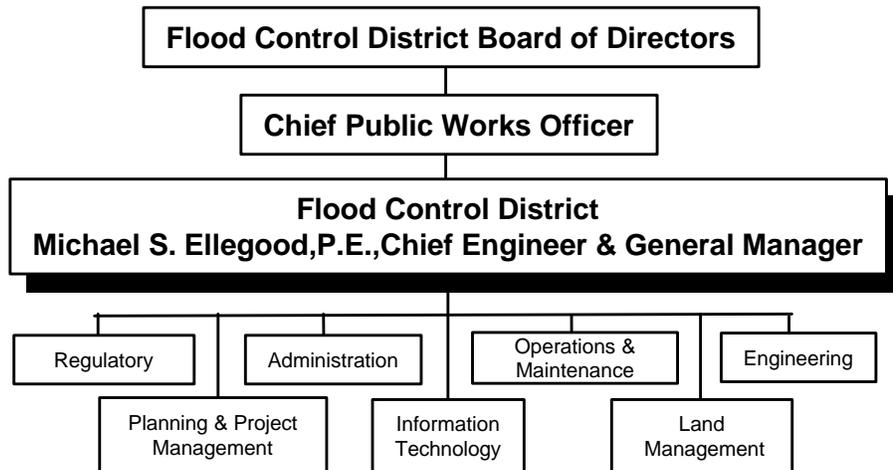
Agency 649

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
620 INTERGOVERNMENTAL	7,622,000	11,188,000	7,622,000	8,125,000	503,000.00	7%
Total Revenue	\$ 7,622,000	\$ 11,188,000	\$ 7,622,000	\$ 8,125,000	\$ 503,000	7%
<b>EXPENDITURES</b>						
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	67,657,000	53,900,000	67,657,000	69,568,000	(1,911,000)	-3%
Subtotal	\$ 67,657,000	\$ 53,900,000	\$ 67,657,000	\$ 69,568,000	\$ (1,911,000)	-3%
Total Expenditures	\$ 67,657,000	\$ 53,900,000	\$ 67,657,000	\$ 69,568,000	\$ (1,911,000)	-3%
Operating Balance (Rev. - Exp.)	\$ (60,035,000)	\$ (42,712,000)	\$ (60,035,000)	\$ (61,443,000)	\$ 1,408,000	-2%

# special districts



## flood control district (69)



### mission

The District's mission is to provide flood and storm water management services for the benefit of the people of Maricopa County. These services are provided through regulatory activities, master planning, technical assistance, and structural projects such as dams, channels, and storm drains. Our clients are the citizens, municipalities, and other governmental agencies.

### program goals/community impact

**maintenance:** To maintain the dams and other structures of the FCD in accordance with federally stipulated standards and at levels necessary to comply with State dam safety inspection.

**flood plain administration:** Offer excellent service to residents and the development community in terms of flood plain identification, drainage and plan review activities, and flood insurance/flood hazard determinations.

**drainage administration:** Provides as a flood and storm water management service for the benefit of the people of Maricopa County, administers the Maricopa County Drainage Regulation in order to reduce existing and potential flooding caused by local storm water. Regulating new development and enforcing drainage requirements will reduce the cost of both future flood damages and remedial flood control measures.

**property management:** Manage all District property and maximize interim return and maintain value through leasing at appraisal value, regular inspections, marketing for highest and best use, and background investigations of tenants. Maintain easement programs by documenting procedures, creating standardized documents, and collections of easement payments.

**flood detection and data collection:** Design, install, and maintain an accurate, reliable, real-time flood detection and data collection system for the health, safety, welfare, and benefit of the citizens of Maricopa County.

**environmental:** Comply with regulatory requirements for environmental protection and management that are established by the State and Federal government, conduct a thorough environmental analyses that comply with Federal and State permit requirements and potential storm water compliance programs.

**planning:** To reduce flood risks for the people of Maricopa County, to plan and implement flood control projects in the shortest time possible and at the lowest total cost, while balancing both social and environmental considerations. To identify potential flood control and storm water management problems prior to the onset of new development, to avoid or minimize the future need for publicly-funded structural flood control projects.

**capital improvement project:** To implement structural and non-structural flood control measures (provide flood and storm water management services) to reduce or eliminate the risk of loss of life and property as a result of flooding (for the benefit of the people of Maricopa County).

**performance measures**

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
Gauge maintenance/field calibration (each)	220	235	245	260
Gauge installation (each)	15	15	10	15
Weather stations calibration (quarterly)	17	18	20	20
Water-level gauge calibration (semi-annually)	93	100	105	110
Precipitation gauge calibration (annually)	212	224	236	248
Storm reports and PPMS (each)	30	40	24	30
Public education/releases/meetings (each)	60	40	40	40
Area drainage master studies initiated (each)	1	3	6	9
Area drainage studies completed (each)	3	3	2	5
Comprehensive plans (each)	1	1	0	1
Design contract initiated (each)	6	8	9	4
Resolutions/IGA authorized (each)	36	15	23	18
Construction contracts awarded (each)	7	10	7	12
Initiate federal and state environmental permits (each)	6	8	8	8
Property site assessments performed (acres) (each)	225	150	150	150



**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

FLOOD CONTROL DISTRICT  
Department 69

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
Special Revenue	10,559,337	16,854,098	61,084,308	\$ 88,497,743	\$ 99,082,032
Totals	\$ 10,559,337	\$ 16,854,098	\$ 61,084,308	\$ 88,497,743	\$ 99,082,032

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

FLOOD CONTROL DISTRICT  
Department 69

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 28,213,000	\$ 36,065,700	\$ 28,213,000	\$ 30,233,163	\$ -	0%
<b>REVENUE</b>						
601 REAL PROPERTY TAXES	\$ 45,000,000	\$ 44,616,303	\$ 44,616,303	\$ 44,705,777	\$ -	0%
603 PAYMENTS IN LIEU OF TAXES	-	383,697	383,697	300,837	-	0%
610 LICENSES AND PERMITS	241,253	597,000	241,253	995,500	-	0%
620 INTERGOVERNMENTAL	12,119,000	10,768,000	12,119,000	20,078,000	-	0%
650 MISCELLANEOUS REVENUE	1,133,800	3,073,250	1,133,800	2,768,755	-	0%
Subtotal	\$ 58,494,053	\$ 59,438,250	\$ 58,494,053	\$ 68,848,869	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 8,169,676	\$ 6,379,046	\$ 8,392,199	\$ 10,844,672	\$ -	0%
705 TEMPORARY PAY	84,173	157,647	84,173	171,980	-	0%
750 FRINGE BENEFITS	1,564,666	1,217,852	1,590,995	1,708,876	-	0%
780 SALARY ADJUSTMENTS	201,610	-	107,922	225,465	-	0%
795 P S INTER-FUND CREDIT (NEG)	(2,041,565)	-	(2,041,565)	(2,144,656)	-	0%
796 P S INTER-FUND CHARGES	2,041,566	1,338,968	2,041,566	-	-	0%
797 PERSONNEL SAVINGS (NEG)	(242,000)	-	(242,000)	(247,000)	-	0%
Subtotal	\$ 9,778,126	\$ 9,093,513	\$ 9,933,290	\$ 10,559,337	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 716,787	\$ 667,347	\$ 716,787	\$ 751,907	\$ -	0%
805 CONTRACTUAL SERVICES	9,620,490	6,852,046	9,465,326	11,672,550	-	0%
810 LEGAL	129,900	124,000	129,900	129,600	-	0%
820 RENT	116,800	61,300	116,800	132,600	-	0%
825 REPAIRS AND MAINTENANCE	844,949	781,320	844,949	890,855	-	0%
826 FACILITIES MGMT DISCRETIONARY	200	200	200	-	-	0%
827 MATERIAL MGMT DISCRETIONARY	6,500	6,500	6,500	800	-	0%
828 MOTOR POOL	1,081	1,081	1,081	865	-	0%
829 FUEL	-	-	-	85,610	-	0%
830 TELECOM DISCRETIONARY	28,005	28,005	28,005	32,939	-	0%
832 COUNTY COUNSEL	25,000	25,000	25,000	39,600	-	0%
833 EMPLOYEE BENEFITS ADMIN	21,984	21,984	21,984	25,128	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	645,534	645,534	645,534	500,448	-	0%
836 RISK MANAGEMENT	350,576	350,576	350,576	250,430	-	0%
837 BASE LEVEL TELECOM	196,793	196,793	196,793	179,685	-	0%
838 TELECOM WIRELESS SYSTEMS	136,824	136,824	136,824	57,686	-	0%
841 EMPLOYEE TRAVEL	15,710	22,000	15,710	31,390	-	0%
842 EDUCATION	137,868	89,000	137,868	130,748	-	0%
843 TRANSPORTATION/SHIPPING	1,925	1,925	1,925	500	-	0%
850 UTILITIES	348,950	348,950	348,950	322,900	-	0%
860 MISCELLANEOUS EXPENSE	116,193	164,000	116,193	384,047	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	1,182,768	1,182,768	1,182,768	1,233,810	-	0%
Subtotal	\$ 14,644,837	\$ 11,707,153	\$ 14,489,673	\$ 16,854,098	\$ -	0%
<b>CAPITAL OUTLAY</b>						
910 LAND	\$ 10,108,000	\$ 5,046,584	\$ 10,108,000	\$ 1,335,000	\$ -	0%
915 BUILDINGS AND IMPROVEMENTS	37,331,000	37,087,982	37,331,000	58,553,000	-	0%
920 EQUIPMENT	363,000	363,000	363,000	250,300	-	0%
930 TRANSPORTATION	578,100	578,100	578,100	946,008	-	0%
Subtotal	\$ 48,380,100	\$ 43,075,666	\$ 48,380,100	\$ 61,084,308	\$ -	0%
Total Expenditures	\$ 72,803,063	\$ 63,876,332	\$ 72,803,063	\$ 88,497,743	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ (14,309,010)	\$ (4,438,082)	\$ (14,309,010)	\$ (19,648,874)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ 13,903,990	\$ 31,627,618	\$ 13,903,990	\$ 10,584,289	\$ -	0%

POSITION DISTRIBUTION		
Dept	WORKING TITLE	FTE
69	FLOOD CONTROL DISTRICT	
	ACCOUNTANT I	1
	ACCOUNTANT II	1
	ADMINISTRATIVE ASSTNT I	6
	ADMINISTRATIVE ASSTNT II	9
	ADMINISTRATIVE ASSTNT III	5
	ADMINISTRATIVE COORD II	6
	ADMINISTRATIVE COORD III	4
	ADMINISTRATIVE COORD IV	6
	ADMINISTRATOR II	1
	ASSOCIATE DCSN SPPRT ANLT	1
	BUYER II	1
	CIVIL ENGINEER	8
	CIVIL ENGINEER-SR	8
	CIVIL ENGINEERING SPEC	2
	CIVIL ENGINEERING TECH-SR	2
	CIVIL ENGINEERNG TECH I	1
	CIVIL ENGINEERING TECH	9
	CONSTRUCTION & OPERS MGR	1
	CONSTRUCTION COORD SUPV	1
	CONTRACT SPECIALIST III	1
	DATA MANAGEMENT ANLYST II	1
	DECISION SUPPRT ANLYST I	2
	DECISION SUPPRT ANLYST II	3
	ECOLOGY MANAGER	1
	ENGINEERING DIVISION MGR	1
	ENGINEERING-PLANNING MGR	4
	ENGINEERNG DRFTNG SPC II	3
	ENVIRONMENTAL SERVCS PLNR	2
	EQUIPMENT OPERATOR	1
	EQUIPMENT OPERATOR-SR	9
	FACILITIES PROJ COORD II	1
	FINANCIAL SERVICES ADM II	1
	FLD CNTL DIR (CE&GENMGR)	1
	FLOOD CONTRL DPTY CHF ENG	1
	HUMAN RESOURCES ANALYST	1
	HUMAN RESOURCES ASST	1
	HYDROLOGIST	10
	HYDROLOGIST-SR	5
	HYDROLOGY MANAGER	1
	INSTRUMENT TECHNICIAN	3
	LAND MANAGEMENT MANAGER	1
	LAND MANAGEMENT SPECIALST	2
	LEAD SYSTEMS ADMINISTRATR	1
	MANAGEMENT ANALYST III	1
	MECHANIC II	1
	PLANNER	1
	PLANNER-SR	4
	PROFESSIONAL ASSOCIATE	2
	PROJECT MANAGER	1
	PROPERTY MANAGEMENT SPEC	1
	PUBLIC WORKS CREW LEADER	9
	PUBLIC WORKS GENERALIST	36
	PUBLIC WORKS LEAD	11
	PUBLIC WORKS SUPV	4
	PUBLIC WRKS INSPECTOR I	2
	PUBLIC WRKS INSPECTOR III	6
	REAL PROP ENG CHIEF ASSOC	1
	REAL PROPERTY CHF APPRSR	1
	REAL PROPERTY TECHNICIAN	2
	REVIEW APPRAISER	2
	RIGHT-OF-WAY AGENT	1
	SENIOR DECISN SPPRT ANLYT	2
	SERVICE WORKER III	1
	SPECIAL PROJECTS MANAGER	1
	SYSTEMS ADMINISTRATOR II	2
	69	Total



TOTAL BUDGET BY PROGRAM							
FLOOD CONTROL DISTRICT							
Agency 690							
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue	
6910	EXECUTIVE	\$ 291,724	\$ 348,288	\$ 7,000	\$ 647,012	\$ -	
6920	ENGINEERING	\$ 1,383,334	\$ 3,118,267	\$ 84,000	\$ 4,585,601	\$ -	
6930	REGULATORY	\$ 1,049,479	\$ 85,379	\$ 162,000	\$ 1,296,858	\$ 995,500	
6940	LANDS	\$ 351,694	\$ 255,370	\$ -	\$ 607,064	\$ 768,755	
6950	CONSTRUCTION & MAINTENANCE	\$ 2,721,499	\$ 1,729,097	\$ 655,052	\$ 5,105,648	\$ -	
6960	PLANNING & PROJECT MANAGEMENT	\$ 963,481	\$ 5,355,041	\$ 114,000	\$ 6,432,522	\$ 65,084,614	
6980	ADMINISTRATION	\$ 1,653,126	\$ 3,340,656	\$ 174,256	\$ 5,168,038	\$ 32,233,163	
<b>Totals:</b>		<b>\$ 8,414,337</b>	<b>\$ 14,232,098</b>	<b>\$ 1,196,308</b>	<b>\$ 23,842,743</b>	<b>\$ 99,082,032</b>	

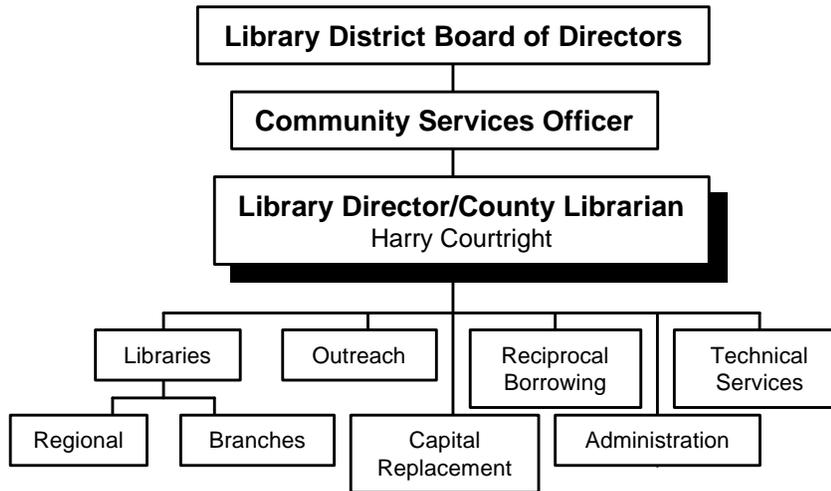
EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
FLOOD CONTROL DISTRICT							
Agency 690							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>RESOURCES</b>							
Beginning Fund Balance	\$ 20,363,000	\$ 36,065,700	\$ 20,363,000	\$ 30,233,163	\$ 9,870,163	48%	
<b>REVENUE</b>							
601 REAL PROPERTY TAXES	\$ 45,000,000	\$ 44,616,303	\$ 44,616,303	\$ 44,705,777	\$ 89,474	0%	
603 PAYMENTS IN LIEU OF TAXES	-	383,697	383,697	300,837	(82,860.00)	-22%	
610 LICENSES AND PERMITS	241,253	597,000	241,253	995,500	754,247.00	313%	
620 INTERGOVERNMENTAL	12,119,000	10,768,000	12,119,000	20,078,000	7,959,000.00	66%	
650 MISCELLANEOUS REVENUE	1,133,800	3,073,250	1,133,800	2,768,755	1,634,955.00	144%	
Total Revenue	\$ 58,494,053	\$ 59,438,250	\$ 58,494,053	\$ 68,848,869	\$ 10,354,816	18%	
Total Resources	\$ 78,857,053	\$ 95,503,950	\$ 78,857,053	\$ 99,082,032	\$ 20,224,979	26%	
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
701 REGULAR PAY	\$ 8,169,676	\$ 6,379,046	\$ 8,392,199	\$ 8,699,672	\$ (307,473)	-4%	
705 TEMPORARY PAY	84,173	157,647	84,173	171,980	(87,807)	-104%	
750 FRINGE BENEFITS	1,564,666	1,217,852	1,590,995	1,708,876	(117,881)	-7%	
780 SALARY ADJUSTMENTS	201,610	-	107,922	225,465	(117,543)	-109%	
795 P S INTER-FUND CREDIT (NEG)	(2,041,565)	-	(2,041,565)	(2,144,656)	103,091	-5%	
797 PERSONNEL SAVINGS (NEG)	(242,000)	-	(242,000)	(247,000)	5,000	-2%	
Subtotal	\$ 7,736,560	\$ 7,754,545	\$ 7,891,724	\$ 8,414,337	\$ (522,613)	-7%	
<b>SUPPLIES AND SERVICES</b>							
801 GENERAL SUPPLIES	\$ 716,787	\$ 667,347	\$ 716,787	\$ 751,907	\$ (35,120)	-5%	
805 CONTRACTUAL SERVICES	5,867,490	4,524,500	5,712,326	9,050,550	(3,338,224)	-58%	
810 LEGAL	129,900	124,000	129,900	129,600	300	0%	
820 RENT	116,800	61,300	116,800	132,600	(15,800)	-14%	
825 REPAIRS AND MAINTENANCE	844,949	781,320	844,949	890,855	(45,906)	-5%	
826 FACILITIES MGMT DISCRETIONARY	200	200	200	-	200	100%	
827 MATERIAL MGMT DISCRETIONARY	6,500	6,500	6,500	800	5,700	88%	
828 MOTOR POOL	1,081	1,081	1,081	865	216	20%	
829 FUEL	-	-	-	85,610	(85,610)		
830 TELECOM DISCRETIONARY	28,005	28,005	28,005	32,939	(4,934)	-18%	
832 COUNTY COUNSEL	25,000	25,000	25,000	39,600	(14,600)	-58%	
833 EMPLOYEE BENEFITS ADMIN	21,984	21,984	21,984	25,128	(3,144)	-14%	
834 BASE LEVEL EQ SERVICES CHARGES	645,534	645,534	645,534	500,448	145,086	22%	
836 RISK MANAGEMENT	350,576	350,576	350,576	250,430	100,146	29%	
837 BASE LEVEL TELECOM	196,793	196,793	196,793	179,685	17,108	9%	
838 TELECOM WIRELESS SYSTEMS	136,824	136,824	136,824	57,686	79,138	58%	
841 EMPLOYEE TRAVEL	15,710	22,000	15,710	31,390	(15,680)	-100%	
842 EDUCATION	137,868	89,000	137,868	130,748	7,120	5%	
843 TRANSPORTATION/SHIPPING	1,925	1,925	1,925	500	1,425	74%	
850 UTILITIES	348,950	348,950	348,950	322,900	26,050	7%	
860 MISCELLANEOUS EXPENSE	116,193	164,000	116,193	384,047	(267,854)	-231%	
880 TRANSFERS OUT TO OTHER FUNDS	1,182,768	1,182,768	1,182,768	1,233,810	(51,042)	-4%	
Subtotal	\$ 10,891,837	\$ 9,379,607	\$ 10,736,673	\$ 14,232,098	\$ (3,495,425)	-33%	
<b>CAPITAL OUTLAY</b>							
920 EQUIPMENT	363,000	363,000	363,000	250,300	112,700	31%	
930 TRANSPORTATION	578,100	578,100	578,100	946,008	(367,908)	-64%	
Subtotal	\$ 941,100	\$ 941,100	\$ 941,100	\$ 1,196,308	\$ (255,208)	-27%	
Total Expenditures	\$ 19,569,497	\$ 18,075,252	\$ 19,569,497	\$ 23,842,743	\$ (4,273,246)	-22%	
Operating Balance (Rev. - Exp.)	\$ 38,924,556	\$ 41,362,998	\$ 38,924,556	\$ 45,006,126	\$ (6,081,570)	-16%	
Ending Fund Balance (Resources - Exp.)	\$ 59,287,556	\$ 77,428,698	\$ 59,287,556	\$ 75,239,289	\$ (15,951,733)	-27%	

TOTAL BUDGET BY PROGRAM						
FLOOD CONTROL DISTRICT						
Agency 699						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
6975	CIP	\$ 2,145,000	\$ 2,622,000	\$ 59,888,000	\$ 64,655,000	\$ -
<b>Totals:</b>		<b>\$ 2,145,000</b>	<b>\$ 2,622,000</b>	<b>\$ 59,888,000</b>	<b>\$ 64,655,000</b>	<b>\$ -</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
FLOOD CONTROL DISTRICT						
Agency 699						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 7,850,000	\$ -	\$ 7,850,000	\$ -	\$ (7,850,000)	-100%
Total Resources	\$ 7,850,000	\$ -	\$ 7,850,000	\$ -	\$ (7,850,000)	-100%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ -	\$ -	\$ -	\$ 2,145,000	\$ (2,145,000)	
796 P S INTER-FUND CHARGES	2,041,566	1,338,968	2,041,566	-	2,041,566	100%
Subtotal	\$ 2,041,566	\$ 1,338,968	\$ 2,041,566	\$ 2,145,000	\$ (103,434)	-5%
<b>SUPPLIES AND SERVICES</b>						
805 CONTRACTUAL SERVICES	3,753,000	2,327,546	3,753,000	2,622,000	1,131,000	30%
Subtotal	\$ 3,753,000	\$ 2,327,546	\$ 3,753,000	\$ 2,622,000	\$ 1,131,000	30%
<b>CAPITAL OUTLAY</b>						
910 LAND	\$ 10,108,000	\$ 5,046,584	\$ 10,108,000	\$ 1,335,000	\$ 8,773,000	87%
915 BUILDINGS AND IMPROVEMENTS	37,331,000	37,087,982	37,331,000	58,553,000	(21,222,000)	-57%
Subtotal	\$ 47,439,000	\$ 42,134,566	\$ 47,439,000	\$ 59,888,000	\$ (12,449,000)	-26%
Total Expenditures	\$ 53,233,566	\$ 45,801,080	\$ 53,233,566	\$ 64,655,000	\$ (11,421,434)	-21%
Ending Fund Balance (Resources - Exp.)	\$ (45,383,566)	\$ (45,801,080)	\$ (45,383,566)	\$ (64,655,000)	\$ 19,271,434	-42%



## library district (65)



### mission

Maricopa County Library District, through cooperative partnerships with other libraries, agencies and communities, provides universal access to information to all county residents, especially the unserved and underserved.

### program goals

- ▶ Undertake a reassessment of the mission of the Library District and tailor its operations to better meet patron needs and utilization of Library District resources.
- ▶ Continue to explore and develop cooperative ventures between the Library District and local governments or organizations to best utilize resources for the informational needs of the citizens.
- ▶ Develop an overall set of guidelines that define the goals/objectives of each Regional Library, branch, and outreach services. These guidelines should include how to determine patron needs, how to meet those needs, and the resources needed to accomplish the guidelines. Examine the potential benefits of the outsourcing of tasks that might result in better service and/ or cost savings.
- ▶ Undertake an effort to develop Output Measures that will evaluate the quality of service to our customers, as well as amount of use of our facilities, and that judge customer satisfaction with services being provided.
- ▶ Monitor the construction, furnishing, equipping and opening of the Northwest Regional Library in Surprise, and the new libraries for the Branches in Guadalupe and Fountain Hills.

### community impact

Libraries are valuable assets that enhance the informational, educational, and recreational life of the communities they serve. The Library District tries not to duplicate service provided by City libraries, but rather provides direct or indirect service to the underserved and unserved. We do this with branches and regional libraries and by contracting with city libraries for reciprocal borrowing privileges.

Without the two regional libraries, ten branches and Outreach bookmobile services, large portions of the county would be without library services at all. In addition the ability to use any library in the county without a fee would be lost. Residents would find their ability to access information and use of libraries greatly diminished.

While we recognize that the customer is the reason we exist we also must provide the support services(administration, technology, and ordering and processing of materials, delivery, etc) needed to keep

direct services functional. Without support services the libraries would not be able to provide the quality of service they currently provide.

**performance measures**

<u>Performance Measure</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
No. of Titles Found & Available	74%	78%	79%	79%
No. of Authors/Subjects Found & Available	87%	88%	88%	88%
Circulation Rate: Item/Year	3.2	3.2	3.2	3.2
No. of Items Owned per Capita	2.62	2.65	2.65	2.7
Reference Completion Rate	93%	93%	93%	93%
No. of Programs Presented	731	1304	1500	1500
No. of People Attending Programs	18358	20291	25800	26000
Annual Circulation	1738760	1544921	1450000	1500000
Total Registered Patrons	114219	124891	160000	160000
Total Collection Size	543340	550115	630000	670000
Patron Count	915218	916250	1165000	1200000
Total Cards Issued to Non-Residents(RBP)	77541	76040	80000	80000

**Additional explanatory information, if needed:**

1999-2000 will be a year of re-evaluation of the mission of the Library District and development of goals and objectives for each regional, branch and outreach service that are directly related to the customers they each serve. The Library District will also work to develop performance measures that reflect customer satisfaction and quality of service provided.



*Southeast Regional Library*  
 Gilbert, Arizona

**DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY**

LIBRARY DISTRICT  
Department 65

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
Special Revenue	4,819,010	4,249,359	255,000	\$ 9,323,369	\$ 13,402,165
Totals	\$ 4,819,010	\$ 4,249,359	\$ 255,000	\$ 9,323,369	\$ 13,402,165

**EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT**

LIBRARY DISTRICT  
Department 65

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 2,467,548	\$ 4,714,253	\$ 2,467,548	\$ 4,714,253	\$ -	0%
<b>REVENUE</b>						
601 REAL PROPERTY TAXES	\$ 6,714,010	\$ 6,714,010	\$ 6,714,010	\$ 7,492,922	\$ -	0%
602 PERSONAL PROPERTY TAXES	181,520	400,935	181,520	384,926	-	0%
603 PAYMENTS IN LIEU OF TAXES	249,173	240,045	249,173	233,237	-	0%
615 GRANTS	20,000	20,000	20,000	19,000	-	0%
620 INTERGOVERNMENTAL	70,988	70,988	70,988	24,000	-	0%
635 FEES & CHARGES	180,000	190,000	180,000	215,000	-	0%
650 MISCELLANEOUS REVENUE	198,500	190,000	198,500	318,827	-	0%
Subtotal	\$ 7,614,191	\$ 7,825,978	\$ 7,614,191	\$ 8,687,912	\$ -	0%
Total Resources	\$ 10,081,739	\$ 12,540,231	\$ 10,081,739	\$ 13,402,165	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 3,132,253	\$ 2,853,091	\$ 3,227,559	\$ 3,715,827	\$ -	0%
705 TEMPORARY PAY	60,000	56,349	64,493	61,700	-	0%
750 FRINGE BENEFITS	677,323	611,712	688,526	774,832	-	0%
780 SALARY ADJUSTMENTS	85,000	-	80,089	441,709	-	0%
790 OTHER PERSONAL SERVICES	77,550	-	-	-	-	-
795 P S INTER-FUND CREDIT (NEG)	(13,051)	(13,051)	(13,051)	(14,356)	-	0%
796 P S INTER-FUND CHARGES	117,541	78,500	89,000	128,000	-	0%
797 PERSONNEL SAVINGS (NEG)	(451,911)	-	(451,911)	(288,702)	-	0%
Subtotal	\$ 3,684,705	\$ 3,586,601	\$ 3,684,705	\$ 4,819,010	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 222,650	\$ 190,000	\$ 201,812	\$ 322,374	\$ -	0%
802 MEDICAL SUPPLIES	100	-	-	-	-	-
805 CONTRACTUAL SERVICES	156,500	180,000	170,140	218,850	-	0%
810 LEGAL	700	700	700	700	-	0%
820 RENT	121,305	152,570	160,075	163,800	-	0%
825 REPAIRS AND MAINTENANCE	99,900	120,000	100,630	164,000	-	0%
826 FACILITIES MGMT DISCRETIONARY	1,350	1,350	1,350	5,500	-	0%
827 MATERIAL MGMT DISCRETIONARY	3,900	3,000	3,900	5,000	-	0%
829 FUEL	6,500	3,000	6,500	3,098	-	0%
830 TELECOM DISCRETIONARY	6,211	6,211	6,211	12,455	-	0%
832 COUNTY COUNSEL	10,250	10,250	10,250	12,685	-	0%
833 EMPLOYEE BENEFITS ADMIN	11,953	11,953	11,953	14,641	-	0%
834 BASE LEVEL EQ SERVICES CHARGES	35,505	35,505	35,505	22,634	-	0%
836 RISK MANAGEMENT	6,312	6,312	6,312	86,890	-	0%
837 BASE LEVEL TELECOM	180,000	100,000	179,873	132,141	-	0%
838 TELECOM WIRELESS SYSTEMS	699	1,000	826	1,500	-	0%
841 EMPLOYEE TRAVEL	14,850	14,850	14,850	23,000	-	0%
842 EDUCATION	27,220	27,220	27,220	45,350	-	0%
843 TRANSPORTATION/SHIPPING	15,000	18,000	15,000	25,780	-	0%
850 UTILITIES	203,625	203,625	203,625	225,000	-	0%
855 STATE AND LOCAL AID	835,000	810,000	835,000	835,000	-	0%
860 MISCELLANEOUS EXPENSE	1,109,350	1,074,798	1,077,148	1,371,122	(7,000)	-1%
880 TRANSFERS OUT TO OTHER FUNDS	606,194	606,194	606,194	557,839	7,000	1%
Subtotal	\$ 3,675,074	\$ 3,576,538	\$ 3,675,074	\$ 4,249,359	\$ -	0%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	20,000	20,000	20,000	-	-	-
920 EQUIPMENT	195,000	170,000	195,000	55,000	-	0%
Subtotal	\$ 215,000	\$ 190,000	\$ 215,000	\$ 255,000	\$ -	0%
Total Expenditures	\$ 7,574,779	\$ 7,353,139	\$ 7,574,779	\$ 9,323,369	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ 39,412	\$ 472,839	\$ 39,412	\$ (635,457)	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ 2,506,960	\$ 5,187,092	\$ 2,506,960	\$ 4,078,796	\$ -	0%



<b>POSITION DISTRIBUTION</b>		
<b>Dept</b>	<b>Working Title</b>	<b>FTE</b>
65 LIBRARY DISTRICT	ACCOUNT CLERK III	2
	ACCOUNTANT	1
	ADMINISTRATIVE COORD II	1
	ADULT SERVICES SUPERVISOR	1
	CIRCULATION SUPERVISOR	2
	CLERK I	3
	COMPUTER TECHNICIAN	2
	CONTRACT LIBRARY ASSISTANT	1
	DRIVER/LIBRARY AIDE	2
	FINANCIAL ADMINISTRATOR	1
	GRANT & MARKETING COORDINATOR	1
	GRAPHICS INTERN	0.4875
	HUMAN RESOURCES ANALYST	1
	LIBRARIAN	22.5
	LIBRARY AIDE	30
	LIBRARY ASSISTANT	32.475
	LIBRARY ASSOCIATE	1
	LIBRARY CLERK	2
	LIBRARY DIRECTOR	1
	LIBRARY MANAGER	1
	LIBRARY PAGE	10.3625
	LIBRARY SENIOR ASSISTANT	11
	LIBRARY SPECIALIST	0.5
	MANAGEMENT ANALYST III	1
	NCRL MANAGER	1
	OPERATIONS ANALYST	1
	OUTREACH SUPERVISOR	1
	PROJECT & FACILITY COORDINATOR	1
	PUBLIC SERVICES MANAGER	1
	SENIOR LIBRARIAN	2
SUPPORT SERVICES SUPERVISOR	1	
SYSTEMS ADMINISTRATOR	1	
TRAINING COORDINATOR	1	
WEST BRANCH LIBRARY COORDINATOR	1	
YOUTH SERVICES SUPERVISOR	1	
<b>Total</b>		<b>143.325</b>

**TOTAL BUDGET BY PROGRAM**

**LIBRARY DISTRICT**  
Agency 650

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
6510	LIBRARIES	\$ 3,571,608	\$ 4,230,359	\$ 255,000	\$ 8,056,967	\$ 13,383,165
6550	OUTREACH	\$ 164,877	-	-	\$ 164,877	-
6570	SUPPORT SERVICES	\$ 1,082,525	-	-	\$ 1,082,525	-
<b>Totals:</b>		<b>\$ 4,819,010</b>	<b>\$ 4,230,359</b>	<b>\$ 255,000</b>	<b>\$ 9,304,369</b>	<b>\$ 13,383,165</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**LIBRARY DISTRICT**  
Agency 650

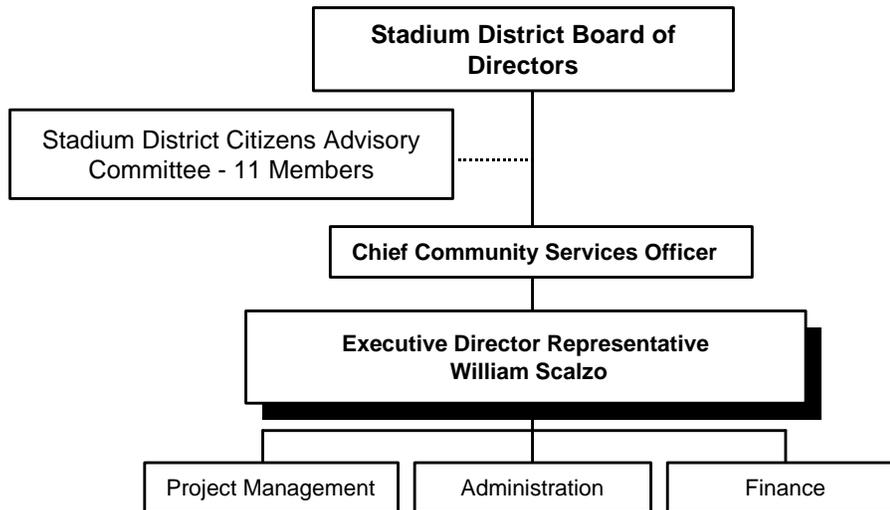
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 2,467,548	\$ 4,714,253	\$ 2,467,548	\$ 4,714,253	\$ 2,246,705	91%
<b>REVENUE</b>						
601 REAL PROPERTY TAXES	\$ 6,714,010	\$ 6,714,010	\$ 6,714,010	\$ 7,492,922	\$ 778,912	12%
602 PERSONAL PROPERTY TAXES	181,520	400,935	181,520	384,926	203,406.00	112%
603 PAYMENTS IN LIEU OF TAXES	249,173	240,045	249,173	233,237	(15,936.00)	-6%
620 INTERGOVERNMENTAL	70,988	70,988	70,988	24,000	(46,988.00)	-66%
635 FEES & CHARGES	180,000	190,000	180,000	215,000	35,000.00	19%
650 MISCELLANEOUS REVENUE	198,500	190,000	198,500	318,827	120,327.00	61%
<b>Total Revenue</b>	<b>\$ 7,594,191</b>	<b>\$ 7,805,978</b>	<b>\$ 7,594,191</b>	<b>\$ 8,668,912</b>	<b>\$ 1,074,721</b>	<b>14%</b>
<b>Total Resources</b>	<b>\$ 10,061,739</b>	<b>\$ 12,520,231</b>	<b>\$ 10,061,739</b>	<b>\$ 13,383,165</b>	<b>\$ 3,321,426</b>	<b>33%</b>
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 3,132,253	\$ 2,853,091	\$ 3,227,559	\$ 3,715,827	\$ (488,268)	-15%
705 TEMPORARY PAY	60,000	56,349	64,493	61,700	2,793	4%
750 FRINGE BENEFITS	677,323	611,712	688,526	774,832	(86,306)	-13%
780 SALARY ADJUSTMENTS	85,000	-	80,089	441,709	(361,620)	-452%
790 OTHER PERSONAL SERVICES	77,550	-	-	-	-	-
795 P S INTER-FUND CREDIT (NEG)	(13,051)	(13,051)	(13,051)	(14,356)	1,305	-10%
796 P S INTER-FUND CHARGES	117,541	78,500	89,000	128,000	(39,000)	-44%
797 PERSONNEL SAVINGS (NEG)	(451,911)	-	(451,911)	(288,702)	(163,209)	36%
<b>Subtotal</b>	<b>\$ 3,684,705</b>	<b>\$ 3,586,601</b>	<b>\$ 3,684,705</b>	<b>\$ 4,819,010</b>	<b>\$ (1,134,305)</b>	<b>-31%</b>
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 215,850	\$ 190,000	\$ 195,012	\$ 319,374	\$ (124,362)	-64%
802 MEDICAL SUPPLIES	100	-	-	-	-	-
805 CONTRACTUAL SERVICES	154,900	180,000	168,540	215,850	(47,310)	-28%
810 LEGAL	700	700	700	700	-	0%
820 RENT	121,305	152,570	160,075	163,800	(3,725)	-2%
825 REPAIRS AND MAINTENANCE	99,900	120,000	100,630	164,000	(63,370)	-63%
826 FACILITIES MGMT DISCRETIONARY	1,350	1,350	1,350	5,500	(4,150)	-307%
827 MATERIAL MGMT DISCRETIONARY	3,900	3,000	3,900	5,000	(1,100)	-28%
829 FUEL	6,500	3,000	6,500	3,098	3,402	52%
830 TELECOM DISCRETIONARY	6,211	6,211	6,211	12,455	(6,244)	-101%
832 COUNTY COUNSEL	10,250	10,250	10,250	12,685	(2,435)	-24%
833 EMPLOYEE BENEFITS ADMIN	11,953	11,953	11,953	14,641	(2,688)	-22%
834 BASE LEVEL EQ SERVICES CHARGES	35,505	35,505	35,505	22,634	12,871	36%
836 RISK MANAGEMENT	6,312	6,312	6,312	86,890	(80,578)	-1277%
837 BASE LEVEL TELECOM	180,000	100,000	179,873	132,141	47,732	27%
838 TELECOM WIRELESS SYSTEMS	699	1,000	826	1,500	(674)	-82%
841 EMPLOYEE TRAVEL	6,750	14,850	6,750	15,000	(8,250)	-122%
842 EDUCATION	23,720	27,220	23,720	40,350	(16,630)	-70%
843 TRANSPORTATION/SHIPPING	15,000	18,000	15,000	25,780	(10,780)	-72%
850 UTILITIES	203,625	203,625	203,625	225,000	(21,375)	-10%
855 STATE AND LOCAL AID	835,000	810,000	835,000	835,000	-	0%
860 MISCELLANEOUS EXPENSE	1,109,350	1,074,798	1,077,148	1,371,122	(293,974)	-27%
880 TRANSFERS OUT TO OTHER FUNDS	606,194	606,194	606,194	557,839	48,355	8%
<b>Subtotal</b>	<b>\$ 3,655,074</b>	<b>\$ 3,576,538</b>	<b>\$ 3,655,074</b>	<b>\$ 4,230,359</b>	<b>\$ (575,285)</b>	<b>-16%</b>
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	20,000	20,000	20,000	-	20,000	100%
920 EQUIPMENT	195,000	170,000	195,000	55,000	140,000	72%
940 OTHER CAPITAL OUTLAY	-	-	-	200,000	(200,000)	-
<b>Subtotal</b>	<b>\$ 215,000</b>	<b>\$ 190,000</b>	<b>\$ 215,000</b>	<b>\$ 255,000</b>	<b>\$ (40,000)</b>	<b>-19%</b>
<b>Total Expenditures</b>	<b>\$ 7,554,779</b>	<b>\$ 7,353,139</b>	<b>\$ 7,554,779</b>	<b>\$ 9,304,369</b>	<b>\$ (1,749,590)</b>	<b>-23%</b>
<b>Operating Balance (Rev. - Exp.)</b>	<b>\$ 39,412</b>	<b>\$ 452,839</b>	<b>\$ 39,412</b>	<b>\$ (635,457)</b>	<b>\$ 674,869</b>	<b>1712%</b>
<b>Ending Fund Balance (Resources - Exp.)</b>	<b>\$ 2,506,960</b>	<b>\$ 5,167,092</b>	<b>\$ 2,506,960</b>	<b>\$ 4,078,796</b>	<b>\$ (1,571,836)</b>	<b>-63%</b>

TOTAL BUDGET BY PROGRAM						
LIBRARY DISTRICT						
Agency 651						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
6510	LIBRARIES	\$ -	\$ 19,000	\$ -	\$ 19,000	\$ 19,000
<b>Totals:</b>		<b>\$ -</b>	<b>\$ 19,000</b>	<b>\$ -</b>	<b>\$ 19,000</b>	<b>\$ 19,000</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
LIBRARY DISTRICT							
Agency 651							
		FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>							
615 GRANTS		20,000	20,000	20,000	19,000	(1,000.00)	-5%
Total Revenue	\$	\$ 20,000	\$ 20,000	\$ 20,000	\$ 19,000	\$ (1,000)	-5%
<b>EXPENDITURES</b>							
<b>SUPPLIES AND SERVICES</b>							
801 GENERAL SUPPLIES	\$	6,800	-	6,800	3,000	3,800	56%
805 CONTRACTUAL SERVICES		1,600	-	1,600	3,000	(1,400)	-88%
841 EMPLOYEE TRAVEL		8,100	-	8,100	8,000	100	1%
842 EDUCATION		3,500	-	3,500	5,000	(1,500)	-43%
Subtotal	\$	\$ 20,000	\$ -	\$ 20,000	\$ 19,000	\$ 1,000	5%
Total Expenditures	\$	\$ 20,000	\$ -	\$ 20,000	\$ 19,000	\$ 1,000	5%
Operating Balance (Rev. - Exp.)	\$	\$ -	\$ 20,000	\$ -	\$ -	\$ -	



## stadium district - cactus league (68)



### mission

The Stadium District will enhance and promote Major League Baseball spring training in the County and provide fiscal resources to support the presence of Major League Baseball spring training in Maricopa County.

### program goals

- ▶ Insure the proper completion of the Maryvale Baseball Park.
- ▶ Close the Maryvale Construction Trust Account.
- ▶ Liquidate, to the maximum possible extent, District debt to the Maryvale Bondholder with the surplus proceeds from the Maryvale Construction Trust Account.
- ▶ Maintain debt service payments on all senior and junior lien debt.
- ▶ Work with the City of Phoenix to close the Papago/Muny Construction Trust Account.
- ▶ Provide the required quarterly reports and debt service payments in order to liquidate to the maximum possible extent District debt to Mesa and the Maryvale Bondholder.
- ▶ Participate in the State Department of Commerce efforts to promote baseball in Maricopa County and the State of Arizona.
- ▶ Refine Cactus League budget as required to take advantage of favorable financial markets to maximize financial opportunities in the public interest.

### community impact

It is estimated that Cactus League baseball has an economic impact to Maricopa County of \$250-270 million annually. Providing state-of-the-art facilities and long term leases with the teams will assure the continued economic benefits of the Cactus League. The Stadium District has provided over \$87 million in Bonds to improve all 6 Cactus League facilities in Maricopa County. The District will continue this effort by assisting the Cactus League Association in updating the Cactus League Economic Impact Surveys.

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY

STADIUM DISTRICT  
Department 68

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
Special Revenue	34,959	5,157,679	-	\$ 5,192,638	\$ 7,545,664
Debt Service	-	5,121,636	-	\$ 5,121,636	\$ 5,118,109
Totals	\$ 34,959	\$ 10,279,315	\$ -	\$ 10,314,274	\$ 12,663,773

EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT

STADIUM DISTRICT  
Department 68

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
	2,900,000	1,900,000	2,900,000	2,008,019		
BEGINNING FUND BALANCE	\$ 2,900,000	\$ 600,000	\$ 2,900,000	\$ 2,008,019	\$ -	0%
<b>REVENUE</b>						
606 SALES TAXES	5,550,000	5,400,000	5,550,000	5,462,645	-	0%
645 REV ALLOWANCES - PATIENT CARE	-	-	(1,300,000)	-	-	
650 MISCELLANEOUS REVENUE	75,000	1,375,000	2,891,210	75,000	-	0%
680 TRANSFERS IN FROM OTHER FUNDS	5,160,697	6,781,630	5,265,423	5,118,109	-	0%
Subtotal	\$ 10,785,697	\$ 13,556,630	\$ 12,406,633	\$ 10,655,754	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 339,738	\$ 239,689	\$ 345,856	\$ 29,718	\$ -	0%
750 FRINGE BENEFITS	65,371	46,864	66,044	5,241	-	0%
780 SALARY ADJUSTMENTS	7,800	-	1,009	-	-	
795 P S INTER-FUND CREDIT (NEG)	(379,492)	(215,152)	(379,492)	-	-	
796 P S INTER-FUND CHARGES	51,274	10,769	51,274	-	-	
797 PERSONNEL SAVINGS (NEG)	(20,000)	(5,000)	(20,000)	-	-	
Subtotal	\$ 64,691	\$ 77,170	\$ 64,691	\$ 34,959	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 7,008	\$ 3,817	\$ 7,008	\$ 905	\$ -	0%
805 CONTRACTUAL SERVICES	50,400	30,262	50,400	6,200	-	0%
820 RENT	5,000	3,766	5,000	660	-	0%
825 REPAIRS AND MAINTENANCE	3,700	950	3,700	629	-	0%
827 MATERIAL MGNT DISCRETIONARY	6,900	4,700	6,900	731	-	0%
830 TELECOM DISCRETIONARY	120	77	120	-	-	
832 COUNTY COUNSEL	155,000	155,000	155,000	9,444	-	0%
833 EMPLOYEE BENEFITS ADMIN	500	100	500	185	-	0%
836 RISK MANAGEMENT	2,200	1,328	2,200	742	-	0%
837 BASE LEVEL TELECOM	3,600	2,804	3,600	782	-	0%
841 EMPLOYEE TRAVEL	2,000	2,000	2,000	400	-	0%
842 EDUCATION	3,859	3,859	3,859	1,000	-	0%
843 TRANSPORTATION/SHIPPING	350	-	350	37	-	0%
850 UTILITIES	-	-	-	400	-	0%
860 MISCELLANEOUS EXPENSE	11,500	20,000	21,500	10,050	-	0%
872 S S INTER-FUND CREDIT (NEG)	(148,977)	(148,977)	(148,977)	-	-	
874 OTHER NEGATIVE ADJUSTMENTS	-	-	(1,300,000)	-	-	
875 BONDS AND RELATED EXPENSE	5,160,697	5,160,697	8,081,633	5,121,636	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	5,182,147	5,234,510	5,286,873	5,125,514	-	0%
Subtotal	\$ 10,446,004	\$ 10,474,893	\$ 12,181,666	\$ 10,279,315	\$ -	0%
Total Expenditures	\$ 10,510,695	\$ 10,552,063	\$ 12,246,357	\$ 10,314,274	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ 275,002	\$ 3,004,567	\$ 160,276	\$ 341,480	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ 3,175,002	\$ 3,604,567	\$ 3,060,276	\$ 2,349,499	\$ -	0%



POSITION DISTRIBUTION			
Dept	WORKING TITLE		FTE
68	STADIUM DISTRICT CACTUS LEAGUE	ADMINISTRATOR I	1
68	Total		1

maricopa county

# **strategies 2000**

TOTAL BUDGET BY PROGRAM						
STADIUM DISTRICT						
Agency 680						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
6800	ADMINISTRATION	\$ 34,959	\$ 5,157,679	\$ -	\$ 5,192,638	\$ 7,545,664
<b>Totals:</b>		<b>\$ 34,959</b>	<b>\$ 5,157,679</b>	<b>\$ -</b>	<b>\$ 5,192,638</b>	<b>\$ 7,545,664</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
STADIUM DISTRICT						
Agency 680						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 2,900,000	\$ 600,000	\$ 2,900,000	\$ 2,008,019	\$ (891,981)	-31%
<b>REVENUE</b>						
606 SALES TAXES	5,550,000	5,400,000	5,550,000	5,462,645	(87,355.00)	-2%
645 REV ALLOWANCES - PATIENT CARE	-	-	(1,300,000)	-	1,300,000.00	-100%
650 MISCELLANEOUS REVENUE	75,000	1,375,000	1,375,000	75,000	(1,300,000.00)	-95%
Total Revenue	\$ 5,625,000	\$ 6,775,000	\$ 5,625,000	\$ 5,537,645	\$ (87,355)	-2%
Total Resources	\$ 8,525,000	\$ 7,375,000	\$ 8,525,000	\$ 7,545,664	\$ (979,336)	-11%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ 339,738	\$ 239,689	\$ 345,856	\$ 29,718	\$ 316,138	91%
750 FRINGE BENEFITS	65,371	46,864	66,044	5,241	60,803	92%
780 SALARY ADJUSTMENTS	7,800	-	1,009	-	1,009	100%
795 P S INTER-FUND CREDIT (NEG)	(379,492)	(215,152)	(379,492)	-	(379,492)	100%
796 P S INTER-FUND CHARGES	51,274	10,769	51,274	-	51,274	100%
797 PERSONNEL SAVINGS (NEG)	(20,000)	(5,000)	(20,000)	-	(20,000)	100%
Subtotal	\$ 64,691	\$ 77,170	\$ 64,691	\$ 34,959	\$ 29,732	46%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ 7,008	\$ 3,817	\$ 7,008	\$ 905	\$ 6,103	87%
805 CONTRACTUAL SERVICES	50,400	30,262	50,400	6,200	44,200	88%
820 RENT	5,000	3,766	5,000	660	4,340	87%
825 REPAIRS AND MAINTENANCE	3,700	950	3,700	629	3,071	83%
827 MATERIAL MGNT DISCRETIONARY	6,900	4,700	6,900	731	6,169	89%
830 TELECOM DISCRETIONARY	120	77	120	-	120	100%
832 COUNTY COUNSEL	155,000	155,000	155,000	9,444	145,556	94%
833 EMPLOYEE BENEFITS ADMIN	500	100	500	185	315	63%
836 RISK MANAGEMENT	2,200	1,328	2,200	742	1,458	66%
837 BASE LEVEL TELECOM	3,600	2,804	3,600	782	2,818	78%
841 EMPLOYEE TRAVEL	2,000	2,000	2,000	400	1,600	80%
842 EDUCATION	3,859	3,859	3,859	1,000	2,859	74%
843 TRANSPORTATION/SHIPPING	350	-	350	37	313	89%
850 UTILITIES	-	-	-	400	(400)	
860 MISCELLANEOUS EXPENSE	11,500	20,000	21,500	10,050	11,450	53%
872 S S INTER-FUND CREDIT (NEG)	(148,977)	(148,977)	(148,977)	-	(148,977)	100%
874 OTHER NEGATIVE ADJUSTMENTS	-	-	(1,300,000)	-	(1,300,000)	100%
875 BONDS AND RELATED EXPENSE	-	-	1,300,000	-	1,300,000	100%
880 TRANSFERS OUT TO OTHER FUNDS	5,182,147	5,234,510	5,286,873	5,125,514	161,359	3%
Subtotal	\$ 5,285,307	\$ 5,314,196	\$ 5,400,033	\$ 5,157,679	\$ 242,354	4%
Total Expenditures	\$ 5,349,998	\$ 5,391,366	\$ 5,464,724	\$ 5,192,638	\$ 272,086	5%
Operating Balance (Rev. - Exp.)	\$ 275,002	\$ 1,383,634	\$ 160,276	\$ 345,007	\$ (184,731)	-115%
Ending Fund Balance (Resources - Exp.)	\$ 3,175,002	\$ 1,983,634	\$ 3,060,276	\$ 2,353,026	\$ 707,250	23%



TOTAL BUDGET BY PROGRAM						
STADIUM DISTRICT						
Agency 682						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
6840	DEBT SERVICE	\$ -	\$ 633,265	\$ -	\$ 633,265	\$ 632,737
<b>Totals:</b>		\$ -	\$ 633,265	\$ -	\$ 633,265	\$ 632,737

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
STADIUM DISTRICT						
Agency 682						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
680 TRANSFERS IN FROM OTHER FUNDS	634,266	634,266	634,266	632,737	(1,529.00)	0%
Total Revenue	\$ 634,266	\$ 634,266	\$ 634,266	\$ 632,737	\$ (1,529)	0%
<b>EXPENDITURES</b>						
<b>SUPPLIES AND SERVICES</b>						
820 RENT	-	-	8	-	8	100%
875 BONDS AND RELATED EXPENSE	634,266	634,266	634,266	633,265	1,001	0%
Subtotal	\$ 634,266	\$ 634,266	\$ 634,274	\$ 633,265	\$ 1,009	0%
Total Expenditures	\$ 634,266	\$ 634,266	\$ 634,274	\$ 633,265	\$ 1,009	0%
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ (8)	\$ (528)	\$ 520	-6500%



TOTAL BUDGET BY PROGRAM						
STADIUM DISTRICT						
Agency 683						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
6840	DEBT SERVICE	\$ -	\$ 724,465	\$ -	\$ 1,448,931	\$ 724,466
<b>Totals:</b>		\$ -	\$ 724,465	\$ -	\$ 1,448,931	\$ 724,466

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
STADIUM DISTRICT							
Agency 683							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>REVENUE</b>							
680 TRANSFERS IN FROM OTHER FUNDS	737,003	737,003	737,003	724,466	(12,537.00)	-2%	
Total Revenue	\$ 737,003	\$ 737,003	\$ 737,003	\$ 724,466	\$ (12,537)	-2%	
<b>EXPENDITURES</b>							
SUPPLIES AND SERVICES							
875 BONDS AND RELATED EXPENSE	737,003	737,003	737,003	724,465	12,538	2%	
Subtotal	\$ 737,003	\$ 737,003	\$ 737,003	\$ 724,465	\$ 12,538	2%	
Total Expenditures	\$ 737,003	\$ 737,003	\$ 737,003	\$ 724,465	\$ 12,538	2%	
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ -	\$ 1	\$ (1)		



TOTAL BUDGET BY PROGRAM						
STADIUM DISTRICT						
Agency 684						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
6840	DEBT SERVICE	\$ -	\$ 2,353,978	\$ -	\$ 2,353,978	\$ 2,353,978
<b>Totals:</b>		\$ -	\$ 2,353,978	\$ -	\$ 2,353,978	\$ 2,353,978

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
STADIUM DISTRICT						
Agency 684						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
680 TRANSFERS IN FROM OTHER FUNDS	2,379,750	2,379,750	2,379,750	2,353,978	(25,772.00)	-1%
Total Revenue	\$ 2,379,750	\$ 2,379,750	\$ 2,379,750	\$ 2,353,978	\$ (25,772)	-1%
<b>EXPENDITURES</b>						
SUPPLIES AND SERVICES						
875 BONDS AND RELATED EXPENSE	2,379,750	2,379,750	2,379,750	2,353,978	25,772	1%
Subtotal	\$ 2,379,750	\$ 2,379,750	\$ 2,379,750	\$ 2,353,978	\$ 25,772	1%
Total Expenditures	\$ 2,379,750	\$ 2,379,750	\$ 2,379,750	\$ 2,353,978	\$ 25,772	1%
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ -	\$ -	\$ -	-



TOTAL BUDGET BY PROGRAM						
STADIUM DISTRICT						
Agency 685						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
6840	DEBT SERVICE	\$ -	\$ 609,928	\$ -	\$ 609,928	\$ 606,928
<b>Totals:</b>		\$ -	\$ 609,928	\$ -	\$ 609,928	\$ 606,928

EXPENDITURES AND REVENUES BY AGENCY/OBJECT							
STADIUM DISTRICT							
Agency 685							
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%	
<b>REVENUE</b>							
680 TRANSFERS IN FROM OTHER FUNDS	609,678	609,678	609,678	606,928	(2,750.00)	0%	
Total Revenue	\$ 609,678	\$ 609,678	\$ 609,678	\$ 606,928	\$ (2,750)	0%	
<b>EXPENDITURES</b>							
<b>SUPPLIES AND SERVICES</b>							
875 BONDS AND RELATED EXPENSE	609,678	609,678	609,678	609,928	(250)	0%	
Subtotal	\$ 609,678	\$ 609,678	\$ 609,678	\$ 609,928	\$ (250)	0%	
Total Expenditures	\$ 609,678	\$ 609,678	\$ 609,678	\$ 609,928	\$ (250)	0%	
Operating Balance (Rev. - Exp.)	\$ -	\$ -	\$ -	\$ (3,000)	\$ 3,000		



TOTAL BUDGET BY PROGRAM						
STADIUM DISTRICT						
Agency 686						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
6815	MESA	\$ -	\$ 400,000	\$ -	\$ 400,000	\$ 400,000
<b>Totals:</b>		\$ -	\$ 400,000	\$ -	\$ 400,000	\$ 400,000

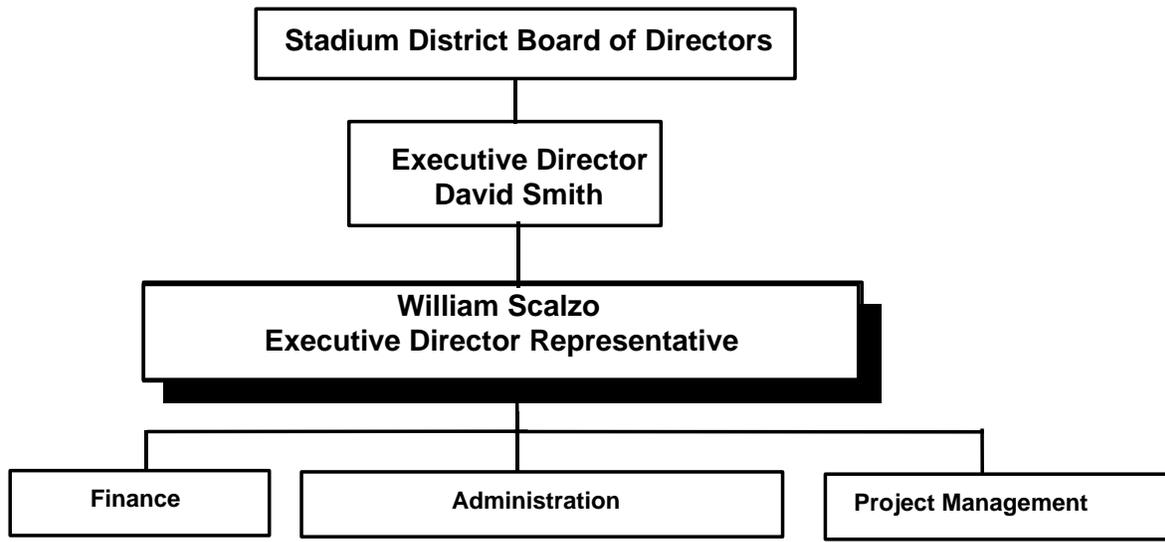
EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
STADIUM DISTRICT						
Agency 686						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
680 TRANSFERS IN FROM OTHER FUNDS	400,000	452,363	452,363	400,000	(52,363.00)	-12%
Total Revenue	\$ 400,000	\$ 452,363	\$ 452,363	\$ 400,000	\$ (52,363)	-12%
<b>EXPENDITURES</b>						
SUPPLIES AND SERVICES						
875 BONDS AND RELATED EXPENSE	400,000	400,000	452,363	400,000	52,363	12%
Subtotal	\$ 400,000	\$ 400,000	\$ 452,363	\$ 400,000	\$ 52,363	12%
Total Expenditures	\$ 400,000	\$ 400,000	\$ 452,363	\$ 400,000	\$ 52,363	12%
Operating Balance (Rev. - Exp.)	\$ -	\$ 52,363	\$ -	\$ -	\$ -	



TOTAL BUDGET BY PROGRAM						
STADIUM DISTRICT						
Agency 688						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
6845	MCSO DEBT SERVICE: MARYVALE	\$ -	\$ 400,000	\$ -	\$ 400,000	\$ 400,000
<b>Totals:</b>		<b>\$ -</b>	<b>\$ 400,000</b>	<b>\$ -</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
STADIUM DISTRICT						
Agency 688						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
650 MISCELLANEOUS REVENUE	-	-	1,516,210	-	(1,516,210.00)	-100%
680 TRANSFERS IN FROM OTHER FUNDS	400,000	1,968,570	452,363	400,000	(52,363.00)	-12%
Total Revenue	\$ 400,000	\$ 1,968,570	\$ 1,968,573	\$ 400,000	\$ (1,568,573)	-80%
<b>EXPENDITURES</b>						
<b>SUPPLIES AND SERVICES</b>						
875 BONDS AND RELATED EXPENSE	400,000	400,000	1,968,573	400,000	1,568,573	80%
Subtotal	\$ 400,000	\$ 400,000	\$ 1,968,573	\$ 400,000	\$ 1,568,573	80%
Total Expenditures	\$ 400,000	\$ 400,000	\$ 1,968,573	\$ 400,000	\$ 1,568,573	80%
Operating Balance (Rev. - Exp.)	\$ -	\$ 1,568,570	\$ -	\$ -	\$ -	

## stadium district - major league (78)



### mission

The Stadium District will oversee the operation and maintenance, and promote the use of the facility for non-baseball events at the new Bank One Ballpark in Maricopa County.

