

# **Zero Base Budget Summary Report**

**Fiscal Year 2008/2009  
Requested Budget**



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## **Appendix**

**Board Of Supervisors Policy D22.5**

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## Executive Summary

This report presents materials generated in the course of Pima County's Zero Base Budget (ZBB) development process for fiscal year 2008/2009. These materials document the strategic planning done by the departments before preparing their budgets under the ZBB approach, including the departments' goals, objectives and performance measures, service prioritization, and operational structure. Nine departments were included in the ZBB process in the current budget cycle:

Board of Supervisors	Institutional Health
Clerk of the Board	Pima Health System & Services
Clerk of the Superior Court	Solid Waste Management
County Administrator	Superior Court
Fleet Services	

As detailed in subsequent sections of this report, departments generally complied with the requirements of the ZBB process. The degree to which the departments reorganized, reprioritized, or reallocated available resources varied according to circumstances particular to each department. Departments were specifically directed to provide for savings resulting from normal employee turnover – vacancy savings – and utilize those savings for other expenditures in their budget requests. In actual practice, vacancy savings have been utilized for other needs in the past, but have not always been identified during the budgeting process and planned in advance.

All departments conducted a review of organizational structure, operations, goals objectives and performance measures prior to generating detail financial budget requests. Budget Division Staff participated with each department as needed during this process. The results of this process are documented in the forms presented in this report.

All departments provided detail justification for each line item in its budget request (other than Pima Health System & Services) and position descriptions for each employee. Pima Health System & Services provided general descriptions of the nature of its line item requests, but did not document the basis of the amounts requested. Line item justifications and position descriptions for all departments are available in a supplemental volume on request. It is also available for review via the Financial Planning System (FPS).

For General Fund departments, the net requested Net General Fund Impact (NGFI) was \$488,712 in excess of what the request would have been under Target Base budgeting. The table and graph on the next page summarize historical variances between ZBB and target base requests. As a percentage of total General Fund expenditures, variances over the past nine years range from 0.03% to 2.26%.

**Note: The financial forms presented herein contain information as requested by the departments prior to finalization of some details of the target base amounts. Budget requests are subject to ongoing adjustment prior to the County Administrator's final recommendation. The revenue and expenditure amounts shown herein may differ from requested amounts as adjusted subsequent to this publication. This documentation is primarily to present the results of the strategic planning effort conducted under the ZBB process.**

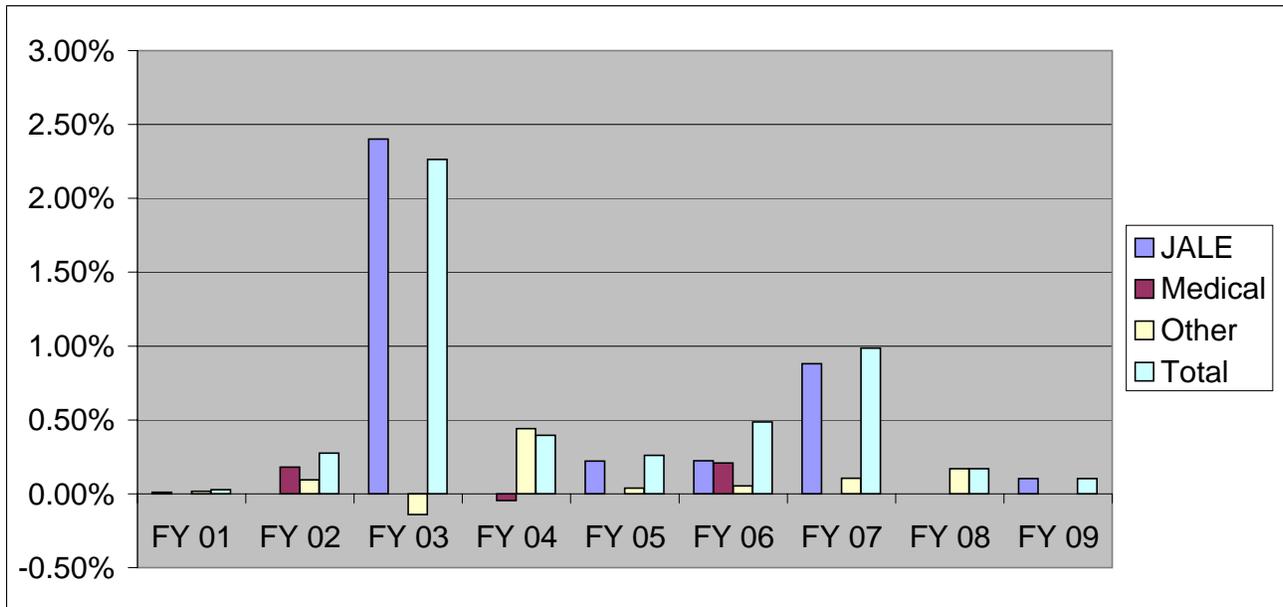
**History of ZBB Adjustments Funded  
Net General Fund Impact - Increase (Decrease)**

<u>Department</u>	<u>NGFI due to ZBB</u>
<b>Test Year (00/01) - exp only</b>	
Elections	(25,496)
NRP&R	70,736
Constables	10,546
Public Fiduciary	20,679
	<hr/>
	76,465
<b>Year One (01/02) - exp only</b>	
Assessor	228,298
Community Resources	(100,795)
Finance	146,643
Schools	(209)
Public Health	527,523
	<hr/>
	801,460
<b>Year Two (02/03)</b>	
Recorder	(436,868)
County Attorney	404,811
Sheriff	2,249,215
Indigent Defense	3,053,372
JC Tucson	135,358
JC Ajo	54,436
JC GV	(25,936)
Juvenile Court	1,665,668
	<hr/>
	7,100,056
<b>Year Three (03/04)</b>	
Clerk of the Board	22,527
County Administrator	98,069
Facilities Management	210,290
Information Technology	883,385
Institutional Health	(149,010)
Procurement	256,586
Treasurer	(3,661)
	<hr/>
	1,318,186
<b>Year Four (04/05)</b>	
Board of Supervisors	0
Clerk of the Superior Court	150,244
Superior Court	600,000
Human Resources	0
NRP&R	145,245
Constables	29,801
Public Fiduciary	42,759
	<hr/>
	968,049

<u>Department</u>	<u>NGFI due to ZBB</u>
<b>Year Five (05/06)</b>	
Community and Economic Development Admin	0
Community Development & Neighborhood Conservation	(120,000)
Community Resources	109,329
Community Services	120,000
Economic Development & Tourism	0
Elections	153,459
Forensic Science Center	(115,545)
Juvenile Court	904,692
Public Health	845,017
Superintendent of Schools	68,786
	<hr/>
	1,965,738
<b>Year Six (06/07)</b>	
Assessor	184,821
County Attorney	215,726
Finance	242,260
Indigent Defense	(1,322)
Justice Court Ajo	15,334
Justice Court Green Valley	(28,836)
Justice Courts Tucson	184,511
Non-Departmental	0
Office of Court Appointed Counsel	932,418
Recorder	37,260
Sheriff	2,550,894
	<hr/>
	4,333,066
<b>Year Seven (07/08)</b>	
Facilities Management	(9,938)
Information Technology	639,491
Procurement	0
Treasurer	114,283
	<hr/>
	743,836
<b>Year Eight (08/09)</b>	
Board of Supervisors	0
Clerk of the Board	0
Clerk of the Superior Court	232,662
County Administrator	0
Institutional Health	0
Superior Court	27,467
& Superior Court Mandated Services	228,583
	<hr/>
	488,712

Note: of these requested amounts, only \$98,440 was recommended

**General Fund ZBB NGFI Adjustments  
As a Percentage of Total General Fund Expenditures**



# **Zero Base Budgeting Background and Overview**

## **BACKGROUND**

Pima County utilizes a Zero Base Budget (ZBB) process in accordance with Board of Supervisors Policy D 22.5, Periodic Review of Department Base Budgets [See Appendix]. Budget Division staff began implementation of this policy with the fiscal year 2000/2001 budget. The table and chart on the preceding page summarize the history of and funding changes due to ZBB methodology.

Prior to the introduction of ZBB, and currently in years when departments do not apply ZBB, a Target Base approach is used in the preparation of departmental requested budgets. Under this method, a target amount is established by the Budget Division using each department's prior year adopted budget of revenues and expenditures, plus or minus any required adjustments such as changes in benefit rates, SIR costs, etc. Departments' requested budgets must not exceed their target base. This method has the advantages of expediency and predictability, but does not encourage strategic operational planning, flexibility, or information content.

## **PROCEDURE**

Under the ZBB approach, the target base limitation is not imposed, but other requirements are placed on the development of departments' budget requests:

- A thorough review of existing operations and issues must be conducted.
- A strategic plan must be developed on the basis of the department's function statement, goals, and the results of its internal review. This plan involves the development of specific objectives and related performance measures designed to facilitate the department's attainment of its goals.
- Department operations are organized (reorganized, if necessary) according to the various Services it provides in the course of fulfilling its function. Services are the individual operating outcomes delivered by the department, which can be managed independently based on importance, availability of resources, and County needs. Services are the basic management unit within the county financial system; they can be expanded, reduced, reprioritized or even eliminated as required by changing circumstances.
- Line item requests, based on the operating plan developed for the fiscal year, must be justified as to the purpose and dollar amount of each item.
- A detailed position description for each department employee must be provided.
- Any significant variance from the department's target base budget request due to utilization of the zero base approach must be fully described and explained. Departments may not plan for a level of service that differs significantly from the current level of service. If greatly expanded or new services are contemplated,

they must be requested with supplemental funding package requests as they would be under target base budgeting.

- Services must be prioritized and the costs of various activities which go into the delivery of each Service must be analyzed.

Pursuant to the above requirements, departments document their planning and budgeting efforts on a series of Financial Forms (FinForms) incorporated within the Budget System (FPS). These FinForms are presented for this fiscal year in the Department Evaluations section of this report. ZBB preparation requirements provided to the departments is included in the Appendix.

### STATUS

Pima County's implementation of ZBB and its underlying strategic planning process has been successful, but not yet fully integrated. The fundamental procedures have been put in place and to a large degree, have been embraced as valuable by department management. Expectations placed on departments by the Budget Division regarding the quality of strategic planning performance have been steadily increased; compliance with these higher standards by departments has likewise increased.

To some extent, the integration of strategic plans as the management tool and guidance behind day to day operations is a work in process. The Budget Division has taken a fairly deliberate approach to this integration, as it represents a cultural shift in County management and can not realistically be implemented in a short time frame.

For the development of the fiscal year 2008/09 budget, increased quality standards were implemented to continue the improvement in utilization of the ZBB/strategic planning process:

- Interim deadlines were set to ensure that the planning process and the documentation of objectives and performance measures preceded the detailed line item development process.
- This summary volume, including department evaluations, is being published to better utilize the data generated in the course of the ZBB process.
- Guidance regarding personal services vacancy saving has been made more specific to enable departments to better utilize available resources. Where provision was not initially made for a realistic vacancy savings amount, the Budget Division has required departments to reallocate its resources to allow for a realistic level of such savings.
- The Budget Division was directed to evaluate detail line item requests for adequate justification and identify requested items which appear to be excessive or insufficiently supported.

In future years, increased effort will be placed on improving the formulation of department objectives and defining more meaningful performance measures. This report presents general information regarding the ZBB process, history and current year outcomes as documented in the Financial Planning System's required FinForms.

Zero Base Budget Evaluation Report  
 Fiscal Year 2008/2009

**Board of Supervisors**

	<u>Does Not Meet Requirements</u>	<u>Meets Requirements</u>	<u>Comments</u>
<b>Deadlines Met</b>			
Interim - November 30		X	
Final - February 20		X	
<b>Thorough Review of Operations</b>		X	
<b>Strategic Operational Plan Established</b>			
Goals/Objectives Identified		X	
Performance Measures Defined		X	
<b>Required Fin Forms Completed</b>			
FinForm 13z		X	
FinForm 24z		X	
FinForm 25z		X	
FinForm 26z		N/A	Department did not request funding in excess of base
Organization Chart		X	
<b>Vacancy Savings Budgeted</b>		X	
<b>Line Items Justified</b>		X	
<b>Position Descriptions Provided</b>		X	

## Program Service Summary

**Department:** BOARD OF SUPERVISORS  
**Program:** BOARD OF SUPERVISORS  
**Service:** GOVERN PIMA COUNTY

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**Service Description**

Fulfill the duties and responsibilities set forth in Arizona Revised Statute Title 11, Chapter 2. Fund and maintain public health and safety. Lay out, maintain, and manage roads and bridges within the County. Provide health care and legal services to the indigent population of the County. Supervise the official conduct of all County officers charged with assessing, collecting, safekeeping, managing, or disbursing public revenues. Initiate and support state legislation beneficial to Pima County. Pursue federal and state funding to support services to County residents. Respond to constituents' problems, suggestions, inquiries, or complaints. Establish policies and goals to be carried out and achieved by County departments. Set spending limits and approve budgets of all County departments.

**Service Mandates**

Arizona Revised Statutes - Title 11 Counties Chapter 2 Board of Supervisors Article 4 Powers and Duties Statute 11-251 Powers of Board.

**Impact if Service is NOT Provided**

Pima County would not be in compliance with Arizona state law.

**Objectives**

- Obtain a Section 10 permit under the Endangered Species Act from the U.S. Fish and Wildlife Service
- Continue supporting Tucson Regional Economic Opportunities (TREO)
- Continue funding for graffiti abatement

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Draft Multi-Species Conservation Plan completed	yes	n/a	n/a
Multi-Species Conservation Plan submitted	no	yes	n/a
Section 10 Permit obtained	no	no	yes
County funding support for TREO	\$1,180,880	\$1,199,600	\$853,813
County funding for graffiti abatement	n/a	\$250,000	\$250,000

Expenditures		Funding Sources	
Personal Services	1,703,809	Revenues	0
Supplies & Services	233,315	Operating Transfers	0
Capital Outlay	18,061	Fund Balance Support	0
		General Fund Support	1,955,185
<b>Total Expenditures</b>	<b>1,955,185</b>	<b>Total Funding</b>	<b>1,955,185</b>

### Service Prioritization by Super Department

Super Dept: 1100  
 Super Dept Name: BOARD OF SUPERVISORS

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
BOARD OF SUPERVISORS	GOVERN PIMA COUNTY	1	(1,955,185)	1,955,185	Fulfill the duties and responsibilities set forth in Arizona Revised Statute Title 11, Chapter 2. Fund and maintain public health and safety. Lay out, maintain, and manage roads and bridges within the County. Provide health care and legal services to the indigent population of the County. Supervise the official conduct of all County officers charged with assessing, collecting, safekeeping, managing, or disbursing public revenues. Initiate and support state legislation beneficial to Pima County. Pursue federal and state funding to support services to County residents. Respond to constituents' problems, suggestions, inquiries, or complaints. Establish policies and goals to be carried out and achieved by County departments. Set spending limits and approve budgets of all County departments.

## Program Service Codes

Super Dept: 1100

Super Dept Name: BOARD OF SUPERVISORS

Center		Program		Service	
1100101	MANAGEMENT/ADMINISTRATION	001	BOARD OF SUPERVISORS	0001	GOVERN PIMA COUNTY
1100102	SUPERVISOR, D1	001	BOARD OF SUPERVISORS	0001	GOVERN PIMA COUNTY
1100103	SUPERVISOR, D2	001	BOARD OF SUPERVISORS	0001	GOVERN PIMA COUNTY
1100104	SUPERVISOR, D3	001	BOARD OF SUPERVISORS	0001	GOVERN PIMA COUNTY
1100105	SUPERVISOR, D4	001	BOARD OF SUPERVISORS	0001	GOVERN PIMA COUNTY
1100106	SUPERVISOR, D5	001	BOARD OF SUPERVISORS	0001	GOVERN PIMA COUNTY

Zero Base Budget Evaluation Report  
Fiscal Year 2008/2009

**Clerk of the Board**

	<u>Does Not Meet Requirements</u>	<u>Meets Requirements</u>	<u>Comments</u>
<b>Deadlines Met</b>			
Interim - November 30		X	
Final - February 20		X	
<b>Thorough Review of Operations</b>		X	
<b>Strategic Operational Plan Established</b>			
Goals/Objectives Identified		X	
Performance Measures Defined		X	
<b>Required Fin Forms Completed</b>			
FinForm 13z		X	
FinForm 24z		X	
FinForm 25z		X	
FinForm 26z		N/A	Department did not request funding in excess of base
Organization Chart		X	
<b>Vacancy Savings Budgeted</b>		X	
<b>Line Items Justified</b>		X	
<b>Position Descriptions Provided</b>		X	

## Program Service Summary

**Department:** CLERK OF THE BOARD  
**Program:** ADMINISTRATION/MANAGEMENT  
**Service:** ADMINISTRATION

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**Service Description**

Coordinate, prepare and post the Board of Supervisors meeting agendas/addendums including e-agenda. Record and e-post digital audio from Board meetings. Transcribe and publish Board meeting minutes. Transcribe and type verbatims. Process Board meeting paperwork for execution/recording/distribution. Maintain permanent records of minutes, resolutions and ordinances. Maintain indexing system for document research and retrieval. Provide for the publication of the Pima County Code. Receive and process litigation and claims. Fulfill requests for public records. Process various types of liquor licenses, bingo and fireworks permit applications. Provide coordinator training, maintain membership records and officially post notices for all boards, commissions and/or committees. Maintain, e-post and distribute Board of Supervisors Policies. Perform all duties relating to special taxing districts, i.e. creations/annexations and reporting requirements. Perform other duties as required by order of the Board.

**Service Mandates**

A.R.S. §4-201, 203; §5-404; §11-214, 217, 241, 251, 631, 663; §12-821; §35-324, 491, 501; §36-1601; §38-231, 431, 541; §39-204; §42-15154, 16153, 17107, 17103, 18301, 18302; §48-251, et. al; Rules of Civil Procedure 4(d)8; BOS Policies B1.a and C2.5; PC Administrative Procedure C4.1 and C4.3; PC Ord. Nos. 1985-183, 1985-188, 1994-FC2, 1996-9, 1997-45.

**Impact if Service is NOT Provided**

Will not be compliant with A.R.S. mandates. The Board of Supervisors will be unable to conduct County business and service will not be provided to County departments or the general public.

**Objectives**

- Maintain compliance with mandated duties and deadlines.
- Coordinate a seamless transition to outsource publication of the Pima County Code.
- Fully utilize the new e-agenda/presentation system software in the BOS Hearing Room.
- Continue long term Clerk's Index Project by migrating minutes/resolutions/ordinances currently on microfilm.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Complete transition for outsourcing of Code	n/a	75%	100%
Comply with all mandated deadlines	100%	100%	100%
Percentage of documents migrated to indexi	32%	50%	75%

Expenditures		Funding Sources	
Personal Services	506,043	Revenues	2,300
Supplies & Services	198,434	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	702,177
<b>Total Expenditures</b>	<b>704,477</b>	<b>Total Funding</b>	<b>704,477</b>

## Program Service Summary

**Department:** CLERK OF THE BOARD  
**Program:** DOCUMENT & MICROGRAPHIC MGMT  
**Service:** RECORDS PROGRAM

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**Service Description**

Administer the Pima County Records Management Program. Establish guidelines and training programs for County personnel. Provide storage of active and inactive public records. Provide for and certify the destruction of confidential and non-confidential records. Assist departments in developing comprehensive records retention schedules. Provide guidance on document imaging implementation. Provide document capturing and microfilm scanning services. Provide microfilm services for permanent records. Access, retrieve and deliver records to departments upon request. Provide web-based records management services.

**Service Mandates**

A.R.S. §41-1346, 1347, 1358, 1350, 1351, and §39-101; BOS Policy C4.2; PC Administrative Procedure C4.5

**Impact if Service is NOT Provided**

Will not be compliant with A.R.S. mandates. Pima County will not have a Records Management Program and records will not be maintained according to retention schedules. Departments would need to utilize high-cost public storage facilities to maintain their records and permanent records will not be appropriately preserved.

**Objectives**

- Establish the DMS Strategic Implementation Team to set policies and standards.
- Assist departments with ASLAPR applications for document imaging.
- Restructure/present County-wide Records Management training to all Pima County employees.
- Expand web-based e-services for Records Management.
- Establish a review process for all department/division Retention Schedules to ensure schedules are comprehensive.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Percent completion of the DMSTeam mission	n/a	20%	80%
Percent completion of the new training program	n/a	20%	40%
Percentage of employees to complete new training	n/a	0%	100%

Expenditures		Funding Sources	
		Revenues	0
Personal Services	543,329	Operating Transfers	0
Supplies & Services	78,240	Fund Balance Support	0
Capital Outlay	1,200	General Fund Support	622,769
<b>Total Expenditures</b>	<b>622,769</b>	<b>Total Funding</b>	<b>622,769</b>

### Service Prioritization by Super Department

Super Dept: 1300  
 Super Dept Name: CLERK OF THE BOARD

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
ADMINISTRATION/MANAGEMENT	ADMINISTRATION	1	(702,177)	702,177	Coordinate, prepare and post the Board of Supervisors meeting agendas/addendums including e-agenda. Record and e-post digital audio from Board meetings. Transcribe and publish Board meeting minutes. Transcribe and type verbatims. Process Board meeting paperwork for execution/recordation/distribution. Maintain permanent records of minutes, resolutions and ordinances. Maintain indexing system for document research and retrieval. Provide for the publication of the Pima County Code. Receive and process litigation and claims. Fulfill requests for public records. Process various types of liquor licenses, bingo and fireworks permit applications. Provide coordinator training, maintain membership records and officially post notices for all boards, commissions and/or committees. Maintain, e-post and distribute Board of Supervisors Policies. Perform all duties relating to special taxing districts, i.e. creations/annexations and reporting requirements. Perform other duties as required by order of the Board.
DOCUMENT & MICROGRAPHIC MGMT	RECORDS PROGRAM	2	(622,769)	622,769	Administer the Pima County Records Management Program. Establish guidelines and training programs for County personnel. Provide storage of active and inactive public records. Provide for and certify the destruction of confidential and non-confidential records. Assist departments in developing comprehensive records retention schedules. Provide guidance on document imaging implementation. Provide document capturing and microfilm scanning services. Provide microfilm services for permanent records. Access, retrieve and deliver records to departments upon request. Provide web-based records management services.

**Program Service Codes**

Super Dept: 1300

Super Dept Name: CLERK OF THE BOARD

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<u>Center</u>	<u>Program</u>	<u>Service</u>
1300100 MGMT/ADMIN/OPERATIONS	001 ADMINISTRATION/MANAGEMENT	0001 ADMINISTRATION
1300200 BOARD OF EQUALIZATION	001 ADMINISTRATION/MANAGEMENT	0001 ADMINISTRATION
1300300 COUNTY CODES	001 ADMINISTRATION/MANAGEMENT	0001 ADMINISTRATION
1300401 CLERK OF THE BOARD - RECORDS	002 DOCUMENT & MICROGRAPHIC MGMT	0002 RECORDS PROGRAM

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Zero Base Budget Evaluation Report  
Fiscal Year 2008/2009

**Clerk of the Superior Court**

	<u>Does Not Meet Requirements</u>	<u>Meets Requirements</u>	<u>Comments</u>
<b>Deadlines Met</b>			
Interim - November 30		X	
Final - February 20	X		Some information was provided after the submission deadline
<b>Thorough Review of Operations</b>		X	
<b>Strategic Operational Plan Established</b>			
Goals/Objectives Identified		X	
Performance Measures Defined		X	
<b>Required Fin Forms Completed</b>			
FinForm 13z		X	
FinForm 24z		X	
FinForm 25z		X	Initially omitted; provided after submission
FinForm 26z		X	
Organization Chart		X	
<b>Vacancy Savings Budgeted</b>		X	Initially omitted; provided after submission
<b>Line Items Justified</b>		X	
<b>Position Descriptions Provided</b>		X	

**ADDITIONAL FUNDING REQUEST TO MAINTAIN CURRENT LEVEL OF SERVICE**

**CLERK OF SUPERIOR COURT**

**INCREASED FUNDING REQUEST IS FOR:**

	Personal Services <input checked="" type="checkbox"/>	Supplies/Services <input checked="" type="checkbox"/>	Capital <input checked="" type="checkbox"/>	Revenues <input type="checkbox"/>	
	FY2007/2008 Adopted	FY2008/2009 Requested	FY2008/2009 Base Budget	Variance Between Req & Base Budget	
<b>EXPENDITURES</b>					
PERSONAL SERVICES	10,114,935	10,217,443	10,207,031	10,412	
SUPPLIES & SERVICES	661,497	831,252	664,002	167,250	
CAPITAL OUTLAY	0	55,000	0	55,000	
<b>TOTAL</b>	<b>10,776,432</b>	<b>11,103,695</b>	<b>10,871,033</b>	<b>232,662</b>	
<b>REVENUES</b>					
INTERGOVERNMENTAL	265,000	300,000	265,000	35,000	
CHARGES FOR SERVICES	1,345,200	1,098,174	1,345,200	(247,026)	
FINES AND FORFEITS	1,109,220	1,322,000	1,111,874	210,126	
INTEREST	19,600	5,600	19,600	(14,000)	
MISCELLANEOUS	12,100	28,000	12,100	15,900	
<b>TOTAL</b>	<b>2,751,120</b>	<b>2,753,774</b>	<b>2,753,774</b>	<b>0</b>	
<b>General Fund Support</b>	<b>8,025,312</b>	<b>8,349,921</b>	<b>8,117,259</b>	<b>232,662</b>	
<b>FTEs</b>	<b>224.3</b>	<b>231.3</b>	<b>224.3</b>	<b>6.9</b>	

**Description**

The Clerk of the Superior Court is the record keeper for the Court, as well as the collector of all fees, fines, bonds and restitution. The Clerk's Office is the first stop in initiating any Superior Court action in Child Support, Civil ( Passport, Marriage license, Protection Order, Divorce/Dissolution, Legal Records) Criminal (Appeals), Probate (Guardianship and Conservators), Mental Health, Tax or Domestic Relations Matters ( Conciliation and Mediation, Paternity/Maternity). The Clerk of the Superior Court also oversees Juvenile Court filings such as Adoption, Dependency, Severance and Delinquency Actions.

**Variance Explanations:**

**Revenues**

Child support reimbursement rate for services has increased ,increasing revenue by \$ 35,000.00  
 Charge for services are re adjusted due to reporting revenue accounts in error in previous years  
 Fines & Forfeits are based on historical average, as there is no way to correctly identify forfeits made by the court on a yearly basis.  
 Interest is projected to decrease based on current years collection rate..  
 Miscellaneous interest is also based on current year collection rate.

**Personal Services**

Increase in funding relates to (2) support specialist positions (8840) and (1) unit supervisor.(8860). This increase will provide for the continued quality of service when performing mandated services as required by statute.

**Supplies & Services**

Increase in small tools, office equipment, and office supplies will allow for this office to replace aging items and to replace them but at a added cost to purchase. Postage continues to increase due to increase in court cases requiring additional mailing of court documents.

**Capital Request**

Capital request is for (2) servers and (1) array system to keep abreast with increased automation needs.

**FTEs**

Increase in hours of existing positions.

**Other Comments**

**Impact If Not Funded**

Inability to perform mandated services with personnel and resources as needed.

**ADDITIONAL FUNDING REQUEST TO MAINTAIN CURRENT LEVEL OF SERVICE**

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**Source of Mandate**

ARS - Chapter 2, Article 1: 12-201 through 12-203

## Program Service Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** ADMINISTRATION  
**Service:** ADMINISTRATION

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**Service Description**

Responsible to ensure all state mandated services are provided in a cost effective and timely manner. Maintain adequate resources to meet the needs of the court entities, public and judiciary, Human Resources Service, Staff training and division oversight

**Service Mandates**

Supreme Court Rules/Order  
 Pima County Rules/Policies  
 State Arizona Revised statutes  
 State of Arizona Rules and Procedures  
 Federal Rules and Procedures

**Impact if Service is NOT Provided**

Various sanctions and legal liability could be imposed and the potential release of dangerous felons and loss of revenue to Pima County and Arizona could result

**Objectives**

Provide 16 hours of Co-Jet training per FTE per year  
 Maintain turnover rate below 7% year  
 Do not exceed adopted budget expenditures on a yearly basis

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
#Hours training per FTE	16	16	16
Actual turnover rate	8%	7%	6%
Met adopted department budgeted expenditures appropriation	100%	100%	100%

Expenditures		Funding Sources	
Personal Services	616,574	Revenues	2,428,774
Supplies & Services	(335,835)	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	(300)
		General Fund Support	(2,147,735)
<b>Total Expenditures</b>	<b>280,739</b>	<b>Total Funding</b>	<b>280,739</b>

## Program Service Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** INFORMATION TECHNOLOGY  
**Service:** INFORMATION TECHNOLOGY

---

**Service Description**

Develop and maintain Clerk's Automation System.  
 Provide software engineering and maintenance of automation projects.  
 Provide management and support of technology resources.  
 Provide fast and efficient distribution of court-generated documents between the court, interested court parties, and the public.  
 Compliance with all mandates for Clerk of the Court's office daily

**Service Mandates**

Arizona State Statutes  
 Supreme Court rules/Administrative Orders  
 Pima County guidelines  
 Local Court Rules/Administrative Orders

**Impact if Service is NOT Provided**

The Clerk's IT Unit handles the day to day business of PC, business software and local automation (case management) support. Without these amenities in place, the basic services of the Clerk's Office (i.e. case management, fine and fee collection, document imaging and daily/monthly financial reconciliation) would be in danger of malfunction. The Clerk's IT Unit is also responsible for new automation solutions and regular updates to existing Clerk business centric software. Without the ability to create, maintain or enhance, the Clerk's productivity would be in jeopardy. The Clerk's IT Unit also provides a document distribution service. The primary goal of this service is to distribute court generated documents to interested court parties. Without this function, day to day court functions would also be in jeopardy as these documents contain vital information regarding court hearing dates, orders and notices.

**Objectives**

Provide efficient help desk and onsite response and customer support by reducing response time to help desk requests by 15%  
 Enhanced document distribution and tracking timeliness  
 Milestone-based project planning/forecasting and timely application modifications

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Average response time to help desk calls	30 min	26 min	22 min
Develop computer software systems within 12 months of inception completion	100%	100%	100%
Implement computer upgrades to depts within 72 hours of development	100%	100%	100%

Expenditures		Funding Sources	
Personal Services	707,050	Revenues	295,000
Supplies & Services	43,806	Operating Transfers	0
Capital Outlay	20,000	Fund Balance Support	(173,072)
		General Fund Support	648,928
<b>Total Expenditures</b>	<b>770,856</b>	<b>Total Funding</b>	<b>770,856</b>

## Program Service Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** RECORDS RETENTION  
**Service:** ARCHIVES

---

**Service Description**

Retrieve, maintain and preserve all court records per statute and rule. Send/Return to appropriate court locations.  
 Prepare older files for copying and destruction according to the Supreme Court rules.  
 Maintain reliable customer service with all units of the Clerk's office.

**Service Mandates**

Arizona Revised Statutes  
 Arizona Supreme Court Rules/Orders  
 Pima County Superior Court Rules/Orders  
 Pima County Administrative Procedures  
 OSHA

**Impact if Service is NOT Provided**

Untrained employees would not be able to operate vans, and forklifts necessary to retrieve and deliver files/materials  
 Records/files would not be easily retrieved and the county would soon run out of storage space  
 Records needed by the public for certification would not be available.

