Maricopa County
FY 2009-10 Annual Business Strategies
Adopted Budget

Maricopa County

GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Maricopa County Mission Statement

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

Strategic Priorities

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

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

Table of Contents

Motions

Motions 1

Transmittal Letter

Transmittal Letter 3
Expenditures Uses 4
Expenditure and Staffing Reductions 5
Structurally Balanced Budgeting and Historical Overview 6
Econometric and Demographic Trends 7
Property Taxes 9
State Financial Threats 10
Federal Stimulus Funding 10
First Things First Funding 12
Planning and Development Issues 12
Technology Infrastructure 13
Health Care Programs 14
The Court Tower and Capital Improvement Philosophy 15
Employee Issues and Concerns 16
Conclusions 17

Maricopa County Profile

Introduction 19
History 19
County Seal and Flag 20
Climate and Topography 20
Population 21
Local Economy and Business Environment 22
Educational Opportunities 23
Transportation Infrastructure 23
Cultural and Recreational Amenities 24
County Government 25
- Organizational Changes 25
- County Organization Chart 26
- Board of Supervisors 27
- Other Elected Officials 27
- Judicial Branch 28

Budget at a Glance

Introduction 31
The Budget as a Policy Document 31
The Budget as a Financial Plan 35
The Budget as an Operations Guide 39
The Budget as a Communications Tool 40

Strategic Direction

Managing for Results Philosophy and Cycle 43
Planning for Results 44
Budgeting for Results 45
Delivering Results 45
Analyzing and Reporting Results 45
Evaluating and Improving Results 45
County Strategic Plan 46
- Mission 46
- Vision 46
- County Strategic Priorities 46
  - Strategic Priority 1 Safe Communities 47
  - Strategic Priority 2 Public Health 53
  - Strategic Priority 3 Regional Leadership 55
  - Strategic Priority 4 Sustainable Development 62
  - Strategic Priority 5 Fiscal Strength 65
  - Strategic Priority 6 Quality Workforce 67
  - Strategic Priority 7 Customer Satisfaction 70

Budget Policies and Process

Policies and Their Budgetary Impact 75
- Budgeting for Results Policy Guidelines 75
- Budgeting for Results Accountability Policy 78
- Reserve and Tax Reduction Policy 81
- Annual Budgeting for Results Guidelines and Priorities 83

Summary of Significant Accounting Policies 83
- Reporting Entity 83
- Basis of Presentation 85
- Basis of Accounting 87
- Cash and Investments 87
- Inventories 87
- Property Tax Calendar 88
- Capital Assets 88
- Investment Income 89
- Compensated Absences 89

Basis of Budgeting and Budgetary Control 89
The Budget Process 90
Annual Budget Process 90
Fiscal Year 2009-10 Budget Process 92
Budget Adjustment Process 92
Programmatic Budgeting 92

Budget Summary Schedules

Consolidated Sources, Uses and Fund Balance by Fund Type 95
Sources and Uses of Funds 96
Reconciliation of Budget Changes 97
Summary of General Fund Budget Reductions and Revenue Enhancements 100
Consolidated Revenues and Other Sources by Fund Type/Department 114
Consolidated Revenues and Other Sources by Department and Fund Type 117
Consolidated Revenues and Other Sources by Category 118
Revenue Sources and Variance Commentary 122
Basis for Estimating Revenue 122
Taxes 122
Levy Limit and Truth-In-Taxation Comparisons 125
Licenses and Permits 126
Intergovernmental Revenues 127
Charges for Services 130
Fines and Forfeits 133
Miscellaneous Revenue 134
Other Financing Sources 134
Fund Balance and Variance Commentary 136
Fund Balance Summary 137
Fund Designations 140
Expenditure Limitation 141
Consolidated Expenditures by Department, Fund and Function Class 142
Consolidated Expenditures by Fund Type/Department 159
Consolidated Expenditures and Other Uses by Category and Fund Type 160
Non-Departmental Expenditure Summary – Operating 166
Non-Departmental Expenditure Summary – Non-Recurring 169
Economic Development, Non-Profits, and Agricultural Extension 171
Health Care Programs Summary 171
Fund Transfers In 172
Fund Transfers Out 174
Eliminations 177
Personnel Summary by Department 178
Personnel Summary by Market Range Title 183

Mandates Summary

Introduction 191
Summary 191
Mandated State Payments 193
Public Safety 193
Health, Welfare and Sanitation 194
Highways and Streets 194
General Government 195
Culture and Recreation 195
Education 196

Financial Forecast

Executive Summary 197
Overall Fiscal Position 197
Forecast Drivers 198
Forecast Assumptions 199
Revenues 199
Expenditures 200
Capital Projects 201
Financial Forecast Schedules 202

Department Strategic Business Plans and Budgets

Adult Probation 207
Air Quality 236
Animal Care & Control 253
Assessor 268
Board of Supervisors District 1 276
Board of Supervisors District 2 279
Board of Supervisors District 3 282
Board of Supervisors District 4 285
Board of Supervisors District 5 288
Call Center 291
Clerk of the Board of Supervisors 296
Clerk of the Superior Court 304
Constables 334
Correctional Health 338
County Attorney 356
County Attorney – Civil 380
County Manager 384
Elections 398
Emergency Management 410
Employee Benefits 424

Enterprise Technology 445
Environmental Services 459
Equipment Services 483
Finance 493
General Litigation 501
Human Services 505
Internal Audit 528
Justice Courts 537
Juvenile Probation 552
Management and Budget 579
Materials Management 583
Medical Examiner 593
Parks & Recreation 608
Planning and Development 626
Public Defense System 643
Public Fiduciary 675
Public Health 684
Public Works 726
Recorder 796
Research & Reporting 805
Risk Management 811
Sheriff 824
Special Litigation 859
Superintendent of Schools 862
Superior Court 873
Treasurer 904
Workforce Management and Development 914

Major Maintenance

Executive Summary 925
Major Maintenance 925
Major Maintenance Projects 927

Capital Improvement Program

Executive Summary 929
Capital Improvement Program 929
Capital Projects Budget 932
Operating & Capital Budgets – Their Relationship 932
Intergovernmental and County Improvement Capital Projects 933
General Funded Projects 934
Transportation Projects 952

Debt Service

Debt Management Plan 987
Debt Obligations by Type 995
Debt Policies 1001

Attachments

Budgeting for Results Budget Balancing Guidelines 1005
Budgeting for Results Policy Guidelines 1008
Budgeting for Results Accountability Policy 1012
Reserve and Tax Reduction Policy 1015
Funded Position Policy 1017
Managing for Results Policy 1020
Policy for Administering grants 1022
Non-Departmental Policy 1030
Policy for Vehicle Replacement 1032
Policy on Use of Employee Furloughs for Budget Balancing 1034
Retirement Health Enhancement Program (Post Employment Health Plan Enhancement Program) 1036
Budget Calendar 1039
Fund Descriptions 1040
Revenue Source Codes 1049
Expenditure Object Codes and Sub-Object Codes 1050
Arizona State Auditor General Forms 1052

Glossary

Glossary 1065

Acknowledgements

Acknowledgements 1071

Motion

Final Budget Adoption (Approved by the Board of Supervisors on June 22, 2009)

Convene a public hearing, pursuant to A.R.S. §§42-17104 and 42-17105, to consider and adopt the following:

1) The FY 2009-10 Budget in the amount of $2,136,275,386 by total appropriation for each department, fund and function. This represents net reduction of $207,871 from the Tentative Adopted budget of $2,136,483,257.

2) Approve the allocations for Economic Development Agencies, Non-Profit Organizations and Agricultural Extension as specified in the Final Adopted Package.