### program goals

- ▶ Manage the MLB CTA (\$354 mil).
- ▶ Monitor and enforce requirements for excess cost security.
- ▶ Administer the completion and closure of construction contracts.
- ▶ Advertise, promote and conduct non-baseball events at Bank One Ballpark.
- ▶ Execute District contractual responsibilities for overseeing operations and maintenance at Bank One Ballpark.
- ▶ Ensure timely collection of contractual revenues, develop entrepreneurial revenues sufficient to adequately fund operations and maximize District contributions to Bank One Ballpark reserve accounts.

### community impact

The Bank One Ballpark will be a prominent feature in downtown Phoenix. It is the first retractable dome in the United States and the only retractable dome in the world with natural grass. It is a community entertainment center and has achieved national recognition in stadium design.

A 1993 study\* commissioned by the Arizona Department of Commerce provides detailed estimates of the significant positive economic impact on the community in terms of stadium construction and stadium and franchise operations.

"Economic Impact Study of a Major League Baseball Stadium and Franchise," Arizona Department of Commerce, December 1993 (Deloitte & Touche).



**performance measures**

<u>Performance measures</u>	<u>FY 96-97</u>	<u>FY 97-98</u>	<u>FY 98-99 (Est.)</u>	<u>FY 99-00 (Proj)</u>
Fund up to \$10,000 to AZ Dept. of Commerce effort to enhance and promote baseball in Maricopa County & Arizona.			100%	100%
Verify monthly calculations of excess cost security required and ensure adequate letters of credit provided.			100%	
Close construction contracts with full audit compliance.			100%	
Develop a schedule of events for Bank One Ballpark for 1999-2001.			100%	100%
Execute all District operational contract monitoring requirements with full audit compliance.				100%
Receive \$3.5m in contractual revenues (i.e.: ticket sales, naming rights, attendance based license fee) to fund operations, debt service costs and accumulate reserves.				100%
Receive and distribute \$500,000 in entrepreneurial revenues.			100%	100%

## DEPARTMENTAL SUMMARY BY FUND TYPE &amp; CATEGORY

STADIUM DISTRICT - MLB  
Department 78

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
Special Revenue	527,979	2,813,766	-	\$ 3,341,745	\$ 2,601,489
Capital Projects	-	3,500	-	\$ 3,500	\$ 7,650,000
Totals	\$ 527,979	\$ 2,817,266	\$ -	\$ 3,345,245	\$ 10,251,489

## EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT

STADIUM DISTRICT - MLB  
Department 78

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
BEGINNING FUND BALANCE	\$ 5,500,000	\$ 6,100,000	\$ 5,500,000	\$ 6,700,000	\$ -	0%
<b>REVENUE</b>						
650 MISCELLANEOUS REVENUE	9,310,775	12,494,493	9,310,775	2,951,489	-	0%
680 TRANSFERS IN FROM OTHER FUNDS	600,000	600,000	600,000	600,000	-	0%
Subtotal	\$ 9,910,775	\$ 13,094,493	\$ 9,910,775	\$ 3,551,489	\$ -	0%
Total Resources	\$ 15,410,775	\$ 19,194,493	\$ 15,410,775	\$ 10,251,489	\$ -	0%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ -	\$ -	\$ -	\$ 141,417	\$ -	0%
750 FRINGE BENEFITS	-	-	-	30,654	-	0%
780 SALARY ADJUSTMENTS	-	-	-	3,924	-	0%
796 P S INTER-FUND CHARGES	629,492	629,492	629,492	373,662	-	0%
797 PERSONNEL SAVINGS (NEG)	-	-	-	(21,678)	-	0%
Subtotal	\$ 629,492	\$ 629,492	\$ 629,492	\$ 527,979	\$ -	0%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ -	\$ -	\$ -	\$ 3,621	\$ -	0%
805 CONTRACTUAL SERVICES	142,000	142,000	142,000	168,917	-	0%
810 LEGAL	60,000	60,000	60,000	48,000	-	0%
820 RENT	75,000	75,000	75,000	127,890	-	0%
825 REPAIRS AND MAINTENANCE	-	-	-	2,516	-	0%
827 MATERIAL MGNT DISCRETIONARY	-	-	-	2,924	-	0%
830 TELECOM DISCRETIONARY	-	-	-	101	-	0%
832 COUNTY COUNSEL	-	-	-	31,752	-	0%
833 EMPLOYEE BENEFITS ADMIN	-	-	-	742	-	0%
836 RISK MANAGEMENT	-	-	-	2,966	-	0%
837 BASE LEVEL TELECOM	-	-	-	3,128	-	0%
841 EMPLOYEE TRAVEL	-	-	-	1,600	-	0%
842 EDUCATION	-	-	-	4,000	-	0%
843 TRANSPORTATION/SHIPPING	-	-	-	147	-	0%
850 UTILITIES	6,000	200	6,000	200	-	0%
860 MISCELLANEOUS EXPENSE	151,583	162,605	155,083	180,490	-	0%
872 S S INTER-FUND CREDIT (NEG)	(21,450)	(21,450)	(21,450)	-	-	-
873 S S INTERFUND CHARGES	170,427	170,427	170,427	-	-	-
875 BONDS AND RELATED EXPENSE	2,533,000	1,608,779	2,533,000	1,608,652	-	0%
880 TRANSFERS OUT TO OTHER FUNDS	643,467	643,555	643,467	629,620	-	0%
Subtotal	\$ 3,760,027	\$ 2,841,116	\$ 3,763,527	\$ 2,817,266	\$ -	0%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	4,701,256	9,769,146	9,470,405	-	-	-
Subtotal	\$ 4,701,256	\$ 9,769,146	\$ 9,470,405	\$ -	\$ -	-
Total Expenditures	\$ 9,090,775	\$ 13,239,754	\$ 13,863,424	\$ 3,345,245	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ 820,000	\$ (145,261)	\$ (3,952,649)	\$ 206,244	\$ -	0%
Ending Fund Balance (Resources - Exp.)	\$ 6,320,000	\$ 5,954,739	\$ 1,547,351	\$ 6,906,244	\$ -	0%



POSITION DISTRIBUTION		
Dept	WORKING TITLE	FTE
78 STADIUM DISTRICT-MLB	ACCOUNTANT I	1
	ADMINISTRATIVE ASSTNT III	1
	ADMINISTRATIVE COORD III	1
	SENIOR FISCAL CONSULTANT	1
	STADIUM DISTRICT COORDNTR	1
	STADIUM DISTRICT DIRECTOR	1
78 Total		6

maricopa county

# **strategies 2000**

**TOTAL BUDGET BY PROGRAM**

**STADIUM DISTRICT - MLB**  
Agency 780

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
7800	BOB OPERATIONS	\$ 505,502	\$ 2,813,766	\$ -	\$ 3,319,268	\$ 2,601,489
<b>Totals:</b>		<b>\$ 505,502</b>	<b>\$ 2,813,766</b>	<b>\$ -</b>	<b>\$ 3,319,268</b>	<b>\$ 2,601,489</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**STADIUM DISTRICT - MLB**  
Agency 780

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
650 MISCELLANEOUS REVENUE	4,090,775	4,090,775	4,090,775	2,601,489	(1,489,286.00)	-36%
Total Revenue	\$ 4,090,775	\$ 4,090,775	\$ 4,090,775	\$ 2,601,489	\$ (1,489,286)	-36%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
701 REGULAR PAY	\$ -	\$ -	\$ -	\$ 141,417	\$ (141,417)	
750 FRINGE BENEFITS	-	-	-	30,654	(30,654)	
780 SALARY ADJUSTMENTS	-	-	-	3,924	(3,924)	
796 P S INTER-FUND CHARGES	473,794	473,794	473,794	351,185	122,609	26%
797 PERSONNEL SAVINGS (NEG)	-	-	-	(21,678)	21,678	
Subtotal	\$ 473,794	\$ 473,794	\$ 473,794	\$ 505,502	\$ (31,708)	-7%
<b>SUPPLIES AND SERVICES</b>						
801 GENERAL SUPPLIES	\$ -	\$ -	\$ -	\$ 3,621	\$ (3,621)	
805 CONTRACTUAL SERVICES	142,000	142,000	142,000	168,917	(26,917)	-19%
810 LEGAL	60,000	60,000	60,000	48,000	12,000	20%
820 RENT	75,000	75,000	75,000	127,890	(52,890)	-71%
825 REPAIRS AND MAINTENANCE	-	-	-	2,516	(2,516)	
827 MATERIAL MGMT DISCRETIONARY	-	-	-	2,924	(2,924)	
830 TELECOM DISCRETIONARY	-	-	-	101	(101)	
832 COUNTY COUNSEL	-	-	-	31,752	(31,752)	
833 EMPLOYEE BENEFITS ADMIN	-	-	-	742	(742)	
836 RISK MANAGEMENT	-	-	-	2,966	(2,966)	
837 BASE LEVEL TELECOM	-	-	-	3,128	(3,128)	
841 EMPLOYEE TRAVEL	-	-	-	1,600	(1,600)	
842 EDUCATION	-	-	-	4,000	(4,000)	
843 TRANSPORTATION/SHIPPING	-	-	-	147	(147)	
850 UTILITIES	6,000	200	6,000	200	5,800	97%
860 MISCELLANEOUS EXPENSE	151,583	159,105	151,583	176,990	(25,407)	-17%
872 S S INTER-FUND CREDIT (NEG)	(21,450)	(21,450)	(21,450)	-	(21,450)	100%
873 S S INTERFUND CHARGES	27,381	27,381	27,381	-	27,381	100%
875 BONDS AND RELATED EXPENSE	2,533,000	1,608,779	2,533,000	1,608,652	924,348	36%
880 TRANSFERS OUT TO OTHER FUNDS	643,467	643,555	643,467	629,620	13,847	2%
Subtotal	\$ 3,616,981	\$ 2,694,570	\$ 3,616,981	\$ 2,813,766	\$ 803,215	22%
Total Expenditures	\$ 4,090,775	\$ 3,168,364	\$ 4,090,775	\$ 3,319,268	\$ 771,507	19%
Operating Balance (Rev. - Exp.)	\$ -	\$ 922,411	\$ -	\$ (717,779)	\$ 717,779	



TOTAL BUDGET BY PROGRAM						
STADIUM DISTRICT - MLB						
Agency 788						
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
7880	B.O.B. LONG TERM RESERVE	\$ -	\$ 3,500	\$ -	\$ 3,500	\$ 7,650,000
<b>Totals:</b>		<b>\$ -</b>	<b>\$ 3,500</b>	<b>\$ -</b>	<b>\$ 3,500</b>	<b>\$ 7,650,000</b>

EXPENDITURES AND REVENUES BY AGENCY/OBJECT						
STADIUM DISTRICT - MLB						
Agency 788						
	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>RESOURCES</b>						
Beginning Fund Balance	\$ 5,500,000	\$ 6,100,000	\$ 5,500,000	\$ 6,700,000	\$ 1,200,000	22%
<b>REVENUE</b>						
650 MISCELLANEOUS REVENUE	220,000	403,718	220,000	350,000	130,000.00	59%
680 TRANSFERS IN FROM OTHER FUNDS	600,000	600,000	600,000	600,000	-	0%
Total Revenue	\$ 820,000	\$ 1,003,718	\$ 820,000	\$ 950,000	\$ 130,000	16%
Total Resources	\$ 6,320,000	\$ 7,103,718	\$ 6,320,000	\$ 7,650,000	\$ 1,330,000	21%
<b>EXPENDITURES</b>						
<b>SUPPLIES AND SERVICES</b>						
860 MISCELLANEOUS EXPENSE	-	3,500	3,500	3,500	-	0%
Subtotal	\$ -	\$ 3,500	\$ 3,500	\$ 3,500	\$ -	0%
Total Expenditures	\$ -	\$ 3,500	\$ 3,500	\$ 3,500	\$ -	0%
Operating Balance (Rev. - Exp.)	\$ 820,000	\$ 1,000,218	\$ 816,500	\$ 946,500	\$ (130,000)	-16%
Ending Fund Balance (Resources - Exp.)	\$ 6,320,000	\$ 7,100,218	\$ 6,316,500	\$ 7,646,500	\$ (1,330,000)	-21%

**TOTAL BUDGET BY PROGRAM**

**STADIUM DISTRICT - MLB**

Agency 789

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
7890	MAJOR LEAGUE BASEBALL	\$ 22,477	\$ -	\$ -	\$ 22,477	\$ -
<b>Totals:</b>		\$ 22,477	\$ -	\$ -	\$ 22,477	\$ -

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**

**STADIUM DISTRICT - MLB**

Agency 789

	FY1998-99 Adopted	FY1998-99 Projected	FY1998-99 Restated	FY1999-00 Adopted	Variance	%
<b>REVENUE</b>						
601 REAL PROPERTY TAXES	\$ -	\$ 8	\$ -	\$ -	\$ -	
650 MISCELLANEOUS REVENUE	5,000,000	8,000,000	5,000,000	-	(5,000,000.00)	-100%
Total Revenue	\$ 5,000,000	\$ 8,000,008	\$ 5,000,000	\$ -	\$ (5,000,000)	-100%
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
796 P S INTER-FUND CHARGES	155,698	155,698	155,698	22,477	133,221	86%
Subtotal	\$ 155,698	\$ 155,698	\$ 155,698	\$ 22,477	\$ 133,221	86%
<b>SUPPLIES AND SERVICES</b>						
873 S S INTERFUND CHARGES	143,046	143,046	143,046	-	143,046	100%
Subtotal	\$ 143,046	\$ 143,046	\$ 143,046	\$ -	\$ 143,046	100%
<b>CAPITAL OUTLAY</b>						
915 BUILDINGS AND IMPROVEMENTS	4,701,256	9,769,146	9,470,405	-	9,470,405	100%
Subtotal	\$ 4,701,256	\$ 9,769,146	\$ 9,470,405	\$ -	\$ 9,470,405	100%
Total Expenditures	\$ 5,000,000	\$ 10,067,890	\$ 9,769,149	\$ 22,477	\$ 9,746,672	100%
Operating Balance (Rev. - Exp.)	\$ -	\$ (2,067,882)	\$ (4,769,149)	\$ (22,477)	\$ (4,746,672)	100%

# business plan

## executive summary

On August 31, 1994, the Maricopa County Board of Supervisors approved a comprehensive Business Plan, which was developed to map a course for the fiscal recovery of the County. Its primary objectives were fiscal stability and deficit reduction. Due to the successful implementation of the 1994 Business Plan, Maricopa County achieved accelerated recovery from its fiscal crisis and has been able to concentrate on maintaining a stable cash flow while continuing to serve its taxpayer. With these years of fiscal stabilization behind us, Maricopa County must focus on the vision and strategies that will take it into the next century.

The changes reflected in the FY 2000 Business Plan show major changes in Maricopa County and its environment. It is with confidence in future leadership and the financial stability of Maricopa County that the "Strategies for Survival" in the Business Plan have evolved into "Strategies." We have gone beyond survival and are looking forward to a balanced future.

This plan consists of various sections that are outlined below.

## business plan development

Maricopa County began the development of the FY 2000 Business Plan in June 1999. This section outlines the process used, including the outcome of the Board of Supervisor's latest strategic planning session, along with the revised mission and vision statements.

## business plan update

Various strategies that were discussed in last year's Business Plan are included. Each critical business objective is followed by accomplishments. These achievements have helped strengthened Maricopa County's future.

## organization position

As Maricopa County moves forward into the next millennium, there are various risks and opportunities that will be encountered. Maricopa County's strengths, weaknesses and trends will continue to set the tone for advancement.

## financial strategies

Maricopa County's fiscal position has continued to improve since 1994, but will continue to strive for improvement. Financial strategies, such as broadening management authority and accountability, as well as electronic commerce as a means for efficiency, are proposed for this coming year to ensure continued fiscal stability.

## performance measurement strategy

This strategy was identified as a financial strategy in the FY 1998-99 Business Plan. As the Office of Management and Budget redirects its focus in the budget analysis process, there is a greater need for measuring performance and identifying expected outcomes. Therefore, this performance measure strategy will play a key role in making the County more accountable to its citizens.

## information technology strategies

As technological advancements become available, Maricopa County will continue to utilize them in order to accomplish various goals, including lowering the cost of delivering governmental services while overcoming geographical boundaries, in the hope of improving public perception.

## justice and law enforcement strategies

Justice and law enforcement continues to be a substantial portion of the financial and topical focus of Maricopa County, with the major emphasis on addressing jail overcrowding. Voters of Maricopa County overwhelmingly approved two propositions in November 1998 to fund improvements in our adult and juvenile detention programs. These strategies, along with many others in the justice and law enforcement arena, are outlined in this section.



**capital improvement project strategies**

Maricopa County has begun a major campaign of constructing new facilities. This section outlines the strategies in developing these various projects.

**community service strategies**

The Community Service Agency oversees many community programs for the County. The Planning and Development Department's "One-Stop Shop" program, which incorporates many County partners, is high-lighted as a major strategy for this agency.

**community health strategies**

In the face of rapid population growth of nearly 3% annually, the struggle to preserve, promote and protect the health of individuals and communities in the County and lower the risk of illness, injury, disability and premature death is daunting. This strategy outlines some of the major goals to be accomplished.

**maricopa integrated health system strategies**

The Maricopa Integrated Health System continues to demonstrate growth and financial viability. Many of their goals, and enhancement developments are outlined.

**employee and human resource strategies**

Maricopa County's employee and human resource strategies focus on three key tasks: recruitment, retention, and employee development. This section will lay out the objectives and goals for accomplishing these tasks.

**efficiency strategies**

The Facilities Management Department and the Flood Control District have developed efficiency strategies. The goal being to ensure tax dollars are spent wisely in the areas of operation the department oversees.

**legislative strategies**

Arizona's counties are political subdivisions of the state and are extremely dependent upon state actions, unlike cities, which have charter government. Therefore, the County must rely on the Arizona State legislature for assistance with numerous issues. Legislative strategies for FY 1999-00 include the areas of tobacco litigation, as well as, environmental and health care issues.

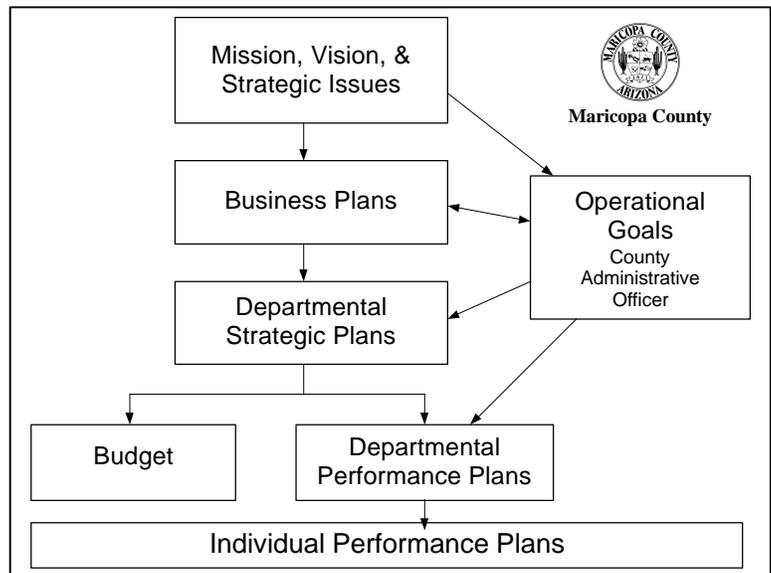
With the completion of this FY 2000 Business Plan, we are proud of our accomplishments as a county. We will continue to meet our objectives and look forward to a future of continuing dialogue with the citizens of Maricopa County.

**business plan development**

**the process**

Maricopa County government began the development of the FY 2000 Business Plan in June, 1999. The strategies identified in August 1994 and in subsequent years have established fiscal stability for Maricopa County. Through the successful implementation of those strategies, fiscal stabilization and deficit reduction are now behind us.

As we look ahead to 2000 and beyond, it is still critical that we aggressively plan and forecast our future without forgetting the 1993-94 fiscal crisis. The Maricopa County Board of Supervisors (BOS) convened a strategic planning session in December 1998 in order to provide direction to executive management as



they begin the annual departmental planning and budgeting process. The following list of objectives were generated for further review and discussion: potential for a tax decrease; County being fiscally responsible; creative management of growth and mandates while reducing governments intrusiveness into citizens lives and pocketbooks; being flexible as standards and citizen needs change; make systemic changes so that problems and service demands do not reoccur; look at root causes related to service loads (prevention programs); look at service niches that are progressive and communicate to citizens; get input from citizen committees; collaborative and creative; include diverse populations and ideas in decision-making; do not incur additional debt (pay as you go); best, well-run county in the country – improve image by marketing centers of excellence; preservation of open spaces and creative use of current resources; air quality / environmental safety; law enforcement and public safety; collaborate with cities as they increase public safety taxes so that Maricopa County could benefit as we provide services at the back end; continue to reassess mix of services that are non-mandated; and attract, recognize and retain an educated workforce.

The following items were presented as short-term strategies for the County's management team:

- ▶ **Open Spaces** -- Look for opportunities for partnerships and funding.
- ▶ **Transportation** – Expectation that Maricopa County will facilitate infrastructure development in order to expedite issues in order to improve air quality.
- ▶ **Tobacco Settlement** -- Maricopa County needs to have a plan and communicate that plan when influencing the State.
- ▶ **Performance-Based Budgeting / Budget process** – Ask departments to reprioritize their programs for long-term results. Plan and program strategically today to save money in the future. Develop budget issues if funding is necessary for long term cost savings.
- ▶ **BOS Strategy sessions** – Schedule quarterly or semi annually

The Board also recommended that the following strategies be added to the list of strategic objectives as continuing strategies:

- ▶ Board looks to management for ideas related to mandate reduction and opportunities for change. Executive team should consider how much authority has been given up in the past and make recommendations for future.
- ▶ Develop strategy to take to our Congressional delegation so that we can get their support without always having our “hands-out”.

A new mission and vision were also developed, and later approved by the Board of Supervisors on February 1, 1999.

## mission

The mission of Maricopa County is to provide regional public services seeking excellence in the most fiscally responsible manner.

## vision

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

## strategic issues 1995-2001

- ▶ Justice and Law Enforcement Issues.
- ▶ Develop County's role in transportation planning.
- ▶ Evaluate and develop long-term strategies for special districts and special revenue funds, i.e. Flood Control, Stadium and Library Districts and Housing.
- ▶ Monitoring of indigent health issues.
- ▶ Become involved in or initiate regional dialogue on current and emerging social service issues – domestic violence, youth crimes.
- ▶ Develop strategies to recruit, develop and retain a quality workforce.
- ▶ Synchronize reengineering of work processes with application of technology.

- ▶ Investigate financing requirements through bonds.
- ▶ Continue emphasis on competitive analysis.
- ▶ Develop strategies and efforts in working with the State in distribution of funding.

## business plan update

The FY 1998-99 Business Plan included many strategies for continued improvement for the County. Listed below are the accomplishments that have been achieved over the past year for each strategy outlined.

### financial strategies

#### performance measurement strategy

The Strategic Budget Master Plan is based on the assumption that strategic plans and performance measurement systems must be developed by the departments with input from their internal and/or external customers. The role of central staff departments like Finance, Human Resources, Information Technology, Internal Audit, Materials Management and Procurement, Office of Management and Budget (OMB), Organizational Planning and Training (OP&T), and Research and Reporting (R&R) is to facilitate and coordinate the process, and to maintain standards.

Efforts during FY 1998-99 focused on:

- ▶ Gathering data on the number and type of performance measures captured and reported throughout the County;
- ▶ Developing Strategic Planning and Performance Measurement classes for department staff;
- ▶ Educating Management on performance based budgeting concepts and enlisting their support during Management Retreat discussions;
- ▶ Began the process to assess County preparedness for the new Performance Based Budgeting process;
- ▶ Facilitating a review by outside consultants of County financial reporting structure and system applications to support the performance measurement process;
- ▶ Reviewing and revising budget policies and procedures;
- ▶ Developing a Performance Measurement implementation schedule with key milestones;
- ▶ Organization of a Project Steering Committee charged with determining strategy, deciding policy, and general project oversight; and
- ▶ Deciding whether to pilot-test the new process or to roll it out county-wide at one time.

Obtaining feedback from internal and external customers remains a focus of our implementation strategy. County-wide and department specific customer and employee surveys have been conducted. Future surveys are planned and will be used to refine strategic efforts. Resource allocations will be focused on strategic objectives to achieve results that align with customer expectations.

During FY 1998-99, all departments were surveyed to identify the type of measures currently in use and to collect updated measurement data. Forty-one of the forty-six departments responded to the survey for a response rate of approximately 90%. It was determined that 75% of the more than three-hundred performance measures reported county-wide focus on activities and service levels or outputs. Less than half of all county departments reported outcome (measures of program results) or efficiency (cost per output) measures.

Survey results indicated that lack of an integrated financial and budget system precluded timely, and comparable calculation of unit costs and productivity ratios. It was also recognized that performance measures submitted in prior years as well as the majority of measures reported for FY 1999-00 were reported at the department level. Department level reporting of performance measures does not support comparisons of program results to stated goals and objectives, and program costs.

Departmental identification of programs was to be a voluntary but necessary first step to facilitate the association of performance measures with program goals and objectives. Program identification has become an outcome of the County strategic planning, education, training and consulting process.

Management support and employee training and development continues to be strong. Organizational Planning and Training developed classes on Strategic Planning and Performance Measurement. Research and Reporting continues to offer a class on Data Gathering. Future classes are planned for topics such as linking performance measures to the budget, and employee and customer survey tools and techniques designed for departmental use.

#### **procurement code update**

The Maricopa County Board of Supervisors approved the recommended revisions to the Maricopa County Procurement Code at their May 19, 1999 meeting. Significant changes include:

- (1.) Authorizes the Director to exercise rights and provisions contained within original contracts approved by the Board of Supervisors (MC1-201.F).
- (2.) Authorizes the Director to award contracts with values of \$100,000 or less and contract terms of five (5) years or less after competitive solicitation without requesting Board of Supervisors approval (MC1-201.E).
- (3.) Addition of a new section allowing Maricopa County to consider unsolicited proposals (MC1-314).
- (4.) Addition of procurement processes specifically for the acquisition of telecommunication, information systems, and heavy equipment (MCI-368 & 369).
- (5.) Authorizes the Maricopa County Integrated Health Services Chief Procurement Officer to exercise rights and provisions contained within original contracts approved by the Board of Supervisors (MC1-1302.B).

#### **contract monitoring update**

During the past year, 48 contracts have been subjected to monitoring activity. This has resulted in recovery of \$7,494. The number of contracts monitored is significantly less than the number monitored the prior year due to the high turnover in monitoring staff. It is anticipated that turnover will be greatly reduced or eliminated in the coming year as a direct result of implementing a revised compensation plan for these positions. Increased staff stability will allow a greater number of contracts to be reviewed.

#### **contract utilization update**

Utilization of contracts continues to increase due to several factors. These factors include greater access to contract information accessible via the County's Internet and Intranet sites, increased monitoring of expenditure activity permitted by the Procurement Card program, and increased education of user department staff on the procurement process - their responsibility to assure compliance with all statutory and policy requirements.

#### **purchasing card program**

A Countywide purchasing card program was fully implemented during FY 1998-99. Successful implementation will result in greater expenditure tracking capability, the ability to restrict expenditures to specific commodities, services or vendors, ability to control transaction amounts by cardholder, and enable remote monitoring of expenditure activity. The anticipated benefit of implementing this program is a reduction in transaction costs on small dollar and contract activity.

### **information technology strategies**

The Office of the Chief Information Officer (OCIO) established three focus areas to address during the FY 1998-99 time frame. At the forefront of this effort was the establishment of Year 2000 readiness for all core business systems. Included was an on-going educational and consultation effort to senior management that aided in achieving compliance for assigned operational areas.

Within each of the focus areas, considerable accomplishments were attained. The most significant of those accomplishments follow.

#### **sustain and enhance core business systems**

Business process improvements were obtained through the OCIO partnering with key county agencies leading to: the establishment of an *on-line benefits enrollment* program for Human Resources; completion of Phase I of an *on-line procurement system* for Materials Management; implementation of an *automated pharmacy application*

at the central facility and Madison Street jail for Correctional Health; enhancement of *business automation* for Medical Eligibility; *enhancement of GIS support* for Roadway Management; and the extension of video capabilities to the Justice and Law Enforcement Community.

### **build infrastructure for on-line government**

Several key build-outs of integrated technical infrastructures were either completed or initiated during FY 1998-99. These included: the completion of the SmartZone digital microwave infrastructure upgrades; Upgrading 11 of the 12 major sites of the county ShareNet metropolitan network which provides dual redundant entrances to all hubs within the network; completion of a full migration to MS Office suite within the Justice and Law Enforcement departments to match county standards; and the development of governance models necessary to support the oversight committee responsible for the technology portions of propositions 400 and 40, which will fund detention programs.

### **improve technology business practices**

Initiatives were undertaken to achieve this goal included: implementing a new US West pricing structure that reduced county expenditures by roughly \$2,000,000; participated in the state evaluation process for microcomputer procurement and asset management that solidified not only consistency in pricing, but quality of product; automated all telephone invoice distribution via electronic data interchange (EDI), saving the Telecommunication Department's labor expense by four man-days per month; publishing a *Technology Desk Reference* for all managers; and the establishment of quality, efficiency and cost metrics through customer satisfaction surveys and external benchmark comparisons for use by all managers.

## **justice and law enforcement**

Critical Business Objective: Encourage efforts to re-engineer criminal case processing, to reduce costs and expedite cases.

Activity: There are several initiatives underway.

- ▶ Early Disposition Court (EDC): EDC expansion to include Attorney General Welfare Fraud cases and other eligible drug cases completed – first cases began in January 99. EFFORTS UNDERWAY: Currently discussing expansion to include Southeast eligible cases in August 99 to be begun at the downtown location pending buildout of space at the Southeast facility in March 2000. Longer term location will be the co-located Justice Court facility in Mesa at Main and Mesa Drive mid-2001.
- ▶ Backlog Reduction: The Court has secured three (3) Special Assignment Judge positions to be used to supplement existing numbers of judicial officers in the Special Assignment Department. These judges would be used for overflow trials and assignment of oldest identified cases for resolution through trial or other means.
- ▶ Quadrant Case Management: The quadrants were reassigned and deployed all within the Central Court Building effective May 99. The quadrant logistics is in keeping with the court's desire to create ease of movement for the lawyers practicing in criminal UNDERWAY: The court will hire Quadrant Coordinators to be assigned to monitor case activity in each of the quads. The
- ▶ Coordinators will be responsible for some case reassignments and expedition, case tracking, statistical reporting and other quadrant and case related functions.
- ▶ Specialized DUI Calendars: Under review for possible future implementation.
- ▶ Improved Statistical Reporting: A new status of active cases report is generated monthly using information obtained from the Court's Automated Court System (ACS). We anticipate increased ability to monitor caseloads with the transition to the new Case Management System (CMS). The reports generated from CMS are presently under review and are undergoing additional development.

Critical Business Objective: Reduce growth in the jail population.

Activity: Several projects are underway. Please refer to the Justice and Law Enforcement Strategies section.

Critical Business Objective: Plan for expansion of adult and juvenile detention facilities and identify appropriate funding. See the Justice and Law Enforcement Strategies section for more information on this item.

Activity: Please refer to the Justice and Law Enforcement Strategies section.

Critical Business Objectives: Coordinate efforts to link and integrate case-tracking and calendaring systems among the justice and law enforcement agencies, so that departments may share data and eliminate duplication of effort.

Activity: Work continued on a common data dictionary (under the leadership of the Arizona Criminal Justice Commission (ACJC)) as the foundation for electronic data exchange. Members of the County JLE agencies participated in review of and provision of content of the data dictionary.

With funding provided by the Jail Tax Initiative, work has begun toward integrating criminal justice information systems in Maricopa County agencies. The Justice and Law Enforcement (JLE) agencies came together as a coalition and created a Board of Directors for the Integrated Justice and Law Enforcement System. Meeting since January 1999, this Board has created and engaged a Business Team as the core planning entity for the integration efforts. The Business Team meets regularly and has determined the program mission and scope, and is currently formatting program governance and acquiring a program manager. Among program tasks will be defining system needs, operational gaps in current processes and laying the foundations for integration beyond County agency boundaries.

A multi-agency workgroup has been established to begin planning and coordinating an integrated calendaring system.

Critical Business Objective: Plan the future location of offices, courts and jails to reduce operating costs.

Activity: Maricopa County has implemented lease improvements for co-located justice court services at the following sites:

- ▶ Glendale (Glendale and North Valley Justice Precincts);
- ▶ Tempe (Tempe 1 and Tempe 2 Justice Precincts); and
- ▶ Downtown Phoenix (East Phoenix #1, West Phoenix, and Central Phoenix).
- ▶ The County is identifying construction sites for the following co-located facilities, which will be County-owned:
  - ▶ Mesa (West Mesa, North Mesa, South Mesa/Gilbert, and East Mesa Justice Precincts); and
  - ▶ Tempe (East and West Tempe, Chandler and possibly one new justice precinct north of the Salt River).

The Board must make the final decision regarding funding and timing of these projects.

Critical Business Objective: Implement cost-avoidance strategies for indigent legal defense, including better eligibility screening and fee assessments of indigent defendants.

Activity: The Financial Review Unit was implemented in August 1997 within Pretrial Services to ascertain financial ability of defendants to share in the cost of their defense. Since the program's inception, the FRU has determined that 9,825 defendant referrals were able to contribute towards the cost of indigent counsel. This has resulted in assessments totaling \$261,859 and collections totaling \$127,086 (with most defendants on payment plans). In addition, the program has referred a total of 690 defendants to the PAID program and 10 defendants to private counsel, which has resulted in savings totaling \$369,873. In December of 1998 the Office of Management and Budget conducted an analysis of the FRU to outline recommendations that would enhance the program's performance. Currently, the FRU is showing nominal improvement in the number of referrals it receives from the Initial Appearance Court, which is resulting in an increase in total assessments per month. OMB has further recommended that a steering committee be formed to provide direction to further enhance the program performance.

Critical Business Objective: Utilize video conferencing to expedite case processing and reduce transports.

Activity: Video technology continues to be a viable program for use in the Justice Courts, indigent defense agencies and the probation department. Video conferencing between the court sites and jail continues in six Justice Courts with plans underway to expand to 6 additional court locations within the next budget year. Video proceedings are conducted for arraignment calendars in cases with failures to appear, pay or comply with court orders. An average of 217 in custody defendants are seen per month with average system use of 25 hours per month.

Video use in indigent defense agencies includes system use between 4 jail locations and 7 locations for Offices of the Public Defender and Legal Defender. An average of 208 attorney-client meetings/conferences occur each month.

Video interviewing is also provided between the Adult Probation Department and in custody defendants, with 3 office sites (2 in Phoenix and 1 at the Southeast Regional Facility) to 4 jail sites. Monthly use averages 100 conferences a month. Planning is underway for expansion of video teleconferencing between APD Field Offices and one or more of the jail facilities, with targeted expansion during FY 99-00.

Video conferencing continues to provide enhanced security in handling and transporting in custody defendants, savings in MCSO detention officer time to transport individuals and Court and agency efficiencies in scheduling calendars and meetings in a more expedient manner.

Critical Business Objective: Invest in document imaging technologies for court records to reduce the need for file storage space and to improve access to files.

Activity: Our Probate Imaging pilot has been transitioned into a full production system. Access to imaged Probate documents has been enabled for two Superior Court hearing officers and the Probate file room. Additional optical storage, licensed seats, and software upgrades have been purchased to increase access and permit continued imaging of Probate documents while we prepare to implement the next phase of our strategy to replace the paper-based court record with electronic documents and images. An RFP is being prepared for issuance in the 1<sup>st</sup> quarter of 2000 to hire a consultant to assist in the development and implementation of a phased master plan to realize this strategy. The first phase of this plan includes the acquisition of a more robust electronic document management system capable of handling the complex workflow and volumes of images required for expansion of document imaging to all case types. The EDMS will also provide the back office automation required to implement electronic filing of Superior Court documents.

Critical Business Objective: Achieve certification requirements and minimum standards for Correctional Health Services in a cost-effective manner.

Activity: CHS and MCSO received national re-accreditation for 1998 and maintained State licensure for all clinics and inpatient units. Public Health discount pricing eligibility was continued.

Critical Business Objectives: Use rational planning methods to allocate justice and law enforcement staffing.

Activity: The Office of Management and Budget completed several efforts in this area over the past year, including: a study on Public Defender support staff, a benchmark evaluation of the Medical Examiners Office and related staffing issues, a review of County attorney support staff, allocation of new detention positions for Sheriff's Office jail expansion, various technological staffing needs for justice and law enforcement agencies and allocation of resources for Court-wide restructuring and workload issues for various agencies.

In addition, Market studies and career path analysis were conducted for various classifications in the Sheriff's Office, County Attorney's Office, Superior Court, Juvenile Court, Justice Court, Adult Probation, Medical Examiner's Office, Indigent Representation, and the Clerk of the Court.

Critical Business Objective: Improve facilities and operations of the Office of the Medical Examiner.

Activity: A site for a new facility has been selected. The new Jail Parking Garage will be built to house the Office of the Medical Examiner, which will also undergo a name change to the Forensic Science Center when moved to the new facility. Planning, design and construction are projected to take 2.5 years. Improvements in operations were reflected in the shortening of case processing times from an average of 90 days to 60 days. A new liaison position was created in the office to enhance communication and service to decedents' family members. See the Facilities and Equipment Management section for more detail on the related facility issue. In addition, the Medical Examiner's Office received additional staff positions, funding for compensation and market adjustments, and was able to purchase a significant amount of capital related equipment to enhance operations.

Critical Business Objective: Coordinate budgeting for the criminal justice agencies to avoid imbalances in the system, reduce duplication of effort, and insure that resources are applied where they are most needed.

Activity: The Office of Management and Budget continues to address the future co-location of justice courts, continues to monitor efforts to enhance criminal case processing and conducted system-wide analysis for

expansion of the Early Disposition Court and the addition of three new Superior Court Divisions. OMB has also focused attention on coordinated resource allocation in continued efforts to implement system-wide recommendations made by the Citizens Advisory Committee on Jail Planning.

The Correction Health Departmental had identified various objectives as part of its strategic plan for FY 1998-99. Progress made toward achieving these objectives is summarized below.

Objective: Early identification of inmates with chronic conditions including chronic conditions, communicable diseases and disabilities.

Activities: Transition of responsibility from MCSO to CHS for performing the receiving screening was initiated. CHS now performs approximately 40% of all receiving screenings completed in the pre-intake area. The area has been remodeled, the computer link has been made and follow-up appointments are being scheduled with clinics as appropriate. Special Needs Treatment Plans (SNTP) being used on Inpatient units for patients with mental illness. A SNTP form has been developed and is beginning to be used for patients in the outpatient setting.

Objective: Assure necessary medications are available to patients as ordered by providers; reduce missed medications due to out-to-work or -court, failure to appear, or transfers within the system.

Activities: Pharmacy automation has been implemented and is currently in the testing phase. Keep on Person medication and medication transport will be developed when system is stable. Medication delivery system was expanded by addition of 2<sup>nd</sup> courier.

Objective: Meet legal mandates while maintaining program expenditures within budget.

Activities: The Interdepartmental Agreements for services with Public Health and MIHS were renewed. Collaboration took place with MIHS and Public Health to lay basis for appropriate linkages in the new jails. Collaborated with juvenile detention on quality improvement issues. Linkages with MCSO have been strengthened primarily through new jail planning. Continue to meet legal mandates and continue to collaborate with County Counsel and Risk Management.

## legislative strategies

Arizona's counties are political subdivisions of the state and are extremely dependent upon state actions, unlike cities, which have charter government. Thus, next to Maricopa County's relationship with its citizens, the County's most important external relationship is with the Arizona State Legislature. Accordingly, the most important function of maricopa County's Government Relations and Communications Office is to successfully pursue legislation deemed necessary by the Board of Supervisors for the fiscal health or operation of the county, and to defeat or modify unfavorable legislation that imposes new and unfunded responsibilities on the county or negatively affects the county's revenue base.

One of the most critical and pressing public safety issues faced by Maricopa County in recent years is the need for new adult and juvenile jail facilities. Maricopa County secured legislative authority to ask the voters in the November 1998 General Election for a one-fifth of a cent sales tax increase for this purpose, and voters overwhelmingly responded in the affirmative, providing the county with \$900 million in public safety funding over the next ten years. Plans for construction and operation of these new facilities in the most cost-effective manner possible are currently underway.

Another major on-going issue for Maricopa County continues to be in the health care area. The County seeks to build upon the reforms made by the Legislature during a November 1997 Special Session which changed how the costly Arizona Long-Term Care System (ALTCS) program is funded. For the first time ever, the state agreed to assume a portion of the ever-growing costs of this program, which is designed to provide long-term health care to Arizona's indigent elderly and disabled.

Maricopa County continues to urge legislative leadership to re-convene a legislative Task Force created to look at the issue of ALTCS reform in an in-depth manner. By working closely with the Legislature, additional reform and cost-savings in ALTCS can be achieved by implementing programmatic changes to better utilize taxpayer dollars while still providing the best care possible for our citizens. Maricopa County's health care administration has had great success in turning around a severe operating deficit through reorganization and re-engineering of the system. Based on this experience, Maricopa County has developed a slate of successful cost-savings measures which could be incorporated into the ALTCS program, as well.

Failing major reform on the part of the state in this area, however, Maricopa County secured passage of legislation during the 1999 session which will help by creating significant changes in the way claims against Maricopa County are pursued by hospitals, under counties' residual medical responsibility. Alternatives to the existing complicated and dysfunctional residual system continue to be explored.

Maricopa County's responsibilities with regard to funding the various elements of the massive criminal justice system for the fifth largest county in the nation were also the focus of legislative deliberations. As municipalities place more and more police officers on the streets, and more and more criminals are incarcerated, efforts have been made at the Legislature by a coalition of stakeholders to try to "fill the gap" – or provide more funding for the "middle" part of the system, such as the courts, prosecution and indigent defense. During the 1999 legislative session, "Fill the Gap" legislation was finally passed after years of unsuccessful efforts, and will provide some additional criminal justice funding from the state to counties.

### community health strategies

Major community health activities and accomplishments during FY 1998-99 include the publication of the Maricopa County Health Status Report; completion of a customer satisfaction survey where 96% of the 437 respondents rated public health services received as excellent (85%) or good (11%); received budget approval to increase staffing for immunization, communicable disease surveillance and Tuberculosis (TB) control services and for improvements to public health facilities; installed and configured the ACCLAIM public health management information system; ensured all Public Health Department hardware is Year 2000 (Y2K) compliant; developed an extensive computer training program where 150 employees registered for 60 different classes; completed Phase II of the Health and Human Services Emergency Response Plan; established employee action teams in the areas of new employee orientation, reward and recognition and career development to address employee concerns identified in the Employee Satisfaction Survey – action team recommendations have been or are in process of being implemented.

## organization position

### risks and opportunities

Fiscal Year 1998-99 was again highlighted by strong fiscal performance. Maricopa County was named the fastest growing county in the United States. The continued strength in the local and national economy has provided the fiscal boost needed to keep pace with the enormous service demands that our high growth county requires. The County continues to develop strategies to deal with our unfunded mandates and our weak infrastructure. Some of the challenges facing the County are outlined below.

#### risks

##### population growth

Again, Maricopa County's population has grown more than any other County in the nation in the past year. In the last decade the County's growth has been higher than national average. Currently, Maricopa County, Arizona is the 5th most populous county in the nation, with a population of 2,889,000 as of June 30, 1999. This represents a 2.8% increase over fiscal year 1998. This will place a strain on the area's infrastructure and the increased demands that will be placed upon providing public services.

##### adult and juvenile detention populations growing

The average daily population for both the adult and juvenile population has been a concern. While the average daily population in the adult facilities has grown substantially over the past few years, growth actually declined over the past year. The average daily population for adult is estimated to be 6,578 in 1999 in a facility with a capacity of 5,300 beds. Growth in the adult jail is expected to decrease slightly (5%), but the facilities are 24% over capacity.

The juvenile detention facilities have an estimated daily population of 366 (for FY 1999-00), which is the same as FY 1998-99. The facilities' design capacity is 277 juvenile detainees. Therefore, the facilities would be 32% over capacity. A current expansion project of 80 beds, is expected to be complete and operational in September 1999. At completion of the expansion project, the Durango facility will have a capacity of 229. The total capacity for juvenile detention will be 357. Through additional capacity and re-structuring of operations, juvenile detention populations can be managed during FY 1999-00.

<b>FY 1999-00</b>	<b>Detention Population w/out Additional 80 Beds</b>	<b>Detention Population with Additional 80 Beds</b>
<b>Cap</b>	277	357
<b>Actual</b>	366	366
<b>% Over(+) / Under (-) Cap</b>	32%	3%

As local cities continue to add police officers to the street, populations grow, and the crime rate climbs, this issue will escalate. In November of 1998, the voters approved a 1/5 of a cent sales tax, which the County will dedicate to building and other one-time costs for the adult and juvenile detention facilities. The County should be better able to manage this growth with this new tax base. However, the first new detention structure will not become operational until 2003 with the last facility expected to open in 2006. The County's strategy is to continue to fund alternative jail population reduction programs to reduce inmate populations to the greatest extent possible.

escalating health care costs

Maricopa County has two major functional responsibilities, Justice and Law Enforcement and Health Care. Therefore, the County must monitor all elements of the health care equation. Maricopa County is a health care provider through our Integrated Health System, which includes the Maricopa Medical Center (hospital). In addition, the Public Health Department provides immunizations and other preventive services. Maricopa County contributes tax dollars to the State of Arizona for Acute Care (AHCCCS), Long-Term Care (ALTCS) and the Seriously Mentally Ill.

We also provide the eligibility function for entrance into the AHCCCS program and are liable for residual (Pre-AHCCCS) costs with all County hospitals for emergent care. This occurs if the County is not able to enroll an eligibly indigent in AHCCCS within 48 hour of notification. In 1998-99, Maricopa County paid over \$7.5 million in outside hospital Pre-AHCCCS costs to non-county owned facilities, and another \$6.6 million to Maricopa Medical Center for these expenses. These costs are expected to continue to grow at a fast pace, outstripping revenue streams. In an effort to better control costs, the County plans to outsource the management of the department to a health care management company. The transition to a privatized management team is expected to occur in the second quarter of the fiscal year.

The County must be concerned about the impact of health care on its employees and their families. The benefit package offered by the County to its employees is continuously being monitored costs and being evaluated against other options. In 1997-98, Maricopa County reduced the number of choices from five insurance providers to two insurance providers to consolidate and lower costs for the taxpayer and employees. As we reach the end of our contract with our current health benefit providers, we will continue to look for cost effective solutions to this issue.

environmental issues

Maricopa County continues to have air quality problems with three major air pollutants: Carbon Monoxide (CO), Particulates (PM10), and Ozone (O3). Preservation of the quality of the Maricopa County environment becomes more and more difficult as the population explodes. Poor air quality, (e.g. excessive carbon monoxide, particulates and ozone) has an impact on those with lung and upper respiratory problems. The Federal Government has placed air quality standards upon the Phoenix Metropolitan area concerning pollutants. If Maricopa County has any air quality violations, the rating of the air quality will be downgraded, and the State will lose Federal Highway funds. Additionally, a moratorium will be imposed on buildings that create emissions. This moratorium will force a "2-for-1" regulation on these types of facilities (for every particulate placed in the air, 2 particulates must be removed). On the positive side, with the implementation of new laws and new programs, the Valley hasn't had an Ozone violation since July of 1996 or has it had a Carbon Monoxide violation since December 1995.

Waste pollution, while rare, is a threat during periods of drought and flooding. Problems associated with hazardous waste and the contamination of food are also health concerns in the fastest growing county in the nation. The County is faced with acquiring the needed resources to monitor, control and regulate these many pollutants; industry is faced with the costs of compliance with local, State and Federal requirements.

 legislative changes and mandates

As an administrative arm of the state (which in turn is subject to direction from the federal government) the County is particularly vulnerable to federal and state legislative initiatives and mandates that may not be accompanied by additional funding. When necessary funding is not provided, the County must respond to these imposed priorities instead of setting its own priorities. In Fiscal Year 1999-00, mandates increased to 93% of the General Fund budget. This is a 4.4% increase over the prior fiscal year.

demand for more services

As is the case for many governmental and non-profit entities, population growth, demographic shifts, additional business and residential needs, and certain economic variables all add up to even more complex and competing interests and priorities for the County. Without new taxing authority or the desire to increase existing taxes, it is often difficult to meet the demands for more service. During the general election in November of 1998, the voters were asked to approve a countywide sales tax for construction and operation of new adult and juvenile detention facilities in Maricopa County.

year 2000 conversion

As the new millennium approaches, there is a risk that either our operational systems, our vendors systems or embedded systems will not be Year 2000 (Y2K) compliant when the calendar rolls over to 2000. Currently the Chief Information Officer for Maricopa County has a very intensive project to track compliance, and to ensure that this issue does not surface. Elements of the project include ensuring awareness, an assessment component, remediation, testing and validation, and finally contingency planning. According to available data, 84.17% of the County systems have been remediated and tested for compliance as of August 1999.

internet sales

A new national purchasing trend could impact the County's State Shared Sales tax growth. Last year in Arizona there was \$1.5 billion of internet sales. This resulted in a \$75 million reduction in tax collections that would have been captured if these purchases were made in Arizona stores. During the current fiscal year, internet sales in Arizona are expected to increase to \$12 billion. This is a \$600 million sales tax loss. As this trend continues, the impact on County sales taxes may be dramatic. Currently, there is no easy solution to capturing these loss taxes at state or local levels. Our economist will closely monitor this phenomenon.

**opportunities**

Some of the same factors which pose risks also present opportunities, as listed below. The County has already acknowledged many of these and incorporated them into the business plan.

various revenue enhancement activities

Maricopa County will continue to review fees and investigate new revenue streams to offset the need for local tax dollars. All departments review their fees on an annual basis, for needed adjustments. Fee increases that have just occurred include: Parks and Recreation, Planning and Development, Maricopa Medical Center, and the Judicial Branch. During FY 1999-00 the County will investigate opportunities for an ordinance granting authority to access a County Justice Court cost recovery fee. This fee, if approved, will help to fund new co-located Justice Court facilities.

The pretrial services agency of the Superior Court operates a Financial Review Unit (FRU). The FRU was designed to closely examine a defendant's financial status to determine indigence and ability to pay for or contribute to their defense costs. The primary goal of the FRU is to divert cases away from the County's Indigent Representation Department to private attorneys for which the defendant would pay. In December of 1998, the Office of Management and Budget conducted an analysis of the FRU to outline recommendations that would enhance the program's performance. Currently, the FRU is showing nominal improvement in the number of referrals it receives from the Initial Appearance Court, which is resulting in an increase in total assessments per month. OMB has recommended that a steering committee be formed to provide direction to further enhance the program performance. The County is still refining the program to ensure achievement of our initial goals.

population growth

This factor has been presented as both a risk and an opportunity. As discussed earlier, the risk associated with a growing population is directly related to the ability to meet the growing service needs of the community. Opportunities are clearly created when tax dollars generated from the increased population outweigh the expenses of providing additional services. Therefore, the age composition of future valley residents is very

important. For example, although people between the age of 20 and 34 tend to spend more of their disposable income than any other age group, they tend to rent rather than buy their homes. On the other hand, people over 50 years of age tend to buy homes and other large items, also increasing revenues generated by sales tax and property tax. Currently, the largest proportion of the population is between the ages of 20 and 49. By 2005, the largest age category will be residents between the ages of 45 – 65. This opportunity may boost the housing industry in the future, and generate strong sales tax receipts.