**Objectives**

Send all scanned case files to State Archives building in Phoenix by June of 2011  
 Expand Archive office to house a imaging section to sacn old files by June of 2010  
 Provide cost efficiency when handling case files between archive warehouse and downtown court location

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
% of archive expansion complete	0%	5%	95%
% of scanned case files sent to State archive building	5%	15%	25%
Cost per FTE for cases pulled and delivered to downtown courts	3.27	2.93	2.87
Cost per FTE to index and store court files	2.03	1.89	1.82

Expenditures		Funding Sources	
Personal Services	142,931	Revenues	0
Supplies & Services	62,935	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	205,866
<b>Total Expenditures</b>	<b>205,866</b>	<b>Total Funding</b>	<b>205,866</b>

## Program Service Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** RECORDS RETENTION  
**Service:** DOCUMENT STORAGE & RETRIEVAL

---

**Service Description**

Maintain and convert Clerk of the Superior Court case files to the document storage and retrieval computer automation system

**Service Mandates**

State of Arizona statute 12-284-01

**Impact if Service is NOT Provided**

Accessibility to maintain and store court records will be severely curtailed

**Objectives**

Convert to digital format all archive court case files  
 Provide departments the ability to retrieve imaged files from electronic storage

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
% of archive court case files digitalized	40%	50%	60%
% of departments with the ability to retrieve imaged case files	100%	100%	100%

**Expenditures**

Personal Services	0
Supplies & Services	293,920
Capital Outlay	0
<b>Total Expenditures</b>	<b>293,920</b>

**Funding Sources**

Revenues	430,000
Operating Transfers	0
Fund Balance Support	(136,080)
General Fund Support	0
<b>Total Funding</b>	<b>293,920</b>

## Program Service Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** RECORDS RETENTION  
**Service:** EXHIBITS

---

**Service Description**

Responsible for the housing of all exhibits and evidence for the Superior Court trials. Maintain confidential and other court ordered materials Provide services to the Court divisions, staff and public. Release court exhibits or destruction of said exhibits as directed

**Service Mandates**

Arizona Revised Statutes  
 Arizona Supreme Court Rules/Orders  
 Pima County Superior Court Rules/Orders  
 Pima County Administrative Procedures

**Impact if Service is NOT Provided**

Courtroom exhibits/evidence would not be secured and could not be released or destroyed.per court direction

**Objectives**

Maximize the flow of released/dismissed exhibits and release non-admitted exhibits immediately  
 Maximize consumption of confidential and sealed material through technology  
 Maximize the use of exhibit space with new packing of exhibits and the use of photos where possible by 20%  
 Create a program to enter sentencing alerts and to track mistrials, not guilty verdicts and time served exhibits.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
% of sealed and confidential files processed to digital format	20%	50%	95%
% of sentencing alerts, mistrials, not guilty verdicts and time served exhibits posted to new software program	50%	75%	100%
% of exhibit space increased due to new consolidation methods	0	10%	20%

Expenditures		Funding Sources	
Personal Services	249,843	Revenues	0
Supplies & Services	8,652	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	258,495
<b>Total Expenditures</b>	<b>258,495</b>	<b>Total Funding</b>	<b>258,495</b>

## Program Service Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** RECORDS RETENTION  
**Service:** LEGAL RECORDS

---

**Service Description**

Provide customer service to both internal and external customers of the court. Provide access to legal records for the public. Make records available to Superior Court staff. Maintain the official Court records as per Clerk's office policy, state statutes, state, local and federal guidelines

**Service Mandates**

State of Arizona Legislative Statutes  
 State Arizona Revised statutes  
 State of Arizona Rules and Procedures  
 Federal Rules and Procedures  
 Supreme Court Rules of Procedure, Code of Ethics and Cojet Training Standards

**Impact if Service is NOT Provided**

Various sanctions and legal liability could be imposed, and the potential release of dangerous felons and loss of revenue to Pima County

**Objectives**

Reduce error rate in processing of calendared files for delivery to various departments by 10%  
 Enhance quality control and reduce error rate in the placing of documents in to files by 15%

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Error rate reduction for case delivery	8%	9%	10%
Error rate reduction in filing paperwork in case files	11%	13%	15%

<b>Expenditures</b>		<b>Funding Sources</b>	
Personal Services	804,110	Revenues	0
Supplies & Services	54,738	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	858,848
<b>Total Expenditures</b>	<b>858,848</b>	<b>Total Funding</b>	<b>858,848</b>

## Program Service Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** RECORDS RETENTION  
**Service:** TIME PAYMENT FEES

---

**Service Description**

Train court personnel, improve, maintain and enhance the ability to collect and manage monies assessed or received by the courts, including restitution, child support, fines and civil penalties, to improve court automation, to improve court case processing or the administration of justice and for probation services

**Service Mandates**

A.R.S. 12-116 Judicial Collection Enhancement Fund

**Impact if Service is NOT Provided**

The ability of the court to provide continued service at the present level would be adversely affected as would the collection of revenue from court assessments

**Objectives**

Provide timely probation services  
 Improve m maintain and ehance the ability to collect and manage monies assessed  
 Improve court automation and improve case processing

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Provide the probationer access to his/her court documents within 24 hours of arraignment	100%	100%	100%
Send payment notices on a quarterly basis	100%	100%	100%
Provide to departments within 24 hours all case information as needed	100%	100%	100%

**Expenditures**

Personal Services	0
Supplies & Services	458,000
Capital Outlay	0
<b>Total Expenditures</b>	<b>458,000</b>

**Funding Sources**

Revenues	266,000
Operating Transfers	0
Fund Balance Support	192,000
General Fund Support	0
<b>Total Funding</b>	<b>458,000</b>

## Program Service Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** CRIMINAL SERVICES  
**Service:** APPEALS

---

**Service Description**

Process all incoming appeals from lower courts, as well as all appeals from the Superior Court to the Court of Appeals and Supreme Court  
 Update knowledge and distribute information about new laws, court rules and other newly mandated services for the Clerk of the Court's office

**Service Mandates**

Arizona Revised Statutes  
 Supreme Court Rules  
 Local Superior Court Rules

**Impact if Service is NOT Provided**

Various sanctions, legal liability issues, potential release of dangerous felons and loss of revenue to Pima County and the State could occur

**Objectives**

Provide timely case reporting to the court of appeals  
 Improve timeliness of service at the front counter and phones  
 Improve quality control through training in new procedures  
 Remodel area to improve workplace and counter filing space

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Within 30 days have cases on appeal counter, phone & e-mail customers	100%	100%	100%
Provide employees with 8 hours of technical training yearly	8 Hrs	8 Hrs	8 Hrs
Remodel area % of completion delivered to Court of Appeals	25%	75%	100%
Within 5 minutes provide service to	100%	100%	100%

**Expenditures**

Personal Services	167,832
Supplies & Services	9,375
Capital Outlay	0
<b>Total Expenditures</b>	<b>177,207</b>

**Funding Sources**

Revenues	0
Operating Transfers	0
Fund Balance Support	0
General Fund Support	177,207
<b>Total Funding</b>	<b>177,207</b>

## Program Service Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** CRIMINAL SERVICES  
**Service:** CRIMINAL

---

**Service Description**

Distribution of court compliance documents  
 Open new criminal cases, maintain and update existing cases.  
 Provide services at arraignment hearings, take in all criminal actions  
 Update knowledge and distribute information about new laws, court rules and other newly mandated services for the Clerk of the Court's office

**Service Mandates**

Arizona Revised Statutes  
 Supreme Court Rules/Orders  
 Superior Court Rules/Orders  
 Pima County Policies/Procedures

**Impact if Service is NOT Provided**

Various sanctions, legal liability issues, potential release of dangerous felons and loss of revenue to Pima County and the State could occur

**Objectives**

Improve timeliness of service at the front counter, phones, and e-mail transactions  
 Enhance accountability and accuracy in data entry  
 Maintain accurate disposition reporting  
 Remodel for improved security and customer service

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Within 5 minutes answer all counter, personnel check for accuracy after entry phone and e-mail requests	100%	100%	100%
Verify data entry by having assigned	100%	100%	100%

<b>Expenditures</b>		<b>Funding Sources</b>	
Personal Services	489,826	Revenues	800
Supplies & Services	18,423	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	(800)
		General Fund Support	508,249
<b>Total Expenditures</b>	<b>508,249</b>	<b>Total Funding</b>	<b>508,249</b>

## Program Service Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** CRIMINAL SERVICES  
**Service:** GRAND JURY

---

**Service Description**

Attend court hearings for Grand Jury returns, assign the case number and division and confirm accuracy of information.  
 Accurate and efficient processing of court related paperwork and data entry of Summonses, Warrants and Notices of Supervening Indictments.  
 Process subpoenas, produce minute entries and notify attorneys of transcripts.  
 Processes Motor Vehicle Abstracts and file all search warrants for law enforcement  
 Update knowledge and distribute information about new laws, court rules and other newly mandated services for the Clerk of the Court's office

**Service Mandates**

Arizona Revised Statutes  
 Supreme Court Rules/Orders  
 Local Superior Court Rules/Orders  
 Pima County Policies/Procedures

**Impact if Service is NOT Provided**

99.9% of all criminal cases would have to go before a judge, delaying all hearings and trials pending before the court. MVD Abstracts would go unreported to the state, opening up Pima County to imposed sanctions and lawsuits. Grand Jury paperwork would not be distributed to defendants, attorneys or other court entities. Warrants would be delayed increasing the potential for more criminal activity and more danger to residents.

**Objectives**

Ensure the integrity and confidentiality of the office with enhanced training procedures and limiting internal and external access to the office.  
 Increase accuracy and efficiency of MVD Abstract process  
 Improve quality assurance and usability with AGAVE database

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Provide 3 hours of refresher training from internal and external customers	3 Hrs	3 Hrs	3 Hrs
100% correction of any returned abstracts within 24 hours for each employee	100%	100%	100%
Maintain a 1% return rate for paperwork	1%	1%	1%

<u>Expenditures</u>		<u>Funding Sources</u>	
Personal Services	157,870	Revenues	0
Supplies & Services	6,926	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	164,796
<b>Total Expenditures</b>	<b>164,796</b>	<b>Total Funding</b>	<b>164,796</b>

## Program Service Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** CIVIL SERVICES  
**Service:** CIVIL

---

**Service Description**

Accept and process all civil case filings and payments required by Arizona Statutes , from pro per's, attorneys, runners and other agencies.  
 Update knowledge and distribute information about new laws, court rules and other newly mandated services for the Clerk of the Court's office

**Service Mandates**

Arizona Revised Statutes  
 Supreme Court Rules/Orders  
 Local Superior Court Rules/Orders  
 MAS

**Impact if Service is NOT Provided**

No civil case filings of any type would be accepted nor would filing fees for those cases be collected.

**Objectives**

Ensure the integrity and confidentiality of the office with enhanced training procedures  
 Limit internal and external access to the office.  
 Process mail payments and correspondence accurately.  
 Ensure all payments ( both over the counter and mail) are accurate and properly identified and processed  
 Ensure cases filed are correct in format and content.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
All correspondence with payments are processed the same day.	100%	100%	100%
All deposits are prepared and deposited in the vault for armored car service pick up in the same day	100%	100%	100%
Prior to filming all cases are checked for accuracy and content by another individual	100%	100%	100%

Expenditures		Funding Sources	
Personal Services	1,035,778	Revenues	0
Supplies & Services	93,832	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	1,129,610
<b>Total Expenditures</b>	<b>1,129,610</b>	<b>Total Funding</b>	<b>1,129,610</b>

## Program Service Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** CIVIL SERVICES  
**Service:** IMAGING

---

**Service Description**

The primary function of this unit is to create an automated back-up file to the hard file and in doing so, the Clerks Office is also able to provide access throughout the court, various outside agencies and limited access to the public.  
 Compliance with all mandates for Clerk of the Court's office daily  
 Distribute, in a timely manner, information regarding new laws, court rules and other newly mandated services to employees of the Clerk's office.

**Service Mandates**

Arizona Revised Statutes  
 Supreme Court Rules/Orders  
 Local Superior Court Rules/Orders

**Impact if Service is NOT Provided**

There would be no way to access file information if the file was destroyed or lost. Court trials could be delayed if this information was not available and many hearings or trials could not proceed. The public would not be able to access historical or filed records online.

**Objectives**

Reconfigure imaging work areas for greater efficiency  
 Provide new scanners to enhance documents to be more readable for the public and the courts  
 Create a specific quality control area in the imaging unit

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
% of remodel complete to Imaging dept	50%	85%	100%
# of scanners to be replaced.	2	3	3
# of fte's dedicated to quality control	2	3	3

Expenditures		Funding Sources	
Personal Services	560,310	Revenues	0
Supplies & Services	90,503	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	650,813
<b>Total Expenditures</b>	<b>650,813</b>	<b>Total Funding</b>	<b>650,813</b>

## Program Service Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** FINANCIAL SERVICES  
**Service:** CHILD SUPPORT

---

**Service Description**

Provide both IV-D and Non-IV-D child support functions.  
 Provide Child Support services as mandated by Arizona revised statutes 12-282 and 46-442, record and disburse all court ordered payments for child support, spousal maintenance and special paternity case.  
 Assist the court in all child Update knowledge and distribute information about new laws, court rules and other newly mandated services for the Clerk of the Court's office.

**Service Mandates**

State of Arizona Legislative Statutes  
 Federal IV-D Guidelines  
 Supreme Court: Rules/Orders  
 Local Superior Court Rules/Orders  
 County Financial Policies Procedures  
 Other: GAAP

**Impact if Service is NOT Provided**

Families would no longer receive the monies owed to them, creating a very serious financial burden on families, especially the children who normally have no other form of income.

**Objectives**

Update Child Support Atlas system daily  
 Process Wage assignments daily  
 Process child support cases

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Ensure down load of all days business be transmitted to child support clearinghouse not later than 8:00 a.m the following morning	100%	100%	100%
Ensure that wage assignmnets are sent to obligor's employee with 24 hrs of of processing court order	100%	100%	100%

**Expenditures**

Personal Services	473,806
Supplies & Services	36,739
Capital Outlay	0

**Total Expenditures** 510,545

**Funding Sources**

Revenues	362,700
Operating Transfers	0
Fund Balance Support	(16,286)
General Fund Support	164,131

**Total Funding** 510,545

## Program Service Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** FINANCIAL SERVICES  
**Service:** COLLECTIONS

---

**Service Description**

Provide financial service (collection) to both internal and external customers of the court including: criminal and civil payments for collection cases, intercepting refunds for unpaid court ordered obligations per ARS 42-1122 and ARS 5-525, processing all State of Arizona tax/lottery payments to appropriate units, processing payments in spousal maintenance matters and handling submit unpaid delinquent fines, fees and restitution to outside collection agency per agency's policy, procedure and guidelines  
 Update knowledge and distribute information about new laws, court rules and other newly mandated services for the Clerk of the Court's Office

**Service Mandates**

Arizona Revised Statutes  
 Federal IV-D Guidelines  
 Supreme Court Rules/Orders  
 Superior Court Rules/Orders  
 Pima County Financial Policies  
 GAAP

**Impact if Service is NOT Provided**

Victims would not be compensated for their losses.  
 Revenue would not be generated to multiple funding sources within the county and state.  
 Court ordered obligations would not be complied with.  
 Accounts receivable records would be inflated. Quality assurance in court financial matters would decrease.  
 State law and Administrative Orders would not be complied with

**Objectives**

Implement new collection software program to increase revenue from outstanding accounts and streamline collection processes  
 Implement tax program for court ordered spousal maintenance in arrears  
 Partner with Probation and IT to initiate probation quarterly billing  
 Provide statistical reports to Clerk of Court, court administration and county administrator

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
% Completion of tax intercept program	100%	100%	100%
% Completion of spousal maintenance arrears program	100%	100%	100%
% of Probation billing initiated	95%	100%	100%

Expenditures		Funding Sources	
Personal Services	401,687	Revenues	26,400
Supplies & Services	34,503	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	5,108
		General Fund Support	404,682
<b>Total Expenditures</b>	<b>436,190</b>	<b>Total Funding</b>	<b>436,190</b>

## Program Service Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** FINANCIAL SERVICES  
**Service:** FINANCE

---

**Service Description**

Provide financial services to both internal and external customers of the court.  
 Budget development and monitoring.  
 Financial statement preparation, financial systems control, accounts payable, payroll processing and records maintenance

**Service Mandates**

Supreme Court Rules/Orders  
 State of Arizona Legislative Statutes  
 Pima County Financial Policies/Procedures  
 Superior Court Rules/Orders  
 Federal IV-D Child Support Guidelines  
 State of Arizona Financial Policies/Procedures  
 Synergen Procurement procedures

**Impact if Service is NOT Provided**

No revenues generated due to lack of collection of various court fees. No Court Financial reports would be generated. No Financial service to court customers would be generated. Families and children would be deprived of the financial assistance they need to support themselves.

**Objectives**

Provide collection department statements on past due accounts  
 Implement E-Ledger reporting system.  
 File Minimum Accounting Standards yearly

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Within 5 days of month end close provide collection department with report of all cases in arrears 30 days or more.	5 days`	5 days	4 days
% of implementation of E-Ledger system	75%	80%	100%
MAS yearly audit report filed in a timely manner	100%	100%	100%

**Expenditures**

Personal Services	523,620
Supplies & Services	74,422
Capital Outlay	0

**Total Expenditures** 598,042

**Funding Sources**

Revenues	2,000
Operating Transfers	0
Fund Balance Support	0
General Fund Support	596,042

**Total Funding** 598,042

## Program Service Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** PROBATE SERVICES  
**Service:** PROBATE

---

**Service Description**

Responsible for filing all probate, trust, and guardianship / conservatorship cases.  
 Provides customer service to internal and external customers and provides certified copies of documents and letters of administration.  
 Update knowledge and distribute information about new laws, court rules and other newly mandated services for the Clerk of the Court's office

**Service Mandates**

Arizona Revised Statutes  
 Supreme Court Rules  
 Local Superior Court Probate Administrative Directives and Pima County Rules

**Impact if Service is NOT Provided**

Various sanctions, legal liability issues and loss of revenue to Pima County and the State could occur

**Objectives**

Improve timeliness of service, accountability and accuracy in data entry  
 Explore alternate filing methods  
 Remodel area for improved security and customer service

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
% of remodel accomplished	50%	75%	100%
% of cases e-filed	10%	25%	75%
Ensure all inquires are handled with -in 24 hours	100%	100%	100%

Expenditures		Funding Sources	
Personal Services	352,858	Revenues	0
Supplies & Services	25,374	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	378,232
<b>Total Expenditures</b>	<b>378,232</b>	<b>Total Funding</b>	<b>378,232</b>

## Program Service Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** JUVENILE SERVICES  
**Service:** JUVENILE COURTROOM CLERKS

---

**Service Description**

Provide a courtroom clerk for every open-court hearing; create a synopsis (minute entry) for each hearing and process all associated paperwork connected to each specific hearing type.  
 Update knowledge and distribute information about new laws, court rules and other newly mandated services for the Clerk of the Court's office

**Service Mandates**

Arizona Revised Statutes  
 Federal Rules  
 Supreme Court Rules/Orders  
 Superior Court Rules/Orders  
 Pima County Rules/Procedures

**Impact if Service is NOT Provided**

No court hearings could be held resulting in a lack of the administration of justice. Warrants would not be issued and dangerous criminals could remain free or potential wrongful arrests could take place. Release orders would not be issued resulting in criminals remaining free as well as various possible sanctions, legal liability issues and loss of revenue to Pima County and Arizona without issuance of minute entrie

**Objectives**

Maintain an adequate number of fully trained courtroom clerks  
 Expand recruitment techniques to enhance qualified individuals into the courtroom clerk program  
 Cross train a pool of clerks to cover both the Adult and Juvenile Divisions

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Provide a minimum of 20 hours of continuing education to ensure fully trained courtroom clerks	20 hours	24 hours	24 hours
Expand recruit thru the use of job fairs trade and business schools, advertising and high school visits	100%	100%	100%
Provide reciprocal training program for all courtroom clerks both downtown and juvenile to ensure qualified individuals when needed in court	100%	100%	100%

Expenditures		Funding Sources	
Personal Services	1,047,935	Revenues	0
Supplies & Services	23,667	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	1,071,602
<b>Total Expenditures</b>	<b>1,071,602</b>	<b>Total Funding</b>	<b>1,071,602</b>

## Program Service Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** JUVENILE SERVICES  
**Service:** JUVENILE SUPPORT

---

**Service Description**

Provide court-related services to the judicial system and public within the juvenile justice system  
 Keep all records for Juvenile Court; collect fines, fees and restitution payments  
 Oversee court filings such as adoption, dependency, severance, delinquency and emancipation cases.  
 Train and update employee's knowledge of all mandates required by their job  
 Issue passports  
 Serve as a resource for legal documents to customers  
 Distribute and mail minute entries and other documents to interested parties.  
 Update knowledge and distribute information about new laws, court rules and other newly mandated services for the Clerk of the Court's office

**Service Mandates**

Arizona Revised Statutes  
 Federal/Arizona Rules of Court  
 Local Court Administrative Orders

**Impact if Service is NOT Provided**

History and/or record of legal actions, court hearings including judicial finds would not be maintained  
 Monies for fines, fees, etc would not be collected  
 Pro per parties would have to create their own documents for filing  
 Minute entries would not be mailed, and interested parties would not have court rulings and hearing dates

**Objectives**

Process all filed documents in a timely and accurate manner  
 Provide outstanding service to internal and external customers  
 Cross training of all support staff personnel

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Within 5 minutes answer all counter, personnel check for accuracy after entry phone and e-mail requests	100%	100%	100%
Process all court files within 24 hours of receipt	24 hours	24 hours	24 hours
Provide 3 hours of refresher training from interanl and external customers	3 hours	3 hours	3 hours

**Expenditures**

Personal Services	480,801
Supplies & Services	55,173
Capital Outlay	0
<b>Total Expenditures</b>	<b>535,974</b>

**Funding Sources**

Revenues	0
Operating Transfers	0
Fund Balance Support	0
General Fund Support	535,974
<b>Total Funding</b>	<b>535,974</b>

## Program Service Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** COURTROOM SERVICES  
**Service:** COURTROOM CLERKS

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**Service Description**

.Provide a courtroom clerk for every open-court hearing; create a synopsis (minute entry) for each hearing and process all associated paperwork connected to each specific hearing type.  
 Update knowledge and distribute information about new laws, court rules and other newly mandated services for the Clerk of the Court's office

**Service Mandates**

Arizona Revised Statutes  
 Federal Rules  
 Supreme Court Rules/Orders  
 Superior Court Rules/Orders  
 Pima County Rules/Procedures

**Impact if Service is NOT Provided**

No court hearings could be held resulting in a lack of the administration of justice. Warrants would not be issued and dangerous criminals could remain free or potential wrongful arrests could take place. Release orders would not be issued resulting in criminals remaining free as well as various possible sanctions, legal liability issues and loss of revenue to Pima County and Arizona without issuance of minute entries

**Objectives**

Attract and maintain an adequate number of fully trained courtroom clerks  
 Expand recruitment and training programs  
 Cross train a pool of clerks to cover both the Adult and Juvenile Divisions

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
trade and business schools, advertising and high school visits			
Provide reciprocal training program for all courtroom clerks both downtown and juvenile to ensure qualified individuals when needed in court	100%	100%	100%
Provide a minimum of 20 hours of continuing education to ensure fully trained courtroom clerks	20 hours	24 hours	24 hours
Expand recruit thru the use of job fairs	100%	100%	100@

**Expenditures**

**Funding Sources**

Personal Services	2,130,462	Revenues	0
Supplies & Services	120,772	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	2,251,234
<b>Total Expenditures</b>	<b>2,251,234</b>	<b>Total Funding</b>	<b>2,251,234</b>

### Service Prioritization by Super Department

Super Dept: 1400

Super Dept Name: CLERK OF SUPERIOR COURT

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
COURTROOM SERVICES	COURTROOM CLERKS	1	(2,251,234)	2,251,234	.Provide a courtroom clerk for every open-court hearing; create a synopsis (minute entry) for each hearing and process all associated paperwork connected to each specific hearing type. Update knowledge and distribute information about new laws, court rules and other newly mandated services for the Clerk of the Court's office
JUVENILE SERVICES	JUVENILE COURTROOM CLERKS	2	(1,071,602)	1,071,602	Provide a courtroom clerk for every open-court hearing; create a synopsis (minute entry) for each hearing and process all associated paperwork connected to each specific hearing type. Update knowledge and distribute information about new laws, court rules and other newly mandated services for the Clerk of the Court's office
CIVIL SERVICES	CIVIL	3	(1,129,610)	1,129,610	Accept and process all civil case filings and payments required by Arizona Statutes , from pro per's, attorneys, runners and other agencies. Update knowledge and distribute information about new laws, court rules and other newly mandated services for the Clerk of the Court's office
CRIMINAL SERVICES	CRIMINAL	4	(507,449)	508,249	Distribution of court compliance documents Open new criminal cases, maintain and update existing cases. Provide services at arraignment hearings, take in all criminal actions Update knowledge and distribute information about new laws, court rules and other newly mandated services for the Clerk of the Court's office

### Service Prioritization by Super Department

Super Dept: 1400  
 Super Dept Name: CLERK OF SUPERIOR COURT

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
JUVENILE SERVICES	JUVENILE SUPPORT	5	(535,974)	535,974	Provide court-related services to the judicial system and public within the juvenile justice system Keep all records for Juvenile Court; collect fines, fees and restitution payments Oversee court filings such as adoption, dependency, severance, delinquency and emancipation cases. Train and update employee's knowledge of all mandates required by their job Issue passports Serve as a resource for legal documents to customers Distribute and mail minute entries and other documents to interested parties. Update knowledge and distribute information about new laws, court rules and other newly mandated services for the Clerk of the Court's office
CIVIL SERVICES	IMAGING	6	(650,813)	650,813	The primary function of this unit is to create an automated back-up file to the hard file and in doing so, the Clerks Office is also able to provide access throughout the court, various outside agencies and limited access to the public. Compliance with all mandates for Clerk of the Court's office daily Distribute, in a timely manner, information regarding new laws, court rules and other newly mandated services to employees of the Clerk's office.

### Service Prioritization by Super Department

Super Dept: 1400

Super Dept Name: CLERK OF SUPERIOR COURT

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
PROBATE SERVICES	PROBATE	7	(378,232)	378,232	Responsible for filing all probate, trust, and guardianship / conservatorship cases. Provides customer service to internal and external customers and provides certified copies of documents and letters of administration. Update knowledge and distribute information about new laws, court rules and other newly mandated services for the Clerk of the Court's office
CRIMINAL SERVICES	GRAND JURY	8	(164,796)	164,796	Attend court hearings for Grand Jury returns, assign the case number and division and confirm accuracy of information. Accurate and efficient processing of court related paperwork and data entry of Summonses, Warrants and Notices of Supervening Indictments. Process subpoenas, produce minute entries and notify attorneys of transcripts. Processes Motor Vehicle Abstracts and file all search warrants for law enforcement Update knowledge and distribute information about new laws, court rules and other newly mandated services for the Clerk of the Court's office
CRIMINAL SERVICES	APPEALS	9	(177,207)	177,207	Process all incoming appeals from lower courts, as well as all appeals from the Superior Court to the Court of Appeals and Supreme Court Update knowledge and distribute information about new laws, court rules and other newly mandated services for the Clerk of the Court's office
FINANCIAL SERVICES	FINANCE	10	(596,042)	596,042	Provide financial services to both internal and external customers of the court. Budget development and monitoring. Financial statement preparation, financial systems control, accounts payable, payroll processing and records maintenance

### Service Prioritization by Super Department

Super Dept: 1400

Super Dept Name: CLERK OF SUPERIOR COURT

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
FINANCIAL SERVICES	CHILD SUPPORT	11	(147,845)	164,131	Provide both IV-D and Non-IV-D child support functions. Provide Child Support services as mandated by Arizona revised statutes 12-282 and 46-442, record and disburse all court ordered payments for child support, spousal maintenance and special paternity case. Assist the court in all child Update knowledge and distribute information about new laws, court rules and other newly mandated services for the Clerk of the Court's office.
FINANCIAL SERVICES	COLLECTIONS	12	(409,790)	404,682	Provide financial service (collection) to both internal and external customers of the court including: criminal and civil payments for collection cases, intercepting refunds for unpaid court ordered obligations per ARS 42-1122 and ARS 5-525, processing all State of Arizona tax/lottery payments to appropriate units, processing payments in spousal maintenance matters and handling submit unpaid delinquent fines, fees and restitution to outside collection agency per agency's policy, procedure and guidelines Update knowledge and distribute information about new laws, court rules and other newly mandated services for the Clerk of the Court's Office
ADMINISTRATION	ADMINISTRATION	13	2,148,035	(2,147,735)	Responsible to ensure all state mandated services are provided in a cost effective and timely manner. Maintain adequate resources to meet the needs of the court entities, public and judiciary, Human Resources Service, Staff training and division oversight

### Service Prioritization by Super Department

Super Dept: 1400

Super Dept Name: CLERK OF SUPERIOR COURT

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
INFORMATION TECHNOLOGY	INFORMATION TECHNOLOGY	14	(475,856)	648,928	Develop and maintain Clerk's Automation System. Provide software engineering and maintenance of automation projects. Provide management and support of technology resources. Provide fast and efficient distribution of court-generated documents between the court, interested court parties, and the public. Compliance with all mandates for Clerk of the Court's office daily
RECORDS RETENTION	LEGAL RECORDS	15	(858,848)	858,848	Provide customer service to both internal and external customers o the court. Provide access to legal records for the public. Make records available to Superior Court staff. Maintain the official Court records as per Clerk's office policy, state statutes, state , local and federal guidelines
41 RECORDS RETENTION	ARCHIVES	16	(205,866)	205,866	Retrieve, maintain and preserve all court records per statute and rule. Send/Return to appropriate court locations. Prepare older files for copying and destruction according to the Supreme Court rules. Maintain reliable customer service with all units of the Clerk's office.
RECORDS RETENTION	EXHIBITS	17	(258,495)	258,495	Responsible for the housing of all exhibits and evidence for the Superior Court trials. Maintain confidential and other court ordered materials Provide services to the Court divisions, staff and public. Release court exhibits or destruction of said exhibits as directed
RECORDS RETENTION	DOCUMENT STORAGE & RETRIEVAL	18	136,080	0	Maintain and convert Clerk of the Superior Court case files to the document storage and retrieval computer automation system

### Service Prioritization by Super Department

Super Dept: 1400

Super Dept Name: CLERK OF SUPERIOR COURT

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
RECORDS RETENTION	TIME PAYMENT FEES	19	(192,000)	0	Train court personnel, improve, maintain and enhance the ability to collect and manage monies assessed or received by the courts, including restitution, child support, fines and civil penalties, to improve court automation, to improve court case processing or the administration of justice and for probation services

## Program Service Codes

Super Dept: 1400

Super Dept Name: CLERK OF SUPERIOR COURT

Center		Program		Service	
1400100	ADMINISTRATION	001	ADMINISTRATION	0001	ADMINISTRATION
8670100	AGAVE - CASE MANAGEMENT	001	ADMINISTRATION	0001	ADMINISTRATION
1400800	INFORMATION TECHNOLOGY	002	INFORMATION TECHNOLOGY	0001	INFORMATION TECHNOLOGY
5140100	LOCAL COURT AUTOMATION & TECHNOLOGY	002	INFORMATION TECHNOLOGY	0001	INFORMATION TECHNOLOGY
1400300	ARCHIVES	003	RECORDS RETENTION	0001	ARCHIVES
1400600	LEGAL RECORDS	003	RECORDS RETENTION	0002	LEGAL RECORDS
1400850	EXHIBITS	003	RECORDS RETENTION	0003	EXHIBITS
5330100	DOC. STOR. & RETR./COC	003	RECORDS RETENTION	0004	DOCUMENT STORAGE & RETRIEVAL
5340100	CSC TIME PAYMENT FEES	003	RECORDS RETENTION	0005	TIME PAYMENT FEES
1400650	CRIMINAL	004	CRIMINAL SERVICES	0001	CRIMINAL
5340300	JEMS CRIMINAL COLLECTION SYSTEM	004	CRIMINAL SERVICES	0001	CRIMINAL
1400750	APPEALS	004	CRIMINAL SERVICES	0002	APPEALS
1400950	GRAND JURY	004	CRIMINAL SERVICES	0003	GRAND JURY
1400150	CIVIL	005	CIVIL SERVICES	0001	CIVIL
1400160	NIGHT SHIFT	005	CIVIL SERVICES	0001	CIVIL
1400550	IMAGING	005	CIVIL SERVICES	0002	IMAGING
1400101	FINANCE	006	FINANCIAL SERVICES	0001	FINANCE
1400200	CHILD SUPPORT	006	FINANCIAL SERVICES	0002	CHILD SUPPORT
5130100	SPOUSAL MAINTENANCE ENFORCEMENT	006	FINANCIAL SERVICES	0002	CHILD SUPPORT
5260100	CHILD SUPPORT INC. FUND	006	FINANCIAL SERVICES	0002	CHILD SUPPORT
5340200	CHILD SUP. AUTOMATION FND	006	FINANCIAL SERVICES	0002	CHILD SUPPORT
1400980	COLLECTIONS	006	FINANCIAL SERVICES	0003	COLLECTIONS
1400985	COLLECTIONS - JUSTICE COURTS	006	FINANCIAL SERVICES	0003	COLLECTIONS
5100100	COC VICTIM LOCATION FUND	006	FINANCIAL SERVICES	0003	COLLECTIONS
1400700	PROBATE	007	PROBATE SERVICES	0001	PROBATE
1400500	JUVENILE CENTER CLERKS	008	JUVENILE SERVICES	0001	JUVENILE COURTROOM CLERKS
1400505	JUVENILE COURT SUPPORT	008	JUVENILE SERVICES	0002	JUVENILE SUPPORT
1400900	COURTROOM CLERKS	009	COURTROOM SERVICES	0001	COURTROOM CLERKS

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Zero Base Budget Evaluation Report  
 Fiscal Year 2008/2009

**County Administrator**

	<u>Does Not Meet Requirements</u>	<u>Meets Requirements</u>	<u>Comments</u>
<b>Deadlines Met</b>			
Interim - November 30		X	
Final - February 20		X	
<b>Thorough Review of Operations</b>		X	
<b>Strategic Operational Plan Established</b>			
Goals/Objectives Identified		X	
Performance Measures Defined		X	
<b>Required Fin Forms Completed</b>			
FinForm 13z		X	
FinForm 24z		X	
FinForm 25z		X	
FinForm 26z		N/A	Department did not request funding in excess of base
Organization Chart		X	
<b>Vacancy Savings Budgeted</b>		X	
<b>Line Items Justified</b>		X	
<b>Position Descriptions Provided</b>		X	

## Program Service Summary

**Department:** COUNTY ADMINISTRATOR  
**Program:** COUNTY ADMINISTRATOR  
**Service:** COUNTY ADMINISTRATION

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**Service Description**

Carry out the policies and attain goals established by the Board of Supervisors. Administer and oversee all non-elected official department operations. Provide management, coordination, and communications on all legislative issues and intergovernmental needs.

**Service Mandates**

Pima County Code Chapter 2.12 County Administrator Section 2.12.070 Duties and responsibilities.

**Impact if Service is NOT Provided**

County Administrator would not be in compliance with Pima County Code. Pima County would not be in compliance with mandates placed on the Board of Supervisors by Arizona state law.