3) Notwithstanding the Budgeting for Results Accountability Policy, approve the following:
   a. Adult Probation, Juvenile Probation and Superior Court are collectively known as the Judicial Branch, and considered as one appropriation. Any and all appropriations within the Judicial Branch can be transferred between any and all Judicial Branch departments by fund and function, as requested and approved by the Presiding Judge, without any further Board approval.
   b. Public Defense Services, Legal Advocate, Legal Defender, Public Defender and Juvenile Defender are collectively known as Indigent Representation, and are considered as one appropriation. Any and all appropriations within Indigent Representation can be transferred between any and all Indigent Representation departments by fund and function, as requested and approved by the County Manager, without any further Board approval.
   c. The appropriated budgets for all internal service funds administered by the Employee Health Initiatives department are considered one appropriation. Any and all internal service fund appropriations within Employee Health Initiatives can be transferred between any and all funds by function as requested, upon review and recommendation of the Office of Management and Budget and approval by the County Manager, without any further approval by the Board of Supervisors.

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

Tax Levy Adoption (Approved by the Board of Supervisors on August 17, 2009)

The Maricopa County Board of Supervisors resolves that:

1. Pursuant to A.R.S. §§ 42-17151 and 48-3620, and based on the budget it has duly adopted for Maricopa County and the budget adopted by the Maricopa County Flood Control District Board of Directors, the Board fixes and determines the Tax Year 2009 tax rates for Maricopa County and the Maricopa County Flood Control District as follows:

- Fiscal Year 2009-10 Maricopa County Primary Tax Rate at $0.9909 per $100 of net assessed valuation with a levy of $492,230,736.

- Fiscal Year 2009-10 Flood Control District Secondary Tax Rate at $0.1367 per $100 of net assessed valuation with a levy of $74,996,804.

2. Based on the amount of taxes to be raised by property taxation determined by each governmental entity set forth in the “Maricopa County 2009 Tax Levy Packet” (attached), the Maricopa County Board of Supervisors has calculated the numerical tax rates necessary to raise the requested revenues, and pursuant to the direction of each such government entity, levies the amounts of taxes and sets the resulting tax rates, all as set forth in the “Maricopa County 2009 Tax Levy Packet”, and

3. As required by statue the Maricopa County Board of Supervisors has calculated, and therefore levies the amount of taxes and sets the resulting tax rates for specific statutory purposes as set forth in the “Maricopa County 2009 Tax Levy Packet”.

4. Pursuant to ARS §42-18003, the Maricopa County Treasurer is directed to collect taxes as required by law from the persons listed on the tax roll.

5. Presentation and discussion of the impact of the Board of Supervisors' property tax policies and related future issues.

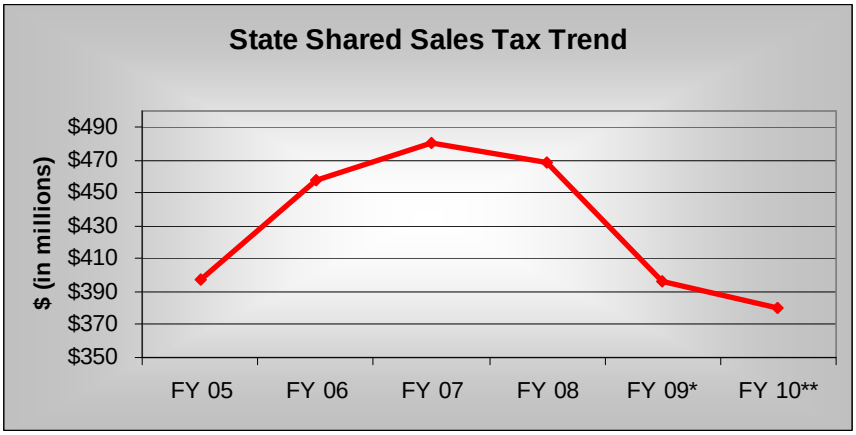
Transmittal Letter

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

Development of the 2009-10 budget was difficult and painful. The revenue projections that have been booked are based on the pessimistic forecast from our economist, but we may have not have reached the bottom yet. This is the third consecutive year of budget distress. We are experiencing revenue declines that have not been registered in the recordable history of Maricopa County. We are now at revenue level of past years and you need to revert back to the 2005 fiscal year to find sales taxes as low as we are experiencing in 2008-09, and back even further to reach level that are projected in the 2009-10 budget. For the last two fiscal years, three of the four major revenue streams have seen declines in year-over-year collections. In the current fiscal year, State-Shared Sales Tax, Jail Excise Tax and the Vehicle License Tax are under budgeted levels, even though these revenues were budgeted at a -2% compared to the prior year. State-Shared Sales Tax and the Jail Excise Tax are in a free fall and are running -11.8% and -13.3% respectfully, below last year's revenues. We have not reached the bottom. Each month appears to be worse than the last. For April, the last recorded month, they were -19.0% and -19.9% respectfully, compared to last year's actual results.

State-Shared Sales Tax has had dismal results thus far in 2008-09. We are below budget for this revenue by -$37.5 million through April 2009. Our year-to-date revenue collections are $-45.9 million compared to 2007-08 revenues. State-Shared Sales Tax used to be our largest revenue in the general fund, but in recent years it has taken a back seat behind property taxes. Lackluster sales taxes are a major contributor to our budget woes.

Similarly, the Jail Excise Tax has a -13.3% variance year-to-date through April 2009. This revenue is a dedicated sales tax that funds adult and juvenile detention services and capital investments in our county jails and juvenile detention facilities. With the jail and juvenile detention populations increasing annually, it is imperative that these revenues keep pace with the funding requirements of operating these 24/7 facilities. However, year-to-date this revenue is -$13.3 million as compared to 2008-09 collections through April.



The recommended appropriation budget is $2,136,483,257, which is a net reduction of $122,202,336 from the 2008-09 adopted budget. The decrease is primarily due reductions in departmental budget and cancellation of capital projects throughout the government. Total net

reductions of $225.9 million offset the dramatic decline in sales, VLT, Jail Tax and HURF revenues, and also offset unavoidable increases in mandated costs. Mandated contributions to the State of Arizona alone increased by $29.3 million; this amount includes the FY 2008-09 $24.1 million contribution to the State General Fund, which was to have been for one year but has been extended indefinitely. The budget includes one-time investments, including the $25 million payoff of outstanding capital leases, which allowed for a reduction of almost $12.9 million in operating expenditures.

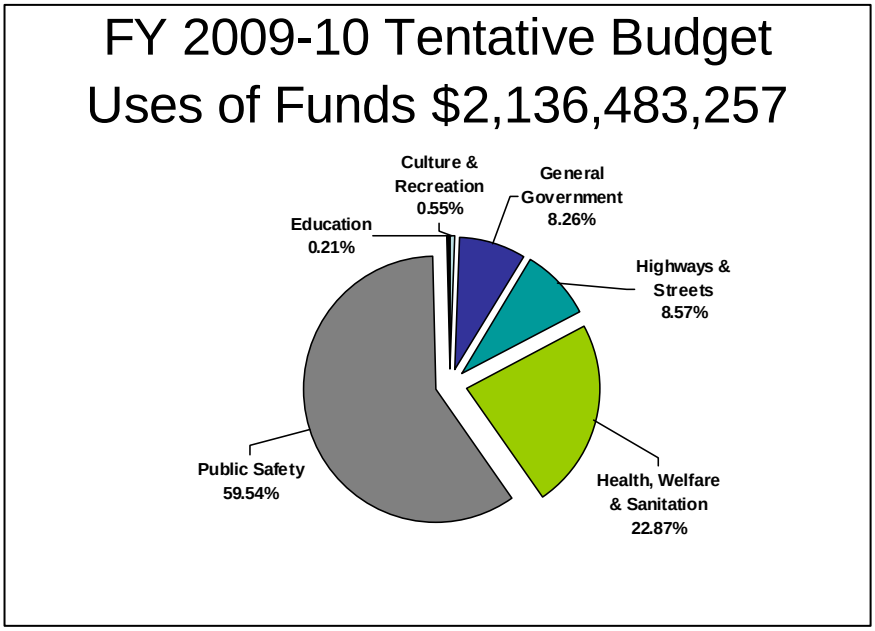
The Budgeting for Results guidelines for fiscal year 2009-10 were adopted in November 2008 prior to budget kick-off. The guidelines are meant to set the stage for the budget development process to follow. The primary goal of this year's guidelines was to maintain fiscal stability and to obtain sustainable structural balance as our revenues continue to decline. In order to reach these goals, the board adopted very conservative principles. They are as follows:

1. Contingency reduced and frozen
2. No salary increases
3. Departments to absorb retirement contribution changes
4. Employer-paid portion of health and dental premiums will have minimal increases
5. No new capital projects or increases in existing projects
6. New information technology must have a Return on Investment of 3 years or less
7. Operational expenditure reductions up to 20%
8. Base budgets will be adjusted for mid-year reductions
9. All budgets must be submitted within the targets provided
10. Budget stabilization funds may be utilized for non-reoccurring expenses

These budget guidelines helped to set the framework for the months of budget development that followed throughout winter and into the spring. The budget being presented is structurally balanced with few one time exceptions. This budget will be a responsible base to develop into the next fiscal year, and toward a new long range financial projection.

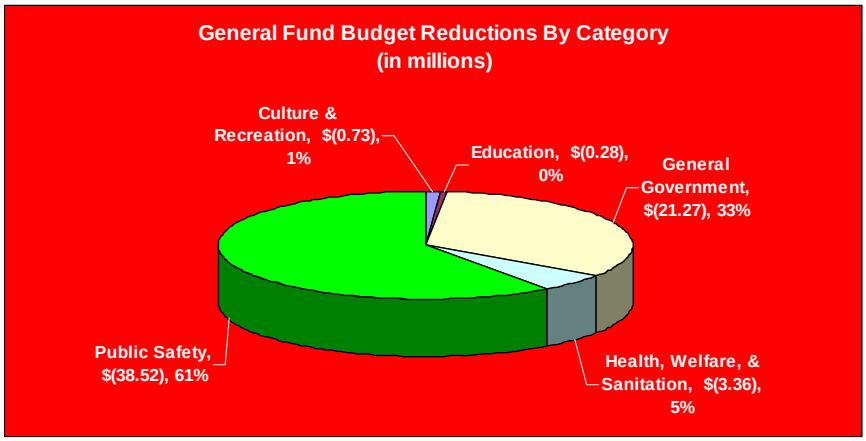
Expenditures Uses

Maricopa County's expenditures are primarily made up of criminal justice and health care related costs. The chart below illustrates the expenditures uses from the FY 2009-10 budget.



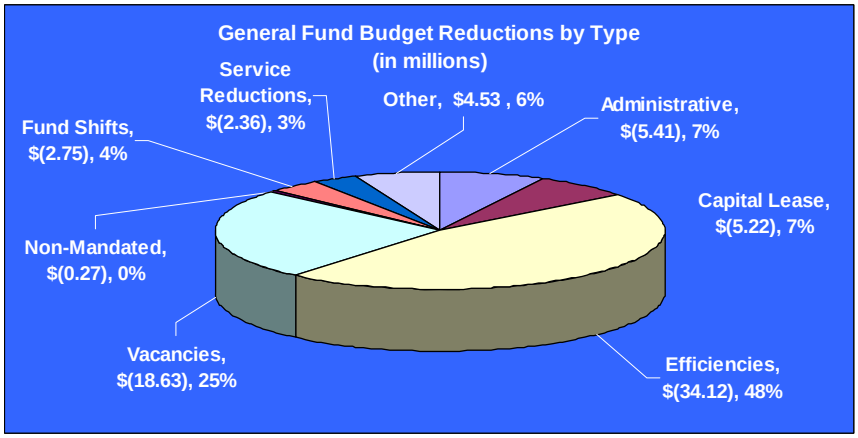
Expenditure and Staffing Reductions

With revenues continuing to decline steeply and no clear indications of a reversal in the trend, the FY 2009-10 operating budget contains significant expenditure reductions. These reductions are necessary in order to structurally balance the County's two primary operating funds – the general fund and the detention fund. Many of our special revenue funds were also forced to make significant reductions due to revenue shortfalls. These reductions are in addition to the sizable cuts taken in FY 2008-09. County management was instructed to look for reductions that minimized service impacts, focused on administrative overhead and reduced or cut non-mandated programs. Management was also encouraged to find ways to deliver services at lower costs. In some cases departments found that they were simply able to "do more with less," while other departments restructured their organization or capitalized on technology in order to achieve savings and maintain services. Savings were achieved as the result of reduced demand in limited cases, such as Planning and Development. This was also the case in the juvenile detention system, which closed a housing unit.



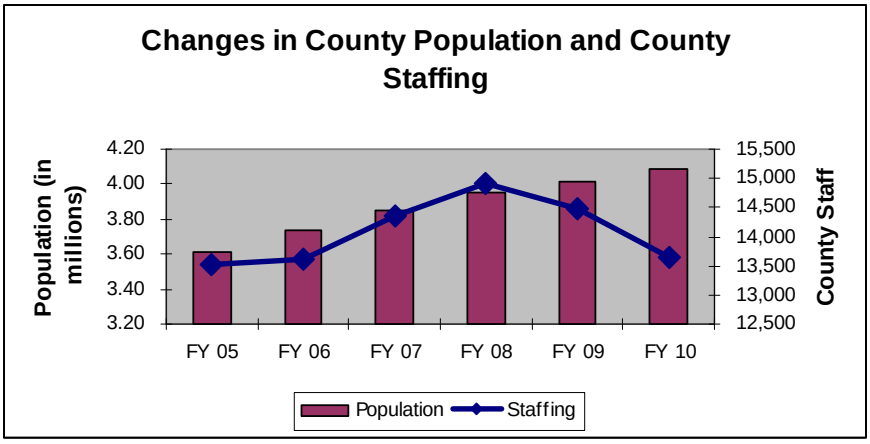
On average, departments reduced their expenditures by 11.7% from FY 2008-09. This is particularly significant given the fact that departments had already reduced spending by an average of 5.6% in FY 2008-09. Reductions by category, shown to the right, were relatively proportionate to overall spending. Public safety, which accounts for roughly 75% of the County's operating budget, was responsible for 60% ($33.52 million) of the overall reductions.

Elected and appointed officials made difficult business choices as they were recommending their own departmental reductions. Departments agreed to eliminate over 600 vacant positions that have been held open due to the hiring freeze that has been in place countywide since January 2008. Unfortunately, vacancy savings alone are not sufficient to avoid reductions in force (RIF). RIFs could affect as many as 200 staff. These layoffs will be somewhat mitigated by a retirement incentive program described later in this letter. A small number of departments may implement work furloughs in order to meet their budget in FY 2009-10. Several



Countywide savings efforts, such as a coordinated assessment of printer and copier utilization and using cash on hand to pay off multi-year capital leases, were also undertaken. Other significant reductions include realignment of caseload ratios in adult and juvenile probation, closure of the family planning clinic, and reductions in call center staffing.

Maricopa County's staff levels are the lowest that they have been in five years. There are some efficiency gains. The Board of Supervisors enacted a hiring freeze in January 2008, and departments have had to find a way to operate with a short staffing model. The staffing per 1,000 in population is at its historical low of 3.3 employees per 1000. The graphic shows the dramatic drop in staffing as compared to population served.