#### regional cooperation

The problems of incorporated and unincorporated areas are not contained within boundaries or city limits. Issues such as transportation, open space, air and water quality, flood control, planning and community development, health care, technological infrastructure, economic development, emergency management, and even administrative service delivery all have significant regional implications for coordination and efficiencies. Fortunately, within the last ten years, the Phoenix metropolitan area has done a better job of elevating a number of concerns to the regional level for cooperative resolution.

#### open space

An important initiative for the County is open space planning. The County will be working cooperatively with the State of Arizona, Cities and Towns, and the community to preserve open space for County residents into the future. The first example will be the acquisition of Spur Cross Ranch with the State of Arizona, which is expected to occur in FY 1999-00. This unique riparian area will become a preserve that is operated by Maricopa County, in partnership with the State of Arizona and the City of Cave Creek. Additional open space plans are currently being conceptualize and funding mechanisms reviewed.

### **weaknesses, strengths and trends**

#### **weaknesses**

##### revenue base

In the last several legislative sessions, tax code and statutory changes at the State level in property assessments have had an adverse affect on County revenue growth. In addition, legislation has been introduced to reduce the Auto License taxes. A diminishing of the revenue base may affect the County's ability to maintain a stable property tax rate or provide needed services in future years. The County will continue to lobby for revenue stabilization or neutral legislative actions involving our local state-shared revenues.

##### organizational structure of the county

The organizational structure of the County incorporates the competing interests of elected and Board-appointed officials, which does not always lend itself well to implementing and supporting cohesive strategies for financial control and service delivery. The County Administrative Officer will initiate changes within the Board-appointed departments to streamline operations and gain efficiencies. Competitive analysis and performance budgeting will continue to be pursued. These initiatives must progress in order to ensure that the County is providing public services at the lowest cost to the taxpayer.

##### technological deficiencies

The County continues to focus on business-oriented delivery and implementation of new technologies. Much of our existing technology is not aligned to support the way we do business and deliver service to citizens. Some of these deficiencies will be addressed during FY 1999-00, as the County continues to become "Year 2000" compliant. However, departments, such as the Department of Medical Eligibility, have dated or no technological solutions to existing problems. The County's mainframe financial and human resource systems should also be replaced within the next 5 years. These critical enterprise systems are becoming more obsolete and web-based technology should replace these systems.

In addition, Maricopa County will initiate a major criminal justice automation project in 1999-00. This integrated Justice System will be funded from the 1/5 of a cent sales tax approved by the voters in November of 1998. Senior members of the Judicial Branch, County Attorney, Clerk of the Court, Indigent Representation and County Administration are directing the project. A criminal justice integrated system does not exist in the nation, so successful implementation will be a challenge.

 aging facilities and equipment

A lack of appropriate funding levels for maintenance and replacement of facilities and equipment continues. However, funding has been increased in the FY 1999-00 budget. \$28.0 million of General Fund monies has been appropriated to replace obsolete buildings, leased facilities, or address other large infrastructure issues. The County has begun a 20 year facilities planning process that is expected to help the County better plan for replacement and expansion of facilities to ensure that the services needed in this growing community can be met.

**strengths**management team

Fiscal recovery was achieved through the diligent efforts of the County management team. Restructuring continues at the County Administrative Officer level. The ultimate design is posed to create cohesive strategies for financial control and service delivery. Efforts continue to enforce the previously adopted guidelines for reduced layers of management between the County Administrative Officer and first level supervision.

political will

The Board of Supervisors has clearly expressed its commitment to finding rational and proactive ways to sort through the difficult decisions ahead. At the same time, it has set expectations for information access necessary to support that decision making. The Board of Supervisors has also resolved to keep the community at large informed and has sought external expert advice. The Citizens Jail Oversight Committee is an example of the Board's desire to keep the public at the forefront of policy issues. This committee will oversee the disbursement of a temporary sales tax that will fund adult and juvenile detention facilities.

distinctions earned in service delivery

In the past, the County has designed and implemented a number of unique approaches to address pressing social concerns. For example, the school for homeless children has been recognized on a national level, for its valuable contributions to the area's quality of life. The Maricopa Medical Center has three areas of distinction, including the burn unit, the only facility of its kind in the state. Other superior services are the pediatric intensive care unit and the maternity ward.

Maricopa County's Assessor's Office is the first office in the nation that has over 98 percent of all building permits submitted in a standardized format via an electronic transfer system from 25 different jurisdictions. They also established the first extensive Computer Assisted Mass Appraisal (CAMA) department in the southwestern United States in 1997 to rewrite the mass appraisal regression model for Maricopa County. This has added superior uniformity and quality control beyond any previously available.

Maricopa County's Adult Probation Department received the prestigious American Probation and Parole Association's President's Award for 1999. It recognizes "exemplary community corrections programs which serve to advance the knowledge, effectiveness, and the integrity of the system."

*Computerworld* presented their Smithsonian Award to the Superior Court of Arizona in Maricopa County "for heroic achievement in information technology."

strategic plan

The Maricopa County Board of Supervisors and executive staff met together in a work session in December 1998 to map Maricopa County's future. One of the objectives of the session was to reaffirm core issues and educate and inform the governing board and the public regarding the environmental and economic outlook. The mission and vision statements for Maricopa County were revised. This annual review will continue in the future, and community outreach strategic planning sessions are currently being discussed.

fiscal year 1999-00 budget

The Fiscal Year 1999-00 budget is a clear indication of continued fiscal recovery. The budget provides a solid foundation for continued fiscal stability while improving services to the citizens of Maricopa County. The overall property tax rate of \$1.6475 per \$100 of assessed valuation that had been held flat for 8 years was reduced by 2.27 cents. This modest reduction is a illustration to our citizens that we are serious about applying fiscal conservation in the use of tax dollars.

In concert with the tax reduction, the County was able to allocate more funding for Justice and Law Enforcement activities, new facilities, technological improvements and market-based salary adjustments. In addition, the

Maricopa Integrated Health System is projected to have a profit of \$12.2 million dollars while funding \$21.5 million in facility improvements, replacement of medical equipment, and other infrastructure issues.

stabilized financial health

Maricopa County's fiscal health has been stabilized and continues to improve. In November of 1998, Moody's Investors Service upgraded the County's General Obligation Bond rating from a A-2 to an A-1. The improvement is due to the implementation of various financial and budgeting policies, improved financial performance in the General Fund and the Integrated Health Care System, and the approval of a dedicated sales tax for the Adult and Juvenile Detention Facilities. During the fiscal crisis, Maricopa County had been on "credit watch" by the rating agencies and the rating dropped from an Aa (High Quality) to an A (Medium Quality).

**trends**

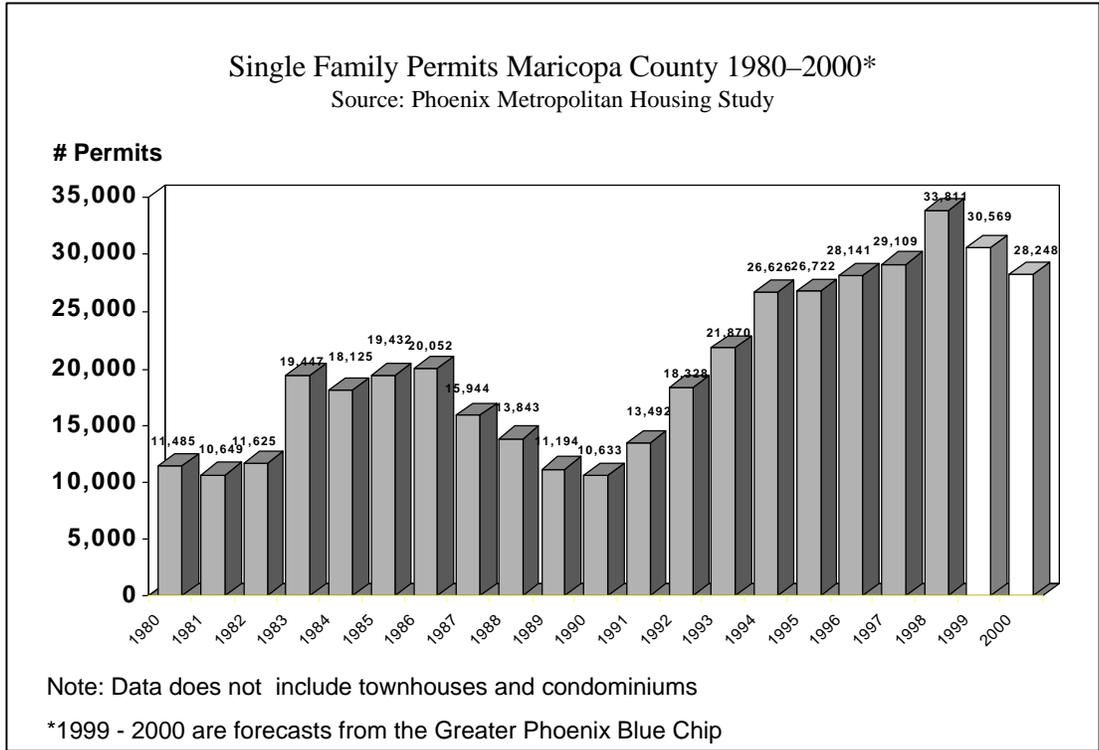
economic outlook

Maricopa County's economy is strong, and is expected to continue to grow and flourish in the next several years. Housing starts, unemployment figures, and revenue projections all appear to show continued growth into the next millennium. However, the growth will slow to an average growth level, and the boom that we have been experiencing for the last 4 – 5 years will end. This trend should be monitored, as it will affect on our financial performance and ability to rebuild our ailing infrastructure.



housing starts

Housing starts in Maricopa County have been steadily growing since 1991. The growth in housing starts from 1997 to 1998 was 16.2%. Although housing starts are forecasted to slow in 1999 and 2000, they are still projected to have a very strong performance. This will assist the County's property tax revenue growth, and will help us to keep pace with the service demands.



unemployment statistics

Maricopa County's unemployment rate has generally been consistently below the state and national average. As of March 1999, the unemployment rate for Maricopa County was 2.7% compared to 4.3% for Arizona and 4.7% nationally. This statistic makes Maricopa County a good place to live, and attracts more residents to the area. Employers have continued to move to our County, in part, due to the population growth, and cost of living. This trend is expected to continue.

performance measures and budgeting

Utilization of performance measurement and accountability is an ever-increasing public sector trend that is taking hold around the nation and the world. Federal, state and local governments are utilizing these techniques to ensure quality service delivery for the least cost. Performance measurement is now a major driver of policy in Maricopa County. Measures that emphasize bottom line deliverables and track outcomes are being pursued and reviewed. Determination of unit costs, customer satisfaction and benchmarking will be the long-term goals of this initiative.

**financial strategies**

As Maricopa County's financial condition continues to improve, the following strategies will help solidify the gains achieved over the past few years.

**broadening management authority and accountability**

Maricopa County will work to move financial management activities down to the lowest management level. The vast majority of participants in the Maricopa County Management Institute's Supervisors' School routinely indicate that budgeting is not only their least favorite task, but also their least important. This response is not surprising, because traditionally most County departments have centralized their financial administration through a single staff person or unit, all too often leaving line managers and supervisors disconnected from the process. Unfortunately, day-to-day operational decision-making can then exclude, or not fully consider, budgetary and financial impacts. Under these circumstances, the organization as a whole can develop unhealthy and distorted attitudes about spending and use of funds.

Financial authority and accountability needs to be broadened and pushed down to lower levels of management in order to continue improving the County's use of taxpayer resources to provide service. The first step will be to provide greater access to the County's budget, financial and human resource systems. Management and supervisory training, including the Supervisors' School, will also need to be augmented to provide more emphasis on day-to-day financial management and budgetary skills.

### **financial reporting and analysis**

The Department of Finance will continue to issue its monthly financial report to County Management, as well as provide any specific reporting and/or analysis upon request. For Fiscal Year 1999-00, cash flow and investment activity will be added to the monthly report. We also plan to form a Reporting Focus Group with major agencies to assist us in assessing the needs of departments. This group will also focus on informing departments of the general accounting processes to ensure that management has the information necessary to make informed decisions.

### **cash management**

The Department of Finance monitors the county's overall cash needs on a daily, monthly and on an annual basis. We forecast the County's cash flow as part of the overall budgeting process and determine if short-term borrowing is necessary. The County did not utilize any short-term borrowing in Fiscal Year 1998-99. We do not anticipate the need for short-term borrowing in Fiscal Year 1999-00. We will continue to maintain a line of credit with our servicing bank, but do not anticipate using it.

### **month-end and year-end close**

The Department of Finance closes each monthly accounting period on the third business day of the following month. Financial reports are available on the Electronic Business Center (EBC) on the next business day. The online availability of these reports will promote efficiency and better use of resources. The fiscal year is closed on the last day of July and the Comprehensive Annual Financial Report is issued by the end of October. Our goal is to provide timely financial information, while maintaining accuracy and completeness. This goal was achieved in Fiscal Year 1998-99, and we will continue to strive to achieve these goals in Fiscal Year 1999-00.

### **countywide financial procedures**

The Department of Finance has an internal financial procedure manual, which provides guidance to Department of Finance staff on the various financial activities, and transactions that occur during the course of the year. This procedure manual is an electronic document that allows all staff to have instant access to the most recent changes to procedures. There are also more specific financial manuals including a grant manual, a property tax manual, a debt manual, a fixed assets manual, a cost allocation manual, and an accounts payable manual. In addition to the continual refinement of these manuals, the Department of Finance developed training courses that are available to all County employees through the quarterly class catalogue.

### **control self-assessment**

The Department of Finance and the Internal Audit Department are partnering to introduce Maricopa County to the control self-assessment (CSA) methodology. CSA is used to review key business objectives, risks involved in achieving the objectives, and internal controls designed to manage those risks. The objective is to provide reasonable assurance that all business objectives will be met. The responsibility for the process is shared among all employees. CSA is conducted within a structured environment and allows management and/or work teams directly responsible for a business function to:

- ▶ participate in the assessment of internal control;
- ▶ evaluate risk;
- ▶ develop action plans to address identified weaknesses; and
- ▶ assess the likelihood of achieving business objectives.

CSA improves the control environment by increasing the awareness of organizational objectives, and the role of internal control in achieving goals. It motivates personnel to carefully design and implement control processes and continually strive to improve them. The first CSA workshop that will be facilitated by the Department of Finance and Internal Audit will be for County employees with cash handling responsibilities.

## electronic commerce

The Departments of Finance, Chief Information Officer and Materials Management are developing plans and budgets for implementation of an electronic commerce application. Maricopa County wants to take advantage of new opportunities offered by the Internet and the explosion in electronic commerce technologies. It would be designed to allow County departments to order goods and services from established contracts via the Internet. The selected application must interface with the current County central financial system and any future central financial system installed, and must be compatible with the County's purchasing card program. The strategy will provide general direction and resource requirements. The benefits of electronic commerce include:

- ▶ reduced transaction costs and delivery times;
- ▶ increased leverage with suppliers;
- ▶ more efficient management and control over operational resources;
- ▶ enables employees to be the best at serving their customers; and
- ▶ delivery of information and services to citizens and businesses at work, at home, and in the community.

## fifteen-year financial forecast

### executive summary

#### general assumptions

This forecast provides a conservative estimate of the County's fiscal condition through the next fifteen years given realistic economic forecasts and current Board policies. The forecast does not incorporate anticipated changes in Board policy or spending priorities; the base forecast assumes that the integrated health care system will continue to be operated by the County. The forecast reflects voter approval of a one-fifth of a cent sales tax increase to finance construction of new adult and juvenile jail facilities.

#### overall fiscal position

The overall forecast is based on econometric forecasts of major revenues and demographic/economic cost drivers developed for Maricopa County. Forecast information for the County is provided in both "most likely" and "low" scenarios with the most probable forecast falling between the two scenarios. The primary focus of the forecast has been on the impact of the jail and juvenile detention program and sales tax. The forecast has been extended out from five to fifteen years in order to assess the impact of the expiration of the jail tax (limited to nine years or \$900 million). Extending the time-horizon of the forecast to 15 years reduces the precision of the forecast and increases forecast risk, but provides the County with an indicator of what may possibly occur.

In the Most Likely Scenario, the General Fund can absorb the full jail and juvenile detention operating costs with a net surplus that grows each year. Annual revenue growth ranges from 5.3% to 10.4% during the first five years while forecasted expenditures and operating transfers range from 4.4% to 9.0%. Forecasted revenue and expenditure growth ranges for the remaining years in the Most Likely Scenario supports continued surplus in the General Fund.

		Base-Adopted	Base-Revised	2	3	4	5	6	7
		FY 1999-00	FY 99-00	FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06
Revenues	Most Likely	\$ 694,154,575	\$ 694,154,575	\$ 764,070,867	\$ 812,415,352	\$ 880,605,322	\$ 932,219,709	\$ 1,004,383,253	\$ 1,045,926,303
	Low	\$ 694,154,575	\$ 694,154,575	\$ 725,808,896	\$ 762,822,757	\$ 821,119,472	\$ 854,210,031	\$ 909,123,499	\$ 941,357,707
Expenditures	Most Likely	\$ 686,250,280	\$ 686,250,280	\$ 750,178,044	\$ 784,256,666	\$ 854,728,764	\$ 890,250,321	\$ 930,688,517	\$ 961,786,935
	Low	\$ 686,250,280	\$ 686,250,280	\$ 746,968,032	\$ 771,352,167	\$ 832,575,987	\$ 857,726,930	\$ 888,487,729	\$ 914,475,151
Ending Fund Balance	Most Likely	\$ -	\$ 69,148,625	\$ 62,748,568	\$ 74,814,373	\$ 89,622,027	\$ 125,591,415	\$ 194,286,151	\$ 273,925,519
	Low	\$ -	\$ -	\$ (91,818,277)	\$ (239,856,915)	\$ (395,594,491)	\$ (542,347,700)	\$ (668,869,966)	\$ (644,987,410)

		8	9	10	11	12	13	14	15
		FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Revenues	Most Likely	\$ 1,100,746,571	\$ 1,153,505,076	\$ 1,218,366,757	\$ 1,281,490,587	\$ 1,359,635,193	\$ 1,425,263,139	\$ 1,506,383,094	\$ 1,582,090,728
	Low	\$ 979,232,909	\$ 1,015,072,157	\$ 1,049,799,383	\$ 1,082,912,163	\$ 1,124,942,783	\$ 1,170,207,732	\$ 1,214,875,726	\$ 1,255,890,277
Expenditures	Most Likely	\$ 1,006,767,703	\$ 1,048,864,727	\$ 1,095,291,829	\$ 1,136,764,473	\$ 1,190,092,112	\$ 1,237,451,599	\$ 1,290,486,924	\$ 1,323,680,085
	Low	\$ 954,597,870	\$ 992,359,521	\$ 1,032,399,333	\$ 1,067,274,627	\$ 1,114,573,752	\$ 1,154,085,849	\$ 1,203,547,630	\$ 1,230,353,012
Ending Fund Balance	Most Likely	\$ 363,904,387	\$ 464,544,736	\$ 583,609,664	\$ 724,335,778	\$ 889,878,859	\$ 1,073,690,399	\$ 1,285,586,569	\$ 1,539,997,213
	Low	\$ (623,352,372)	\$ (603,639,736)	\$ (589,239,685)	\$ (576,602,150)	\$ (569,233,119)	\$ (556,111,236)	\$ (547,783,140)	\$ (525,245,874)

revenue

- ▶ The Board of Supervisors adopted a tax rate reduction and the forecast assumes continuation of the combined rates for the Primary, Debt Service, Flood Control District, and Library District levies at \$1.6248 per \$100 assessed value. The Library rates have been held at current levels; with adjustments between Flood Control, Debt Service and Primary rates to comply with State balanced budget requirements.
- ▶ The forecast predicts a resumption of normal growth in primary net assessed; assessed value growth due to market changes and new construction are projected to subside to lower levels. Estimated growth rates are conservative; market and growth estimates are based on local historical trends, and the impact of known legislative changes are also factored into the estimates. However, assessed value could very well experience lower or no growth if the State Legislature makes further changes in the property tax system. Utility de-regulation could also have a significant negative impact on assessed values.
- ▶ FY 1999-00 property tax revenue is based on an estimated net assessed valuation of \$18 billion (including Salt River Project), a net increase of 9% over FY 1998-99. With the increase in the primary rate, total revenue (including payments in lieu of taxes) is estimated at \$204 million, a net increase of \$25.8 million from last year's levy.
- ▶ Forecasted property tax revenues for Fiscal Years 2000-01 through 2003-04 reflect a net increase in the estimated net assessed valuations of 8.9%, 7.5%, 6.1%, and 7.4% respectively due to both new construction and increased market values.
- ▶ Forecasts of other revenue sources are based on economic forecasts and historical trends. Sales tax revenue is forecasted to resume annual growth rates of around 6% through FY 2003-04.
- ▶ The revenue forecast assumes no growth in the Disproportionate Share program in line with federal budget legislation that caps the program at FY 1997-98 levels.

expenditures:

- ▶ Expenditure projections include relatively small increases in the cost of existing programs, plus estimated 2% annual increase in staffing levels.
- ▶ Projections include funding for pay increases of 2.5% each year under the new "Broad band" compensation policy, consistent with FY 1998-99 funding levels.
- ▶ The annualized cost of budget issues approved for FY 1998-99 is included in FY 1999-00 and carried through the forecast. No other program increases for criminal justice are included in the base forecast.
- ▶ Major Maintenance was increased significantly based on the results of facility condition assessment.
- ▶ County contributions to AHCCCS and ALTCS are projected to increase significantly in line with recent experience.
- ▶ The Maricopa Medical Center subsidy is held at the level budgeted for FY 1999-00, plus inflation.

## background and assumptions

### general assumption

This fifteen-year financial forecast was developed to provide the Board of Supervisors a best estimate of the County's fiscal condition given realistic economic forecasts and assuming continuation of current policies. The forecast does not incorporate anticipated changes in Board policy or spending priorities; the base forecast assumes that the integrated health care system will continue to be operated by the County. The forecast reflects voter approval of a one-fifth of a cent sales tax increase to finance construction of new adult and juvenile jail facilities. The base forecast does not assume any future changes in Board policy or spending priorities, and assumes that the integrated health care system will continue to be operated by the County.

### **sources of funds**

#### property tax rates

The Board of Supervisors adopted a tax rate reduction and the forecast assumes continuation of the combined rates for the Primary, Debt Service, Flood Control District, and Library District levies at \$1.6248 per \$100 assessed value. Within the total, the Library rates have been held at current levels; with adjustments between Flood Control, Debt Service and Primary rates. The Debt Service rate is set at levels sufficient to fund annual principal and interest payments according to the current debt service amortization schedule provided by the Department of Finance. In addition to the property tax revenue generated by the tax rate, the forecast for each year includes \$950,000 of payments in lieu of taxes from the Federal government.

#### net assessed value

Net assessed value includes:

- ▶ locally assessed real property and improvements,
- ▶ secured and unsecured personal property,
- ▶ centrally assessed real property and improvements and
- ▶ the effective valuation of real and personal property owned by the Salt River Project.

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 this forecast each component of change was projected separately for each category of property. Market and growth estimates are based on historical trends; the impacts of legislative changes are also factored in where they are known. The forecasts should be considered conservative.

#### penalties and interest

Recent trends in collections of penalties and interest on delinquent property taxes have been negative because of declines in the rate of delinquency in property tax payments. The base forecast assumes that revenue from this source will remain at current levels.

#### licenses and permits

Overall, license and permit revenue is forecast to grow 2-3% per year, in line with population growth. The forecast does not assume increases in license fees. Major sources are building permits and marriage licenses. Increases are forecasted based on County population growth.

#### intergovernmental revenue (excluding sales and vlt)

Intergovernmental revenues are projected to grow in line with population and personnel costs. The major source of intergovernmental revenue is jail per diem charges.

#### state shared sales tax

FY 1999-00 estimated revenue from State shared sales taxes anticipates growth of 7.5% from FY 1998-99. Growth is projected at 5% per year beginning in FY 1900-01 onward.

#### indirect cost recovery

Indirect cost recovery revenues are charges collected from non-General Fund departments for services provided by General Fund central service departments, including Human Resources, Finance and the Office of

Management and Budget. Indirect cost recovery is projected to grow in line with total personal services costs, since personnel-related costs generally account for most expenditures of central service departments.

state shared vehicle license taxes (auto lieu)

Vehicle License Tax (VLT) revenue has grown rapidly over the past two years due to corrections in the distribution formula and the State's new biennial registration program. Beginning in FY 1999-00, revenue increases are forecasted to resume a more normal pace of around 5% per year given historical trends. 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. In addition, 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 court fees, law enforcement contract payments, and tax sale fees. Most charges for service are expected to increase in line with County population growth; the base forecast assumption is that fee rates do not increase.

finer and forfeits

General Fund fine and forfeit revenue is primarily from Justice Court traffic fines. Fines are forecasted to grow with population. 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 have been projected to decline gradually in line with expenditures for residual long-term care, which are decreasing as the capped patient population decreases.

miscellaneous revenue

FY 1999-00 miscellaneous revenues are projected to grow at overall annual rates of around 3.5%-4.0%. Miscellaneous revenue includes general fund interest income, which is forecast to increase with overall General Fund revenue.

sale of fixed assets

No major property liquidations are anticipated for FY 1999-00. Minimal revenue is projected through the forecast period.

operating transfers-in

Operating transfers-in represent Disproportionate Share funds transferred from the Maricopa Health System to the General Fund. Disproportionate Share transfers are projected to remain flat because of federal budget legislation, which caps Disproportionate Share payments at current levels. Disproportionate Share could be eliminated altogether as part of an agreement to implement the Proposition 203, but in this event County residual indigent health care expenditures could be drastically reduced as well.

**uses of funds**

personal services (excluding benefits)

Personnel costs are projected to increase each year with 2.5% funding under the new "Broad band" compensation policy. The forecast also includes increases of 2% per year above and beyond pay increases to account for increased demands for service, plus other commitments already made to annualize budget issues and operate planned new facilities. The assumption behind the forecast is that County managers, encouraged by the Management Incentive Program, will take measures to increase the efficiency and productivity of existing staff so that existing levels of service can be maintained with minimal staff increases.

employee benefits

For FY 1999-00, employee benefits have been budgeted at an average rate of 21.6% of total personal services. Benefit costs will remain stable in proportion to budget salaries through FY 2013-14. The current benefit program has been consolidated under one provider.

 supplies and services

Expenditures for supplies and services are projected to increase at the anticipated rates of inflation and staffing growth.

principal and interest payments

Projected principal and interest payments expenditures are based on the amortization and interest rates of current outstanding certificates of participation (COP's).

capital outlay

Capital outlay expenditures are projected to increase with inflation each fiscal year, while the base is increased by \$1.0 million each year for technology investment.

general government

General Government is presented as a separate item because it is made up of many program elements that must be projected individually. These programs include the following:

- ▶ General Contingency - the current budgeted level of \$10.9 million is increased each year by \$1.0 million in line with increases in the overall General Fund budget.
- ▶ Major Maintenance - the base amount for Major Maintenance of County buildings for FY 1999-00 is \$8.0 million.
- ▶ Vehicle Replacement - replacement of vehicles operated by General Fund departments is fully funded in the forecast.

election costs

The incremental cost of administering primary and general elections in Fiscal Years 1999-00 and 2000-01 are estimated at \$2.1 million and \$3.5 million, respectively. Efficiencies, anticipated restructuring, and process improvements, particularly from the new voter tabulation system, will allow the County to contain election costs.

risk management claims

The accumulated cash balance in the Risk Management Trust Fund has funded claims expenses for the last two years without the necessity of acquiring additional funds for actual claims expenses and incurred but not reported expenses (IBNR). While this relief was provided to all County funds, the General Fund share is approximately 40%. Beginning in FY 1999-00, the General Fund resumed payments to the Trust Fund.

health care mandates

Health care mandates include a variety of mandated and Board-sponsored health care related costs, including the County's mandated contributions to the AHCCCS and ALTCS programs, the Arnold v. Sarn court order requirements for treatment of the seriously mentally ill, and an intergovernmental agreement for general mental health assistance. For certain programs in Health Care Mandates, no growth is projected, while costs for some programs are projected to increase at various annual rates based on recent trends.

Based on a recent projection from the Joint Legislative Budget Committee, the forecast assumes no increases in the AHCCCS acute care contribution, and 5%-7% annual increases in the ALTCS contribution. Forecasted expenditures are conservative, and actual results will depend entirely on the will of the State Legislature.

pre-ahcccs medical claims

Pre-AHCCCS medical claims are costs associated with health care delivered by both Maricopa Health System and private providers for the first 48 hours of care for individuals qualified for AHCCCS but prior to their enrollment in AHCCCS. Budgeted expenditures for FY 1999-00 were based on historical claims payment and lawsuit settlement trends. Claims payments are projected to grow at approximately 4.7% per year, in line with health care inflation. Pre-AHCCCS payments to the Maricopa Health System are held constant at \$8,160,000, plus inflation.

financial forecast (continued)

GENERAL FUND SUMMARY

	Base-Adopted FY 1999-00	Base-Revised FY 1999-00	2 FY 2000-01	3 FY 2001-02	4 FY 2002-03	5 FY 2003-04	6 FY 2004-05	7 FY 2005-06
<b>Sources of Funds:</b>								
<b>Revenue</b>								
Real/Personal Property Taxes	\$ 196,952,241	\$ 196,952,241	\$ 224,052,405	\$ 248,694,973	\$ 267,463,372	\$ 289,017,346	\$ 325,811,833	\$ 338,929,697
Personal Property Taxes	10,865,675	10,865,675	14,440,008	15,053,841	15,408,088	15,654,658	16,770,602	16,934,954
Payments in Lieu of Taxes/SRP	6,583,824	6,583,824	6,622,831	6,910,628	7,077,401	7,192,490	7,704,516	7,776,542
Payments in Lieu of Taxes/Federal	950,000	950,000	950,000	950,000	950,000	950,000	950,000	950,000
Penalties and Interest - Delinquent Taxes	7,000,000	7,000,000	7,280,000	7,571,200	7,874,048	8,189,010	8,516,570	8,857,233
Licenses and Permits	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Intergovernmental	3,185,712	3,185,712	3,393,024	3,402,268	3,411,651	3,421,174	3,430,840	3,440,651
Sales Tax	286,617,062	286,617,062	315,357,553	334,594,363	363,034,884	385,906,082	408,288,635	431,152,798
Vehicle License Tax	77,013,804	77,013,804	89,588,494	91,016,222	97,315,885	101,646,442	110,164,413	112,786,326
Charges for Services	18,294,192	18,294,192	20,619,041	21,686,763	22,923,060	24,248,349	25,749,204	27,050,759
Fines & Forfeits	9,970,000	9,970,000	10,219,250	10,464,512	10,757,518	11,026,456	11,335,197	11,629,912
Patient Charges	198,093	198,093	194,131	190,249	186,444	182,715	179,060	175,479
Gain/Loss Fixed Asset	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Miscellaneous	14,557,757	14,557,757	8,182,077	8,223,395	8,272,756	8,268,063	8,320,074	8,369,723
<b>Totals</b>	<b>\$ 632,283,360</b>	<b>\$ 632,283,360</b>	<b>\$ 700,993,814</b>	<b>\$ 748,853,414</b>	<b>\$ 804,770,107</b>	<b>\$ 855,797,784</b>	<b>\$ 927,315,946</b>	<b>\$ 968,149,074</b>
<b>Operating Transfers-In</b>	<b>\$ 61,871,215</b>	<b>\$ 61,871,215</b>	<b>\$ 63,077,053</b>	<b>\$ 63,561,938</b>	<b>\$ 75,835,214</b>	<b>\$ 76,421,925</b>	<b>\$ 77,067,308</b>	<b>\$ 77,777,228</b>
<b>Total Sources</b>	<b>\$ 694,154,575</b>	<b>\$ 694,154,575</b>	<b>\$ 764,070,867</b>	<b>\$ 812,415,352</b>	<b>\$ 880,605,322</b>	<b>\$ 932,219,709</b>	<b>\$ 1,004,383,253</b>	<b>\$ 1,045,926,303</b>
<b>Net Growth Rate</b>	5.3%	5.3%	10.1%	6.3%	8.4%	5.9%	7.7%	4.1%
<b>Uses of Funds:</b>								
<b>Expenditures:</b>								
Wages and Salaries - Base	181,080,977	182,923,563	196,119,026	205,924,278	216,221,226	227,032,288	238,383,902	250,303,097
Salary Adjustments	9,536,992	9,536,992	5,883,571	6,177,749	6,486,637	6,810,969	7,151,517	7,509,093
Employee Benefits	36,040,305	36,040,305	41,511,534	43,587,110	45,766,466	48,054,789	50,457,529	52,980,405
Supplies and Services	49,688,742	49,688,742	44,795,128	21,540,119	22,714,349	23,876,980	25,044,782	26,264,527
Capital Outlay	9,520,630	9,520,630	10,819,693	12,282,639	13,793,862	15,331,851	16,898,033	18,499,162
General Government	61,256,832	59,414,246	69,656,787	72,906,998	79,344,444	81,686,454	84,933,517	84,565,658
Primary/General Elections Cost	8,252,074	8,252,074	9,723,000	6,402,000	10,400,000	9,419,000	11,126,000	7,292,000
Risk Management Claims Payout	-	-	-	-	-	-	-	-
AHCCCS & ALTCS Contributions	132,097,522	132,097,522	136,754,436	141,644,196	146,778,444	152,169,405	157,829,913	163,773,447
Transfers Out - Detention Fund	88,825,845	88,825,845	120,549,571	157,332,101	194,396,228	206,979,998	218,440,392	228,559,781
Other Mandated Health Care	109,950,361	109,950,361	114,365,298	116,458,775	118,827,108	118,888,588	120,422,932	122,039,764
Health System Subsidies	-	-	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 686,250,280</b>	<b>\$ 686,250,280</b>	<b>\$ 750,178,044</b>	<b>\$ 784,256,666</b>	<b>\$ 854,728,764</b>	<b>\$ 890,250,321</b>	<b>\$ 930,688,517</b>	<b>\$ 961,786,935</b>
<b>Net Growth Rate</b>	4.4%	4.4%	9.3%	4.5%	9.0%	4.2%	4.5%	3.3%
<b>*Projected Surplus/Deficit:</b>	<b>\$ 7,904,295</b>	<b>\$ 7,904,295</b>	<b>\$ 13,892,824</b>	<b>\$ 28,158,686</b>	<b>\$ 25,876,558</b>	<b>\$ 41,969,388</b>	<b>\$ 73,694,736</b>	<b>\$ 84,139,368</b>
Net Growth Rate	-72.94%	-72.94%	75.76%	-102.69%	-8.10%	62.19%	75.59%	14.17%
Percent of Total Expenditures	1.15%	1.15%	1.85%	3.59%	3.03%	4.71%	7.92%	8.75%
<b>Unreserved Fund Balance:</b>								
<b>Beginning Balance</b>	<b>\$ 127,704,846</b>	<b>\$ 140,453,471</b>	<b>\$ 69,148,625</b>	<b>\$ 62,748,568</b>	<b>\$ 74,814,373</b>	<b>\$ 89,622,027</b>	<b>\$ 125,591,415</b>	<b>\$ 194,286,151</b>
Net Cashflow Reserve	(56,400,000)	(56,400,000)	(60,014,243)	(62,740,533)	(68,378,301)	(71,220,026)	(74,455,081)	(76,942,955)
<b>Net Expendable Fund Balance</b>	<b>\$ 71,304,846</b>	<b>\$ 84,053,471</b>	<b>\$ 9,134,382</b>	<b>\$ 8,034</b>	<b>\$ 6,436,072</b>	<b>\$ 18,402,002</b>	<b>\$ 51,136,334</b>	<b>\$ 117,343,196</b>
*Net Surplus/Deficit	7,904,295	7,904,295	13,892,824	28,158,686	25,876,558	41,969,388	73,694,736	84,139,368
Appropriated Fund Balance	(79,209,141)	(79,209,141)	(20,292,881)	(16,092,881)	(11,068,903)	(6,000,000)	(5,000,000)	(4,500,000)
<b>Ending Expendable Fund Balance</b>	<b>\$ -</b>	<b>\$ 12,748,625</b>	<b>\$ 2,734,324</b>	<b>\$ 12,073,839</b>	<b>\$ 21,243,726</b>	<b>\$ 54,371,389</b>	<b>\$ 119,831,070</b>	<b>\$ 196,982,564</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ 69,148,625</b>	<b>\$ 62,748,568</b>	<b>\$ 74,814,373</b>	<b>\$ 89,622,027</b>	<b>\$ 125,591,415</b>	<b>\$ 194,286,151</b>	<b>\$ 273,925,519</b>

\*Based on Board Policy, will be used to reduce debt service and taxes


**financial forecast (continued)**
**GENERAL FUND SUMMARY**

	8	9	10	11	12	13	14	15
	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
<b>Sources of Funds:</b>								
<b>Revenue</b>								
Real/Personal Property Taxes	\$ 356,790,668	\$ 377,800,502	\$ 401,273,972	\$ 428,741,913	\$ 460,935,241	\$ 488,102,265	\$ 520,536,761	\$ 554,990,188
Personal Property Taxes	17,100,916	17,268,505	17,437,737	17,608,627	17,781,191	17,955,447	18,131,410	18,309,098
Payments in Lieu of Taxes/SRP	7,846,327	7,913,682	7,978,412	8,040,309	8,099,157	8,154,731	8,206,794	8,206,794
Payments in Lieu of Taxes/Federal	950,000	950,000	950,000	950,000	950,000	950,000	950,000	950,000
Penalties and Interest - Delinquent Taxes	9,211,522	9,579,983	9,963,183	10,361,710	10,776,178	11,207,226	11,655,515	12,121,735
Licenses and Permits	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Intergovernmental	3,450,609	3,460,717	3,470,976	3,481,390	3,491,959	3,502,687	3,513,576	3,524,628
Sales Tax	455,297,355	480,794,007	507,718,471	536,150,705	566,175,145	597,880,953	631,362,286	666,718,574
Vehicle License Tax	122,237,821	125,147,081	135,634,406	138,862,505	150,499,183	152,681,421	164,056,187	164,909,279
Charges for Services	28,683,288	30,194,466	32,220,006	34,166,144	36,268,235	38,528,762	39,894,686	42,376,249
Fines & Forfeits	11,932,290	12,242,529	12,560,835	12,887,417	13,222,490	13,553,052	13,891,878	14,225,283
Patient Charges	171,970	168,530	165,160	161,856	158,619	155,447	152,338	149,291
Gain/Loss Fixed Asset	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Miscellaneous	8,420,663	8,472,927	8,526,551	8,581,568	8,638,016	8,693,704	8,750,784	8,806,950
<b>Totals</b>	<b>\$ 1,022,188,430</b>	<b>\$ 1,074,087,931</b>	<b>\$ 1,137,994,708</b>	<b>\$ 1,200,089,143</b>	<b>\$ 1,277,090,415</b>	<b>\$ 1,341,460,694</b>	<b>\$ 1,421,197,214</b>	<b>\$ 1,495,383,070</b>
<b>Operating Transfers-In</b>	<b>\$ 78,558,141</b>	<b>\$ 79,417,145</b>	<b>\$ 80,362,049</b>	<b>\$ 81,401,444</b>	<b>\$ 82,544,778</b>	<b>\$ 83,802,445</b>	<b>\$ 85,185,880</b>	<b>\$ 86,707,658</b>
<b>Total Sources</b>	<b>\$ 1,100,746,571</b>	<b>\$ 1,153,505,076</b>	<b>\$ 1,218,356,757</b>	<b>\$ 1,281,490,587</b>	<b>\$ 1,359,635,193</b>	<b>\$ 1,425,263,139</b>	<b>\$ 1,506,383,094</b>	<b>\$ 1,582,090,728</b>
<b>Net Growth Rate</b>	5.2%	4.8%	5.6%	5.2%	6.1%	4.8%	5.7%	5.0%
<b>Uses of Funds:</b>								
<b>Expenditures:</b>								
Wages and Salaries - Base	\$ 262,818,252	\$ 275,959,165	\$ 289,757,123	\$ 304,244,979	\$ 319,457,228	\$ 335,430,089	\$ 352,201,594	\$ 369,811,674
Salary Adjustments	7,884,548	8,278,775	8,692,714	9,127,349	9,583,717	10,062,903	10,566,048	11,094,350
Employee Benefits	55,629,425	58,410,897	61,331,441	64,398,014	67,617,914	70,998,810	74,548,750	78,276,188
Supplies and Services	27,538,527	28,869,194	30,259,050	31,710,726	33,226,973	34,810,662	36,464,794	38,139,625
Capital Outlay	20,167,411	21,905,081	23,714,542	25,598,240	27,558,697	29,598,510	31,720,361	33,927,012
General Government	88,475,910	92,464,625	96,538,532	100,593,005	104,840,002	109,179,739	113,619,349	102,181,167
Primary/General Elections Cost	11,904,000	10,754,000	12,736,000	8,310,000	13,628,000	12,283,000	14,584,000	9,474,000
Risk Management Claims Payout	-	-	-	-	-	-	-	-
AHCCCS & ALTCS Contributions	170,014,158	176,566,904	183,447,287	190,671,690	198,257,312	206,222,216	214,585,365	223,366,672
Transfers Out - Detention Fund	238,574,054	250,062,699	261,273,547	272,498,060	284,109,575	294,731,191	305,597,938	318,213,406
Other Mandated Health Care	123,761,419	125,593,387	127,541,592	129,612,410	131,812,694	134,134,478	136,598,724	139,195,991
Health System Subsidies	-	-	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 1,006,767,703</b>	<b>\$ 1,048,864,727</b>	<b>\$ 1,095,291,829</b>	<b>\$ 1,136,764,473</b>	<b>\$ 1,190,092,112</b>	<b>\$ 1,237,451,599</b>	<b>\$ 1,290,486,924</b>	<b>\$ 1,323,680,085</b>
<b>Net Growth Rate</b>	4.7%	4.2%	4.4%	3.8%	4.7%	4.0%	4.3%	2.6%
<b>Projected Surplus/Deficit:</b>	<b>\$ 93,978,867</b>	<b>\$ 104,640,349</b>	<b>\$ 123,064,928</b>	<b>\$ 144,726,114</b>	<b>\$ 169,543,080</b>	<b>\$ 187,811,540</b>	<b>\$ 215,896,170</b>	<b>\$ 258,410,643</b>
Net Growth Rate	11.69%	11.34%	17.61%	17.60%	17.15%	10.78%	14.95%	19.69%
Percent of Total Expenditures	9.33%	9.98%	11.24%	12.73%	14.25%	15.18%	16.73%	19.52%
<b>Unreserved Fund Balance:</b>								
<b>Beginning Balance</b>	<b>\$ 273,925,519</b>	<b>\$ 363,904,387</b>	<b>\$ 464,544,736</b>	<b>\$ 583,609,664</b>	<b>\$ 724,335,778</b>	<b>\$ 889,878,859</b>	<b>\$ 1,073,690,399</b>	<b>\$ 1,285,586,569</b>
Net Cashflow Reserve	(80,541,416)	(83,909,178)	(87,623,346)	(90,941,158)	(95,207,369)	(98,996,128)	(103,238,954)	(105,894,407)
<b>Net Expendable Fund Balance</b>	<b>\$ 193,384,103</b>	<b>\$ 279,995,208</b>	<b>\$ 376,921,390</b>	<b>\$ 492,668,507</b>	<b>\$ 629,128,409</b>	<b>\$ 790,882,731</b>	<b>\$ 970,451,445</b>	<b>\$ 1,179,692,163</b>
*Net Surplus/Deficit	93,978,867	104,640,349	123,064,928	144,726,114	169,543,080	187,811,540	215,896,170	258,410,643
Appropriated Fund Balance	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)
<b>Ending Expendable Fund Balance</b>	<b>\$ 283,362,970</b>	<b>\$ 380,635,558</b>	<b>\$ 495,986,318</b>	<b>\$ 633,394,620</b>	<b>\$ 794,671,490</b>	<b>\$ 974,694,271</b>	<b>\$ 1,182,347,616</b>	<b>\$ 1,434,102,806</b>
<b>Ending Fund Balance</b>	<b>\$ 363,904,387</b>	<b>\$ 464,544,736</b>	<b>\$ 583,609,664</b>	<b>\$ 724,335,778</b>	<b>\$ 889,878,859</b>	<b>\$ 1,073,690,399</b>	<b>\$ 1,285,586,569</b>	<b>\$ 1,539,997,213</b>

\*Based on Board Policy, will be used to reduce debt service and taxes

financial forecast (continued)

GENERAL GOVERNMENT

Program	1 FY 1999-00	2 FY 2000-01	3 FY 2001-02	4 FY 2002-03	5 FY 2003-04	6 FY 2004-05	7 FY 2005-06
<b>Contingency</b>							
General Contingency	\$ 10,967,942	\$ 12,967,942	\$ 14,967,942	\$ 16,967,942	\$ 18,967,942	\$ 20,967,942	\$ 22,967,942
Juvenile Probation-CJC Relocation	43,250	-	-	-	-	-	-
Adult Probation Reach Out Pilot	202,875	-	-	-	-	-	-
Justice Courts Compensation	672,657	-	-	-	-	-	-
Sheriff-District Detective Staffing	329,000	-	-	-	-	-	-
Sheriff-Detention Officer Minimum	840,929	-	-	-	-	-	-
Superior Ct-Pretrial Services	557,217	-	-	-	-	-	-
Clerk of Sup. Ct.-Contingency	500,640	-	-	-	-	-	-
Clerk of Sup. Ct. - Buildout of Space	275,000	-	-	-	-	-	-
Juvenile Probation - Teen Court	349,534	-	-	-	-	-	-
New Court Divisions	3,000,000	-	-	-	-	-	-
Call Center Supply Contingency	5,600	-	-	-	-	-	-
Employee Initiatives	-	-	-	-	-	-	-
Management Incentive Program	-	-	-	-	-	-	-
County Attorney CPBR	-	-	-	-	-	-	-
Southeast Space Issues	-	-	-	-	-	-	-
Human Services Research Report	-	-	-	-	-	-	-
Increased Election Costs	-	-	-	-	-	-	-
Public Health - I Place Lease	-	-	-	-	-	-	-
Justice Courts -Rent Increases	-	-	-	-	-	-	-
Juvenile Probation - Re-engineering	-	-	-	-	-	-	-
Indigent Defense Reserve	-	-	-	-	-	-	-
Elections Overtime	-	-	-	-	-	-	-
<b>Subtotals</b>	<b>\$ 17,744,644</b>	<b>\$ 12,967,942</b>	<b>\$ 14,967,942</b>	<b>\$ 16,967,942</b>	<b>\$ 18,967,942</b>	<b>\$ 20,967,942</b>	<b>\$ 22,967,942</b>
<b>Other General Fund Programs</b>							
Base-level Internal Service Charges	\$ 16,422,271	\$ 17,786,075	\$ 18,675,379	\$ 19,609,147	\$ 20,589,605	\$ 21,619,085	\$ 22,700,039
Maintenance of Effort Contribution	88,825,845	120,549,571	157,332,101	194,396,228	206,979,998	218,440,392	228,559,781
Spreckles, Tank Farm	-	-	-	-	-	-	-
Vehicle Replacement	4,225,000	4,326,400	4,469,171	4,598,777	4,718,345	4,831,586	4,947,544
United Way	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Customer Satisfaction Survey	-	-	-	-	-	-	-
Customer Satisfaction Survey	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Citizen Tax Education	200,000	209,920	222,052	234,889	247,021	260,032	273,196
<b>Subtotals</b>	<b>\$ 109,774,616</b>	<b>\$ 142,973,466</b>	<b>\$ 180,800,203</b>	<b>\$ 218,940,542</b>	<b>\$ 232,636,469</b>	<b>\$ 245,252,594</b>	<b>\$ 256,582,060</b>
<b>Infrastructure Systems</b>							
Interest Expense	\$ 6,343,434	\$ 17,405,072	\$ 17,272,587	\$ 17,278,197	\$ 17,184,314	\$ 17,182,231	\$ 12,981,286
Dues and Memberships	170,462	174,553	225,000	231,525	237,545	243,246	249,084
Taxes and Assessments	75,000	76,800	79,334	81,635	83,758	85,768	87,826
Consultants	1,500,000	1,200,000	1,300,000	1,400,000	1,500,000	1,600,000	1,700,000
Jail Population Management	-	-	-	-	-	-	-
Tuition Reimbursement	900,000	940,032	990,474	1,039,582	1,087,943	1,136,335	1,186,879
Major Maintenance	8,081,004	8,819,937	9,519,937	12,519,937	11,519,937	11,796,415	12,079,529
ADA Projects	750,000	750,000	-	-	-	-	-
Tax Appeal Cases	500,000	524,800	555,129	587,222	617,552	650,080	682,990
Judgements	500,000	524,800	555,129	587,222	617,552	650,080	682,990
Professional Services - Legal	1,300,000	1,364,480	1,443,336	1,526,778	1,605,636	1,690,208	1,775,773
Mental Health Contracts	-	-	-	-	-	-	-
Probate Contracts	-	-	-	-	-	-	-
Civil Contracts	-	-	-	-	-	-	-
Domestic Relations Contracts	-	-	-	-	-	-	-
Dependency Contracts	-	-	-	-	-	-	-
Severance Contracts	-	-	-	-	-	-	-
Mental Health Examinations	-	-	-	-	-	-	-
Burial of Indigents	400,000	440,960	486,511	536,573	564,287	594,009	624,080
Other Non-Profit Support	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000
Accommodation Schools Support	365,000	365,000	365,000	365,000	365,000	365,000	365,000
Cooperative Extension Support	150,000	150,000	150,000	150,000	150,000	150,000	150,000
<b>AGENCY 470 TOTAL</b>	<b>\$ 150,082,677</b>	<b>\$ 190,206,358</b>	<b>\$ 230,239,100</b>	<b>\$ 273,740,672</b>	<b>\$ 288,666,452</b>	<b>\$ 303,373,909</b>	<b>\$ 313,125,439</b>

financial forecast (continued)

GENERAL GOVERNMENT

Program	8 FY 2006-07	9 FY 2007-08	10 FY 2008-09	11 FY 2009-10	12 FY 2010-11	13 FY 2011-12	14 FY 2012-13	15 FY 2013-14
<b>Contingency</b>								
General Contingency	\$ 24,967,942	\$ 26,967,942	\$ 28,967,942	\$ 30,967,942	\$ 32,967,942	\$ 34,967,942	\$ 36,967,942	\$ 38,967,942
Juvenile Probation-CJC Relocation	-	-	-	-	-	-	-	-
Adult Probation Reach Out Pilot	-	-	-	-	-	-	-	-
Justice Courts Compensation	-	-	-	-	-	-	-	-
Sheriff-District Detective Staffing	-	-	-	-	-	-	-	-
Sheriff-Detention Officer Minimum	-	-	-	-	-	-	-	-
Superior Ct-Pretrial Services	-	-	-	-	-	-	-	-
Clerk of Sup. Ct.-Contingency	-	-	-	-	-	-	-	-
Clerk of Sup. Ct. - Buildout of Space	-	-	-	-	-	-	-	-
Juvenile Probation - Teen Court	-	-	-	-	-	-	-	-
New Court Divisions	-	-	-	-	-	-	-	-
Call Center Supply Contingency	-	-	-	-	-	-	-	-
Employee Initiatives	-	-	-	-	-	-	-	-
Management Incentive Program	-	-	-	-	-	-	-	-
County Attorney CPBR	-	-	-	-	-	-	-	-
Southeast Space Issues	-	-	-	-	-	-	-	-
Human Services Research Report	-	-	-	-	-	-	-	-
Increased Election Costs	-	-	-	-	-	-	-	-
Public Health - I Place Lease	-	-	-	-	-	-	-	-
Justice Courts -Rent Increases	-	-	-	-	-	-	-	-
Juvenile Probation - Re-engineering	-	-	-	-	-	-	-	-
Indigent Defense Reserve	-	-	-	-	-	-	-	-
Elections Overtime	-	-	-	-	-	-	-	-
<b>Subtotals</b>	<b>\$ 24,967,942</b>	<b>\$ 26,967,942</b>	<b>\$ 28,967,942</b>	<b>\$ 30,967,942</b>	<b>\$ 32,967,942</b>	<b>\$ 34,967,942</b>	<b>\$ 36,967,942</b>	<b>\$ 38,967,942</b>
<b>Other General Fund Programs</b>								
Base-level Internal Service Charges	\$ 23,835,041	\$ 25,026,793	\$ 26,278,133	\$ 27,592,040	\$ 28,971,642	\$ 30,420,224	\$ 31,941,235	\$ 31,941,235
Maintenance of Effort Contribution	238,574,054	250,062,699	261,273,547	272,498,060	284,109,575	294,731,191	305,597,938	\$ 318,213,406
Spreckles, Tank Farm	-	-	-	-	-	-	-	-
Vehicle Replacement	5,066,285	5,187,876	5,312,385	5,439,882	5,570,439	5,704,130	5,841,029	5,981,213
United Way	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Customer Satisfaction Survey	-	-	-	-	-	-	-	-
Customer Satisfaction Survey	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Citizen Tax Education	287,026	301,557	316,823	332,861	349,712	367,058	385,264	403,979
<b>Subtotals</b>	<b>\$ 267,863,906</b>	<b>\$ 280,680,425</b>	<b>\$ 293,282,387</b>	<b>\$ 305,964,343</b>	<b>\$ 319,102,868</b>	<b>\$ 331,324,102</b>	<b>\$ 343,866,966</b>	<b>\$ 356,641,333</b>
<b>Infrastructure Systems</b>	<b>\$ -</b>							
Interest Expense	12,982,536	12,982,798	12,985,095	12,880,916	12,878,146	12,878,027	12,878,453	-
Dues and Memberships	255,062	261,183	267,451	273,870	280,443	287,174	294,066	301,124
Taxes and Assessments	89,934	92,092	94,303	96,566	98,884	101,257	103,687	106,175
Consultants	1,800,000	1,900,000	2,000,000	2,100,000	2,200,000	2,300,000	2,400,000	1,000,000
Jail Population Management	-	-	-	-	-	-	-	-
Tuition Reimbursement	1,239,671	1,294,812	1,352,405	1,412,560	1,475,391	1,541,016	1,609,561	1,681,154
Major Maintenance	12,369,438	12,666,305	12,970,296	13,281,583	13,600,341	13,926,749	14,260,991	14,603,255
ADA Projects	-	-	-	-	-	-	-	-
Tax Appeal Cases	717,565	753,891	792,056	832,154	874,281	917,645	963,160	1,009,946
Judgements	717,565	753,891	792,056	832,154	874,281	917,645	963,160	1,009,946
Professional Services - Legal	1,865,670	1,960,118	2,059,347	2,163,599	2,273,129	2,385,877	2,504,216	2,625,861
Mental Health Contracts	-	-	-	-	-	-	-	-
Probate Contracts	-	-	-	-	-	-	-	-
Civil Contracts	-	-	-	-	-	-	-	-
Domestic Relations Contracts	-	-	-	-	-	-	-	-
Dependency Contracts	-	-	-	-	-	-	-	-
Severance Contracts	-	-	-	-	-	-	-	-
Mental Health Examinations	-	-	-	-	-	-	-	-
Burial of Indigents	655,674	688,867	723,740	760,379	798,872	838,496	880,085	922,836
Other Non-Profit Support	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000
Accommodation Schools Support	365,000	365,000	365,000	365,000	365,000	365,000	365,000	365,000
Cooperative Extension Support	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
<b>AGENCY 470 TOTAL</b>	<b>\$ 327,049,964</b>	<b>\$ 342,527,324</b>	<b>\$ 357,812,079</b>	<b>\$ 373,091,065</b>	<b>\$ 388,949,577</b>	<b>\$ 403,910,930</b>	<b>\$ 419,217,287</b>	<b>\$ 420,394,573</b>

financial forecast (continued)