**Objectives**

- Implement the Board of Supervisors policies
- Continue supporting Tucson Regional Economic Opportunities (TREO)
- Continue funding for graffiti abatement

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Board requests met	yes	yes	yes
County funding support for TREO	\$1,180,880	\$1,199,600	\$853,813
County funding for graffiti abatement	n/a	\$250,000	\$250,000

Expenditures		Funding Sources	
Personal Services	1,049,600	Revenues	0
Supplies & Services	399,271	Operating Transfers	0
Capital Outlay	9,500	Fund Balance Support	0
<b>Total Expenditures</b>	<b>1,458,371</b>	General Fund Support	1,458,371
		<b>Total Funding</b>	<b>1,458,371</b>

## Program Service Summary

**Department:** COUNTY ADMINISTRATOR  
**Program:** COUNTY ADMINISTRATOR  
**Service:** SPECIAL PROJECTS

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**Service Description**

The Special Project Unit provides assistance to the County Administrator, with an emphasis on the following areas: Sustainability planning; the Sonoran Desert Conservation Plan; the 1997 and 2004 Conservation Acquisition bond programs; public oversight of the 1997, 2004 and 2006 County bond programs; and planning for future bond elections and bond programs.

**Service Mandates**

County Truth in Bonding Pima County Code Title 3 Revenue and Finance Chapter 3.06 Bonding Disclosure, Accountability and Implementation  
 County Bond Ordinances 2007-93, 2008-24, and 2008-25  
 Board of Supervisors Sustainability Initiatives Resolution No. 2007-84  
 Pima County Comprehensive Plan

**Impact if Service is NOT Provided**

County would not be adhering to County Code.  
 The public may be less likely to support future bond elections.  
 Land may not be conserved by Pima County.  
 Sustainability initiatives that enhance quality-of-life, protect the environment, and promote a strong and diverse economy may not be fully implemented.

**Objectives**

Complete the 1997 Conservation Acquisition Bond Program by FY 2008/09.  
 Complete the 2004 Conservation Acquisition Bond Program by FY 2015/16.  
 Provide semi-annual status reports on bond programs to the Board of Supervisors, Bond Advisory Committee and Conservation Acquisition Commission.  
 Implement a public outreach process to gather input on projects proposed for a future bond election.  
 Develop a Sustainable Action Plan for County operations and status reports on implementation. Develop a Sustainable Action Plan for the region and status reports on implementation. Develop status report on implementation of the Sonoran Desert Conservation Plan (SDCP).

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
1997 Conservation Bond Program Percent Complete	80%	88%	100%
2004 Conservation Bond Program Percent Complete	44%	47%	60%
Semi-annual status reports on bond programs	Yes	Yes	Yes
Public outreach conducted for future bond election	Yes	Yes	Yes
Develop Sustainability Action Plan for County ops.	N/A	Yes	Yes
Develop Sustainability Action Plan for region	N/A	N/A	Yes
Develop status report on implementation of SDCP	N/A	N/A	Yes

Expenditures		Funding Sources	
		Revenues	0
Personal Services	289,858	Operating Transfers	0
Supplies & Services	8,025	Fund Balance Support	0
Capital Outlay	0	General Fund Support	297,883
<b>Total Expenditures</b>	<b>297,883</b>	<b>Total Funding</b>	<b>297,883</b>

## Program Service Summary

**Department:** COUNTY ADMINISTRATOR  
**Program:** FACILITIES RENEWAL FUND  
**Service:** FACILITIES RENEWAL

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**Service Description**

Provide a comprehensive review, analysis, justification, and approval process to provide continuing reinvestment in maintenance and repair of County facilities. Provide funds for the maintenance of the County's service delivery infrastructure and address neglected service needs.

**Service Mandates**

None

**Impact if Service is NOT Provided**

Funds would not be made available for maintenance of County infrastructure resulting in deterioration of County infrastructure.

**Objectives**

Identify and fund critical facilities maintenance and repair projects

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Facilities renewal plan updated	yes	yes	yes
Facilities repair/improvement projects completed			

**Expenditures**

Personal Services	0
Supplies & Services	0
Capital Outlay	0
<b>Total Expenditures</b>	<b>0</b>

**Funding Sources**

Revenues	0
Operating Transfers	0
Fund Balance Support	0
General Fund Support	0
<b>Total Funding</b>	<b>0</b>

### Service Prioritization by Super Department

Super Dept: 1700  
 Super Dept Name: COUNTY ADMINISTRATOR

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
COUNTY ADMINISTRATOR	COUNTY ADMINISTRATION	1	(1,458,371)	1,458,371	Carry out the policies and attain goals established by the Board of Supervisors. Administer and oversee all non-elected official department operations. Provide management, coordination, and communications on all legislative issues and intergovernmental needs.
COUNTY ADMINISTRATOR	SPECIAL PROJECTS	2	(297,883)	297,883	The Special Project Unit provides assistance to the County Administrator, with an emphasis on the following areas: Sustainability planning; the Sonoran Desert Conservation Plan; the 1997 and 2004 Conservation Acquisition bond programs; public oversight of the 1997, 2004 and 2006 County bond programs; and planning for future bond elections and bond programs.
FACILITIES RENEWAL FUND	FACILITIES RENEWAL	3	0	0	Provide a comprehensive review, analysis, justification, and approval process to provide continuing reinvestment in maintenance and repair of County facilities. Provide funds for the maintenance of the County's service delivery infrastructure and address neglected service needs.

### Program Service Codes

Super Dept: 1700  
 Super Dept Name: COUNTY ADMINISTRATOR

Center	Program	Service
1700100 COUNTY ADMINISTRATION	001 COUNTY ADMINISTRATOR	0001 COUNTY ADMINISTRATION
1700101 LEASED PROPERTY	001 COUNTY ADMINISTRATOR	0001 COUNTY ADMINISTRATION
1700310 YOUTH & FAMILY & NEIGHBORHOOD REINVEST	001 COUNTY ADMINISTRATOR	0001 COUNTY ADMINISTRATION
1700400 OFFICE OF STRATEGIC TECHNOLOGY PLANNING	001 COUNTY ADMINISTRATOR	0001 COUNTY ADMINISTRATION
1700501 OFFICE OF REVENUE & COLLECTIONS	001 COUNTY ADMINISTRATOR	0001 COUNTY ADMINISTRATION
5530400 SPACE ACQUISITION FUND	001 COUNTY ADMINISTRATOR	0001 COUNTY ADMINISTRATION
8350201 SONORAN DES.CON.S. PLAN 99/01	001 COUNTY ADMINISTRATOR	0001 COUNTY ADMINISTRATION
8350301 METH INTERDICTION	001 COUNTY ADMINISTRATOR	0001 COUNTY ADMINISTRATION
1700102 SPECIAL PROJECTS	001 COUNTY ADMINISTRATOR	0002 SPECIAL PROJECTS
5150236 PARKS AND RECREATION RENOVATIONS & IMPRO	002 FACILITIES RENEWAL FUND	0003 FACILITIES RENEWAL
5150237 JC GREEN VALLEY CARPETING	002 FACILITIES RENEWAL FUND	0003 FACILITIES RENEWAL
5150239 PAINT OLD COUNTY COURTHOUSE	002 FACILITIES RENEWAL FUND	0003 FACILITIES RENEWAL
5150240 RELOCATION OF REMANDED JUVENILES	002 FACILITIES RENEWAL FUND	0003 FACILITIES RENEWAL
5150241 IT COMPUTER SERVER RM UPGRADES	002 FACILITIES RENEWAL FUND	0003 FACILITIES RENEWAL
5150242 H&W BLDG TRANSFORMER B-LEVEL	002 FACILITIES RENEWAL FUND	0003 FACILITIES RENEWAL
5150243 LSB SEC CAMERA/METAL DETECTOR	002 FACILITIES RENEWAL FUND	0003 FACILITIES RENEWAL
5150244 MEDICAL EXAMINERS SEC CAMERAS	002 FACILITIES RENEWAL FUND	0003 FACILITIES RENEWAL
5150245 JCC HVAC CELL GRILLES MODS	002 FACILITIES RENEWAL FUND	0003 FACILITIES RENEWAL
5150246 B OF A BUILDING MOVES/REMODELS	002 FACILITIES RENEWAL FUND	0003 FACILITIES RENEWAL
5150247 JUSTICE COURT AJO CARPETING	002 FACILITIES RENEWAL FUND	0003 FACILITIES RENEWAL
5150249 ADMIN 10 CONF RM A/V UPGRADE	002 FACILITIES RENEWAL FUND	0003 FACILITIES RENEWAL
5150250 ADMIN 1 BOS HEARING RM A/V UPGRADE	002 FACILITIES RENEWAL FUND	0003 FACILITIES RENEWAL
5150299 FACILITIES RENEWAL FUND	002 FACILITIES RENEWAL FUND	0003 FACILITIES RENEWAL
5150399 NEIGHBORHOOD REINVESTMENT FUND	002 FACILITIES RENEWAL FUND	0003 FACILITIES RENEWAL
5150499 OPEN SPACE PRESERVATION FUND	002 FACILITIES RENEWAL FUND	0003 FACILITIES RENEWAL
5150548 ABRAMS (KPH) FURNITURE	002 FACILITIES RENEWAL FUND	0003 FACILITIES RENEWAL

Zero Base Budget Evaluation Report  
 Fiscal Year 2008/2009

**Fleet Services**

	<u>Does Not Meet Requirements</u>	<u>Meets Requirements</u>	<u>Comments</u>
<b>Deadlines Met</b>			
Interim - November 30		X	
Final - February 20		X	
<b>Thorough Review of Operations</b>		X	
<b>Strategic Operational Plan Established</b>			
Goals/Objectives Identified		X	
Performance Measures Defined		X	
<b>Required Fin Forms Completed</b>			
FinForm 13z		X	
FinForm 24z		X	
FinForm 25z		X	
FinForm 26z		X	
Organization Chart		X	
<b>Vacancy Savings Budgeted</b>		X	
<b>Line Items Justified</b>		X	
<b>Position Descriptions Provided</b>		X	

**ADDITIONAL FUNDING REQUEST TO MAINTAIN CURRENT LEVEL OF SERVICE**

**FLEET SERVICES**

**INCREASED FUNDING REQUEST IS FOR:**

Personal Services <input checked="" type="checkbox"/>	Supplies/Services <input checked="" type="checkbox"/>	Capital <input checked="" type="checkbox"/>	Revenues <input checked="" type="checkbox"/>	
	FY2007/2008 Adopted	FY2008/2009 Requested	FY2008/2009 Base Budget	Variance Between Req & Base Budget
<b>EXPENDITURES</b>				
PERSONAL SERVICES	3,100,298	3,339,127	3,100,298	238,829
SUPPLIES & SERVICES	11,116,628	12,538,086	11,116,628	1,421,458
CAPITAL OUTLAY	11,000	6,421,558	11,000	6,410,558
<b>TOTAL</b>	<b>14,227,926</b>	<b>22,298,771</b>	<b>14,227,926</b>	<b>8,070,845</b>
<b>REVENUES</b>				
INTERGOVERNMENTAL	40,000	1,072,594	40,000	1,032,594
CHARGES FOR SERVICES	18,119,204	20,494,058	18,119,204	2,374,854
INTEREST	100,000	180,000	100,000	80,000
MISCELLANEOUS	925,000	157,080	925,000	(767,920)
MEMO REVENUE	300,000	231,525	300,000	(68,475)
<b>TOTAL</b>	<b>19,484,204</b>	<b>22,135,257</b>	<b>19,484,204</b>	<b>2,651,053</b>
<b>Fund Balance Support</b>	(5,256,278)	163,514	(5,256,278)	5,419,792
<b>General Fund Support</b>	0	0	0	0
<b>FTEs</b>	57.0	62.2	57.0	5.2

**Description**

Pima County's vehicle fleet continues to grow. The fleet now encompasses numerous hybrid and flex fuel vehicles. This new technology requires staff training and diagnostic equipment in order to perform the repairs and maintenance in-house versus sending to dealerships or other vendors at a substantially higher cost. The department however has not received a corresponding increase in technicians to maintain the fleet. As a result, preventive maintenance schedule times are currently six weeks out. Fleet Services has one mechanic per 73 vehicles. The industry average is 25 to 1. Fleet Services current Fleet Management System called ALEXUS is no longer being supported. This system provides valuable work order information that our technicians perform on county assets as well as provides fuel consumption data which creates the billing amounts for other county departments and numerous governmental entities.

**Variance Explanations:**

**Revenues**

Revenues will increase as a result of higher class code mileage rates, better than expected returns on interest revenue received from the Treasurer's Office, increased IGA revenue (which was also reclassified from the Miscellaneous Revenue category), and higher special bill charges to county departments for repairing the aging County fleet.

**Personal Services**

Fleet Services is requesting six full time technicians and additional temporary help to assist during the busy summer season. The six technicians will assist in both the heavy equipment and automotive shop areas. The goal is to reduce customer wait times and provide service when needed.

**Supplies & Services**

The largest component of this request is fuel purchases. Crude oil prices continue to escalate and have exceeded \$100 barrel for the first time in history. Pima County departments utilize approximately 1.5 million gallons of fuel annually. Escalating fuel prices have spilled over into other areas. As a result of higher gas prices, it costs our vendors more to receive product and as a result are passing this cost on to Pima County.

**Capital Request**

As a result of the motor pool increases effective this fiscal year, Fleet Services will be purchasing more replacement vehicles to address our aging fleet. The capital request also includes heavy equipment replacements, funds to replace two underground fuel storage tanks, funds to replace, repair, and maintain equipment in the automotive shop, and funds to purchase a fully integrated fleet management software system.

**FTEs**

- We are requesting six full time staff as follows:
- 1.5 FTE Trades Maintenance Technicians
- 1.5 FTE Trades Maintenance Specialists
- 1.5 FTE Trades Maintenance Specialists - Senior
- 0.7 FTE Office Support Level III

In addition we are requesting additional temporary help to assist the automotive shop during the busy summer months when dead

## ADDITIONAL FUNDING REQUEST TO MAINTAIN CURRENT LEVEL OF SERVICE

batteries, dead alternators, and air conditioning problems occur. Temporary help hours have also been budgeted to assist with data entry related to the conversion from the current fleet management software system to the new software system.

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### Other Comments

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### Impact If Not Funded

If the new FTE's are not funded, current preventive maintenance schedules will not improve. As a result, Fleet Services will send out vehicles to dealerships or other repair shops for maintenance. This is not the preferred method due to higher labor costs charged by these outside entities.

If the fleet management software system is not approved this will be chaotic on financial operations since the current software program is no longer supported. The current system captures all work order information regarding repairs and maintenance and also provides fuel consumption information which creates the billing amounts to county departments and other entities.

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### Source of Mandate

Board of Supervisors Sustainability Mandate dated May 2007

## Program Service Summary

**Department:** FLEET SERVICES  
**Program:** FLEET MANAGEMENT ADMINISTRATION  
**Service:** FLEET MANAGEMENT ADMINISTRATION

---

**Service Description**

The Fleet Management Administration service provides general supervision and direction to all sections. It prepares and manages the Fleet operating budget; monitors department's overtime and monthly expenditures; and, prepares fleet forecasts, mileage rates, contracts, IGA's, MVD license and title requests, ADEQ emissions permits, and procurement requests.

**Service Mandates**

**Impact if Service is NOT Provided**

Fleet Services would fail to meet its obligations to provide the necessary vehicle, equipment, and fuel to County departments to enable them to perform their duties which benefit Pima County constituents.

**Objectives**

- Develop a fleet rate structure that captures actual cost per mile
- Increase revenues by rightsizing fleet to maximize cost per mile traveled
- Reduce staff time spent researching and collecting data for invoice generation by implementing a fully integrated fleet management system.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Develop rates that captures actual costs per mile	.637	.848	.872
% of rightsizing of departmental fleet	81	87	95
% reduction in staff research time	0	0	25

Expenditures		Funding Sources	
Personal Services	795,125	Revenues	18,970,728
Supplies & Services	3,957,297	Operating Transfers	0
Capital Outlay	7,200	Fund Balance Support	(14,211,106)
		General Fund Support	0
<b>Total Expenditures</b>	<b>4,759,622</b>	<b>Total Funding</b>	<b>4,759,622</b>

## Program Service Summary

**Department:** FLEET SERVICES  
**Program:** SUPPORT SERVICES  
**Service:** FUEL & MOTOR POOL RENTAL

---

**Service Description**

The Fuel & Motor Pool Rental service provides and manages the inventory of fuel and rental motor pool vehicles. The department currently operates nine fueling sites throughout Pima County. The rental motor pool service provides operational vehicles to Pima County employees when departments do not have sufficient vehicles for employees to perform their job duties.

**Service Mandates**

**Impact if Service is NOT Provided**

If service is not provided there would be no fuel to operate vehicles and equipment. There would also be no motor pool vehicles for employees to use to accomplish County business.

**Objectives**

- Increase alternative fuel consumption
- Replace underground storage tanks with more economical above ground storage tanks where feasible
- Ensure 95% or greater availability of motor pool vehicles for County staff usage

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Installation of above ground storage tanks	0	1	2
% of rental requests met	99	100	100
Number of alternative fuel vehicles in fleet	39	100	400

**Expenditures**

Personal Services	124,209
Supplies & Services	5,222,920
Capital Outlay	0
<b>Total Expenditures</b>	<b>5,347,129</b>

**Funding Sources**

Revenues	1,203,912
Operating Transfers	0
Fund Balance Support	4,143,217
General Fund Support	0
<b>Total Funding</b>	<b>5,347,129</b>

## Program Service Summary

**Department:** FLEET SERVICES  
**Program:** MAINTENANCE & OPERATIONS  
**Service:** OFF-ROAD MAINTENANCE

---

**Service Description**

The Off-road Maintenance service provides routine and preventative maintenance and repairs to the County's fleet of off-road, heavy construction type equipment. Welding and fabrication services are also provided under this program.

**Service Mandates**

**Impact if Service is NOT Provided**

There would be no service to provide routine and preventative maintenance. This equipment requires servicing in order to continue to operate. If not serviced, the equipment would breakdown and the cost of repairs would greatly exceed the cost of preventative maintenance.

**Objectives**

- Provide preventative maintenance and repairs to County heavy equipment to ensure the safety of employees and the public
- Maintain the countywide replacement program, minimize cost and downtime of equipment in order to increase employee productivity
- Minimize accidents due to equipment failure

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Preventative maintenance compliance rate	100%	100%	100%
% of equipment replaced at set criteria	87	93	95
Accidents attributed to equipment failure	0	0	0

**Expenditures**

Personal Services	615,887
Supplies & Services	424,114
Capital Outlay	0
<b>Total Expenditures</b>	<b>1,040,001</b>

**Funding Sources**

Revenues	1,568,117
Operating Transfers	0
Fund Balance Support	(528,116)
General Fund Support	0
<b>Total Funding</b>	<b>1,040,001</b>

## Program Service Summary

**Department:** FLEET SERVICES  
**Program:** MAINTENANCE & OPERATIONS  
**Service:** ON-ROAD MAINTENANCE

---

**Service Description**

The On-road Maintenance service performs preventative maintenance on approximately 2,100 County vehicles at scheduled intervals, and repairs on an as-needed basis. Vehicle classes include compacts, sedans, pickups, vans, SUV's, one-ton trucks, carts, etc. This program has two work shifts. Day shift technicians work Monday through Friday from 6:00 a.m. to 2:30 p.m. and night shift technicians work Monday through Friday from 2:00 p.m. to 10:30 p.m.

**Service Mandates**

**Impact if Service is NOT Provided**

There would be no service to provide routine and preventative maintenance. The equipment requires servicing in order to continue to operate. If not serviced, the equipment would breakdown and cost of repairs would greatly exceed the cost of preventative maintenance.

**Objectives**

- Maximize utilization of fleet mechanic time at a target of 70% productivity
- Strive for an optimum vehicle to mechanic ratio per industry standard of 25 to 1
- Ensure 95% or greater preventative maintenance compliance rate
- Strive for ASE certification by requiring 50% of mechanics to have two or more ASE certifications.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Preventative maintenance compliance rate	97%	98%	100%
Vehicles per mechanic	84	84	70
Mechanic utilization rate	65%	68%	70%
Number of staff having two or more certifications	1	2	13

Expenditures		Funding Sources	
Personal Services	1,627,094	Revenues	390,000
Supplies & Services	1,225,104	Operating Transfers	0
Capital Outlay	4,500	Fund Balance Support	2,530,433
		General Fund Support	(63,735)
<b>Total Expenditures</b>	<b>2,856,698</b>	<b>Total Funding</b>	<b>2,856,698</b>

## Program Service Summary

**Department:** FLEET SERVICES  
**Program:** VEHICLE ACQUISITION & DISPOSITION  
**Service:** VEHICLE ACQUISITION & DISPOSITION

---

**Service Description**

The Vehicle Acquisition's primary function is to purchase all vehicles and equipment required by County departments. Also, at the end of a vehicle's useful life, the program is responsible for its disposition through internet auctions.

**Service Mandates**

**Impact if Service is NOT Provided**

There would be no mechanism to replace old, worn vehicles and equipment or the ability to dispose of them in a way that generates revenue. The fleet would not be cost effective to operate.

**Objectives**

- Average no more than 180 days from order placement until receipt of the equipment
- Excluding law enforcement vehicles, once vehicles and equipment have arrived, all vehicles are to be placed in service within 30 days
- Average no more than 45 days from vehicles removed from service date to internet auction posting

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
% of vehicles received within 180 days	100	100	100
% of vehicles placed in service within 30 days	95	98	100
% of vehicles that met posting deadline	85	88	92

Expenditures		Funding Sources	
Personal Services	0	Revenues	0
Supplies & Services	18,000	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	6,364,123
		General Fund Support	(6,346,123)
<b>Total Expenditures</b>	<b>18,000</b>	<b>Total Funding</b>	<b>18,000</b>

## Program Service Summary

**Department:** FLEET SERVICES  
**Program:** FLEET PARTS SUPPLY  
**Service:** FLEET PARTS SUPPLY

---

**Service Description**

The Fleet Parts Supply service purchases and then provides parts and accessories required to maintain and repair all County motor vehicles.

**Service Mandates**

**Impact if Service is NOT Provided**

Without appropriate parts and accessories, vehicles would have to be maintained by either the dealerships and/or other vehicle repair and maintenance shops. This would not be fiscally responsible as private sector labor costs are almost double internal costs. In addition, the dealership/outside vendor may not be able to provide service in a timely fashion which would increase downtime for that particular vehicle.

**Objectives**

- Achieve 85% or greater of parts availability for mechanic utilization
- Ensure that parts inventory turn-over occurs at least three times per year

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Percentage of parts available	79	82	85
Inventory turn-over ratio per year	3	3	4

Expenditures		Funding Sources	
Personal Services	176,812	Revenues	2,500
Supplies & Services	1,690,651	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	1,864,963
		General Fund Support	0
<b>Total Expenditures</b>	<b>1,867,463</b>	<b>Total Funding</b>	<b>1,867,463</b>

### Service Prioritization by Super Department

Super Dept: 8000  
 Super Dept Name: FLEET SERVICES

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
VEHICLE ACQUISITION & DISPOSITION	VEHICLE ACQUISITION & DISPOSITION	1	(18,000)	(6,346,123)	The Vehicle Acquisition's primary function is to purchase all vehicles and equipment required by County departments. Also, at the end of a vehicle's useful life, the program is responsible for its disposition through internet auctions.
SUPPORT SERVICES	FUEL & MOTOR POOL RENTAL	2	(4,143,217)	0	The Fuel & Motor Pool Rental service provides and manages the inventory of fuel and rental motor pool vehicles. The department currently operates nine fueling sites throughout Pima County. The rental motor pool service provides operational vehicles to Pima County employees when departments do not have sufficient vehicles for employees to perform their job duties.
MAINTENANCE & OPERATIONS	ON-ROAD MAINTENANCE	3	(2,466,698)	(63,735)	The On-road Maintenance service performs preventative maintenance on approximately 2,100 County vehicles at scheduled intervals, and repairs on an as-needed basis. Vehicle classes include compacts, sedans, pickups, vans, SUV's, one-ton trucks, carts, etc. This program has two work shifts. Day shift technicians work Monday through Friday from 6:00 a.m. to 2:30 p.m. and night shift technicians work Monday through Friday from 2:00 p.m. to 10:30 p.m.
MAINTENANCE & OPERATIONS	OFF-ROAD MAINTENANCE	4	528,116	0	The Off-road Maintenance service provides routine and preventative maintenance and repairs to the County's fleet of off-road, heavy construction type equipment. Welding and fabrication services are also provided under this program.
FLEET PARTS SUPPLY	FLEET PARTS SUPPLY	5	(1,864,963)	0	The Fleet Parts Supply service purchases and then provides parts and accessories required to maintain and repair all County motor vehicles.

### Service Prioritization by Super Department

Super Dept: 8000  
 Super Dept Name: FLEET SERVICES

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
FLEET MANAGEMENT ADMINISTRATION	FLEET MANAGEMENT ADMINISTRATION	6	14,211,106	0	The Fleet Management Administration service provides general supervision and direction to all sections. It prepares and manages the Fleet operating budget; monitors department's overtime and monthly expenditures; and, prepares fleet forecasts, mileage rates, contracts, IGA's, MVD license and title requests, ADEQ emissions permits, and procurement requests.

### Program Service Codes

Super Dept: 8000  
 Super Dept Name: FLEET SERVICES

Center		Program		Service	
8000101	FLEET MANAGEMENT	002	FLEET MANAGEMENT ADMINISTRATION	0003	FLEET MANAGEMENT ADMINISTRATION
8000107	ADMINISTRATION/ACCOUNTING	002	FLEET MANAGEMENT ADMINISTRATION	0003	FLEET MANAGEMENT ADMINISTRATION
8000103	SUPPORT SERVICES	003	SUPPORT SERVICES	0004	FUEL & MOTOR POOL RENTAL
8000105	HEAVY EQUIPMENT SHOP	005	MAINTENANCE & OPERATIONS	0005	OFF-ROAD MAINTENANCE
8000104	AUTOMOTIVE SHOP	005	MAINTENANCE & OPERATIONS	0006	ON-ROAD MAINTENANCE
8000106	COMMUNICATION/ENGINEERING	005	MAINTENANCE & OPERATIONS	0006	ON-ROAD MAINTENANCE
8000108	QUALITY CONTROL	005	MAINTENANCE & OPERATIONS	0006	ON-ROAD MAINTENANCE
8000111	EQUIPMENT REPLACE/DEPREC	006	VEHICLE ACQUISITION & DISPOSITION	0002	VEHICLE ACQUISITION & DISPOSITION
8000300	COUNTY AUCTION	006	VEHICLE ACQUISITION & DISPOSITION	0002	VEHICLE ACQUISITION & DISPOSITION
8000102	PARTS WAREHOUSE	008	FLEET PARTS SUPPLY	0001	FLEET PARTS SUPPLY

Zero Base Budget Evaluation Report  
Fiscal Year 2008/2009

**Institutional health**

	<u>Does Not Meet Requirements</u>	<u>Meets Requirements</u>	<u>Comments</u>
<b>Deadlines Met</b>			
Interim - November 30		X	
Final - February 20		X	
<b>Thorough Review of Operations</b>		X	
<b>Strategic Operational Plan Established</b>			
Goals/Objectives Identified		X	
Performance Measures Defined		X	
<b>Required Fin Forms Completed</b>			
FinForm 13z		X	
FinForm 24z		X	
FinForm 25z		X	
FinForm 26z		N/A	Department did not request funding in excess of base
Organization Chart		X	
<b>Vacancy Savings Budgeted</b>		X	
<b>Line Items Justified</b>		X	
<b>Position Descriptions Provided</b>		X	

## Program Service Summary

**Department:** INSTITUTIONAL HEALTH  
**Program:** HEALTH CARE FINANCING  
**Service:** ADMINISTRATION

---

**Service Description**

Administration and oversight of Department.

**Service Mandates**

Department implementation by Board of Supervisors.

**Impact if Service is NOT Provided**

Administration and oversight of the department's funding would have to be absorbed by another Department without the experience and expertise required to minimize County liability in these mandated service areas.

**Objectives**

Administer public funds to meet State and local mandates while keeping County liability to a minimum.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Department fulfills responsibility within budget	Yes	Yes	Yes

**Expenditures**

Personal Services	1,480,718
Supplies & Services	(39,194)
Capital Outlay	11,200
<b>Total Expenditures</b>	<b>1,452,724</b>

**Funding Sources**

Revenues	0
Operating Transfers	0
Fund Balance Support	0
General Fund Support	1,452,724
<b>Total Funding</b>	<b>1,452,724</b>

## Program Service Summary

**Department:** INSTITUTIONAL HEALTH  
**Program:** HEALTH CARE FINANCING  
**Service:** MANDATED LOCAL PAYMENTS

---

**Service Description**

Administration and funding of petition related behavioral health costs and, in some cases, court-ordered behavioral health treatment.

**Service Mandates**

ARS 36-545.06, ARS 11-291

**Impact if Service is NOT Provided**

If this mandated service is not provided the County will be in violation of a State mandate to provide these services.

**Objectives**

Timely payment of mandated behavioral health services to achieve any possible discounts.  
 Aggressive claims review to screen out inappropriate claims and discover other potential payers.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Claims are paid in time to realize quick pay disco	90%	90%	90%
10% of claims are reviewed monthly	n/a	n/a	10%

Expenditures		Funding Sources	
Personal Services	0	Revenues	0
Supplies & Services	10,423,306	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	10,423,306
<b>Total Expenditures</b>	<b>10,423,306</b>	<b>Total Funding</b>	<b>10,423,306</b>

## Program Service Summary

**Department:** INSTITUTIONAL HEALTH  
**Program:** HEALTH CARE FINANCING  
**Service:** MANDATED STATE PAYMENTS

---

**Service Description**

Fund and pay the County's mandated contributions to State healthcare systems such as AHCCCS Acute Care, ALTCS, and Prop 204-related contributions on a timely basis.

**Service Mandates**

ARS 36-2901, ARS 36-2931

**Impact if Service is NOT Provided**

If this service is not provided the County would be in violation of a state mandate, and would face financial sanctions.

**Objectives**

Timely payment of mandated contributions in compliance with State mandates.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
All mandated payments are made timely	100%	100%	100%

**Expenditures**

Personal Services	0
Supplies & Services	58,317,100
Capital Outlay	0
<b>Total Expenditures</b>	<b>58,317,100</b>

**Funding Sources**

Revenues	0
Operating Transfers	0
Fund Balance Support	0
General Fund Support	58,317,100
<b>Total Funding</b>	<b>58,317,100</b>

## Program Service Summary

**Department:** INSTITUTIONAL HEALTH  
**Program:** INSTITUTIONAL HEALTH  
**Service:** ADULT DETENTION CENTER OVERSIGHT

---

**Service Description**

Provide funding and oversight of healthcare services at Adult Detention Center, including management of correctional claims payment.

**Service Mandates**

ARS 11-291, 31-161, 11-601.3

**Impact if Service is NOT Provided**

If this funding of healthcare at the County's Adult Detention Center is not provided, the County will be in violation of a State mandate to provide healthcare to individuals incarcerated at the County's Adult Detention Center.

**Objectives**

Timely payment of contract payments to correctional healthcare provider.  
 Oversight to monitor contract compliance for service delivery.  
 Administration of the claims process paying correctional health claims to ensure validity of claims and identify other payers.

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
All correctional claims are screened for validity	100%	100%	100%
Monthly audits are completed on contract perf. ind	12	12	12
Contract payments are made accurately and timely	4	12	12

<b>Expenditures</b>		<b>Funding Sources</b>	
Personal Services	387,032	Revenues	22,000
Supplies & Services	10,413,790	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	10,778,822
<b>Total Expenditures</b>	<b>10,800,822</b>	<b>Total Funding</b>	<b>10,800,822</b>

## Program Service Summary

**Department:** INSTITUTIONAL HEALTH  
**Program:** INSTITUTIONAL HEALTH  
**Service:** FORENSIC EVIDENCE COLLECTION

---

**Service Description**

Funding and oversight of County's mandated responsibility to fund collection of forensic evidence related to sexual assault.

**Service Mandates**

ARS 13-1414 and BOS contract with agencies to provide services.

**Impact if Service is NOT Provided**

The County will have no mechanism in place to fund the mandated collection of forensic evidence and will be in violation of Statute.

**Objectives**

Fulfill the State mandate with respect to funding collection of forensic evidence for use in prosecution.  
 Oversee contract with agencies that provide these services to ensure contract terms are met.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
All ordered Forensic Exams are funded	yes	yes	yes
Contractors submit monthly utilization data for re	yes	yes	yes

Expenditures		Funding Sources	
Personal Services	0	Revenues	0
Supplies & Services	581,220	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	581,220
<b>Total Expenditures</b>	<b>581,220</b>	<b>Total Funding</b>	<b>581,220</b>

## Program Service Summary

**Department:** INSTITUTIONAL HEALTH  
**Program:** INSTITUTIONAL HEALTH  
**Service:** JUVENILE DETENTION CENTER OVERSIGHT

---

**Service Description**

Funding and oversight of healthcare provision at the Juvenile Detention Center.

**Service Mandates**

ARS 11-601.3, Board of Supervisors contract with vendor, Board of Supervisors IGA with Juvenile Court, ARS 8-201

**Impact if Service is NOT Provided**

If this service is not funded the County will be in breach of contract with the healthcare provider retained by the Board of Supervisors to provide this service and will be in default of an intergovernmental agreement with the Juvenile Court, and would be in violation of State and Court mandates to provide healthcare services to juveniles in detention.