Structurally Balanced Budgeting and Historical Overview

Many other governments have given up on the practice of structural balance. However, Maricopa County still believes that structural balance is imperative to fiscal integrity and survival during these tough economic times. It is the basis on which all of our budget policies and practices are grounded. Structural balance means that reoccurring revenues meet or exceed reoccurring expenditures. Because of structural balance, we have been able to fund capital projects with cash, and keep our expenditures in check. During the development of the FY 2009-10 budget, we have been criticized by external and internal forces which state that we should reexamine our philosophies and utilize one-time fund balance to pay for operational costs. The Board of Supervisors has resisted that "easy-out" that leads to deficits, and chose to continue with our foundational principles to maintain structural balance.

The County has been ratcheting down expenditures since fiscal year 2006-07, when our economist's pessimistic revenue forecast first showed signs for concern. We tightened our operating budgets and cut spending by almost $10 million that year. It was a wake-up call and was just the beginning of the downward budgetary adjustments that needed to be made.

Unfortunately, the downturn in the economy accelerated. During the development of the FY 2007-08 budget, significant drops in revenue projections continued. The pessimistic scenario called for 3% growth in sales taxes. Because of mandated increases in expenditures, cuts were made to personnel budgets, court security, overtime, supplies and services. User fees increased and capital projects were cancelled or delayed.

A mid-year adjustment was necessary when revenues spiraled downward in 2007-08. The Board of Supervisors implemented a freeze on hiring, capital purchases and contingency funds. Administrative budgets, countywide, were cut by 5% (this included the elimination of 64 fulltime equivalent (FTE) positions. The Planning and Development department reduced their

expenditures budget by 20% and 23 employees were released due to a workload slowdown and revenue reduction.

The 2008-09 budget resulted in even larger cuts in expenditures. Maricopa County cancelled the Southwest Regional Court Center, White Tanks and McDowell Mountain Park improvement projects, and delayed a number of transportation projects. In order to structurally balance the budget, over $115 million in expenditure reductions and the elimination of 175.2 FTE positions, or 1.2% of our workforce, was adopted. Another 145.1 FTE positions were eliminated during the fiscal year. It was also necessary to utilize our budget stabilization account to pay-off debt, lowering the burden on operating expenditures.

So far this year, revenues have been in a free fall. The chart below indicates the historical adjustments that have been made in the current fiscal year as revenues continue to plummet.

	FY 09	FY 10			
		Oct.	Jan.	Apr.	
	Forecasted	Forecast*	Forecast*	Forecast*	Budget
Sales	-15%	-6%	-4.0%	-4.0%	-6%
VLT	-12%	-4%	-4.0%	-4.0%	-4%
Jail	-16%	-6%	-4.2%	-4.2%	-6%

*Source: Quarterly "worst case" by Elliott D. Pollack & Company

The Board of Supervisors has kept spending in check. During fiscal years 2006-07 and 2007-08, reductions of $12.8 million occurred as a result of cutting administrative staff by 5% and other various reductions. In the 2008-09 adopted budget, reductions totaling $162.6 million occurred. Further reductions of $36.2 million were made midway through this fiscal year, as the Board asked for further belt tightening as the revenues continued to drop. The 2009-10 budget includes additional reductions of $130.3 million, bringing the total, over the four fiscal years, to $341.9 million.

The only a handful of funds are not in structural balance as we move forward with this recommended budget. Funds are 580 (Solid Waste), Fund 224 (Planning and Development), Fund 266 (Check Enforcement) and Fund 675/685 (Risk and Health Trusts). The Solid Waste department is a special revenue fund that has to book post closure monitoring activities that were previously not expensed but instead charged to a liability account. Now that the fund is no longer an enterprise fund, these future expenses must be charged creating a technical structural deficit. There is more on Planning and Development department issue in the section entitled Planning and Development Issues, below. The Check Enforcement Component of the County Attorney's Office has been spending down fund balance for many years extending the life of this non-mandated program. Finally, the two trust funds are decreasing their cash balances but will still have sufficient cash to handle all administrative and claims requirements in the coming fiscal year.

Econometric and Demographic Trends

The Office of Management and Budget has been following the trends in the economy closely for several years. Utilizing the services of Elliott Pollack and company, as well as the

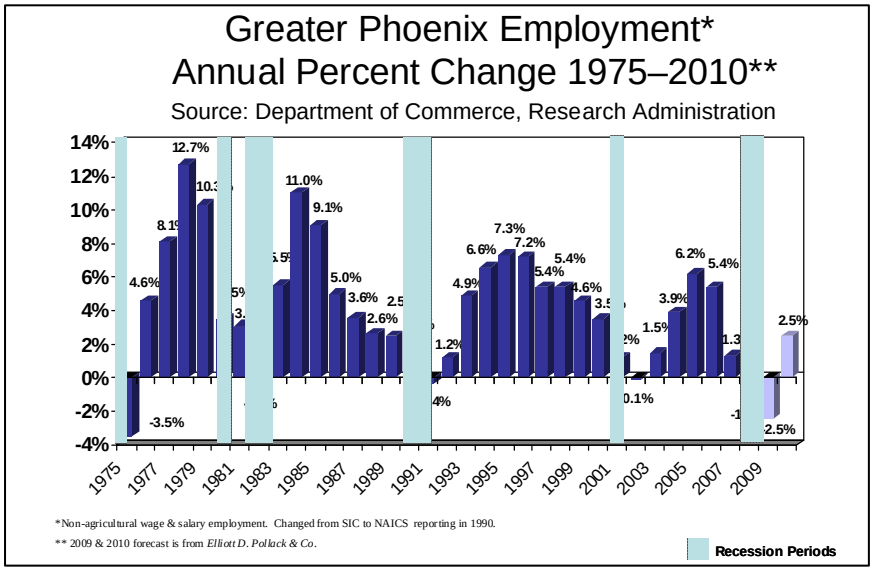
University of Arizona, Eller College of Management, Economic and Business Research Center our forecasting and economic information has more depth. The information that has been received is not promising. Below is a quote from the latest report from Elliott Pollack.

> *The state and local economic region are performing even more poorly. Doing the same analysis of recession employment levels reveals that the current downturn in Greater Phoenix is already deeper than the downturn of 1974 and is already nearly as long. When the final employment statistics are revealed, they are likely to display a local recession period that is more than two times longer than anything that has been realized before.*
>
> Elliott Pollack and Company, April 2009

All of the financial information available to us at this time indicate that further economic distress is still likely. The pessimistic forecasts call for the future fiscal year to be one of the worst on record. Our economist notes that sales tax is in a more severe decline than anticipated and that recovery may not occur until after the end of fiscal year 2009. Our economic experts call for caution when budgeting and forecasting.

In the fourth quarter of 2008, real GNP fell by 6.3%, it is expected to continue to decline by another 5% in the first quarter of 2009 when the information is reported. The economic downturn is expected to be "persistent and weak", according to economists, and will not recover until late in 2010 calendar year.