ADULT AND JUVENILE JAIL FACILITIES

	Base	1	2	3	4	5	6	7
	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06
<b>PART I - MAINTENANCE OF EFFORT</b>								
<b>Sources of Funds:</b>								
<b>Revenue</b>								
Jail Facilities Transaction Privilege Tax	\$ 43,894,000	\$ 91,738,000	\$ 94,017,000	\$ 99,752,000	\$ 108,231,000	\$ 114,292,000	\$ 120,692,000	\$ 127,451,000
Intergovernmental/Jail Per Diem	13,306,927	16,418,000	18,059,800	19,865,780	21,852,358	24,037,594	26,441,353	29,085,488
Transfers In from Other Funds-Base MOE	3,822,429	88,825,845	100,744,681	111,531,976	120,451,411	130,077,389	138,461,678	145,381,918
Transfers In from Other Funds-Abv Base MOE			19,804,890	45,800,126	73,944,817	76,902,609	79,978,714	83,177,862
Gain/Loss Fixed Asset	-	50,000	-	-	-	-	-	-
<b>Totals</b>	<b>17,129,356</b>	<b>197,031,845</b>	<b>232,626,371</b>	<b>276,949,881</b>	<b>324,479,586</b>	<b>345,309,592</b>	<b>365,573,745</b>	<b>385,096,269</b>
		1050.3%	18.1%	19.1%	17.2%	6.4%	5.9%	5.3%
<b>Uses of Funds:</b>								
<b>Operating Expenditures - Current Maintenance of Effort</b>								
Wages and Salaries - Base	\$ -	\$ 68,176,236	\$ 76,641,022	\$ 84,764,971	\$ 91,800,463	\$ 99,419,902	\$ 106,379,295	\$ 112,549,294
Employee Benefits	-	13,206,969	15,749,730	17,419,201	18,864,995	20,430,790	21,860,945	23,128,880
Operations	-	23,860,640	26,413,728	29,213,584	31,638,311	34,264,291	36,662,791	38,789,233
<b>Subtotal - Current Detention Operations</b>	<b>\$ -</b>	<b>\$ 105,243,845</b>	<b>\$ 118,804,481</b>	<b>\$ 131,397,756</b>	<b>\$ 142,303,769</b>	<b>\$ 154,114,982</b>	<b>\$ 164,903,031</b>	<b>\$ 174,467,407</b>
<b>Operating Expenditures - New Project Facility</b>								
New Facility - Transfer Out	-	\$ 105,606,875	\$ 89,154,857	\$ 176,212,600	\$ 94,440,230	\$ 67,036,891	\$ 24,603,736	\$ 32,200,000
Wages and Salaries		2,659,071	3,576,739	24,212,855	41,373,356	43,028,290	44,749,422	46,539,399
Employee Benefits		-	925,135	4,975,742	8,502,225	8,842,314	9,196,006	9,563,846
Supplies and Services	-	10,631,125	15,303,016	16,611,529	24,069,236	25,032,005	26,033,286	27,074,617
<b>Subtotal - New Project Operations</b>	<b>\$ -</b>	<b>\$ 118,897,071</b>	<b>\$ 108,959,747</b>	<b>\$ 222,012,725</b>	<b>\$ 168,385,047</b>	<b>\$ 143,939,500</b>	<b>\$ 104,582,449</b>	<b>\$ 115,377,862</b>
<b>Total Uses</b>		<b>\$ 224,140,916</b>	<b>\$ 227,764,228</b>	<b>\$ 353,410,481</b>	<b>\$ 310,688,816</b>	<b>\$ 298,054,483</b>	<b>\$ 269,485,480</b>	<b>\$ 289,845,269</b>
<b>Projected Surplus/Deficit:</b>		<b>\$ (27,109,071)</b>	<b>\$ 4,862,143</b>	<b>\$ (76,460,600)</b>	<b>\$ 13,790,770</b>	<b>\$ 47,255,109</b>	<b>\$ 96,088,264</b>	<b>\$ 95,251,000</b>
<i>Net Growth Rate</i>								
<b>PART II - NEW DETENTION PROJECTS</b>								
<b>Revenue</b>								
Transfers In from Other Funds		105,606,875	89,154,857	176,212,600	94,440,230	67,036,891	24,603,736	32,200,000
Miscellaneous	-	-	-	96,094,000	1,003,000	-	-	-
<b>Totals</b>	<b>\$ 78,152,712</b>	<b>\$ 105,606,875</b>	<b>\$ 89,154,857</b>	<b>\$ 272,306,600</b>	<b>\$ 95,443,230</b>	<b>\$ 67,036,891</b>	<b>\$ 24,603,736</b>	<b>\$ 32,200,000</b>
<b>Total Sources</b>	<b>\$ 78,152,712</b>	<b>\$ 105,606,875</b>	<b>\$ 89,154,857</b>	<b>\$ 272,306,600</b>	<b>\$ 95,443,230</b>	<b>\$ 67,036,891</b>	<b>\$ 24,603,736</b>	<b>\$ 32,200,000</b>
<b>Net Growth Rate</b>		35.1%	-15.6%	205.4%	-65.0%	-29.8%	-63.3%	30.9%
<b>New Project Facility Expenditures</b>								
Project Direct Costs	\$ 10,831,000	\$ 53,928,274	\$ 88,000,000	\$ 175,000,000	\$ 90,000,000	\$ 57,000,000	\$ -	\$ -
Principal and Interest Expense	-	-	-	-	3,167,000	8,700,000	23,200,000	32,200,000
Project Overhead-Wages and Salaries	272,845	521,438	547,510	574,885	603,630	633,811	665,502	-
Project Overhead-Operations	44,070	578,426	607,347	637,715	669,600	703,080	738,234	-
<b>Subtotal - New Project Facility</b>	<b>\$ 11,147,915</b>	<b>\$ 55,028,138</b>	<b>\$ 89,154,857</b>	<b>\$ 176,212,600</b>	<b>\$ 94,440,230</b>	<b>\$ 67,036,891</b>	<b>\$ 24,603,736</b>	<b>\$ 32,200,000</b>
<b>Total Uses</b>	<b>\$ 11,147,915</b>	<b>\$ 55,028,138</b>	<b>\$ 89,154,857</b>	<b>\$ 176,212,600</b>	<b>\$ 94,440,230</b>	<b>\$ 67,036,891</b>	<b>\$ 24,603,736</b>	<b>\$ 32,200,000</b>
<b>Net Growth Rate</b>			62.0%	97.6%	-46.4%	-29.0%	-63.3%	30.9%
<b>Projected Surplus/Deficit:</b>	<b>\$ 67,004,797</b>	<b>\$ 50,578,737</b>	<b>\$ -</b>	<b>\$ 96,094,000</b>	<b>\$ 1,003,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<i>Net Growth Rate</i>	0.00%	-24.51%	-100.00%	-100.00%	-98.96%	-100.00%	-100.00%	-100.00%
<i>Percent of Total Expenditures</i>	0.00%	48.06%	0.00%	73.13%	0.70%	0.00%	0.00%	0.00%
<b>Unreserved Fund Balance:</b>								
<b>Beginning Balance</b>	\$ -	\$ 31,000,000	\$ 54,469,666	\$ 59,331,809	\$ 78,965,209	\$ 93,758,979	\$ 141,014,088	\$ 237,102,352
Net Surplus/Deficit	67,004,797	23,469,666	4,862,143	19,633,400	14,793,770	47,255,109	96,088,264	95,251,000
<b>*Ending Balance</b>	<b>\$ 67,004,797</b>	<b>\$ 54,469,666</b>	<b>\$ 59,331,809</b>	<b>\$ 78,965,209</b>	<b>\$ 93,758,979</b>	<b>\$ 141,014,088</b>	<b>\$ 237,102,352</b>	<b>\$ 332,353,352</b>

\*Based on Board of Supervisors' policy, surplus ending balance will be dedicated to Phase 2 of the Detention Facilities Plan


**financial forecast (continued)**
**ADULT AND JUVENILE JAIL FACILITIES**

	8	9	10	11	12	13	14	15
	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
<b>PART 1 - MAINTENANCE OF EFFORT</b>								
<b>Sources of Funds:</b>								
<b>Revenue</b>								
Jail Facilities Transaction Privilege Tax	\$ 134,588,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental/Jail Per Diem	31,994,037	35,193,441	38,712,785	42,584,064	46,842,470	51,526,717	56,679,389	62,347,328
Transfers In from Other Funds-Base MOE	152,069,077	160,097,523	167,709,764	175,191,726	182,910,988	189,484,660	196,141,546	204,378,759
Transfers In from Other Funds-Abv Base MOE	86,504,977	89,965,176	93,563,783	97,306,334	101,198,588	105,246,531	109,456,392	113,834,648
Gain/Loss Fixed Asset	-	-	-	-	-	-	-	-
<b>Totals</b>	<b>405,156,091</b>	<b>285,256,140</b>	<b>299,986,332</b>	<b>315,082,124</b>	<b>330,952,045</b>	<b>346,257,908</b>	<b>362,277,327</b>	<b>380,560,734</b>
	5.2%	-29.6%	5.2%	5.0%	5.0%	4.6%	4.6%	5.0%
<b>Uses of Funds:</b>								
<b>Operating Expenditures - Current Maintenance of Effort</b>								
Wages and Salaries - Base	\$ 118,739,505	\$ 125,982,615	\$ 133,163,624	\$ 140,487,623	\$ 148,214,442	\$ 155,476,950	\$ 163,095,321	\$ 172,065,563
Employee Benefits	24,400,968	25,889,427	27,365,125	28,870,207	30,458,068	31,950,513	33,516,088	35,359,473
Operations	40,922,641	43,418,922	45,893,801	48,417,960	51,080,948	53,583,914	56,209,526	59,301,050
<b>Subtotal - Current Detention Operations</b>	<b>\$ 184,063,114</b>	<b>\$ 195,290,964</b>	<b>\$ 206,422,549</b>	<b>\$ 217,775,789</b>	<b>\$ 229,753,458</b>	<b>\$ 241,011,377</b>	<b>\$ 252,820,935</b>	<b>\$ 266,726,086</b>
<b>Operating Expenditures - New Project Facility</b>								
New Facility - Transfer Out	\$ 31,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wages and Salaries	48,400,975	50,337,014	52,350,494	54,444,514	56,622,295	58,887,186	61,242,674	63,692,381
Employee Benefits	9,946,400	10,344,256	10,758,027	11,188,348	11,635,882	12,101,317	12,585,369	13,088,784
Supplies and Services	28,157,602	29,283,906	30,455,262	31,673,473	32,940,411	34,258,028	35,628,349	37,053,483
<b>Subtotal - New Project Operations</b>	<b>\$ 117,504,977</b>	<b>\$ 89,965,176</b>	<b>\$ 93,563,783</b>	<b>\$ 97,306,334</b>	<b>\$ 101,198,588</b>	<b>\$ 105,246,531</b>	<b>\$ 109,456,392</b>	<b>\$ 113,834,648</b>
<b>Total Uses</b>	<b>\$ 301,568,091</b>	<b>\$ 285,256,140</b>	<b>\$ 299,986,332</b>	<b>\$ 315,082,124</b>	<b>\$ 330,952,045</b>	<b>\$ 346,257,908</b>	<b>\$ 362,277,327</b>	<b>\$ 380,560,734</b>
<b>Projected Surplus/Deficit:</b>	<b>\$ 103,588,000</b>	<b>\$ -</b>						
<i>Net Growth Rate</i>								
<b>PART II - NEW DETENTION PROJECTS</b>								
<b>Revenue</b>								
Transfers In from Other Funds	\$ 31,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	-	-	-	-	-	-	-	-
<b>Totals</b>	<b>\$ 31,000,000</b>	<b>\$ -</b>						
<b>Total Sources</b>	<b>\$ 31,000,000</b>	<b>\$ -</b>						
<b>Net Growth Rate</b>	<b>-3.7%</b>	<b>-100.0%</b>						
<b>New Project Facility Expenditures</b>								
Project Direct Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Principal and Interest Expense	31,000,000	-	-	-	-	-	-	-
Project Overhead-Wages and Salaries	-	-	-	-	-	-	-	-
Project Overhead-Operations	-	-	-	-	-	-	-	-
<b>Subtotal - New Project Facility</b>	<b>\$ 31,000,000</b>	<b>\$ -</b>						
<b>Total Uses</b>	<b>\$ 31,000,000</b>	<b>\$ -</b>						
<b>Net Growth Rate</b>	<b>-3.7%</b>	<b>-100.0%</b>						
<b>Projected Surplus/Deficit:</b>	<b>\$ -</b>							
<i>Net Growth Rate</i>	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%
<i>Percent of Total Expenditures</i>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Unreserved Fund Balance:</b>								
<b>Beginning Balance</b>	<b>\$ 332,353,352</b>	<b>\$ 435,941,352</b>						
Net Surplus/Deficit	103,588,000	-	-	-	-	-	-	-
<b>*Ending Balance</b>	<b>\$ 435,941,352</b>							

\*Based on Board of Supervisors' policy, surplus ending balance will be dedicated to Phase 2 of the Detention Facilities Plan

financial forecast (continued)

HEALTH CARE MANDATES

	Base FY 1998-99	1 FY 1999-2000	2 FY 2000-01	3 FY 2001-02	4 FY 2002-03	5 FY 2003-04	6 FY 2004-05	7 FY 2005-06
<b>AHCCCS &amp; ALTCS Contributions</b>								
AHCCCS Contribution	\$ 38,659,236	\$ 38,659,236	\$ 38,659,236	\$ 38,659,236	\$ 38,659,236	\$ 38,659,236	\$ 38,659,236	\$ 38,659,236
AHCCCS Sanctions	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
ALTCS Contribution	93,131,970	93,138,286	97,795,200	102,684,960	107,819,208	113,210,169	118,870,677	124,814,211
<b>Total AHCCCS &amp; ALTCS</b>	<b>\$ 132,091,206</b>	<b>\$ 132,097,522</b>	<b>\$ 136,754,436</b>	<b>\$ 141,644,196</b>	<b>\$ 146,778,444</b>	<b>\$ 152,169,405</b>	<b>\$ 157,829,913</b>	<b>\$ 163,773,447</b>
<b>Mandated Health Care Costs:</b>								
Arnold V. Sarn Court Order	\$ 23,963,397	\$ 23,637,293	\$ 24,582,785	\$ 25,566,096	\$ 26,588,740	25,292,410	25,292,410	25,292,410
Arnold V. Sarn Litigation	130,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000
Arnold V. Sarn Court Monitor	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
General Mental Health IGA - Non-SMI	4,856,576	4,856,576	4,856,576	4,856,576	4,856,576	4,856,576	4,856,576	4,856,576
Residency Program/Mental Health	3,547,901	3,547,901	3,714,652	3,889,241	4,072,035	4,263,421	4,463,802	4,673,600
Phoenix Mental Health Transports	150,000	350,000	150,000	150,000	150,000	95,000	95,000	95,000
Pre-AHCCCS/Outside Hospitals Claims	7,500,000	7,750,000	8,114,250	8,495,620	8,894,914	9,312,975	9,750,685	10,208,967
MMC Pre-Ahcccs Claims	6,660,000	6,660,000	7,147,346	7,662,869	8,247,669	8,851,192	9,526,679	10,233,769
Medical Eligibility Contingency	2,000,000	2,119,762	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Outside Hospital Lawsuits	3,000,000	3,409,299	5,000,000	5,235,000	5,481,045	5,738,654	6,008,371	6,290,764
Disproportionate Share Withholding	58,228,200	54,677,600	54,677,600	54,677,600	54,677,600	54,677,600	54,677,600	54,677,600
SAIL Grant Match	616,200	616,200	669,033	687,632	687,632	687,632	687,632	687,632
Long-Term Care Residual	3,775,087	490,833	1,581,037	1,328,071	1,221,825	1,124,079	1,034,153	951,421
Administration	1,484,553	1,484,897	1,522,019	1,560,070	1,599,072	1,639,048	1,680,025	1,722,025
Pre-AHCCCS Lawsuit Settlements	-	-	-	-	-	-	-	-
<b>Total Mandated Health Care</b>	<b>\$ 116,031,914</b>	<b>\$ 109,950,361</b>	<b>\$ 114,365,298</b>	<b>\$ 116,458,775</b>	<b>\$ 118,827,108</b>	<b>\$ 118,888,588</b>	<b>\$ 120,422,932</b>	<b>\$ 122,039,764</b>
		\$ 242,047,883	\$ 251,119,734	\$ 258,102,971	\$ 265,605,552	\$ 271,057,992	\$ 278,252,846	\$ 285,813,211
MMC Subsidy	-	-	-	-	-	-	-	-
<b>Total Med. Assistance Programs:</b>	<b>\$ -</b>							
<b>Total Health Care Mandates</b>	<b>248,123,120</b>							
<b>LTC Residual Revenue</b>	<b>\$ 2,240,698</b>	<b>\$ 1,882,187</b>	<b>\$ 1,581,037</b>	<b>\$ 1,328,071</b>	<b>1,221,825</b>	<b>1,124,079</b>	<b>1,034,153</b>	<b>951,421</b>
<b>Disp. Share Transfer In</b>	<b>\$ 58,228,200</b>	<b>\$ 69,968,102</b>	<b>\$ 69,968,102</b>	<b>\$ 69,968,102</b>				


**financial forecast (continued)**
**HEALTH CARE MANDATES**

	8	9	10	11	12	13	14	15
	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
<b>AHCCCS &amp; ALTCS Contributions</b>								
AHCCCS Contribution	\$ 38,659,236	\$ 38,659,236	\$ 38,659,236	\$ 38,659,236	\$ 38,659,236	\$ 38,659,236	\$ 38,659,236	\$ 38,659,236
AHCCCS Sanctions	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
ALTCS Contribution	131,054,922	137,607,668	144,488,051	151,712,454	159,298,076	167,262,980	175,626,129	184,407,436
<b>Total AHCCCS &amp; ALTCS</b>	<b>\$ 170,014,158</b>	<b>\$ 176,566,904</b>	<b>\$ 183,447,287</b>	<b>\$ 190,671,690</b>	<b>\$ 198,257,312</b>	<b>\$ 206,222,216</b>	<b>\$ 214,585,365</b>	<b>\$ 223,366,672</b>
<b>Mandated Health Care Costs:</b>								
Arnold V. Sarn Court Order	25,292,410	25,292,410	25,292,410	25,292,410	25,292,410	25,292,410	25,292,410	25,292,410
Arnold V. Sarn Litigation	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000
Arnold V. Sarn Court Monitor	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
General Mental Health IGA - Non-SMI	4,856,576	4,856,576	4,856,576	4,856,576	4,856,576	4,856,576	4,856,576	4,856,576
Residency Program/Mental Health	4,893,260	5,123,243	5,364,035	5,616,145	5,880,104	6,156,469	6,445,823	6,748,776
Phoenix Mental Health Transports	95,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000
Pre-AHCCCS/Outside Hospitals Claims	10,688,788	11,191,161	11,717,146	12,267,852	12,844,441	13,448,130	14,080,192	14,741,961
MMC Pre-Ahcccs Claims	10,993,339	11,809,287	12,685,796	13,627,361	14,638,811	15,710,006	16,859,586	18,075,634
Medical Eligibility Contingency	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Outside Hospital Lawsuits	6,586,430	6,895,992	7,220,104	7,559,449	7,914,743	8,286,736	8,676,213	9,083,995
Disproportionate Share Withholding	54,677,600	54,677,600	54,677,600	54,677,600	54,677,600	54,677,600	54,677,600	54,677,600
SAIL Grant Match	687,632	687,632	687,632	687,632	687,632	687,632	687,632	687,632
Long-Term Care Residual	875,307	805,282	740,860	681,591	627,064	576,899	530,747	488,287
Administration	1,765,076	1,809,203	1,854,433	1,900,794	1,948,314	1,997,021	2,046,947	2,098,121
Pre-AHCCCS Lawsuit Settlements	-	-	-	-	-	-	-	-
<b>Total Mandated Health Care</b>	<b>\$ 123,761,419</b>	<b>\$ 125,593,387</b>	<b>\$ 127,541,592</b>	<b>\$ 129,612,410</b>	<b>\$ 131,812,694</b>	<b>\$ 134,134,478</b>	<b>\$ 136,598,724</b>	<b>\$ 139,195,991</b>
MMC Subsidy	\$ 293,775,576	\$ 302,160,291	\$ 310,988,879	\$ 320,284,099	\$ 330,070,006	\$ 340,356,695	\$ 351,184,090	\$ 362,562,663
<b>Total Med. Assistance Programs:</b>	<b>\$ -</b>							
<b>Total Health Care Mandates</b>								
<b>LTC Residual Revenue</b>	<b>875,307</b>	<b>805,282</b>	<b>740,860</b>	<b>681,591</b>	<b>627,064</b>	<b>576,899</b>	<b>530,747</b>	<b>488,287</b>
<b>Disp. Share Transfer In</b>	<b>\$ 69,968,102</b>							

financial forecast (continued)

DEBT SERVICE

	Base FY 1999-00	2 FY 2000-01	3 FY 2001-02	4 FY 2002-03	5 FY 2003-04	6 FY 2004-05	7 FY 2005-06
<b>GENERAL OBLIGATION BONDS</b>							
<i>Principal &amp; Interest Payments:</i>							
Series 1995	\$ 3,258,155	\$ 3,185,180	\$ 701,490	\$ -	\$ -	\$ -	\$ -
Series 1994A	1,626,920	1,593,920	352,420	-	-	-	-
Series D (1993)	2,186,500	2,113,000	2,068,000	2,022,000	20,975,000	-	-
Second Series 1992	12,918,750	18,290,625	18,290,625	19,231,250	-	-	-
Series 1992	5,959,950	758,950	747,500	262,500	-	-	-
Series C (1990)	-	-	-	-	-	-	-
<b>Total General Obligation Bonds:</b>	<b>\$ 25,950,275</b>	<b>\$ 25,941,675</b>	<b>\$ 22,160,035</b>	<b>\$ 21,515,750</b>	<b>\$ 20,975,000</b>	<b>\$ -</b>	<b>\$ -</b>
<i>Tax Levy Requirements:</i>							
Beginning Fund Balance	\$ 2,548,314	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ -
Debt Service Payments	\$ (25,950,275)	\$ (25,941,675)	\$ (22,160,035)	\$ (21,515,750)	\$ (20,975,000)	\$ -	\$ -
Cost Allocation/Non-General Fund Depts.	\$ 1,995,396	\$ 1,400,000	\$ 1,100,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -
Spend Down of Fund Balance	-	-	-	-	250,000	-	-
Interest Income	400,000	654,792	560,251	544,144	-	-	-
	<b>\$ 2,395,396</b>	<b>\$ 2,054,792</b>	<b>\$ 1,660,251</b>	<b>\$ 1,544,144</b>	<b>\$ 1,250,000</b>	<b>\$ -</b>	<b>\$ -</b>
Required from Levy	\$ 21,256,565	\$ 23,886,883	\$ 20,499,784	\$ 19,971,606	\$ 19,725,000	\$ -	\$ -
Allowance for Delinquent Taxes (2%)	519,006	518,834	443,201	399,432	394,500	-	-
<b>Net Levy Amount</b>	<b>\$ 21,775,571</b>	<b>\$ 24,405,717</b>	<b>\$ 20,942,985</b>	<b>\$ 20,371,038</b>	<b>\$ 20,119,500</b>	<b>\$ -</b>	<b>\$ -</b>
Est. Ending Fund Balance	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -
<b>CERTIFICATES OF PARTICIPATION</b>							
<i>Existing:</i>							
Series 1994	4,142,038	4,147,100	4,139,700	4,145,900	4,049,200	4,049,200	-
Series 1993	368,843	375,068	250,188	250,388	254,888	254,888	98,638
	<b>\$ 4,510,880</b>	<b>\$ 4,522,168</b>	<b>\$ 4,389,888</b>	<b>\$ 4,396,288</b>	<b>\$ 4,304,088</b>	<b>\$ 4,304,088</b>	<b>\$ 98,638</b>
<i>Proposed for CIP:</i>	\$ -	\$ 12,882,904	12,882,699	12,881,909	12,880,226	12,878,143	12,882,648
<b>Total Certificates of Participation:</b>	<b>\$ 4,510,880</b>	<b>\$ 17,405,072</b>	<b>\$ 17,272,587</b>	<b>\$ 17,278,197</b>	<b>\$ 17,184,314</b>	<b>\$ 17,182,231</b>	<b>\$ 12,981,286</b>

**financial forecast (continued)**

**DEBT SERVICE**

	8	9	10	11	12	13	14	15
	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-2010	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
<b>GENERAL OBLIGATION BONDS</b>								
<b>Principal &amp; Interest Payments:</b>								
Series 1995	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Series 1994A	-	-	-	-	-	-	-	-
Series D (1993)	-	-	-	-	-	-	-	-
Second Series 1992	-	-	-	-	-	-	-	-
Series 1992	-	-	-	-	-	-	-	-
Series C (1990)	-	-	-	-	-	-	-	-
<b>Total General Obligation Bonds:</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Tax Levy Requirements:</b>								
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation/Non-General Fund Depts.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Spend Down of Fund Balance	-	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-	-
Required from Levy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Allowance for Delinquent Taxes (2%)	-	-	-	-	-	-	-	-
<b>Net Levy Amount</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Est. Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>CERTIFICATES OF PARTICIPATION</b>								
<b>Existing:</b>								
Series 1994	-	-	-	-	-	-	-	-
Series 1993	99,438	99,975	105,250	-	-	-	-	-
	\$ 99,438	\$ 99,975	\$ 105,250	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Proposed for CIP:</b>	12,883,098	12,882,823	12,879,845	12,880,916	12,878,146	12,878,027	12,878,453	12,882,378
<b>Total Certificates of Participation:</b>	\$ 12,982,536	\$ 12,982,798	\$ 12,985,095	\$ 12,880,916	\$ 12,878,146	\$ 12,878,027	\$ 12,878,453	\$ 12,882,378

## financial forecast (continued)

## Department of Transportation

	Base FY 1999-00	2 FY 2000-01	3 FY 2001-02	4 FY 2002-03	5 FY 2003-04	6 FY 2004-05	7 FY 2005-06
<b>Sources of Funds:</b>							
<b>Revenue:</b>							
HURF/VLT Collections	\$ 86,116,280	88,699,768	91,360,761	94,101,584	96,924,632	99,832,371	102,827,342
Licenses and Permits	800,000	824,000	848,720	874,182	900,407	927,419	955,242
Intergovernmental	1,000,000	1,030,000	1,060,900	1,092,727	1,125,509	1,159,274	1,194,052
Sale of Fixed Assets	-	-	-	-	-	-	-
Miscellaneous	1,720,000	1,771,600	1,824,748	1,879,490	1,935,875	1,993,951	2,053,770
<b>Total Sources</b>	<b>\$ 89,636,280</b>	<b>\$ 92,325,368</b>	<b>\$ 95,095,129</b>	<b>\$ 97,947,983</b>	<b>\$ 100,886,423</b>	<b>\$ 103,913,016</b>	<b>\$ 107,030,406</b>
Net Growth Rate	10.80%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Uses of Funds:</b>							
<b>Operating Expenditures:</b>							
Wages and Salaries-Base	\$ 17,468,671	17,992,731	18,532,513	19,088,488	19,661,143	20,250,977	20,858,507
Salary Adjustments	650,403	669,915	690,013	710,713	732,034	753,995	776,615
Employee Benefits	3,759,111	3,871,884	3,988,041	4,107,682	4,230,913	4,357,840	4,488,575
Supplies and Services	22,888,828	23,575,493	24,282,758	25,011,240	25,761,578	26,534,425	27,330,458
Capital Outlay	4,530,964	4,666,893	4,806,900	4,951,107	5,099,640	5,252,629	5,410,208
Transfer to Capital Projects	(5,700,000)	(5,871,000)	(6,047,130)	(6,228,544)	(6,415,400)	(6,607,862)	(6,806,098)
<b>Total Operating</b>	<b>\$ 43,597,977</b>	<b>\$ 44,905,916</b>	<b>\$ 46,253,094</b>	<b>\$ 47,640,687</b>	<b>\$ 49,069,907</b>	<b>\$ 50,542,004</b>	<b>\$ 52,058,265</b>
Net Growth Rate	-4.92%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Capital Project Expenditures:</b>							
Transfer from Operating	\$ 5,700,000	5,871,000	6,047,130	6,228,544	6,415,400	6,607,862	6,806,098
Capital Outlay	69,568,000	62,934,000	40,903,000	43,591,000	52,736,000	54,318,080	55,947,622
<b>Total Capital Projects</b>	<b>\$ 75,268,000</b>	<b>68,805,000</b>	<b>46,950,130</b>	<b>49,819,544</b>	<b>59,151,400</b>	<b>60,925,942</b>	<b>62,753,720</b>
<b>Total Uses</b>	<b>\$ 118,865,977</b>	<b>113,710,916</b>	<b>93,203,224</b>	<b>97,460,231</b>	<b>108,221,307</b>	<b>111,467,947</b>	<b>114,811,985</b>
<b>Projected Surplus/Deficit:</b>	<b>\$ (29,229,697)</b>	<b>(21,385,548)</b>	<b>1,891,906</b>	<b>487,753</b>	<b>(7,334,885)</b>	<b>(7,554,931)</b>	<b>(7,781,579)</b>
<b>Unreserved Fund Balance:</b>							
Beginning Balance	\$ 43,800,000	\$ 14,570,303	\$ 8,699,303	\$ 2,652,173	\$ (3,576,371)	\$ (9,991,771)	\$ (16,599,633)
Net Surplus/Deficit	(29,229,697)	(5,871,000)	(6,047,130)	(6,228,544)	(6,415,400)	(6,607,862)	(6,806,098)
<b>Ending Balance</b>	<b>\$ 14,570,303</b>	<b>\$ 8,699,303</b>	<b>\$ 2,652,173</b>	<b>\$ (3,576,371)</b>	<b>\$ (9,991,771)</b>	<b>\$ (16,599,633)</b>	<b>\$ (23,405,731)</b>


**financial forecast (continued)**
*Department of Transportation*

	8	9	10	11	12	13	14	15
	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
<b>Sources of Funds:</b>								
<b>Revenue:</b>								
HURF/VT Collections	105,912,162	109,089,527	112,362,213	115,733,079	119,205,072	122,781,224	126,464,660	130,258,600
Licenses and Permits	983,899	1,013,416	1,043,819	1,075,133	1,107,387	1,140,609	1,174,827	1,210,072
Intergovernmental	1,229,874	1,266,770	1,304,773	1,343,916	1,384,234	1,425,761	1,468,534	1,512,590
Sale of Fixed Assets	-	-	-	-	-	-	-	-
Miscellaneous	2,115,383	2,178,845	2,244,210	2,311,536	2,380,882	2,452,309	2,525,878	2,601,654
<b>Total Sources</b>	<b>\$ 110,241,318</b>	<b>\$ 113,548,558</b>	<b>\$ 116,955,014</b>	<b>\$ 120,463,665</b>	<b>\$ 124,077,575</b>	<b>\$ 127,799,902</b>	<b>\$ 131,633,899</b>	<b>\$ 135,582,916</b>
Net Growth Rate	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Uses of Funds:</b>								
<b>Operating Expenditures:</b>								
Wages and Salaries-Base	21,484,262	22,128,790	22,792,653	23,476,433	24,180,726	24,906,148	25,653,332	26,422,932
Salary Adjustments	799,914	823,911	848,628	874,087	900,310	927,319	955,139	983,793
Employee Benefits	4,623,232	4,761,929	4,904,787	5,051,931	5,203,489	5,359,593	5,520,381	5,685,993
Supplies and Services	28,150,371	28,994,883	29,864,729	30,760,671	31,683,491	32,633,996	33,613,016	34,621,406
Capital Outlay	5,572,514	5,739,690	5,911,880	6,089,237	6,271,914	6,460,071	6,653,873	6,853,490
Transfer to Capital Projects	(7,010,281)	(7,220,589)	(7,437,207)	(7,660,323)	(7,890,133)	(8,126,837)	(8,370,642)	(8,621,761)
<b>Total Operating</b>	<b>\$ 53,620,012</b>	<b>\$ 55,228,613</b>	<b>\$ 56,885,471</b>	<b>\$ 58,592,035</b>	<b>\$ 60,349,796</b>	<b>\$ 62,160,290</b>	<b>\$ 64,025,099</b>	<b>\$ 65,945,852</b>
Net Growth Rate	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Capital Project Expenditures:</b>								
Transfer from Operating	7,010,281	7,220,589	7,437,207	7,660,323	7,890,133	8,126,837	8,370,642	8,621,761
Capital Outlay	57,626,051	59,354,833	61,135,478	62,969,542	64,858,628	66,804,387	68,808,519	70,872,774
<b>Total Capital Projects</b>	<b>64,636,332</b>	<b>66,575,422</b>	<b>68,572,685</b>	<b>70,629,865</b>	<b>72,748,761</b>	<b>74,931,224</b>	<b>77,179,161</b>	<b>79,494,536</b>
<b>Total Uses</b>	<b>118,256,345</b>	<b>121,804,035</b>	<b>125,458,156</b>	<b>129,221,901</b>	<b>133,098,558</b>	<b>137,091,514</b>	<b>141,204,260</b>	<b>145,440,388</b>
<b>Projected Surplus/Deficit:</b>	(8,015,026)	(8,255,477)	(8,503,142)	(8,758,236)	(9,020,983)	(9,291,612)	(9,570,361)	(9,857,472)
<b>Unreserved Fund Balance:</b>								
Beginning Balance	\$ (23,405,731)	\$ (30,416,012)	\$ (37,636,602)	\$ (45,073,809)	\$ (52,734,132)	\$ (60,624,266)	\$ (68,751,103)	\$ (77,121,745)
Net Surplus/Deficit	(7,010,281)	(7,220,589)	(7,437,207)	(7,660,323)	(7,890,133)	(8,126,837)	(8,370,642)	(8,621,761)
<b>Ending Balance</b>	<b>\$ (30,416,012)</b>	<b>\$ (37,636,602)</b>	<b>\$ (45,073,809)</b>	<b>\$ (52,734,132)</b>	<b>\$ (60,624,266)</b>	<b>\$ (68,751,103)</b>	<b>\$ (77,121,745)</b>	<b>\$ (85,743,506)</b>

## financial forecast (continued)

## FLOOD CONTROL DISTRICT

	1	2	3	4	5	6	7
	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06
<b>Sources of Funds:</b>							
	\$ 45,006,614	\$ 49,646,894	\$ 50,326,280	\$ 52,163,596	\$ 56,404,434	\$ 60,809,890	\$ 63,409,500
<b>Revenue</b>							
Real Property Taxes	\$ 44,705,777	\$ 49,343,591	\$ 50,035,861	\$ 51,878,853	\$ 56,116,827	\$ 60,519,491	\$ 63,116,386
SRP Payments in Lieu of Taxes	300,837	303,304	290,420	284,743	287,607	290,400	293,114
Licenses and Permits	995,500	241,253	241,253	241,253	177,000	177,000	177,000
Intergovernmental	20,078,000	20,479,560	20,889,151	21,306,934	21,733,073	22,167,734	22,611,089
Miscellaneous	2,768,755	2,824,130	2,880,613	2,938,225	2,996,989	3,056,929	3,118,068
Gain/Loss Fixed Asset	-	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 68,848,869</b>	<b>\$ 73,191,837</b>	<b>\$ 74,337,297</b>	<b>\$ 76,650,008</b>	<b>\$ 81,311,497</b>	<b>\$ 86,211,554</b>	<b>\$ 89,315,657</b>
Net Growth Rate	17.7%	6.3%	1.6%	3.1%	6.1%	6.0%	3.6%
<b>Uses of Funds:</b>							
<b>Operating Expenditures:</b>							
Wages and Salaries - Base	\$ 8,624,996	\$ 8,850,461	\$ 9,096,504	\$ 9,349,387	\$ 9,609,300	\$ 9,876,438	\$ 10,151,003
Salary Adjustments	225,465	246,043	252,883	259,913	267,139	274,565	282,198
Employee Benefits	1,708,876	1,720,149	1,732,451	1,745,096	1,758,091	1,771,448	1,785,176
Supplies and Services	16,854,098	17,191,180	17,535,004	17,885,704	18,243,418	18,608,286	18,980,452
Capital Outlay	1,099,308	1,121,294	1,143,720	1,166,594	1,189,926	1,213,725	1,237,999
<b>Total Operating</b>	<b>\$ 28,512,743</b>	<b>\$ 29,129,127</b>	<b>\$ 29,760,562</b>	<b>\$ 30,406,693</b>	<b>\$ 31,067,873</b>	<b>\$ 31,744,462</b>	<b>\$ 32,436,828</b>
Net Growth Rate	45.7%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%
<b>Capital Project Expenditures:</b>							
Project Direct Costs	\$ 59,985,000	\$ 58,985,000	\$ 41,500,000	\$ 39,475,000	\$ 30,020,000	\$ 30,860,560	\$ 31,662,935
Overhead - Personal Services	-	-	-	-	-	-	-
Overhead - Supplies & Services	-	-	-	-	-	-	-
<b>Total Capital Projects</b>	<b>\$ 59,985,000</b>	<b>\$ 58,985,000</b>	<b>\$ 41,500,000</b>	<b>\$ 39,475,000</b>	<b>\$ 30,020,000</b>	<b>\$ 30,860,560</b>	<b>\$ 31,662,935</b>
<b>Total Uses</b>	<b>\$ 88,497,743</b>	<b>\$ 88,114,127</b>	<b>\$ 71,260,562</b>	<b>\$ 69,881,693</b>	<b>\$ 61,087,873</b>	<b>\$ 62,605,022</b>	<b>\$ 64,099,763</b>
Net Growth Rate	21.6%	-0.4%	-19.1%	-1.9%	-12.6%	2.5%	2.4%
<b>Projected Surplus/Deficit:</b>							
	\$ (19,648,874)	\$ (14,922,290)	\$ 3,076,735	\$ 6,768,315	\$ 20,223,623	\$ 23,606,532	\$ 25,215,894
Net Growth Rate	37.38%	-24.06%	-120.62%	119.98%	198.80%	16.73%	6.82%
Percent of Total Expenditures	-68.91%	-51.23%	10.34%	22.26%	65.09%	74.36%	77.74%
<b>Unreserved Fund Balance:</b>							
<b>Beginning Balance</b>	<b>\$ 30,233,163</b>	<b>\$ 10,584,289</b>	<b>\$ (4,338,000)</b>	<b>\$ (1,261,265)</b>	<b>\$ 5,507,050</b>	<b>\$ 25,730,674</b>	<b>\$ 49,337,206</b>
Net Surplus/Deficit	(19,648,874)	(14,922,290)	3,076,735	6,768,315	20,223,623	23,606,532	25,215,894
<b>Ending Balance</b>	<b>\$ 10,584,289</b>	<b>\$ (4,338,000)</b>	<b>\$ (1,261,265)</b>	<b>\$ 5,507,050</b>	<b>\$ 25,730,674</b>	<b>\$ 49,337,206</b>	<b>\$ 74,553,100</b>


**financial forecast (continued)**
**FLOOD CONTROL DISTRICT**

	8	9	10	11	12	13	14	15
	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-15
<b>Sources of Funds:</b>								
	\$ 66,286,300	\$ 69,712,394	\$ 73,551,618	\$ 78,073,432	\$ 83,397,175	\$ 87,717,280	\$ 92,925,121	\$ 98,874,374
<b>Revenue</b>								
Real Property Taxes	\$ 65,990,555	\$ 69,414,110	\$ 73,250,895	\$ 77,770,375	\$ 83,091,901	\$ 87,409,911	\$ 92,615,790	\$ 98,565,042
SRP Payments in Lieu of Taxes	295,745	298,284	300,723	303,056	305,275	307,369	309,332	309,332
Licenses and Permits	177,000	177,000	177,000	177,000	177,000	177,000	177,000	177,000
Intergovernmental	23,063,311	23,524,577	23,995,069	24,474,970	24,964,469	25,463,759	25,973,034	26,492,495
Miscellaneous	3,180,429	3,244,038	3,308,919	3,375,097	3,442,599	3,511,451	3,581,680	3,653,313
Gain/Loss Fixed Asset	-	-	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 92,707,040</b>	<b>\$ 96,658,009</b>	<b>\$ 101,032,605</b>	<b>\$ 106,100,499</b>	<b>\$ 111,981,244</b>	<b>\$ 116,869,490</b>	<b>\$ 122,656,835</b>	<b>\$ 129,197,182</b>
Net Growth Rate	3.8%	4.3%	4.5%	5.0%	5.5%	4.4%	5.0%	5.3%
<b>Uses of Funds:</b>								
<b>Operating Expenditures:</b>								
Wages and Salaries - Base	\$ 10,433,201	\$ 10,723,244	\$ 11,021,350	\$ 11,327,744	\$ 11,642,655	\$ 11,966,321	\$ 12,298,984	\$ 12,640,896
Salary Adjustments	290,043	298,106	306,394	314,911	323,666	332,664	341,912	351,417
Employee Benefits	1,799,286	1,813,788	1,828,694	1,844,013	1,859,759	1,875,942	1,892,575	1,909,671
Supplies and Services	19,360,061	19,747,262	20,142,207	20,545,051	20,955,952	21,375,071	21,802,573	22,238,624
Capital Outlay	1,262,759	1,288,015	1,313,775	1,340,050	1,366,851	1,394,188	1,422,072	1,450,514
<b>Total Operating</b>	<b>\$ 33,145,350</b>	<b>\$ 33,870,415</b>	<b>\$ 34,612,419</b>	<b>\$ 35,371,770</b>	<b>\$ 36,148,883</b>	<b>\$ 36,944,187</b>	<b>\$ 37,758,117</b>	<b>\$ 38,591,122</b>
Net Growth Rate	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%
<b>Capital Project Expenditures:</b>								
Project Direct Costs	\$ 32,486,171	\$ 33,330,811	\$ 34,197,412	\$ 35,086,545	\$ 35,998,795	\$ 36,898,765	\$ 37,821,234	\$ 38,728,944
Overhead - Personal Services	-	-	-	-	-	-	-	-
Overhead - Supplies & Services	-	-	-	-	-	-	-	-
<b>Total Capital Projects</b>	<b>\$ 32,486,171</b>	<b>\$ 33,330,811</b>	<b>\$ 34,197,412</b>	<b>\$ 35,086,545</b>	<b>\$ 35,998,795</b>	<b>\$ 36,898,765</b>	<b>\$ 37,821,234</b>	<b>\$ 38,728,944</b>
<b>Total Uses</b>	<b>\$ 65,631,521</b>	<b>\$ 67,201,226</b>	<b>\$ 68,809,832</b>	<b>\$ 70,458,315</b>	<b>\$ 72,147,679</b>	<b>\$ 73,842,952</b>	<b>\$ 75,579,351</b>	<b>\$ 77,320,066</b>
Net Growth Rate	2.4%	2.4%	2.4%	2.4%	2.4%	2.3%	2.4%	2.3%
<b>Projected Surplus/Deficit:</b>								
	\$ 27,075,519	\$ 29,456,782	\$ 32,222,773	\$ 35,642,183	\$ 39,833,565	\$ 43,026,538	\$ 47,077,484	\$ 51,877,116
Net Growth Rate	7.37%	8.79%	9.39%	10.61%	11.76%	8.02%	9.41%	10.20%
Percent of Total Expenditures	81.69%	86.97%	93.10%	100.76%	110.19%	116.46%	124.68%	134.43%
<b>Unreserved Fund Balance:</b>								
Beginning Balance	\$ 74,553,100	\$ 101,628,619	\$ 131,085,401	\$ 163,308,174	\$ 198,950,358	\$ 238,783,923	\$ 281,810,461	\$ 328,887,945
Net Surplus/Deficit	27,075,519	29,456,782	32,222,773	35,642,183	39,833,565	43,026,538	47,077,484	51,877,116
<b>Ending Balance</b>	<b>\$101,628,619</b>	<b>\$131,085,401</b>	<b>\$163,308,174</b>	<b>\$198,950,358</b>	<b>\$238,783,923</b>	<b>\$281,810,461</b>	<b>\$328,887,945</b>	<b>\$380,765,060</b>

financial forecast (continued)

LIBRARY DISTRICT

	Base FY 1998-99	1 FY 1999-00	2 FY 2000-01	3 FY 2001-02	4 FY 2002-03	5 FY 2003-04	6 FY 2004-05	7 FY 2005-06
<b>Source of Funds:</b>								
<b>Revenue</b>								
Property Taxes	\$ 7,877,847	\$ 7,877,848	\$ 8,677,382	\$ 9,343,578	\$ 10,043,685	\$ 10,929,995	\$ 11,859,386	\$ 12,444,152
Payments in Lieu of Taxes	233,237	233,237	235,810	238,337	240,814	243,235	245,597	247,893
Grants	20,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000
Intergovernmental	70,988	24,000	24,000	24,000	24,000	24,000	24,000	24,000
Fees & Charges	180,000	215,000	221,450	228,100	234,950	249,047	263,990	279,829
Miscellaneous	198,500	318,827	325,204	331,708	338,342	345,109	352,011	359,051
<b>Total Sources</b>	<b>\$ 8,580,572</b>	<b>\$ 8,687,912</b>	<b>\$ 9,502,845</b>	<b>\$ 10,184,722</b>	<b>\$ 10,900,790</b>	<b>\$11,810,386</b>	<b>\$12,763,984</b>	<b>\$13,373,926</b>
<b>Net Growth Rate</b>		1.3%	9.4%	7.2%	7.0%	8.3%	8.1%	4.8%
<b>Uses of Funds:</b>								
<b>Operating Expenditures</b>								
Wages & Salaries - Base	\$ 2,922,382	\$ 3,602,469	\$ 4,079,515	\$ 4,189,662	\$ 4,303,113	\$ 4,419,968	\$ 4,540,328	\$ 4,664,300
Salary Adjustments	85,000	441,709	101,988	105,048	108,199	111,445	114,788	118,232
Employee Benefits	677,323	774,832	798,077	822,019	846,680	872,080	898,243	925,190
Supplies & Services	1,124,530	2,320,398	2,349,347	2,437,695	2,529,562	2,605,449	2,683,613	2,764,121
Collection Development Materials	1,109,350	1,371,122	1,412,256	1,454,623	1,498,262	1,543,210	1,589,506	1,637,191
Central Services Transfer Out	606,194	557,839	574,574	591,811	609,566	627,853	646,688	666,089
Capital Outlay	215,000	255,000	262,650	270,530	278,645	287,005	295,615	304,483
<b>Total Uses</b>	<b>\$ 7,574,779</b>	<b>\$ 9,323,369</b>	<b>\$ 9,578,406</b>	<b>\$ 9,871,388</b>	<b>\$ 10,174,027</b>	<b>\$10,467,009</b>	<b>\$10,768,781</b>	<b>\$11,079,606</b>
<b>Net Growth Rate</b>		23.1%	2.7%	3.1%	3.1%	2.9%	2.9%	2.9%
<b>Projected Surplus/Deficit:</b>	<b>\$ 1,005,793</b>	<b>\$ (635,457)</b>	<b>\$ (75,562)</b>	<b>\$ 313,335</b>	<b>\$ 726,763</b>	<b>\$1,343,377</b>	<b>\$1,995,203</b>	<b>\$2,294,320</b>
<i>Net Growth Rate</i>		-163.18%	-88.11%	-514.67%	131.94%	84.84%	48.52%	14.99%
<i>Percent of Total Expenditures</i>		-6.82%	-0.79%	3.17%	7.14%	12.83%	18.53%	20.71%
<b>Unreserved Fund Balance:</b>								
<b>Beginning Fund Balance</b>	\$ 3,675,278	\$ 4,714,253	\$ 4,078,796	\$ 4,003,235	\$ 4,316,569	5,043,332	6,386,709	8,381,912
<b>Net Surplus/Deficit</b>	\$ 1,005,793	\$ (635,457)	\$ (75,562)	\$ 313,335	\$ 726,763	\$1,343,377	\$1,995,203	\$2,294,320
<b>Ending Balance</b>	<b>\$ 4,681,071</b>	<b>\$ 4,078,796</b>	<b>\$ 4,003,235</b>	<b>\$ 4,316,569</b>	<b>\$ 5,043,332</b>	<b>6,386,709</b>	<b>8,381,912</b>	<b>10,676,232</b>


**financial forecast (continued)**
**LIBRARY DISTRICT**

	8	9	10	11	12	13	14	15
	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
<b>Source of Funds:</b>								
<b>Revenue</b>								
Property Taxes	\$ 13,091,143	\$ 13,855,834	\$ 14,713,085	\$ 15,719,107	\$ 16,901,000	\$ 17,892,533	\$ 19,079,687	\$ 20,436,288
Payments in Lieu of Taxes	250,118	252,265	254,328	256,301	258,177	259,949	261,608	261,608
Grants	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000
Intergovernmental	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
Fees & Charges	296,619	314,416	333,281	353,278	374,475	396,943	420,760	446,005
Miscellaneous	366,232	373,557	381,028	388,648	396,421	404,350	412,437	420,685
<b>Total Sources</b>	<b>\$14,047,112</b>	<b>\$14,839,072</b>	<b>\$15,724,722</b>	<b>\$16,760,334</b>	<b>\$17,973,073</b>	<b>\$18,996,774</b>	<b>\$20,217,491</b>	<b>\$21,607,587</b>
<b>Net Growth Rate</b>	5.0%	5.6%	6.0%	6.6%	7.2%	5.7%	6.4%	6.9%
<b>Uses of Funds:</b>								
<b>Operating Expenditures</b>								
Wages & Salaries - Base	\$ 4,791,990	\$ 4,923,511	\$ 5,058,978	\$ 5,198,509	\$ 5,342,225	\$ 5,490,254	\$ 5,642,723	\$ 5,799,766
Salary Adjustments	121,779	125,432	129,195	133,071	137,063	141,175	145,410	149,773
Employee Benefits	952,946	981,534	1,010,980	1,041,309	1,072,549	1,104,725	1,137,867	1,172,003
Supplies & Services	2,847,045	2,932,456	3,020,430	3,111,042	3,204,374	3,300,505	3,399,520	3,501,506
Collection Development Materials	1,686,307	1,736,896	1,789,003	1,842,673	1,897,954	1,954,892	2,013,539	2,073,945
Central Services Transfer Out	686,072	706,654	727,853	749,689	772,180	795,345	819,205	843,782
Capital Outlay	313,618	323,026	332,717	342,699	352,980	363,569	374,476	385,710
<b>Total Uses</b>	<b>\$11,399,756</b>	<b>\$11,729,510</b>	<b>\$12,069,156</b>	<b>\$12,418,993</b>	<b>\$12,779,324</b>	<b>\$13,150,465</b>	<b>\$13,532,740</b>	<b>\$13,926,484</b>
<b>Net Growth Rate</b>	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
<b>Projected Surplus/Deficit:</b>	<b>\$2,647,356</b>	<b>\$3,109,562</b>	<b>\$3,655,566</b>	<b>\$4,341,342</b>	<b>\$5,193,749</b>	<b>\$5,846,309</b>	<b>\$6,684,751</b>	<b>\$7,681,103</b>
<i>Net Growth Rate</i>	15.39%	17.46%	17.56%	18.76%	19.63%	12.56%	14.34%	14.90%
<i>Percent of Total Expenditures</i>	23.22%	26.51%	30.29%	34.96%	40.64%	44.46%	49.40%	55.15%
<b>Unreserved Fund Balance:</b>								
<b>Beginning Fund Balance</b>	10,676,232	13,323,588	16,433,150	20,088,716	24,430,057	29,623,807	35,470,116	42,154,867
<b>Net Surplus/Deficit</b>	\$2,647,356	\$3,109,562	\$3,655,566	\$4,341,342	\$5,193,749	\$5,846,309	\$6,684,751	\$7,681,103
<b>Ending Balance</b>	<b>13,323,588</b>	<b>16,433,150</b>	<b>20,088,716</b>	<b>24,430,057</b>	<b>29,623,807</b>	<b>35,470,116</b>	<b>42,154,867</b>	<b>49,835,970</b>

## financial forecast (continued)

## RISK MANAGEMENT

	Base FY 1999-00	2 FY 2000-01	3 FY 2001-02	4 FY 2002-03	5 FY 2003-04	6 FY 2004-05	7 FY 2005-06
<b>Risk Management Recommended Funding</b>							
<b>Projected Fund Balances:</b>							
Beginning Cash Balance	\$ 16,096,319	\$ 16,406,714	\$ 16,980,949	\$ 17,575,282	\$ 18,190,417	\$ 18,827,082	\$ 19,486,030
Revenue:							
Internal Charges	\$ 18,747,398	\$ 19,367,906	\$ 20,045,783	\$ 20,747,385	\$ 21,473,544	\$ 22,225,118	\$ 23,002,997
Trust Funding Plan	(612,421)						
Recoveries	325,000						
Interest Earnings	563,371	574,235	594,333	615,135	636,665	658,948	682,011
	\$ 19,023,348	\$ 19,942,141	\$ 20,640,116	\$ 21,362,520	\$ 22,110,209	\$ 22,884,066	\$ 23,685,008
Expenditures:	\$ 18,712,953	\$ 19,367,906	\$ 20,045,783	\$ 20,747,385	\$ 21,473,544	\$ 22,225,118	\$ 23,002,997
Ending Cash Balance	\$ 16,406,715	\$ 16,980,949	\$ 17,575,282	\$ 18,190,417	\$ 18,827,082	\$ 19,486,030	\$ 20,168,041
<b>Total Funding</b>	\$ 18,134,977	\$ 19,367,906	\$ 20,045,783	\$ 20,747,385	\$ 21,473,544	\$ 22,225,118	\$ 23,002,997
<b>Projected Contributions to Fund:</b>							
Community Development	\$ 6,141	\$ 6,356	\$ 6,578	\$ 6,809	\$ 7,047	\$ 7,294	\$ 7,549
Human Services	24,075	24,918	25,790	26,692	27,627	28,594	29,594
Employee Benefits	3,783	3,915	4,052	4,194	4,341	4,493	4,650
Research & Rptg	3,697	3,826	3,960	4,099	4,242	4,391	4,545
Gen Govt	6,720,477	6,955,693	7,199,143	7,451,113	7,711,901	7,981,818	8,261,182
Mari Health Plan	8,202	8,489	8,786	9,094	9,412	9,741	10,082
Transportation	1,555,669	1,610,117	1,666,472	1,724,798	1,785,166	1,847,647	1,912,314
Library	82,890	85,791	88,794	91,902	95,118	98,447	101,893
Housing	116,708	120,793	125,021	129,396	133,925	138,612	143,464
Solid Waste	44,673	46,237	47,855	49,530	51,263	53,058	54,915
Stadium District	3,708	3,838	3,972	4,111	4,255	4,404	4,558
Flood Control	250,430	259,195	268,267	277,656	287,374	297,432	307,842
Equipment Services	37,872	39,198	40,569	41,989	43,459	44,980	46,554
Reprographics	1,474	1,525	1,579	1,634	1,691	1,750	1,812
Telecom	38,891	40,252	41,661	43,119	44,628	46,190	47,807
Rabies Animal Control	87,333	90,390	93,553	96,828	100,217	103,724	107,355
Public Health	731,529	757,132	783,632	811,059	839,446	868,826	899,235
Env. Services	63,595	65,821	68,125	70,509	72,977	75,531	78,174
Maricopa Health System	4,679,484	4,843,266	5,012,780	5,188,228	5,369,816	5,557,759	5,752,281
	\$ 14,460,630	\$ 14,966,752	\$ 15,490,588	\$ 16,032,759	\$ 16,593,906	\$ 17,174,692	\$ 17,775,806
<b>Total Funding Distribution</b>							
General Fund	\$ 8,965,291	\$ 9,574,807	\$ 9,909,925	\$ 10,256,773	\$ 10,615,760	\$ 10,987,311	\$ 11,371,867
Flood Control District	332,744	355,366	367,804	380,677	394,001	407,791	422,063
Other Non-General Fund	8,836,942	9,437,733	9,768,054	10,109,936	10,463,783	10,830,016	11,209,066
	\$ 18,134,977	\$ 19,367,906	\$ 20,045,783	\$ 20,747,385	\$ 21,473,544	\$ 22,225,118	\$ 23,002,997
<b>Percentage Funding Breakout</b>							
General Fund	49.44%	49.44%	49.44%	49.44%	49.44%	49.44%	49.44%
Flood Control District	1.83%	1.83%	1.83%	1.83%	1.83%	1.83%	1.83%
Other Non-General Fund	48.73%	48.73%	48.73%	48.73%	48.73%	48.73%	48.73%


**financial forecast (continued)**
**RISK MANAGEMENT**

	8	9	10	11	12	13	14	15
	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2012-13
<b>Risk Management Recommended Funding</b>								
<b><u>Projected Fund Balances:</u></b>								
Beginning Cash Balance	\$ 20,168,041	\$ 20,873,922	\$ 21,604,509	\$ 22,360,667	\$ 23,143,290	\$ 23,953,306	\$ 24,791,671	\$ 24,791,671
Revenue:								
Internal Charges	\$ 23,808,102	\$ 24,641,386	\$ 25,503,834	\$ 26,396,468	\$ 27,320,345	\$ 28,276,557	\$ 29,266,236	\$ 29,266,236
Trust Funding Plan Recoveries								
Interest Earnings	705,881	730,587	756,158	782,623	810,015	838,366	867,708	867,708
	\$ 24,513,983	\$ 25,371,973	\$ 26,259,992	\$ 27,179,092	\$ 28,130,360	\$ 29,114,922	\$ 30,133,945	\$ 30,133,945
Expenditures:	\$ 23,808,102	\$ 24,641,386	\$ 25,503,834	\$ 26,396,468	\$ 27,320,345	\$ 28,276,557	\$ 29,266,236	\$ 29,266,236
Ending Cash Balance	\$ 20,873,922	\$ 21,604,509	\$ 22,360,667	\$ 23,143,290	\$ 23,953,306	\$ 24,791,671	\$ 25,659,380	\$ 25,659,380
<b>Total Funding</b>	\$ 23,808,102	\$ 24,641,386	\$ 25,503,834	\$ 26,396,468	\$ 27,320,345	\$ 28,276,557	\$ 29,266,236	\$ 29,266,236
<b><u>Projected Contributions to Fund:</u></b>								
Community Development	\$ 7,813	\$ 8,087	\$ 8,370	\$ 8,662	\$ 8,966	\$ 9,279	\$ 9,604	\$ 9,604
Human Services	30,630	31,702	32,812	33,960	35,149	36,379	37,652	37,652
Employee Benefits	4,813	4,981	5,156	5,336	5,523	5,716	5,916	5,916
Research & Rptg	4,704	4,868	5,039	5,215	5,398	5,586	5,782	5,782
Gen Govt	8,550,323	8,849,584	9,159,320	9,479,896	9,811,692	10,155,102	10,510,530	10,510,530
Mari Health Plan	10,435	10,800	11,178	11,570	11,975	12,394	12,828	12,828
Transportation	1,979,245	2,048,519	2,120,217	2,194,425	2,271,230	2,350,723	2,432,998	2,432,998
Library	105,459	109,150	112,971	116,925	121,017	125,252	129,636	129,636
Housing	148,485	153,682	159,061	164,628	170,390	176,354	182,526	182,526
Solid Waste	56,837	58,826	60,885	63,016	65,221	67,504	69,867	69,867
Stadium District	4,718	4,883	5,054	5,231	5,414	5,603	5,799	5,799
Flood Control	318,617	329,768	341,310	353,256	365,620	378,417	391,662	391,662
Equipment Services	48,184	49,870	51,616	53,422	55,292	57,227	59,230	59,230
Reprographics	1,875	1,941	2,009	2,079	2,152	2,227	2,305	2,305
Telecom	49,480	51,212	53,004	54,860	56,780	58,767	60,824	60,824
Rabies Animal Control	111,112	115,001	119,026	123,192	127,504	131,966	136,585	136,585
Public Health	930,709	963,283	996,998	1,031,893	1,068,010	1,105,390	1,144,079	1,144,079
Env. Services	80,911	83,742	86,673	89,707	92,847	96,096	99,460	99,460
Maricopa Health System	5,953,610	6,161,987	6,377,656	6,600,874	6,831,905	7,071,022	7,318,507	7,318,507
	\$ 18,397,960	\$ 19,041,888	\$ 19,708,354	\$ 20,398,147	\$ 21,112,082	\$ 21,851,005	\$ 22,615,790	\$ 22,615,790
<b><u>Total Funding Distribution</u></b>								
General Fund	\$ 11,769,883	\$ 12,181,829	\$ 12,608,193	\$ 13,049,479	\$ 13,506,211	\$ 13,978,928	\$ 14,468,191	\$ 14,468,191
Flood Control District	436,836	452,125	467,949	484,327	501,279	518,824	536,982	536,982
Other Non-General Fund	11,601,384	12,007,432	12,427,692	12,862,662	13,312,855	13,778,805	14,261,063	14,261,063
	\$ 23,808,102	\$ 24,641,386	\$ 25,503,834	\$ 26,396,468	\$ 27,320,345	\$ 28,276,557	\$ 29,266,236	\$ 29,266,236
<b><u>Percentage Funding Breakout</u></b>								
General Fund	49.44%	49.44%	49.44%	49.44%	49.44%	49.44%	49.44%	49.44%
Flood Control District	1.83%	1.83%	1.83%	1.83%	1.83%	1.83%	1.83%	1.83%
Other Non-General Fund	48.73%	48.73%	48.73%	48.73%	48.73%	48.73%	48.73%	48.73%

## performance measures strategy

Budget submissions for FY 1999-00 included a narrative description of the department's Mission Statement, Strategic Goals and Objectives, Community Impact, and Performance Measures. Departments were also asked to identify key services offered and performance standards for those services. The goal of this effort was to focus department efforts on the strategic thought process, and to identify opportunities to compare county results with generally accepted norms, results of similar organizations, and industry or government best practices.