**Objectives**

Timely payment of contract payments to the correctional healthcare provider.  
 Oversight of vendor to ensure contract compliance on service delivery.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Staff audits monthly utilization reports	12	12	12
Contract payments are made accurately and timely	NA	12	12

Expenditures		Funding Sources	
Personal Services	0	Revenues	47,765
Supplies & Services	3,297,009	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	3,249,244
<b>Total Expenditures</b>	<b>3,297,009</b>	<b>Total Funding</b>	<b>3,297,009</b>

## Program Service Summary

**Department:** INSTITUTIONAL HEALTH  
**Program:** INSTITUTIONAL HEALTH  
**Service:** RESTORATION TO COMPETENCY PROGRAM

---

**Service Description**

Oversight and funding of the Pima County jail-based Restoration to Competency program.

**Service Mandates**

ARS 13-4512

**Impact if Service is NOT Provided**

The County would be forced to send Rule 11 inmates to Arizona State Hospital for RTC services at an average cost of \$39,010 per stay.

**Objectives**

Save taxpayer dollars by providing Restoration services on a local level.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Program addresses all RTC patient within budget			Yes

**Expenditures**

**Funding Sources**

		Revenues	0
Personal Services	590,574	Operating Transfers	0
Supplies & Services	1,809,426	Fund Balance Support	0
Capital Outlay	0	General Fund Support	2,400,000
<b>Total Expenditures</b>	<b>2,400,000</b>	<b>Total Funding</b>	<b>2,400,000</b>

## Program Service Summary

**Department:** INSTITUTIONAL HEALTH  
**Program:** KINO - UPI  
**Service:** KINO - UPI

---

**Service Description**

Funding and administration of UPHK lease contract.

**Service Mandates**

Per Board of Supervisors action manifested in Pima Count Contract 04-65-U-134151-0604.

**Impact if Service is NOT Provided**

Pima County will be in default of contract and contractor would have the option of returning operation of the hospital to the County.

**Objectives**

Ensure that a variety of quality healthcare services are provided at the hospital for members of the community.  
 Ensure adequate funding is provided to the contractor for operation of the hospital while the contract works to become independent of County funding.

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Hospital remains open to provide services	Yes	Yes	Yes
Contractor provides all contractual reporting	Yes	Yes	Yes
Staff provides input to contractor on revenue maxi	Yes	Yes	Yes

**Expenditures**

Personal Services	0
Supplies & Services	25,000,000
Capital Outlay	0
<b>Total Expenditures</b>	<b>25,000,000</b>

**Funding Sources**

Revenues	63,204
Operating Transfers	0
Fund Balance Support	0
General Fund Support	24,936,796
<b>Total Funding</b>	<b>25,000,000</b>

## Program Service Summary

**Department:** INSTITUTIONAL HEALTH  
**Program:** UNUSED CENTERS  
**Service:** UNUSED CENTERS

---

**Service Description**

No service description for this service, as it involves centers no longer in use.

**Service Mandates**

None.

**Impact if Service is NOT Provided**

None.

**Objectives**

None.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
------------------------------	-----------------------	--------------------------	------------------------

None

**Expenditures**

Personal Services	0
Supplies & Services	0
Capital Outlay	0

**Total Expenditures** 0

**Funding Sources**

Revenues	0
Operating Transfers	0
Fund Balance Support	0
General Fund Support	0

**Total Funding** 0

### Service Prioritization by Super Department

Super Dept: 2500  
 Super Dept Name: INSTITUTIONAL HEALTH

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
HEALTH CARE FINANCING	MANDATED STATE PAYMENTS	1	(58,317,100)	58,317,100	Fund and pay the County's mandated contributions to State healthcare systems such as AHCCCS Acute Care, ALTCS, and Prop 204-related contributions on a timely basis.
HEALTH CARE FINANCING	MANDATED LOCAL PAYMENTS	1	(10,423,306)	10,423,306	Administration and funding of petition related behavioral health costs and, in some cases, court-ordered behavioral health treatment.
INSTITUTIONAL HEALTH	ADULT DETENTION CENTER OVERSIGHT	2	(10,778,822)	10,778,822	Provide funding and oversight of healthcare services at Adult Detention Center, including management of correctional claims payment.
INSTITUTIONAL HEALTH	JUVENILE DETENTION CENTER OVERSIGHT	2	(3,249,244)	3,249,244	Funding and oversight of healthcare provision at the Juvenile Detention Center.
INSTITUTIONAL HEALTH	RESTORATION TO COMPETENCY PROGRAM	2	(2,400,000)	2,400,000	Oversight and funding of the Pima County jail-based Restoration to Competency program.
KINO - UPI	KINO - UPI	2	(24,936,796)	24,936,796	Funding and administration of UPHK lease contract.
HEALTH CARE FINANCING	ADMINISTRATION	3	(1,452,724)	1,452,724	Administration and oversight of Department.
INSTITUTIONAL HEALTH	FORENSIC EVIDENCE COLLECTION	3	(581,220)	581,220	Funding and oversight of County's mandated responsibility to fund collection of forensic evidence related to sexual assault.
UNUSED CENTERS	UNUSED CENTERS	4	0	0	No service description for this service, as it involves centers no longer in use.

### Program Service Codes

Super Dept: 2500

Super Dept Name: INSTITUTIONAL HEALTH

Center		Program		Service	
2500103	OUTSIDE SERVICES	001	HEALTH CARE FINANCING	0001	MANDATED STATE PAYMENTS
2500104	CONTRACTS	001	HEALTH CARE FINANCING	0001	MANDATED STATE PAYMENTS
2500106	OTHER COUNTY SVCS	001	HEALTH CARE FINANCING	0001	MANDATED STATE PAYMENTS
2500108	ALTCS	001	HEALTH CARE FINANCING	0001	MANDATED STATE PAYMENTS
2500109	PSYCHIATRIC	001	HEALTH CARE FINANCING	0002	MANDATED LOCAL PAYMENTS
2500101	ADMINISTRATION	001	HEALTH CARE FINANCING	0003	ADMINISTRATION
2500401	ADULT DETENTION CENTER	002	INSTITUTIONAL HEALTH	0001	ADULT DETENTION CENTER OVERSIGHT
2500406	JUVENILE DETENTION CENTER	002	INSTITUTIONAL HEALTH	0002	JUVENILE DETENTION CENTER OVERSIGHT
8500006	SAMHSA TCE 9/30/05-9/29/06	002	INSTITUTIONAL HEALTH	0002	JUVENILE DETENTION CENTER OVERSIGHT
8500007	SAMHSA GRANT YEAR 3	002	INSTITUTIONAL HEALTH	0002	JUVENILE DETENTION CENTER OVERSIGHT
2500110	RESTORATION TO COMPETENCY PROGRAM	002	INSTITUTIONAL HEALTH	0003	RESTORATION TO COMPETENCY PROGRAM
2500402	ADULT FORENSIC EXAM PROGRAM	002	INSTITUTIONAL HEALTH	0004	FORENSIC EVIDENCE COLLECTION
2500407	JUVENILE FORENSIC EXAM PROGRAM	002	INSTITUTIONAL HEALTH	0004	FORENSIC EVIDENCE COLLECTION
2500501	KINO - UPI	003	KINO - UPI	0001	KINO - UPI

Zero Base Budget Evaluation Report  
Fiscal Year 2008/2009

**Pima Health System & Services**

	<u>Does Not Meet Requirements</u>	<u>Meets Requirements</u>	<u>Comments</u>
<b>Deadlines Met</b>			
Interim - November 30	X		Department did not complete required planning on time
Final - February 20	X		Department did not complete required input by the due date
<b>Thorough Review of Operations</b>		X	
<b>Strategic Operational Plan Established</b>			
Goals/Objectives Identified		X	
Performance Measures Defined		X	
<b>Required Fin Forms Completed</b>			
FinForm 13z		X	
FinForm 24z		X	
FinForm 25z		X	
FinForm 26z		X	
Organization Chart		X	
<b>Vacancy Savings Budgeted</b>		X	
<b>Line Items Justified</b>	X		Justifications provided were descriptions only, without indication of how amounts were computed
<b>Position Descriptions Provided</b>		X	

Note: For other departments, justification of line item requests would be necessary to avoid a recommendation that the request be denied or reduced. For PHS&S, as an enterprise fund department, many expenditures are based on outside contracts, and all funding is derived from charges for services. Given that no other revenues are used for these services, a reduction of expenditures is not recommended.

**ADDITIONAL FUNDING REQUEST TO MAINTAIN CURRENT LEVEL OF SERVICE**

**PIMA HEALTH SYSTEM & SERVICES**

**INCREASED FUNDING REQUEST IS FOR:**

	Personal Services <input type="checkbox"/>	Supplies/Services <input checked="" type="checkbox"/>	Capital <input checked="" type="checkbox"/>	Revenues <input checked="" type="checkbox"/>	
		FY2007/2008 Adopted	FY2008/2009 Requested	FY2008/2009 Base Budget	Variance Between Req & Base Budget
<b>EXPENDITURES</b>					
PERSONAL SERVICES		41,098,448	37,276,265	41,098,448	(3,822,183)
SUPPLIES & SERVICES		233,140,502	274,915,102	233,140,502	41,774,600
CAPITAL OUTLAY		0	129,108	0	129,108
<b>TOTAL</b>		<u>274,238,950</u>	<u>312,320,475</u>	<u>274,238,950</u>	<u>38,081,525</u>
<b>REVENUES</b>					
INTERGOVERNMENTAL		0	0	0	0
CHARGES FOR SERVICES		276,815,284	310,687,832	276,815,284	33,872,548
INTEREST		845,089	2,575,851	845,089	1,730,762
MISCELLANEOUS		29,427	208,285	29,427	178,858
<b>TOTAL</b>		<u>277,689,800</u>	<u>313,471,968</u>	<u>277,689,800</u>	<u>35,782,168</u>
<b>Fund Balance Support</b>		(3,450,850)	(1,151,493)	(3,450,850)	2,299,357
<b>General Fund Support</b>		0	0	0	0
<b>FTEs</b>		992.3	693.8	992.3	(298.5)

**Description**

PHS is budgeting for the elimination of the Attendant Care Workers program, and contracting those services out to various providers in the area.

**Variance Explanations:**

**Revenues**

Revenues are increasing due to membership increased, with Ambulatory going through a new bid for a new contract in February of 2008. PHS is budgeting for an increase in auto assignment from AHCCCS, an increase in membership enrollment, and an increase in capitation rate.

**Personal Services**

Personal services are decreasing due to the elimination of the Attendant Care Workers program, with these services being contracted out.

**Supplies & Services**

Supplies and services will increase significantly due to the contracting out of caretaker services to outside providers.

**Capital Request**

This request is to replace the clothes dryer at PDS that is becoming more difficult to maintain, and for new servers and software to adequately prepare for security threats.

**FTEs**

With the elimination of the Attendant Care Workers program, FTE's will decrease significantly, since their services will be contracted out.

**Other Comments**

**Impact If Not Funded**

**Source of Mandate**

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** ADMINISTRATION  
**Service:** FINANCIAL SERVICES

---

**Service Description**

Provide the following services to the ambulatory program (AHCCCS), the long term care program (ALTCS), and the Community Services System (CSS): General ledger accounting, budgeting, financial reporting - monthly, quarterly reporting for AHCCCS & ALTCS, compliance reporting, third party liability/COB, reinsurance, and medicare billings.

**Service Mandates**

These services are mandated by the ambulatory and long term care contracts entered into by the Board of Supervisors.

**Impact if Service is NOT Provided**

Pima County will be non-compliant with the contract entered into with the State of Arizona.

**Objectives**

1. Maintain an accurate general ledger in order to ensure accuracy in both reporting and forecasting.
2. Assist in the complete and timely development of an actuarially sound bid proposal for PHS's Ambulatory contract.
3. Ensure all financial reports and annual audits are completed on time.
4. Ensure that all budgeting deliverables are completed on time.
5. Monitor TPL/COB, reinsurance and medicare billings to maximize PHS collections from other external organizations.

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Financial reports are submitted timely	Yes	Yes	Yes
Develop & complete AHCCCS bid proposal by deadline	n/a	3/28/08	n/a
Quarterly reports submitted prior to deadline	<60 days	<60 days	<60 days
Timely audit with no internal control issues	Yes	Yes	Yes

<b>Expenditures</b>	<b>Funding Sources</b>
Personal Services 0	Revenues 0
Supplies & Services 0	Operating Transfers 0
Capital Outlay 0	Fund Balance Support 0
	General Fund Support 0
<b>Total Expenditures</b> 0	<b>Total Funding</b> 0

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** ADMINISTRATION  
**Service:** INFORMATION SERVICES

---

**Service Description**

Provide the following services to PHS to support their programs: Encounter reporting, software application development, disaster recovery and business continuity, database management, data validation studies and EDI transactions and system security.

**Service Mandates**

These services are mandated by the contracts entered into by the Board of Supervisors.

**Impact if Service is NOT Provided**

Pima County will be non-compliant with contracts entered into with the State of Arizona, other payors, and with federal HIPAA regulations.

**Objectives**

1. Maintain PHS's corporate databases & networks in order to maximize productivity.
2. Development of additional reports/applications to meet the changing demands of both internal and external personnel.
3. Development of applications and procedures to ensure that PHS maintains compliance with HIPAA regulations.
4. Develop EDI interfaces for the state health information exchange initiative.
5. Ensure business continuity.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Limit # of system security breaches	0	0	0
Timely submission of data validation studies	Yes	Yes	Yes
Health information exchange project	n/a	Feb 09	Feb 10

Expenditures		Funding Sources	
Personal Services	0	Revenues	0
Supplies & Services	0	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	0
<b>Total Expenditures</b>	<b>0</b>	<b>Total Funding</b>	<b>0</b>

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** ADMINISTRATION  
**Service:** MEDICAL CLAIMS ADJUDICATION

---

**Service Description**

Provide the following services to the ambulatory program (AHCCCS), the long term care program (ALTCS) Department of Institutional Health (DIH) and Evercare: Medical claims adjudication and management.

**Service Mandates**

These services are mandated by the ambulatory and long term care contracts entered into by the Board of Supervisors and State Statutes.

**Impact if Service is NOT Provided**

Pima County will be non-compliant with both the contract entered into with the State of Arizona and Arizona State Law.

**Objectives**

1. Ensure that established procedures are being utilized to process medical claims consistently.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Minimize interest payments after 45 days for HCBS/	\$1,355	\$1,500	\$1,500
Timely payment of claims in <30 days	98%	90%	90%
Timely payment of claims in <90 days	99%	99%	99%

Expenditures		Funding Sources	
Personal Services	0	Revenues	0
Supplies & Services	0	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	0
<b>Total Expenditures</b>	<b>0</b>	<b>Total Funding</b>	<b>0</b>

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** ADMINISTRATION  
**Service:** MEMBER SERVICES

---

**Service Description**

Provide the following services to the ambulatory program (AHCCCS) and long term care program (ALTCS): coordinate PCP assignments, panel monitoring, non-ER transportation scheduling, resolving member complaints, distributing member handbooks, managing all member change requests and providing referrals to other community resources. Provides service for Evercare non-ER transportation scheduling.

**Service Mandates**

These services are mandated by the ambulatory and long term care contracts entered into by the Board of Supervisors.

**Impact if Service is NOT Provided**

Pima County will be non-compliant with the contract entered into with the State of Arizona.

**Objectives**

1. Ensure that all members receive vital health information (PCP information & handbooks) in a timely manner meeting AHCCCS mandated guidelines
2. Prior authorized non-emergency transportation for members in an efficient and accurate manner according to AHCCCS benefit and requirements, ensuring minimal inconvenience to members.
3. Address and respond to member and provider grievances and issues in a timely manner.
4. Provide prompt resolution to member and provider grievances, issues and inquiries in accordance with AHCCCS rules and regulations.
5. Meet AHCCCS standards for resolution, telephone abandonment rate and telephone performance standards and administrative measures.
6. Address member issues (complaints & service changes), trend and improve service.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Abandonment rate	2.6%	5% or less	5% or less
Monthly average service level	90%	75% or better	75% or better
First contact call resolution rate	94%	70% or better	70% or better
Member grievance resolution	90 days or less	90 days or less	90 days or less
Increase acute member satisfaction survey response	n/a	16%	20%
Increase LTC member satisfaction survey response	25%	29%	33%
Timely deliver a handbook and PCP assignment.	10 days	10 days	10 days
Minimize member wait prior to & after appointment	1 hour	1 hour	1 hour

**Expenditures**

**Funding Sources**

Personal Services	0	Revenues	0
Supplies & Services	0	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	0
<b>Total Expenditures</b>	<b>0</b>	<b>Total Funding</b>	<b>0</b>

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** ADMINISTRATION  
**Service:** PHS & S ADMINISTRATIVE SVCS

---

**Service Description**

PHS & S administration provides the following services to the health care programs in the Pima Health System Services Department:

- Administrative control & oversight
- Appointing Authority
- Supervision of the program administrators
- Establishes goals & objectives and monitors department standards and procedures
- Coordinates and integrates department activities with community agencies, other Pima County Departments and with Pima County Administration
- Provides management reports to County Administration and the Pima County Board of Supervisors

**Service Mandates**

These services are mandated by the administrative structure established by Pima County Administration and the Board of Supervisors.

**Impact if Service is NOT Provided**

Administrative control and oversight of PHS & S Programs and coordination with other Pima County departments & State agencies would be lost.

**Objectives**

1. Ensure that the goals and objectives of PHS & S meet Pima County health care mandates and the directives of the Pima County Administrator & the Pima County Board of Supervisors in a cost-effective manner.
2. Ensure that PHS & S maintains effective integration with Pima County Administration & other departments.
3. Ensure that PHS & S is integrated and maintains effective business relationships with the community and the network of health care providers.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Renewal of current funding w/ no Gen. Fnd. Support			100%
Accts. Pyble. & Procurement meet all requirements			100%

Expenditures	Funding Sources
Personal Services	Revenues
Supplies & Services	Operating Transfers
Capital Outlay	Fund Balance Support
	General Fund Support
<b>Total Expenditures</b>	<b>Total Funding</b>
0	0

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** ADMINISTRATION  
**Service:** PHS ADMINISTRATIVE SERVICES

---

**Service Description**

Provide the following services to the ambulatory program (AHCCCS) and the long term care program (ALTCS): Management of human resources, general administrative services and the corporate compliance/grievance program.

**Service Mandates**

These services are mandated by the ambulatory and long term care contracts entered into by the Board of Supervisors.

**Impact if Service is NOT Provided**

Pima County will be non-compliant with the contract entered into with the State of Arizona.

**Objectives**

1. Ensure that PHS abides by AHCCCS mandated administrative requirements.
2. Manage human resource issues for PHS to ensure adequate staffing & compliance with Pima County policies and procedures.
3. Maintain and improve the existing corporate compliance/grievance program.

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Translate % of vital member materials for members	100%	100%	100%
AHCCCS approved Cultural Competency Pgm	Full Compliance	Full Compliance	Full Compliance
AHCCCS approved Corporate Compliance/Grievance Pgm	Full Compliance	Full Compliance	Full Compliance

**Expenditures**

Personal Services	0
Supplies & Services	0
Capital Outlay	0

**Total Expenditures** 0

**Funding Sources**

Revenues	0
Operating Transfers	0
Fund Balance Support	52,658
General Fund Support	(52,658)

**Total Funding** 0

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** ADMINISTRATION  
**Service:** PROVIDER SERVICES/CONTRACTS

---

**Service Description**

Provide the following services to the ambulatory program (AHCCCS) and long term care program (ALTCS): Provider education & training, contract and site monitoring, resolving provider complaints and managing the contracts and procurement for PHS. Monitor, manage, and administer all PHS contracts. In addition, coordinate the entering of all provider demographic information, contract services, and reimbursement into claims processing system and maintain system files daily.

**Service Mandates**

These services are mandated by the ambulatory and long term care contracts entered into by the Board of Supervisors.

**Impact if Service is NOT Provided**

Pima County will be non-compliant with the contract entered into with the State of Arizona.

**Objectives**

1. Ensure that providers are properly educated in AHCCCS procedures.
2. Monitor and address provider satisfaction.
3. Ensure that an adequate contracted network exists to deliver services to members.
4. Ensure providers have clear, concise contracts outlining responsibilities, requirements, service specifications, and reimbursement.
5. Monitor contract effective/term dates to ensure current contracts are in place for service provided.
6. Administer amendments in order to maintain current AHCCCS and Pima County language in all agreements between Plan and contractors.
7. Monitor contract expenditures to ensure appropriate funding.
8. Ensure that an adequate contracted network exists for delivery of services to membership.
9. Coordinate data entry of Provider/Contract information into claims processing system in order to produce appropriate provider payments for services rendered to plan members.
10. Maintain Provider/Contract data system to ensure accurate claims payment to providers.
11. Ensure that an adequate contracted network exists to deliver services to members.
12. Monitor member lead times for both routine and specialty appointments.
13. Monitor contract compliance.
14. Monitor member lead times for both routine and specialty appointments.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Behavioral health appointments are timely schedule	Yes	Yes	Yes
Compliance of AHCCCS and Pima County language	100%	100%	100%
Contract expenditures monitored weekly	Yes	Yes	Yes
Provider/Contract demographics entered accurately	30 hrs	< 24-48 hours	< 24-48 hour
Increase response to provider satisfaction survey	42%	42%	42%
PCP appointments are timely scheduled	20 days	<21 days	<21 days
Specialist appointments are timely scheduled	43 days	< 45 days	<45 days
Maintain mandated service delivery regulations	Yes	Yes	Yes

Expenditures	Funding Sources
	Revenues 0
Personal Services 0	Operating Transfers 0
Supplies & Services 0	Fund Balance Support 0
Capital Outlay 0	General Fund Support 0
<b>Total Expenditures</b> 0	<b>Total Funding</b> 0

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** AMBULATORY PROGRAM  
**Service:** AHCCCS AMBULATORY PROGRAM

---

**Service Description**

Provide a variety of medical services to qualified members of PHS's Ambulatory Program. These categories of service include: inpatient, emergency, physician, laboratory, radiology, pharmacy, behavioral health, transportation and other ancillary medical services. In addition, the AHCCCS Ambulatory Program is one of the services to which allocated administrative costs are eventually transferred.

**Service Mandates**

These services are mandated by the ambulatory contract entered into by the Board of Supervisors.

**Impact if Service is NOT Provided**

Pima County will be non-compliant with the contract entered into with the State of Arizona.

**Objectives**

1. Adhere to AHCCCS requirements for the medical expense ratio.
2. Adhere to AHCCCS requirements for the administrative expense ratio.
3. Continue to increase the membership in the PHS Ambulatory program.

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
AHCCCS medical expense ratio	94%	93%	93%
AHCCCS administrative expense ratio	6%	6%	6%
Enrolled membership at year end	28,824	28749	32649

**Expenditures**

Personal Services	4,990,568
Supplies & Services	117,711,337
Capital Outlay	0

**Total Expenditures** 122,701,905

**Funding Sources**

Revenues	123,918,421
Operating Transfers	0
Fund Balance Support	(2,720,394)
General Fund Support	1,503,878

**Total Funding** 122,701,905

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** COMMUNITY SERVICES SYSTEM  
**Service:** COMMUNITY SVCS SYSTEM & GRANTS

---

**Service Description**

CSS is a grant funded coordinated delivery system that provides case management, home and and community based services to Pima County residents with social and economic need who are frail and elderly (60 and older), younger physically disabled (18-59 years old) and require assistance with self care. The program also supports informal caregivers through the Caregiver Education & Support Program by providing individual & family counseling, support groups, and practical skills classes.

**Service Mandates**

To improve the quality of life of the community and the people we serve through an integrated system of health and social services.

**Impact if Service is NOT Provided**

Premature and more costly institutionalization of clients currently serviced by the CSS program.

**Objectives**

1. Provide service to the maximum number of Pima County residents.
2. Ensure that the CSS is adequately staffed in order to deliver the highest quality of care.
3. Monitor utilization of key services in order to adhere to grantor regulations.
4. Ensure contract compliance with contracted funding agencies.
5. Provide quality services to the maximum number of eligible Pima County residents.
6. Provide education/outreach and training to the community regarding CSS and its available services.
7. Manage program within allocated funding.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Provide services to the maximum number of clients	2,295	2,300	2,300
Maintain Case Management Caseload Levels	76.17%	79%	79%
Receive satisfactory or in compliance rating from	Yes	Yes	Yes

Expenditures		Funding Sources	
Personal Services	599,592	Revenues	5,058,552
Supplies & Services	5,275,295	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	689,313
		General Fund Support	127,022
<b>Total Expenditures</b>	<b>5,874,887</b>	<b>Total Funding</b>	<b>5,874,887</b>

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** HEALTH MANAGEMENT  
**Service:** DISEASE MANAGEMENT

---

**Service Description**

Provide the following services to the Ambulatory (AHCCCS) and Long Term Care (ALTCS) Programs: Disease management, member health education and organ/tissue transplants.

**Service Mandates**

These services are mandated by the ambulatory and long term care contracts entered into by the Board of Supervisors.

**Impact if Service is NOT Provided**

Pima County will be non-compliant with the contract entered into with the State of Arizona.

**Objectives**

1. Implement and monitor the Adult Preventive Health (APH) program for the Ambulatory care population, including member educational outreach activities and health assessment questionnaire review and follow up to ensure compliance with established AHCCCS guidelines.
2. Implement and monitor a variety of different case management activities including: Acute Care Case Management Program, Organ/Tissue Transplant, HIV/AIDS, Breast/Cervical Cancer, Acute Care Hospice.
3. Implement and monitor the Disease Management Programs for both the ambulatory care and long term care populations.
4. Develop and revise new or existing clinical practice guidelines and/or new medical technologies

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Cervical cancer screening	n/a	n/a	60%
Breast cancer screening	n/a	n/a	52%
Adult access to Ambulatory Care	n/a	n/a	82%
"At Risk" members are assessed	n/a	n/a	< 60 days
Clinical guidelines are reviewed	n/a	n/a	annually

Expenditures		Funding Sources	
Personal Services	0	Revenues	0
Supplies & Services	0	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	0
<b>Total Expenditures</b>	<b>0</b>	<b>Total Funding</b>	<b>0</b>

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** HEALTH MANAGEMENT  
**Service:** OFFICE OF MEDICAL MANAGEMENT

---

**Service Description**

Provide the following services to the ambulatory program (AHCCCS) and long term care program (ALTCS): Clinical oversight, authorization review, clinical practice guidelines, pharmacy benefit management and pharmacy COB (Coordination of Benefits), behavioral health coordination and assistance to the contracts.

**Service Mandates**

These services are mandated by the ambulatory and long term care contracts entered into by the Board of Supervisors.

**Impact if Service is NOT Provided**

Pima County will be non-compliant with the contract entered into with the State of Arizona.

**Objectives**

1. Ensure that the medical director or physician designee addresses all authorizations requiring their expertise.
2. Maintain and utilize procedures to resolve any pharmaceutical issues consistently and quickly.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Denied prior auths reviewed & signed by Med. Dir.	100%	100%	100%
All non-formulary requests timely addressed	99.9%	100%	100%

Expenditures		Funding Sources	
Personal Services	0	Revenues	0
Supplies & Services	0	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	0
<b>Total Expenditures</b>	<b>0</b>	<b>Total Funding</b>	<b>0</b>

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** HEALTH MANAGEMENT  
**Service:** PREVENTATIVE HEALTH

---

**Service Description**

Provide the following services to the ambulatory program (AHCCCS) and long term care program (ALTCS): Maternal & child health, EPSDT (Early Periodic Screening & Diagnostic Testing) intervention, at high risk maternal case management, child immunization/dental program, and school readiness intervention.

**Service Mandates**

These services are mandated by the ambulatory and long term care contracts entered into by the Board of Supervisors.

**Impact if Service is NOT Provided**

Pima County will be non-compliant with the contract entered into with the State of Arizona.

**Objectives**

1. Ensure that the Maternity Care Program provides services to both mothers and newborns in order to maximize their health prior to and immediately after the child's birth.
2. Ensure that EPSDT is available and utilized for members who qualify.
3. Monitor the EPSDT program to ensure compliance with established AHCCCS guidelines.
4. Monitor immunization program to ensure compliance with established AHCCCS guidelines.
5. Monitor dental program to ensure compliance with established AHCCCS guidelines.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Prenatal care administered in 1st trimester	51%	56%	60%
EPSDT Well-Child visits completed	66%	71%	75%
Adult woman's annual mammography screening	68%	73%	78%

Expenditures		Funding Sources	
Personal Services	0	Revenues	0
Supplies & Services	0	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	0
<b>Total Expenditures</b>	<b>0</b>	<b>Total Funding</b>	<b>0</b>

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** HEALTH MANAGEMENT  
**Service:** QUALITY MANAGEMENT

---

**Service Description**

Provide the following services to the ambulatory program (AHCCCS) and long term care program (ALTCS): Credentialing, clinic site inspections, quality concern investigative health studies, fraud/abuse program, and QISMC (Quality Improvement System for Managed Care) Studies/Guidelines.

**Service Mandates**

These services are mandated by the ambulatory and long term care contracts entered into by the Board of Supervisors.

**Impact if Service is NOT Provided**

Pima County will be non-compliant with the contract entered into with the State of Arizona.

**Objectives**

1. PHS has an established system to ensure its members utilize only credentialed providers.
2. PHS maintains a system to investigate, evaluate, track, trend and document member and provider concerns.
3. QM efforts are sufficient in scope, well organized and integrated throughout the organization.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Develop and complete QM for bid proposal	n/a	Yes	n/a
QM deliverables are timely submitted	Yes	Yes	Yes
QM concerns reflect all required reporting element	Yes	Yes	Yes
Only credentialed providers are utilized	Yes	Yes	Yes
Complaints investigated for validity	Yes	Yes	Yes

**Expenditures**

Personal Services	0
Supplies & Services	0
Capital Outlay	0

**Total Expenditures** 0

**Funding Sources**

Revenues	0
Operating Transfers	0
Fund Balance Support	0
General Fund Support	0

**Total Funding** 0

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** HEALTH MANAGEMENT  
**Service:** UTILIZATION MANAGEMENT

---

**Service Description**

Provide the following services to the ambulatory program (AHCCCS) and long term care program (ALTCS): Concurrent review, prior authorization, durable medical equipment coordination, and medical claims review.

**Service Mandates**

These services are mandated by the ambulatory and long term care contracts entered into by the Board of Supervisors.

**Impact if Service is NOT Provided**

Pima County will be non-compliant with the contract entered into with the State of Arizona.

**Objectives**

1. PHS concurrent review process is applied consistently, timely, and by the appropriate personnel.
2. PHS prior authorization process is applied consistently, timely and by the appropriate personnel.
3. PHS medical claims review process is applied consistently, timely, and by the appropriate personnel.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Durable medical equipment is supplied consistentl	100%	100%	100%
Medical claims review is performed timely	29	30 days or less	30 days or les
All prior authorization are addressed timely	100%	100%	100%
All concurrent review and DME are timely	100%	100%	100%
Medical claims concerns are addressed timely	100%	100%	100%
Prior auth are w/in Balance Budget Act timelines	28	28 days or less	28 days or les
Concurrent review is performed within the next bus	3	3 days or less	3 days or les

**Expenditures**

Personal Services	0
Supplies & Services	0
Capital Outlay	0
<b>Total Expenditures</b>	<b>0</b>

**Funding Sources**

Revenues	0
Operating Transfers	0
Fund Balance Support	0
General Fund Support	0
<b>Total Funding</b>	<b>0</b>

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** LONG TERM CARE PROGRAM  
**Service:** ALTCS PROGRAM

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**Service Description**

The ALTCS program includes specific medical service costs incurred for Long Term Care program members. These categories of service include: inpatient, emergency, physician, laboratory, radiology, pharmacy, behavioral health, transportation and other ancillary medical services. In addition, the ALTCS program is one of the services to which allocated administrative costs are eventually transferred.

**Service Mandates**

These services are mandated by the long term care contract entered into by the Board of Supervisors.

**Impact if Service is NOT Provided**

Pima County will be non-compliant with the contract entered into with the State of Arizona.

**Objectives**

1. Adhere to AHCCCS requirements for the medical expense ratio.
2. Adhere to AHCCCS requirements for the administrative expense ratio.
3. Continue to increase the membership in the PHS Long Term Care program.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
ALTCS medical expense ratio	93%	93%	93%
ALTCS administrative expense ratio	6%	6%	6%
Enrolled membership at year end	3898	4106	4110

**Expenditures**

Personal Services	8,041,773
Supplies & Services	152,022,926
Capital Outlay	0
<b>Total Expenditures</b>	<b>160,064,699</b>

**Funding Sources**

Revenues	186,852,348
Operating Transfers	0
Fund Balance Support	(30,718,584)
General Fund Support	3,930,935
<b>Total Funding</b>	<b>160,064,699</b>

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** LONG TERM CARE PROGRAM  
**Service:** ASSISTED LIVING FACILITY MONITORING & LICENSURE

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**Service Description**

Provide the following services to the long term care program (ALTCS): Licensure of Adult Foster Care and monitoring of assisted living homes/centers.

**Service Mandates**

These services are mandated by the long term care contract entered into by the Board of Supervisors.

**Impact if Service is NOT Provided**

Pima County will be non-compliant with the contract entered into with the State of Arizona.