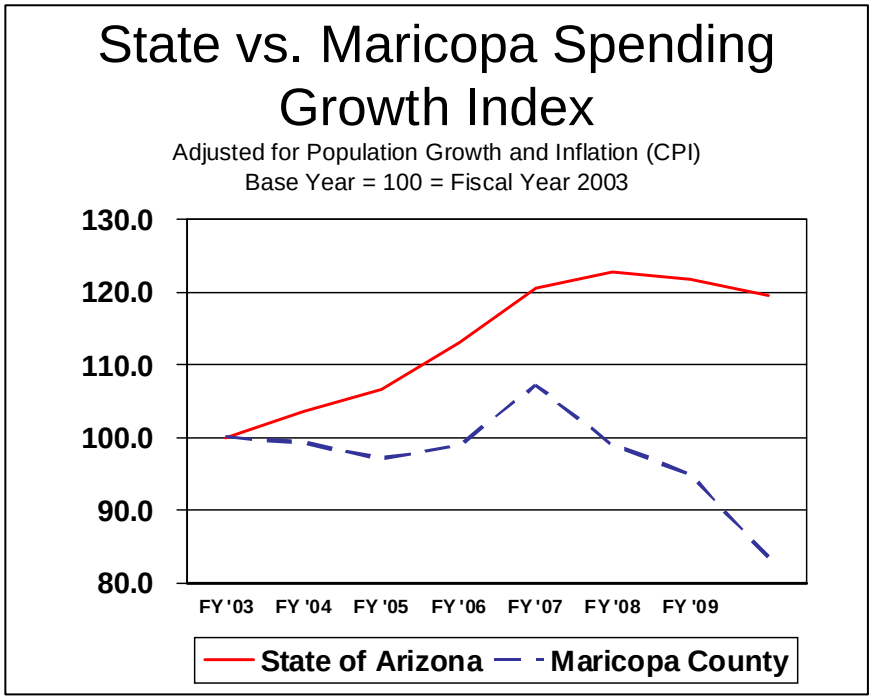
Our economists tell us that a quick recover will not occur. Employment data shows that job losses are deeper than anything we have seen in recent years. The graphic below depicts the job losses in recent recessions compared to the current recession.



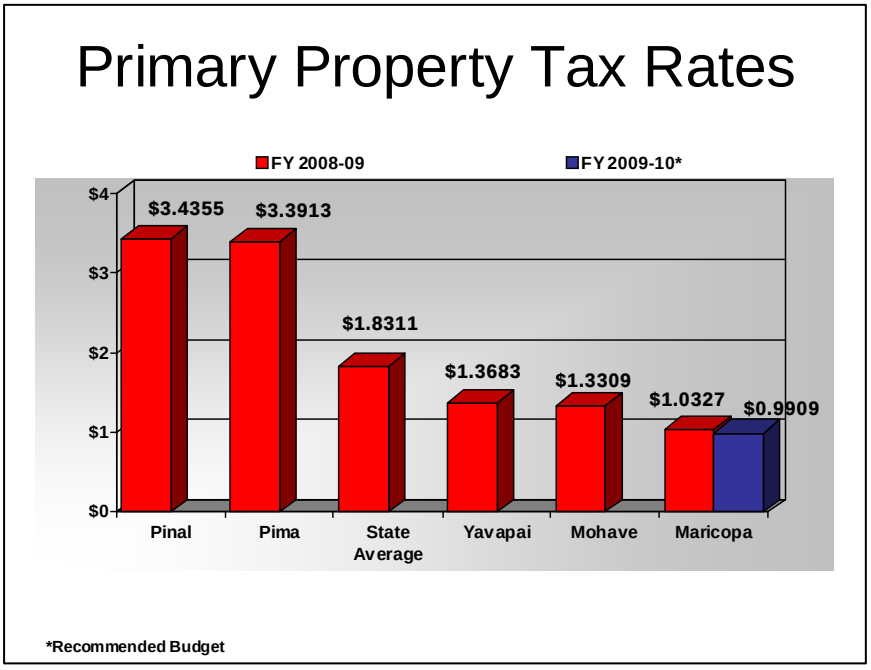
Finally, federal stimulus packages are not yet resulting in increased economic activity. Banks are continuing to restrict lending and consumers are not spending. The sales tax and jail excise taxes are a reflection of the lack of consumer confidence that has transpired during this recession. The federal stimulus might have a positive impact in the future, but thus far, has not created any additional consumer spending.

Property Taxes

For the first time in recordable history, Maricopa County will have a primary tax rate that is below $1.00 per 100 of assessed valuation. The primary property tax rate in the recommended budget is .9909 per 100 of assessed value. The overall property tax rate, including the Board controlled secondary rates of the Flood Control and Library Districts, will be $1.1629. Last year the combined property tax rate was $1.2047 per $100 of assessed valuation. This is a $0.0418 reduction, which is 3.5% lower than the prior fiscal year. The primary rate dropped by $0.0418, while the Flood Control District and the Library District are being held flat to last year.



Maricopa County has not had a General Obligation Bond debt issuance since 1986. In the late-nineties, the Board of Supervisors decided to utilize a modified "pay as you go" capital plan for large capital improvement projects and other infrastructure. This means that the County is paying cash for the Criminal Court Tower, the only capital improvement project currently funded by the general fund. The cash funding philosophy has literally saved the taxpayers tens of millions in interest and hundreds of millions in secondary property taxes that would have otherwise been levied. The secondary bond debt was paid off in 2004, and we have not issued anymore general obligation bonds since that time.



During this recession, property taxes have been our primary source of new revenue. In the recommended budget there is $29.2 million in new primary property taxes that are projected for 2009-10. The Flood Control District will see a modest increase in property taxes of $322,471 and the Library District will see lower property

tax revenues with a decline of $112,813. However, because of the decline in home values, the property tax forecast into the future is more uncertain. If the primary property tax rate was to remain constant in the coming years, Maricopa County could see a significant reduction in our property tax base. Forecasts show that a primary property tax reduction of almost $30 million could occur just in fiscal year 2010-11, with upwards of $140 million (29%) by fiscal year 2012-13. Because of this lingering issue, $15 million of our property taxes have been categorized as one-time revenues when balancing the recommended budget.

There is a two year lag on property tax assessed valuations being recorded in the Assessor's property valuation books. This means that there will be an ongoing issue with property taxes well after the recovery of sales and vehicle license taxes. According to econometric estimates, assessed valuations in Maricopa County will not begin to rebound until fiscal year 2013-14 and then only slightly. This could significantly prolong the budgetary recovery of Maricopa County.

State Budget Threats

The State of Arizona has a budgetary shortfall that is astounding. Latest figures estimate that the shortfall could be as much as $3.0 billion or more. That is 30% of the state's $10 billion budget. It is not surprising that many of the ideas to correct those shortfall look to other governmental entities such as school districts, cities and towns, and counties. Counties in Arizona are an arm of state government, and counties have been asked in the past to help with state budgetary issues. Last year, Maricopa County had to absorb a mandated state budgetary contribution of $46 million. This was supposed to be a one-time contribution, but $24 million of that $46 million ended up in the state baseline budget for 2009-10. That contribution is built into the recommended budget.

However, there are other county contributions and mandates that are currently being discussed at the state capitol. This includes 100% of new incremental funding for the Arizona Long-term Care System (ALTCS) program, elimination of the trip reduction program, the Department of Correction's inmate shift, sweeps of special funds that come to the counties and general cash contribution requirements. These new potential mandatory cost shifts or cash contributions are not built into the 2009-10 recommended budget.

Many of the state budgetary ideas being discussed include sweeping fund balances from various local governments in Arizona. The state has done this many times and further attempts to undertake this type of activity may seriously undermine the cities and towns, school districts and counties who are mandated to provide services to their constituencies. The Office of Management and Budget, along with Government Relations, will work closely with state officials in an attempt to avoid further financial hardship endured at the hands of state legislators.