The Office of Management and Budget has redirected its focus in budget analyses to one of measuring performance and identifying expected outcomes. Research reports and budget issues funded will concentrate on identification, tracking and semi-annual reporting of progress toward the achievement of stated goals, objectives and outcomes.

Financial and budget systems are under review by internal and external consultants charged with determining their ability to support the capture, comparison, and reporting of performance measurement data. It is anticipated that consultant recommendations will include changes to the county's financial reporting structure. It is estimated that technological considerations will delay accounting structure changes to FY 2002. Full technology implementation will occur over a three to five-year period.

Departments exhibit varying levels of readiness to embrace performance measurement concepts. An ongoing and concerted effort to train and develop staff on strategic planning, performance measurement, data gathering, and customer satisfaction will continue as the county launches a voluntary pilot of the performance measurement project. The pilot project is intended to be full implementation of the performance measurement process for a select group of departments. Significant support resources will be devoted to the pilot project. Lessons learned from the pilot project will be used to refine the county-wide implementation plan. County-wide performance measurement efforts are scheduled to emerge over a four to five year time frame.

A performance measurement steering committee was created and has been charged with determining strategy, deciding policy, and general project oversight including the approval of timelines and milestones. Committee decisions and strategy are deployed by a cross-functional performance measurement project team.

The performance measurement steering committee has also been asked to assess county preparedness for the managing for results portion of the Government Performance Project (GPP). The GPP is a partnership of *GOVERNING*, the Maxwell School of Citizenship and Public Affairs at Syracuse University, and the Pew Charitable Trusts, that reviews and grades government entities on how effectively they manage money, people, technology, and infrastructure. Efforts toward performance measurement and performance based budgeting should prepare departments for *GOVERNING*'s grading of the County's report scheduled for 2001.

Future efforts will focus on:

- ▶ Customer and Employee surveys.
- ▶ Staff training and development on strategic planning and performance measurement concepts.
- ▶ Consulting with departments to develop or refine existing strategic plans.
- ▶ Technology updates necessary to support performance measurement efforts including the integration of financial and budget systems.
- ▶ Emphasis on identification of relevant performance measures by which the effectiveness of resource allocations may be tracked, compared, and reported.
- ▶ Internal publication of performance measurement efforts. Steering Committee agendas, minutes of meetings, the glossary of project terms, a list of county wide citizen advisory boards and their meeting dates, project timelines and milestones, status reports of project team members, updates on pilot project, and information on links to internal and external sites of interest will be collected and made available county wide via a Public folder.
- ▶ The development of a semi-annual Budget Issues Summary that measures, tracks and reports progress of funded issues toward achieving stated objectives and results. This report will allow management and staff an opportunity to periodically review progress, refine objectives, and if necessary, reallocate resources. The goal of this report is accountability. An interdepartmental effort to focus on the achievement of stated results should ensure effective utilization of county resources.

## information technology strategies

### the vision

A vision of tomorrow and leadership today is transforming Maricopa County into

### ***an on-line government***



***Working with the County*** is becoming easier as the Information Highway reaches out directly to citizens, partners and vendors. Accessing government information and services via the Internet is the preferred method of conducting business from the home or office.

***Working within the County*** is becoming more efficient as widespread connectivity and data access breaks down barriers between government agencies and allows public servants to collaborate effectively. Internal Intranets are beginning to deliver information directly to employee workstations.

### the prime directives

The next generation of government at Maricopa County will be dramatically different as creative employees discover new ways to intelligently leverage technology and efficiently serve the public. The focus of all technology investment will be to achieve the following six major objectives:

- *Lower the cost of delivering government services*
- *Simplify doing business with the County*
- *Accelerate key business processes*
- *Overcome geographic boundaries*
- *Enhance critical decision making*
- *Improve public perception*

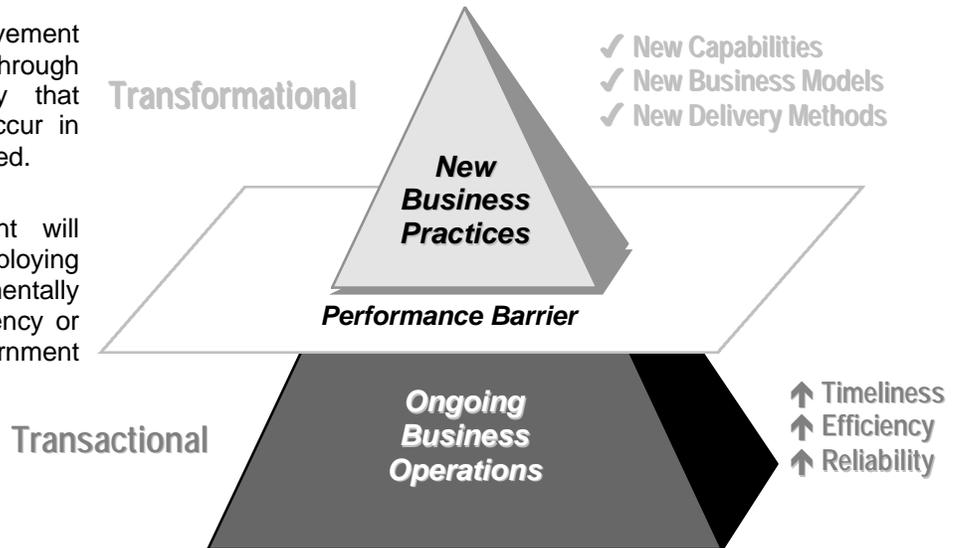
goal 1: sustain and enhance core business systems



**County business operations will be targeted for two different outcomes:**

**Transformational** improvement will be achieved through deployment of technology that allows breakthroughs to occur in the way services are delivered.

**Transactional** improvement will be achieved by deploying technology that incrementally enhances the speed, efficiency or reliability of current government processes.



**key objectives**

**for year 2000 readiness**

- ▶ Provide on-going education and consultation to senior management on all issues relating to Y2K readiness.
- ▶ Achieve full compliance for all assigned operational areas.
- ▶ Report on IT progress with decentralized organization.

**for business process improvement, partner with:**

- ▶ Materials Management for continued development of *On-line Procurement system*.
- ▶ Correctional Health to expand implementation of *Pharmacy Automation system*.
- ▶ Transportation to enhance on-going *Roadway Management project* through GIS.
- ▶ Justice and Law Enforcement Community to facilitate the overall governance and program management process of the integrated justice system.

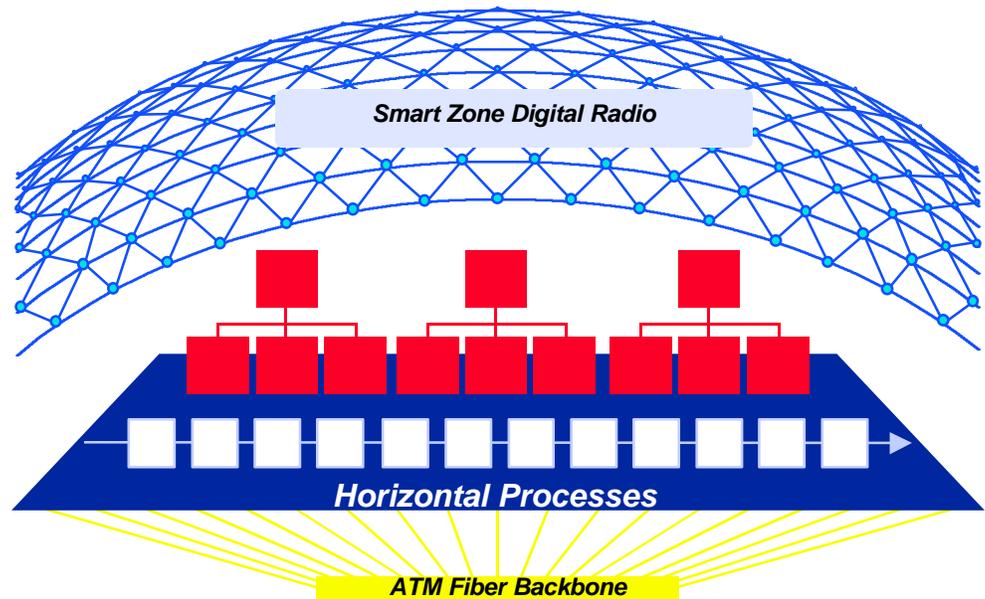
## goal 2: build infrastructure for on-line government

### ... to extend and enhance on-line government processes

... to enable improved business communication and collaboration

The foundation of **on-line government** is a technology infrastructure that surrounds public servants in an envelope of wireless and fiber-based services.

These electronic highways and workstation on-ramps will provide an integrated array of multi-media information to those conducting the business of government.



### key objectives

#### improve information sharing and access

- ▶ Conduct Technology Literacy Program.
- ▶ Extend County Internet presence and capabilities.
- ▶ Enhance County Internet functions and usability.
- ▶ "Browser" front-end interface to administrative data.
- ▶ Provide on-line "self-help customer support data".

#### build integrated technical infrastructure

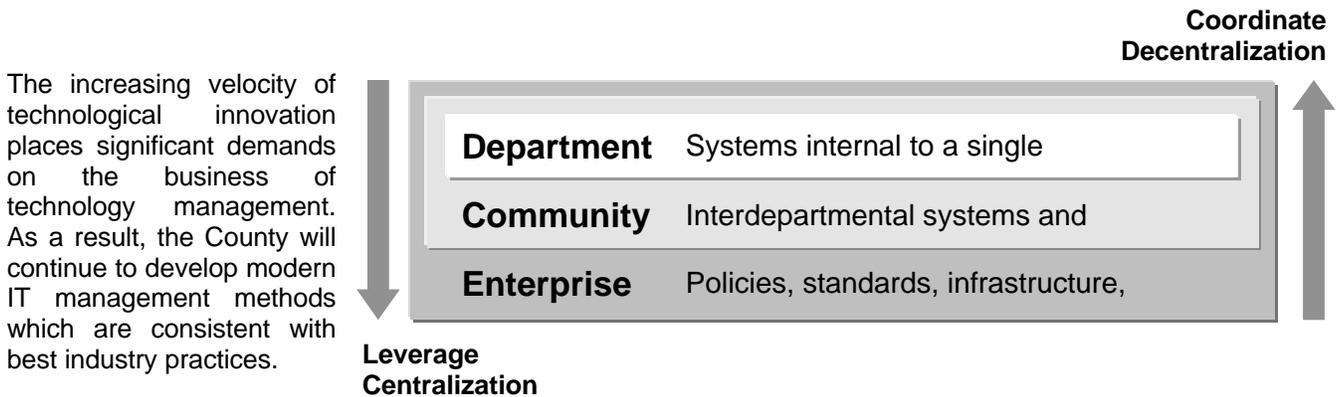
- ▶ SmartZone - complete digital microwave infrastructure build out.
- ▶ ShareNet - complete Upgrade County ShareNet metropolitan network.
- ▶ JLE - facilitate modernization and integration of J&LE infrastructure.
- ▶ Data Network – further expand the ATM into large County facilities by converting largest facilities to higher speed backbones.
- ▶ Geographic Information Systems – Establish new Countywide Central GIS domain.
- ▶ Remote Access – Migrate all departments to centralize remote access.
- ▶ Voice Network – Evaluate technology for integrating remote sites with central telephone switch.
- ▶ Wireless systems – Complete digital microwave network infrastructure. Complete implementation of 1100+ Sheriff radios. Continue to convert outside agencies to SmartZone.

### goal 3: improve technology business practices



... to enhance organization performance and employee morale

... to measure organization efficiency and effectiveness



The management framework for the governance of County technology is based upon a balanced, three-tier federated model.

### key objectives

#### improve technology business practices

- ▶ Improve procurement and asset management systems and procedures. Publish *Technology Desk Reference* for managers.

#### establish benchmark program and report on:

- ▶ *Quality* metrics – continue improvement via customer satisfaction surveys.
- ▶ *Efficiency* metrics – continue development using external benchmark comparison.
- ▶ *Cost* metrics – continue development using external benchmark comparisons.



## general business objectives

### For organization resource management:

- ▶ Meet or exceed established budget targets.
- ▶ Enhance management communications and accessibility.
- ▶ Seek outside recognition of projects and programs.
- ▶ Conduct training for all employees with special emphasis on "Ethics".
- ▶ Conduct quarterly performance management reviews.

## ten guiding principles

### The following principles will govern the deployment of County technology:

- ▶ Business processes will be simplified and redundant tasks eliminated prior to upgrading existing applications or implementing new systems. New methods will be thoroughly tested in pilot implementations prior to full-scale deployment.
- ▶ Commercially existing applications will be opted for over custom-built applications wherever possible, with County processes modified accordingly.
- ▶ Common applications systems will be deployed to perform the same function unless proof exists that a function must remain unique.
- ▶ Small incremental system improvements will be considered before investing in new, large systems.
- ▶ The infrastructure will be deployed so that the location of information resources is irrelevant.
- ▶ Data will be entered into the information system only once, at the point of origin, and validated to provide safeguards and zero defects. Data definitions will be documented for all information that is shared between business units.
- ▶ The enterprise-wide information systems that use the IT infrastructure will share resources effectively and efficiently through adoption of common standards and systems capabilities.
- ▶ The infrastructure will integrate communications, computing and systems support functions automatically by means that do not require personal intervention, except in cases involving information security.
- ▶ Access to information will be controlled according to County security principles and in accordance with public records laws. Information assets will be protected from attack, sabotage and unauthorized disclosure.
- ▶ Business units at all levels are fully responsible for the benefits and costs of the information technology that they deploy. Their operations will employ the most cost-effective solutions that offer the most efficient information handling.

## justice and law enforcement strategies

Maricopa County's criminal justice system integrates the functions and responsibilities of the following elected and appointed offices:

- ▶ Superior Court
- ▶ County Attorney
- ▶ Sheriff
- ▶ Clerk of Court
- ▶ Justice of the Peace Courts
- ▶ Indigent Representation (Public Defender, Legal Defender and Office of Court Appointed Counsel)
- ▶ Adult Probation
- ▶ Juvenile Probation and Detention
- ▶ Correctional Health Services
- ▶ Medical Examiner

The Justice and Law Enforcement arena is one of the largest segments of County operations. Not surprisingly, it is also the subject area with the greatest effort toward process enhancements. The crisis in the overcrowded jail system is indicative of a criminal justice system that is grimacing under the weight of an exploding population. Case numbers are increasing not only in criminal matters, but also in juvenile, civil, domestic relations, and probate/mental health.

Recent year strategies have focused on the jail overcrowding crisis. The Citizens Advisory Committee on Jail Planning recommended a series of system improvements to complement an addition of more than 3,000 adult jail beds and more than 300 juvenile detention beds. After acquiring legislative authority for a public vote on the matter, voters approved Propositions 400 and 401 in November 1998, instituting a one-fifth cent sales tax to fund these improvements (for nine years, or until \$900 million is raised).

The Board of Supervisors appointed a Citizens Jail Oversight Committee to help guide efforts of implementing the voter-approved initiatives. The Committee will review plans and ensure they are in keeping with the Citizens Advisory Committee recommendations, or review proposed changes to the plan and verify that they meet the intent of the propositions.

Implementation plans have been initiated for many of the initiatives, with substantial advancements anticipated during Fiscal Year 1999-00. In addition to these efforts, reengineering projects are underway within the criminal department of Superior Court. While a number of these projects are identified in the list of approved initiatives, the reengineering effort goes well beyond and addresses the goal of streamlining case process to a much greater degree.

In relation to this effort, the objective is to seek operational improvements to enhance current systems/procedures to address inmate overcrowding and alternative jail programs. The following provides a status report on each of the eleven strategies approved to achieve this objective within Propositions 400 and 401.

### expand juvenile and adult jail capacity and provide related facilities

Factoring in all system improvements that will be made, the Citizens Advisory Committee recommended that a total of 5,500 adult and 500 juvenile beds be added. This was part of a \$1.4 billion, 15-year plan. Statute allowed and the voters approved a scaled-down plan totaling \$900 million over nine years. The Master Plan consultants conducted a comparative analysis to help reconcile the Master Plan with voter approval. The consultants recommended that the final phase of the original plan be eliminated to coincide projects with the reduced revenues. Therefore, a total of 3,139 adult jail beds (built to classifications) and 388 juvenile detention beds are being pursued. Facility programming has been completed, with facility design occurring this fiscal year (see detailed section on new criminal justice facilities in the Capital Improvement Projects Strategies).

### maintain and operate adult and juvenile jail facilities

All foundational documents recognized the substantial operational costs associated with detention facilities for adults and juveniles. On the adult side, the Master Plan indicated that for optimum usage of the current facilities, staffing must be increased prior to adding new beds. Increases in adult jail staff were funded in the FY 1998-99

budget, with considerable additions addressed in the FY 1999-00 budget. Thus far, the Board of Supervisors has funded these positions by contributions from the General Fund.

### **implement an integrated criminal justice information system**

Case processing timelines often expand due to a lack of readily available on-line computer data or the lack of staff. Many governments throughout the country are in the process of looking to integrate information systems among courts and justice-related departments, realizing that such improvements enhance public safety and the case processing capacity of justice agencies. An integrated criminal justice information system will: cut down on the same case data being entered at multiple points in the system; provide an opportunity to have timely, consistent and more reliable data; electronically converge various types of information on defendants; allow staff to use their time more efficiently; and provide data more quickly for making sound jail population management decisions. The Master Plan placed high priority on this item.

Integrating complex and independent systems is a long-term endeavor. To guide the process, a Board of Directors has been established. Members include the policy leaders of the Superior Court, Clerk of the Court, County Attorney's Office, Sheriff's Office, Board of Supervisors and Indigent Representation, as well as the County Administrative Officer. The budget for FY 1999-00 includes an allocation for start-up costs.

### **develop regional centers for courts not-of-record and/or reduce transports to justice of the peace courts**

The consultant team, RNL, recommended to the Citizens Advisory Committee to consolidate the Justice of the Peace Courts into four locations. The Committee believed such was beyond the scope of their charge. Rather, they recommended that the transport of adult detainees to various Justice of the Peace Courts be reduced by use of video arraignment and other options. The difficulty raised by the RNL team is the expense and risk to public safety of such transports. Statute and the ballot language refer to the RNL team recommendation.

County staff is developing scenarios for co-locating the 23 existing Justice Courts and up to 17 projected Justice Courts by the year 2020. Scenarios are being developed for multi-court facilities in Mesa, Tempe, Scottsdale, Glendale/Peoria, downtown Phoenix, and the area east of I-17 and SR 101. Meanwhile, transports to Justice Courts have been reduced due to the reengineering pilot taking place in one court quadrant, for processing criminal cases. Deploying the pilot changes to all quadrants should result in further reductions in transports.

### **implement differentiated case management**

The Master Plan was predicated upon the average length of stay in adult jail not exceeding 20.9 days – the primary determinant of that statistic is case processing time. The Maricopa County Superior Court has consulted with several additional advisors, and is in the process of implementing substantial changes to case flow management. Differentiated case management is one technique the court is using, tailoring the case management process to the requirements of individual cases and disposing of cases at the earliest possible stage. Also underway are changes to allow more time each day to process trials, reassigning casework between commissioners and judges, and other initiatives to expedite case processing. A pilot project has been underway for courts within quadrant A; these innovations are now being rolled-out to all courts in the downtown location. Resource needs related to these initiatives are addressed by contributions from the General Fund.

### **eliminate unnecessary court proceedings**

The Master Plan and Committee recommended eliminating unnecessary court proceedings such as not guilty arraignments, and pursuing a rule change to allow Justices of the Peace to accept pleas in minor felony cases. The court consultants have further refined and added to these suggestions for the adult system, a number of which have been implemented as part of the pilot reengineering program underway for quadrant A courts. The main goal of the reengineering effort is to create meaningful events, so that hearings occur (requiring the presence of defendant, prosecution, defense, and taking court time) only when progress is made toward adjudication. Efforts are underway to eliminate non-firm trial dates and routine status conferences, as well as not-guilty arraignments. Operational funds necessary are considered for allocation from the General Fund.

### **consolidate criminal divisions to a common location**

The Master Plan recommended that Maricopa County Superior Court move the five criminal divisions at the Southeast Facility to downtown Phoenix, and replace the criminal courts with five civil divisions. Due to the considerable system-wide change that would cause, this item will require further study. Meanwhile, a number of the other initiatives underway may help challenges caused by dispersed facilities.

### **expand pretrial release supervision**

It was recommended that Pretrial Services Agency programs be expanded by adding 32 new positions, which would enable the supervision caseload to be increased from approximately 530 to 1,200 adult defendants. An electronic monitoring program was also recommended for up to 150 units, which would allow community supervision of defendants who would otherwise be incarcerated awaiting trial. It was suggested that a study be conducted to review the current bail classification matrix to determine whether the decision factors used still have predictive capability. The study has been funded and is targeted for completion by July 1999. The first phase of adding staff and electronic monitoring was deployed in FY 1998-99 and funding for the next stage of staffing is reserved within the General Government portion of the FY 1999-00 budget. One-time costs were funded from the Detention Fund, with operational costs provided by a contribution from the General Fund.

### **enhance substance abuse evaluation and programming**

The Master Plan recommended that Maricopa County enhance adult substance abuse evaluation and programming, to reduce the number of sentenced offenders awaiting evaluations and placement. A random test of offenders admitted to the Maricopa County Jail (adult) in the first quarter of 1997 showed that 67% of males and 59% of females tested positive for drugs. Many criminal justice systems throughout the country are placing more focus on substance abuse treatment in an attempt to reduce recidivism. Staff from various related departments have developed preliminary ideas to implement this initiative, with a detailed research effort to be underway this fall. General Fund dollars have been allocated in the budget for FY 1999-00 for initial improvements.

### **expand drug court**

It was recommended that the Maricopa County Drug Court program for adults be expanded to include pre-adjudicated offenders, and that the category of offenders placed in the program be broadened. Drug-related filings by the County Attorney's Office increased 61% from 1990 to 1996. A pre-adjudication Drug Court with less restrictive criteria would enable these offenders to be released earlier from jail and receive appropriate treatment.

An Early Disposition Court was initiated in November of 1997, where low level felony charges related to drug offenses are handled by a "one-stop-shop." Instead of charges filed in Justice Courts and the case bound over to Superior Court for subsequent hearings, charges are filed direct into Superior Court and a hearing is held within 10 days. For that event, mechanisms are in place to allow the case to be completed in one hearing. Adult Probation, the County Attorney's Office, Indigent Representation, and representatives of diversion programs collaborate and present defendants with options.

The EDC has been enormously successful in expediting these types of cases and freeing regular calendars of the cases. EDC is presently being expanded to handle more cases, including those dealing with welfare fraud, and efforts are underway to develop an EDC at the Southeast complex in the future. The expansion was funded during FY 1998-99 with General Fund dollars, and additional funds have been allocated and reserved in the budget for FY 1999-00.

### **expand community based programs for juveniles**

The Master Plan recommendation for juvenile beds was predicated upon adding community based alternative services and diversion programs for juveniles. Without these programs, additional detention beds in the order of 125 would be required (beyond adopted plan). Crime prevention dollars have been provided by the Board of Supervisors in prior fiscal years to address juvenile delinquency, with results demonstrating a reduction in referrals in the targeted areas. Within the budget for FY 1999-00, there are allotments from the General Fund for operational expenses and from the Detention Fund for capital expenses associated with these first phase efforts: truancy prevention, electronic monitoring, and partial funding for drug diversion supplemented by department dollars (for testing, parenting classes, cognitive education). The Court has also expanded the juvenile drug court with assistance of grant dollars, and is seeking a contract with the Arizona Administrative Office of the Courts to help fund other alternatives to detention.

### **co-located justice courts**

The County is working on projections for new justice courts by 2020. Based upon those projections, the County will identify areas, or "zones" that will be served through co-located, County-owned facilities. In addition to zones that comprise the Tempe/Chandler and Mesa/Gilbert areas, the County will focus on zones comprising Downtown Phoenix, North Phoenix east of I-17 and the Northwest Valley area. These three additional zones will be reviewed for possible site

acquisition and construction starting in FY 2001. The Board must make the final decision regarding funding and timing of these projects.

The County is relocating the Scottsdale Justice Court to North Scottsdale near Hayden and Bell Roads. The County and the Town of Gilbert administration departments have discussed a possible co-located site for the Gilbert Municipal Court and a future justice court precinct. The Board must make the final decision regarding funding and timing of these projects.

### **correctional health**

Correctional Health Services has developed two strategies with various objectives for each. The first is to assure patient well-being through quality health care, which meets National and State standards.

Objective 1: Meet State licensure and National Commission on Correctional Health Care (NCCHC) standards to maintain accreditation. Activities include developing an Infection Control policy and program; ensuring that 100% of arrestees in the booking area are screened by CHS staff or designated MCSO staff in the pre-booking area; and completing health assessments within 14 days on 95% of inmates who remain in jail 14 days or more.

Objective 2: Deliver health care in a timely, efficient and cost effective manner. Activities include revising medication administration procedures in conjunction with automated system; expanding the Keep-on-Person medication program; and improving the system for medical charts and medications to follow patients within the jail system in a timely manner.

Objective 3: Provide Unit Managers with the appropriate tools and resources to manage effectively. Activities include ensuring that current staffing plans are in place for each clinic or unit; and making available personnel rosters, Registry status; equipment/purchase requests and on line real time budget and budget management reports.

The second strategy is to contribute to the general public's health by extending patient wellness beyond their release into the community.

Objective 1: Increase continuity of care with community agencies. Activities include maintaining and strengthening links with community HIV resources; pursuing funding for chronic condition case managers; making it possible for high risk, eligible inmates to apply for AHCCCS before release from jail; and maintaining and strengthening the relationship with Valu-Options for mental health patients.

Objective 2: Build patient self-sufficiency through patient education on chronic conditions and communicable diseases. Activities will include developing/obtaining/facilitating provision of patient education materials to all patients with chronic conditions; and supporting collaborative efforts with Maricopa County Department of Public Health to educate inmates on communicable diseases such as STDs, HIV and Hepatitis.

### **sheriff's office**

The Sheriff's Office has worked with the Office of Management and Budget, the County Administrative Officer and Correctional Health Services to develop a plan to ensure that the jails are adequately staffed to ensure that inmates receive proper medical attention. The jails must be staffed at a level to ensure adequate supervision while still allowing staff to transport inmates to the appropriate sight at which they will receive medical attention. Below are some of the challenges that each detention facility faces.

#### **madison street jail**

Madison Street jail houses all the maximum security and close custody inmates as well as the juveniles being held as adults. Because of gang affiliations, court ordered recreation for many inmates must be provided individually to guard against inmate assaults. For many of the violent inmates, general movement within the jail requires two officers. Such a strain on the available staff requires that further officers be hired to provide escort for medical services.

**durango jail**

Durango Jail houses minimum and medium security inmates. The jail currently houses triple the population it was designed. Such a high inmate population coupled with the contact visitation process has significantly burdened the staff and the ability to provide the necessary medical transport services.

**towers jail**

The Towers Jail is entirely doubled bunked. The jail is mostly general population with Tower 6 reserved for disciplinary segregation and maximum security. Again, population levels require additional officers for adequate medical transport.

**estrella jail**

Estrella Jail houses both all classifications of both male and female inmates. Further, the jail supports Tent City which surrounds the jail. Providing support for such a large and varied population has placed an enormous strain on staffing resources. Additional officers are required for medical transport.

**first avenue jail**

First Avenue is the oldest jail in the system and its linear design makes supervision of the inmates in their cells difficult. The jail houses a varied classification of inmates including females and sentenced Department of Corrections Inmates. A significant amount of inmate movement is required to keep the various classifications separated. Additional officers are required for medical transport.

**central intake**

The poorly designed intake area makes it difficult to handle the level of bookings brought in. All inmates must receive a medical screening which requires an officer to escort the inmates to the screening, supervise them while with the medical staff, then escort them back. The area is currently under staffed to provide such supervision.

**medical services**

Medical Services Unit supervises the infirmary. Additional officers are needed to complete the necessary paperwork, supervise inmates on suicide watch, and segregate and move the various classifications of inmates.

**security and transport**

Additional officers are needed to accommodate the increased number of medical runs, emergency runs and doctor visits.

	FY 1998-99	FY 1999-00	FY 2000-01	TOTAL
New Detention Positions Assigned to Transportation Area	14	21	5	40
Recruitment Classes for Transport Officers	13	13	0	26
<b>Part Time</b> Detention Officers	14	26	0	40
<b>TOTAL</b>	41	60	5	106

The Sheriff's Office will continue to work closely with County management and Correctional Health Services to ensure that inmates receive the necessary medical attention.

**superior court**

As noted in previous sections, there are considerable efforts underway within the criminal department of Superior Court, in attempting to streamline case processing and expedite case disposition. The following summarizes components of the Comprehensive Plan for Criminal Case Management, published on June 28, 1999 (detailed report available from Superior Court):

- 
- (1.) Implement and evaluate Quad A pilot: initiated in January 1999, the procedural changes employed with the pilot proved successful. This has resulted in pilot initiatives (as modified and improved) being instituted in all criminal court divisions.
  - (2.) Eliminate traditional morning calendars, allowing judges to begin trial at 9:30 a.m.: based upon successes gained through the Quad A pilot. Is being implemented department-wide.
  - (3.) Restructure and co-locate criminal quads downtown: to better distribute the workload, will reduce the size of downtown quads from five judges and one commissioner to four judges and one commissioner. Will also co-locate quads onto common floors.
  - (4.) Judicial leadership and oversight of case transfer: weekly meetings focus on placement of overflow cases.
  - (5.) Implement backlog reduction program: multi-pronged approach to address 2,500 backlogged pending felony cases.
  - (6.) Develop quad coordinators to facilitate scheduling, case transfers, etc.: work with quad leaders and other court officials to handle cases more efficiently. Being implemented.
  - (7.) Improve process for resolving disclosure and discovery disputes: court helps to mediate opposing counsel issues.
  - (8.) Support plea cut-off dates to coincide with initial pretrial conferences: encourages guilty defendants to plead earlier, which results in more meaningful court appearances and saves transportation costs.
  - (9.) Expand early disposition court to expedite case processing: this one-stop-shop concept for speedy disposition of certain cases has been highly successful. Plan to expand to other low-level cases and to other locations.
  - (10.) Continue and encourage the use of settlement conferences: requested Arizona Supreme Court rule change to continue the program from its experimental basis. Has been successful at avoiding trials in numerous cases.
  - (11.) Pre-select juries for short case transfer trials: when a judge becomes available, cases expecting short trials may be advanced and completed.
  - (12.) Utilize not-guilty arraignment waivers: rule allows such for a one-year pilot, yet is currently on hold.
  - (13.) Improve pre-sentence report process: continue efforts initiated in 1998, to accelerate completing reports to expedite sentencing. Implementing first for in-custody defendants.
  - (14.) Implement criminal bindover efficiency program: electronically download information on cases transferring from Justice to Superior Court.
  - (15.) Implement expedited mental health screening: implemented in 1997 to quicken screenings for competency determinations, resulting in decrease jail costs and expert treatment fees, and faster treatment for defendants.

#### Technology-Related Initiatives

- (16.) Year 2000 conversion of LEJIS to CMS database: the significant, multi-departmental conversion has occurred, with full automation support expected this fall.
- (17.) Increase statistical reporting and analytical capacity: to make available better and more timely case management-related information for improved decision-making.
- (18.) Implement "conflict free" attorney calendaring: provides available dates for court and counsel, to minimize scheduling conflicts and wasted court time.
- (19.) Produce aged case (CAL-ACTI) inventory reports: case inventory reports by court division, for setting meaningful court events for older cases.
- (20.) Develop and integrate a criminal justice information system: all justice and law enforcement partners are co-developing plans for an integrated system. Was approved by voters as part of Proposition 400. Refer to the Technology section for more detailed information.
- (21.) Implement video projects: video conferencing has been highly successful, particularly video arraignments between Justice Courts and defendants in jail (eliminating transports).
- (22.) Implement electronic monitoring program for pretrial defendants: approved by voters as part of Proposition 400, is appropriate for selected pretrial defendants to aid in their supervision.

- (23.) Evaluate risk assessment system (bail matrix): one of the initiatives in Proposition 400, preliminary findings are available. Will ensure that release tools available to judicial officers are responsible and valid.

Future Planning and Resource Considerations

- (24.) Request for three additional judicial divisions: to handle overflow criminal trials and reduce the criminal case backlog.
- (25.) Convert appropriate commissioner positions to judge positions: phasing plan under development to convert general fund commissioner positions to Superior Court judgeships over three years.
- (26.) Expand jail and create early felony processing center: additional jail beds approved within Proposition 400, which will include four courtrooms. Proceedings to occur will include innovative approaches to facilitate making court decisions early in the process whenever possible.
- (27.) Amend peremptory right to change judge: to reduce the practice of "judge shopping."
- (28.) Expand courtroom space: required to accommodate any new court divisions.
- (29.) Implement continuous initial appearance court: to expedite hearings, provide consistency in release decisions, and expedite assignment of defendants to pretrial supervision which relieves jail overcrowding.

### capital improvement projects strategies

New capital construction projects have one over-arching objective: to improve cost effectiveness in the delivery of County services. This can be accomplished by planning, financing, purchasing and/or constructing new facilities that will:

- ▶ reduce and/or eliminate the County's reliance on rental space and costly lease agreements;
- ▶ reduce the percentage of dollars utilized to support building operations ;
- ▶ enable the County to reallocate limited taxpayer resources; and
- ▶ provide additional space to meet the challenges from the ever growing County population's need for services

A noticeable escalation in capital improvement plans occurred in the FY 1999-00 Final Budget. Projected capital project expenditures for the coming fiscal year total \$217,680,139 which represents a 41.4% increase over last year's capital improvement budget of \$153,917,566. Over a billion dollars is anticipated in Maricopa County capital improvement expenditures in the coming five years.

Criminal Justice Facilities Projects, funded by a voter-approved sales tax (Jail Tax) passed in November 1998, comprise a large portion of planned expenditures. Capital improvement projects described in this section of the Business Plan are:

<u>Criminal Justice Facilities</u>	\$ 55,028,139
• New Adult and Juvenile Facilities	
<u>General Government Projects</u>	27,989,000
• New Downtown Administration Building/Parking Garage	
• New Medical Examiner Building	
• Records Storage	
• Co-located Justice Court Facilities	
<u>Maricopa County Integrated Health System Projects</u>	440,000
• Multi-Purpose Building on MMC Campus	
• MMC Improvement and CHC Buildout	
<u>Flood Control District</u>	64,655,000
<u>Department of Transportation</u>	<u>69,568,000</u>
FY 1999-00 Budget	<u>\$217,680,139</u>

## **criminal justice facilities strategy**

The new adult and juvenile detention facilities strategy is the sequel to the justice and law enforcement strategies outlined in the FY 1998-99 Maricopa County Business Plan. This issue passed in the November 1998 general election enabling the County to meet its critical business objectives of identifying appropriate long-term funding and commencing planning for the expansion of adult and juvenile detention facilities and the various ancillary and support facilities.

The programming phase is in progress and will continue through July 1999. The design phase will begin about August 1999, and will continue for 18 months through early 2001. The construction phase will begin in May 2000 and continue through the end of 2005. This will include completion of all work and closeout of all contracts.

### **capital expansion strategy**

#### downtown phoenix

When complete, the project will consist of a high-rise jail that will house approximately 1,300 pre-trial maximum custody inmates. Included in this facility will be a new intake processing center, two initial appearance courts, and the required administrative and support areas. Construction of a tunnel system connecting the new facilities with the existing Madison Street Jail and Courts is anticipated as well as, remodeling of the existing intake for a high security court and an early felony processing court. A nearby parking structure will be constructed to provide parking for sheriff's employees, visitors, and others conducting business at the new facility. The parking structure will be multi-leveled and will house other offices or functions, including the Medical Examiner facilities and Correctional Health administrative offices.

#### durango complex

When completed, there will be approximately 1,800 new beds. This facility will house sentenced inmates in both maximum custody cells and minimum-security dormitories, a 256-bed psychiatric unit, and a 512-bed housing unit for remanded juveniles. The Complex will also include a new laundry, a central stores warehouse, and a food factory to support all Maricopa County detention facilities, both adult and juvenile.

A new support facility will be constructed at the existing Estrella Jail to provide shower, dayroom, and program space for the inmates housed at the tents.

Durango Juvenile Probation will add 220 new beds for both pre-adjudicated and post-adjudicated male and female juveniles. The addition of these beds may require a new intake center, and other support space to be provided. A new Juvenile Court Center will add 12 new courts with associated office space for support staff and related functions. The existing Juvenile Court Center will be modified to make use of its space in support of overall courts' needs. A new 48-bed residential treatment facility will also be constructed on the site.

#### southeast regional facility

The Southeast Regional Facility will have an additional 120 new juvenile beds constructed, with supporting educational, program, and administrative space. One new courtroom will be added by remodeling existing space.

### **performance measures/impact of not funding this fiscal year**

#### operation and maintenance costs

Operating costs associated with the new jail and juvenile detention facilities will be budgeted by the user department in conjunction with the Facilities Management Department. Operating costs associated with non-construction programs, e.g., Criminal Justice Information System and alternative programs, will be budgeted by the user department.

## **general government facilities strategy**

### **new downtown administration building and parking garage**

The 1999/00 Fiscal Year Capital Improvement Plan includes \$2.5M in funding to initiate the planning and design for a new 500,000± square-foot administration building. The proposed building will house administrative offices

and related functional space requirements, and County departments and services--including those currently residing in leased space in the downtown area.

The proposed location is east of the current County Administration Building within the area bounded by 5<sup>th</sup> and 7<sup>th</sup> Avenues and Jefferson and Jackson Streets. Funds for further development, bidding and construction will be requested in the following three fiscal years. Construction is anticipated to be complete and the building ready for occupancy by July, 2003. Funding for the building will be offset in part by savings from annual lease payments to vendors that will no longer be necessary. The total project cost for the new administration building from conception to completion is \$61.5M.

Additional parking will be required for the new office building. A master plan of the Downtown area is now underway to identify potential parking sites for consideration. In fiscal year 1999/00 \$500,000 will be used to engage a consultant who will work with the new administration building development team to prepare studies and make recommendations concerning whether it is feasible to add space to the existing Jail/Medical Examiner parking structure or whether a separate structure is necessary. Funds for further development, bidding and construction will be requested in the following three fiscal years. It is anticipated that construction and completion will coincide with that of the new administration building. The total project cost for the new parking garage from conception to completion is \$22.9M.

The Downtown Master Plan Committee has met and will investigate sites that may be considered which will allow the County to grow in a logical, cost-effective manner over the next 5 to 20 years. The committee will also investigate which services need to be located in the downtown core and those services that might be dispersed throughout the County.

#### **new medical examiner facility**

In order to meet the growing needs of the Medical Examiner staff and to provide space and equipment that most effectively allows them to deliver the mandated services to the public, a new 40,000± square foot facility is planned to replace the current outdated facility. The new facility is proposed for the north half of the block, south of Jackson Street, bounded by 7<sup>th</sup> Avenue and 5<sup>th</sup> Avenue and will be part of a new parking structure that will serve the Medical Examiner, general parking and the proposed new jail facility. The architectural firm The Stichler Group was selected to provide design services for the building. Contract negotiations are currently under way. The Stichler Group will also work closely with the architectural firm selected to design the new jail and concerned groups to help initiate the City of Phoenix desire to make 'Jackson Street' a pedestrian friendly street in keeping with their 'Warehouse Overlay District' concept. \$1M in fiscal year 1999/00 funds will allow the design and construction documents to be prepared, construction bids received, selection of a general contractor and the start of construction late in that fiscal year. The total project cost for the new facility from conception to completion is \$13.5M.

#### **records storage**

Replacement space is required for Clerk of the Superior Court documents and offices currently housed in space that has been identified for demolition at Durango in conjunction with location of new justice related facilities. Currently the Clerk's office has 15,000 square feet of storage and office space at the Durango location. Ideally, the replacement facility will provide office space as well as room for growth for the Clerk's office and others. An informal survey of storage needs in the downtown area indicates a need well in excess of 100,000 square feet.

#### **co-located justice court facilities**

The County is working on projections for new justice courts by 2020. Based upon those projections, the County will identify areas, or "zones" that will be served through co-located, County-owned facilities. In addition to zones that comprise the Tempe/Chandler and Mesa/Gilbert areas, the County will focus on zones comprising Downtown Phoenix, North Phoenix east of I-17 and the Northwest Valley area. These three additional zones will be reviewed for possible site acquisition and construction starting in FY 2001. The Board must make the final decision regarding funding and timing of these projects.

The County is relocating the Scottsdale Justice Court to North Scottsdale near Hayden and Bell Road. The County and the Town of Gilbert administration departments have discussed a possible co-located site for the Gilbert Municipal Court and a future justice court precinct. The Board must make the final decision regarding funding and timing of these projects.

## maricopa integrated health system capital improvement strategy

### multi-purpose building on maricopa county medical center campus

A 300,000± square foot building and related parking garage is being planned on the MIHS campus to alleviate overcrowding and allow better resource allocation at other leased and owned facilities. Initial planning, which includes a recommendation for the best mix of occupants, is being completed. Among those occupants being considered are the MIHS Financial Staff currently located in leased space, the Public Health Clinic and Administrative Offices currently located on East Roosevelt, Environmental Services currently located in leased space at Central & Roosevelt and Human Services currently located at the county's West Durango location. The consolidation of Public Health and Human Services into a new facility will eliminate the physical limitations of the current outdated and costly-to-maintain facilities, and will consolidate two direct service providers to one location which will better accommodate customers. Also under consideration is the creation of a new Research Lab for MIHS in affiliation with the University of Arizona Medical School. A master plan of the MIHS Campus is currently being prepared. A Letter of Interest is being advertised for consultant services for programming for these departments. \$1M in funds from the 1999-00 will be used to retain the programming consultant who will also make recommendations on the building occupancy and assist in the preparation of the scope of work and an RFP for the new building and parking structure. Funds for this project are to come from general and enterprise funds. The total project cost for this project from conception to completion is \$51M.

### mmc improvement and chc buildout

Maricopa Integrated Health System has contracted with Cornoyer Hedrick, Inc. architectural firm to begin the programming of what will become a 30 million-dollar project. This project renovates the first floor of Maricopa Medical Center through the design and construction of improvements necessary to promote patient care services for the residents of Maricopa County. Included in this project will be improvements to the Comprehensive Health Center situated adjacent to Maricopa Medical Center. The two floors of this center--currently shell space--will be renovated to provide complementary services to those services already offered by the health system. This entire project is scheduled for completion in December 2001. When complete, the CHC will be a state-of-the-art facility with all the amenities necessary to offer and provide a wide array of services to the populations served by the County's health system.

### flood control district

The Flood Control District's five-year Capital Improvement Program (CIP) is developed through a process of comprehensive planning and project prioritization. The planning portion is accomplished through the preparation of comprehensive regional studies and analyses such as Area Drainage Master Studies, Area Drainage Master Plans, Watercourse Master Plans, and Floodplain Delineation. These studies are then used to determine those locations in Maricopa County that are most at risk from potential flooding, and possible CIP projects that can mitigate this flooding.

Potential CIP projects are evaluated and prioritized using eleven weighted criteria.

Criteria	Possible Points	Focus
1 - 6	71 out of 100	Area, environment and amount of protection offered by project
7 - 11	29 out of 100	Partnering, cost and the operations and maintenance of completed project

Once the projects are prioritized they are placed in a queue to await the availability of CIP funds for design, right-of-way acquisition, and construction. If necessary, each potential CIP project undergoes a pre-design study which provides more detailed information about design and construction costs, land acquisitions, permitting and mitigation implications, and operations and maintenance requirements.

During the last decade, most of the District's CIP projects were carried out in the central metropolitan portion of the valley where the greatest amount of development had occurred and the area to be benefited from CIP projects was the greatest. Currently, the southeast valley is the focus of the District's efforts because it is experiencing the greatest growth and is expected to continue to do so over the next five or so years.

The District is now planning for projects in the north and west portions of the County because both the County and the Maricopa Association of Governments (MAG) project that these areas will experience the greatest growth over approximately the next twenty years. The benefits of planning for CIP projects in the north and west portions of the County are:

- (1.) projects which precede development cost less
- (2.) projects can be more easily integrated into planned development
- (3.) projects not only protect against floods, but serve multiple functions to improve quality of life and thereby have greater use and benefit to the citizens of Maricopa County, and
- (4.) projects allow the District to fulfill its mandate of restoring and preserving the natural and beneficial uses of floodplains with the least amount of disruption to the lives of Maricopa County's citizens.

Planned expenditures for the FY 1999-00 Flood Control CIP total \$64,655,000.

### department of transportation

Project selection for the Transportation Improvement Program (TIP) begins with the Maricopa County Department of Transportation's (MCDOT) annual review of transportation needs. This is done by actively monitoring traffic volumes, accident locations and rates, pavement conditions, environmental concerns, and maintenance problems on all County roadways. Possible projects identified through this process are reviewed with other requests. Requests for projects are also coordinated with ongoing planning efforts of the cities and towns, as well as, state and federal agencies. Staff also considers comments, ideas, and requests for projects from the public.

Annually, staff reviews each of the County-identified or non-County requested projects or studies. Each project is then ranked using a 1-100 rating system, approved by the Transportation Advisory Board (TAB). The County also considers Candidate Assessment Reports (CAR), Design Concept Reports (DCR) and fully designed projects submitted by cities, towns or other agencies. A CAR is a basic study that identifies the best possible alternatives to the problem, provides an estimated cost to complete the project and a schedule for completion. A DCR is a preliminary engineering study that provides much more detail than a CAR concerning the best project alternative, its proposed cost and schedule.

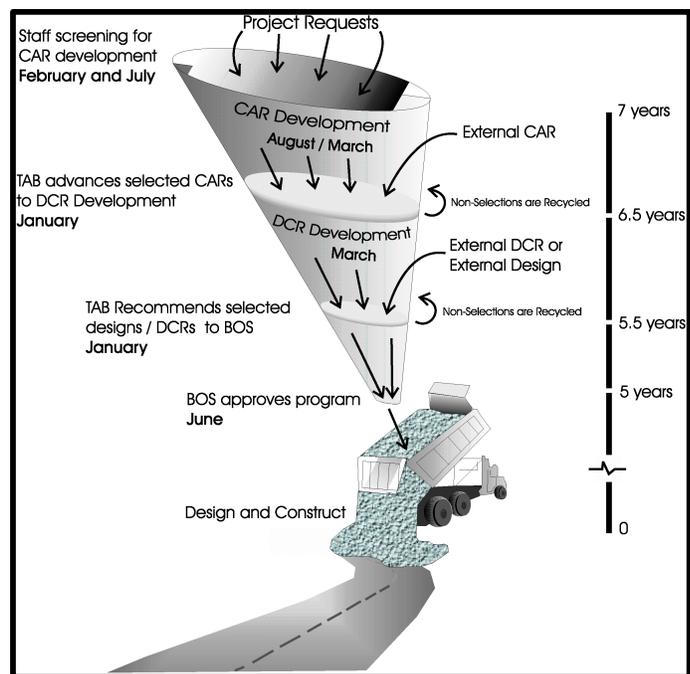
Any city, town, or other government agency may submit a CAR, a DCR or fully designed project in lieu of a request. These studies are also ranked and considered for the TIP. Staff then matches available County funding with the already ranked and recommended projects.

### citizen participation program

Transportation staff receives public opinion concerning CARs or DCRs through a Countywide public involvement program. Staff makes a recommendation to the County's internal review committees when the public input process is complete. When staff has documented and considered all the comments the process is complete.

### internal review committees

The ranked project requests, CARs and DCRs are presented to the County's TIP Project Review Committee (PRC). This committee consists of staff from each MCDOT division. The TIP Committee recommends projects that should advance to the next level of development. The Committee's recommendations are forwarded to the Project Review Committee (PRC). The PRC consists of various MCDOT division heads. Final recommendations



are then forwarded to the TAB. Under normal conditions, the staff recommends only the highest ranked project requests for further study or funding.

### **determining priorities**

The County uses a weighted 1-100 scoring system for comparing project requests, CARs, DCRs or designed projects. MCDOT created the project ranking system to comply with the mission, vision and objectives of the County. The system was also designed to carry out the adopted Comprehensive Plan and the Transportation System Plan. In addition, staff may consider public comments, planning goals, and other non-numeric factors.

### **commitment to programmed projects**

The TIP is based on a commitment to complete projects in two phases, development and construction. Each year projects with completed DCRs are added to the new TIP in either phase. Projects already in the program are reviewed each year to see if they are ready to progress to the next TIP phase. MCDOT is committed to expediting projects through the entire process. A project may be moved ahead, delayed, or on occasion, deleted from the TIP as the situation dictates.

### **tip project selection process**

New TIP projects are selected using the previously described process. This process saves time for jurisdictions that submit completed CARs, DCRs or fully designed projects. Throughout the year MCDOT ranks initial project requests for consideration to conduct CARs. Staff then includes all completed CARs, DCRs or designed projects in the project pool. If a project doesn't progress to the next phase within three years, the applicant must resubmit it.

### **specific criteria used in ranking tip projects in order of importance:**

- 25 points: Safety: Accident rate, accident severity cost, roadway configuration and pavement condition
- 25 points: Current and future traffic congestion
- 20 points: Benefit/cost ratio (must be a positive value to receive points)
- 15 points: Compliance with the Comprehensive Plan and Transportation System Plan, percent of regional travel on the roadway and environmental factors
- 15 points: Joint sponsorship includes the financial commitment to the project by a local governmental agency
- 5 points: Bonus points for including intelligent transportation system, pedestrian, bikeway, transit, and environmental components to the project

### **factors that might cause a project to be rescheduled or deleted from the tip:**

- ▶ Altered transportation needs
- ▶ Emergencies or other developments that might alter traffic patterns
- ▶ Right-of-way considerations
- ▶ Issues surrounding agreements between principal jurisdictions
- ▶ Environmental or archaeological factors that influence the final design
- ▶ Changing land use patterns

### **projects may be accelerated as favorable conditions arise, such as:**

- ▶ Additional or new funding received by the County (increased revenue, grant sources or partnerships)
- ▶ Altered transportation needs
- ▶ Emergencies
- ▶ Cooperation with other jurisdictions

- ▶ Changing land use patterns
- ▶ Recreational use

Planned expenditures from the FY 1999-00 budget for the Transportation CIP total \$69,568,000.

## **community service strategies**

The Community Services Agency plan is to reduce net impact to the County's general fund for all department operations by 5% annually, by utilizing partnerships, better financial planning, improved revenue collections, team building and the development of performance measures. The agency departments will continue to partner on common goals and objectives, space planning needs, satellite offices, teleworking, and explore the development of the County's first "virtually private agency".

## **community development block grant**

Community Development will continue to provide leadership and administrative oversight for the HOME Consortium. The HOME Consortium is a voluntary association of governments for the purpose of being eligible to receive federal HOME funds from the US Dept of HUD. The partners are the Town of Gilbert, the Cities of Chandler, Glendale, Mesa, Scottsdale, Tempe, Peoria and Maricopa County. The Consortium brings in approximately \$4 million dollars to its members annually for the creation of affordable permanent housing for the low to moderate income population. Without the partnership, the individual members would not meet the threshold for funding.