**Objectives**

1. Ensure annual licensure of Adult Foster Care Homes are completed and homes are monitored within standards to ensure contractual compliance and quality of care is provided to members/residents.
2. Provide monitoring of Assisted Living Homes and Assisted Living Centers within standards to ensure contractual compliance and quality of care is provided to members.
3. Provide technical support and education to Assisted Living Facility providers to support their efforts in providing quality care to members/residents in each setting.

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Survey % of ALH/ALC residents annually	20%	20%	20%
License AFC homes annually	100%	100%	100%
Visit each AFC home for periodic monitoring	Quarterly	Quarterly	Quarterly

<b>Expenditures</b>		<b>Funding Sources</b>	
Personal Services	485,302	Revenues	0
Supplies & Services	0	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	244,253
		General Fund Support	241,049
<b>Total Expenditures</b>	<b>485,302</b>	<b>Total Funding</b>	<b>485,302</b>

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** LONG TERM CARE PROGRAM  
**Service:** ATTENDANT CARE WORKER & HOME CARE SUPPORT SVCS

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**Service Description**

The Home Care Support Services program schedules and monitors direct caregivers who assist clients to remain living independently in their own homes by helping with routine activities such as bathing, dressing, mobility, homemaking, meal preparation and shopping.

**Service Mandates**

These services are mandated by the long term care contract entered into by the Board of Supervisors.

**Impact if Service is NOT Provided**

Pima County will be non-compliant with the contract entered into with the State of Arizona.

**Objectives**

1. Recruit, retain, and supervise a well trained and qualified workforce of caregivers to provide attendant care to the diverse population of PHS members.
2. Provide cost effective services in compliance with regulatory requirements.
3. Assess members and monitor caregiver services to ensure members' changing needs are met.
4. Provide recommendations to case managers regarding member safety and services.
5. Provide continuity of services to members utilizing trained and qualified back up staff during and after regular business hours.
6. Provide in-home workers and services such as family caregivers and member specific training that meet the dynamic individual needs and preferences of members.
7. Provide expertise, assistance with tasks or projects, and related support as needed to other PHS divisions, PHS administration, and Pima County departments.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
% HCSS service gap hours	.07%	.15%	.15%
No adverse outcomes from service gap	Yes	Yes	Yes

Expenditures		Funding Sources	
Personal Services	175,416	Revenues	0
Supplies & Services	0	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	10,361,758
		General Fund Support	(10,186,342)
<b>Total Expenditures</b>	<b>175,416</b>	<b>Total Funding</b>	<b>175,416</b>

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** LONG TERM CARE PROGRAM  
**Service:** BEHAVIORAL HEALTH PROGRAM

---

**Service Description**

Provide clinical assessment and treatment care plan and behavioral health network monitoring to the long term care program via the following services: Counseling, (Individual, Family & Group) medication services, pre-petition screening, court ordered evaluation, and court ordered treatment.

**Service Mandates**

These services are mandated by the long term care contract entered into by the Board of Supervisors.

**Impact if Service is NOT Provided**

Pima County will be non-compliant with the contract entered into with the State of Arizona.

**Objectives**

1. Maintain a network of behavioral health professionals/organizations sufficient in size to provide quality care to PHS members.
2. Ensure that members' behavioral needs are routinely assessed and that the services received align with their specific needs.
3. Ensure services and documentation complies with Chapter 20 - Department of Health Services Behavioral Health Service Licensure in order to maintain licensure for the PHS Behavioral Health Outpatient Clinic.
4. Maintain and update the Standards and Procedures to ensure program requirements are met.
5. Ensure staff participation in an orientation program, initial training and ongoing training to maintain the skills and knowledge necessary to provide behavioral health services.

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Monitor timeliness of appointments standards	99%	100%	100%
Communication with the primary care provider	100%	100%	100%
Annual evaluation of behavioral health providers	100%	100%	100%
Member satisfaction surveys	80%	80%	82%
Successful completion of the annual AZ Department	100%	100%	100%

<b>Expenditures</b>		<b>Funding Sources</b>	
Personal Services	1,450,712	Revenues	142,190
Supplies & Services	3,686	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	992,055
		General Fund Support	320,153
<b>Total Expenditures</b>	<b>1,454,398</b>	<b>Total Funding</b>	<b>1,454,398</b>

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** LONG TERM CARE PROGRAM  
**Service:** CASE MANAGEMENT

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**Service Description**

Provide the following services to the long term care program (ALTCS): member's needs assessment, care planning, cost effective home and community based services, alternative community,skilled placements and timely service authorization to maintain effective community provider relations.

**Service Mandates**

These services are mandated by the long term care contract entered into by the Board of Supervisors.

**Impact if Service is NOT Provided**

Pima County will be non-compliant with the contract entered into with the State of Arizona.

**Objectives**

1. Ensure that PHS has a well trained case management staff according to ALTCS contract specifications to manage the needs of ALTCS population.
2. Maintain client services and placements in order to manage costs while maximizing member satisfaction.
3. Provide the least restrictive, most cost effective setting and services for ALTCS members.
4. Achieve reliability to ensure consistent and appropriate authorization or services.
5. Tlmely service authorization to maintain effective community provider relations.
3. Provide the least restrictive, most cost effective setting and services for ALTCS members.
4. Achieve inter-rater reliability to ensure consistent and appropriate authorization or services.
5. Timely service authorization to maintain effective community provider relations.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Timeliness of service provision	Yes	Yes	Yes
Ensure health and medical needs are met	Yes	Yes	Yes
Ongoing quality improvement processes	Yes	Yes	Yes
Initial intensive training for all new CMs	Yes	Yes	Yes
Initial and on-going training	Yes	Yes	Yes
Level of Care assessment for HCBS members	Yes	Yes	Yes
LOC assessment for INST members	Yes	Yes	Yes

**Expenditures**

**Funding Sources**

Personal Services	6,519,906	Revenues	0
Supplies & Services	157,141	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	4,830,051
		General Fund Support	1,846,996
<b>Total Expenditures</b>	<b>6,677,047</b>	<b>Total Funding</b>	<b>6,677,047</b>

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** LONG TERM CARE PROGRAM  
**Service:** RURAL SERVICES PROGRAM

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**Service Description**

Provide the following services to the Ajo & Why, Arizona areas: Assist clients to remain living independently in their own homes by helping with routine activities such as bathing, dressing, mobility, homemaking, meal preparation and shopping.

**Service Mandates**

These services are mandated by the long term care contract entered into by the Board of Supervisors.

**Impact if Service is NOT Provided**

Pima County will be non-compliant with the contract entered into with the State of Arizona.

**Objectives**

1. Provide cost effective services in compliance with regulatory requirements.
2. Assess members and monitor caregiver services to ensure members' changing needs are met.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
No adverse outcomes fr service gap	Yes	Yes	Yes

Expenditures	Funding Sources
Personal Services 0	Revenues 0
Supplies & Services 0	Operating Transfers 0
Capital Outlay 0	Fund Balance Support 63,833
	General Fund Support (63,833)
<b>Total Expenditures</b> 0	<b>Total Funding</b> 0

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** LONG TERM CARE PROGRAM  
**Service:** SPECIALTY SKILLED NURSING FACILITY

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**Service Description**

Provide specialty skilled nursing services for the long term care program that is effective, timely, and efficient.

**Service Mandates**

These services are mandated by the long term care contract entered into by the Board of Supervisors.

**Impact if Service is NOT Provided**

Pima County will be non-compliant with the contract entered into with the State of Arizona.

**Objectives**

1. Ensure that AHCCCS and ALTCS clients requiring the specialty services of the skilled nursing facility including ventilator or behavioral care are placed in a timely manner.
2. Ensure that client's care needs are assessed in order to provide optimum care.
3. Ensure that the facility maintains its operating licenses in order to continue to provide the care as needed.
4. Ensure that the facility is in compliance with all applicable county, state and federal regulations as applicable.
5. Ensure that the staff receive the orientation and training to allow them to be functional in their positions.
6. Ensure that clients receive medications and treatments as ordered by their physician.
7. Ensure the facility is a safe workplace for staff and free of hazards for clients.
8. Ensure supplies and equipment are available to meet clients needs.
9. Ensure that there is ongoing monitoring of activities using a continuous quality improvement process.
10. Ensure that medical records and other required documentation is maintained as required to legally protect the facility from risk and sanctions.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Maintain compliance w/in standards	Yes	Yes	Yes
Orientation and training are provided by in house	Yes	Yes	Yes
Effective delivery of treatments	Yes	Yes	Yes
Life Safety inspections are in compliance	Annually	Annually	Annually
Supplies and equipment are ordered & inventoried	Yes	Yes	Yes
Quality assurance activities meet industry standar	Yes	Yes	Yes
Documentation of all facility activities meets sta	Quarterly	Quarterly	Quarterly
Clients are placed within the facility quickly	48 hours	< 72 hours	<72 hours
Initial & subsequent MDS's are timely completed	Yes	Yes	Yes
Maintain licensure w/positive ADHS & Med. Reviews	Annually	Annually	Annually

Expenditures		Funding Sources	
Personal Services	14,552,024	Revenues	2,296,127
Supplies & Services	4,682,352	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	11,437,378
		General Fund Support	5,500,871
<b>Total Expenditures</b>	<b>19,234,376</b>	<b>Total Funding</b>	<b>19,234,376</b>

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** LONG TERM CARE PROGRAM  
**Service:** TRAINING

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**Service Description**

Provides the following services to meet the mandated requirements for the ambulatory program (AHCCCS), long term care program (ALTCS), and the Community Services Network (Caregiver Education and Support): education, training, and documenting for employees, providers, and caregivers.

**Service Mandates**

These services are mandated by the long term care contract entered into by the Board of Supervisors.

**Impact if Service is NOT Provided**

Pima County will be non-compliant with the contract entered into with the State of Arizona.

**Objectives**

1. Ensure that required education and training is provided for employees, providers, and caregivers.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Provide twelve hours of training upon initial hire	Yes	Yes	Yes
Schedule or teach and track orientation, inservice	Yes	Yes	Yes
Teach caregiver education and support classes as r	Yes	Yes	Yes
Teach Assisted Living Facility staff supervisory,	Yes	Yes	Yes

**Expenditures**

Personal Services	312,507
Supplies & Services	12,000
Capital Outlay	4,950
<b>Total Expenditures</b>	<b>329,457</b>

**Funding Sources**

Revenues	5,500
Operating Transfers	0
Fund Balance Support	0
General Fund Support	323,957
<b>Total Funding</b>	<b>329,457</b>

## Program Service Summary

**Department:** PIMA HEALTH SYSTEM & SERVICES  
**Program:** CLAIMS PROCESSING SERVICES  
**Service:** HOSPITAL & ANCILLARY SVCS - DIH

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**Service Description**

Pima Health System provides medical claims adjudication for the Department of Institutional Health. This service includes only the allocated administrative expense to operate the program.

**Service Mandates**

This service is mandated by the State of Arizona.

**Impact if Service is NOT Provided**

Pima County will be in violation of the state mandate.

**Objectives**

1. Ensure that established procedures are being utilized to process medical claims consistently.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Timely payment of claims in <30 days	98%	90%	90%
Timely payment of claims in <90 days	99%	99%	99%

**Expenditures**

Personal Services	148,465
Supplies & Services	108,717
Capital Outlay	0
<b>Total Expenditures</b>	<b>257,182</b>

**Funding Sources**

Revenues	257,182
Operating Transfers	0
Fund Balance Support	0
General Fund Support	0
<b>Total Funding</b>	<b>257,182</b>

### Service Prioritization by Super Department

Super Dept: 7260

Super Dept Name: PIMA HEALTH SYSTEM & SERVICES

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
AMBULATORY PROGRAM	AHCCCS AMBULATORY PROGRAM	1	1,216,516	1,503,878	Provide a variety of medical services to qualified members of PHS's Ambulatory Program. These categories of service include: inpatient, emergency, physician, laboratory, radiology, pharmacy, behavioral health, transportation and other ancillary medical services. In addition, the AHCCCS Ambulatory Program is one of the services to which allocated administrative costs are eventually transferred.
LONG TERM CARE PROGRAM	ALTCS PROGRAM	1	26,787,649	3,930,935	The ALTCS program includes specific medical service costs incurred for Long Term Care program members. These categories of service include: inpatient, emergency, physician, laboratory, radiology, pharmacy, behavioral health, transportation and other ancillary medical services. In addition, the ALTCS program is one of the services to which allocated administrative costs are eventually transferred.
LONG TERM CARE PROGRAM	SPECIALTY SKILLED NURSING FACILITY	1	(16,938,249)	5,500,871	Provide specialty skilled nursing services for the long term care program that is effective, timely, and efficient.
ADMINISTRATION	PHS ADMINISTRATIVE SERVICES	2	0	(52,658)	Provide the following services to the ambulatory program (AHCCCS) and the long term care program (ALTCS): Management of human resources, general administrative services and the corporate compliance/grievance program.

### Service Prioritization by Super Department

Super Dept: 7260

Super Dept Name: PIMA HEALTH SYSTEM & SERVICES

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
ADMINISTRATION	PHS & S ADMINISTRATIVE SVCS	2	0	0	PHS & S administration provides the following services to the health care programs in the Pima Health System Services Department: - Administrative control & oversight - Appointing Authority - Supervision of the program administrators - Establishes goals & objectives and monitors department standards and procedures - Coordinates and integrates department activities with community agencies, other Pima County Departments and with Pima County Administration - Provides management reports to County Administration and the Pima County Board of Supervisors
ADMINISTRATION	PROVIDER SERVICES/CONTRACTS	2	0	0	Provide the following services to the ambulatory program (AHCCCS) and long term care program (ALTCS): Provider education & training, contract and site monitoring, resolving provider complaints and managing the contracts and procurement for PHS. Monitor, manage, and administer all PHS contracts. In addition, coordinate the entering of all provider demographic information, contract services, and reimbursement into claims processing system and maintain system files daily.
ADMINISTRATION	MEMBER SERVICES	2	0	0	Provide the following services to the ambulatory program (AHCCCS) and long term care program (ALTCS): coordinate PCP assignments, panel monitoring, non-ER transportation scheduling, resolving member complaints, distributing member handbooks, managing all member change requests and providing referrals to other community resources. Provides service for Evercare non-ER transportation scheduling.

### Service Prioritization by Super Department

Super Dept: 7260

Super Dept Name: PIMA HEALTH SYSTEM & SERVICES

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
ADMINISTRATION	FINANCIAL SERVICES	2	0	0	Provide the following services to the ambulatory program (AHCCCS), the long term care program (ALTCS), and the Community Services System (CSS): General ledger accounting, budgeting, financial reporting - monthly, quarterly reporting for AHCCCS & ALTCS, compliance reporting, third party liability/COB, reinsurance, and medicare billings.
ADMINISTRATION	INFORMATION SERVICES	2	0	0	Provide the following services to PHS to support their programs: Encounter reporting, software application development, disaster recovery and business continuity, database management, data validation studies and EDI transactions and system security.
ADMINISTRATION	MEDICAL CLAIMS ADJUDICATION	2	0	0	Provide the following services to the ambulatory program (AHCCCS), the long term care program (ALTCS) Department of Institutional Health (DIH) and Evercare: Medical claims adjudication and management.
HEALTH MANAGEMENT	UTILIZATION MANAGEMENT	2	0	0	Provide the following services to the ambulatory program (AHCCCS) and long term care program (ALTCS): Concurrent review, prior authorization, durable medical equipment coordination, and medical claims review.
HEALTH MANAGEMENT	QUALITY MANAGEMENT	2	0	0	Provide the following services to the ambulatory program (AHCCCS) and long term care program (ALTCS): Credentialing, clinic site inspections, quality concern investigative health studies, fraud/abuse program, and QISMC (Quality Improvement System for Managed Care) Studies/Guidelines.
HEALTH MANAGEMENT	PREVENTATIVE HEALTH	2	0	0	Provide the following services to the ambulatory program (AHCCCS) and long term care program (ALTCS): Maternal & child health, EPSDT (Early Periodic Screening & Diagnostic Testing) intervention, at high risk maternal case management, child immunization/dental program, and school readiness intervention.

### Service Prioritization by Super Department

Super Dept: 7260  
 Super Dept Name: PIMA HEALTH SYSTEM & SERVICES

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
HEALTH MANAGEMENT	OFFICE OF MEDICAL MANAGEMENT	2	0	0	Provide the following services to the ambulatory program (AHCCCS) and long term care program (ALTCS): Clinical oversight, authorization review, clinical practice guidelines, pharmacy benefit management and pharmacy COB (Coordination of Benefits), behavioral health coordination and assistance to the contracts.
HEALTH MANAGEMENT	DISEASE MANAGEMENT	2	0	0	Provide the following services to the Ambulatory (AHCCCS) and Long Term Care (ALTCS) Programs: Disease management, member health education and organ/tissue transplants.
LONG TERM CARE PROGRAM	RURAL SERVICES PROGRAM	2	0	(63,833)	Provide the following services to the Ajo & Why, Arizona areas: Assist clients to remain living independently in their own homes by helping with routine activities such as bathing, dressing, mobility, homemaking, meal preparation and shopping.
LONG TERM CARE PROGRAM	ASSISTED LIVING FACILITY MONITORING & LIC	2	(485,302)	241,049	Provide the following services to the long term care program (ALTCS): Licensure of Adult Foster Care and monitoring of assisted living homes/centers.
LONG TERM CARE PROGRAM	CASE MANAGEMENT	2	(6,677,047)	1,846,996	Provide the following services to the long term care program (ALTCS): member's needs assessment, care planning, cost effective home and community based services, alternative community,skilled placements and timely service authorization to maintain effective community provider relations.
LONG TERM CARE PROGRAM	BEHAVIORAL HEALTH PROGRAM	2	(1,312,208)	320,153	Provide clinical assessment and treatment care plan and behavioral health network monitoring to the long term care program via the following services: Counseling, (Individual, Family & Group) medication services, pre-petition screening, court ordered evaluation, and court ordered treatment.

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### Service Prioritization by Super Department

Super Dept: 7260

Super Dept Name: PIMA HEALTH SYSTEM & SERVICES

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
LONG TERM CARE PROGRAM	TRAINING	3	(323,957)	323,957	Provides the following services to meet the mandated requirements for the ambulatory program (AHCCCS), long term care program (ALTCS), and the Community Services Network (Caregiver Education and Support): education, training, and documenting for employees, providers, and caregivers.
COMMUNITY SERVICES SYSTEM	COMMUNITY SVCS SYSTEM & GRANTS	4	(816,335)	127,022	CSS is a grant funded coordinated delivery system that provides case management, home and and community based services to Pima County residents with social and economic need who are frail and elderly (60 and older), younger physically disabled (18-59 years old) and require assistance with self care. The program also supports informal caregivers through the Caregiver Education & Support Program by providing individual & family counseling, support groups, and practical skills classes.
CLAIMS PROCESSING SERVICES	HOSPITAL & ANCILLARY SVCS - DIH	5	0	0	Pima Health System provides medical claims adjudication for the Department of Institutional Health. This service includes only the allocated administrative expense to operate the program.
LONG TERM CARE PROGRAM	ATTENDANT CARE WORKER & HOME CARE SI	6	(175,416)	(10,186,342)	The Home Care Support Services program schedules and monitors direct caregivers who assist clients to remain living independently in their own homes by helping with routine activities such as bathing, dressing, mobility, homemaking, meal preparation and shopping.
UNUSED CENTERS	NOT APPLICABLE	6	0	0	

### Program Service Codes

Super Dept: 7260  
 Super Dept Name: PIMA HEALTH SYSTEM & SERVICES

Center	Program	Service
7265100 PHS ADMINISTRATION	001 ADMINISTRATION	0001 PHS ADMINISTRATIVE SERVICES
7265110 PHS LTC ADMINISTRATION	001 ADMINISTRATION	0001 PHS ADMINISTRATIVE SERVICES
7265111 PHS&S OVERHEAD	001 ADMINISTRATION	0002 PHS & S ADMINISTRATIVE SVCS
7265120 PROVIDER SERVICES/CONTRACTS	001 ADMINISTRATION	0003 PROVIDER SERVICES/CONTRACTS
7265121 MEMBER SERVICES	001 ADMINISTRATION	0004 MEMBER SERVICES
7265122 TRANSPORTATION	001 ADMINISTRATION	0004 MEMBER SERVICES
7265190 SANTA CRUZ ADMINISTRATION	001 ADMINISTRATION	0004 MEMBER SERVICES
7265130 FINANCE	001 ADMINISTRATION	0005 FINANCIAL SERVICES
7265131 MIS	001 ADMINISTRATION	0006 INFORMATION SERVICES
7265132 CLAIMS	001 ADMINISTRATION	0007 MEDICAL CLAIMS ADJUDICATION
7261300 ADMIN CHARGES	002 AMBULATORY PROGRAM	0001 AHCCCS AMBULATORY PROGRAM
7261310 MEDICAL SERVICES	002 AMBULATORY PROGRAM	0001 AHCCCS AMBULATORY PROGRAM
7264100 COMMUNITY SVCS SYS	004 COMMUNITY SERVICES SYSTEM	0001 COMMUNITY SVCS SYSTEM & GRANTS
7264340 ADMIN CHARGES	004 COMMUNITY SERVICES SYSTEM	0001 COMMUNITY SVCS SYSTEM & GRANTS
7264410 ADMIN CHARGES	004 COMMUNITY SERVICES SYSTEM	0001 COMMUNITY SVCS SYSTEM & GRANTS
7264440 MEDICAL CHARGES	004 COMMUNITY SERVICES SYSTEM	0001 COMMUNITY SVCS SYSTEM & GRANTS
8632025 SOC SERV BLCK GRANT-TL XX	004 COMMUNITY SERVICES SYSTEM	0001 COMMUNITY SVCS SYSTEM & GRANTS
8632026 OLDER AMRNS ACT TITLE III	004 COMMUNITY SERVICES SYSTEM	0001 COMMUNITY SVCS SYSTEM & GRANTS
8632027 AZ ST SUPPLEMENT PMT PROG	004 COMMUNITY SERVICES SYSTEM	0001 COMMUNITY SVCS SYSTEM & GRANTS
8632031 ARIZONA STATE HOMECARE	004 COMMUNITY SERVICES SYSTEM	0001 COMMUNITY SVCS SYSTEM & GRANTS
8632032 PCOA STATE INDEPENDENT LIVING SUPPORT	004 COMMUNITY SERVICES SYSTEM	0001 COMMUNITY SVCS SYSTEM & GRANTS
8632033 DES STATE INDEPENDENT LIVING SUPPORT	004 COMMUNITY SERVICES SYSTEM	0001 COMMUNITY SVCS SYSTEM & GRANTS
7265140 UTILIZATION MANAGEMENT	005 HEALTH MANAGEMENT	0001 UTILIZATION MANAGEMENT
7265141 QUALITY MANAGEMENT	005 HEALTH MANAGEMENT	0002 QUALITY MANAGEMENT
7265142 DISEASE MGMT/MATERNAL CHILD	005 HEALTH MANAGEMENT	0003 PREVENTATIVE HEALTH
7265151 OFFICE OF MEDICAL MANAGEMENT	005 HEALTH MANAGEMENT	0004 OFFICE OF MEDICAL MANAGEMENT
7265143 DISEASE MANAGEMENT	005 HEALTH MANAGEMENT	0005 DISEASE MANAGEMENT
7262000 LONG TERM CARE - ALTCS	006 LONG TERM CARE PROGRAM	0001 ALTCS PROGRAM
7262200 MEDICAL SERVICES	006 LONG TERM CARE PROGRAM	0001 ALTCS PROGRAM
7262300 ADMIN CHARGES	006 LONG TERM CARE PROGRAM	0001 ALTCS PROGRAM
7263230 ALF SERVICES	006 LONG TERM CARE PROGRAM	0003 ASSISTED LIVING FACILITY MONITORING & LICENSURE
7263240 CASE MANAGEMENT	006 LONG TERM CARE PROGRAM	0004 CASE MANAGEMENT
7265199 SANTA CRUZ COUNTY	006 LONG TERM CARE PROGRAM	0004 CASE MANAGEMENT
7263250 ATT CARE WORKERS	006 LONG TERM CARE PROGRAM	0005 ATTENDANT CARE WORKER & HOME CARE SUPPORT SVCS
7263251 HOME CARE SUPPORT SERVICES	006 LONG TERM CARE PROGRAM	0005 ATTENDANT CARE WORKER & HOME CARE SUPPORT SVCS
7263252 MEDICAID SKILLED	006 LONG TERM CARE PROGRAM	0005 ATTENDANT CARE WORKER & HOME CARE SUPPORT SVCS
7263275 BEHAVIORAL HEALTH	006 LONG TERM CARE PROGRAM	0006 BEHAVIORAL HEALTH PROGRAM
7263800 PDS ADMINISTRATION	006 LONG TERM CARE PROGRAM	0007 SPECIALTY SKILLED NURSING FACILITY
7263810 PDS INTERMITTENT NURSE POOL	006 LONG TERM CARE PROGRAM	0007 SPECIALTY SKILLED NURSING FACILITY
7263812 PDS UNIT 200 SECURED BEHAVIORAL	006 LONG TERM CARE PROGRAM	0007 SPECIALTY SKILLED NURSING FACILITY

### Program Service Codes

Super Dept: 7260

Super Dept Name: PIMA HEALTH SYSTEM & SERVICES

Center		Program		Service	
7263813	PDS UNIT 300 BEHAVIORAL MGMT	006	LONG TERM CARE PROGRAM	0007	SPECIALTY SKILLED NURSING FACILITY
7263814	PDS UNIT 400 BEHAVIORAL MGMT	006	LONG TERM CARE PROGRAM	0007	SPECIALTY SKILLED NURSING FACILITY
7263815	PDS UNIT 500 SECURED BEHAVIORAL	006	LONG TERM CARE PROGRAM	0007	SPECIALTY SKILLED NURSING FACILITY
7263816	PDS UNIT 600 RESPIRATORY	006	LONG TERM CARE PROGRAM	0007	SPECIALTY SKILLED NURSING FACILITY
7263817	PDS UNIT 700 REHAB	006	LONG TERM CARE PROGRAM	0007	SPECIALTY SKILLED NURSING FACILITY
7263820	PDS NURSING ADMINISTRATION	006	LONG TERM CARE PROGRAM	0007	SPECIALTY SKILLED NURSING FACILITY
7263835	PDS ACTIVITIES/THERAPIES	006	LONG TERM CARE PROGRAM	0007	SPECIALTY SKILLED NURSING FACILITY
7263840	THERAPY SERVICES	006	LONG TERM CARE PROGRAM	0007	SPECIALTY SKILLED NURSING FACILITY
7263845	PDS FOOD SERVICES-DIETARY	006	LONG TERM CARE PROGRAM	0007	SPECIALTY SKILLED NURSING FACILITY
7263850	PDS HOUSEKEEPING	006	LONG TERM CARE PROGRAM	0007	SPECIALTY SKILLED NURSING FACILITY
7263855	PDS PLANT OPERATIONS & SUPPLY	006	LONG TERM CARE PROGRAM	0007	SPECIALTY SKILLED NURSING FACILITY
7263860	PDS O/P THERAPY	006	LONG TERM CARE PROGRAM	0007	SPECIALTY SKILLED NURSING FACILITY
7263270	PHS TRAINING DIVISION	006	LONG TERM CARE PROGRAM	0008	TRAINING
7267500	MEDICAL SERVICES	010	CLAIMS PROCESSING SERVICES	0001	HOSPITAL & ANCILLARY SVCS - DIH
7267550	CORRECTIONAL HEALTH CARE	010	CLAIMS PROCESSING SERVICES	0001	HOSPITAL & ANCILLARY SVCS - DIH

Zero Base Budget Evaluation Report  
 Fiscal Year 2008/2009

**Solid Waste Management**

	<u>Does Not Meet Requirements</u>	<u>Meets Requirements</u>	<u>Comments</u>
<b>Deadlines Met</b>			
Interim - November 30		X	
Final - February 20		X	
<b>Thorough Review of Operations</b>		X	
<b>Strategic Operational Plan Established</b>			
Goals/Objectives Identified		X	
Performance Measures Defined		X	
<b>Required Fin Forms Completed</b>			
FinForm 13z		X	
FinForm 24z		X	
FinForm 25z		X	
FinForm 26z		X	
Organization Chart		X	
<b>Vacancy Savings Budgeted</b>		X	
<b>Line Items Justified</b>		X	
<b>Position Descriptions Provided</b>		X	

**ADDITIONAL FUNDING REQUEST TO MAINTAIN CURRENT LEVEL OF SERVICE**

**SOLID WASTE MANAGEMENT**

**INCREASED FUNDING REQUEST IS FOR:**

	Personal Services <input checked="" type="checkbox"/>	Supplies/Services <input checked="" type="checkbox"/>	Capital <input type="checkbox"/>	Revenues <input type="checkbox"/>	
	FY2007/2008 Adopted	FY2008/2009 Requested	FY2008/2009 Base Budget	Variance Between Req & Base Budget	
<b>EXPENDITURES</b>					
PERSONAL SERVICES	2,259,467	1,535,662	1,535,662	0	
SUPPLIES & SERVICES	4,934,977	4,507,138	4,507,138	0	
CAPITAL OUTLAY	217,500	0	0	0	
<b>TOTAL</b>	<b>7,411,944</b>	<b>6,042,800</b>	<b>6,042,800</b>	<b>0</b>	
<b>REVENUES</b>					
INTERGOVERNMENTAL	0	0	0	0	
CHARGES FOR SERVICES	5,423,500	3,722,500	3,722,500	0	
INTEREST	40,000	0	0	0	
MISCELLANEOUS	93,000	35,500	35,500	0	
<b>TOTAL</b>	<b>5,556,500</b>	<b>3,758,000</b>	<b>3,758,000</b>	<b>0</b>	
<b>Fund Balance Support</b>	1,855,444	2,284,800	0	2,284,800	
<b>General Fund Support</b>	0	0	2,284,800	(2,284,800)	
<b>FTEs</b>	53.0	34.0	53.0	(19.0)	

**Description**

**Variance Explanations:**

**Revenues**

**Personal Services**

**Supplies & Services**

**Capital Request**

**FTEs**

**Other Comments**

**Impact If Not Funded**

**Source of Mandate**

## Program Service Summary

**Department:** SOLID WASTE MANAGEMENT  
**Program:** COMMUNITY SERVICES  
**Service:** COMMUNITY CLEANUPS

---

**Service Description**

Provide staff equipment and other resources to to assist organized community neighborhood cleanups

**Service Mandates**

Title 13.40 Section 030 of Pima County Code

**Impact if Service is NOT Provided**

If Service is not provided then organized community neighborhood cleanups would need to be funded through other non Departmental sources with payment either to the Department for the cost of providing equipment and manpower and for tipping fees incurred from disposal of refuse collected.

**Objectives**

Provide resources to support keeping Pima County clean.

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Community Clean Ups Performed	2	3	4
Complaints received regarding community clean ups	0	0	0
Annual Community Services Report prepared	Yes	Yes	Yes

**Expenditures**

Personal Services	988
Supplies & Services	6,012
Capital Outlay	0
<b>Total Expenditures</b>	<b>7,000</b>

**Funding Sources**

Revenues	0
Operating Transfers	0
Fund Balance Support	0
General Fund Support	7,000
<b>Total Funding</b>	<b>7,000</b>

## Program Service Summary

**Department:** SOLID WASTE MANAGEMENT  
**Program:** COMMUNITY SERVICES  
**Service:** PDEQ WILDCAT DUMP PROGRAM

---

**Service Description**

Provide from Solid Waste Tipping Fees, the funding for Pima County Department of Environmental Quality Wildcat Dump Program and to utilize Department resources to assist in clean up activities

**Service Mandates**

None

**Impact if Service is NOT Provided**

Wildcat Dumping will continue to without consequences to violators resulting in degradation of the environment in Pima County

**Objectives**

Providing resources to the Pima County Department of Environmental Quality Wildcat Dump Program to keep Pima County clean and to prosecute violators. Additionally for Department operations to assist in clean up activities on public lands.

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Illegal Dumping Sites investigated	625	625	925
Illegal Waste removed from Public Lands	40	40	60

**Expenditures**

Personal Services	54,455
Supplies & Services	272,845
Capital Outlay	0
<b>Total Expenditures</b>	<b>327,300</b>

**Funding Sources**

Revenues	0
Operating Transfers	0
Fund Balance Support	0
General Fund Support	327,300
<b>Total Funding</b>	<b>327,300</b>

## Program Service Summary

**Department:** SOLID WASTE MANAGEMENT  
**Program:** DEVELOPMENT, CLOSURE, AND REMEDIATION  
**Service:** EL CAMINO DEL CERRO LANDFILL REMEDIATION

---

**Service Description**

Perform final remediation measures approved by ADEQ at the facility, including completion of the site final cover system, construction of a perimeter storm water channel, and implementation of a downgradient groundwater pump and treatment system.

**Service Mandates**

Pending ADEQ consent decree

**Impact if Service is NOT Provided**

County will incur litigation from the State of Arizona

**Objectives**

Provide stormwater management and final cover systems at the landfill, contain and treat contaminated water in a dedicated operations area downgradient of the landfill.