Federal Stimulus Funding

The Obama Administration has brought new ideas and new funding to state and local governments in the form of ARRA. ARRA stands for American Recovery and Reinvestment Act of 2009. Maricopa County departments continue working to identify opportunities that align the goals of the ARRA with those of our residents. Currently, County departments are expected to apply for opportunities representing approximately $100 million in ARRA funding,

not including the Federal Medical Assistance Percentage (FMAP). However, new opportunities continue to be identified, and the final amount of Stimulus funding is expected to be much higher. ARRA Projects have already been identified in several areas, involving many Maricopa County departments. Some of the major project areas include:

- Transportation and Infrastructure - Approximately 25 ARRA-funded asphalt rubber (AR) paving locations have currently been approved by the Board of Supervisors. These projects will use $5,950,757 in ARRA funds which will be routed through the Maricopa Association of Governments.
- Maricopa County departments are scheduled to receive Energy Efficiency & Conservation Block Grants (EECBG) in an initial allocation of $3,567,800. Additional allocations will be funded competitively based on the outcomes of the initial funding. The initial funding is expected to be used to fund projects selected from the following list:
    - Public Works - Facilities Management - County-Wide Energy Efficiency and Facility Retrofit Program (ESCO)
    - Stadium District - Solar Power Project
    - Library District - White Tanks Library Net Zero Pollution Facility
    - Stadium District - Heat Exchanger Installation Project
    - Air Quality - Trip Reduction Program
    - Public Works - Transportation - West Valley Traffic Light Improvement Project

- The ARRA provides the U.S. Department of Justice (DOJ) grants to combat violence against women, to fight internet crimes against children, to improve the functioning of the criminal justice system, to assist victims of crime, and to support youth mentoring. Edward Byrne Memorial Competitive Grants (EBMCG) totaling $1,477,760 have been awarded to date to several Maricopa County departments, including Adult Probation, County Attorney, Justice System Planning and Information, Juvenile Probation, and the Sheriff's Office.
- Human Services Programs will receive assistance in a number of areas. First, Community Services will receive ARRA Funds from the US Department of Energy for the Weatherization Assistance Program (WAP) in the amount of $11.9 million, which is estimated to allow the weatherization of 1,604 dwellings. Education will receive ARRA $1,276,679 in funds through the regular formula grant cycle and a future competitive process for Head Start and Early Head Start. Workforce Development Division will receive $7,874,563, for job training to adults, dislocated workers, and youth. An estimated 548 adults and dislocated workers will be served, 200 youth will be served in year-round program, and 637 youth will be served in the Summer Youth Employment Program.
- Parks and Recreation expects to apply for two CIP projects, a Visitor Center and Amphitheater Project and the Estrella Family Campground, for a total of $19,404,444.
- Public Health's Healthcare for the Homeless program has received $237,718 to create three temporary contract positions to address healthcare needs for a homeless population that is expected to increase in FY 2009-10.
- Correctional Health Services expects to apply for several projects including the deployment of Electronic Medical Records (EMR) and a Picture Archiving and

Communication System (PACS). They currently expect to request approximately $2 million in ARRA funding.

Arizona Counties help to fund the AHCCCS (Arizona Health Care Cost Containment System) and ALTCS (Arizona Long-term Care System) annually. Federal Medical Assistance Percentage (FMAP) is available for Arizona's health care programs. This program has been established by the U.S. Secretary of Health and Human Services. Funding for counties is expected to be $46 million for FY 2008-09, $67 million for FY 2009-10 and $37 million for FY 2010-11. Maricopa County's share of this is expected to be about 60% of the total in each year, equating to $90 million over the three-year period.

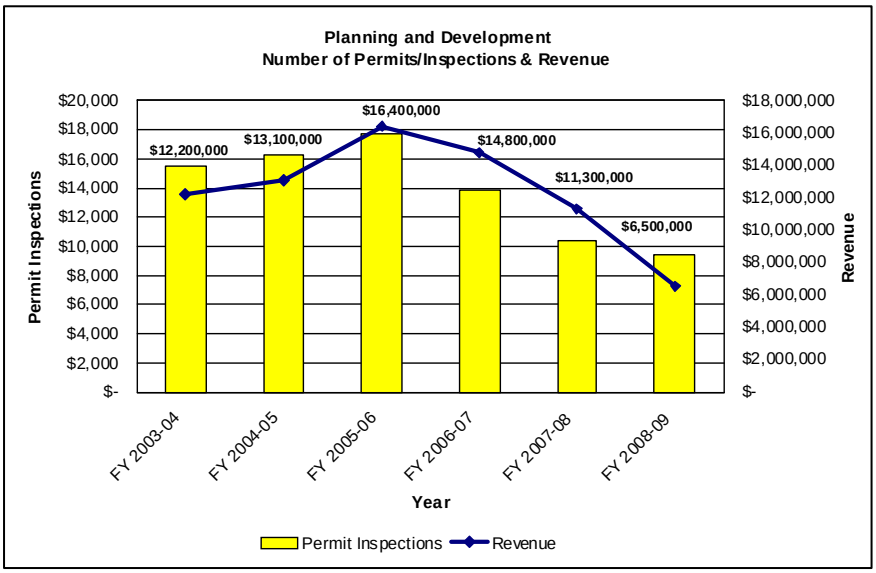
While this money is needed and very helpful, it has a sunset and can not be utilized to balance the budget structurally. The stimulus money will primarily be used for capital investment or other one time expenditure.

First Things First Funding

Public Health will also be receiving other grants. These First Things First funds come from a voter-approved program funded through the State tobacco tax, and will be direct funds for Child Care Health Consultation (County-wide), with a projected award amount of $2.65 Million for 12 months. Public Health also submitted a total of 3 First Things First proposals that are in the review process for the following programs: Injury Prevention (Central Phoenix only), with a potential award amount of $266,003 for 12 months; and Nurse Family Partnership Home Visitation (South Phoenix only), with a potential award amount of $1 Million for 12 months, of which $500,000 will be pass-through funds. This funding source is expected to be on-going.

Planning and Development Issues

Planning and Development has continued to experience dramatic slowing in demand and associated revenues. Maricopa County's Planning and Development Department receives its major revenue streams from building plan reviews and building inspections. Over the last 5 years, during the housing boom, Planning and Development's revenue budget experienced explosive growth. Now that the boom is over and a recession has taken hold, the revenues have slowed dramatically. The department has had to adjust its operating costs to align with the volatility of the real estate market. The graphic to the right illustrates the six-year history of plans initiated for review and inspection, and the associated revenues. As you can see, it has gone from a five-year high in FY 2005-06 of 17,659 permits with an associated



revenue of $16.4 million, to a five year low in FY 2008-09 of an estimated 9,400 permits, with an associated revenue of $6.5 million. This is a 47% decrease in volume and 60% decrease in revenue that is disproportionately felt in the new residential and new commercial permit types.

Planning and Development's management team has taken steps to address the downturn in demand over the past two fiscal years. It has reviewed the fee structure and has made recommendations to raise those that required adjustment. It has also instituted the elimination of 125 positions and $10.5 million in expenditures based on FY 2005-06 Budget numbers. That translates to 46% of its workforce and nearly 58% of its expenditure budget. The department will continue to review the workload demand and will make additional adjustments to the budget and staffing pattern, if necessary. Planning and Development has experienced six straight months of stable plan review demand but will conservatively prepare for another 1-2 years at this demand level.

Because of the unusual situation in this department, Fund 226, which is utilized by Planning and Development, is out of structural balance by $952,927. This fund had a sizable fund balance that has been utilized over the past several years to lessen the service reductions in this area. The 2009-10 budget calls for an additional reduction of 13% of the workforce (17 FTEs) and furloughing all remaining employees one day per pay period throughout the fiscal year. At the end of the fiscal year, the fund balance is projected to be $2,615,394.