Maricopa County has been designated the lead agency for the Consortium. Administrative tasks and costs are fairly divided among the members and the lead agency as outlined in individual IGAs. The County receives 4% of each members grant for providing overall administration and oversight.

## **housing**

In 1998, the Maricopa County Housing Department reached a milestone by scoring 84.75% on the Public Housing Management Assessment Program (PHMAP). PHMAP is a performance measurement tool used by the U.S. Department of Housing and Urban Development (HUD) to rate operational efficiency in public housing programs. The Department scores that ranged between 40-63% of a possible 100 between 1993-1997, increased to 84.75% in 1998. With that rating, the Housing Department was removed from HUD's "troubled status" to "standard performer" and is now eligible to apply for funding opportunities previously denied while troubled.

Expectations rose and so did performance. The standards of performance as measured under PHMAP; occupancy, rent collections, inspections, accounts receivable, energy conservation, modernization efforts, financial management, work orders, resident programs, and the time it took to re-rent units, became part of each employee's performance plan. Armed with this knowledge and commitment to remove the agency from troubled status, the entire public housing division staff of 29 banded together. The Housing Department performed as one team, achieved something that hadn't happened in six years and in 1999 expects a rating over 90% which will earn the Department the coveted "high-performer" status from HUD. With that designation, the Department is released from routine reporting requirements and the door opens for additional funding opportunities for Housing.

## **library district**

The Library District continues to partner with local communities to provide public library services without requiring funds from the county general fund or an increase in the library district tax. Most recently the District has been developing agreements with Surprise and Fountain Hills. In both cases the communities will be constructing new facilities to house libraries that will be operated by the Library District. In Surprise the District will operate a Northwest Regional Library and in Fountain Hills an expanded community library.

## **parks and recreation**

All parks are seeing an increase in revenue from general park use and all parks and recreation areas are experiencing an increased demand from special event promoters to introduce athletic and social events to the regional park system. The continuing goal is to review carefully each request to ensure that it is compatible with the facilities, the activity schedule in each park, and the environment. Each Park Supervisor is striving to increase activity and public exposure that will not damage the desert or the habitants of their park. The Parks & Recreation

Department also plans to implement an automated fee pay system. This system will replace the current honor system. It will allow the users to receive change for larger bills and allow the use of credit cards. This system will improve service to the users and increase the security of cash collections and staff. The increased compliance will result in increased revenues.

### public fiduciary

The Public Fiduciary's Office continues to protect citizens in need of guardianship, conservatorship, and decedent services and in the last 5 years has improved the cost recovery percentage for the program from 16% to 52%. The department achieved its goal of 96% timeliness on court filings and the return or error rate for court accountings was less than 1%. A new timekeeping system has resulted in better accountability, productivity, and documentation on cases. It has also assisted with accountability in the teleworking program. The Public Fiduciary's actual expenditures for FY 98/99 were less than 10 years ago.

### stadium district

The Stadium District's industry awareness campaign continues to be successful with wide coverage of past and future non-baseball events being staged at Bank One Ballpark. The Stadium District will increase by 50% District events and activities. The District will generate District event revenues in excess of half a million dollars through existing contracts and by re-working contracts. The national trend is that public owners receiving high revenues have high maintenance and capital repair obligations. The Stadium District has one of the highest revenue deals but not high maintenance and repair obligations.

### planning and development

The Planning and Development Department, Maricopa County Flood Control District, Maricopa County Department of Transportation (McDOT), McDOT Information Technology Center, Environmental Services Department and the Assessor's Office partnered to develop the One Stop Shop Program. The One Stop Shop Program has been created to provide better customer service to those customers involved in the land development process. As lead agency, the Department of Planning and Development created a Business/Strategic Plan which outlines the goals, performance measures, strategies, means and timing to bring about the complete implementation of the One Stop Shop Program.

#### one stop shop strategy

Over the years, both customers and staff have identified areas where the County has not provided similar levels of land development permitting services as other Valley jurisdictions. In the summer of 1997, the County established a multi-departmental team to take a look at these concerns. Their charge was to review the County's processes and propose improvements. The departments involved in this effort were the Planning and Development Department, Maricopa County Flood Control District, Maricopa County Department of Transportation (MCDOT), MCDOT Information Technology Center, Environmental Services Department and the Assessor's Office.

This group used information obtained from customers and staff involved in the land development process to identify particular areas of concern. The identified issues covered a variety of topics. Concerns included office waiting times, processing times, parking problems, outdated regulations and procedures, the lack of technology, inter-departmental coordination and human resource issues.

With support from the development community for increased user fees to cover program costs, the County's current One Stop Shop Program concept was born. The central focus of this concept is to make a variety of development permitting services available at one location, as opposed to the multiple locations a customer must currently visit to access services. A general outline of the concept was endorsed by the Board of Supervisors in May of 1998. As part of the concept, the Planning and Development Department was identified as the lead customer service agency. Also in May of 1998, the Board approved a dedicated fee for obtaining a unified permitting software program; a critical element for allowing all departments participating in One Stop Shop to communicate with each other. In February of 1999, the Board approved the final "One Stop Shop" concept.

As the lead agency for this program, Planning and Development will coordinate the unified permitting software, provide the customer service interface and coordinate the regulation process. To fulfill these obligations, the department has developed a comprehensive business/strategic plan. This plan consists of the following six major strategic areas:

- ▶ Organizational Structure
- ▶ Strategic Planning
- ▶ Financial
- ▶ Employee and Human Resources
- ▶ Technology
- ▶ Location

Within each of these strategic areas multiple implementation measures have been identified. These measures are detailed below.

#### organizational structure

Two overall organizational strategies have been identified to improve customer service and implement the One Stop Shop Program. The first is to operate the department from a private enterprise perspective or to “run as a business”. The second is to maintain a market competitive position for all departmental operations and functions as compared to similar jurisdictions. To implement these principles, the following three overall goals have been established:

- (1.) Enhance the perception of Maricopa County by improving the delivery of development services through implementation of the County’s “One Stop Shop Program”.
- (2.) Reengineer processes to streamline, simplify and eliminate any redundancy.
- (3.) Strive to reduce processing times, while meeting legal obligations.

In order to determine the amount of progress made to implementing proposed changes, a comprehensive set of performance measures have also been developed.

The department currently estimates that it will be necessary to significantly increase current staffing levels to fully implement the One Stop Shop Program. Therefore, it will be critical to redesign the department’s organizational structure. The intent of this redesign is to ensure greater accountability for the delivery of services, provide the tools necessary for managers and supervisors to guarantee that the appropriate services are delivered in a timely and professional manner, and to allow staff to more efficiently deliver services. This redesign also includes assigning similar and related functions to the same organizational unit to promote internal efficiencies.

#### strategic planning

A number of strategic planning activities have been identified to achieve the One Stop Shop goals. The first element is to institutionalize and implement an ongoing Business Plan/Strategic Planning process. This will ensure that adequate resources are devoted to implement the many changes necessary to transform current service delivery methods into the One Stop Shop concept.

Implementing an ordinance management process is the second activity identified as part of this strategy. Ordinance management will include developing a comprehensive structure and uniform format for all development ordinances in the County, as well as coordinating all future amendments and additions to ensure that redundant and incompatible and/or inconsistent requirements are not adopted. Coordinating forms and implementing a written directive process to clarify regulation inconsistencies is also envisioned as a major element of the ordinance management process. Staff procedural manuals and better record management are also facets of a comprehensive ordinance management system.

Identifying and implementing reengineering opportunities provides the greatest single possibility for significant process and service improvements. Implementation of these opportunities will emphasize four key elements of the County’s Business Plan:

- (1.) Simplify doing business with the County
- (2.) Accelerate key business processes
- (3.) Enhance critical decision making
- (4.) Synchronize reengineering of work processes with application of technology

To implement the department's second organizational strategy (to maintain a market competitive position relating to all departmental operations and functions as compared to similar jurisdictions), it will be necessary to begin competitive analysis of service delivery activities and the workplace environment. To undertake this analysis, it will be critical to develop and maintain a database of information relating to key operational processes from the selected comparison communities (Phoenix, Chandler, Scottsdale, Tempe, Mesa, Peoria, Glendale and Pima County).

#### financial

To effectively implement the One Stop Shop Program, it became necessary to establish the Planning and Development Department as a Special Revenue Fund. This status change emphasizes the importance of developing a Financial Services Division within the department. The primary mission of this new division is to provide greater accountability, tracking, coordination, and reporting on the collection and use of resources in the development process. The division will also improve fixed assets inventory, centralize an internal procurement system, develop/revise an internal budget/accounting system, coordinate position control and payroll, review next generation financial systems, provide internal audit capabilities, promote data sales, coordinate revenue collections, and develop a vehicle management plan.

#### employee and human resources

The activities included in the employee and human resources strategy will provide a competitive workplace environment. These activities include developing and implementing new job descriptions and a market range plan to place the department in a short-term competitive environment with selected comparable communities. Also, the department will develop and implement a compensation plan emphasizing performance to maintain a long-term competitive position. The department will also establish an employee performance management system that works in conjunction with the compensation plan to reward productive employees and discourage the loss of quality employees due to a non-competitive workplace environment.

The final activity identified by this strategy is to develop and implement a training policy and training plans targeted at developing and maintaining employee technical proficiency and competency. These elements will also address the training needs of the various policy advisory boards for which the department provides staff support.

#### technology

The technology element recommends establishing a department division to coordinate the uniform permitting software for One Stop Shop and developing and implementing a technology plan. The department has acquired and is in the process of installing a uniform permitting software program. As part of this process, additional future technology enhancements are also planned and required to implement and maintain the One Stop Shop Program as envisioned. The technology plan will provide an outline of the best way to implement and coordinate existing, proposed, and future technological changes. The technology plan will further identify and address the specific make up and responsibilities of this division and establish the long-term direction for technology replacement and technology improvements.

#### location

Developing a transition plan to establish a new central location and satellite offices is the primary element for this strategic element. This plan will include the phasing of increased staffing, a new central facility and new satellite offices. The plan will provide guidance to lead the department from where we are to where we want to be with regard to physical locations for delivering services to our customers.

Finally, the department's business/strategic plan includes a work program for the current year and an outline of assignments for years 2 through 5 of the plan. This will provide guidance in terms of when specific activities are to be undertaken, as well as emphasizing the multi-year nature of achieving this very large and complex undertaking.

#### summary

The One Stop Shop Program has been created to provide better customer service to those customers involved in the land development process. As lead agency, the Department of Planning and Development has created a Business/Strategic Plan which outlines the goals, performance measures, strategies, means and timing to bring about the complete implementation of the One Stop Shop Program.

## community health strategies

Maricopa County is responsible, under State law, to carry out several functions relating to the health of the community and those who live within Maricopa County. The County maintains a statistical database on several health measures including births, deaths, infectious disease, and other factors that impact the health of residents. The County is mandated to assess the risk of injury, illness and death in the community; develop and implement programs to reduce these risks; and assure the community that efforts to protect the health status of the community are appropriate, effective and efficient. The County also has the responsibility to assure access to care for those who are indigent or without the ability to pay for medical services.

Several agencies are supported by the Maricopa County government to fulfill these mandates. The Chief Health Services Officer is responsible for the Department of Public Health, the Environmental Health Services Department, Correctional Health Services, the Animal Control Department, the County Medical Examiner's Office and the Department of Human Services (Head Start, Job Training and Placement and Community Action Programs). These organizations provide primary preventive services to the community at large, ambulatory care for special medical needs (sexually transmitted disease, tuberculosis control, leprosy management, maternal and child health services, etc.), and primary care for special populations including the homeless and those in the county jail. The Medical Examiner determines the cause of unattended deaths and the County Registrar maintains the registry of all vital events.

Primary, secondary, and tertiary medical care for the medically indigent are all provided by the Maricopa Integrated Health System in the Family Health Centers, and at the Medical Center. The County is also responsible for long term nursing home care for populations unable to pay for the service. These several functions and their relationships are shown below in Figure 1.

### risks

The risks facing Maricopa County in the next decade fall into two distinct categories. First, problems directly associated with population growth are expected to increase. Second, Maricopa County is at risk from disasters, some natural, and others which are man made.

The problems associated with growth have many sources. Stress from moving, new employment, unemployment, cultural change and the disruption in usual modes of communication take its toll in ways as diverse as road rage, vehicular trauma, domestic and child violence, homicide, suicide, an increase in sexually transmitted diseases, outbreaks of infectious diseases in vulnerable populations and increases in heart disease, stroke, and cancer. In Maricopa County, violence and trauma are rising as are several infectious diseases, (e.g. syphilis, gonorrhea, chlamydia and food borne illness).

People come to Maricopa for jobs. Often these jobs do not provide adequate health care benefits. This lack of access to health care, especially in low income working populations, constitutes another risk to the county. With inadequate health care access, treatable illness goes untreated, becoming a threat to others, and resulting in a major expense when the individual finally seeks help in a local emergency room. These low income uninsured populations are growing more rapidly than the county as a whole, placing an increasing burden on the public sector and on the emergency service element of the Community Health System.

Disasters are the second great risk facing this community. Natural cataclysms are rare, but they do occur -- floods, wind storms, mountain brush fires. Man made calamities, also rare, pose a significant threat. With Sky Harbor Airport, the most heavily used two runway facility in the nation, the chance of a major crash always exists. A plane crash into one of the downtown sports arenas would compound the situation. The several interstates criss-crossing the county have experienced multiple crash trauma; the really big one, with several large vans crushing hundreds of cars resulting in hundreds of injuries and deaths, is waiting to happen. An event at the Palo Verde atomic energy plant is always possible. Train derailments, toxic spills and chemical contamination of air or water from local industry must also be considered.

In the realm of man made disasters, nothing is as threatening as organized terrorism, chemical, nuclear, or biologic. Phoenix and Maricopa County are prime targets. The most difficult terrorist attack to manage, may be that of a bio-terrorist: the placing of some lethal microbe into the food, water, or air system. Developing a disease surveillance system that will allow the health department to identify and intervene as quickly as possible is the prime goal for the Community Health System.

As Maricopa County grows into the future, risks and opportunities abound. The Community Health System in the County is struggling to be prepared for the future.

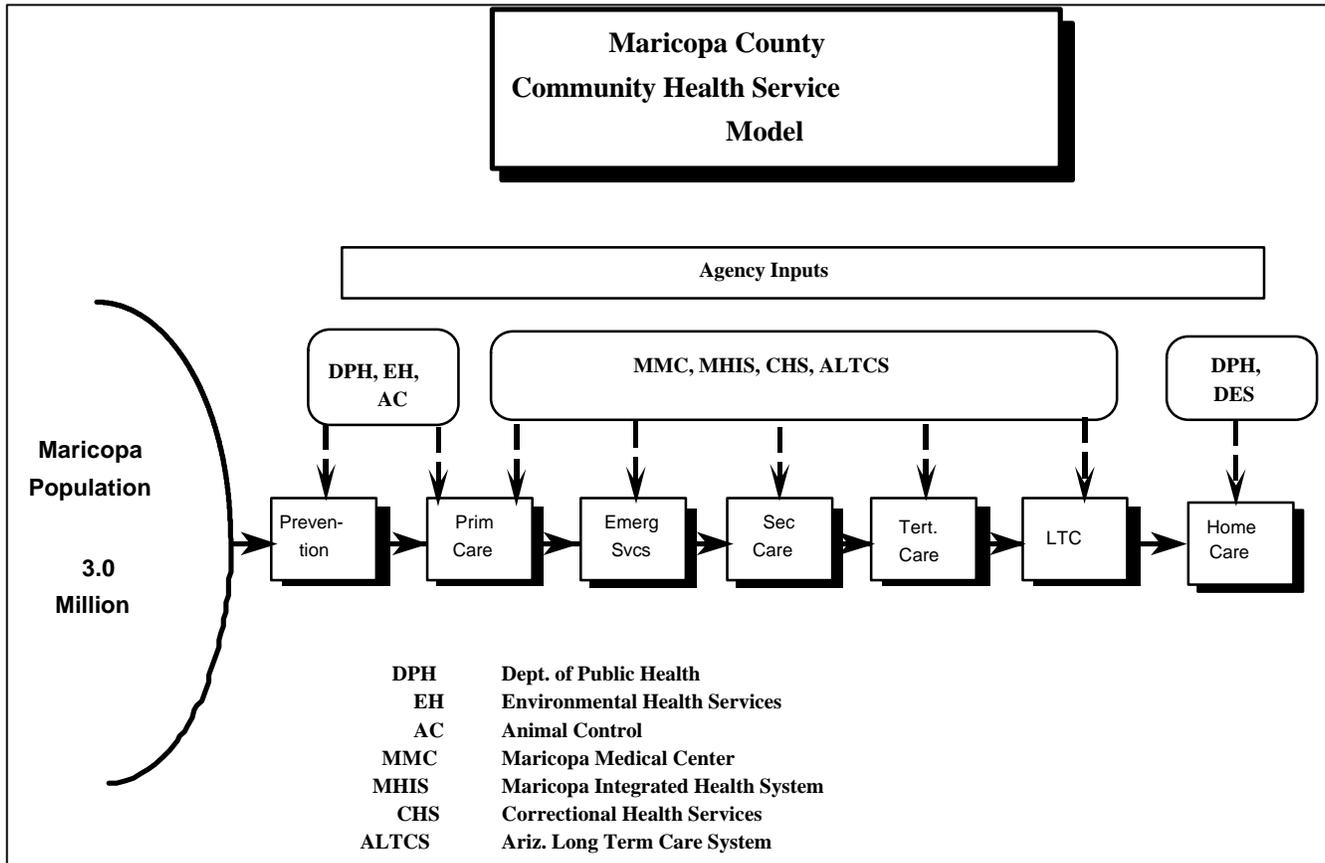


Figure 1.

### health services system

The Health and Human Services Collaboration group, made up of the Departments of Public Health, Environmental Health Services, Correctional Health Services, the Medical Examiner, Animal Control and Human Services operate as a group to improve the health status of the County. The populations each serve overlap, as do their functions. In working together, the several health and human service agencies collaborate to solve common problems. Public Health and Environmental Health are building a common system to identify food and water borne illness to quickly prevent their spread and limiting the number of cases in any outbreak. Public Health and Correctional Health have a common system to identify chronic illness and reduce the incidence of sexually transmitted diseases and tuberculosis. Animal Control and Public Health will expand County efforts to educate the population on ways to reduce the risk of dog bites, animal abuse and the euthenizing of unwanted animals. The Medical Examiner's Office and the Public Health Office of Vital Records work closely to improve death reporting and the causes of mortality in the County.

Health Services and Public Health, working with common populations and communities will expand early education, enlarge the community efforts to build programs for health education and prevention and study ways to increase job development and training in health fields.

Maricopa County is growing rapidly, increasing its population by nearly 100,000 people annually. The Community Health System whose mission is to meet the diverse needs of the county population are struggling to develop the resources to serve the expansion. Each year the number of infectious diseases rise, the uninsured increase, more children need to be immunized, and more dogs and cats must be placed for adoption. Our growth increases problems of air and water pollution, the amount of food borne illness, the number of deaths which must be investigated by the medical examiner and the number of prisoners who must be housed, fed, and provided health care and preventive services.

## community health status

A complete discussion of the changing dimensions of births, deaths, and disease in Maricopa County has recently been published in the Maricopa County Health Status Report: 1990 to 1995, and its two supplements for 1996 and 1997. This document is now available on the Maricopa County Public Health Department internet site.

Several highlights are significant. Births, deaths, and morbidity are differentially distributed across the County. Some areas have high rates, others lower rates; race, class, ethnic background and age are all important risk variables. Several problems, domestic violence, diabetes in certain groups, pregnancy in unwed women, homicide in young males, are growing; but County resources assigned to their resolution are limited.

Epidemic problems continue: measles entered Maricopa County in 1998 initiating a major public health response; the Hepatitis A epidemic of 1997-98, now abating, is being controlled through implementation of a public health rule that requires all children to be vaccinated prior to entering day care; TB, HIV, sexually transmitted diseases, and food borne outbreaks exceed national rates. In the 1999-00 fiscal year budgets, additional resources from Federal, State and local sources have been received. Their application will lower the incidence of these problems over time.

Management of the most frequent causes of death, heart disease, cancer, stroke, diabetes and injuries will continue to be a medical care issue well into the future. The goal of the Community Health System is to change these behaviors which lead to these diseases: tobacco use, alcohol abuse, inadequate nutrition, lack of exercise, and the failure to control hypertension and diabetes in their earliest stages.

## the future

In the next century, the Community Health System will shift its orientation from centrally provided clinical services to the poor and uninsured, to a regionally distributed menu of services, clinical, epidemiologic, preventive, and educational. The service mix will continue to include clinical care for TB, STDs, HIV/AIDS, childhood immunizations and maternal and childhood nutrition services. Epidemiologic surveillance will expand to assure the population that the County will identify outbreaks of disease at the earliest possible moment; surveillance

activities for injury control, violence abuse, and early mental health problems will also be enhanced. Health educational services, training programs, collaborative efforts with the private health sector for early diagnosis and intervention will become major programs for Community Health System of the future.

Improving the health of the population will include enlarged programs to improve air and water quality, to lower the risk of food, water and other environmental factors which cause illness. As the County grows, animal control issues will continue to multiply, but, if the current trend continues, at a lower rate than the general population expansion. An expansion of dog bite prevention programs, animal adoption programs and programs to reduce animal abuse are all part of the Maricopa County future. Regional dog pounds are being developed in collaboration with the private sector.

To pay for the expansion and regionalization of all the several programs within the Community Health System, the several departments will expand their ability to charge fees for the specific services they provide. Public Health, Environmental Health, Animal Control, and the Medical Examiner all charge fees, and are considering reevaluation of current fee levels.

## public health

Promote, preserve and protect the health of people and communities by:

- ▶ Investigating infectious disease reports, including those for food borne illnesses (e.g. salmonella) and contagious diseases (e.g. measles)
- ▶ Increasing the number of immunizations at Public Health clinics
- ▶ Enrolling homeless persons in AHCCCS
- ▶ Increasing food drafts received by women, infants, children and elderly
- ▶ Developing Phase III of the Health & Human Services Emergency Response Plan
- ▶ Reaching new students with tobacco prevention and cessation programs
- ▶ Distributing car seats and bicycle helmets to parents of young children
- ▶ Eliminating crowding at Public Health facilities



## **environmental services**

Protect and improve quality of life through responsive and effective environmental management by:

- ▶ Insuring that food in eating and drinking establishments is protected from contamination
- ▶ Working hand-in-hand with the State, cities, towns and industry in the Valley to reduce air pollution
- ▶ Insuring that water supplies throughout the County are safe to drink
- ▶ Enforcing proper sewage disposal requirements
- ▶ Preventing vector borne diseases through insect and rodent eradication
- ▶ Enforcing general sanitation requirements at public establishments

## **human services**

Help individuals, children, and families enhance their economic, social and physical well being by:

- ▶ Improving living conditions for low-income individuals and families through emergency rent/mortgage assistance, eviction prevention, weatherization programs, utility assistance and increased access to community resources
- ▶ Increasing access to employment, medical and social services for low-income, elderly and disabled individuals
- ▶ Providing employers with a qualified and professional workforce
- ▶ Assisting job seekers with employment and career planning by providing resources, educational courses and the programs they require to obtain employment
- ▶ Providing comprehensive educational, health and social services to low-income children (ages 0-5) and their families
- ▶ Enhancing parenting skills and increasing parental involvement in childrens' educational, social and physical development

## **medical examiner**

Conduct complete and objective medicolegal investigations of unattended, violent, sudden, unexpected and suspicious deaths to determine the cause and manner of death, and to authorize the cremation of remains of deceased persons by:

- ▶ Completing reports, examinations, toxicology tests
- ▶ Performing autopsies on all homicides, acute trauma, childhood fatalities, suspicious (e.g. drug-related, public health risk-related) deaths
- ▶ Notifying next-of-kin appropriately for all cases

## **animal control**

Promote and protect the health and safety of pets and people in Maricopa County by:

- ▶ Promoting dog licensing
- ▶ Conducting rabies vaccination clinics
- ▶ Investigating and processing all reported animal bites
- ▶ Enforcing animal control ordinances in Maricopa County and all contract cities and towns

## **maricopa integrated health system strategies**

Maricopa Integrated Health System continues to demonstrate growth and financial viability. Since January 1997, MIHS has successfully recovered from a tremendous operating deficit to a profitable health system. Continued growth and viability are the primary focal points for the system. This strategic plan for fiscal year 1999/00 has been set forth to achieve new standards in service line development enhancement; quality; membership; employee satisfaction; alignment with physicians; and customer service. This executive summary is an overview of the essential strategies to achieve these goals.

### **service line development enhancement**

Four specific goals for enhanced service line development have been identified. Together, the achievement of these goals will not only improve our ability to serve our community but will promote the system's viability.

- ▶ Enhancing our geriatric care to a state-of-the-art program will have a tremendous impact on differentiating Maricopa Integrated Health System from other community providers. Aggressively, we are working to retain the Arizona Long Term Care System, increase our Maricopa Senior Select Plan membership, and grow traditional Medicare business.
- ▶ Over 60 percent of patients served through MIHS are women and children. A continued effort is placed on enhancing wellness-oriented integrated service to improve the health status of women and children, to increase growth in the health plan enrollment, and to increase patient volume.
- ▶ The Regional Burn Center and the Level I Trauma Center at Maricopa Medical Center are renowned for their quality of care. As a continued commitment to quality, accreditation status from the American College of Surgeons will be secured for both services.
- ▶ Continued enhancement and development of medical and surgical support services are critical to meet the needs of women's, children's and geriatric populations.

### **quality**

Our Quality of Care program continues to be a critical focus and will be enhanced by focusing on key initiatives that result in improved efficiencies, outcomes and perceptions.

### **membership**

MIHS growth is highly dependent on volume of health plan membership. To achieve this growth, MIHS will focus on service, benefit design, premium cost, and network expansion to attract and retain membership in its health plan products.

### **employee satisfaction**

Recruitment and retention of employees is an essential success factor in today's competitive environment. MIHS will continue to position itself as the community's health care system "workplace of choice" by offering competitive wages, training, benefits and career growth.

### **alignment of physicians**

Further enhancing a collaborative physician/health system relationship will promote the achievement of mutual objectives and result in improvements in community health.

### **customer service**

Providing customer service training, monitoring continued process improvement and customer satisfaction surveys will enable MIHS to continue to position itself as the health system "Provider of Choice."

## employee and human resource strategies

Like most organizations, Maricopa County's employee and human resource strategies focus on two key tasks: the recruitment and retention of productive employees. While simply stated, the business objectives supporting these two tasks have become increasingly difficult to support, particularly because of a strong local and national economic picture. An added complexity is the dual role that a public sector personnel department must generally play — as both the technical consultant for the organization's departmental management and the arbiter of fair and cost-effective recruitment, compensation, and employee relations programs.

Maricopa County's human resource business objectives for fiscal year 1999-2000 are largely derived from data collected by the Human Resources Department over the past two years. Once collected, this data is then reviewed by the Department's management team, and translated into the business objectives with proposed target dates for completion.

### recruitment objectives

Maricopa County's recruitment strategy is grounded in the belief that an optimal recruitment strategy is one that finds the balance between a flexibility, timely, process and the need to ensure that the recruitment process for classified employees is based on an open and competitive one. The Human Resources Department has made significant improvements over the past several years in achieving this balance. Significant amendments to the Maricopa County Employee Merit System Rules in 1997 are partially responsible for these improvements. However, the hard work and more subtle process improvements implemented by the Employment Services Division staff must share in the success. As demonstrated by the following historical overview, fiscal year 98/99 broke just about every record possible. The Employment Services Division experienced the largest number on record of both recruitment requests, and individual positions. More positions were actually filled than ever before — and yet the positions were filled in the shortest average time on record. The number of days it took to compile lists of eligible candidates (called "certification lists") was the second shortest in thirteen years.

FY	# REQS	# POS	# DAYS to 1st CERT	# POS FILLED	# DAYS to EFF DATE
98/99	3154	5835	9.40	2649	33.81
97/98	2911	5144	8.66	2283	34.69
96/97	2712	4869.5	10.78	2387	40.63
95/96	1853	3304	16.34	2244	51.68
94/95	2074	3507	15.58	1512	54.72
92/93	1610	2450	14.45	1546	43.55
91/92	1424	2131	13.13	1439	41.92
90/91	2068	3160	13.80	2425	43.86
89/90	2007	3255	12.16	2347	45.69
88/89	1645	2664	11.29	2046	39.41
87/88	1510	2628	11.71	1850	37.63
86/87	1500	2437	10.87	1664	37.31
85/86	1381	2777	12.04	1972	36.29

Notwithstanding these successes, the continuing short supply of qualified candidates for positions, double-digit local and national turnover rates, and increasing organizational demands will not permit the Employment Services Division to rest on its laurels. Business objectives for fiscal year 99/00 current include:

- ▶ The implementation of an online application process
- ▶ An expanded resource directory of "non-traditional" staffing sources

- ▶ The development of a skills inventory applicant database
- ▶ An expanded catalog of employment advertising options for departments
- ▶ Investigation of an “on-the-spot” support staff and Sheriff’s Deputy examination process

### retention objectives

- ▶ Maricopa County’s employee retention business strategies are based on three themes:
- ▶ The continued development and maintenance of a market-based total compensation package of wages, benefits and employee leave programs
- ▶ The continued development and maintenance of employee relations programs
- ▶ The continued development and maintenance of programs, services, resources, and training to enhance the health, morale, productivity, and organizational knowledge of all employees

### compensation

Maricopa County’s compensation plan is a unique hybrid of a private sector-like “broadband” plan and a more typical governmental classification strategy. The system is based on three fundamental concepts: (1) That departmental management should have a range of discretion to assign the title for each position and make compensation decisions for its employees, subject to certain “checks” on that discretion to avoid abuse; (2) That all increases in pay must be supported both by the department’s current year and annualized budget; and (3) That raises given for “market” reasons and “performance” reasons are inextricably interrelated (which is to say that no raise should be given solely based on a market rationale, nor should they be given solely for reasons of merit. All pay increases must be justified by the individual’s performance and represent a reasonable career progression through the market range for that job).

Much a like typical broadband plan, Maricopa County’s plan assigns all positions to one of eight “bands” (administrative, support services, technical, professional, physician, supervisory, managerial, and upper management). Each band is assigned a minimum and maximum rate of pay. However, unlike a typical broadband plan, Maricopa County’s plan principally uses the assignment to bands for purposes of data analysis and to more accurately direct internal communications. Departments do not have discretion to recommend increases anywhere throughout the band. Instead, market ranges — based on data principally derived from compensation consulting firms (such as Watson Wyatt’s ECS Survey) — are used to define range minimums and maximums for each generic type of position. The Maricopa County Board of Supervisors has delegated the primary responsibility for setting both the band and market ranges to its Human Resources Department (in cooperation with County departments). Wherever possible, the market ranges are based on comparable positions with employers that have been identified as entities that the department has “lost employees to” or “gained employees from”. Also wherever possible, the minimums and maximums of the market ranges are determined by using “average actual” data rather than by using an artificial percentage spread off of a predetermined range midpoint. This results in more realistic starting salaries and maximums. Reviews of market ranges are conducted as part of the annual budget review cycle as indicated by turnover rates in excess local and national averages. Generally

Once the bands and market ranges have been determined, each department is responsible (in cooperation with the Human Resources Department) for developing its own compensation strategy based principally on performance and experience. (Of particular importance is the difference between the concepts of “seniority,” which denotes years within the organization, and “experience” used here, which refers to years within the market range.) Individual pay increases are recommended by departments to the Human Resources Department, which in turn reviews the request and provides a recommendation to the Board of Supervisors. If the department’s proposed increase would result in an individual employee receiving a pay increase of more than ten percent within the fiscal year, the proposal is subject to further review by a second review committee prior to recommendation to the Board of Supervisors.

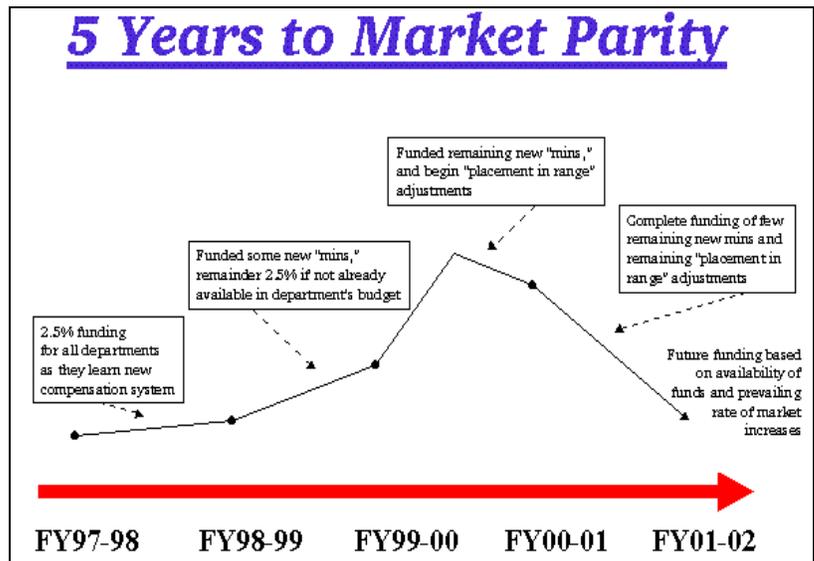
In addition to base salary increases, Maricopa County’s compensation plan also provides for market-based pay differentials (such as shift differentials, weekend differentials, standby and call back pay, and two levels of pay differentials for individuals who are required to use second language skills as part of their job. The compensation plan also permits departments to recommend performance incentives once annually from a portion of the salary savings achieved by the department throughout the fiscal year. Finally, Maricopa County debuted a new “spot award” program called “Peak Performers” during FY99, which permitted departments to give nominally-priced

awards (such as County-logo shirts, baseball caps, and movie tickets) to employees as a means of recognizing “a job well-done.”

Maricopa County’s use of this compensation strategy has resulted in an overall improved retention picture. Over the past four fiscal years, Maricopa County’s rate of voluntary attrition has dropped from a high of 19.0% in FY96 to 12.2% in FY99 — and reached a record quarterly low of 11.1% in the fourth quarter of FY99 — despite the fact that national average rate of attrition reached a ten-year high in the same quarter.

The need for further improvement in developing this compensation program has not diminished. Maricopa County’s compensation strategy recognized that — even where the market ranges had been accurately identified — current employee’s placement within the market ranges lagged considerably behind other comparable entities. Thus, beginning in July 1997, Maricopa County began implementing a five-year strategy to “catch up” with the market. The “aspirational goal” of the five-year strategy was to be “within five percent of midpoint on average.” This is the same goal adopted by the State of Arizona for its employees in 1997.

Over the first two years of the strategy, most County departments have addressed intra-departmental equity issues (i.e., are individuals who have similar job tasks, experience, and performance being paid similarly) and have begun the process of bring employees up to newly established market minimums. A few departments have also begun the process of developing strategies to more appropriately place employee wages within the established market ranges. By the end of the current fiscal year, most departments will have completed the task of moving individuals to the new market minimums, and the “placement in range” process should be well underway. The completion of this process will take the remaining two years of the strategy. While never really “completed,” this strategy should result in a more predictable compensation system both from a budget and employee perspective.



Several major business objectives remain for the Human Resources Department's Compensation Division for FY00. These include:

- ▶ To improve the efficiency and timeliness of the workflow for the salary advancement process through the greater use of automation
- ▶ To provide recommendations for improving the performance incentive process
- ▶ To design and monitor the effectiveness of compensation budget issues
- ▶ To research and update previously unstudied market ranges
- ▶ To develop and offer management training on the use of pay differentials and compliance with federal fair wage laws

### employee leave and benefits

In response to dramatically increasing health insurance costs and a rapidly depleting employee benefits trust fund, Maricopa County adopted a significantly revised employee benefits package for calendar year 1998. This package included a fully-insured point-of-service health insurance plan through CIGNA, a revised health insurance plan through the County’s own HealthSelect product line. The new package also included vision care coverage, two dental insurance plans, automatic life insurance coverage or employees (with optional enhanced employee and dependent life insurance coverage), employee assistance and mental health coverage, an optional deferred compensation plan, optional group automobile coverage, optional short term disability coverage, and pre-tax flexible spending account programs for uninsured medical cost and dependent care. A greatly revised

employee leave plan was also adopted by the Board of Supervisors in December 1997. The revised leave and benefits package has generally resulted in high levels of satisfaction among employees as demonstrated by two employee satisfaction surveys and multiple focus groups conducted during the last fiscal year. Likewise, a 1998 study conducted by Watson Wyatt for the State of Arizona ranked Maricopa County's employee leave and benefits package as the third best among thirty of Arizona's top employers.

Notwithstanding this, continued improvement of the plan is necessary in order to keep pace with the benefits market. Key business objective for FY00 include:

- ▶ To complete the procurement process for investigating the possibility of offering a second deferred compensation provider for employees
- ▶ To commence negotiations with CIGNA for two contract option years (2001 and 2002)
- ▶ To investigate other enhancements to the existing benefits package (such as enhanced spousal life insurance, child care, and an improved credit union offering)
- ▶ To investigate the potential for offer a "full cafeteria" benefit plan

### **employee relations**

In addition to providing employee relations advice on informal basis to both County departments and employee, Maricopa County's Human Resources Department serves as both the system administrator for the Maricopa County Employee and Law Enforcement Officer's Merit Systems. The formal rules established by these Merit Systems provide, among other things, an avenue for merit system-covered employees to appeal a suspension, demotion, or termination. The primary business objective of the Human Resources Department is to reduce both the number of appeals filed by employees and the number of hearing days for each appeal. The means of achieving this goal including working with departments and employees to reduce the number of instances in which an employee feels it necessary to appeal, and where an appeal is filed, to ensure that the issues are clearly framed and the department has exercised its discretion in an appropriate fashion in such a way that the appeal can be promptly adjudicated. Maricopa County has made significant strides in these two areas over the past two years. The number of appeals has fallen from 32 in FY98 to 20 in FY99 — a 38% decrease. Even more dramatic is the drop in the number of appeal hearing days — from 52 days in FY98 to 18 in FY99.

### **organizational planning and training**

In its journey to become a learning organization, Maricopa County's Organizational Planning and Training Department (OP&T) provides and supports the County with education, training and change management through assessment, implementation and consultation. Change management initiatives include:

- ▶ Strategic Planning as the initial step of the Performance-Based Budgeting Project.
- ▶ Consulting with managers on the Performance Management Process and coaching them to develop performance plans that are aligned with department goals, monitor performance, regularly coach and counsel employees and evaluate individual performance.
- ▶ In partnership with Research & Reporting, develop strategies for departmental and manager follow-up on the results of the Employee Satisfaction Survey.
- ▶ Enhance the Management Resource Center on the County's intranet to provide immediate access to a management resource library.

Professional development of employees is an integral part of Maricopa County's Mission, Vision and the values expressed in the Stewardship Statement. Employee development initiatives include:

- ▶ Employee Course Catalog and Calendar with competency-based skill development classes.
- ▶ Explore and develop learning technologies to offer alternatives to classroom learning.
- ▶ Continue to deliver the Maricopa County Management Institute, a two level learning program for supervisors and managers.
- ▶ Administer the Tuition Reimbursement policy for employees who enroll in accredited classes that are job-related.
- ▶ Enhance on-site educational opportunities for employees in collaboration with local colleges and universities.



## efficiency strategies

### facilities management

#### utility consumption

Maricopa County utility consumption will be decreased through a variety of approaches. Pending Board approval, an energy-savings performance contract will be initiated that will decrease County energy and water costs by approximately 15%, or one million dollars annually. The cost of the program will be financed, and the debt service will be paid from the utility budget savings until the debt is retired (5-10 years). Following that, the County will realize the full annual savings. An energy service company has been selected that will study County buildings for energy-saving retrofits, implement the retrofits, and guarantee enough savings to meet the debt service.

In addition to the above, the County Energy Engineer will require minimum energy and water efficiency standards for all new building construction. A study is also being conducted to assess the feasibility of central plant facilities, thermal storage, and electric generation options for the Downtown and Durango sites. Utility bill monitoring will be improved by the implementation of a new database program that will detect unusual consumption or billing errors in County utility accounts. The County will continue to collaborate regarding energy efficiency issues with the Environmental Protection Agency through our partnership in the Energy Star Buildings program.

#### electric industry deregulation

Deregulation has not yet been implemented in Arizona at the time this plan was written. Developments at the Arizona Corporation Commission are being closely monitored, and the County will continue to attend informal meetings with other public agency representatives to stay abreast of, and to discuss deregulation issues. In addition, the County has, and will continue to collect energy use profile data to use for the eventual procurement of open-market electricity.

The exact nature of a future deregulation agreement is still uncertain; however, it is possible that little competition will exist right away. In that case, it will be more cost effective for the County to maintain the status quo for the short term. If the market should prove competitive, the County has several options depending on which is more cost effective. The County can join a State-sponsored bulk-purchase RFP for electric power services that has been loosely developed in preparation for deregulation. The County may be able to purchase power through an agreement with another agency that has negotiated an exceptionally favorable agreement. Finally, the County can issue its own RFP. A private-sector consultant is currently on contract should technical assistance be required. Energy efficiency initiatives will be used whenever possible to improve the County's electrical use profile. Improvement of the usage profile results in less expensive electrical rates, especially in a deregulated environment.

#### preventive maintenance

The objective of the preventive maintenance program is to improve productivity by reducing equipment downtime, preserving County assets, and extending the useful service life of building systems. To accomplish this objective, the O&M Division will incorporate a combination of technologies and improved business processes to provide the most efficient program available within established 99/00 budgetary constraints. Program scope will be based on information gleaned through benchmarking and best practices research conducted with industry leaders. Focus of the benchmarking survey will be organizational structure, technology, workflow processes, and performance measures. Particular attention will be devoted to technological improvements that will reduce staff involvement in both direct and indirect labor activities. It is anticipated that the program will be phased over several successive years to ensure program stability. Program success will be evaluated based on incremental improvements in equipment performance and positive maintenance trends.

#### crime reduction

In order to reduce vandalism, thefts and auto thefts at county facilities, the Protective Services Division will expand its training in loss prevention and workplace violence to other county departments throughout this fiscal year. In addition to training other departments in this field, Facilities Management is improving its in-house officer training programs to include AZ POST courses offered by the Maricopa County Attorney's Office and additional Fire Arms Judgmental training offered by the Maricopa County Sheriff's Office. Incidents on County property will be tracked and trended staffing adjustments will be made accordingly with a more aggressive patrol technique

that will include reinstating the downtown bike patrols. The department is also investigating the in-house handling of the alarm monitoring services that are currently being monitored by contract agencies. The objectives is to have a more efficient response to burglar and panic alarms.

### **flood control district**

The Flood Control District of Maricopa County has developed an automated activity based cost accounting system to better account for and track costs associated with the delivery of District services. Based closely on accounting and project management tracking systems in use in the private sector, the system recognizes the authority and responsibility of the project or activity manager, assigns budget to the manager and holds the manager specifically accountable for the outcome. Labor costs are captured on a bi-weekly basis using a computerized time sheet. All District staff, associated with a particular project or activity, enter the time associated with the activity on their individual time sheet. At the close of the time period, the time sheet is submitted to payroll, concurrently it is entered into the project control system where labor and overhead costs are computed. On a monthly basis, the project/activity manager receives a report which tracks his actual costs against his projection. This report is reviewed in a monthly meeting with all project managers. Direct costs are assigned when they occur using the County's financial system.

This system was developed in order to better account for the costs associated with delivering a particular project or activity. The results can be benchmarked against similar data from the private sector to monitor efficiency and to make decisions regarding privatization.

While common practice in the private sector, this form of accounting is somewhat unique in the public sector. The true costs of providing government services are often buried by typical government accounting practices. For example, the labor costs of a government employee managing a consultant working on a capital improvement project are often buried in the operating costs of the agency. In reality, these costs should be recognized as a cost associated with delivering the project. This system allows that to occur and provides the manager charged with the delivery of the project with a real time, recurring report of the cost progress.

Several benefits are expected to be realized from the system:

- (1.) It provides a renewed emphasis on cost control by management.
- (2.) It provides tool by which costs can be monitored and controlled by the project/activity manager
- (3.) It captures all the costs associated with delivering a particular project/activity.
- (4.) It facilitates benchmarking against other agencies or the private sector so that informed decisions can be made about privatization and alternative methods of project delivery,
- (5.) It allows for real, measurable methods of improvement.

### **legislative strategies**

The most critical priority issue for Maricopa County next session (if the issue is not resolved in a fall special session before then) will be to seek an appropriate share of the multi-billion dollar national tobacco litigation settlement. Counties have embarked on a dual-track strategy of negotiating with state leadership for their proportionate shares while preserving all legal options in this matter, as well.

In the Federal arena, Maricopa County is closely following a number of federal issues with potential impact on local governments. These include in particular the issues of telecommunications siting and land use, and EPA requirements. Counties must be vigilant in working to prevent the preemption of local authority in these areas. Maricopa County is also becoming more aggressive in seeking new federal revenue opportunities through grants, including such programs as Justice Funding Equity, the State Criminal Alien Assistance Program, Local Law Enforcement Block Grant, and Juvenile Justice.

Meanwhile, the county legislative development process is ongoing. Departments countywide have been asked for what they perceive as necessary legislative changes, which, if approved for inclusion in the Maricopa County Board of Supervisors legislative package, would be considered in the 2000 Second Regular Session of the Arizona Legislature. Research, meetings and coalition-building efforts will take place throughout the late summer and fall of 1999. The Board of Supervisors will then consider and approve a finalized 2000 legislative agenda. Legislative sponsorship will be sought for pre-filing of bills during November and December, 1999.



The 2000 Second Regular Session of the 44<sup>th</sup> Legislature opens on Monday, January 10, 2000, and, with the term limit provisions previously passed by voters now going into effect, will be many members' last session. In the 2000 election, a number of state legislative seats will be open due to term limits. Implementation of term limits will create a new legislative atmosphere in which freshman members will assume committee chairmanships and leadership posts more quickly, and will likewise feel pressured to achieve their goals more quickly before they are term-limited out. Many observers feel that a great deal of institutional memory will be lost, and that by the time legislators become truly knowledgeable about complex issues such as the Arizona Long-Term Care System (ALTCs), it will be time for them to leave.



maricopa county  
**strategies 2000**

# attachments

## policy guidelines for the development of the fy 1999-00 budget

### general policy:

The budget will be structurally balanced; all recurring expenditures will be supported by recurring revenues. The budget will be formulated in accordance with the *Reserve and Tax Reduction Policy Guidelines*.

Once the budget is adopted, lump-sum budgeting will be used in accordance with the *Lump Sum Budgeting Guidelines*. The Board of Supervisors may remove lump-sum budgeting privileges as necessary in accordance with the policy.

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

Maricopa County will begin moving to a performance-based budgeting process. For the FY 1999-00 budget development cycle, all appointed, elected and Judicial Branch departments will identify programs and associated quantitative measures of the input, activity, and program outcomes.

Consistent with the County's "broad-band" compensation plan, additional funding for FY 1999-00 pay increases will be allocated to departments based on demonstrated need. Factors to be considered will include but are not limited to attrition rates and relevant market data.

The Budget will be developed in accordance with the *Countywide Competitive Analysis Policy*.

Additional funding for jail and juvenile detention facilities will be provided for in the budget in accordance with the voter-approved Jail Excise Tax and its enabling statute.

OMB will analyze all base budgets to identify possible increases or reductions, and will analyze all budget issue requests in detail, with particular focus on their impact on program outcomes.

Budget issue requests will be reviewed on a limited basis, with only the highest priorities recommended. Primary consideration will be given to:

- mandated health care;
- criminal justice issues, including new or enhanced programs that reduce over-crowding in jail and juvenile detention facilities;
- funding for pay increases based on each department's demonstrated need.

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

Wherever possible, grants and other non-County revenue sources will be used before allocating General Fund resources.

Grant and other special revenue budgets will be developed in accordance with the *Policy for Administering Grants* and the *Indirect Cost Policy for Grant Programs*.

Matching funds will be budgeted only to the extent required by law or by contracts and agreements specifically approved by the Board of Supervisors.

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 General Fund Vehicle Replacement*.

### revenues:

Budget requests for anticipated grants must be supported by existing grant agreements or grant applications.

Where appropriate, services and programs will be supported by user fees. User fees should 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.

Anticipated revenue from fee increases will not be budgeted unless such increases have been approved by the Board of Supervisors.

Upon request, all departments, Offices, and the Judicial Branch will report to the Board via OMB, all non-appropriated funding sources available to support County operations, either directly or indirectly. Such reports where investigatory or security issues are of concern will be addressed on an individual basis.

### expenditures:

OMB will prepare budget targets for each agency based on current FY 1998-99 budgets, with the following adjustments:

The annualized cost of FY 1998-99 approved budget issues.

Net increases in operating costs for new capital facilities, and other additions to County maintained facilities.

The annualized cost of any other items approved by the board that have a budget impact in future years.

OMB may adjust budget targets at any time during the budget development process prior to the Board's adoption of the Tentative Budget.

No "carryover" capital outlay or capital improvements will be budgeted unless specifically approved by the Board of Supervisors. Departments that do not identify and receive approval for carryover items will be required to eliminate them or fund them from within their operating budgets.

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

### budget process:

These policy guidelines will be followed by all Appointed, Elected and Judicial Branch departments in preparing FY 1999-00 budget requests.

All Appointed, Elected, and Judicial Branch departments will submit budget requests to the Office of Management and Budget (OMB) following the detailed timeline, directions and format prescribed by OMB.

Department organizational/financial structures for operating budgets will be established and finalized prior to budget submission.

All budgets will be developed in accordance with budget preparation system instructions. Upon approval of the budget, departments will update their budgets to reflect monthly, or calendarized, format for the new fiscal year.

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 continue negotiation directly with the County Administrative Officer or the Board of Supervisors.

### **capital improvement projects:**

OMB and departments will develop a five-year Capital Improvement Program for review and approval by the Board of Supervisors.

The Board of Supervisors may allocate carry-over fund balances to one-time capital items in accordance with the Reserve and Tax Reduction Policy.

When requesting funding for capital improvement projects, departments will provide estimates of increased operating costs associated with each individual project.

### **internal charges and indirect cost allocations:**

Internal service departments and County Counsel will develop estimates of base and discretionary charges for each department they serve according to instructions from OMB. All estimates will be reviewed by the user departments, OMB and Finance. The deadline for submitting internal service cost estimates to OMB is December 31, 1998. Internal service costs will be released to departments on January 20, 1999.

Base-level or non-discretionary internal services will be charged at the fund level. General Fund department charges will be budgeted in General Government. Discretionary internal service charges are the responsibility of the requesting agency.

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. Finance will provide departments that administer grants with an indirect cost rate established according to the methodology allowable by the grantor.

Funding for the Self Insurance Trust Fund will be assessed from all funds as a base-level charge. The funding plan provides for an ending cash balance to equal the projected fiscal year's paid losses and claims related expenses.

### **use of the jail facilities excise tax:**

The jail tax is a non-recurring revenue source. Consistent with Maricopa County's budgetary and fiscal policies, it is the intent of the Board of Supervisors, whenever possible, to use funding from recurring revenue sources to fund operating expenditures, including alternative jail population reduction programs. Budget issues for these programs will be given high priority in the FY 1999-00 budget process.

Existing jail and juvenile detention operating costs will be held to a minimum, and will not exceed the required Maintenance of Effort allocation to the Jail Tax Fund from the General Fund.

Operating costs for new jail and juvenile detention facilities will be supported by allocations from the General Fund to the Jail Tax Fund above and beyond the required Maintenance of Effort whenever possible.



## **budget calendar**

### **1998**

November 30	BOS adoption of FY 1999-2000 Budget Development Guidelines
December 31	Internal Service Cost Estimates Due

### **1999**

January 12	Budget Kick-off (Targets distributed)
January 13 - 19	FY 1999-2000 Budget System Training
January 20	Internal Service Costs Released
February 26	Departmental Budgets are due back to OMB
February 26 - March 26	OMB reviews Departmental Budgets
March 15 - April 9	Deputy County Administrator reviews Appointed Department Budgets and negotiates Elected Official/Judicial Branch Budgets (Analysts review their departments with Deputy County Administrator)
April 5	Elected Official/Judicial Branch Budget Presentations to BOS
April 12 - May 14	OMB consolidates Departmental Budgets
May 24	CAO Presents FY 1999-2000 Budget to Board of Supervisors
June 1	Board Adopts FY 1999-2000 Tentative Budget
June 2 - June 18	Public Hearings held in Supervisory Districts, as requested
June 21	Final Adoption of FY 1999-2000 Budget
August 16	Board of Supervisors sets Tax Rate

## **lump sum budgeting policy guidelines**

### **introduction**

The Lump Sum Budgeting Policy is designed to provide greater budgetary flexibility and accountability at the Department/Special District level and provide further incentives to conserve County resources. Within broad guidelines, departments will have the discretion to shift resources within their lump sum budgets in order to meet their program objectives at the least cost to County taxpayers.

#### **a. definitions**

**department:** All Maricopa County Departments, including Elected Official Offices, Court Departments, and Appointed Departments.

**special district:** All Maricopa County Special Districts, including the Flood Control District, Library District, and Stadium District.

**lump sum budget:** The budget appropriated by the Board of Supervisors/Board of Directors for a department/special district, also known as a budget item as referenced in A.R.S. §42-303.

**personnel services component:** The component of the lump sum budget appropriation to be used for expenditures related to personnel services.

**operations component:** The component of the lump sum budget appropriation to be used for expenditures related to supplies, services and capital outlay.

#### **b. policy guidelines**

1. Department/Special District budgets will be appropriated in lump sums by fund on an annual basis. The total lump sum budget for a department will be segregated by fund into a component for personnel costs and a component for other operating costs, such as supplies, services, and capital outlay.

2. Departments/Special Districts will be required to develop and submit detailed calendarized revenue and expenditure budgets that will be loaded into LGFS. These calendarized budgets will be prepared by org, object code and position per instructions developed by the Office of Management and Budget. Detailed budgets and actual expenditures and revenues will be monitored and reviewed, and will serve as the basis for developing future lump sum budgets.

3. Lump sum budgets are not guaranteed from one fiscal year to the next. Each year, lump sum budget amounts for each department will be reestablished based on detailed reviews of spending needs and priorities.

4. Departments/Special Districts must not exceed their lump sum budgets, and will be expected to absorb unanticipated cost increases. In addition, departments will be required to make expenditure reductions should a revenue shortfall occur. Departments/Special Districts will be held responsible for bottom-line performance; significant deviations from annual budget allotments may result in a department being placed on a controlled line-item budget.

5. Departments/Special Districts may only transfer appropriations between their personnel services component and their operations component after review by the Office of Management and Budget and approval by the Chief Resource Officer or County Administrative Officer; elected and court officials have the right to appeal to the Board of Supervisors/Board of Directors. Transfers between the personnel services component and the operations component will not be approved unless the department can show that there is no increased full-year budgetary impact of the transfer.

6. Departments/Special Districts will have authority to adjust the detailed monthly revenue and expenditure budgets for the remainder of the current fiscal year within the personnel services component and the operations components of the lump sum. However, calendarization changes within personnel services component must not result in a full-year impact which would require additional funding.

7. Detailed management and review of large capital improvement projects is necessary, since these projects often involve expenditure of millions of dollars of public funds. Capital improvement projects will be budgeted on a project-by-project basis, and project costs will not be allowed in excess of 10% above project budgets. The Department of Transportation and the Flood Control District can budget a contingency to fund overages of up to 10%. Reallocation of appropriated funds between projects must be approved by the Board of Supervisors/Board of Directors. Capital improvement project expenditures will be reported to the Board on at least a quarterly basis, and departments that manage capital improvement projects must notify the Board of any potential overruns in the current or five-year projection as soon as the project overrun is identified.

8. All positions must be fully funded and budgeted in accordance with the Funded Positions Policy. In order to create new positions, departments/special districts must first verify full-year funding and add it to their personnel services budget component, if need be. If a position loses funding, it will be identified and eliminated. In order to avoid overstating expenditure estimates, all personnel services components will include a reasonable allowance for personnel savings due to natural staff turnover, as negotiated annually during the budget process.

9. The Department of Finance will prepare a monthly analysis of budget variances by department and fund, and will investigate any negative variances. This process will assist the Office of Management and Budget by ensuring accurate estimates, identifying budget savings, and assisting in preparation of the following year's budget targets.