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Execute consent Decree	10%	30%	90%
Groundwater Wells and gas probes monitored	17	17	17

<b>Expenditures</b>		<b>Funding Sources</b>	
Personal Services	3,505	Revenues	0
Supplies & Services	19,995	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	23,500
<b>Total Expenditures</b>	<b>23,500</b>	<b>Total Funding</b>	<b>23,500</b>

## Program Service Summary

**Department:** SOLID WASTE MANAGEMENT  
**Program:** DEVELOPMENT, CLOSURE, AND REMEDIATION  
**Service:** HARRISON LANDFILL REMEDIATION

---

**Service Description**

Perform landfill gas extraction and monitoring

**Service Mandates**

Continue Monitoring of Site for gas migration

**Impact if Service is NOT Provided**

Potential methane migration to adjacent mobile home park

**Objectives**

Limit landfill gas migration

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Groundwater Wells and gas probes Groundwater wells	5	5	5

**Expenditures**

Personal Services	1,595
Supplies & Services	405
Capital Outlay	0
<b>Total Expenditures</b>	<b>2,000</b>

**Funding Sources**

Revenues	0
Operating Transfers	0
Fund Balance Support	0
General Fund Support	2,000
<b>Total Funding</b>	<b>2,000</b>

## Program Service Summary

**Department:** SOLID WASTE MANAGEMENT  
**Program:** RESOURCE MANAGEMENT  
**Service:** EQUIPMENT REPLACEMENT

---

**Service Description**

Plan for replacement of equipment, general administration of all Department programs, provide overall engineering/technical support to Department sites to ensure licensing and regulatory compliance, provide financial administration including billing for credit customers, and general customer support.

**Service Mandates**

Title 13 of Pima County Code (Solid Waste)

**Impact if Service is NOT Provided**

Violation of service mandate. Administrative, Technical/Engineering, and Financial Support services are necessary for operation of all other Department Programs.

**Objectives**

Operate existing facilities with appropriate equipment, and financial, technical/engineering and general administrative support.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Invoices prepared by 7th of Month	Yes	Yes	Yes
Equipment Plan Updated	Yes	Yes	Yes
Long Range Staffing plan updated	Yes	Yes	Yes

Expenditures		Funding Sources	
Personal Services	261,139	Revenues	5,000
Supplies & Services	424,861	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	681,000
<b>Total Expenditures</b>	<b>686,000</b>	<b>Total Funding</b>	<b>686,000</b>

## Program Service Summary

**Department:** SOLID WASTE MANAGEMENT  
**Program:** WASTE MANAGEMENT  
**Service:** AJO LANDFILL

---

**Service Description**

Municipal solid waste disposal facility for commercial and residential customers in western Pima County

**Service Mandates**

Title 13 of Pima County Code (Solid Waste)

**Impact if Service is NOT Provided**

Increased wildcat dumping. Violation of service mandate to provide for solid waste management

**Objectives**

Continue the development and operation of the Ajo Landfill to meet current and future County needs.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Accidents resulting in lost time	1	0	0
ADEQ inspections passed	Yes	No	Yes
Landfills operated	1	1	1
Waste Tonnage Handled	3600	3600	3600
Rural Collection Center Operated	1	1	1

Expenditures		Funding Sources	
Personal Services	184,552	Revenues	0
Supplies & Services	169,198	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	353,750
<b>Total Expenditures</b>	<b>353,750</b>	<b>Total Funding</b>	<b>353,750</b>

## Program Service Summary

**Department:** SOLID WASTE MANAGEMENT  
**Program:** WASTE MANAGEMENT  
**Service:** ARIVACA RURAL COLLECTION CENTER

---

**Service Description**

Rural collection facility for residents in the Arivaca area of Pima County

**Service Mandates**

Title 13 of Pima County Code (Solid Waste)

**Impact if Service is NOT Provided**

Increased wildcat Dumping

**Objectives**

Continue the operation of the collection center to meet the current and future needs of Pima County

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
ADEQ Inspections Passed	Yes	Yes	Yes
Rural Collection Centers Operated	1	1	1

Expenditures		Funding Sources	
Personal Services	23,994	Revenues	0
Supplies & Services	58,006	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	82,000
<b>Total Expenditures</b>	<b>82,000</b>	<b>Total Funding</b>	<b>82,000</b>

## Program Service Summary

**Department:** SOLID WASTE MANAGEMENT  
**Program:** WASTE MANAGEMENT  
**Service:** CATALINA TRANSFER STATION

---

**Service Description**

Municipal solid waste transfer facility for residential customers in northern Pima County

**Service Mandates**

Title 13 of Pima County Code (Solid Waste)

**Impact if Service is NOT Provided**

Increased wildcat dumping. Violation of service mandate to provide for solid waste management

**Objectives**

Continue the operation of the Catalina Transfer Station to meet current and future County needs.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Accidents resulting in lost time	0	1	0
ADEQ inspections passed	Yes	Yes	Yes
Transfer Stations operated	1	1	1
Waste Tonnage Handled	2367	890	1200
Other Materials Tonnage Recycled	278	115	115

**Expenditures**

Personal Services	129,187
Supplies & Services	105,813
Capital Outlay	0
<b>Total Expenditures</b>	<b>235,000</b>

**Funding Sources**

Revenues	82,000
Operating Transfers	0
Fund Balance Support	0
General Fund Support	153,000
<b>Total Funding</b>	<b>235,000</b>

## Program Service Summary

**Department:** SOLID WASTE MANAGEMENT  
**Program:** WASTE MANAGEMENT  
**Service:** INA ROAD CONSTRUCTION DEBRIS LANDFILL

---

**Service Description**

Construction Debris and green waste facility for commercial customers in Pima County. Waste Tire Collection site.

**Service Mandates**

Title 13 of the Pima County Code

**Impact if Service is NOT Provided**

Increased wildcat dumping. Violation of service mandate to provide for solid waste management

**Objectives**

Continue the development and operation of the Ina Road Facility to meet current and future needs.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Accidents resulting in lost time	2	0	0
ADEQ inspections passed	Yes	Yes	Yes
Landfills operated	1	1	1
Waste Tonnage Handled	26843	26560	30000

Expenditures		Funding Sources	
Personal Services	224,853	Revenues	577,500
Supplies & Services	704,147	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	351,500
<b>Total Expenditures</b>	<b>929,000</b>	<b>Total Funding</b>	<b>929,000</b>

## Program Service Summary

**Department:** SOLID WASTE MANAGEMENT  
**Program:** WASTE MANAGEMENT  
**Service:** LUKEVILLE RURAL COLLECTION CENTER

---

**Service Description**

Rural collection facility for residents in the Lukeville area of Pima County

**Service Mandates**

Title 13 of Pima County Code (Solid Waste)

**Impact if Service is NOT Provided**

Increased wildcat Dumping

**Objectives**

Continue the operation of the collection center to meet the current and future needs of Pima County

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Rural Collection Centers Operated	3	3	3
ADEQ Inspections Passed	Yes	Yes	Yes

Expenditures		Funding Sources	
Personal Services	0	Revenues	0
Supplies & Services	29,500	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	29,500
<b>Total Expenditures</b>	<b>29,500</b>	<b>Total Funding</b>	<b>29,500</b>

## Program Service Summary

**Department:** SOLID WASTE MANAGEMENT  
**Program:** WASTE MANAGEMENT  
**Service:** MT. LEMMON RURAL COLLECTION CENTER

---

**Service Description**

Rural collection facility for residents in Summerhaven area of Pima County

**Service Mandates**

Title 13 of Pima County Code (Solid Waste)

**Impact if Service is NOT Provided**

Increased wildcat Dumping

**Objectives**

Continue the operation of the collection center to meet the current and future needs of Pima County

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
ADEQ Inspections Passed	Yes	Yes	Yes
Rural Collection Centers Operated	1	1	1

Expenditures		Funding Sources	
Personal Services	0	Revenues	0
Supplies & Services	21,000	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	21,000
<b>Total Expenditures</b>	<b>21,000</b>	<b>Total Funding</b>	<b>21,000</b>

## Program Service Summary

**Department:** SOLID WASTE MANAGEMENT  
**Program:** WASTE MANAGEMENT  
**Service:** RYAN FIELD TRANSFER STATION

---

**Service Description**

Municipal solid waste transfer facility for residential customers in the Ryan Field/Three Points area of Pima County

**Service Mandates**

Title 13 of Pima County Code (Solid Waste)

**Impact if Service is NOT Provided**

Increased wildcat Dumping

**Objectives**

Continue the operation of the Ryan Field Transfer Station and Three Points weekly collection to meet the current and future needs of Pima County

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Accidents resulting in lost time	0	0	0
ADEQ inspections passed	Yes	Yes	Yes
Other Materials Tonnage Recycled	120	122	122
Transfer Stations operated	1	1	1
Waste Tonnage Handled	3648	2152	2500
Rural Collection Centers Operated	1	1	1

**Expenditures**

Personal Services	96,637
Supplies & Services	140,113
Capital Outlay	0

**Total Expenditures** 236,750

**Funding Sources**

Revenues	6,750
Operating Transfers	0
Fund Balance Support	0
General Fund Support	230,000

**Total Funding** 236,750

## Program Service Summary

**Department:** SOLID WASTE MANAGEMENT  
**Program:** WASTE MANAGEMENT  
**Service:** SAHUARITA LANDFILL

---

**Service Description**

Municipal solid waste disposal facility for commercial and residential customers in near western Pima County

**Service Mandates**

ARS 49-741  
 Title 13 of Pima County Code (Solid Waste)

**Impact if Service is NOT Provided**

Violation of the service mandate to provide for solid waste management

**Objectives**

Continue operation of the Sahuarita Landfill to meet current and future County Needs.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Accidents resulting in lost time	0	0	0
ADEQ inspections passed	Yes	Yes	Yes
Landfills operated	1	1	1
Other Materials Tonnage Recycled	596	397	400
Waste Tonnage Handled	10824	40424	30000

**Expenditures**

Personal Services	595,953
Supplies & Services	1,254,547
Capital Outlay	0

**Total Expenditures** 1,850,500

**Funding Sources**

Revenues	1,055,000
Operating Transfers	0
Fund Balance Support	0
General Fund Support	795,500

**Total Funding** 1,850,500

## Program Service Summary

**Department:** SOLID WASTE MANAGEMENT  
**Program:** WASTE MANAGEMENT  
**Service:** SASABE/ARAVACA JUNCTION RURAL COLLECTION CENTER

---

**Service Description**

Rural collection facility for residents in Sasabe/Arivaca Junction area of Pima County

**Service Mandates**

Title 13 of Pima County Code (Solid Waste)

**Impact if Service is NOT Provided**

Increased wildcat Dumping

**Objectives**

Continue the operation of the collection center to meet the current and future needs of Pima County

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Rural Collection Centers Operated	1	1	1
ADEQ Inspections Passed	Yes	Yes	Yes

<b>Expenditures</b>		<b>Funding Sources</b>	
Personal Services	5,932	Revenues	0
Supplies & Services	8,568	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	14,500
<b>Total Expenditures</b>	<b>14,500</b>	<b>Total Funding</b>	<b>14,500</b>

## Program Service Summary

**Department:** SOLID WASTE MANAGEMENT  
**Program:** WASTE MANAGEMENT  
**Service:** TANGERINE LANDFILL

---

**Service Description**

Municipal solid waste disposal facility for commercial and residential customers in north west Pima County

**Service Mandates**

ARS 49-741  
 Title 13 of Pima County Code (Solid Waste)

**Impact if Service is NOT Provided**

Violation of the service mandate to provide for solid waste management

**Objectives**

Continue operation of the Tangerine Landfill to meet current County Needs. Scheduled closure of the facility to all but intermittent collections until CIP funding for complete closure can be attained.

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
ADEQ inspections passed	Yes	Yes	Yes
Accidents resulting in lost time	0	3	0
Landfills operated	1	1	1
Waste Tonnage Handled	130385	142846	71423
Other Materials Tonnage Recycled	944	824	400

<b>Expenditures</b>		<b>Funding Sources</b>	
Personal Services	446,300	Revenues	2,120,500
Supplies & Services	1,399,950	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	(274,250)
<b>Total Expenditures</b>	<b>1,846,250</b>	<b>Total Funding</b>	<b>1,846,250</b>

## Program Service Summary

**Department:** SOLID WASTE MANAGEMENT  
**Program:** WASTE MANAGEMENT  
**Service:** TIRE PROGRAM

---

**Service Description**

Waste tire collection site for Pima County. Solid Waste Department contracts for tires to be hauled to tire recycling operations where tires are processed into usable raw materials and/or recycled goods

**Service Mandates**

ARS 49-742  
 ADOR 64-1082  
 Title 13 of Pima County Code (Solid Waste)

**Impact if Service is NOT Provided**

Violation of Service Mandates

**Objectives**

Continued operation of the facility to meet the County's present and future needs.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Tire Tonnage Recycled	16229	15442	15000

**Expenditures**

Personal Services	134,694
Supplies & Services	1,433,631
Capital Outlay	0
<b>Total Expenditures</b>	<b>1,568,325</b>

**Funding Sources**

Revenues	1,455,325
Operating Transfers	0
Fund Balance Support	0
General Fund Support	113,000
<b>Total Funding</b>	<b>1,568,325</b>

## Program Service Summary

**Department:** SOLID WASTE MANAGEMENT  
**Program:** WASTE MANAGEMENT  
**Service:** WHY RURAL COLLECTION CENTER

---

**Service Description**

Rural collection facility for residents in the Why area of Pima County

**Service Mandates**

Title 13 of Pima County Code (Solid Waste)

**Impact if Service is NOT Provided**

Increased wildcat Dumping

**Objectives**

Continue the operation of the collection center to meet the current and future needs of Pima County

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Rural Collection Centers Operated	3	3	3
ADEQ Inspections Passed	Yes	Yes	Yes

**Expenditures**

Personal Services	0
Supplies & Services	47,500
Capital Outlay	0

**Total Expenditures** 47,500

**Funding Sources**

Revenues	0
Operating Transfers	0
Fund Balance Support	0
General Fund Support	47,500

**Total Funding** 47,500

### Service Prioritization by Super Department

Super Dept: 5630

Super Dept Name: SOLID WASTE MANAGEMENT

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
RESOURCE MANAGEMENT	EQUIPMENT REPLACEMENT	1	(681,000)	681,000	Plan for replacement of equipment, general administration of all Department programs, provide overall engineering/technical support to Department sites to ensure licensing and regulatory compliance, provide financial administration including billing for credit customers, and general customer support.
DEVELOPMENT, CLOSURE, AND REMEDIATION	EL CAMINO DEL CERRO LANDFILL REMEDIATION	2	(23,500)	23,500	Perform final remediation measures approved by ADEQ at the facility, including completion of the site final cover system, construction of a perimeter storm water channel, and implementation of a downgradient groundwater pump and treatment system.
DEVELOPMENT, CLOSURE, AND REMEDIATION	HARRISON LANDFILL REMEDIATION	3	(2,000)	2,000	Perform landfill gas extraction and monitoring
WASTE MANAGEMENT	TIRE PROGRAM	4	(113,000)	113,000	Waste tire collection site for Pima County. Solid Waste Department contracts for tires to be hauled to tire recycling operations where tires are processed into usable raw materials and/or recycled goods
WASTE MANAGEMENT	TANGERINE LANDFILL	5	274,250	(274,250)	Municipal solid waste disposal facility for commercial and residential customers in north west Pima County
WASTE MANAGEMENT	SAHUARITA LANDFILL	6	(795,500)	795,500	Municipal solid waste disposal facility for commercial and residential customers in near western Pima County
WASTE MANAGEMENT	INA ROAD CONSTRUCTION DEBRIS LANDFILL	7	(351,500)	351,500	Construction Debris and green waste facility for commercial customers in Pima County. Waste Tire Collection site.
WASTE MANAGEMENT	AJO LANDFILL	8	(353,750)	353,750	Municipal solid waste disposal facility for commercial and residential customers in western Pima County
WASTE MANAGEMENT	CATALINA TRANSFER STATION	9	(153,000)	153,000	Municipal solid waste transfer facility for residential customers in northern Pima County
WASTE MANAGEMENT	RYAN FIELD TRANSFER STATION	10	(230,000)	230,000	Municipal solid waste transfer facility for residential customers in the Ryan Field/Three Points area of Pima County
COMMUNITY SERVICES	COMMUNITY CLEANUPS	11	(7,000)	7,000	Provide staff equipment and other resources to to assist organized community neighborhood cleanups

### Service Prioritization by Super Department

Super Dept: 5630

Super Dept Name: SOLID WASTE MANAGEMENT

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
COMMUNITY SERVICES	PDEQ WILDCAT DUMP PROGRAM	12	(327,300)	327,300	Provide from Solid Waste Tipping Fees, the funding for Pima County Department of Environmental Quality Wildcat Dump Program and to utilize Department resources to assist in clean up activities
WASTE MANAGEMENT	WHY RURAL COLLECTION CENTER	13	(47,500)	47,500	Rural collection facility for residents in the Why area of Pima County
WASTE MANAGEMENT	ARIVACA RURAL COLLECTION CENTER	14	(82,000)	82,000	Rural collection facility for residents in the Arivaca area of Pima County
WASTE MANAGEMENT	SASABE/ARAVACA JUNCTION RURAL COLLEC	15	(14,500)	14,500	Rural collection facility for residents in Sasabe/Arivaca Junction area of Pima County
WASTE MANAGEMENT	LUKEVILLE RURAL COLLECTION CENTER	16	(29,500)	29,500	Rural collection facility for residents in the Lukeville area of Pima County
WASTE MANAGEMENT	MT. LEMMON RURAL COLLECTION CENTER	17	(21,000)	21,000	Rural collection facility for residents in Summerhaven area of Pima County
RESOURCE MANAGEMENT	EL CAMINO DEL CERRO LANDFILL REMEDIATI	18	0	0	
DEVELOPMENT, CLOSURE, AND REMEDIA	INTEGRATED SOLID WASTE MANAGEMENT FA	19	0	0	
DEVELOPMENT, CLOSURE, AND REMEDIA	FINANCIAL ASSURANCE	20	0	0	

## Program Service Codes

Super Dept: 5630

Super Dept Name: SOLID WASTE MANAGEMENT

Center	Program	Service
5630402 COMMUNITY CLEANUPS	010 COMMUNITY SERVICES	0012 COMMUNITY CLEANUPS
5630403 PDEQ WILDCAT DUMP FUNDING	010 COMMUNITY SERVICES	0017 PDEQ WILDCAT DUMP PROGRAM
5630213 INTEGRATED SWM FACILITY	011 DEVELOPMENT, CLOSURE, AND REMEDIATION	0004 INTEGRATED SOLID WASTE MANAGEMENT FACILITY
5630601 TECHNICAL PROGRAMS	011 DEVELOPMENT, CLOSURE, AND REMEDIATION	0004 INTEGRATED SOLID WASTE MANAGEMENT FACILITY
5630205 CAMINO DEL CERRO LANDFILL REMEDIATION	011 DEVELOPMENT, CLOSURE, AND REMEDIATION	0007 EL CAMINO DEL CERRO LANDFILL REMEDIATION
5630602 HARRISON LANDFILL REMEDIATION	011 DEVELOPMENT, CLOSURE, AND REMEDIATION	0020 HARRISON LANDFILL REMEDIATION
5630101 ADMINISTRATION	012 RESOURCE MANAGEMENT	0001 EQUIPMENT REPLACEMENT
5630100 ADMINISTRATION	012 RESOURCE MANAGEMENT	0008 EL CAMINO DEL CERRO LANDFILL REMEDIATION
5630201 TANGERINE LANDFILL	013 WASTE MANAGEMENT	0002 TANGERINE LANDFILL
5630202 SAHUARITA LANDFILL	013 WASTE MANAGEMENT	0003 SAHUARITA LANDFILL
5630204 INA ROAD CONSTRUCTION DEBRIS LANDFILL	013 WASTE MANAGEMENT	0006 INA ROAD CONSTRUCTION DEBRIS LANDFILL
5630203 AJO LANDFILL	013 WASTE MANAGEMENT	0009 AJO LANDFILL
5630206 CATALINA TRANSFER STATION	013 WASTE MANAGEMENT	0010 CATALINA TRANSFER STATION
5640201 TIRE PROGRAM	013 WASTE MANAGEMENT	0011 TIRE PROGRAM
5630209 SASABE/ARIVACA JUNCTION RCC	013 WASTE MANAGEMENT	0013 SASABE/ARAVACA JUNCTION RURAL COLLECTION CENTER
5630211 LUKEVILLE RCC	013 WASTE MANAGEMENT	0014 LUKEVILLE RURAL COLLECTION CENTER
5630212 WHY RCC	013 WASTE MANAGEMENT	0015 WHY RURAL COLLECTION CENTER
5630208 ARIVACA RCC	013 WASTE MANAGEMENT	0016 ARIVACA RURAL COLLECTION CENTER
5630210 MT. LEMMON RCC	013 WASTE MANAGEMENT	0018 MT. LEMMON RURAL COLLECTION CENTER
5630207 RYAN FIELD TRANSFER STATION	013 WASTE MANAGEMENT	0019 RYAN FIELD TRANSFER STATION
5630300 CUSTOMER/OPERATIONS SUPPORT	013 WASTE MANAGEMENT	0019 RYAN FIELD TRANSFER STATION

Zero Base Budget Evaluation Report  
 Fiscal Year 2008/2009

**Superior Court**

	<u>Does Not Meet Requirements</u>	<u>Meets Requirements</u>	<u>Comments</u>
<b>Deadlines Met</b>			
Interim - November 30		X	
Final - February 20		X	
<b>Thorough Review of Operations</b>		X	
<b>Strategic Operational Plan Established</b>			
Goals/Objectives Identified		X	
Performance Measures Defined		X	
<b>Required Fin Forms Completed</b>			
FinForm 13z		X	
FinForm 24z		X	
FinForm 25z		X	
FinForm 26z		X	
Organization Chart		X	
<b>Vacancy Savings Budgeted</b>		X	
<b>Line Items Justified</b>		X	
<b>Position Descriptions Provided</b>		X	

**ADDITIONAL FUNDING REQUEST TO MAINTAIN CURRENT LEVEL OF SERVICE**

**SUPERIOR COURT**

**INCREASED FUNDING REQUEST IS FOR:**

Personal Services

Supplies/Services

Capital

Revenues

	FY2007/2008 Adopted	FY2008/2009 Requested	FY2008/2009 Base Budget	Variance Between Req & Base Budget
<b>EXPENDITURES</b>				
PERSONAL SERVICES	24,908,042	25,000,484	25,365,029	(364,545)
SUPPLIES & SERVICES	3,772,452	4,161,055	3,769,043	392,012
CAPITAL OUTLAY	8,000	0	0	0
<b>TOTAL</b>	<b>28,688,494</b>	<b>29,161,539</b>	<b>29,134,072</b>	<b>27,467</b>
<b>REVENUES</b>				
INTERGOVERNMENTAL	262,000	262,000	262,000	0
MISCELLANEOUS	0	0	0	0
<b>TOTAL</b>	<b>262,000</b>	<b>262,000</b>	<b>262,000</b>	<b>0</b>
<b>General Fund Support</b>	<b>28,426,494</b>	<b>28,899,539</b>	<b>28,872,072</b>	<b>27,467</b>
<b>FTEs</b>	<b>416.4</b>	<b>419.2</b>	<b>416.4</b>	<b>2.8</b>

**Description**

\$23,257 increase due to the Westside Probation lease rates for FY09  
 \$4,210 increase due to the motorpool mileage for FY09

**Variance Explanations:**

**Revenues**

**Personal Services**

**Supplies & Services**

Lease and motor pool cost increases.

**Capital Request**

**FTEs**

Transfer of 1 FTE from Department of Institutional Health - 1.0 FTE  
 Annualization of 3 FTEs awarded in supplemental funding for FY 08 - .5 FTE  
 Absorption of .3 FTE for contracts and procurement coordinator - .3 FTE  
 Budgeting for JAA for special commissioner - position had been carried before but not budgeted - 1.0 FTE

**Other Comments**

**Impact If Not Funded**

Lease--insufficient funding to meet increased lease rates negotiated by the Pima County Facilities Management. These will continue to increase per the current contract through FY2009/2010.

Motorpool--Cutbacks in surveillance and home visits impacting community safety.

**Source of Mandate**



## Program Service Summary

Total Expenditures

14,279,560

Total Funding

14,279,560

## Program Service Summary

**Department:** SUPERIOR COURT  
**Program:** ADMINISTRATION  
**Service:** ADMINISTRATION

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### Service Description

Provide overall administrative support to the bench and the operational departments of the court by:

- Managing the human, physical, and financial resources of the court in a cost effective manner to ensure timely completion of the increasing caseload.
- Ensuring a safe and secure environment for the public, court employees and judicial officers
- Providing centralized human resources services, information and assistance such as meeting Federal EEO and OSHA reporting requirements; developing, evaluating and implements personnel rules, policies and procedures
- Providing overall financial management and technical assistance including compliance with Arizona Supreme Court Minimum Accounting Standards, budget preparation and monitoring, financial reporting, planning and analysis, payroll and assistance with grant applications
- Procuring goods and services needed by the court and its departments; preparing and negotiating contracts
- Receiving and distributing mail, providing copying and scanner services and assisting the public
- Responding to media calls for information and public records requests; managing the Courthouse Gallery Program featuring student art shows; providing court tours/observation opportunities for school and community groups; coordinating a summer employment/civics education program for students
- Serving as the court's mental health clinical advisor providing professional advice to the court regarding methods and procedures needed to ensure compliance with the court's statutory obligations, managing and operating the Mental Health Court, managing and facilitating the process of appointing mental health experts and related activities, and serving as the liaison with the county to ensure the local restoration to competency program is responsive to the court's needs
- Providing for continuing education opportunities for employees in the Superior, Juvenile and Justice Courts as required by the Supreme Court, Judicial Merit Rule and Superior Court policy and reporting training compliance to the presiding judge and the Supreme Court as mandated by the Arizona Code of Judicial Administration
- Coordinating needed maintenance, repairs, and upgrades with County Facilities Management,
- Maintaining inventories of supplies and equipment
- Performing ergonomic evaluations for all court employees and addressing ADA compliance issues and accommodation requests
- Designing and conducting qualitative and quantitative research projects necessary to measure the effectiveness and efficiencies of court operations, departments or procedures
- Conducting the Annual Judicial Performance Reviews

### Service Mandates

U.S. Constitution, Arizona State Constitution, ARS §12-267, §13-4513, Americans with Disabilities Act, Judicial Merit Rules, Arizona Superior Court in Pima County Administrative Policies and Procedures, Code of Conduct for Judicial Employees, Arizona Rules of Court, Title VII (including ADA and FMLA), FLSA, OSHA, ADOSH, Administrative Order 93-90/Admin. Rule V-A, Arizona Code of Judicial Administration, Federal Uniform Guidelines on Employee Selection, Uniform Rule II (f), Local Rule 93 (A)(6), Supreme Court Administrative Orders 97-62, 2001-40, 2001-41, 2004-74, Arizona Code of Judicial Administration Sections 1-108 and 1-302, Arizona Superior Court in Pima County Administrative Order 98-3, Supreme Court Administrative Order 2000-71 – Procurement Rules for the Judicial Branch, Rule 3

### Impact if Service is NOT Provided

- Administrative functions of the court would have to be performed by judicial staff creating inefficiencies. Time would be taken away from case adjudication leading to trial and hearing delays.
- Without centralized human resource services, court management would have to ensure compliance with federal and state mandates as well as provide the related services for the Court's 1200+ employees. Inconsistence application of recruitment and selection processes to lead to inadequate EEOC compliance and FLSA violations.
- Finance tasks would have to be assigned to other administrative or department staff persons taking time away from other tasks as well as losing the efficiencies of a centralized unit.
- The court would not have an effective way to assign and track the status of evaluation reports and to communicate with mental health providers, other community resources or the restoration to competency programs. Evaluation reports quality would suffer and cases would be delayed. The court would be out of compliance with ARS 13-4513 which requires the appointment of a Clinical Liaison.
- In many instances, information about court proceedings would not be reported correctly to the public. Media representatives may not know who to contact. Public records requests would take longer to fulfill.
- Mail and packages would not be delivered and job applications would no longer be delivered in person. The public will have increased difficulty in having their problem resolved and increased difficulty in being route to appropriate administrative personnel and courtrooms/hearing rooms.
- The safety and well being of employees and the public would be jeopardized. The lack of prompt attention to maintenance matters would result in facilities failures. Without a central resource to develop and customize improvements and address facilities needs, improvements would be more costly and less functional. The dignity of the court would be compromised by unfit meeting rooms, lack of cleanliness and shoddy appearances. The loss of centralized purchasing of supplies would result in over ordering and higher prices as well as increasing the need for storage space as all areas begin to stockpile common supplies. Risk of injury from handling materials and supplies would increase.

## Program Service Summary

- Failure to comply with the Arizona Supreme court mandate on statistical reporting. Failure to supply the necessary statistical reports as prescribed by federal, state, and local granting agencies and the loss of these grant revenues. Lack of internal management data could lead to unexpected case backlog, inefficient operations and unnecessary expenditures of public funds.
- In-house training and educational sessions, classes, workshops and conference would not be provided and employees would be required to earn training credits through outside sources in order to satisfy the COJET training mandate. Tracking and monitoring of employee training hours would not be conducted and no reporting to the Administrative Office of the Court and all other interested parties would not be available. Court employees' compliance with COJET mandates may not be met by year end. The Court would not be compliant with the Arizona Code of Judicial Administration. The Court's workforce professionalism would be jeopardized.

### Objectives

- Provide overall administrative support to the presiding judge, the court, and its departments
- Provide human resources services to the Court population of 1,200+ employees
- Ensure the recruitment of a diverse workforce representative of the Tucson community
- Ensure that the management needs of the Court workforce are met by accurately processing personnel action forms for the wide variety of required actions throughout the fiscal year. It is anticipated that more than 2,500 PAF's will be required throughout the fiscal year
- Human Resources will ensure that the Court's classification and compensation needs are met, achieving compliance with federal and state mandates. The class and comp function will provide classification analysis/audits to ensure that Court classifications accurately reflect the job functions being performed, and that all Court classifications fairly compensated pursuant to the Court compensation plan. It is anticipated that more than 160 job descriptions will be drafted and an equivalent number of job audits conducted throughout the fiscal year.
- The goal of the employee relations function is to reduce the number of complaints received throughout the year; however, the prompt resolution of complaints and grievance-related investigations remains a prime objective of the Human Resources staff. It is anticipated that we will process 2-3 complaints per month and that 95% will be resolved within 30 days.
- New Employee orientations will be conducted as needed. Given existing turnover rates, it is anticipated that approximately 120 will be conducted during the new fiscal year. The goal of the benefits staff will be to combine orientations whenever possible, in order to reduce the actual number of orientations to an average of four per month by year end.
- Prepare and monitor all budgets, conduct financial planning and analysis, submit all required Court, County, State and Federal agencies' reports. Assure compliance with generally accepted accounting principles and Arizona Supreme Court accounting standards. Management of daily financial operations including accounts payable, receivable and payroll.
- Create purchase orders from requisitions, 1 time purchase orders, change orders as needed, blanket purchase orders, and revisions, and resolve pending resolution issues. Review and analyze contracts to ensure compliance with regulations, statutes and judicial procurement rules.
- Provide assistance to the Criminal Division by managing various mental health programs to include the Rule 11 evaluation process, restoration to competency programs, evaluations of sexually violent persons and other evaluations as ordered by the court. Provide management and oversight for the Mental Health Court. Provide clinical advice and assessments to the court to ensure the court is receiving mental health reports and evaluations that are of the highest quality.
- Provide timely and accurate information to the media and ultimately to the public regarding specific court cases, and provide opportunities for public education regarding the role of courts.
- Provide document distribution, copying and related services to court divisions and the public.
- Ensure functional and efficient facilities for the Court to conduct business. Work with PCFM to insure required maintenance activities are performed promptly and with a minimum of inconvenience to the court and its judicial processes.
- Provide functional and usable facilities by maintaining furnishings and furniture, by setting up meetings and other events, by ergonomically adjusting furniture to protect the physical conditions of employees and by making necessary ADA accommodations. Protect the court and the county by administering a loss prevention program in conjunction with the county and state risk management departments.
- Ensure court staff have the necessary supplies to perform the work.
- Produce the mandated Supreme Court monthly report identifying all filings, dispositions, and pending and other specific activity for the benches of the Superior Court. Perform the required Judicial Performance Review for Superior Court retained divisions, court commissioners and pro tempores, and the Tucson Municipal Court magistrates.
- Develop, deliver, and coordinate educational courses during the calendar year.
- Analyze, monitor, and approve training hours based on COJET accreditation guidelines, which encompasses independent study, one-on-one training, and continuing education earned through external institutions.
- Input data, analyze, and monitor training records, registration, and compliance for court personnel.
- Generate end of the year reports that document employees' training achievements and forward reports to the Administrative Office of the Supreme Court.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Courthouse visitors	764,228	800,000	836,000
Court employees served	1,200	1,267	1,267
Cases filed	23,737	23,799	24,022
Recruitment- Open Request to Fill	100	120	120

Pima County FY2008/2009 Recommended Budget

Program Service Summary

Recruiting- Resumes/applications processed	4,200	4,500	5,000
Recruiting- positions filled	200	240	275
PAFs generated	2,200	2,500	2,500
Class and Comp - job description	120	160	150
Class and Comp - Job Audits	67	40	40
New Employee Orientations	220	240	275
Employee Relations- Investigations	26	30	30
Employee Relations- Training	30	20	30
Finance - Grants administered	18	22	22
Finance - Invoices Processed	15,000	15,500	16,000
Finance- invoices processed within 7 days	80%	85%	90%
Finance- Reports prepared	800	810	850
Purchased orders, change orders, blanket purchase	800	900	950
Evaluators appointed within 2 business days of cou		90%	90%
Competency evaluation reports received prior to sc		90%	90%
Mental Health Court Graduations	4	4	4
Newsletter issues	12	12	12
Media contacts	1,472	1,300	1,300
Courthouse Gallery Programs	6	6	6
Student Tours	2	4	4
Public records requests	2	4	4
Copies produced	1,670,524	1,710,000	1,800,000
Parcels received	1,030	1,040	1,040
Phone calls	21,375	21,450	21,500
Walkup inquiries	7,260	7,260	7,270
Scanner projects	1,000	4,200	550
Supply orders processed and delivered within 2 hou	1,147	1,175	1,204
Number of meeting room set ups/clean ups	720	750	750
Synergyn work requests processed	318	330	340
Management reports	50	52	53
on demand surveys/studies	48	50	52
Major research projects	16	17	18
Judicial performance review - Superior Court	0	1	1
Judicial performance Review - Municipal Court	1	0	1
protempores	1	0	1
Training Sessions Offered	335	350	375
Compliance rate of court employees with the COJET	99%	100%	100%
Compliance of court employees with departments & d	N/A	100%	100%
New employee orientation	6	6	6
Educational courses developed	N/A	53	45
Educational courses delivered	N/A	283	300
Employees attendance-Superior, Juvenile, Justice		1279	1279
Employees attendance-Other Jurisdictions		622	500

Expenditures

Funding Sources

Personal Services	2,789,414	Revenues	0
		Operating Transfers	0

**Pima County FY2008/2009 Recommended Budget**

**Program Service Summary**

Supplies & Services	(141,297)
Capital Outlay	0
<b>Total Expenditures</b>	<u>2,648,117</u>

Fund Balance Support	0
General Fund Support	2,648,117
<b>Total Funding</b>	<u>2,648,117</u>

## Program Service Summary

**Department:** SUPERIOR COURT  
**Program:** ADULT PROBATION  
**Service:** ADULT PROB. - FIELD SVCS

---

**Service Description**

The Adult Probation Department provides community based supervision services designed to protect the public and bring about long-term lifestyle changes to individuals sentenced by the Superior Court.