Technology Infrastructure

The Infrastructure Refresh Project continues to progress on the downtown campus and covers a number of critical replacements and upgrades including: core, distribution, user access and wireless networks, buildings' physical infrastructure and data centers. The County has secured a disaster recovery location and begun deployment of the site. Wi-Fi capabilities have been implemented at various downtown campus sites including: Facilities Management, Administration Building, West Court Building, Chambers, Board of Supervisors Auditorium and Change of Venue. The downtown campus, with the exception of the jail facilities, and the disaster recovery deployment are expected to be completed by the end of FY 2009-10.

The Managing for Results Information System (MFRIS) continues to mature through software upgrades. The integrated budget and performance metric system is in its second year of use. The capability to update Strategic Business Plans came online in FY 2008-09 allowing departments the opportunity to update their goals, issues, activities and performance metrics in the consolidated system of record. A position management module and other enhancements are planned for FY 2009-10.

The Assessor's Office continues to partner with the Office of Enterprise Technology (OET) to develop a new Computerized Assessor's Mass Appraisal (CAMA) system. The project will touch approximately a dozen applications used by the Assessor's Office. The collaborative effort will result in improved system performance, functionality, tools, integration and support. In FY 2008-09, the phase 1 of the appeals application re-write was deployed. This appeals application will be finished in FY 2009-10 including appeals automation for residential, commercial, agricultural and mobile home appeals; e-signatures, reporting and support for the State Board of Equalization.

The Human Resource Information System (HRIS) is migrating from our in-house PeopleSoft application to an outsourced vendor, ADP. This entire system is expected to go live early in FY 2009-10. However, the benefits module has already been implemented in the Spring of 2008. The HRIS manages employee recruiting, employee records, time/labor reporting, payroll services and benefit administration. The migration has allowed for standardization and implementation of best practices in the human resource area.

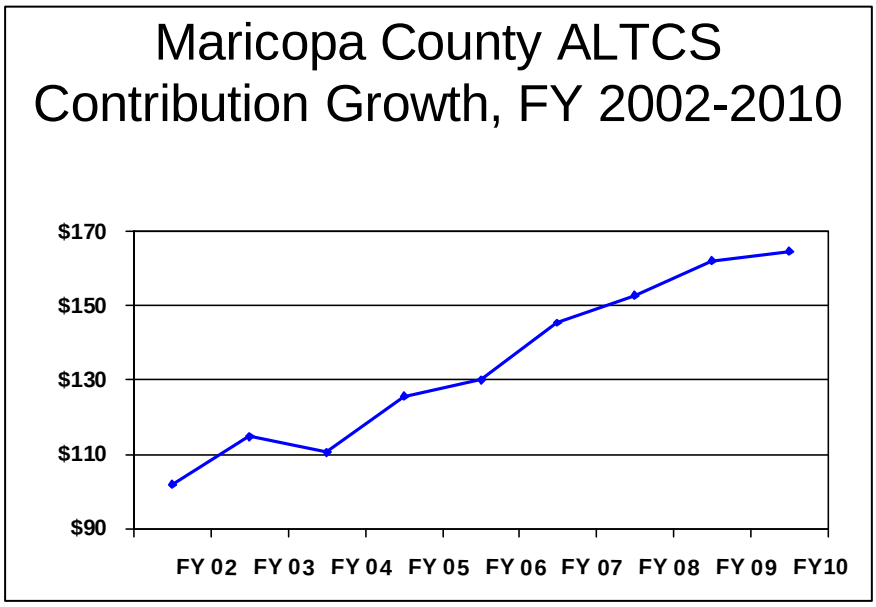
The Sheriff's Office received funding for the Mobile Data Computing Project in FY 2008-09. This project provides wireless computing technology to patrol and field resources. Mobile computing will provide law enforcement officers with quicker, better and more in-depth information than the traditional radio dispatch method. Officers will be able to spend more time in the field, perhaps as many as five hours per week per officer, resulting in enhanced law enforcement Countywide. The project, scheduled for full implementation in July, 2009, is also expected to increase officer safety and reduce response times.

Projects completed in FY 2008-09 include the Secure Online Agenda Resource (SOLAR) system providing agenda management for the Board of Supervisors. In cooperation with the Treasurer's Office, OET developed and released Parcel Watch, an application designed to prevent predatory investors from acquiring orphan parcels. SharePoint became available to support the collaboration and sharing of knowledge through technology. Finally, the Treasurer's Office Had its AlphaServers replaced with Integrity Servers including a Disaster Tolerant Configuration.

Health Care Programs

A large component of Maricopa County's budget is made up of Health Care Programs. These are costly programs that are either managed by the State of Arizona and/or funding is mandated by State Statutes and Court Orders. Health Care Programs funds a variety of different issues including: mental health, indigent acute care and long-term care programs, tuberculosis services, HIV/AIDS services and litigation support costs associated with the these programs.

Maricopa County is mandated to provide funding for the State of Arizona's health care programs. The county must make multi-million dollar contributions to: Arizona Long-Term Care System (ALTCS), Arizona Health Care Cost Containment System (AHCCCS), and Arizona's mental health programs as required by the *Arnold v. Sarn* court ruling.



This year the contribution to the ALTCS program is estimated to

increase by $3.9 million to $164.6 million, a 2.37% increase over the FY 2008-09 contribution. The *Arnold v. Sarn* and general mental health payments are estimated to increase by $1.7 million to $37.6 million, and other mental health costs will remain constant at $4.7 million.

The AHCCCS acute care contribution will remain relatively flat. These mandated fixed contributions total $228.1 million. While the Board of Supervisors has adopted a strategic goal which states, "Eliminate mandated fixed contributions to the State of Arizona in exchange for reductions in State funding of county programs," we have not been able to make progress on this front since the state budget crisis began. Instead we are faced with ever increasing costs associated with these programs. Currently there are proposals down at the State Capitol to shift more of these ongoing operational costs to counties, lessening the burden on the state. We will continue to fight against these formulaic changes that have a devastating impact on county funds.

The Criminal Court Tower and Capital Improvement Philosophy

Maricopa County began its present day Capital Improvement Program (CIP) in FY 1999-00. The CIP plan utilizes a modified "pay as you go" financial policy. The County pays cash for most CIP projects. Fiscal Year 2004 was the final year of payment on the County's 1986 General Obligation (GO) bond debt. The County currently has no GO bond debt, and has very little long-term debt. The debt that the County does have is in the form of Lease Revenue Bonds. The debt service on these is paid for with either cash that has been set aside, or through lease reversions and operational savings within the operating budget.

Due to the fiscal downturn and limited new cash, the county has cancelled and delayed projects in order to concentrate efforts on building the new Criminal Court Tower. This project is needed to maintain and improve court case processing in Maricopa County. This, in turn, ensures that litigants, defendants, victims, and others involved in court cases obtain speedy justice. On criminal cases, it limits the time a housed-inmate spends in the county jails. This is good for the taxpayers because providing 24/7 care for individuals is very costly.

The new Criminal Court Tower will serve as the anchor facility for the full service downtown court complex. As a key component of that design, it is instrumental in providing improved accessibility, more efficient and effective court services to the public while addressing Maricopa County's rapidly growing population.