10. Departments/Special Districts with negative year-to-date variances will develop and implement budget-balancing plans, subject to review and approval by the Office of Management and Budget. Lump-sum budgeting privileges may be withdrawn from departments by the Board of Supervisors/Board of Directors at any time due to significant risk of budget overruns, and controls may be instituted based on detailed calendarized budgets. In addition, the Board of Supervisors/Board of Directors may choose to ask a department/special district to submit a reduced budget for the subsequent fiscal year. The budget reduction should equal the net amount of the overrun in the current fiscal year. Whenever a "subsequent fiscal year" budget reduction is duly adopted, such reduction must be achieved by mid-year (12/31) or further sanctions may be imposed.

11. Department/Special District management will be responsible for verifying funding availability for purchase requisitions. Where feasible, efforts will be made to decentralize procurement of supplies and services at the department level.

12. Institution of this policy is an internal management control. It does not affect the County's obligation for goods and/or services provided to the County, or for contractual obligations incurred by a County Official with apparent authority in violation of this policy.

## funded positions policy

### a. introduction

The Funded Position Policy is designed to provide departments with the guidelines established for requesting new positions and to ensure that all current positions remain fully budgeted throughout the fiscal year. Any position, either filled or vacant, that becomes underfunded or unfunded must be fully funded or deleted.

### b. definitions

**budgeted position:** A position that is specifically budgeted within a department's lump sum by position number, classification, full time equivalent, and pay grade. Positions must be budgeted for at least the salary of the employee that fills the position.

**full time equivalent (fte):** The full-time percentage of a particular position, with a value greater than zero but no more than 1.00.

**fully funded position:** A position included in a budget that is fully funded by the general revenues of the County, a special revenue source, or a grant.

**payroll liability** The salary, benefits, payoff of accrued vacations and compensatory time, and career center expenses.

**underfunded position:** A position for which a department has 1% to 99% of the funding required for the position budgeted.

**unfunded position:** A position included in a budget that is not funded.

### c. new position establishment policy guidelines

1. In order to create a new position, departments must submit a request to the Department of Human Resources on an official form that includes the following information:

- ▶ Class code and title of the position or positions requested.
- ▶ The number of positions requested.
- ▶ Brief description of the purpose of the new position(s).
- ▶ The funding source of the position 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). If this includes budget adjustments outside of the personnel services lump sum, an additional review by Office of Management and Budget (OMB) and approval by the County Administrative Officer (CAO) will be needed.
- ▶ All new position requests must be signed by the department director, elected official, or chief deputy to an elected official.
- ▶ The Department of Human Resources will review the classification and pay grade of the requested new position. If approved, the request will be signed by the Director of Human Resources.

2. Requests approved by Human Resources will be forwarded to the Office of Management and Budget (OMB). 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 new position. New positions will not be approved by OMB unless their full annualized cost can be supported within the department's lump sum budget or other funding has been approved by the Board of Supervisors. OMB will also verify that the request complies with established policies and priorities of the Board of Supervisors. If approved, the request will be signed by the Budget Manager or the Deputy County Administrator.



3. On approval by OMB, position requests from elected or court departments will be created. Requests from appointed departments will be forwarded for final approval and signature by the Chief Administrative Officer prior to creation.

4. If a request is denied by Human Resources or the Office of Management and Budget, elected or court departments may appeal the decision to the Board of Supervisors. If approval by the Board is received, alternative funding must be authorized to support the request.

**d. position funding policy guidelines**

1. Each year as part of the budget process, departments must verify that funding is adequate for all budgeted positions. The Office of Management and Budget will validate that position funding is adequate, and will identify all positions that are potentially unfunded or underfunded.

2. Personnel savings due to natural staff turnover will be budgeted in all departments 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.

3. Departments with vacant underfunded positions will discuss the funding shortfall with OMB. Departments have the option of eliminating the position(s) or identifying additional funding for the position(s).

4. OMB and the departments will delete, from all data bases, the identified vacant unfunded and vacant underfunded positions concurred on by the departments. Those positions identified as vacant unfunded and vacant underfunded positions where departments do not concur will be presented to the Board of Supervisors for possible action.

5. Unfunded and underfunded filled positions shall be handled through a separate process. Departments will identify the a) positions to be reviewed; b) service impact (if eliminated); c) cost to maintain and subsequently fund; and d) payroll liability if RIF'd. This information shall be forwarded for validation to the Office of Management and Budget. OMB will consolidate the information and forward it to the Board of Supervisors for possible action at a future Board meeting.

6. Departments will have to resolve any unfunded or underfunded position issues through appropriate action. If this action requires a Reduction In Force, it will be handled in a uniform manner and in accordance with the procedures established through the Human Resource Department. Any payroll liability costs associated with RIF'd positions will need to be absorbed in the department's lump sum budget.

7. If, during the fiscal year, additional funding becomes available that may be spent on personnel, departments can establish new positions via this policy.

## reserve and tax reduction policy

### introduction

This policy establishes the guidelines for the maintenance and use of any reserve fund balances, which is 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 set forth below. 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 will stabilize the general fund until appropriate long-term budgetary adjustments are made. However, every attempt shall 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, this policy sets budgetary and financial guidelines regarding the reduction of taxes. 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.

### reserve policy guidelines

- ▶ The Board of Supervisors will maintain a reserve which will be the unreserved fund balance for the County.
- ▶ After the close of the fiscal year and during the annual Strategic Planning & Business Plan Update process, the Office of Management and Budget and the Department of Finance will determine the status of the unreserved fund balance and outstanding debt in light of revenue projections and other economic considerations.
- ▶ Based on this review and prior to the adoption of the annual budget, the County Administrative Officer (CAO) will recommend to the Board of Supervisors a target unreserved balance for the coming fiscal year. If the target unreserved balance is to change, the CAO will make the necessary recommendations in accordance with this policy. The CAO will also recommend retention of proceeds from the sale of major County assets in the event of liabilities related to such assets, including but not limited to any environmental clean-up.
- ▶ The expenditures under this policy may include any of the following:
  - ▶ Fiscal stabilization by supplementing revenues during economic downturns. Such use shall include a plan to implement the appropriate budgetary and financial management changes to accommodate the new economic environment.
  - ▶ Reduction of cash flow borrowing.
  - ▶ Funding of one-time capital purchases with cash to avoid incurring debt, as long as sufficient reserves remain to ensure financial stability.
  - ▶ Retiring outstanding long and/or short term debt.
  - ▶ Funding outstanding liabilities associated with major assets that were formerly owned by the County.
- ▶ Such expenditures will be budgeted as an appropriated fund balance in the annual budget.
- ▶ Proceeds from the sale of County-owned land and buildings will be maintained in reserve for capital improvements.
- ▶ Any use of the reserve balance must support the Tax Reduction section below.



## tax reduction policy guidelines

- ▶ The County, unless otherwise mandated by a vote of the citizenry or legislative enactment, will strive to set the county-wide tax rate at current or lower levels.
- ▶ The Board of Supervisors may reduce tax rates under the following conditions:
  1. According to reasonable estimates, the tax reduction is sustainable for the foreseeable future.
  2. The proposed operating budget contains no one-time revenues supporting on-going expenses. That is, recurring revenue must exceed recurring expenditures. Furthermore, projections of recurring revenue based on the proposed tax rate (after the tax reduction) must at least equal expenditures.
  3. The Maricopa County reserve balance is sufficient to ensure against cash-flow borrowing and unexpected economic changes.
  4. Attempts have been made to reduce short-term debt in advance of due dates, therefore, eliminating recurring short-term debt.
  5. When possible, attempts are made to fund one-time capital purchases with cash rather than incurring further debt.

## cashflow and general fund minimum fund balance memo

**TOM MANOS**  
Chief Financial Officer



**Financial Resources  
Management**

May 6, 1999

To: Sandi Wilson, Deputy County Administrative Officer

From: Tom Manos, Chief Financial Officer

Subject: Cashflow and General Fund Minimum Fund Balance

The following memo outlines the assumptions and approach we have used to determine the minimum amount of fund balance the General Fund should maintain.

The Department of Finance and the County Treasurer have agreed to designate certain funds as "County Operating Funds". These funds represent the resources available to finance the County's expenditures. If these cash balances are exhausted a short-term borrowing instrument (Line of Credit, Tax Anticipation Note, Internal Borrowing Agreement) would be required. Below is a list of the County Operating Funds.

- General fund
- Capital Improvement Fund – General fund
- Solid Waste fund
- Equipment Services Fund
- Reprographics
- Telecommunications
- Benefits Trust
- Payroll and Expense Clearing
- All MIHS Funds

Other funds like the Risk Management Trust, Transportation and Flood Control all have strong positions, but for legal reasons they are excluded from being designated a "County Operating Fund".

- For this analysis, we further restrict the above list of funds to the General fund, Solid Waste Fund, and Internal Service Funds. The funds not used are excluded for the following reasons:
- The payroll and expense funds are clearing accounts for outstanding accounts payable and payroll warrants. They have positive cash balances, but we consider the cash spent once funds have moved to these accounts.
- The Capital Improvement Fund is committed to infrastructure projects.
- The MIHS funds are excluded because of their management autonomy and because of the uncertainty of their long-term relationship with the County.

The County'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. As you can see from the attached financial statement, the fund balance decreased \$39.2 million in this period.

The following calculation determines the minimum general fund balance needed for fiscal year 1999-00

- 1) Increase the \$39.2 million<sup>1</sup> quarter accumulated deficit in fiscal year 1998-99 by 6% (assumed budget activity growth FY1999-00). This results in a projected cash need of \$41.5 million for next year.
- 2) Divide the \$41.5 million by 53%. This restates the estimated decrease in cash balance to a fund balance. The resulting calculation equals \$77.8 million. At the end of FY1997-98, 53% of the fund balance in the General Fund related to cash on hand. The remaining 47% were other assets and liabilities, with the most significant being a \$45 million in two months of sales tax.
- 3) Reduce the \$77.8 million by the estimated cash (average daily balance) for the Solid Waste and Internal Service Funds. This results in an amount equal to \$56.4 million.

In summary, \$56.4 million dollars is our estimate of the minimum fund balance the General Fund should maintain to avoid term borrowing. This calculation is based on the assumption that spending will be calendarized in a similar manner to our year and that MIHS cash is not available for other County needs. Our projection can be adjusted for changes in either of our assumptions.

Let me know if you have any questions.

cc: David R. Smith, County Administrative Officer  
Andrew Huhn, Finance Manager  
Chris Bradley, Budget Manager



**General Fund - Financial Status by  
Object  
FY 1999 Through March 31**

	July Actual	August Actual	September Actual	October Actual	November Actual	December Actual	January Actual	February Actual	March Actual
107517592 <b>Beginning Fund Balance</b>	\$ 107,517,592	\$ 84,365,717	\$ 76,389,440	\$ 68,297,260	\$ 109,381,982	\$ 123,478,667	\$ 114,047,656	\$ 108,868,954	\$ 108,904,308
<b>Revenues</b>									
Real Estate Taxes	934,919	685,568	5,357,024	51,470,946	34,545,445	3,372,932	2,315,281	3,359,924	8,592,921
Personal Property Taxes	142,969	413,394	1,150,590	2,746,894	1,637,836	1,677,596	2,107,285	(69,427)	(40,707)
Tax Penalty and Interest	609,137	397,683	330,441	314,199	357,764	602,966	902,166	2,487,404	274,624
Licenses and Permits	276,067	192,006	178,959	312,380	236,045	244,875	211,191	221,175	241,826
Intergovernmental	1,549,827	1,171,891	1,547,632	2,458,542	892,928	2,435,089	1,749,026	1,155,093	2,258,987
Sales Taxes	22,192,204	23,183,240	21,093,414	20,936,947	21,725,958	22,419,519	22,472,396	26,779,330	21,657,839
Vehicle License Tax	2,680,248	7,099,628	6,596,363	6,396,733	6,504,083	6,497,580	6,610,027	6,124,492	6,952,881
Charges, Fees, Fines & Forfeits	2,468,506	2,414,498	2,749,264	2,504,516	2,843,039	2,564,170	2,649,565	2,823,117	3,029,445
Patient Charges	4,440	223,238	11,500	231,135	42,146	17,430	23,187	16,391	12,365
Miscellaneous	1,691,997	556,333	783,645	2,367,139	240,321	409,876	2,365,242	369,341	720,818
Inventory Charges	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>32,550,315</b>	<b>36,337,479</b>	<b>39,798,832</b>	<b>89,739,431</b>	<b>69,025,565</b>	<b>40,242,035</b>	<b>41,405,367</b>	<b>43,266,840</b>	<b>43,700,999</b>
<b>Expenditures</b>									
Personnel Services	23,696,581	21,529,097	22,558,350	24,768,644	22,159,954	23,045,443	22,859,074	21,370,015	23,648,189
Supplies	544,412	1,553,598	1,636,228	1,857,997	1,322,998	870,654	1,671,386	1,110,808	1,178,136
Services	11,146,382	6,155,182	6,700,808	6,226,899	6,577,548	5,619,261	5,887,535	5,062,687	8,815,602
Mandated Health Care Payments	17,213,665	13,956,456	13,969,014	13,951,477	14,934,455	14,054,538	13,996,860	33,038,424	28,022,106
Miscellaneous	126,458	254,907	918,215	684,035	694,719	301,968	786,432	362,270	402,753
Bonds and Related Expenditures	118,941	6,942	4,001	501	635,277	-	-	-	59
Capital Outlay	230,161	701,918	2,020,108	856,276	476,000	5,614,060	1,279,203	1,206,667	1,007,671
Warehouse Purchases	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>53,076,598</b>	<b>44,158,100</b>	<b>47,806,724</b>	<b>48,345,828</b>	<b>46,800,951</b>	<b>49,505,923</b>	<b>46,480,491</b>	<b>62,150,872</b>	<b>63,074,516</b>
<b>Other Financing Sources (Uses)</b>									
Transfers In	776,416	746,353	817,720	598,409	774,079	772,098	798,430	19,821,395	14,757,751
Transfers Out	(3,402,008)	(902,008)	(902,009)	(907,289)	(8,902,008)	(939,220)	(902,009)	(902,009)	(902,008)
<b>Total Other Financing Sources (Uses)</b>	<b>(2,625,592)</b>	<b>(155,655)</b>	<b>(84,289)</b>	<b>(308,880)</b>	<b>(8,127,929)</b>	<b>(167,122)</b>	<b>(103,579)</b>	<b>18,919,386</b>	<b>13,855,743</b>
<b>Excess (Deficiency) of Revenues</b>									
Over Expenditures	(23,151,875)	(7,976,277)	(8,092,180)	41,084,723	14,096,685	(9,431,011)	(5,178,702)	35,354	(5,517,774)
<b>Ending Fund Balance</b>	<b>\$ 84,365,717</b>	<b>\$ 76,389,440</b>	<b>\$ 68,297,260</b>	<b>\$ 109,381,982</b>	<b>\$ 123,478,667</b>	<b>\$ 114,047,656</b>	<b>\$ 108,868,954</b>	<b>\$ 108,904,308</b>	<b>\$ 103,386,534</b>

Accumulated excess/(deficit)	(23,151,875)	(31,128,152)	(39,220,332)	1,864,390	15,961,075	6,530,064	1,351,362	1,386,716	(4,131,058)
Cash at year-end 98	57,422,491								
F/B at year-end 98	107,517,592								
Cash to fund balance	53%								
6% increase in excess/(deficit)	(24,540,988)	(32,995,841)	(41,573,552)						
Convert deficit to fund balance			77,842,116						
Ave Solid Waste Cash Balance			(17,041,896)						
Ave ISF Cash Balance			(4,349,686)						
Minimum Fund Balance			56,450,534						

## countywide competitive analysis policy

### A. Purpose

The purpose of this policy is to provide County-wide direction for Competitive Analysis Processes. This policy will help to ensure County operations function at a level that is consistent with the County's Strategic Goals. These goals include quality service, productivity and economy. The Competitive Analysis Policy provides the ground rules by which the County will call for quotations, bids or proposals from public and private industry to determine the most effective manner of providing County services at a reasonable cost. The policy covers moving services outside of the County as well as bringing services back inside of the County. This policy shall govern Competitive Analysis Projects and shall prevail in such projects over any conflicting provisions in the Maricopa County Procurement Code or any other County policies to the extent not in violation of state law.

Note: Where the policy refers to the Department of Materials Management, it is intended that the reference applies to the County entity that is responsible for overseeing County procurement. This policy was formerly referred to as the Countywide Competitive Privatization Policy.

### B. Policy

In initiating any Countywide competitive analysis the following shall be considered:

#### 1. Identification of Departmental Services for Analysis:

- a. Services will be identified and considered for analysis which have potential cost savings or service quality issues. These can be either County operated, contracted, or anticipated new services.
- b. Priority will be given to proposed new services, which may require additional staff or capital outlay, and those whose current contracts that will expire in the near future which may be brought in-house.
- c. Services will be considered for analysis during the annual budget process and at other times as requested by the Board of Supervisors (BoS), County Administrative Officer, or County departments.

#### 2. Approval Authority:

- a. Board of Supervisors approval will be required to begin any competitive analysis projects, for the issuance of all Requests for Information (RFI), Invitation for Bid (IFB), Request for Proposals (RFP), Multiple Step Bids (MS), or contract awards related to any competitive analysis project.
- b. The Board of Supervisors shall at all times reserve the right to provide the service by a County department irrespective of a lower public/private bidder or Evaluation Committee recommendations.

#### 3. Ensure Compliance With County Policies and Procedures:

- a. A "level playing field" will be established by the use of comparable data in establishing equality within the bidding process.
- b. County departments currently performing the service under consideration, or desiring to perform services currently contracted, for competitive analysis, will have the opportunity to bid along with other public entities and private firms, or submit a cost proposal if the department is not significantly changing the way they perform business. The specific process for handling offers of



County departments including requirements for cost comparison will be strictly adhered to, as outlined in Procedures Section III. B. (11).

- c. No conflict of interest shall exist between County Elected Officials, Appointed Officials, employees and potential vendors, including sub-contractors.
- d. All RFI, IFB, RFP, MS and Contracts shall be reviewed by Human Resources and County Counsel for compliance with personnel rules, legal standards and statutes pertaining to the bidding process and applicable policies and regulations. Bidding processes will be in compliance with this policy and all procedures described herewith.
- e. Any County employee may bid on contracts for services considered for analysis as outlined in Procedure Section III C.
- f. County departments may utilize existing services which have been competitively bid through the competitive analysis process as outlined in Procedure Section V. All competitive analysis efforts in progress at the time of adoption of this policy and all previously completed competitive analysis efforts shall conform to this requirement.

#### **4. Employee Relations Impact**

- a. Current department employees must be given a "right of first refusal" for job opportunities which could result from the award of a contract.
- b. Departments which are being considered for competitive analysis will not fill vacant positions and will utilize temporary employees until a function can be contracted. Exceptions may be approved by the Office of Management & Budget on a case by case basis with appropriate justification.
- c. Transfers or reassignments within a County department or to other County departments will be used during the analysis process, and wherever feasible, to provide for employee retention. Employee re-training will take place in these instances, if possible.
- d. Competitive analysis efforts will follow strict compliance with the County's Reduction In Force policy.
- e. Informational meetings will be held with employee groups that are targeted for competitive analysis. These groups will be organized by the affected department heads and attended by Human Resources and other departments deemed essential to addressing employee concerns. A periodic newsletter will be published to keep employees abreast of the current competitive bidding projects and their status.

#### **5. Fiscal Review and Evaluation**

- a. A cost comparison model as set forth in the solicitation will be provided by all bidders to ensure a fair and equitable comparison of costs and to identify avoidable expenses. This will also ensure a "level playing field" for all competitors.
- b. The cost of performance monitoring and contract administration will be included as a key cost factor in all competitive proposals.
- c. Services currently contracted for under consideration to be brought in-house may only be considered for analysis at the beginning of the budget year, at contract renewal date or with express written consent of the County Administrative Officer.
- d. Savings resulting from a change in the delivery system will be allocated to the appropriate fund, and reprogrammed for use as determined by the BoS.



## 6. Operational Actions

- a. The use of comparable resources may be utilized in order to establish a level playing field when negotiating and/or comparing technical proposals without pricing.
- b. Wherever economically feasible and appropriate, the County will preserve some in-house service capacity.
- c. The Office of Management and Budget (OMB) will appoint an interdepartmental Evaluation Committee to review submitted bids/proposals and the County cost estimate. This committee may include County department directors or their designees, other County staff as deemed qualified, the Chief Resource Officer, the Internal Auditor, or a technical consultant, not to exceed five (5) voting members. No member of the committee shall be an employee of the department under competitive analysis.
- d. A monitoring mechanism is required to cover all contracts awarded, including in-house bids awarded. Contract monitors shall be County employees and are an integral part of the Total Quality Management process. OMB will oversee the process for selecting contract monitors. (See Section VI. on Contract Monitoring).
- e. All competitive proposals shall be based on BoS established service-delivery levels.
- f. IFB's, RFP's and (MS), shall contain specific statements of work, including complete specifications. IFB's shall be the preferred instrument utilized in outsourcing due to specificity of requirements and the maximum benefits derived by the County. Where specificity of requirements is not available, MS's shall be the preferred instrument utilized in outsourcing.
- g. All competitive analysis efforts in progress at the time of adoption of this policy shall conform to the requirements herein.
- h. Departments will identify all vendor contracts scheduled to expire or subject to renewal during an outsourcing process. Every effort will be made to extend these for a period long enough to provide for review and analysis. This extension will allow the impact of the contract to be determined.
- i. A thorough investigation of previous performance will be made on all outside bidders prior to award of contract.

## 7. Waiver - Waiver of this policy may take place upon approval by the Board of Supervisors.

## C. definitions

Analysis, Outsourcing, Alternative Service Delivery, Service Contracting and Competitiveness (are used interchangeably within this document): The use of the public/private sector in government operations and delivery of public services. See Attachment "A", for an in-depth definition of analysis as forms of outsourcing defined\*.

Evaluation and Award: A clause contained in IFB/RFP's that cites the need for cost comparison.

Invitation for Bid (IFB): Except for construction, means all documents including detailed scope of work and/or technical specifications whether attached or incorporated by reference, which are used for soliciting bids in accordance with the procedures prescribed in Section MC1-316 of the Maricopa County Procurement Code.

Level Playing Field: Refers to the use of comparable data in establishing equality within the bidding process.

Multi-Step Bid Process (MS): This procedure is used when the scope of work cannot be accurately and completely defined; the service can be provided in several different ways, most of which could be made acceptable and on a level playing field through negotiation; and the expected responses may contain a different level of service than that requested, requiring negotiation to match the proposal with the needs of the County. Step one includes negotiation of unpriced proposals. Step two is the sealed bid pricing process. Step three is the evaluation and comparison of bids.

New Services: Services not currently provided by the County.

Notice of Cost Comparison: The notice in IFB/RFP's/MS's which explains the process for handling offers made by current County departments.

Operating Department: The County department which is currently providing the service or function.

Request for Information (RFI): Informal requests for financial and/or operational information deemed necessary to determine status of further Competitive Analysis efforts. No contract is implied.

Request for Proposal - Competitive Negotiation (RFP): The submission of proposals based on a generalized scope of work with contract award to the responsible person(s) submitting the most advantageous and responsive proposal.

Specification: An accurate description of the technical requirements for a service, product or material, including the procedure by which it will be determined that the requirements have been met.

Statement of Work: A document that establishes and defines all non-specification requirements for contractor performance. The content of a work statement should contain only qualitative and quantitative design and performance requirements.

## D. procedures

### PURPOSE

The purpose of these procedures is to provide a means for the evaluation of services for comparison purposes in overlaying the annual budget development process. County operated, new, and contracted services may be analyzed for selection. In addition, services may include those currently County operated services being considered for outsourcing or contracted services under consideration to be brought back in-house. Proposed changes in service delivery or service levels which increase the cost of the service above that authorized through the budget process may result in cancellation of the proposal or bid. This policy also provides that any cost saving resulting from contracting under this policy may be allocated to the appropriate fund and reprogrammed for use as determined by the BoS. OMB will provide management oversight of the procedures described in the following sections.

### I. INITIAL SERVICE SELECTION

- A. During the annual budget process, OMB, in concert with the BoS, County Administrative Officer and Departments, will develop a list of services to be competitively bid during the new fiscal year. As a part of this process a determination shall be made as to whether the County has the authority to competitively analyze the service.
  - a. Services will be considered for analysis during the annual budget process and, as requested, by the BoS, County Administrative Officer, and County departments.
  - b. The BoS may revise the Competitive Analysis list developed during the annual budget process at any time.
  - c. Priority will be given to all "new" services or current contracts which will expire in the near future and are being considered for bringing the service in-house, or internal to the County.
  - d. When a priority situation is proposed by a department, the following steps will be taken.
    1. When the department prepares a BoS agenda item for a new service, or one to be brought in-house, it must make a recommendation concerning whether the service should be competitively bid. The dollars budgeted for this new service must be identified in the agenda item.
    2. During OMB's normal review of the agenda item, a separate recommendation concerning analysis will be prepared. Services currently under contract may be considered if action corresponds to contract renewal date or the beginning of the budget year.
    3. If the priority service is approved and competitive bidding is required, the competitive process will begin as outlined in this procedure.

### II. ANALYSIS OF SERVICE

- A. After a service has been selected for possible competitive bidding, a number of steps will be undertaken. Different methodologies will be utilized based on the type of service contemplated or impacted. Departments will supply the information needed to OMB for financial analysis. (This must include the budgeted dollars and related service levels.) Operating departments in conjunction with Materials Management will provide all non-financial information necessary. OMB will advise the department of the information needed.
- B. The results will be reviewed by OMB to determine whether additional analysis is to be conducted. OMB will keep the BoS advised of the disposition of each project and, as required, of steps in the process. In the case of services selected by OMB, the following actions will be taken:
  1. When deemed appropriate (for priority services), the Operating department submits an agenda item to the BoS requesting approval to issue an IFB, RFP, or MS, with OMB recommendation attached.



2. OMB will select an interdepartmental Evaluation Committee to review submitted bids/proposals and County cost estimate for recommendation to the BoS. The committee may also include outside consultants or other parties having no vested business or employment interest in the project. Maximum number of people on the selection committee is five. See "IV. Evaluation of Offers".
3. Informational Meetings organized by Department Managers and attended by Human Resources will be held. The Office of the County Administrative Officer will publish a periodic newsletter to keep employees informed of the current competitive bidding projects.

III. PREPARATION OF SOLICITATIONS (IFB/RFP/MS)

A. A Specialist may be called upon to assist in the preparation of the solicitation along with a Procurement Officer. Policy/Procedure issues to be included or addressed in the solicitation include:

1. A level playing field to be established by OMB by basing solicitation evaluations on comparable data.
2. County departments currently performing the service are encouraged to compete with other public/private entities.
3. Prohibition against conflict of interest.
4. All IFB/RFP/MS shall be reviewed by Human Resources and the County Attorney's Office, the Division of County Counsel ("County Counsel") for compliance with legal standards/statutes and applicable policies and regulations.
5. Current department employees shall be given a "right of first refusal" for job opportunities.
6. Competitive Analysis efforts will comply with the County's Reduction In Force policy.
7. The cost of performance monitoring and contract administration will be included as a key cost factor in all competitive proposals.
8. Where economically feasible and appropriate, the County will preserve some in-house service capacity.
9. Where appropriate, a Performance Bond or alternative surety will be required of all outside vendors submitting bids.
10. A contract monitoring mechanism will be included in all contracts awarded, including in-house bids. The contract monitor shall be a County employee. The cost for monitoring is to be recovered by the contract cost savings.
11. The bidding process will be in compliance with this policy and all procedures described herewith.
12. Contracts will include provision for services during emergency situations, and provision to meet peak service needs.
13. Remedies and penalties for contractor failure, including services not performed as specified, and service levels not maintained, shall be addressed in the contract.
14. Where applicable, an emergency procurement provision will be included in the Statement of Work.
15. Where appropriate, the actual cost for utilization of County assets may be borne by the contractor as specified in the contract.
 

Examples of County assets include:	
<u>Operational</u>	<u>Capital Outlay</u>
- Maintenance	- Building
- Depreciation	- Equipment
- Utilities	- Vehicles

Contracts awarded are not to include the acquisition of fixed assets except as authorized by the CAO and provided in the bid/negotiation process.

- B. The solicitation will include standard County contract specifications, as required in the Maricopa County Procurement Code, and those additional specifications as outlined below and as specified in the Competitive Analysis Policy & Procedure. These include, but are not limited to, the following:
1. General provisions.
  2. Bid and solicitation instructions to vendors.
  3. Contractor certifications and representations, including that they are not on the US Government Suspended & Debarred List of non-procurement/ procurement contractors, and any others deemed necessary.
  4. Performance Bond or alternative surety required.
  5. Proposal evaluation criteria other than price.
  6. A Statement of Work and Specifications.
  7. Services/items/capital required.
  8. Additional information regarding capital assets, facilities, etc.
  9. Liquidated damages for non-compliance, where appropriate.
  10. Specific monitoring plan.
  11. **Notice of Cost Comparison**, which explains the process for handling offers of County departments, and the **Evaluation and Award** clause will also cite the need for cost comparison, to be included in IFB/RFP's/MS's as outlined below:

**Notice of Cost Comparison:** This solicitation is issued in accordance with the Board of Supervisor's Policy on Competitive Analysis, and is part of a County cost/service comparison to determine whether accomplishing the specified work under contract or by County performance is determined to be at the desired service level and at a reasonable cost. If the County determines that County performance is warranted, this solicitation will be canceled and no contract will be awarded.

The County's cost proposal will be based on the work statement in the solicitation and will be submitted by designated Department personnel to Materials Management in a sealed envelope not later than the time set for receipt of initial proposals.

In the RFP process, after completion of proposal evaluation, negotiation, and selection of the most advantageous proposal, the County will make a final comparison with the County bid before selection. All proposals including the County's shall become public information upon award.

**Evaluation and Award:** Award of any contract or cancellation due to the County providing services will be made after a comparison cost/service analysis and is subject to recommendation by the Evaluation Committee and approval of the BoS.

The solicitation response (the "Response") of the involved department will be developed by that department's designated staff who will limit knowledge of the offer contents to those persons with a need to know, excluding review by OMB prior to finalization for submission.

The department's Response will consist of 1) A cost proposal component to be developed for precisely the work to be performed at the level and quality as set forth in the solicitation; 2) Technical data component required to support the cost proposal. The department is assumed to have the technical capabilities if it is now performing the subject services. If the department is not currently providing subject services, it is assumed that it is capable

of acquiring necessary resources to provide the services and shall describe how it will acquire those necessary resources.

It will not be necessary for the department to submit the following:

- Contractor certifications and representations, including that they are not on the US Government Suspended & Debarred List of non-procurement/procurement contractors, and any other certifications pertaining to outside contractors.
- Terms and conditions of the contract relationship.

The departments shall be subject to the terms of the IFB/RFP/MS as follows:

- Must meet submission deadlines.
- Section specifically referencing department requirement/action for cost/service level comparison.
- Statement of Work/Specifications.
- And other requirements as specified.

The RFP/IFB/MS will be written by the Procurement Officer, with the assistance of a technical specialist as needed, Human Resources, County Counsel, OMB, and advice as needed from other County departments including the department currently providing the service and/or public/private businesses without an interest in the project.

To establish the validity of its Response, the Operating Department will submit to OMB a cost proposal with detailed data supporting the cost estimate for County performance. OMB will review and identify budgetary implications, including availability of funds, verify accuracy, and reasonableness of methodology used in generating the data. *This cost proposal must be submitted at least 10 business days prior to the bid or proposal date. The information may be subject to revisions based on OMB verification and results of any pre-bid conference.*

Operating Department will then submit its Response to Materials Management in a sealed envelope not later than the time set for receipt of initial proposals.

Materials Management will conduct the process.

OMB will oversee the process.

The Operating Department involved will notify Human Resources of the number of positions which may be effected by job classification if awarded the solicitation. Human Resources will coordinate all processes needed to ensure all County personnel policies are observed.

- C. Any County employee(s) may bid as a private entity on contracts for County services considered for analysis. Full disclosure of the employee's intent to bid and any potential ethics concerns or conflict of interest must be made to the Operating Department, OMB, Materials Management and County Counsel, prior to drafting of the bid or proposal instrument. County employees intending to bid privately shall not participate in preparing the Operating Department's Response to the solicitation, and the Operating Department's Response shall be held confidential until after contract award. The operating departments shall structure the competitive analysis process, as far as practicable, so as not to give the County employee an unfair advantage in the competitive solicitation. Operating Department employees who intend to bid as a private entity shall provide information as needed to OMB and Materials Management to facilitate preparation of the solicitation.

If the determination is made to analyze the service and award the contract to a County employee as a private entity, award of the contract may be conditioned upon the employee's resignation from County employment upon determination that such action is in the best interest of the County.

#### IV. EVALUATION OF OFFERS

- A. The evaluation committee shall follow the guidelines as set forth in the IFB/RFP/MS in conjunction with the Maricopa County Procurement Code, excepting that the following procedures and the Competitive Analysis Policy shall take precedence where not in violation of state law.

The evaluation process will treat the involved County department as it would a potential public/private bidder or proposer with respect to notification and confidentiality. In the review of the technical portion of any proposal, the Evaluation Committee may utilize the services of an employee of the affected department. Where feasible, this participant shall not be involved in or knowledgeable of the department's offer and will serve as a non-voting technical advisor only.

- B. For RFP's, all proposals received from the outside public/private sector will be evaluated by the Evaluation Committee. During negotiation and selection of the most advantageous proposal, the County will make a final comparison to the County Response before selection. All cost comparison forms and the related cost data in support of the cost proposed for the County performance will be made available to interested parties upon award.

If the most advantageous offer is that of an outside public concern or private party, the normal contract negotiation procedures are to be followed as required. If the County Response is the most advantageous, all private offers will be rejected and the County department shall provide the service with the performance obligations cited in their Response. These performance obligations shall be incorporated into the department's goals and service levels. A follow-up evaluation of performance will be conducted via monitoring, as described in a later section.

- C. For IFB's and MS's at the time of the public bid opening, the County department's Response will be opened and evaluated along with all other bids. If the department's cost, is such, that accomplishment of the specified work by County performance would be more economic and efficient, the solicitation will be canceled and no contract will be awarded.

For those cases where the County is not the low bid, to determine if the low bid is responsive and responsible, the Evaluation Committee will review the bid to determine if it meets the specifications, and the contractor qualifications to assess whether the bidder is responsible. OMB shall review such determination prior to further procurement action. If the determination would result in award to another public/private sector bid, the normal notification process will be followed.

- D. The post evaluation process requires the Evaluation Committee to prepare a report for the BoS outlining the process that has taken place and making recommendation. Included will be supporting documentation on cost comparisons, and communications from the other public/private sectors if applicable. In all cases where contracts will be awarded, BoS approval of the contract prior to the onset of service is mandatory.

#### V. EXPANSION OF EXISTING COMPETITIVELY ANALYZED SERVICES

Once the County has completed the competitive analysis process of a service and the contractual time period has not expired, competitively bidding or rebidding the function will not be necessary in order to expand the service to other Countywide departments. These procedures provide a means of evaluating costs, for comparison purposes, in order to determine the most cost efficient means of providing expanded services. Any cost saving resulting from the expansion of existing competitively analyzed services may be allocated to the appropriate fund and reprogrammed for use as determined by the Board of Supervisors. OMB will provide management oversight of the procedures described in the following sections.

##### A. Expansion of County Provided Services

When a County department wishes to take advantage of cost savings and service delivery enhancements through the use of services previously competitively analyzed, they may do so through a post analysis cost comparison. County operated, and contracted services, may be analyzed for expansion.

The post analysis cost comparison process requires the using department to provide OMB with current departmental costs and complete an Employee Impact Form, Attachment "E", for analysis and comparison. Materials Management will review the existing service agreement or contract to determine if provisions exist

for expanding services. If no provision exists for expanding services, Materials Management will solicit a bid from the service provider. A comparison of costs will determine the recommended service provider.

Materials Management will prepare a recommendation and place on the consent agenda the dollar impact and scope of expanded services for Board approval. Once approved, if the County department is not selected, Human Resources will immediately begin employee out-placement services as outlined in the Reduction-in-Force policy. Current department employees must be given a "right of first refusal" for job opportunities which could result from this expansion of services.

All competitive analysis efforts in force or in progress at the time of adoption of this policy shall conform to this requirement.

## VI. PERFORMANCE MONITORING

### A. In-House Award

Performance monitoring will be in accordance with the original statement of work included in the IFB/RFP/MS. Monitoring costs will be identified in the Contract Analysis Sheet of the Maricopa County Contracting Cost Model. Actual costs and other measures of performance will be ascertained by an in-house monitor, with results reported to OMB. This shall also require a selected County department to clearly define goals and service levels for monitoring purposes at inception of service. If actual in-house costs exceed the cost of the bid, department management will be required to justify those variances to the BoS. Where service performance is below the standards set forth in the solicitation, department management will also be required to justify the variations to the BoS. which, if continued unchecked shall cause the contract monitor to schedule an Evaluation Committee meeting to determine the next step to protect the County's financial and operational interest.

### B. Contractor Award

Monitoring of the service as contracted, will be performed by an in-house contract monitor in accordance with the original statement of work included in the IFB/RFP/MS, and as identified in the Contract Analysis Sheet of the Maricopa County Contracting Cost Model. Materials Management will meet periodically with a representative from the Contractor to ensure satisfaction and resolve outstanding issues. If unable to resolve variances, remedies provided in the contract will be applied as appropriate, including that of contractor default.

### C. Contract Monitor Selection

The contract monitor shall be an employee of Maricopa County, selected to monitor performance, provide project administration and contract compliance. The contract monitor shall assist in any transition from or to County service. OMB will oversee the selection process. The cost for monitoring shall be recovered through contract cost savings.

## VI. BUDGET MONITORING

### A. Definitions

Account - The low org to which expenses and revenues are applied.

Activity - The word activity and the plural, activities, are used throughout this section to denote services, functions and operations that are procured through and related to the County-wide Competitive Analysis process.

Competitive Analysis - The use of public/private sector competitive bidding and partnerships in government operations and delivery of public services.

### B. Procedures

### 1. Budget Process

- Expenditures and revenues procured through the County-wide Competitive Analysis process are to be budgeted under a separate low org within the department responsible for operational monitoring. (Each activity analyzed is to be budgeted under separate low orgs.)
- The activities procured through the County-wide Competitive Analysis process will follow all budgeting guidelines including the approval process by the Board of Supervisors.
- To ensure compliance to the Board approved County-wide Competitive Analysis Policy the Office of Management & Budget will be responsible for reviewing those activities' budgets prior to adoption.
- Those budgets not found to be in compliance will be reviewed for further recommendation by the Office of Management and Budget.

### 2. Monitoring Process

- The office responsible for operational monitoring will ensure that the charges posted to the analyzed activity account do not exceed the approved dollars budgeted.
- If at any time during the contract period a negative variance is projected, the office responsible for operational monitoring will report the occurrence to the Office of Management and Budget.
- Customer satisfaction surveys are to be performed by the office responsible for operational monitoring for each year the contract is in force. Outcomes are to be reported to the Office of Management and Budget.

### 3. Year-End Process

- Each fiscal year, during the month of February, the office responsible for operational monitoring will provide an analysis of the operations with supporting measurements of outcomes, along with copies of financial support detail from LGFS to the Office of Management & Budget.
- Deviations to technical specifications and/or expected financial year-end impact are to be reported to the Office of Management & Budget with recommendations for remedies.

## VII. EMPLOYEE TRANSITION:

- A. If in a competitive bidding process the County department is not selected, Human Resources will immediately begin employee out-placement services as outlined in the Reduction-in-Force policy.
- B. Current department employees must be given a "right of first refusal" for job opportunities which could result from the award of contract.
- C. Transfers or reassignments within a department or to other departments will be used, where feasible, to provide for employee retention.
- D. The Employee Impact form, included in the contracting cost model, provides Human Resources with an assessment of the impact of analysis on department's employees.



**Attachment "A"**

ANALYSIS

Forms of Outsourcing Defined:\* These forms of outsourcing are illustrative only and may not all be legally available to the County.

1. Contracting with public/private firms, for profit or non-profit, to provide goods or services.
2. Vouchers allowing the public to purchase services from public/private firms available in the open market.
3. Grants and Subsidies, where public (governmental) sector makes monetary contributions to help other public/private organizations provide a service.
4. Franchise where monopoly privileges are given to a public/private firm to provide a service in a specific geographical area.
5. Asset Sale, where the government sells, or "cashes out," its assets to private firms or individuals to shift government functions to the private sector.
6. Deregulation where the county would remove its regulations from the service previously monopolized by the government in favor of other public/private provision of the service.
7. Volunteerism, where volunteers would provide public services.
8. Private Donation, where the county would rely on the private sector for assistance in providing public services.
9. Public-Private Partnership, where government conducts projects in cooperation with representatives from private firms, relying on private resources instead of spending tax moneys.
10. Service Shedding, where government drastically reduces the level of a service or stops providing a service so the private sector can assume the function.

\*Taken from "Analysis and Contracting for State Services: A Guide" by Keon S. Chi, published in the Council of State Governments "Innovations", Iron Works Pike, Lexington, Kentucky 40578 April 1988.

Attachment "B"  
(Revised 2/5/96)

OMB Acceptance: Date:
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**CONTRACT ANALYSIS SHEET**

**CURRENT DEPARTMENT:** \_\_\_\_\_

**FUNCTION(S) ANALYZED:** \_\_\_\_\_

**ACCOUNTING STRING:** \_\_\_\_\_

**CONTRACT NAME AND IDENTIFIER:** \_\_\_\_\_

<u>Functions Contract Replaces</u>	<u>Projected Total Costs</u>	<u>Projected Avoidable Costs</u>

**CONTRACT COST ANALYSIS:**

<u>Components</u>	<u>Considered? Yes or N/A*</u>	<u>Total Projected Contract Costs</u>
Contract Fee	_____	_____
County Employee Impact	_____	_____
Monitoring Costs	_____	_____
Administration	_____	_____
Audit	_____	_____
Transition	_____	_____
Other Costs	_____	_____
<b>Total Costs to Contract:</b>		=====

\*If Yes, attach financial analysis with assumptions for Total Projected Contract Costs.

\*If N/A, attach explanation.

Prepared by: \_\_\_\_\_ Date: \_\_\_\_\_

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Department Approval: \_\_\_\_\_ Date: \_\_\_\_\_





Attachment "D"  
(Revised 2/5/96)

**WORKFLOW ANALYSIS**

**CURRENT DEPARTMENT:** \_\_\_\_\_

**FUNCTIONS:** \_\_\_\_\_

**NAME OF SERVICE:** \_\_\_\_\_

**New Service or Current:** \_\_\_\_\_

**If New Service, existing department/employee(s) desiring to perform service?** \_\_\_\_\_

**If Current Service, performed by County or Contractor?** \_\_\_\_\_

**Supply copy of applicable contract(s) currently in force.** \_\_\_\_\_

**Who benefits from the service?** \_\_\_\_\_

**Are revenues generated? If so, describe on separate sheet.** \_\_\_\_\_

**Scope: (Geography, frequency, etc.)**  
\_\_\_\_\_  
\_\_\_\_\_

**Brief description:**  
\_\_\_\_\_  
\_\_\_\_\_

**List in logical sequence the major steps involved in this function,  
and the purpose of the function.**  
\_\_\_\_\_  
\_\_\_\_\_

**Prepared by:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Department Approval:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**OMB Acceptance:** \_\_\_\_\_ **Date:** \_\_\_\_\_

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Attachment "E"

**PRIVATIZATION EMPLOYEE IMPACT FORM**

(To Be Completed By Operating Department)

**BID SERIAL NUMBER & TITLE:**

**DEPARTMENT(S) IMPACTED:**  
**ACCOUNTING STRINGS AFFECTED**

**FUNCTION(S) INVOLVED:**

**COMPLETE THE FOLLOWING CONTRACTING IMPACT INFORMATION**

(Attach Separate Sheet If Needed)

<b><u>BUDGETED &amp; ACTUAL FTE'S</u></b>	<b><u>LOW ORG(S)</u></b>	<b><u>JOB CLASSIFICATION</u></b>	<b><u>POSITION FILLED OR VACANT</u></b>	<b><u>PERSONAL SVCS ANNUAL \$ IMPACT</u></b>	<b><u>OTHER OPERATING EXP ANNUAL \$ IMPACT</u></b>
<b># SUB-TOTAL</b>			<b>SUBTOTAL</b>	<b>\$</b>	<b>\$</b>
<b># SUB-TOTAL</b>			<b>SUBTOTAL</b>	<b>\$</b>	<b>\$</b>
<b># SUB-TOTAL</b>			<b>SUBTOTAL</b>	<b>\$</b>	<b>\$</b>
<b>TOTAL FTE'S</b>			<b>TOTAL</b>	<b>\$</b>	<b>\$</b>

## policy for administering grants

### introduction

Maricopa County receives significant funding from federal, state and local agencies annually; however, it does not have a formal Policy to follow when applying for and receiving grant funds. In order to ensure that the County is fully and timely reimbursed for all allowable expenses associated with grants, it is imperative that Responsible Departments negotiate to consistent goals, closely monitor their expenditures and claim reimbursement in a consistent and timely manner.

This Policy shall serve as the framework for Responsible Departments to follow when applying for grants and negotiating the terms and conditions of the agreements. This Policy is not intended to discourage Responsible Departments from seeking grant funding as a means to support various services and programs. Rather, it is intended to provide consistent guidelines for grant administration to ensure optimum financial arrangements for Maricopa County and to enhance Board acceptance of grants conforming to this Policy.

### definitions

**Grantor Agency** - refers to a federal, state, local or private agency or organization which provides the grant funding and/or grant funding oversight.

**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).

**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.

**Responsible Dept** - refers to the department, office or agency under budgetary responsibility of the Board of Supervisors, which has direct oversight responsibility for the program(s) funded partially or totally with the grant funds. The elected official or department director of the Responsible Department shall act as the agent of the County for purposes of this policy.

**Overhead (A-87)** - refers to costs, benefiting both grant and non-grant activities, allocated by the Department of Finance to all non-General Fund departments. An allocation is also calculated for Responsible General Fund departments to be included in departmental overhead.

**Dept. Overhead** - refers to departmental costs incurred for the joint benefit of both grant and non-grant programs.

### implementation

This policy will take effect immediately. Provisions under sections titled "FUNDING" and/or "OVERHEAD/INDIRECT COSTS (A-87 CHARGES)" will not apply to 1995-96 grants if the grant has already been submitted and/or approved by the Grantor Agencies. Grants which are in the application or negotiation stage of the process may continue; however, final acceptance of the grant must be approved by the Board.

## grant submittal

While all grants must be accepted by the Board of Supervisors before funding can be expended, grant applications which fully comply with this Policy do not require Board approval at the time of submission for funding. Except as noted Sections D. 1. and 2., applications for funding which deviate from this Policy (for any reason) shall require Board approval prior to submission. The County Administrative Officer may approve exemptions to this policy with regards to indirect cost reimbursement. **EXCEPTION:** The Board of Supervisors shall be notified by any affected Responsible Department in an annual or more frequent presentation of their intent to apply for all ongoing grants which deviate from this Policy, the nature of the deviation(s) and the reason for it (i.e. the grantor agency or the terms of a specific grant prohibit charging overhead, etc.). Once acknowledged and approved by the Board that it continues to support applying for such grant(s), the Responsible Department will not be required to obtain Board approval prior to the submission for continued like funding from the same Grantor Agency. Nothing contained within this Section shall preclude a Responsible Department from seeking approval for both the submission and acceptance of award at the pre-submission stage, provided that all terms of the grant are consistent with the information presented to the Board.

Grants for the Judicial Branch in Maricopa County will be identified by the Presiding Judge of the Superior Court in an annual presentation to the Board of Supervisors. The presentation will reference the individual grants, and whether any of the provisions of the grants deviate from this Policy. After these grants have been reviewed and accepted by the Board of Supervisors, subsequent grants for that fiscal year from the same Grantor Agency with like provisions do not require the Board's review and acceptance of the grant. Subsequent grants from a new Grantor Agency will be transmitted to the Board of Supervisors for review and acceptance.

## funding

To improve cash management practices, it is the County's preference to receive funding on an advance basis instead of a reimbursement basis. Therefore, every effort is to be made by Responsible Departments to obtain advance funding from the Grantor Agency. This is especially critical for one-time grant funded programs/activities and where the County is advancing funds to nonprofit subcontractors. Responsible Departments with existing grant agreements are to contact their Grantor Agencies and attempt to renegotiate the terms of these agreements. Upon request, the Department of Finance will assist in negotiations with Grantor Agencies.

If funding is to be provided on a reimbursement basis, Responsible Department staff will note this in any submittal or correspondence to the Board of Supervisors. The Board may request staff to present the cost/benefits of accepting a reimbursement grant versus not accepting a particular grant. The cost/benefit analysis will take into account if the grant funded services are mandated. The analysis should also consider the impact of indirect cost recovery and advance funding requirements on the competitiveness in obtaining grant funding.

One-time Grants which are actually start-up grants for new programs or services will be so noted in the submittal to the Board of Supervisors. Program costs which Responsible Departments wish to continue once the grant funding has been depleted will be identified and reported to the Board of Supervisors at the time of submittal for consideration. The Responsible Department will present adequate analysis and information to the Board of Supervisors to assist the Board in deciding whether the County should fund expenses for the project or program from other County funds following the depletion of the grant funds.

Whenever permitted by the Grantor Agency, grants requiring County matching funds will first use County Overhead (A-87) as a match. If the required match exceeds County Overhead (A-87) or Overhead is not an allowable expense by the Grantor Agency, the Responsible Department shall inform the Board of Supervisors of the exception and estimate the relative financial in-kind impact.

## **claiming**

Responsible Departments will provide to the Department of Finance a copy of the grant agreement, including the award amount. Responsible Departments will record and track grant revenues and expenditures. Responsible Departments shall submit claims for either an advance or reimbursement to the Grantor Agency as frequently as permitted under the grant agreement. Ideally, this will be no less frequent than monthly. At grant year end, each Responsible Department shall close out its respective grants. This includes preparing and submitting any required final reports to the Grantor Agency and either returning excess funds or requesting final reimbursement for the grant year. A copy of the final report shall be provided to the Department of Finance.

## **overhead/indirect costs (a-87 charges)**

Annually, the Department of Finance will prepare or cause to be prepared a cost allocation plan consistent with Federal Circular A-87. The Department of Finance and the Office of Management and Budget will inform each Responsible Department of their share of the A-87 charges for that particular fiscal year. Generally, grants are to financially support 100% of their A-87 charges. On a year-by-year basis, a Responsible Department may request that the Board of Supervisors waive all or a portion of their A-87 charges for that fiscal year, for all or specific grantor agencies. (A waiver or disallowance of A-87 charges results in a General Fund subsidy for paying the support costs for the grant funded program.)

## **purchase of computing and network systems)**

To ensure compatibility and supportability of the County computing and network infrastructure, Responsible Departments are to consult with and obtain approval from the Chief Information Officer prior to purchasing any desired equipment. This applies to hardware, software and communications technologies including data, voice, video, image radio telemetry and facsimile purchased under the provisions of the County's Procurement Code. Departments in the Judicial Branch of Maricopa County will consult with the Chief Information Officer prior to any purchases under the Judicial Procurement Code to determine whether the purchase will require compatibility and supportability of the County computing and network infrastructure.

## **accounting for grant funded programs**

Effective July 1, 1995, each department will have its own fund designated for grant activities. This will permit both the Responsible Department and the Department of Finance to readily identify the cash balance of grant funded programs at any point during the fiscal year.

## **grant monitoring by department of finance**

The Department of Finance will monitor grant expenditures and revenues on a regular basis. At a minimum, the Department of Finance will:

- ▶ prepare and provide to the Responsible Departments a quarterly grant schedule. This schedule will include year to date revenues and expenditures and inception to date receivable or deferred revenue balance for each individual grant.
- ▶ ensure that grant expenditures do not exceed grant awards or available funding if balances are carried forward from a preceding year. This expenditure limit will be noted on the grant schedule and any grant that approaches the maximum available funding will be immediately identified. The Responsible Department will be contacted and all grants which are projected to exceed the expenditure limit will be reported to them and the Board of Supervisors.

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- ▶ examine individual grant balances on a monthly basis to identify departments that are not requesting reimbursement from the Grantor Agency on a monthly basis. Responsible Departments which are not regularly claiming reimbursements will be contacted by the Department of Finance and directed to submit the appropriate documentation to the Grantor Agency.
  - ▶ examine the final reports submitted by the Responsible Departments to ensure that indirect costs either identified in the County's A-87 Plan or approved by special action by the Board of Supervisors are being reported to and reimbursed by the Grantor Agency.

#### **general support from the department of finance**

While each Responsible Department has staff assigned to monitor and report the financial activities of grants, the Department of Finance will provide general and technical oversight and monitoring of all grant funds.

## indirect cost policy for grant programs

### purpose

To establish a standard policy and general procedures governing the receipt, recording and disposition of OMB Circular A-87 allowable indirect costs recovered from the grantors.

### definitions

**Grants** refers to transactions in which an entity transfers cash or other items of value to (or incurs a liability for) Maricopa County as a means of sharing program costs or otherwise reallocating resources to the recipients.

**OMB Circular A-87** refers to the Federal government circular that defines allowable indirect costs for federal programs.

**Cognizant Agency** means the Federal agency responsible for reviewing, negotiating, and approving cost allocation plans or indirect cost proposals developed under OMB Circular A-87 on behalf of all Federal agencies.

**Indirect Costs** refers to those costs incurred for a common or institution-wide objective that benefits more than one grant program or project. Such costs are not readily assignable to the cost objective specifically benefited.

**County-wide Full Cost Allocation** is used to allocate the full cost of running the County's Central Service Departments.

**County-wide A-87 Indirect Costs** refers to Central Service department costs, benefiting both grant and non-grant programs. These costs are allocated by the Department of Finance in accordance with OMB Circular A-87.

**Central Service departments** support, manage, and maintain County operations (i.e. Finance, OMB, etc.)

**Department A-87 Indirect Costs** refers to departmental costs benefiting both grant and non-grant programs.

### background

Currently there is no standard policy in effect for the treatment of recovered A-87 indirect costs from grants funds. All departments are required to charge their grant funds for A-87 indirect costs unless prohibited by the grant contract, law, or the County Administrative Officer, or County Board of Supervisors approval.

### policy

On an annual basis the Department of Finance-Grants Division prepares an A-87 County-wide indirect cost allocation plan. The Department of Finance-Grants Division is responsible for maintaining, updating and negotiating the County-wide A-87 plan with the cognizant agency, United States Department of Housing and Urban Development (HUD). The County's A-87 indirect costs plans are used as a means of equitably recovering indirect costs from both federal and non-federal grant programs. All departments receiving grant funds shall submit a written request to the Department of Finance-Grants Division to prepare a Departmental A-87 cost allocation plan.



**For General Fund departments-**

- ▶ All recovered Departmental A-87 costs from grants will be charged to the grant fund under subobject code 0831-01 and deposited into the department's General Fund operating agency under revenue source 0621-01.
- ▶ All recovered County-wide A-87 indirect costs from grants will be charged to the grant fund under subobject code 0831-00 and deposited into the General Fund, agency 180, org 1810, revenue source 0621-00.

**For non-General Fund departments-**

- ▶ The Department of Finance-Grants Division will prepare the County-wide monthly indirect cost charge (full indirect or A-87 indirect, as applicable) to the non-General Fund departments. The Department's operating agency will be charged under subobject code 0831-00 and revenue will be deposited into the General Fund, agency 180, org 1810, revenue source 0621-00 .
- ▶ All recovered Departmental A-87 indirect costs from grants will accumulate in the Department's operating agency, subobject 0831-01 and will be expensed to the Department's grant agency, subobject code 0831-01.
- ▶ All recovered County-wide A-87 costs from grants will be treated as a transfer of expenses from the Department's operating agency, subobject 0831-00, to the Department's grant agency, subobject code 0831-00.
- ▶ The above accounting strings are subject to change by the Department of Finance, and departments will be notified as necessary.
- ▶ In some cases the grantor may limit the recovery of indirect costs at a percentage less than the combined Departmental and County-wide A-87 indirect rate. In these cases, the Departmental A-87 rate shall be satisfied first. Any remaining funds will then be applied to the County-wide A-87 rate.

**procedures**

Both recoverable and unrecoverable estimated A-87 indirect costs should be fully disclosed and quantified on the Board agenda and included in the local match if allowable. This information enables the Board of Supervisors to have a clear understanding of the financial impact on Maricopa County for each individual grant/program.