**Service Mandates**

Arizona Revised Statute 12-251, 12-253, 13-804, 13-4410, 13-4417, 13-4424, and 13-4425; Arizona Rules of the Court 26.4 and 39

**Impact if Service is NOT Provided**

The county will not be in compliance with state law. Taxpayers will bear additional costs of a much larger prison and jail population, higher crime rate, and the consequences of additional broken families. Victims will not be able to collect restitution.

**Objectives**

Supervised probationers will do the following:

- Pay court-ordered assessments, including victim restitution
- Perform court ordered community restitution
- Not use illicit drugs as indicated by urine tests
- Not commit new crimes as indicated by the successful completion of probation
- Maintain and verify employment

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Court-ordered assessments paid	3,994,048	4,073,928	4,155,406
Community restitution hours completed	194,560	196,505	197,487
Negative drug tests	78.4%	79%	79.5%
Successful completion of probation	69%	70%	71%
Maintained employment	*%	%	%

**Expenditures**

Personal Services	12,355,269
Supplies & Services	1,708,130
Capital Outlay	0

**Total Expenditures** 14,063,399

**Funding Sources**

Revenues	8,831,645
Operating Transfers	0
Fund Balance Support	(516,793)
General Fund Support	5,748,547

**Total Funding** 14,063,399

## Program Service Summary

**Department:** SUPERIOR COURT  
**Program:** ADULT PROBATION  
**Service:** ADULT PROB. - COURT SVCS

---

**Service Description**

CCourt Services Division Assessment Center probation officers investigate and compile comprehensive background information on the defendant including the crime's impact on the victim, and provide the court with the highest quality information and report to assist with judicial decisions regarding sentencing.

**Service Mandates**

Arizona Constitution Article II, Section 2.1; Arizona Revised Statute 12-251, 12-253, 13-804, 13-4410, 13-4417, 13-4424, and 13-4425; Arizona Rules of the Court 26.4 and 39.

**Impact if Service is NOT Provided**

The Superior Court would not be in compliance with the statutes. The Criminal Bench would have to impose sentence without the benefit of important, relevant information regarding the defendant, the offense and impact to the victim. The Superior Court would be unable to fulfill this mandated activity.

**Objectives**

Improve on-time delivery of presentence reports  
 Continue accelerated preparation of In-Custody/Jail reduction cases to enhance costs savings to the Jail.  
 Maintain Victim Response rate

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Number of presentence reports completed	4,173	4,256	4,362
Presentence reports delivered to the court 2 days	98.78%	98.90%	99.00%
Annual cost savings on In Custody/Jail Reduction c	\$256,433	\$232,478	\$244,456
Victim Response rate	72.3%	74.1%	75.9%

Expenditures		Funding Sources	
		Revenues	2,779,738
Personal Services	3,493,951	Operating Transfers	0
Supplies & Services	1,562,815	Fund Balance Support	121,742
Capital Outlay	30,000	General Fund Support	2,185,286
<b>Total Expenditures</b>	<b>5,086,766</b>	<b>Total Funding</b>	<b>5,086,766</b>

## Program Service Summary

**Department:** SUPERIOR COURT  
**Program:** CALENDAR SERVICES  
**Service:** CALENDAR SERVICES

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**Service Description**

Provide the public, court staff and related agencies with general case information (court hearings, case status, and court procedures) and to assist the court in the efficient processing of cases.

**Service Mandates**

Arizona Rules of Court, State, 2007 Edition, Probate Rules of Practice; Rule 126 Minor Guardianship, Rules of Family Law Procedure, Rule 67 (D), Pima County Local Rule 8.2 (Settlement Conferences). Pima County Local Rule 9.1 . Rules of Family Law Procedure Rule 40 (I), Rule 46 (B), Pima County Local Rule 8.1 Calendar, 8.2 (a) Motions to Set, Rule 4 (i) Motions to Set: Rule 38.1 (c) Inactive: Rule 38.1 (d), Arbitration : Rule 72-76, Pima County Local Rules (5.7) Reassignment of Cases: Rule (5.12) Change of Judge: Rule (5.13), Rule of the Supreme Court Rule 93 Superior Court Administration, Court Administrator, Rule 94 (e) of The Superior Court Clerk regarding keeping a calendar.

**Impact if Service is NOT Provided**

- Public will not receive quality customer service nor assistance with pertinent information such as case status and court procedures.
- There will be a delay in case processing for all benches.

**Objectives**

- Assist public with directions, case status, court procedures, set hearing dates.
- Schedule judicial officers to hear events, accept paperwork for distribution to the appropriate departments. Process paperwork needed by the divisions.
- Review imaging documents and perform required data entry. Print and review calendars to assure documents are as error free as possible.
- Coordinate court activities with other court departments. Coordinate settlement conferences and trials.
- Monitor and manage Arbitration caseload, including appointment of arbitrators.
- Review caseloads for compliance and update database as required. Reassign cases or events as needed.
- Write and implement policy and procedures to achieve efficient case flow management. Set up procedures to implement changes/orders from Presiding Judge and other judges.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Case filings	23,737	24,314	24,528
Pending Cases at Year's End	27,939	28,447	28,880
Trials	901	1022	1012
Arbitration Cases	724	1737	1653

Expenditures		Funding Sources	
		Revenues	0
Personal Services	726,718	Operating Transfers	0
Supplies & Services	27,235	Fund Balance Support	0
Capital Outlay	0	General Fund Support	753,953
<b>Total Expenditures</b>	<b>753,953</b>	<b>Total Funding</b>	<b>753,953</b>

## Program Service Summary

**Department:** SUPERIOR COURT  
**Program:** CONCILIATION COURT  
**Service:** CONCILIATION COURT

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**Service Description**

Serve the family law bench by:

- Providing accurate and timely information that may assist the court in making custody and parenting time decisions for families involved in custody and parenting time disputes.
- Assisting parties in pre-decree, post-decree and paternity situations to resolve their legal custody and parenting time disputes in a safe neutral setting;
- Providing at least one mandatory confidential session of counseling to a party and their spouse when a conciliation petition has been filed by one of the parties.
- Educating parents about the impact that divorce, restructuring of families, and court involvement can have on children.
- Monitoring and evaluating the contract for JSP services and monitoring the referrals and billings for services from the court's expedited fund.

**Service Mandates**

Arizona Revised Statutes: § 25-381; 25-351; 25-352; 25-403.02; 25-405; 25-406; 25-410; 25-412.  
 Arizona Rules of Family Law Procedures: Rule 68; Rule 74; Rule 91-D, F &O; Rule 95.  
 Arizona Rules of Court, Pima County Local Rules: 8.9 and 8.10

**Impact if Service is NOT Provided**

- Custody and parenting time disputes would all need to be resolved through the family law bench resulting in increased costs and time to resolution.
- Loss of FCCC evaluation and parenting coordinator services would extend court time and cost in high conflict cases.
- Increased emotional and financial costs to families involved in family law cases.
- Potential increase in divorce actions.
- Loss of independent monitoring of fiscal and programmatic functions of JSP contractor and expedited fund.

**Objectives**

- To process and/or provide mediation services to cases referred for mediation and 90% of the time schedule the initial mediation appointment to occur within six weeks after receipt of the referral.
- To provide individual, confidential domestic violence screenings to 100% of mediation clients prior to conducting an initial mediation session in order to determine the appropriateness of mediation and the best approach for facilitating the sessions.
- To conduct screening interviews, assessments, evaluations, home inspections and/or child interviews as ordered by the court and to provide accurate and timely reports to the court prior to scheduled settlement conferences in at least 90% of evaluation cases.
- To provide parenting coordination services to high conflict post-decree cases wherein the conciliation court has been appointed to serve as parenting coordinator.
- To conduct conciliation counseling sessions within 30-45 days of the petition filing date for at least 90% of the cases.
- To mail an information packet to at least 90% of divorcing parents with minor children within 45 days of the filing date for a divorce.
- To annually conduct at least nineteen public information programs including the "Considering Divorce" and Domestic Violence Shelter programs in order to provide information on divorce related issues and court processes.
- To monitor referrals and programmatic functions of JSP contractor and review, reconcile and recommend appropriate payment for contract and expedited fund services.
- To conduct at least 100 mandatory parent education classes for divorcing and never-married parents involved in family law cases.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Schedule 90% of cases within 6 weeks of referral	100%	90%	90%
Domestic violence/appropriateness screening	100%	100%	100%
Mediation cases served	1451	1532	1618
Reports prior to settlement conferences	98%	90%	90%
Evaluation cases served	106	118	125
Parenting Coordinator cases served	5	6	7
Conciliation sessions conducted within 30-45 days	95%	95%	95%
Conciliation cases served	118	120	120
Packets mailed within 45days	100%	90%	90%
Number of individual mailings	2460	2500	2500

### Program Service Summary

Public information programs	21	19	19
JSP and Expedited Fund Case Invoice count	1183	1215	1245
Mandatory Parent Education classes held	93	100	100
Class participants	3977	3748	3900

**Expenditures**

Personal Services	1,267,827
Supplies & Services	571,403
Capital Outlay	0
<b>Total Expenditures</b>	<u>1,839,230</u>

**Funding Sources**

Revenues	633,048
Operating Transfers	0
Fund Balance Support	313,877
General Fund Support	892,305
<b>Total Funding</b>	<u>1,839,230</u>

## Program Service Summary

**Department:** SUPERIOR COURT  
**Program:** INFORMATION SERVICES  
**Service:** INFORMATION SERVICES

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**Service Description**

- Conduct day-to-day system and equipment installation, maintenance, operation and administrative support for the court's data networking system, computers and software application programs.
- Provides technology related purchasing advice, customer support, and desktop application support services.
- Manages and controls the courts Internet access.
- Software requirements analysis service
- Design and development service
- Hardware and software implementation service
- Network connectivity installation and service
- System operations and maintenance scheduling
- Security functions and backup/recovery procedures
- Response to customer service requests for problem resolution

**Service Mandates**

Arizona Supreme Court Administrative Orders: 93-30 (as amended), 94-68 and 2000-51. Section 1-501 of the Arizona Code of Judicial Administration.

Arizona Supreme Court Administrative Orders: 93-30 (as amended), 94-68 and 2000-51. Section 1-501 of the Arizona Code of Judicial Administration.

**Impact if Service is NOT Provided**

- Ability of the court to adequately repair or maintain existing equipment and to develop and maintain required software applications will be impaired.
- Overall automated system performance would be reduced.
- Response times to customer service requests will increase, thus reducing employee effectiveness.

**Objectives**

The goal of the court is to coordinate long-range information technology system analysis, planning, design, and maintenance services in support of all court programs. Another goal is to provide reliable, effective and consistent high quality systems and services to the court and the public.

- Quickly and efficiently respond to requests for service pertaining to the software and hardware systems in use throughout the court.
- Manage and complete the implementation of AGAVE 3.0
- Manage and complete phases 2 and 3 of the Pretrial Services system upgrade for completion.
- Manage the replacement cycle for personal computers during the fiscal year.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Help Desk Calls resolved	4,644	6,000	6,000
Implement AGAVE 3.0		May 2008	Aug 2008 Oct 2
Implement PIMA			Oct 2008 Jun 2
Number of computers replaced	151	231	74
Deploy next version of Enhanced Security Configura			Jun 2009

Expenditures		Funding Sources	
Personal Services	1,932,057	Revenues	478,000
Supplies & Services	886,798	Operating Transfers	0
Capital Outlay	450,000	Fund Balance Support	592,439
		General Fund Support	2,198,416
<b>Total Expenditures</b>	<b>3,268,855</b>	<b>Total Funding</b>	<b>3,268,855</b>

## Program Service Summary

**Department:** SUPERIOR COURT  
**Program:** INTERPRETER  
**Service:** INTERPRETER

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**Service Description**

- Provide language services (interpretation) to all court divisions and departments for non-English speaking parties who have the right to understand the charges against them and the court proceedings.
- Translates, certifies court ordered transcription/translation for use in jury trials.
- All staff maintains interpreter activity logs on a daily basis.

**Service Mandates**

A.R.S. 12-241

**Impact if Service is NOT Provided**

Interpreter services are required by the U.S. Constitution and the statutes for non-English speaking persons. Without these services the judges and commissioners could not perform their duties and provide fairness of the legal process for each person. Failure to provide interpretation and translation services could increase the filing of appeals, overturning of adjudicated cases, re-hearing cases causing a significant delay in the judicial process for these non-English speaking persons.

**Objectives**

- Provide accurate oral interpretation for non-English speaking persons'
- Minimize the use of per diem interpretation and translation services for all court divisions
- Ensure timeliness of translation services for all court divisions
- Provide for interpretation and translation services in 100% of all cases
- Maintain the cost of interpretation and translation services

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Events per interpreter	1,648	1,550	1,450
Amounts spent for per diem usage	151,000	145,000	110,000
Timeliness of Translations	39%	50%	50%
Percentage of Total Events Completed	90%	92%	95%
Events Completed	8,500	10,200	11,202

Expenditures		Funding Sources	
		Revenues	0
Personal Services	411,363	Operating Transfers	0
Supplies & Services	19,759	Fund Balance Support	0
Capital Outlay	0	General Fund Support	431,122
<b>Total Expenditures</b>	<b>431,122</b>	<b>Total Funding</b>	<b>431,122</b>

## Program Service Summary

**Department:** SUPERIOR COURT  
**Program:** JURY COMMISSIONER  
**Service:** JURY COMMISSIONER

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**Service Description**

Provide qualified jurors to serve as petit and grand jurors.

**Service Mandates**

A.R.S. §§ 21-101, et. seq., Arizona Rules of Criminal and Civil Procedure, U.S. and Arizona Constitutions, Arizona Supreme Court Code of Judicial Administration  
 Intergovernmental Agreement with the City of Tucson for Provision of Jurors

Rule 47, Arizona Rules of Civil Procedure

**Impact if Service is NOT Provided**

Jury trials in Pima County and Tucson City Court and State and County grand juries will not be able to proceed without summoning, qualifying, and processing prospective jurors.

**Objectives**

- Maintain and update Master Jury List, which consists of registered Pima County voters and persons licensed by the Arizona Department of Transportation.
- Summon enough prospective jurors to meet the needs of the Superior Court, Pima County Consolidated Justice Courts, Green Valley Justice Court, State and County grand juries, and Tucson City Court.
- Provide prospective jurors with information about dates of jury service, rules of jury service, and jury service procedures.
- Process returned juror affidavit questionnaires to determine prospective jurors' qualifications.
- Process written, electronic, and telephonic requests to be postponed, disqualified and excused from jury service, and handle other juror-related problems and issues.
- Coordinate and track juror needs with Calendar Services and the judicial divisions.
- Provide orientation for jurors and oversee them in the jury assembly room.
- Randomly draw jurors for petit and grand jury panels, direct jurors to the proper courtrooms, and track their activities during the jury selection process.
- Track impaneled jurors and pay jurors upon completion of their jury service.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Jury summonses/qualification questionnai	117,870	119,200	120,000
Jurors reporting for jury service	33,920	33,900	34,000
Jurors drawn onto petit and grand jury p	31,861	31,900	32,000
Avg Jury fees per trial - Mileage	719	735	750
Avg Jury fees per trial - Per Diem	1127	1147	1150
Avg Grand Jury - Mileage	5613	5700	5800
Avg Grand Jury - Per Diem	5650	5750	5850
Avg Grand Jury - Fees	11263	11400	11600
Jurors summons cancelled	13%	12.5%	12%
Jurors reported - not called to jury box	37%	36%	35%

Expenditures		Funding Sources	
Personal Services	306,637	Revenues	0
Supplies & Services	27,900	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	0
		General Fund Support	334,537
<b>Total Expenditures</b>	<b>334,537</b>	<b>Total Funding</b>	<b>334,537</b>

## Program Service Summary

**Department:** SUPERIOR COURT  
**Program:** LAW LIBRARY  
**Service:** LAW LIBRARY

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**Service Description**

- Provide a variety of constituents with an up-to-date collection of core legal materials, and assistance in the retrieval of information.
- Maintain and improve collection, order and process invoices for materials.
- Answer reference questions using best available resources, print or electronic.
- Offer assistance in selection and use of best electronic resources.
- Acquire, process invoices for and maintain judicial collections.
- Provide assistance to patrons using Self-Service Forms Center.
- Offer alternative ways to access forms as well as alternative resources for forms not offered through Self-Service Forms Center.
- Offer referrals to appropriate legal advice agencies.

**Service Mandates**

A.R.S. 12-305.

**Impact if Service is NOT Provided**

- Judges, attorneys, court staff, and public will be unable to access legal information in the Law Library collection.
- Valuable legal information becomes unusable if not kept current, without trained staff, access is difficult or not available to the general public.
- Computer stations currently used for web-based court services, online legal databases would no longer be available.
- Considerable historic investment in building this asset would depreciate quickly.
- Loss of public access to legal information, and government information, would affect fairness of justice system.
- Routine legal issues no longer resolved quickly or cheaply, access to courts becomes slower, more expensive, more difficult for the public and less uniform for the courts.
- Other court departments forced to perform similar information functions, but without basic resources.

**Objectives**

- Maintain library and research information on the Superior Court Law Library web site.
- Enrich and monitor law library's practice materials within budget (filing fees)
- Continue respectful and beneficial customer service.
- Ensure adequate supply of forms available to all customers.
- Maintain up-to-date judicial collections.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Patrons using library	17,300	18,000	18,000
Updates added to collection	6,000	6,000	6,000
Referances questions answered	729	1400	1400
Items circulated	668	700	700
Westlaw sessions provided, est	5,000	5,000	7,000
Packets of forms sold	7,875	7,500	7,500
New titles catalogued	195	190	190
Telephone contacts	726	750	750
Items added to judicial collections	1,395	1,500	1,500
Forms-related questions answered	2,676	2,700	2,700

**Expenditures**

Personal Services	125,929
Supplies & Services	316,979
Capital Outlay	0

**Total Expenditures** 442,908

**Funding Sources**

Revenues	205,517
Operating Transfers	0
Fund Balance Support	54,261
General Fund Support	183,130

**Total Funding** 442,908

## Program Service Summary

**Department:** SUPERIOR COURT  
**Program:** PRETRIAL SERVICES  
**Service:** PRETRIAL SERVICES

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### Service Description

Pretrial Services serves the Superior and Justice Courts by:

- Providing the judge with accurate and timely information regarding suitability for release on each felony and misdemeanor defendant appearing at initial appearances.
- Providing follow-up and outreach to all misdemeanor defendants released by Pretrial Services staff and reminding them of their court obligation.
- Providing the court with an alternative to incarceration by accepting third party custody of defendants and monitoring their compliance with court ordered conditions of release and ensuring the court is notified of violations in a timely manner.
- Providing the court with a written report and recommendation each time a hearing related to release conditions is held.
- Reducing the incidence of warrants being issued at the arraignment court and quickly resolving warrants issued at post arraignment hearings.
- Providing the court with aggregate demographic, case and performance information on the felony pretrial population.

### Service Mandates

None. However, the information provided to the court assists the judges in complying with Rules 7.2(a), 7.3(b), 7.4(c) and A.R.S. 13-3967(c).

### Impact if Service is NOT Provided

- Judges in Superior Court and at initial appearance hearings would have to make release decisions without the benefit of an objective, neutral assessment of each defendant's risk for flight, non-appearance or re-arrest.
- The Court would not have option of releasing pretrial defendants under a structured supervision plan. Approximately twenty-five percent of all pending felony defendants are currently under the monitoring and supervision of Pretrial Services. That portion of the release population would either be released without the benefit of supervision or held in custody.
- The rate of warrants issuing at the arraignment hearings would double and impact case processing. Moreover, the number of law enforcement officers needed to serve the warrants and jail space required to house the defendants would increase.
- The court would not receive any demographic, case or performance reports on the felony population.

### Objectives

- Interview each felony and county misdemeanor
- Verify each defendant's community ties
- Research criminal history databases for criminal history information
- Contact third party collateral resources who might have information relevant to the release decision (CPS, probation/parole, alleged victims, out of state jurisdictions)
- Assess each defendant's risk for failure to appear and re-arrest
- Prepare a written report for the court on each defendant appearing for an initial appearance
- Screen county misdemeanor defendants for eligibility for post-release and release those eligible and suitable
- Provide follow-up contact with those misdemeanor defendants we post release to remind them of their court date, and if the defendant failed to appear follow-up to make arrangements for them to self-surrender to the court
- Investigate those defendants held on bond to determine, with additional information, if the defendant would be suitable for non-financial release.
- Prepare an updated report for the court for every hearing where release conditions are reconsidered.
- Monitor compliance with conditions of release for each defendant released to Pretrial Services and notify the court in a timely manner if a defendant has failed to comply with these conditions.
- Identify appropriate referrals for each defendant based on court ordered conditions of release and any defendant identified needs.
- Maintain an automated data record keeping system that is used to track demographic, case, and performance information on each felony pretrial defendant.
- Maintain a validated objective risk instrument based on local data.
- Contact defendants who fail to respond to a summons and have them come to court.

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Interview and provide a written report on 99% of t	9131	9200	9200
Interview and provide a wrttien report on 99% of t	6741	6700	6700
Release 50% of the JP misdemeanor defendants eligi	51.1%	53%	50%

**Pima County FY2008/2009 Recommended Budget**

**Program Service Summary**

Have 80% of those misdemeanor defendants released	81%	82%	80%
Submit reports at 100% of the hearings to modify r	1730	1681	1700
Maintain an automated data system with <5% error r	.88%	.86%	1%
Keep the rate of warrants issued at the arraignment	6.6%	6.5%	
Provide supervision to defendants released to Pret	2581	3000	3000
Provide urinalysis and breath analysis testing to	9792	11000	11000

**Expenditures**

Personal Services	2,121,539
Supplies & Services	108,160
Capital Outlay	0
<b>Total Expenditures</b>	<b>2,229,699</b>

**Funding Sources**

Revenues	0
Operating Transfers	0
Fund Balance Support	0
General Fund Support	2,229,699
<b>Total Funding</b>	<b>2,229,699</b>

## Program Service Summary

**Department:** SUPERIOR COURT  
**Program:** FILL THE GAP - OTHER COURT DEPARMENTS  
**Service:** FILL THE GAP - OTHER COURT DEPARMENTS

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**Service Description**

The Superior Court in Pima County, on behalf of the Clerk of the Court and the Justice Courts proposes to continue the Criminal Case Reduction and Process Improvement Project that have been funded by FTG. This project is a multi-faceted approach to improving criminal case processing and to streamlining workflow. Each year all courts meet to agree upon an application including projects from each court entity.

This program code contains Fill the Gap budgets for all courts except Superior. Superior Court's FTG budget is included in their adjudication program.

**Service Mandates**

ARS 12-102.01, 12-102.02, 41-2421

**Impact if Service is NOT Provided**

Criminal case processing would be impeded. Collections would decrease. Sentence enforcement would suffer.

**Objectives**

- Probation supervision provided for Justice Courts
- timely distribution of criminal filings and minute entries

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Justice Court Probationers supervised	300	300	300
Availability of Criminal document images			4-6 hours

Expenditures		Funding Sources	
Personal Services	430,090	Revenues	0
Supplies & Services	93,047	Operating Transfers	0
Capital Outlay	0	Fund Balance Support	523,137
		General Fund Support	0
<b>Total Expenditures</b>	<b>523,137</b>	<b>Total Funding</b>	<b>523,137</b>

### Service Prioritization by Super Department

Super Dept: 4200  
 Super Dept Name: SUPERIOR COURT

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
PIMA COUNTY INDIGENT DEFENSE SERV/ ADJUDICATION	PIMA COUNTY INDIGENT DEFENSE SERVICES ADJUDICATION	0 1	0 (12,870,730)	0 12,533,265	<ul style="list-style-type: none"> <li>• Adjudicate cases in which exclusive jurisdiction is not vested in another court, cases of equity and of law which involve title to or possession of real property, cases involving the legality of any tax impost or assessment, cases involving the legality of any toll or municipal ordinance, cases in which the demand or value of property in controversy amounts to \$5,000 or more, and criminal felony and misdemeanor cases not otherwise provided for by law.</li> <li>• Provide court reporting services to the judges, commissioners, and litigants of Pima County and an accurate report of court proceedings to the Court of Appeals and others. Provide transcripts from digitally recorded hearings to judges, commissioners and litigants.</li> <li>• Ensure the security of citizens and staff occupying or visiting court facilities. Oversee an eight person building entry security staff that provides screening for all who enter this building. Acquire and maintain all security equipment for the downtown building and satellite locations. Develop and refine emergency preparedness plans, recruit, train and organize emergency coordinators for emergency response and train all employees in court security and safety procedures, provide safety, security and emergency preparedness training to employees. Provide court related investigations including background checks of employees and service providers. Work closely with the judicial security unit in all areas of safety and security and with local law enforcement in all areas of illegal, or potential illegal activities related to the court.</li> </ul>

### Service Prioritization by Super Department

Super Dept: 4200  
 Super Dept Name: SUPERIOR COURT

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
ADMINISTRATION	ADMINISTRATION	2	(2,648,117)	2,648,117	Provide overall administrative support to the bench and the operational departments of the court by: <ul style="list-style-type: none"> <li>• Managing the human, physical, and financial resources of the court in a cost effective manner to ensure timely completion of the increasing caseload.</li> <li>• Ensuring a safe and secure environment for the public, court employees and judicial officers</li> <li>• Providing centralized human resources services, information and assistance such as meeting Federal EEO and OSHA reporting requirements; developing, evaluating and implements personnel rules, policies and procedures</li> <li>• Providing overall financial management and technical assistance including compliance with Arizona Supreme Court Minimum Accounting Standards, budget preparation and monitoring, financial reporting, planning and analysis, payroll and assistance with grant applications</li> <li>• Procuring goods and services needed by the court and its departments; preparing and negotiating contracts</li> <li>• Receiving and distributing mail, providing copying and scanner services and assisting the public</li> <li>• Responding to media calls for information and public records requests; managing the Courthouse Gallery Program featuring student art shows; providing court tours/observation opportunities for school and community groups; coordinating a summer employment/civics education program for students</li> <li>• Serving as the court's mental health clinical advisor providing professional advice to the court regarding methods and procedures</li> </ul>

### Service Prioritization by Super Department

Super Dept: 4200  
 Super Dept Name: SUPERIOR COURT

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
JURY COMMISSIONER	JURY COMMISSIONER	3	(334,537)	334,537	needed to ensure compliance with the court's statutory obligations, managing and operating the Mental Health Court, managing and facilitating the process of appointing mental health experts and related activities, and serving as the liaison with the county to ensure the local restoration to competency program is responsive to the court's needs <ul style="list-style-type: none"> <li>• Providing for continuing education opportunities for employees in the Superior, Juvenile and Justice Courts as required by the Supreme Court, Judicial Merit Rule and Superior Court policy and reporting training compliance to the presiding judge and the Supreme Court as mandated by the Arizona Code of Judicial Administration</li> <li>• Coordinating needed maintenance, repairs, and upgrades with County Facilities Management,</li> <li>• Maintaining inventories of supplies and equipment</li> <li>• Performing ergonomic evaluations for all court employees and addressing ADA compliance issues and accommodation requests</li> <li>• Designing and conducting qualitative and quantitative research projects necessary to measure the effectiveness and efficiencies of court operations, departments or procedures</li> <li>• Conducting the Annual Judicial Performance Reviews</li> </ul> Provide qualified jurors to serve as petit and grand jurors.

### Service Prioritization by Super Department

Super Dept: 4200  
 Super Dept Name: SUPERIOR COURT

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
INTERPRETER	INTERPRETER	4	(431,122)	431,122	<ul style="list-style-type: none"> <li>• Provide language services (interpretation) to all court divisions and departments for non-English speaking parties who have the right to understand the charges against them and the court proceedings.</li> <li>• Translates, certifies court ordered transcription/translation for use in jury trials.</li> <li>• All staff maintains interpreter activity logs on a daily basis.</li> </ul>
INFORMATION SERVICES	INFORMATION SERVICES	5	(2,790,855)	2,198,416	<ul style="list-style-type: none"> <li>• Conduct day-to-day system and equipment installation, maintenance, operation and administrative support for the court's data networking system, computers and software application programs.</li> <li>• Provides technology related purchasing advice, customer support, and desktop application support services.</li> <li>• Manages and controls the courts Internet access.</li> <li>• Software requirements analysis service</li> <li>• Design and development service</li> <li>• Hardware and software implementation service</li> <li>• Network connectivity installation and service</li> <li>• System operations and maintenance scheduling</li> <li>• Security functions and backup/recovery procedures</li> <li>• Response to customer service requests for problem resolution</li> </ul>

### Service Prioritization by Super Department

Super Dept: 4200  
 Super Dept Name: SUPERIOR COURT

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
CONCILIATION COURT	CONCILIATION COURT	6	(1,206,182)	892,305	Serve the family law bench by: <ul style="list-style-type: none"> <li>• Providing accurate and timely information that may assist the court in making custody and parenting time decisions for families involved in custody and parenting time disputes.</li> <li>• Assisting parties in pre-decree, post-decree and paternity situations to resolve their legal custody and parenting time disputes in a safe neutral setting;</li> <li>• Providing at least one mandatory confidential session of counseling to a party and their spouse when a conciliation petition has been filed by one of the parties.</li> <li>• Educating parents about the impact that divorce, restructuring of families, and court involvement can have on children.</li> <li>• Monitoring and evaluating the contract for JSP services and monitoring the referrals and billings for services from the court's expedited fund.</li> </ul>
CALENDAR SERVICES	CALENDAR SERVICES	7	(753,953)	753,953	Provide the public, court staff and related agencies with general case information (court hearings, case status, and court procedures) and to assist the court in the efficient processing of cases.
ADULT PROBATION	ADULT PROB. - FIELD SVCS	8	(5,231,754)	5,748,547	The Adult Probation Department provides community based supervision services designed to protect the public and bring about long-term lifestyle changes to individuals sentenced by the Superior Court.
ADULT PROBATION	ADULT PROB. - COURT SVCS	9	(2,307,028)	2,185,286	CCourt Services Division Assessment Center probation officers investigate and compile comprehensive background information on the defendant including the crime's impact on the victim, and provide the court with the highest quality information and report to assist with judicial decisions regarding sentencing.

### Service Prioritization by Super Department

Super Dept: 4200  
 Super Dept Name: SUPERIOR COURT

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
LAW LIBRARY	LAW LIBRARY	10	(237,391)	183,130	<ul style="list-style-type: none"> <li>• Provide a variety of constituents with an up-to-date collection of core legal materials, and assistance in the retrieval of information.</li> <li>• Maintain and improve collection, order and process invoices for materials.</li> <li>• Answer reference questions using best available resources, print or electronic.</li> <li>• Offer assistance in selection and use of best electronic resources.</li> <li>• Acquire, process invoices for and maintain judicial collections.</li> <li>• Provide assistance to patrons using Self-Service Forms Center.</li> <li>• Offer alternative ways to access forms as well as alternative resources for forms not offered through Self-Service Forms Center.</li> <li>• Offer referrals to appropriate legal advice agencies.</li> </ul>

### Service Prioritization by Super Department

Super Dept: 4200  
 Super Dept Name: SUPERIOR COURT

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
PRETRIAL SERVICES	PRETRIAL SERVICES	11	(2,229,699)	2,229,699	Pretrial Services serves the Superior and Justice Courts by: <ul style="list-style-type: none"> <li>• Providing the judge with accurate and timely information regarding suitability for release on each felony and misdemeanor defendant appearing at initial appearances.</li> <li>• Providing follow-up and outreach to all misdemeanor defendants released by Pretrial Services staff and reminding them of their court obligation.</li> <li>• Providing the court with an alternative to incarceration by accepting third party custody of defendants and monitoring their compliance with court ordered conditions of release and ensuring the court is notified of violations in a timely manner.</li> <li>• Providing the court with a written report and recommendation each time a hearing related to release conditions is held.</li> <li>• Reducing the incidence of warrants being issued at the arraignment court and quickly resolving warrants issued at post arraignment hearings.</li> <li>• Providing the court with aggregate demographic, case and performance information on the felony pretrial population.</li> </ul>

### Service Prioritization by Super Department

Super Dept: 4200  
 Super Dept Name: SUPERIOR COURT

Program Name	Service Name	Priority	Net Fund Impact	General Fund Support	Service Description
FILL THE GAP - OTHER COURT DEPARME	FILL THE GAP - OTHER COURT DEPARMENTS	12	(523,137)	0	<p>The Superior Court in Pima County, on behalf of the Clerk of the Court and the Justice Courts proposes to continue the Criminal Case Reduction and Process Improvement Project that have been funded by FTG. This project is a multi-faceted approach to improving criminal case processing and to streamlining workflow. Each year all courts meet to agree upon an application including projects from each court entity.</p> <p>This program code contains Fill the Gap budgets for all courts except Superior. Superior Court's FTG budget is included in their adjudication program.</p>

Program Service Codes

Super Dept: 4200  
 Super Dept Name: SUPERIOR COURT

Center	Program	Service
4200101	JUDICIAL DIVISIONS 001	ADJUDICATION 0001
4200110	FAM. SUP. RECIP. TIT IV-D 001	ADJUDICATION 0001
4210100	SUPERIOR CT MANDATED SVCS 001	ADJUDICATION 0001
5180701	COURTS FILL THE GAP 001	ADJUDICATION 0001
5180702	FILL THE GAP - SUPERIOR COURT 001	ADJUDICATION 0001
5360200	SUPERIOR COURT-PROBATE 001	ADJUDICATION 0001
5431000	MENTAL HEALTH COURT 001	ADJUDICATION 0001
8801108	CAPITAL LITIGATION 03-04 001	ADJUDICATION 0001
8801308	CAPITAL LITIGATION 05-06 001	ADJUDICATION 0001
8801405	DEA CASE PROCESSING 06-07 001	ADJUDICATION 0001
8801408	CAPITAL LITIGATION 06-07 001	ADJUDICATION 0001
8801416	IV-D CHILD SUPPORT 06-07 001	ADJUDICATION 0001
8801422	ABA LAW SEMINAR GRANT 001	ADJUDICATION 0001
8801516	IV-D CHILD SUPPORT 07-08 001	ADJUDICATION 0001
8801616	IV-D CASE PROCESSING 08-09 001	ADJUDICATION 0001
8809901	DES ADJUDICATION 2007 001	ADJUDICATION 0001
8809902	DEA CASE PROCESSING 07-08 001	ADJUDICATION 0001
8809903	DEA 08-09 001	ADJUDICATION 0001
4200102	ADMINISTRATION 002	ADMINISTRATION 0001
4200200	ADULT PROBATION FIELD SERVICES 003	ADULT PROB. - FIELD SVCS 0001
4200202	ADULT PROBATION DIVISION 3 003	ADULT PROB. - FIELD SVCS 0001
4200203	ADULT PROBATION DIVISION 4 003	ADULT PROB. - FIELD SVCS 0001
5430101	COMPACT PROBATION FEES 003	ADULT PROB. - FIELD SVCS 0001
5430102	PROBATION FEES OVER \$40 003	ADULT PROB. - FIELD SVCS 0001
5430103	ISC SUPERVISION FEES 003	ADULT PROB. - FIELD SVCS 0001
5430200	JUST.CRT.DUI SCREEN.FEES 003	ADULT PROB. - FIELD SVCS 0001
5430300	SUP. CRT. - JUVENILE 003	ADULT PROB. - FIELD SVCS 0001
5430400	SUP. CRT. - DUI FEES 003	ADULT PROB. - FIELD SVCS 0001
5430500	JUST.CRT.PROBATION FEES 003	ADULT PROB. - FIELD SVCS 0001
5430501	JC PROBATION FEES OVER \$40 003	ADULT PROB. - FIELD SVCS 0001
5430600	DRUG COURT PROBATION FEES 003	ADULT PROB. - FIELD SVCS 0001
5430800	EM FEES 003	ADULT PROB. - FIELD SVCS 0001
5431010	TOSS TRAINING 003	ADULT PROB. - FIELD SVCS 0001
5431400	DOMESTIC VIOLENCE PROBATION 003	ADULT PROB. - FIELD SVCS 0001
8100000	ADULT PROBATION GRANTS 003	ADULT PROB. - FIELD SVCS 0001
8100920	ADULT PROBATION ADMIN 003	ADULT PROB. - FIELD SVCS 0001
8101709	DES WORKSHOPS 03-04 003	ADULT PROB. - FIELD SVCS 0001
8101715	PROJECT SAFE NEIGHBORHOOD 003	ADULT PROB. - FIELD SVCS 0001
8101809	DES WORKSHOPS 04-05 003	ADULT PROB. - FIELD SVCS 0001
8101901	SAE 20% 05-06 003	ADULT PROB. - FIELD SVCS 0001
8101902	SAE 80% 05-06 003	ADULT PROB. - FIELD SVCS 0001
8101903	IPS 05-06 003	ADULT PROB. - FIELD SVCS 0001
8101916	05-06 & 06-07 DOMESTIC VIOLENCE 003	ADULT PROB. - FIELD SVCS 0001
8102001	SAE 20% 06-07 003	ADULT PROB. - FIELD SVCS 0001
8102002	SAE 80% 06-07 003	ADULT PROB. - FIELD SVCS 0001
8102003	IPS 06-07 003	ADULT PROB. - FIELD SVCS 0001
8102005	CPP 06-07 003	ADULT PROB. - FIELD SVCS 0001
8102007	DEPT OF ED 06-07 003	ADULT PROB. - FIELD SVCS 0001
8102008	VICTIM'S RIGHTS 06-07 003	ADULT PROB. - FIELD SVCS 0001
8102012	ISC 06-07 003	ADULT PROB. - FIELD SVCS 0001
8102013	TRANSFERRED YOUTH 06-07 003	ADULT PROB. - FIELD SVCS 0001
8102018	GPS FUNDING 003	ADULT PROB. - FIELD SVCS 0001

Program Service Codes

Super Dept: 4200  
 Super Dept Name: SUPERIOR COURT

Center	Program	Service
8102101	SAE 20% 07-08	003 ADULT PROBATION 0001 ADULT PROB. - FIELD SVCS
8102102	SAE 80% 07-08	003 ADULT PROBATION 0001 ADULT PROB. - FIELD SVCS
8102103	IPS 07-08	003 ADULT PROBATION 0001 ADULT PROB. - FIELD SVCS
8102105	CPP 07-08	003 ADULT PROBATION 0001 ADULT PROB. - FIELD SVCS
8102107	DEPT OF ED. 07-08	003 ADULT PROBATION 0001 ADULT PROB. - FIELD SVCS
8102108	VICTIM'S RIGHTS 07-08	003 ADULT PROBATION 0001 ADULT PROB. - FIELD SVCS
8102112	ISC 07-08	003 ADULT PROBATION 0001 ADULT PROB. - FIELD SVCS
8102113	TRANSFERRED YOUTH 07-08	003 ADULT PROBATION 0001 ADULT PROB. - FIELD SVCS
8102118	GPS FUNDING 07-08	003 ADULT PROBATION 0001 ADULT PROB. - FIELD SVCS
8102119	HIDTA A-TEAM OVERTIME	003 ADULT PROBATION 0001 ADULT PROB. - FIELD SVCS
8102201	SAE 20% 08-09	003 ADULT PROBATION 0001 ADULT PROB. - FIELD SVCS
8102202	SAE 80% 08-09	003 ADULT PROBATION 0001 ADULT PROB. - FIELD SVCS
8102203	IPS 08-09	003 ADULT PROBATION 0001 ADULT PROB. - FIELD SVCS
8102205	CPP 08-09	003 ADULT PROBATION 0001 ADULT PROB. - FIELD SVCS
8102207	DEPT OF ED 08-09	003 ADULT PROBATION 0001 ADULT PROB. - FIELD SVCS
8102208	VICTIM'S RIGHTS 08-09	003 ADULT PROBATION 0001 ADULT PROB. - FIELD SVCS
8102212	ISC 08-09	003 ADULT PROBATION 0001 ADULT PROB. - FIELD SVCS
8102213	TRANSFERRED YOUTH 08-09	003 ADULT PROBATION 0001 ADULT PROB. - FIELD SVCS
8102218	GPS 08-09	003 ADULT PROBATION 0001 ADULT PROB. - FIELD SVCS
8800600	SUPERIOR COURT ADMIN	003 ADULT PROBATION 0001 ADULT PROB. - FIELD SVCS
4200201	ADULT PROBATION COURT SERVICES	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
5430100	ADULT PROBATION FEES	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
5430700	DRUG COURT TREATMENT FEES	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
5430701	POST CONVICTION DRUG COURT	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
5431100	DRUG COURT - MAKE UP	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
5431200	DRUG COURT - FEE SANCTION	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
5431300	DRUG COURT LATE PAY FEES	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
8101910	CPP CJEF SEX OFFENDER 05-06	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
8102006	DTEF 06-07	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
8102010	CPP CJEF SEX OFFENDERS 06-07	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
8102011	CPP CJEF SUBSTANCE ABUSE 06-07	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
8102017	APD DRUG COURT GRANT	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
8102106	DTEF 07-08	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
8102110	CPP CJEF SEX OFFENDER 07-08	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
8102111	CPP CJEF SUBSTANCE ABUSE 07-08	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
8102117	DRUG COURT 07-08	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
8102206	DTEEF 08-09	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
8102210	CJEF SEX OFFENDER 08-09	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
8102211	CJEF SUBSTANCE ABUSE 08-09	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
8102217	DRUG COURT 08-09	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
8102220	ACCESS TO RECOVERY	003 ADULT PROBATION 0002 ADULT PROB. - COURT SVCS
4200107	CALENDAR SERVICES	004 CALENDAR SERVICES 0001 CALENDAR SERVICES
4200104	CONCILIATION COURT	005 CONCILIATION COURT 0001 CONCILIATION COURT
4210200	PARENT/CHILD VISITATION	005 CONCILIATION COURT 0001 CONCILIATION COURT
5280100	CHILD SUPPORT VISITATION	005 CONCILIATION COURT 0001 CONCILIATION COURT
5410100	CONCILIATION	005 CONCILIATION COURT 0001 CONCILIATION COURT
5410103	DOMESTIC EDUC/MEDIATION	005 CONCILIATION COURT 0001 CONCILIATION COURT
5410104	CHILDREN'S ISSUES/EDUC	005 CONCILIATION COURT 0001 CONCILIATION COURT
8801013	DES ACCESS & VISITATION 02-03	005 CONCILIATION COURT 0001 CONCILIATION COURT
8801313	DES ACCESS & VISITATION 05-06	005 CONCILIATION COURT 0001 CONCILIATION COURT
8801413	DES ACCESS & VISITATION 06-07	005 CONCILIATION COURT 0001 CONCILIATION COURT
8801508	AFCC TRAINING CONFERENCE	005 CONCILIATION COURT 0001 CONCILIATION COURT

**Program Service Codes**

Super Dept: 4200  
 Super Dept Name: SUPERIOR COURT

Center		Program		Service	
8801513	DES ACCESS & VISITATION 07-08	005	CONCILIATION COURT	0001	CONCILIATION COURT
8801613	ACCESS / VISITATION 08-09	005	CONCILIATION COURT	0001	CONCILIATION COURT
4200109	INFORMATION SYSTEMS	006	INFORMATION SERVICES	0001	INFORMATION SERVICES
5080100	LOCAL COURT AUTOMATION & TECHNOLOGY	006	INFORMATION SERVICES	0001	INFORMATION SERVICES
8801221	AGAVE - CALENDARING (JCEF)	006	INFORMATION SERVICES	0001	INFORMATION SERVICES
8801420	AZTEC FIELD TRAINER	006	INFORMATION SERVICES	0001	INFORMATION SERVICES
8801520	AZTEC FIELD TRAINER 07-08	006	INFORMATION SERVICES	0001	INFORMATION SERVICES
8801620	AZTEC FIELD TRAINER 08-09	006	INFORMATION SERVICES	0001	INFORMATION SERVICES
4200103	COURT INTERPRETER	007	INTERPRETER	0001	INTERPRETER
4200106	JURY COMMISSIONER	008	JURY COMMISSIONER	0001	JURY COMMISSIONER
4200105	LAW LIBRARY	009	LAW LIBRARY	0001	LAW LIBRARY
5310100	LAW LIBRARY FEES	009	LAW LIBRARY	0001	LAW LIBRARY
4200301	PRE-TRIAL SERVICES	010	PRETRIAL SERVICES	0001	PRETRIAL SERVICES
5180700	FILL THE GAP	011	FILL THE GAP - OTHER COURT DEPARMENTS	0001	FILL THE GAP - OTHER COURT DEPARMENTS
5180703	FILL THE GAP - CLERK OF THE COURT	011	FILL THE GAP - OTHER COURT DEPARMENTS	0001	FILL THE GAP - OTHER COURT DEPARMENTS
5180704	FILL THE GAP - JUSTICE COURTS TUCSON	011	FILL THE GAP - OTHER COURT DEPARMENTS	0001	FILL THE GAP - OTHER COURT DEPARMENTS
5180705	FILL THE GAP - JUSTICE COURT AJO	011	FILL THE GAP - OTHER COURT DEPARMENTS	0001	FILL THE GAP - OTHER COURT DEPARMENTS
5180706	FILL THE GAP - JUSTICE COURT G.V.	011	FILL THE GAP - OTHER COURT DEPARMENTS	0001	FILL THE GAP - OTHER COURT DEPARMENTS
5180710	COURTS FILL THE GAP DEFERRED	011	FILL THE GAP - OTHER COURT DEPARMENTS	0001	FILL THE GAP - OTHER COURT DEPARMENTS
5180711	FTG - CLK OF SUPERIOR COURT DEFERRED	011	FILL THE GAP - OTHER COURT DEPARMENTS	0001	FILL THE GAP - OTHER COURT DEPARMENTS
5180712	FTG - AJO JUSTICE COURT DEFERRED	011	FILL THE GAP - OTHER COURT DEPARMENTS	0001	FILL THE GAP - OTHER COURT DEPARMENTS
5180713	FTG - GRN VALLEY JUSTICE COURT DEFERRED	011	FILL THE GAP - OTHER COURT DEPARMENTS	0001	FILL THE GAP - OTHER COURT DEPARMENTS
5180714	FTG - TUCSON JUSTICE COURT DEFERRED	011	FILL THE GAP - OTHER COURT DEPARMENTS	0001	FILL THE GAP - OTHER COURT DEPARMENTS
5180715	FTG - ADMINISTRATION & INTEREST	011	FILL THE GAP - OTHER COURT DEPARMENTS	0001	FILL THE GAP - OTHER COURT DEPARMENTS

**ADDITIONAL FUNDING REQUEST TO MAINTAIN CURRENT LEVEL OF SERVICE**

**SUPERIOR COURT MANDATED SERVICES**

**INCREASED FUNDING REQUEST IS FOR:**

Personal Services

Supplies/Services

Capital

Revenues

	FY2007/2008 Adopted	FY2008/2009 Requested	FY2008/2009 Base Budget	Variance Between Req & Base Budget
<b>EXPENDITURES</b>				
SUPPLIES & SERVICES	1,575,085	1,953,668	1,725,085	228,583
<b>TOTAL</b>	<u>1,575,085</u>	<u>1,953,668</u>	<u>1,725,085</u>	<u>228,583</u>
<b>REVENUES</b>				
CHARGES FOR SERVICES	125,023	125,023	125,023	0
MISCELLANEOUS	10,000	100,000	100,000	0
<b>TOTAL</b>	<u>135,023</u>	<u>225,023</u>	<u>225,023</u>	<u>0</u>
<b>General Fund Support</b>	1,440,062	1,728,645	1,500,062	228,583
<b>FTEs</b>	0.0	0.0	0.0	0.0

**Description**

Mandated service costs are not controlled by Superior Court. Rather, they are a reflection of the Court's caseload. Over the past several years, we have seen an on-going increased demand for these services. This budget package increase of \$228,583 is a reflection of these ongoing expenditures. We also have experienced a change in how we account for receipts from the state for lengthy jury trial fees. This is also reflected here.

**Variance Explanations:**

**Revenues**

Change in accounting for reimbursement of lengthy jury trial fees. This reimbursement must now be shown as revenue. Reimbursement from Justice Court for 2XIA court costs. Total increase in revenue is \$90,000.

**Personal Services**

N/A

**Supplies & Services**

Increases in Interpreter usage and costs, medical evaluations such as Rule 11, jury costs, grand jury transcripts anticipated increased costs for the Judicial Supervision Program

**Capital Request**

N/A

**FTEs**

N/A

**Other Comments**

Superior Court does not control these costs. They are a reflection of the workload of the court, cases filed, etc.

**Impact If Not Funded**

Superior Court will exceed its Mandated Services budget.

**Source of Mandate**



**PIMA COUNTY, ARIZONA  
BOARD OF SUPERVISORS POLICY**

<b>Subject:</b> Periodic Review of Departmental Base Budgets	<b>Policy Number</b>	<b>Page</b>
	D 22.5	1 of 1

**Purpose**

To provide for a periodic, comprehensive review of the base budgets of all County departments; to thoroughly reevaluate the expenditures and revenues attributable to each program within a department; and to determine optimal levels of funding that coincide with workload, projected revenues, operational management controls and policy priorities.

**Background**

Pima County uses a system of target base budgeting to develop and recommend to the Board of Supervisors an annual operating budget. Under this system a department's budgeted expenditures and revenues are adjusted from year-to-year only to the extent that readily identifiable changes to laws or factual circumstances directly impact expenditures or revenues or to implement specific actions of the Board. The cumulative effect of target base budgeting is that ongoing programs within departments are never subject to a comprehensive, systematic reevaluation that examines whether expenditures and revenues originally assigned within the base continue to be justified within the context of changing service demands and overall County policies and priorities. This policy addresses this deficiency by providing for such reevaluation for all departments on a periodic basis.

**Policy**

- A. **Utilization of Zero-Base Budgeting** - Beginning with fiscal year 2000/2001, every department in Pima County shall develop an annual operating budget at least once during each subsequent four year period using zero-base budgeting methodology as described in subsection B of this policy. The County Administrator shall, prior to December 1, forward to the Board of Supervisors for approval a list of departments recommended for zero-base budget development for the next fiscal year. For fiscal year 2000/2001 the County Administrator's recommended list shall emphasize departments that exceeded budgeted net fund impact in fiscal year 1998/1999.
- B. **Zero-Base Budgeting Methodology** - The County Administrator shall develop, adopt and implement administrative procedures for zero-base budget development that accomplish the following policy objectives:
1. Requires a department and all of its programs to build a budget from zero to a level based upon actual services performed.
  2. Compares the projected cost of services provided by each program with costs incurred by other public providers of that service.
  3. Requires departments to prioritize and justify the continued existence of each of their programs.
  4. Provides the Board of Supervisors with additional relevant information to facilitate a decision as to whether each program within a department should be continued, discontinued or continued at an increased or decreased level of funding and service delivery. This information should include a description of the projected impacts of incremental reductions to funding received by each program in the previous fiscal year.
  5. Requires departments to submit separate zero-base budget requests for new or expanded services.

OCT 26 1999



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# MEMORANDUM

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Date: September 12, 2007

To: Department Director

From: C. H. Huckelberry  
County Administrator

Re: **Zero Base Budgeting for Fiscal Year 2008/09**

Per Board Policy, every department in Pima County shall develop an annual operating budget at least once every four years using zero base budgeting methodology. Your department has been selected by the Board to be one of the departments submitting a zero base budget for fiscal year 2008/09.

We recognize that this may require additional budget preparation time for you and your staff, but it will also provide you with an opportunity to fully describe to the Board the impact your programs and services have on the community. To begin the zero base budgeting process, the Budget Division will conduct an initial meeting with you. At that time, zero base budgeting methodology and specific procedures will be reviewed with you and your budget staff. The zero base budget process will entail the ongoing involvement of staff from Human Resources and the Budget Division of the Finance & Risk Management Department.

Departments undergoing the zero base budget process must develop and submit the following at a minimum in a format developed by the Budget Division:

- A prioritized listing of all programs supported by the department along with supporting services and activities
- Measurable Department and Program Goals and Objectives for fiscal year 2008/09
- Quantifiable outcome-based performance measures that relate directly to the Program Goals and Objectives developed by the department
- Detailed line item budgets for all programs at the current level of services provided (regardless of funding source) including justifications for all funding
- Detailed explanations of requests for additional funding to maintain the current level of services provided by the department
- Detailed analysis of projected operating and maintenance costs/saving and revenues, if any, associated with newly completed Capital Projects coming on line in fiscal year 2008/09

I have directed Budget Division staff to ensure that objectives and performance measures are outcome based and meaningful for an evaluation of department performance in the future. This will entail a greater degree of their involvement during the budget development process. A department's failure to adequately provide the information above may result in a rejection of its budget request.

Should you have any questions regarding the zero base budget process, please contact Thomas House, Budget Manager at 740-8490.

Your cooperation is appreciated.

## V. ZERO BASE BUDGETS

Nine departments were selected for the Zero Base Budget (ZBB) process this year. As in each preceding year, additional emphasis is being placed on the usefulness and quality of results of this process. New elements have been added to the process including:

- interim deadlines for development and approval of service objectives and their related performance measures
- a critical review process by Budget Division and Human Resources staff which may result in either a request for further justification of a budget request or a recommendation that an insufficiently justified request be denied or reduced. Incomplete development of a budget request under Zero Base Budgeting will not be accepted
- a supplemental publication which thoroughly documents the outcome of this year's Zero Base Budgeting process

Under the ZBB approach, the budget is not based on target amounts, and should not rely heavily on the prior year's budget request. Instead, the department should conduct a thorough review of its current and planned operations and make any changes to its organization and fiscal structure which will best enable it to deliver its planned services. The intent of this approach is to eliminate inefficiencies, and reallocate resources as effectively as possible using a framework that focuses these resources and efficiencies on the most beneficially designed services that fulfill the mission of the department.

While all departments develop their budgets in a Program format including a formal statement of function, goals and performance measures, ZBB departments also define Services and Activities that comprise each Program along with related objectives for each Service, and performance measures which directly measure progress in meeting those objectives. Further, a detailed justification for each budget line item is required and a position description for each PCN. The general approach should be continued for the department's own benefit in years when a Target Base is used, to ensure continuity of performance measurement and to adhere to sound management practices.

### V.A. Steps in Developing Zero Base Budgets

#### **Step 1: Conduct a Thorough Review of Department Operations**

Department management should re-examine its function statement, program structure, goals, description of services, mandates, staffing organization, cost center structure, historical performance, expenditure and revenue history, and the current status of department issues, pending projects, and future plans.

#### **Step 2: Establish a Strategic Plan of Operations for the Budget Year**

From the review conducted in step 1, determine whether changes in any aspect of current operations could improve department performance. Restate goals, Programs, Services, and objectives as appropriate. Redefine performance measures to address new objectives if necessary.

Note: These two steps must be completed before detail line item budgeting is begun. They may be completed at any time before the end of November, 2007. Budget Division staff will advise the department if its documentation of step 2 is sufficient or if further development is needed. If these steps are deferred until the end of the process, it will be assumed that insufficient planning and/or justification has been incorporated in the line item request, and portions of it may be reduced or eliminated in the County Administrator's recommended budget.

**Step 3: Complete Each Line Item and Position Budget Screen** in the Financial Planning System (Budget System)

Based on the strategic plan designed in step 2, complete the account-center budget screens for each expenditure and revenue item. In addition to the requested dollar amount for each item, a justification that documents the request is required. The REQUESTED field for every account-center screen appears in grey for ZBB departments, so that it must be completed using the DETAIL editor. The justification should describe the nature of the item, the rationale or computations used to arrive at all dollar amounts, and information regarding impact if not funded, if any. Failure to justify line items sufficiently may result in its being reduced or eliminated in the County Administrator's recommended budget.

Also based on the strategic plan designed in step 2, complete the position budget screens for each funded PCN. In addition to the input required of other departments: hours, rate, and benefits code, a position description sufficient to enable an evaluation of the employee's classification and organizational placement must be provided. It is anticipated that compiling these descriptions should be sufficient for department management to identify opportunities to correct any problematic personnel issues. The Budget Division and Human Resources will also review this information to identify any issues not addressed by the department.

Note: Refer to the FPS User's Manual for detailed instructions for budgeting line items and positions.

**Step 4: Complete Additional Fin Forms Required Under the ZBB Approach**

Fin Form 13z, Program Service Codes should be updated for any changes noted in step 2. above. The sub-report, Cost Allocation by Program/Service/Activity should be completed after step 3.

Fin Form 24z, Program Service Summary should be completed for each Service planned. These forms will define the objectives and all related Performance Measures for each Service. The Fin Form 14, which contains similar narrative information but at the Program level, consolidates Program goals with Service objectives and all performance measures. These forms were not published in prior Adopted Budgets. A supplementary volume, as noted above, will include these completed forms for each Service in fiscal year 2008/09.

Fin form 25z, Service Prioritization will also be published in the ZBB summary. Services should be prioritized in order of most important to the achievement of department goals to the least. This list is not for purposes of adjustment of the department's budget so much as it is additional insight as to how department resources are utilized. If increases or decreases in budgeted requests are eventually adopted, the department should utilize this prioritization to implement these changes. This prioritization may also be useful to department management in finalizing the strategic plan developed in step 2, above.

Fin Form 26z, Additional Funding Request to Maintain Current Level of Service will also be part of the ZBB summary report. This form, designed on a format similar to the Supplemental Request, Fin Form 8, justifies revenue and expenditure requests in excess of the department's fiscal year 2008/09 target base as provided by the Budget Division. Separate instructions to complete this form will be provided to departments.

**No request for General Fund expenditures to replace reduced funding from grants or other non General Fund sources should be included in the 26z.** Such requests must be made as a Supplemental Package request. Services or portions thereof which are funded from sources other than the General Fund are not considered a part of "current level of service" as used for ZBB purposes.

**Any but the most minimal increases in FTEs will be presumed to indicate an increased level of service, and should be requested in a supplemental package.** Such requests should likewise not be included on the 26z unless there is a high level of evidence that the positions are justified and are related only to the department's current level of service.

## **V.B. Other Considerations in Developing Zero Base Budgets**

In fiscal year 2008/09, the emphasis has been increased regarding performance accountability. This emphasis will be continued in future budget years. The significance of Service objectives should constitute the primary foundation of detail budget development. Among the primary objectives of the ZBB process is the establishment of a clear performance strategy in advance, and the development of a recommended budget which will closely track actual results if the strategic plan is followed.

Many departments' operations include significant cost-driving factors such as fuel prices, postage, or costs related to election years. These factors should be clearly identified and their effects considered in the budget development process.

The County's emphasis on adopting a budget which closely reflects each department's planned outcomes will continue to increase. Specifically, detail line items should reflect planned actual results (rather than simply providing for possible needs), and variances between actual results and adopted budgets should be clearly attributable to specific and identifiable deviations from the strategic plan. Prepare detail budget requests as they are expected to actually occur. **Provide for vacancy savings** based on actual turnover rates, and **do not request excess funding where it is not needed** in order to set aside extra funds for unplanned (and accordingly unapproved) uses. As noted above, where this sort of unneeded funds appears to exist in budget requests, Budget Division may recommend that the request be reduced or eliminated.

## V.C. - ZERO BASE BUDGETING PREPARATION SEQUENCE

### Conduct a thorough review of department operations

- Mission statement
- Mandates/Description of services
- Goals/Objectives
- Program/Service/Center structure
- Historical operational and financial performance

### Revise and define strategic plan for the coming budget year

- Revise any of the above as necessary
- Restructure centers as necessary using Fin 13z
- Establish Objectives which define the planned performance for each Service
- Establish performance measures which effectively evaluate progress toward each Objective
- Complete Fin 24z for each Service

Complete each line  
item budget screen

Complete each position  
budget screen

Using Detail Editor  
complete a justification for  
each line item

Using Memo Field complete a  
position description for each  
position

Complete Fin Forms 25z and 26z

Using Fin Form 13z under the Service Activities function,  
define Activities and complete percentage allocations for each

## **V.D. ZBB DOCUMENTS GENERATED**

In addition to components of the budget required of all departments, such as an organization chart, function statement, program-based cost center structure, program goals, and performance measures, ZBB departments also provide the following:

### Fin Form 13z

Program/Service cost center structure, and  
Cost Allocation by Program/Service/Activity – a percentage analysis of each Service according to the main activities undertaken to deliver it.

### Fin Form 24z

Program Service Summary – similar to a Program summary (Fin Form 14) it defines each Service, its objectives, costs & revenues, and performance measures.

### Fin Form 25z

Service Prioritization by Super Department – lists each Service, its description, and net fund impact, in priority order. Prioritization can be established by any criteria the department deems appropriate for its own use.

### Fin Form 26z

Additional Funding Request to Maintain Current Level of Service – similar in form to a supplemental request, it calculates the amount of the requested budget in excess of target base and provides detailed explanation and justification by object.

### Additional budget screen information:

Line Item justifications for all accounts – available in the Detail for Line Items report.  
Position descriptions for all PCN's – made available to HR for evaluation.

Sample Fin Forms related to zero base budgeting are on pages 5-6 through 5-20.

# Reviewing/Developing Performance Measures

## I. Performance Measures should be:

1. Directly related to an objective
2. Logically associated with a Service's performance
3. Used in conjunction with appropriate standards or benchmarks

## II. Kinds of performance measures:

1. Input – Measures the resources invested in a Service
2. Output – Measures the demand for a Service
3. Efficiency – Measures the operational “profitability” of a Service
4. Outcome – Measures the results obtained by a Service
5. Citizen Based – Measures public perception of Service performance

All types of measures can meet the criteria identified in I. when applicable; and all can be misapplied and not meet those criteria in different circumstances. All are useful, if not as performance measures, then as “management indicators.” [Note that a given measure may have elements of two or more kinds of measures.]

### **Input Measures – your investment**

- Expenditures
- Number of FTEs
- Capital investment

If the amount of input is an objective of a Service, e.g. “Double the amount of grant funding awarded to youth organizations,” or “increase the number of deputies on patrol,” then an input measure is appropriate. If the objective is to increase the number of participants in a youth program, then input is not a useful performance measure.

### **Output Measures – demand for your service**

- Volume of work produced
- Number of cases processed, calls received, square feet maintained
- Population served

This type of measure is appropriate only if the objective is to attain a specified output, e.g. “Increase public attendance at Town Hall Meetings.” If the demand for service is not controlled by management, such as number of calls to 9-1-1, then output is only a management indicator.

### **Efficiency Measures – cost per unit**

- Generally, any ratio of Output Measure to Input Measure

Efficiency ratios lend themselves to comparison with benchmark statistics because they are equalized for different levels of demand between different points in time or different jurisdictions. More thought is necessary, however, to interpret the meaning of the results. A lower number of FTEs per 1,000 population may mean a higher level of efficiency or it may indicate an insufficient level of input.

### **Outcome Measures – a measure of the product rather than the process**

- Quality
- Effectiveness
- Productivity

This type of measure relates to how well the Service itself is delivered, as opposed to how well the process that produces that Service is performed. It is possible to deliver a poor quality or unnecessary Service in a highly efficient manner. Commonly, several outcome measures may be needed to fully evaluate a delivered Service, each measuring a different aspect of the Service.

### **Citizen Based Measures – evaluate the perception of performance**

A relatively new measure of performance, citizen based measures monitor how well the public perceives government's effectiveness rather than objectively measuring internal processes and/or outcomes. The results can be opposite to other types of measures. For example, a new road may have been completed late and over budget, and yet the public's perception is simply that it's an excellent road and they are very satisfied. Or a department may be operating at high levels of achievement, yet the public is still unhappy with its outcomes (e.g. an Assessor's Office during a time of increasing property values). These are appropriately applied when citizen perception is an important component of a department's plan.

### **III. Benchmarks**

Benchmarks are pre-defined targets that are applied to performance measures in order to establish a comparative level of performance. They can be derived from historical data from the same department or from comparable data from other jurisdictions. They should be used to measure improvement over time or to identify differences from established or agreed-upon levels of performance.

For benchmarks to be useful, the operations being measured must be as similar as possible. Often they are misapplied when used on a broad level where many factors influencing performance are combined. The "planned" column of the Performance Measure table in FPS constitutes a benchmark for the budget year.

### **IV. Implementation of Performance Measures**

1. Introduction and Definition
2. Development
3. Integration

### **V. Performance Measure Systems**

1. Linked, Cascading
2. Balanced Scorecard
3. Stats Systems
4. Logic Models
5. Performance Budgeting

Advanced methods of utilizing combinations of Performance Measures in the integration phase. Not particularly productive in the development phase.