Prior to submission to the Board of Supervisors, a copy of all grant applications and contracts must be submitted to the Department of Finance-Grants Division to ensure compliance with this policy.

Departments are required to prepare journal vouchers to charge grants for the eligible A-87 costs through the previous month end. The journal voucher must be submitted to the Department of Finance-Grants Division for approval. Indirect cost allocations will be monitored by the Department of Finance-Grants Division, as part of the Grant Monitoring Procedures.

**summary**

This policy will ensure that all indirect costs are handled in a fair and consistent manner regarding the receipt, recording and/or the disposition in accordance with the applicable grant contract and laws.

## general government policy

### purpose

The purpose of this policy is to augment existing budget policies and procedures to provide for consistent practice throughout the County.

### budgeted revenues

The revenues budgeted in the General Government budget are revenues that benefit all General Fund responsible departments and not a particular department or program. These revenues include:

- ▶ Real Estate Taxes collected in the Treasurer's Department
- ▶ Anticipated Grants from outside sources
- ▶ State Shared Revenue - Sales Tax from the State
- ▶ State Shared Revenue - Auto Lieu from the State
- ▶ Cable TV Application Fees for franchise agreements with the County
- ▶ Environmental Cleanup - Special Revenue Fund
- ▶ Liquor Licenses fees
- ▶ Other Miscellaneous Revenue as appropriate.

### budgeted expenditures

The expenditures budgeted in the General Government budget are general, County responsible expenses, which do not relate directly to a particular department, or which benefit the County as a whole. These expenses include six general areas:

General Fund Financial Programs, which include

- ▶ Contingencies
- ▶ Interest Expense
- ▶ Other General Fund Programs (Such As Tuition Reimbursement,
- ▶ Technology Issues, Justice Coordination, ISF's, Etc.)

Shared County Costs, which include

- ▶ Taxes and Assessments
- ▶ Memberships
- ▶ Environmental Cleanup

Capital Improvement Project Expenses, which include

- ▶ Major Maintenance
- ▶ ADA Projects



Legal Expenses, which include

- ▶ Tax Appeal Cases
- ▶ Judgements
- ▶ Legal Professional Services
- ▶ Indigent Representation Cost (Such As: Dependency, Rule 11, Etc.)

One-Time Accumulated Fund Balance Expenditures, which include

- ▶ Major Capital Outlay and Improvements
- ▶ Technology Related Expenses

Other Programs/Departments, which include

- ▶ Burial of Indigents
- ▶ Other Non-Profit Support
- ▶ Accommodation Schools Support
- ▶ Co-op Extension Support

## procedures

### **budget process**

General Government will follow all General Fund budgeting guidelines including the approval process established by the Board of Supervisors. The Office of Management and Budget, along with the County Administrative Officer, will be responsible for developing the General Government budget for each fiscal year.

### **approval process for expenses**

The Chief Resource Officer must authorize all expenditures prior to processing. This authority has been delegated to the manager responsible for the applicable low org within General Government. Once the expenditure is approved for payment out of the General Government budget by the responsible party, the payment may occur. If the expenditure is not approved, it will be returned and absorbed within the original department budget.

### **contingency fund**

If a contingency fund is adopted in the General Government budget during a fiscal year, General Fund departments can request funding for expenditures or unfunded projects. These requests must be handled via an agenda item, and submitted by the responsible managerial office. These requests must then be approved by the Board of Supervisors. The Chief Resource Officer or the designated responsible manager will monitor the expenditures charged to the General Government budget to ensure that the charges posted do not exceed the approved dollars. The Chief Resource Officer or designated responsible manager will approve the item for payment if the financial information and dollar amounts are correct.

### **authority/responsibility**

The administration and maintenance of the General Government budget is the responsibility of the Office of Management & Budget. Expenditures which are being charged to General Government must be approved by the Chief Resource Officer or designated responsible manager to ensure that the expenditures are budgeted.

All revenue and expenses which are not budgeted in the current fiscal year budget must be approved by the County Administrative Officer and the Board of Supervisors via an agenda item.

## general fund vehicle replacement policy

### introduction

This Policy is designed to provide departments with the guidelines for replacement of existing vehicles used by general fund departments that were initially purchased with general fund resources.

### 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. During development of each fiscal year budget, the Office of Management and Budget (OMB) reviews requests received from departments 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 vehicle replacement budget.

The Sheriff's Office equipment replacement schedule will be discussed and approved during the annual budget process. Due to the unique nature of the functions of the Sheriff's Office, the equivalent replacements and upgrades may be changed to meet departmental needs, if the costs remain within budget targets. However these changes will be discussed with OMB prior to proceeding to ensure costs are appropriate.

### guidelines

- ▶ The department, working with Equipment Services, prepares a needs assessment to determine which vehicles require replacement for upcoming fiscal years.
- ▶ Vehicle replacement will be funded only for the current equivalent equipment class, make, model and equipment extras.
- ▶ Upgrades are not funded under the vehicle replacement budget. If a department determines upgrades are necessary, the department has two options: (a) pay for the upgrades from the department's current operating budget; or (b) request upgrades and additions during the development of the departmental budget.
- ▶ If the full cost of replacement is actually lower than originally estimated, the savings will revert to the general fund reserve for accidents and overruns. Savings do not revert to the department with the exception of the Sheriff's Office Replacement Fund.
- ▶ Possible cost overruns will not be charged to the department. These will be absorbed by the vehicle replacement budget.
- ▶ OMB must approve all charges to the vehicle replacement budget.

### exceptions

If, during the replacement process, the department requires changes to the original vehicle replacement request, the department must request reconsideration of their initial vehicle replacement plan. The criteria OMB will consider during the review of the department'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 are requested to provide:

- ▶ A justification statement which supports changes to be in the best interest of Maricopa County citizens, enhances services provided to the citizens and benefits the County 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.
- ▶ 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.

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- ▶ A complete justification for any equipment additions to the replacement vehicles and how these equipment additions enhance the service levels being provided to Maricopa County citizens.
  - ▶ OMB will review the request and provide the department and Equipment Services with final approval or disapproval of the proposed change to the department's equipment vehicle replacement plan within 3 working days of receipt.

## chart of accounts

### Chart of Accounts - Revenue

Object	Sub-Object	Description
<b>601</b>	<b>0</b>	<b>REAL PROPERTY TAXES</b>
601	2	REAL PROP TAXES - CURR YEAR
601	3	REAL PROP TAXES - PRIOR YEARS
<b>602</b>	<b>0</b>	<b>PERSONAL PROPERTY TAXES</b>
602	2	PERS PROP TAXES - CURR YEAR
602	3	PERS PROP TAXES - PRIOR YEARS
<b>603</b>	<b>0</b>	<b>PAYMENTS IN LIEU OF TAXES</b>
603	1	PILT - SALT RIVER PROJECT
603	2	PILT - FEDERAL
<b>605</b>	<b>0</b>	<b>TAX PENALTIES &amp; INTEREST</b>
605	1	INTEREST ON DELINQUENT TAXES
605	2	PENALTIES ON DELINQUENT TAXES
<b>606</b>	<b>0</b>	<b>SALES TAXES</b>
606	1	STADIUM DISTRICT SALES TAX
606	2	STADIUM DISTRICT CAR RENTAL SURCHARGE
<b>610</b>	<b>0</b>	<b>LICENSES AND PERMITS</b>
610	1	BINGO LICENSES
610	2	LIQUOR LICENSES
610	3	PAWN SHOP LICENSES
610	4	PEDDLERS LICENSES
610	5	AIR POLLUTION PERMITS
610	6	ANIMAL LICENSES
610	7	BUILDING SAFETY PERMITS
610	8	ENVIRONMENTAL PERMITS
610	9	FLOOD CONTROL LICENSES
610	10	MARRIAGE LICENSES
610	11	MOBILE HOME MOVING PERMIT
610	12	MOBILE HOME USE PERMIT
610	13	PLANNING VARIANCE PERMIT
610	14	PUBLIC HEALTH ENG PERMIT
610	15	TRUCK PERMIT-HIGHWAY USE
610	16	COUNTY RIGHT OF WAY USE
610	17	OTHER LICENSES & PERMITS
610	18	CREMATION PERMITS
<b>615</b>	<b>0</b>	<b>GRANTS</b>
615	1	FEDERAL GRANTS
615	2	STATE GRANTS
615	3	OTHER GRANTS


**chart of accounts (continued)**
**Chart of Accounts - Revenue**

<b>Object</b>	<b>Sub-Object</b>	<b>Description</b>
<b>620</b>	<b>0</b>	<b>INTERGOVERNMENTAL</b>
620	1	FEDERAL SHARED REVENUE
620	2	OTHER SHARED REVENUE
620	3	FEDERAL SHARE OF COSTS
620	4	STATE SHARED REVENUE
620	5	STATE SHARED HURF
620	6	STATE SHARE OF COSTS
620	7	OTHER GOVT SHARE OF COSTS
620	8	STATE SHARED LOTTERY
<b>621</b>	<b>0</b>	<b>INDIRECT COSTS RECOVERY</b>
<b>625</b>	<b>0</b>	<b>STATE SHARED SALES TAXES</b>
<b>630</b>	<b>0</b>	<b>STATE SHARED VEHICLE LICENSE TAXES</b>
<b>635</b>	<b>0</b>	<b>FEES &amp; CHARGES</b>
635	1	CABLE TV RECEIPTS FEE
635	2	GARNISH & SUPPORT FEES
635	3	BOND REGISTRATION FEES
635	4	TAX SALE FEES
635	9	CABLE TV-APPLICATION FEE
635	10	CERTIFICATIONS
635	11	COURT FEES
635	12	CONSTABLE FEES
635	13	FIDUCIARY FEES
635	14	JURY FEES
635	15	LEGAL SERVICES
635	16	NOTARY BOND FEES
635	17	PASSPORTS
635	18	PROBATE FEES
635	19	RECORDING FEES
635	20	RECORD AUTOMATION SURCHARGE
635	21	SUBDIVISION FEES
635	23	ZONING CLEAR REVIEW FEES
635	24	ZONING APPLICATION
635	25	ROOM & BOARD-PROBATION
635	26	SERVICE FEES-OTHER HOSPITAL
635	27	KENNEL FEES
635	28	VITAL STATISTICS
635	29	CAMPGROUND RESERVE FEES
635	30	TARGET RANGE FEES
635	31	GOLF COURSE GREENS FEES
635	32	PARK ENTRANCE FEES
635	33	REC ACTIVITIES FEES
635	34	ACCOUNTING SERVICES
635	35	BUILDING PLAN REVIEWS

**chart of accounts (continued)****Chart of Accounts - Revenue**

<b>Object</b>	<b>Sub-Object</b>	<b>Description</b>
<b>635</b>	<b>0</b>	<b>FEES &amp; CHARGES</b>
635	36	AUTOPSIES
635	37	INDIGENT DEFENSE REVENUES
635	38	PROBATION SERVICE FEES
635	39	SPECIAL LAW ENFORCE SERVICE
635	40	STREET CURB SIDEWALK REPAIR
635	41	DAMAGE RECOVERY
635	42	LANDFILL CHARGES
635	43	PRE-PLACEMENT PHYSICALS
635	44	INTERNS/RESIDENT PROGRAM
635	45	INSURANCE PREMIUMS
635	46	COUNTY PREMIUM HLTH/LIFE
635	47	EMPLOYEE PREMIUM HLTH/LIFE
635	49	OTHER CHARGES
<b>636</b>	<b>0</b>	<b>INTERNAL SERVICE CHARGES</b>
<b>637</b>	<b>0</b>	<b>FINES &amp; FORFEITS</b>
637	3	CITATIONS
637	4	CIVIL SANCTIONS-TRAFFIC
637	5	COURT FINES
637	6	LIBRARY FINES
637	7	ANTI-RACKETEERING FINES
637	8	SURCHG ALCOHOL & DRUG
637	9	SURCHG ATTORNEY TRN FUND
637	10	SURCHG PEACE OFFICER TRN
637	11	OTHER FINES & FORFEITS
637	12	DIVERSION FINE
<b>640</b>	<b>0</b>	<b>PATIENT CHARGES</b>
640	1	REGULAR IN-PATIENT
640	2	MEDICARE IN-PATIENT
640	3	INSURANCE IN-PATIENT
640	4	COUNTY IN-PATIENT
640	5	REGULAR OUT-PATIENT
640	6	MEDICARE OUT-PATIENT
640	7	INSURANCE OUT-PATIENT
640	8	COUNTY OUT-PATIENT
640	9	CAPITATION REVENUE
640	10	NURSING HOME PATIENTS
640	11	ALTERNATIVE PROGRAM PATIENTS
640	12	AFDC(AHCCCS)
640	13	SSI AGED(AHCCCS)
640	14	SSI BLIND(AHCCCS)
640	15	SSI DISABLED(AHCCCS)
640	16	SSI-LTC(AHCCCS)
640	17	MI-PH DENTAL(AHCCCS-MHP)


**chart of accounts (continued)**
**Chart of Accounts - Revenue**

<b>Object</b>	<b>Sub-Object</b>	<b>Description</b>
<b>640</b>	<b>0</b>	<b>PATIENT CHARGES</b>
640	18	MI-A/C (AHCCCS-MCHP)
640	19	MI-LTC (AHCCCS-MCHP)
640	20	MN (AHCCCS)CCS-MCHP)
640	21	MN BY SPENDDOWN(AHCCCS)
640	22	MN-LTC (AHCCCS)
640	23	CASE MGMT-VENT (ALTCS)
640	24	CASE MGMT-NON VENT(ALTCS)
640	25	AHCCCS/ALTCS OTHER REV
640	26	FFS-VENTILATOR (ALTCS)
640	27	REINSURANCE
<b>645</b>	<b>0</b>	<b>REV ALLOWANCES - PATIENT CARE</b>
645	1	ALLOWANCE FOR BAD DEBTS
645	2	BUSINESS OFFICE BAD DEBT
645	3	ABILITY TO PAY PROGRAM
645	4	MCDOWELL CLINIC
645	5	P H PRENATAL CARE AGREEMT
645	6	DOC CONTRACTUAL ADJUSTMENT
645	7	ASH CONTRACTUAL ADJUSTMENT
645	8	MATERNITY ACCT AGREEMENT
645	9	MEDICAID
645	10	RESEARCH FOUNDATION PROG W/O
645	11	INDUSTRIAL NONEMPLOYEE ADJ
645	12	PREPLACEMENT PHYSICALS W/O
645	13	ADOPTION AGENCIES ADJUST
645	14	INDIAN HLTH SER CONT ADJUST
645	15	CMI PILOT PROGRAM
645	16	OTHER CONTRACTUAL ADJUST
645	17	NEW BORN TRANSPORT
645	18	HEADSTART PROGRAM W/O
645	19	OB HIGH RISK W/O
645	20	BX-BS CONTRACT W/O
645	21	NICP CONTRACT ALLOWANCE
645	22	HOMELESS SHELTER SERVICES
645	23	COURT-COMPETENCY STAT ADJ
645	24	TEEN PRENATAL EXPRESS PROG W/O
645	25	BOS APPROV WRITE OFF
645	26	SHERIFF STAT ADJ
645	27	TITLE V- FAMILY PLAN
645	28	JUVENILE DETENT-DENTAL
645	29	LTC OVERSTAY DAYS
645	30	LTC CODING ERRORS
645	31	LTC RESPIRATORY PAT
645	32	AMB CARE CODING ERRORS
645	33	SEXUAL ASSAULTS
645	34	LARC LAB CHARGES ADJ

## chart of accounts (continued)

### Chart of Accounts - Revenue

Object	Sub-Object	Description
645	0	REV ALLOWANCES - PATIENT CARE
645	35	STATE & LOCAL LAW AGENCIES
645	36	RISK MANAGEMENT ADJ
645	37	PCC DEDUCTS FROM REVENUE
645	38	PUBLIC HEALTH DENTAL
645	39	HILL BURTON RESIDUAL
645	40	COUNTY RESPONSIBLE
645	41	CHILD PROTECTIVE SERVICE
645	42	OTHER STATUTORY/COUNTIES
645	43	LTC COUNTY ELIG/COUNTIES
645	44	TB CONTROL W/O(HOSP ONLY)
645	45	SPLIT BILLS PATIENT RESP
645	46	HOSP CODING/POT ERRORS
645	47	BUSINESS OFFICE ADM ADJ
645	48	UNDOCUMENTED CHARGES
645	49	COMPROMISE SETTLE ADM ADJ
645	50	HOUSE STAFF ADJ
645	51	EMPLOYEE HLTH ADM ADJ
645	52	EMPLOYEE UTILIZATION
645	53	PHYSICIAN/NURSE ERROR
645	54	PRIVATE INS ADJ
645	55	TEACHING PROGRAM
645	56	SMALL BALANCE ADM ADJ
645	57	ADMINISTRATION-ADM ADJ
645	58	SLIDING FEE SCALE PSYCH
645	59	NURSING HOMES DED FRM RE
645	60	BAD PID W/O
645	61	UNMATCHED REV WRITE-OFF
645	62	PUBLIC HEALTH REFERRALS
645	63	AMBUL CARE WRITE OFFS
645	64	PUBLIC HEALTH HOMELESS
645	65	HEALTH SELECT MCHP
645	66	SENIOR SELECT MCHP
645	67	HOMELESS DENTAL OUTREACH
645	68	AMB CARE\PUB HEA GRANTS
645	69	MEDICARE BAD DEBT
645	70	BAD DEBT, OTHER
645	71	BL CRS MEDICARE CONT ADJ
645	72	CONTR ADJ AETNA MEDICARE
645	73	MEDICARE UTILIZ REVIEW ADJ
645	74	MEDICARE OVER/UNDER LOG
645	75	MEDICARE NO MSP FORMS
645	76	NORTHERN AZ HEALTH PLAN
645	77	AHCCCS-NO AUTHOR-ADM ADJ
645	78	NO AUTHORIZATION OTHER
645	79	AHCCCS-FFS-ADJUST OTHER
645	80	AHCCCS-PLANS W/O


**chart of accounts (continued)**
**Chart of Accounts - Revenue**

<b>Object</b>	<b>Sub-Object</b>	<b>Description</b>
645	81	AHCCCS MCHP ADJ
645	82	ALTCS ALLOWANCE
645	83	RESERVE ADJ-MHP (ONLY)
645	86	NORTHERN AZ AHCCCS ADJ
645	87	BC/BS CONT ADJ W/O
645	88	AHCCCS-NONCOVERED-PSYCH
645	89	AHCCCS-NONCOVERED-OTHER
645	90	CHILD PROTECT SVCS
645	91	AZ EARLY INTERVEN PROG
645	93	CAPITAT CARE/HLTH CONCEPT
645	94	CAPITATED CARE/OTHER
<b>650</b>	<b>0</b>	<b>MISCELLANEOUS REVENUE</b>
650	1	BUILDING RENTALS
650	2	CONCESSIONS
650	3	EQUIPMENT RENTALS
650	4	PAY PHONE RECEIPTS
650	5	VENDING MACHINE RECEIPTS
650	6	OTHER RENTS & COMMISSIONS
650	7	SALE OF BOOKS/COPIES/ETC
650	8	SALE OF FIXED ASSETS
650	9	SALE OF FOOD
650	10	SALE FOOD SPEC FUNCTION
650	11	SALE FOOD BULK NOURISHMT
650	12	SALE OF POSTAGE
650	13	SALE OF SCRAP RECYCLING
650	14	SALE OF SOIL/ROCK
650	15	SALE OF DATA INFORMATION
650	16	OTHER SALES
650	17	STOP LOSS RECOVERIES CG
650	18	RECOVERIES FR SUBROGATION
650	19	INSURANCE RECOVERIES
650	20	BOND-PROCEEDS FROM SALE
650	21	CASH OVER/SHORT
650	22	DONATIONS/CONTRIBUTIONS
650	23	INTEREST EARNINGS
650	24	BAD CHECK FEES (NSF)
650	25	BAD DEBTS RECOVERED
650	26	MEDICARE BAD DEBT RECOVERY
650	27	OTHER MISC REV
<b>651</b>	<b>0</b>	<b>GAIN/LOSS FIXED ASSET</b>
<b>652</b>	<b>0</b>	<b>SALE OF FIXED ASSETS</b>
<b>680</b>	<b>0</b>	<b>TRANSFERS IN FROM OTHER FUNDS</b>
680	1	TRANSFERS IN



## chart of accounts (continued)

### Chart of Accounts - Revenue

<b>Object</b>	<b>Sub-Object</b>	<b>Description</b>
685	0	SS WAREHOUSE
690	0	WHSE INVENTORY


**chart of accounts (continued)**
**Chart of Accounts - Expenditures**

<b>Object</b>	<b>Sub-Object</b>	<b>Description</b>
<b>701</b>	<b>0</b>	<b>REGULAR PAY</b>
701	1	FULL TIME REGULAR SALARIES
701	2	PERMANENT PART TIME
701	3	OTHER SALARIES & WAGES
701	4	COMPENSATORY TIME
701	5	HOLIDAY PAY
701	6	VACATION PAY
701	7	JURY DUTY
701	8	EMERGENCY LEAVE
701	9	ADMINISTRATIVE LEAVE WITH PAY
701	10	ALLIANCE/WELL DAY OFF
701	11	INCOME PROTECTION
701	12	SUSPENDED WITH PAY
701	13	ON-THE-JOB INJURY LEAVE
701	14	MILITARY LEAVE
701	15	SICK LEAVE
701	16	MED INSURANCE WAIVER
<b>705</b>	<b>0</b>	<b>TEMPORARY PAY</b>
705	1	TEMPORARY HELP
705	2	ON CALL
<b>710</b>	<b>0</b>	<b>SPECIAL PAY</b>
710	1	PRODUCTION BONUS
710	2	DIFFERENTIALS
710	3	WORKING CONDITION
710	4	WEEKEND PREMIUM
710	5	STANDBY PAY
710	6	OVERTIME
710	7	REGULAR OVER BUDGET
710	8	ELECTION TRAINING
710	9	PRECINCT PAY
710	10	REGULAR ELECTION PAY
710	11	PERFORMANCE INCENTIVE AWARD
710	12	MEDICAL INSURANCE WAIVER
<b>750</b>	<b>0</b>	<b>FRINGE BENEFITS</b>
750	1	FICA
750	2	MEDICARE TAX
750	3	ELECTED OFFICIALS RETIREMENT
750	4	CORRECTIONS OFFICERS RETIREMNT
750	5	PUBLIC SAFETY RETIREMENT
750	6	STATE RETIREMENT PLAN
750	7	STATE RETIREMENT SYSTEM
750	8	CIGNA MED-A-CARE
750	9	DENTAL PLAN
750	10	NATIONAL DENTAL

**chart of accounts (continued)****Chart of Accounts – Expenditures**

<b>Object</b>	<b>Sub-Object</b>	<b>Description</b>
<b>750</b>	<b>0</b>	<b>FRINGE BENEFITS</b>
750	13	HEALTH SELECT PLAN
750	16	CIGNA HEALTH PLAN
750	18	MANUFACTURERS LIFE
750	19	PHILADELPHIA LIFE
750	20	ON-THE-JOB INJURY INSURANCE
750	21	STANDARD OF AMERICA LIFE
750	22	UNEMPLOYMENT INSURANCE
750	23	OTHER EMPLOYEE BENEFITS
750	24	HOUSE STAFF INSURANCE ASSN
750	25	FELLOWSHIP PLAN I/R STAFF
750	26	BUS FARE SUBSIDY PLAN
750	27	ASRS LONG TERM DISABILITY
750	28	INVESTIGATOR RETIREMENT
750	29	DELTAL DENTAL
750	30	RELIATER LIFE
<b>780</b>	<b>0</b>	<b>SALARY ADJUSTMENTS</b>
<b>790</b>	<b>0</b>	<b>OTHER PERSONAL SERVICES</b>
790	1	BUDGET DEFERRED HOURS PAID
790	2	LUMP SUM PAYMENT
790	3	EMPLOYEE SUGGESTION AWARD
790	4	EXCESS COST ET&R W/A
790	5	OVERHEAD
790	6	AWARDS PROGRAM CREDIT
790	8	ANTICIPATED GRANTS
790	9	OTHER ADJUSTMENTS
<b>795</b>	<b>0</b>	<b>P S INTER-FUND CREDIT (NEG)</b>
<b>796</b>	<b>0</b>	<b>P S INTER-FUND CHARGES</b>
<b>797</b>	<b>0</b>	<b>PERSONNEL SAVINGS (NEG)</b>
<b>801</b>	<b>0</b>	<b>GENERAL SUPPLIES</b>
801	1	AUTO-GAS OIL LUBE
801	2	AUTO-TIRES TUBES BATTERY
801	3	OTHER AUTOMOTIVE SUPPLY
801	4	BEDDING & LINEN
801	5	CLEANING & JANITORIAL
801	6	CLOTHING/UNIFORMS
801	7	TECHNOLOGY SUPPLIES
801	8	SOFTWARE
801	9	EDUCATIONAL SUPPLIES
801	10	ENVIRONMENTAL SUPPLIES
801	11	FOOD-PERISHABLE


**chart of accounts (continued)**
**Chart of Accounts - Expenditures**

<b>Object</b>	<b>Sub-Object</b>	<b>Description</b>
<b>801</b>	<b>0</b>	<b>GENERAL SUPPLIES</b>
801	12	FOOD-PREPARATION
801	13	FOOD-NON PERISHABLE
801	14	FOOD-SPECIAL FUNCTIONS
801	15	FOOD-NOURISHMENTS
801	16	KITCHEN & DINING SUPPLIES
801	17	LANDSCAPING SUPPLIES
801	18	OFFICE SUPPLIES
801	19	RECREATIONAL SUPPLIES
801	20	SAFETY APPAREL
801	21	SMALL TOOLS & EQUIPMENT
801	22	O R INSTRUMENTS
801	23	LICENSE/MAINT SOFTWARE
801	24	FURNITURE & EQUIPMENT UNDER \$1,000
801	25	LAUNDRY SUPPLIES
801	26	OTHER SUPPLIES
<b>802</b>	<b>0</b>	<b>MEDICAL SUPPLIES</b>
802	1	DENTAL SUPPLIES
802	2	LABORATORY SUPPLIES
802	3	LAB-REAGENTS & MEDIA
802	4	LAB-CONSUMABLES
802	5	RADIOLOGY SUPPLIES
802	6	X-RAY FILM
802	7	X-RAY CONTRAST & MEDIA
802	8	PHARMACEUTICALS
802	9	FAMILY PLANNING PHARM
802	10	PROSTHETIC SUPPLIES
802	11	BLOOD & PLASMA SUPPLIES
802	12	ANESTHETIC SUPPLIES
802	13	OXYGEN & OTHER GASES
802	14	IV SOLUTIONS
802	15	RADIOACTIVE SUPPLIES
802	16	MED SUPPLIES NOT BILLED
802	17	OTHER MEDICAL SUPPLIES
802	18	O R INSTRUMENTS
<b>805</b>	<b>0</b>	<b>CONTRACTUAL SERVICES - EXTERNAL</b>
805	1	ACCOUNTING & AUDITING
805	2	ACTUARIAL
805	3	ADMINISTRATIVE SERVICES
805	4	HSA ALLOCATION
805	5	ARCHITECTURAL
805	6	APPRAISAL SERVICES
805	7	CONSULTING & MANAGEMENT
805	8	COURIER SERVICES
805	9	BROKER FEES

**chart of accounts (continued)****Chart of Accounts - Expenditures**

<b>Object</b>	<b>Sub-Object</b>	<b>Description</b>
<b>805</b>	<b>0</b>	<b>CONTRACTUAL SERVICES - EXTERNAL</b>
805	19	MANAGED CARE ADMIN ALLOC
805	20	CASE MGMT SERVICE ALLOC
805	21	EDUCATORS & TRAINERS
805	22	ENGINEERING
805	32	TECHNOLOGY CONSULTING
805	36	OTHER PROFESSIONAL SERVICES
805	39	SECURITY GUARD SERVICES
805	44	CLAIMS ADMIN SERVICE FEE
805	54	JANITORIAL SERVICES
805	55	ARCOR PERSONNEL SERVICES
805	56	ELECTION WORKERS OUTSIDE
805	57	LAUNDRY/DRY CLEANING SVCS
805	58	PERSONNEL HIRE/TEST SVCS
805	59	OTHER SERVICES
805	60	TEMPORARY HELP OUTSIDE
805	61	MOVING SERVICES
805	62	COUNTY SPONSORED TRAINING
805	63	URAS-TRAINING
805	64	POSTAGE
805	65	MICROWAVE
805	66	TELEGRAPH
805	67	U S WEST CHARGES
805	68	LONG DISTANCE CHARGES
805	69	OTHER COMMUNICATION SERVICES
805	70	COLLECTION FEES
805	71	JTPA - OCCUPATIONAL/VOCATIONAL
805	72	JTPA - OJT
805	73	JTPA - OTHER COSTS
<b>807</b>	<b>0</b>	<b>HEALTH CARE SERVICES</b>
807	6	HH-NURSE SERVICE
807	7	HH-AIDE SERVICE
807	23	INTERNS & RESIDENTS
807	24	NURSES
807	25	MENTAL HEALTH SERVICES
807	26	DENTISTS
807	27	PHYSICIANS
807	28	CONTRACT MEDICAL PROVIDER
807	29	LTC MEDICAL SERVICES
807	30	HHC MEDICAL SERVICES
807	31	OTHER MEDICAL PROF SERVICES
807	33	HOSPITAL/MEDICAL SVCS(MCDHS)
807	34	OUTPATIENT CLINIC SERVICES
807	35	NON-AHCCCS COVERED CHARGES
807	37	FAMILY PLANNING SERVICES
807	40	PRIMARY CARE SERVICES


**chart of accounts (continued)**
**Chart of Accounts - Expenditures**

<b>Object</b>	<b>Sub-Object</b>	<b>Description</b>
<b>807</b>	<b>0</b>	<b>HEALTH CARE SERVICES</b>
807	41	DENTAL SERVICES
807	42	DURABLE MEDICAL EQUIP CHGS
807	43	SURGICAL SERVICES
807	45	HEARING SERVICES
807	46	VISION SERVICES
807	47	THERAPY SERVICES
807	48	RADIOLOGY SERVICES
807	49	HOSPITAL/MEDICAL SERVICES
807	50	EMERGENCIES
807	51	REFERRALS
807	52	PRESCRIPTIONS
807	53	LABORATORY SERVICES
807	54	SUBCAPITATION EXPENSE
807	55	GROUP RESPITE CARE
<b>810</b>	<b>0</b>	<b>LEGAL</b>
810	1	PARALEGAL/STUDENT TIME
810	2	ATTORNEYS APPEALS-COURT
810	3	ATTORNEYS CRIM INDIG-COURT
810	4	ATTORNEYS NON-CRIMIN COURT
810	5	ATTORNEYS-JUVENILE COURT
810	6	ATTORNEYS OTHER NON-COURT
810	7	ATTNYS FEES-NO COVERAGE
810	8	ATTORNEYS COUNTY
810	9	BROKERS FEES
810	10	CONSULTING & MANAGEMENT
810	11	COURT REFEREES
810	12	EXPERT WITNESS FEES/EXPENSE
810	13	EYE WITNESS FEES/EXPENSE
810	14	INTERPRETER FEES/EXPENSE
810	15	LIEN FILING FEES
810	16	VISITING JUDGES FEES
810	17	MENTAL EXAMINATION FEES
810	18	RULE 11 EXAM
810	19	CORRECTIONAL HEALTH FEES
810	20	RULE 26.5 EXAM
810	21	OTHER FEES
810	22	DEPOSITION REPORT SERVICE
810	23	PRELIM HEARING/GRAND JURY
810	24	TRIALS REPORT SERVICE
810	25	OTHER REPORTING
810	26	APPEALS TRANSCRIBING SERVICE
810	27	DEPOSITIONS TRANS SERVICE
810	28	PRELIM HEAR/GRAND JURY TR S
810	29	MISCELLANEOUS TRANSCRIPT
810	30	JURY FEES

**chart of accounts (continued)****Chart of Accounts - Expenditures**

<b>Object</b>	<b>Sub-Object</b>	<b>Description</b>
<b>810</b>	<b>0</b>	<b>LEGAL</b>
810	31	JURY LODGING
810	32	JURY MEALS
810	33	JURY MILEAGE
810	34	OTHER JURY EXPENSE
810	35	ARBITRATION EXPENSE
810	36	JUDGMENTS & SETTLEMENTS
810	37	AWARDS & SETTLE-NO COVERAG
810	38	LITIGATION EXPENSE
810	39	MERIT SYSTEM HEARING EXPENSE
810	40	PROPERTY EVALUATION EXP
810	41	R-O-W EXPENDITURES
810	42	R-O-W CONDEMNATION EXPENSE
810	43	LEGAL EXPENSE-NO COVERAGE
810	44	OTHER LEGAL EXPENSE
810	45	INVESTIGATION EXPENSE-COURT IN
810	46	INVESTIGATION TIME
810	47	INVESTIGATION EXPENSE-OTHER
810	48	PUBLISH OF LEGAL NOTICES
<b>812</b>	<b>0</b>	<b>LEGAL-GROSS PROCEEDS</b>
812	2	GP-AUTO LIABILITY
812	3	GP-ENVIRONMENT LIABILITY
812	6	GP-GENERAL LIABILITY
812	17	GROSS PROCEEDS/PROPERTY CLAIM
812	19	GP-MEDICAL MALPRACTICE
<b>813</b>	<b>0</b>	<b>DAMAGES PAID</b>
813	2	DP-AUTO LIABILITY
813	3	DP-ENVIRONMENTAL LIABILITY
813	6	DP-GENERAL LIABILITY
813	17	DAMAGES PAID/PROPERTY CLAIM
813	19	DP-MEDICAL MALPRACTICE
<b>815</b>	<b>0</b>	<b>INSURANCE</b>
815	1	AUTO PHYSICAL DAMAGE CLAIMS
815	2	AUTO LIABILITY CLAIMS
815	3	ENVIRONMENTAL LIAB CLAIMS
815	4	BOILER INSURANCE
815	5	COURSE CONST INSURANCE
815	6	GENERAL LIABILITY CLAIMS
815	7	GENERAL LIABILITY INSURANCE
815	8	WORKMENS COMP INDEMNITY
815	9	WORKMEN'S COMP INSURANCE
815	10	WORKMEN'S COMP MEDICAL
815	11	DENTAL INSURANCE
815	12	DISABILITY INSURANCE


**chart of accounts (continued)**
**Chart of Accounts - Expenditures**

<b>Object</b>	<b>Sub-Object</b>	<b>Description</b>
<b>815</b>	<b>0</b>	<b>INSURANCE</b>
815	13	HEALTH CLAIMS
815	14	HEALTH INSURANCE
815	15	INDIVIDUAL/BLANKET BONDS
815	16	UNEMPLOYMENT CLAIMS
815	17	PROPERTY CLAIMS
815	18	PROPERTY INSURANCE
815	19	MALPRACTICE CLAIMS
815	20	MALPRACTICE INSURANCE
815	21	LIFE INSURANCE
815	22	MENTAL HEALTH PROGRAM
815	23	NOTARY BONDS
815	24	OTHER INSURANCE
815	25	SIGHT CARE
<b>820</b>	<b>0</b>	<b>RENT</b>
820	1	AUTOMOBILE RENT
820	2	BUILDING RENT
820	3	SPECIAL FUNCTION RENT
820	4	COPYING EQUIPMENT RENT
820	5	COMMUNICATION EQUIP RENT
820	6	DATA PROCESSING EQUIP RENT
820	7	GROUNDS/LAND RENT
820	8	MEDICAL EQUIPMENT RENT
820	9	OFFICE EQUIPMENT RENT
820	10	IN-HOUSE EDUCATION EQUIP RENT
820	11	OTHER RENTALS
<b>825</b>	<b>0</b>	<b>REPAIRS AND MAINTENANCE</b>
825	1	AUTOMOTIVE R&M SUPPLIES
825	2	BUILDING R&M SUPPLIES
825	3	COMMUNICATION R&M SUPPLIES
825	4	ELECTRICAL R&M SUPPLIES
825	5	GROUNDS R&M SUPPLIES
825	6	HEAT/LIGHT/COOL R&M SUPPLIES
825	7	MEDICAL R&M SUPPLIES
825	8	OFFICE R&M SUPPLIES
825	9	PLUMBING R&M SUPPLIES
825	10	ROAD R&M SUPPLIES
825	11	WATER CONSTRUCTION
825	12	OTHER R&M SUPPLIES
825	13	AUTOMOTIVE R & M
825	14	BUILDING R & M
825	15	CONSTRUCTION EQUIPMENT R&M
825	16	COMMUNICATION EQUIPMENT R&M
825	17	DATA PROCESSING EQUIP R&M

**chart of accounts (continued)****Chart of Accounts - Expenditures**

<b>Object</b>	<b>Sub-Object</b>	<b>Description</b>
<b>825</b>	<b>0</b>	<b>REPAIRS AND MAINTENANCE</b>
825	18	GROUPS R&M
825	19	HEAT/LIGHT/COOL R&M
825	20	MEDICAL/LAB EQUIPMENT R&M
825	21	COPYING EQUIPMENT R&M
825	22	OFFICE EQUIPMENT R&M
825	23	OTHER REPAIR & MAINTENANCE
<b>826</b>	<b>0</b>	<b>FACILITIES MGMT DISCRETIONARY</b>
<b>827</b>	<b>0</b>	<b>MATERIAL MGNT DISCRETIONARY</b>
827	1	REPROGRAPHICS
827	2	WAREHOUSE SERVICES
827	3	PROCUREMENT SERVICES
<b>828</b>	<b>0</b>	<b>MOTOR POOL</b>
<b>829</b>	<b>0</b>	<b>FUEL</b>
<b>830</b>	<b>0</b>	<b>TELECOM DISCRETIONARY</b>
<b>832</b>	<b>0</b>	<b>COUNTY COUNSEL</b>
<b>833</b>	<b>0</b>	<b>EMPLOYEE BENEFITS ADMIN</b>
<b>834</b>	<b>0</b>	<b>BASE LEVEL EQ SERVICES CHARGES</b>
<b>835</b>	<b>0</b>	<b>EQUIPMENT REPLACEMENT</b>
<b>836</b>	<b>0</b>	<b>RISK MANAGEMENT</b>
<b>837</b>	<b>0</b>	<b>BASE LEVEL TELECOM</b>
<b>838</b>	<b>0</b>	<b>TELECOM WIRELESS SYSTEMS</b>
<b>839</b>	<b>0</b>	<b>OTHER INTERNAL SVCS CHARGES</b>
839	1	HSA ALLOCATIONS
839	2	MANAGED CARE ADMIN ALLOCATION
<b>840</b>	<b>0</b>	<b>ELECTED OFFICIAL TRAVEL</b>
840	1	AIRLINE/BUS/TAXI
840	2	MEALS
840	3	LODGING
840	4	EVENT COST
840	5	MILEAGE ELECTED


**chart of accounts (continued)**
**Chart of Accounts - Expenditures**

<b>Object</b>	<b>Sub-Object</b>	<b>Description</b>
<b>841</b>	<b>0</b>	<b>EMPLOYEE TRAVEL</b>
841	1	AIRLINE/BUS/TAXI
841	2	MEALS
841	3	LODGING
841	5	MILEAGE ALLOWANCE
<b>842</b>	<b>0</b>	<b>EDUCATION</b>
842	1	SEMINAR FEES
842	2	CERTIFICATION FEES
842	3	MEMBERSHIPS
<b>843</b>	<b>0</b>	<b>TRANSPORTATION/SHIPPING</b>
843	1	FREIGHT
843	2	MOVING OF ASSETS
843	3	MOVING SERVICES
843	4	PATIENT TRANSPORT SVCS-MMC
843	5	MILEAGE ALLOWANCE
843	6	OTHER TRANSPORTATION EXPENSE
<b>844</b>	<b>0</b>	<b>JUDICIAL TRAVEL</b>
844	1	INVESTIGATIVE TRAVEL
844	2	WITNESS TRAVEL
844	3	PRISONER/COURT WARD TRAVEL
<b>845</b>	<b>0</b>	<b>SUPPORT AND CARE OF PERSONS</b>
845	1	BURIAL OF INDIGENTS
845	2	COUNTY INMATES
845	5	FOSTER HOME
845	6	HABITATION CARE
845	7	TUITION-NON-COUNTY-EMPLOYEE
845	9	SUPPORTIVE RESIDENT LIVING
845	10	SUPERVISORY CARE
845	13	SEARCH/RESCUE
845	14	PERSONAL CARE
845	15	HOMEMAKER SERVICES
845	16	ADULT DAY CARE
845	20	HOME MEALS SERVICE
845	21	PATIENT LOSS/REIMBURSEMENT
845	22	OTHER SUPPORT AND CARE
<b>847</b>	<b>0</b>	<b>MEDICAL CARE</b>
847	3	RESPIRE CARE
847	4	ATTENDANT CARE
847	8	INTERMED NURSING HOMES
847	11	OTHER NURSING HOMES
847	12	NURSING HOME-CO INS
847	17	SKILLED NURSING HOMES

**chart of accounts (continued)****Chart of Accounts - Expenditures**

<b>Object</b>	<b>Sub-Object</b>	<b>Description</b>
<b>847</b>	<b>0</b>	<b>MEDICAL CARE</b>
847	18	HOSPICE CARE
847	19	TRANSPORTATION/AMBULANCE
<b>850</b>	<b>0</b>	<b>UTILITIES</b>
850	1	ELECTRICITY
850	2	NATURAL/PROPANE GAS
850	3	REFUSE REMOVAL
850	4	SEWAGE DISPOSAL
850	5	WATER
850	6	OTHER UTILITIES
850	7	INFECTIOUS WASTE DISPOSAL
850	8	U S WEST CHARGES
850	9	LONG DISTANCE CHARGES
850	10	OTHER COMMUNICATION SERVICES
<b>855</b>	<b>0</b>	<b>STATE AND LOCAL AID</b>
855	1	AGRIC EXTENSION SERVICE
855	5	IMMIGRATION COMMISSION
855	6	MARICOPA ASSOC OF GOVERNMENTS
855	7	VITAL STATISTICS
855	9	ACCOMMODATION SCHOOLS
855	10	OTHER AID
<b>857</b>	<b>0</b>	<b>MANDATED HEALTH CARE PAYMENTS</b>
857	1	AHCCCS CONTRIBUTIONS
857	2	AHCCCS SANCTIONS
857	3	ALTCS CONTRIBUTION
857	4	ARNOLD V SARN SMI (DHS IGA)
857	5	GEN MENTAL HEALTH NON-SMI DHS
857	6	DISPRO SHARE SALES TAX WITHHOL
857	7	PRE-AHCCCS MMC
857	8	PRE-AHCCCS OUTSIDE HOSPITAL
857	9	PSYCH RESIDENCY PROGRAM
857	10	PRE-AHCCCS LAWSUIT SETTLEMTS
857	11	ARNOLD V SARN LITIGATION
857	12	ARNOLD V SARN COURT MONITOR
<b>860</b>	<b>0</b>	<b>MISCELLANEOUS EXPENSE</b>
860	1	BOOK/PAMPHLETS/SUBSCRIPTIONS
860	2	PRINTING-BINDING-DUPLICATION
860	3	PUBLISH OF TAXES SALES
860	4	OTHER PUBL & ADV EXPENSE
860	5	RECORDS MANAGEMENT SERVICES
860	7	LEASE PURCHASE BUYOUT
860	8	MEMBERSHIPS/CERT/LICENSE
860	9	TAXES & ASSESSMENTS


**chart of accounts (continued)**
**Chart of Accounts - Expenditures**

<b>Object</b>	<b>Sub-Object</b>	<b>Description</b>
<b>860</b>	<b>0</b>	<b>MISCELLANEOUS EXPENSE</b>
860	10	OTHER MISCELLANEOUS EXPENSE
<b>861</b>	<b>1</b>	<b>GAIN/LOSS SALE FIXED ASSETS</b>
<b>865</b>	<b>0</b>	<b>NON-OPERATING RESERVES</b>
865	2	CONTINGENCY RESERVES
865	3	CASH FLOW RESERVES-POSITIVE
865	4	DEFICIT REDUCTION OFFSET
<b>870</b>	<b>0</b>	<b>OTHER ADJUSTMENTS</b>
870	1	LOSS/GAIN FRM INVENTORY ADJ
870	2	ITEMS FOR RESALE
870	3	ITEMS FOR RESALE-NONSTOCK
870	4	ITEMS FOR INVENTORY
870	5	INTERGOVT HOLDING ACCOUNT
870	6	INTER-FUND RESERVES
870	7	MEMO REVENUE W/A
<b>871</b>	<b>0</b>	<b>WAREHOUSE INVENTORY</b>
<b>872</b>	<b>0</b>	<b>S S INTER-FUND CREDIT (NEG)</b>
<b>873</b>	<b>0</b>	<b>S S INTER-FUND CHARGES</b>
<b>874</b>	<b>0</b>	<b>OTHER NEGATIVE ADJUSTMENTS</b>
874	1	CASH FLOW RESERVES-NEGATIVE
874	2	ITEMS FOR INVENTORY
<b>875</b>	<b>0</b>	<b>BONDS AND RELATED EXPENSE</b>
875	1	DEPRECIATION EXPENSE
875	2	BOND REDEMPTION
875	3	PRINCIPAL
875	4	INTEREST-BOND
875	5	INTEREST-OTHER
875	6	OTHER EXPENSE
875	7	C.O.P REDEMPTION
<b>880</b>	<b>0</b>	<b>TRANSFERS OUT TO OTHER FUNDS</b>
880	1	CENTRAL SERVICE COST ALLOCATION
<b>910</b>	<b>0</b>	<b>LAND</b>
910	1	LAND ACQUISITION-ROW
910	2	LAND ACQUISITION-OTHER
910	3	RELOCATION-FACILITIES
910	4	RELOCATION-OTHER

**chart of accounts (continued)****Chart of Accounts - Expenditures**

<b>Object</b>	<b>Sub-Object</b>	<b>Description</b>
<b>910</b>	<b>0</b>	<b>LAND</b>
910	5	LAND PREPARATION
910	6	RIGHTS & CLAIMS
910	7	OTHER LAND COST
910	8	ORIGINAL ACQ/CONSTRUCTION
910	9	PARKING LOTS
<b>915</b>	<b>0</b>	<b>BUILDINGS AND IMPROVEMENTS</b>
915	1	CAPITAL LEASE / BUILDINGS
915	2	CAPITAL LEASE / IMPROVEMENTS
915	3	CONSTRUCTION WORK IN PROGRESS
915	4	ALTERATIONS/IMPROVEMENTS
915	5	INFRASTRUCTURE
915	6	ROADS AND RELATED STRUCTURE
915	7	SEWER & WATER LINES
915	8	OTHER IMPROVE O/T BUILDINGS
<b>920</b>	<b>0</b>	<b>EQUIPMENT</b>
920	1	CAPITAL LEASE / MECH/EQUIPMENT
920	2	CAPITAL LEASE / TELE/FAX
920	3	SOFTWARE
920	4	COMMUNICATIONS EQUIPMENT
920	5	CONS EQUIP NON-MOTORIZED
920	6	EDUCATION/REC EQUIPMENT
920	7	ENGR/SCIENTIFIC EQUIPMENT
920	8	KITCHEN/LAUNDRY EQUIPMENT
920	9	HEAT/COOL/LIGHT EQUIPMENT
920	10	MEDICAL/LAB EQUIPMENT
920	11	OFFICE FURNITURE/EQUIPMENT
920	12	SHOP EQUIPMENT
920	13	WEAPONS/GUNS
920	14	OTHER FURNITURE & EQUIPMENT
920	15	COMPUTER EQUIPMENT
920	16	CAPITALIZED FREIGHT
<b>930</b>	<b>0</b>	<b>TRANSPORTATION</b>
930	1	CONSTRUCTION VEHICLES
930	2	TRAILERS
930	3	OTHER MECHANIZED
930	4	PASSENGER VEHICLES
930	5	TRUCKS
930	6	AIRCRAFT/HELICOPTERS
<b>940</b>	<b>0</b>	<b>OTHER CAPITAL OUTLAY</b>
940	1	NON-INVENTORY ITEMS



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# glossary

## terms, fund descriptions and acronyms

**agency:** A 3-digit accounting entity within a department that designates different funding sources. For example, agency 490 is the operations agency of the Office of Management and Budget.

**base level ISF charges:** The level of service required by all agencies for normal business operation that cannot be controlled directly by department management. As an example, Telecommunications provides base level services that include U.S. West line administration, 506 exchange, voice mail, transmission systems, etc.

**base modification program changes:** Type of budget issue which provides for a specific increase for programs or expenditures with a corresponding decrease in other programs and expenditures for a net impact of zero (or less).

**budget issue:** Increases in operating costs resulting from Mandated, Demographic, or Program Enhancement. These may be identified as a result of Comprehensive Program Budget Reviews (CPBRs), Mandate Study, User Fee Study, Internal Audit recommendations, or other studies. Budget issues should relate to a department's mission as well as its program goals and objectives.

**capital projects agency:** A 3-digit accounting entity within a department ending in nine (9) that accounts for major capital projects tied to a capital projects fund. Routine capital outlay expenses are not included in this agency.

**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. The first year of the County's FY 1997-2002 Capital Improvement Program will correspond to the Capital Projects budget for FY 1997-98.

**capital improvement project:** A project resulting in the construction, renovation, or acquisition of infrastructure costing more than \$150,000 with an expected useful life of many years; examples include buildings, roads, parks, and flood control projects.

**capital outlay:** Expenditures from agency operating budgets for acquisition of, or addition to, fixed assets. Fixed assets are items that cost \$1,000 or more and have a useful life of at least one-year.

**carryover funding:** Amounts budgeted for FY 1998-99 to pay for a capital expenditure budgeted for FY 1997-98 for which an *obligation* has been incurred that cannot be met by June 30, 1997.

**central services cost allocation plan:** Allocation of costs of General Fund central Service departments (i.e. human resources, internal audit) to all non-General Fund customers through a consistent, logical methodology in proportion to the service or benefit received.

**certificates of participation:** Also called "COPs". 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.

**critical community service:** A program that is *not* legally required, but meets various *critical and important* community needs, and has a higher priority for funding.

**customer characteristics:** Information that describes and groups customers for whom services are provided, into classifications based on common attributes. Common attributes can include age, income level or gender of the citizens using your services. Examples include: 1) ages of people getting married or registering to vote; 2) the income level of parents of children receiving immunizations; or 3) the age and income level of individuals getting arrested.

Other important characteristics may involve: the types of recorded instruments; liens, marriage licenses, or deeds; liquor licenses issued to bars versus restaurants; and the number of campers visiting a specific park, on Memorial day, Labor day or Veterans day.

**demand statistics:** Information that identifies the number and type of services requested from the department. Examples include, number of recordings, number of liquor licenses issued, or number of campers visiting a park.

## terms, fund descriptions and acronyms (continued)

**demographic issues:** Funding requests needed in order to provide the **same level** of service, benefits, or activity in light of a changing population that increases the demands for an agency's service. For example, if there is a significant increase or decrease in the population that is eligible for service, a corresponding increase in the program operating costs is considered a demographic issue.

**department:** Organizational unit headed by a Director or Elected Official. It is a reporting entity comprised of one or more agencies; i.e. the Sheriff's Office, Department of Finance, County Attorney's Office. A department can be a member of more than one fund if its agencies in the accounting structure are used to account for a variety of resources and expenditures that meet specific fund definitions.

**discretionary ISF charges:** Services required **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. For example, if janitorial services are provided 3 days a week at base level, but a department elects to have this service 7 days a week, the department will be billed separately for both materials and labor for the additional four days.

**econometrics:** A forecasting method that captures the behavioral relationships of many variables (called explanatory variables) on the variable you are trying to 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.

**enterprise funds:** A type of fund (proprietary) that accounts for operations **a)** that are financed and operated in a manner similar to private business enterprises, in which the intent of the Board of Supervisors is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or **b)** for which the Board of Supervisors has decided that periodic determination of revenues earned, expenses incurred or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

**fte:** Full-time equivalent position funded at 2,088 hours for FY 1996-97 and FY 1997-98 including holidays. One FTE may be comprised of one or more positions. A position which is less than 2,088 hours will be calculated as a percentage of an FTE (i.e. a position funded for 2,000 hours will equate to 0.96 FTE). Examples include: two positions, each funded at half the total hours (1,044 hours) during a fiscal year (2 times 0.5 FTE = 1.0 FTE); four positions each funded at one fourth the hours (522 hours) during a fiscal year (4 times 0.25 FTE=1.0 FTE).

**fund:** An independent accounting entity composed of the agency(ies) of a department used to account for expenditures of a specific purpose as defined by the Governmental Accounting Standards Board.

**fund balance/equity:** The accumulated excess or deficiency of revenues less expenditures of a fund. Measured at the beginning or end of a fiscal year.

**general fund:** Accounts for all financial resources used to finance County services except those required to be accounted for in other funds. The General Fund is supported primarily by property taxes and other general revenues.

**general operations agency:** The 3-digit agency ending in zero (0) that accounts for the daily business operations of a department. For General Fund agencies, the agency tied to the General Fund.

**grant agency:** A 3-digit accounting entity ending in one (1) that accounts for the operations of grant programs. Normally tied to a Special Revenue fund.

**indirect cost:** Costs necessary for the functioning of the organization as a whole, but which can not be directly assigned to one service.

**internal charges:** Costs billed to one County agency by another County agency for base level or discretionary services provided.

**internal service funds:** Proprietary funds that account for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis.

**major maintenance:** Projects that will achieve demonstrable savings in operational cost, extend the useful life of asset, or achieve at least 10 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).

## terms, fund descriptions and acronyms (continued)

**mandate:** A program that meets constitutional, statutory or court-ordered requirements from either Federal or State entities.

**mandated issues:** Budget increases that are required to meet constitutional, statutory or court-ordered requirement from either federal, state or county entities. Generally, the requirements have been imposed, or have become effective, since the agency's previous budget submission.

**new program:** A program that results in the occurrence of new costs that the County did not incur in the current fiscal year. For example, if the County were to implement an employee day care program in fiscal year 1999-00, this program would be a new program, as the County did not budget this activity in fiscal year 1998-99.

**pcn:** A position control number assigned to a position by Human Resources for identification purposes.

**performance measure:** A specific indicator that shows whether established expectations, plans, or goals have been achieved and answers the question, "How are we doing?" These measures can denote outputs such as the number of cases processed per year or unit costs to measure efficiency. Indicators can also be outcomes such as a comparison of how well we performed against a given goal or plan to determine effectiveness.

**personal services inter-fund credit:** Object code 795 is used to record payroll expenditures that will be charged to another department or agency for work performed on a special assignment basis. The agency providing the personal services will record the expenditure as a credit and the receiving agency will record the expenditure as a debit.

**personnel savings:** Object code 797 is provided to recognize expenditure savings normally realized when positions are vacant or employees are paid at lower rate than budgeted. This reduction (negative) to the personal services budget allows the department to use these budget dollars to fund other line 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 enhancement issues:** Requests to provide additional funding for a new program or to enhance service levels, benefits, or activity for existing programs. These may include funding for critical community services. Program Enhancements may be funded by one or more sources.

**significant technology investments:** Expenditures for new or improved technology systems costing more than \$20,000, including *strategic investments* for new systems and *operational investments* for maintaining operation of existing systems.

**special fund agency:** The 3-digit accounting entity ending in a digit between two (2) through eight (8) that accounts for revenues and expenditures managed by the department, or for special revenue sources that a department prefers to account for separately from operations.

**special revenue funds:** Funds that account for the proceeds of specific revenue sources (other than major capital projects) that are, by County policy, legally restricted to expenditures of a specific purpose.



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## acknowledgements

The Fiscal Year Maricopa County 1999-00 Annual Business Strategies was made possible with the help of many dedicated individuals. Most importantly, the Board of Supervisors and the County Administrative Officer 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 Administrator, Chief Officers 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, Suzanne Ashmore, Adam Assaraf, Loretta Barkell, Chris Bradley, Andree Cohen, Don Colvin, Melody Harrington, Rebecca Hirsch, Brian Hushek, Al Merlo, Derrick Neighbors, Dan Paranick, Dawn Schneider, Don Tellis, Eric Thor, and Steve Wetzel.

With the Board approval of the FY 1999-00 Budget on June 21<sup>st</sup>, 1999, and the corresponding tax rates on August 16<sup>th</sup>, 1999, we start down the path of developing the FY 2000-01 Budget; bringing us fully into the new millennium. Through our hard work these past few years, we are now all better prepared for the future challenges that will face us.



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