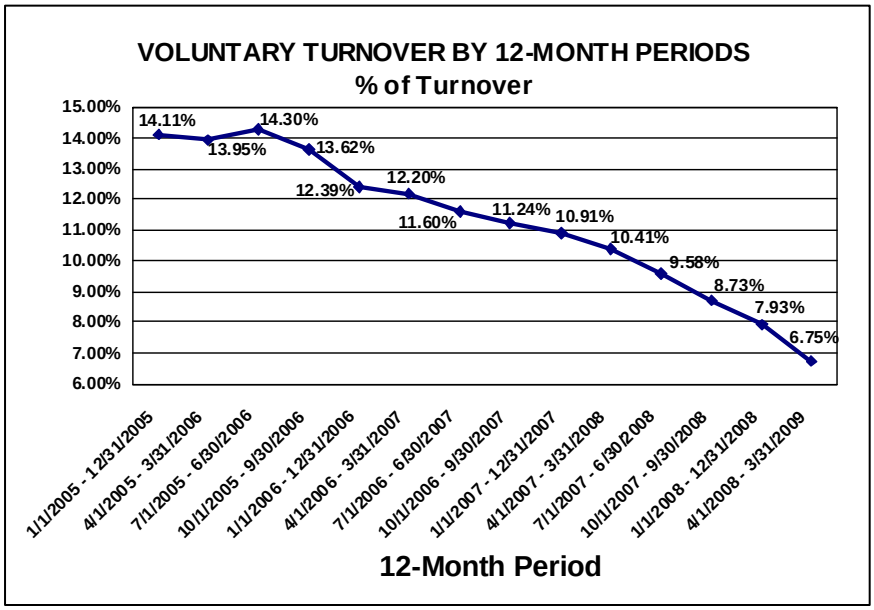
The Criminal Court Tower project involves the construction of a state-of–the-art 32 (22 fully constructed, 10 shelled out) courtroom facility, with approximately 682,792 square feet. In addition to courtrooms, the facility will include a Jury Assembly area, a sally-port for prisoner transport, secured judicial parking, a food service area, and related space for Court support and the County's Restorative Justice Program.

- 8 high-volume early disposition and regional court centers
- 4 initial pre-trial courts
- 12 standard criminal courts
- 4 large criminal courtrooms
- 4 aggravated DUI courts

The Court Tower project has a budget of $339.5 million and is scheduled for completion in January 2012. With the postponement of the Southwest Justice Center project in FY 2007-08, and the Southeast Justice Center project in FY 2008-09, funding for these two projects was shifted to the Court Tower project in order for it to be paid fully with cash.

The CIP modified "pay-as-you-go" philosophy that has been used by the Board of Supervisors has avoided the use of General Obligations (GO) Bond debt issuance since 1986. For the Court Tower Project, the "pay-as-you-go" policy will save the taxpayers of Maricopa County over $191 million in estimated debt service payments over a twenty year period. This avoided assessing secondary debt repayment property taxes that would have cost the average taxpayer $9.00 annually. This policy minimizes taxpayer costs over the long run.

Employee Issues and Concerns



Maricopa County has a skilled and capable workforce. This is accomplished by providing market-based salaries for our employees, competitive benefits, and a rewarding career serving the public's interest. Workforce satisfaction is measured through employee satisfaction surveys, benefit surveys, exit interviews, and reviewing employee voluntary turnover or attrition rates. Other steps being taken to maintain morale include sustaining competitive benefit packages, retirement plans (provided by the Arizona State Retirement System), a Rewarding Ideas program, Tuition Reimbursement, and a Peak Performers program.

Because there was not funding for pay-for-performance this year, Maricopa County increased funding for the Peak Performers program. This program was introduced several years ago to provide supervisors and managers with a way to reward employees with a monetary spot award when they witnessed an employee doing something special. Supervisors are allowed to reward from $25 - $50 in American Express gift cards per event to employees throughout the year for providing superior customer service, completion of a special project, or for other successful assignments. The program was funded at $175 per employee. The expansion of this program has helped to keep morale high during these difficult financial times. The cost of the expanded program is $1.2 million and utilized mostly one-time funds. This program is funded again in the 2009-10 recommended budget. Measurable employee satisfaction has remained high.

For the past two years, there has been very little attrition in County positions. This is probably due to economic realities. For the FY 2008-09 3rd Quarter, the County-wide voluntary turnover

level was 1%, despite not funding the annual pay for performance increase in 2009-10. However, we are concerned about the market conditions that will hit Maricopa County when the economy improves. The Compensation division of the Office of Management and Budget continually performs market surveys of County positions, even during time of economic distress. If an adverse market condition does present itself, the division reports the issue to County administration for handling.

A one-time employee retirement incentive program was introduced this year to retirement eligible employees. This program, called the Post Employment Health Plan Enhancement Program (PEHPEP), was meant to help Maricopa County avoid lay-offs and reductions in force by encouraging higher paid employees to retire. Retirement eligible employees had until April 30, 2009, to notify Maricopa County of their participation in this program. One hundred and fourteen employees have chosen to participate. Eligible employees receive up to $30,000 in health saving account balances in exchange for their sick leave. This is in addition to the $10,000 program that was already in place. Position vacancies generated by the program will either be eliminated or will be filled at lower salary levels, thereby saving the County millions in personnel costs.

Conclusions

The 2009-10 recommended budget is fiscally sound. Although this is the most difficult budget that I have had to prepare in my time as County Manager, it is a work product on which to build. County leaders throughout the government have thought creatively and come up with new and innovative ways to do their work better. Our leaders generally met the call for action. This budget does more with less. We will need to continue to do so throughout this year and next. While there are some service reductions, most of the expenditure cuts were efficiency based.

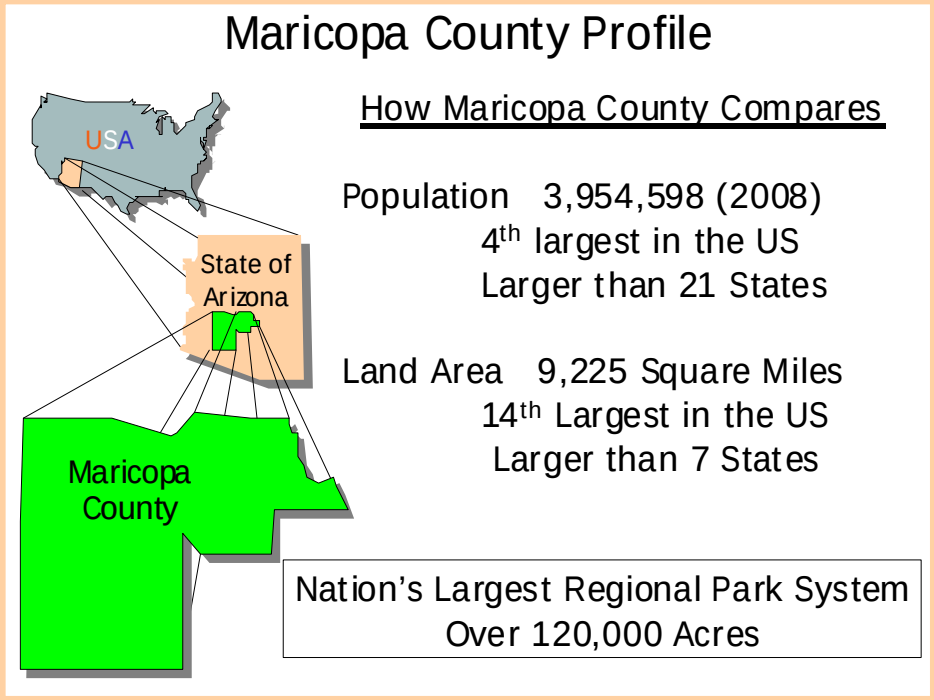
I want to thank the Board of Supervisors for their continued leadership. There is an extended international and local economic recession. It is the Board's duty to respond to it, and they are doing do. I want to thank the Elected Officials, the Judicial Branch and Presiding Judge and the Appointed Officials for their cooperation and understanding during this time of fiscal downturn. This budget could not have been balanced without their participation, great ideas and assistance.

Sincerely,

David R. Smith,
County Manager

Maricopa County Profile

Introduction



Maricopa County, Arizona, is the nation's fourth largest county in terms of population and is projected to be approximately 4.1 million by 2009, according to the Arizona Department of Economic Security. Twenty-five cities and towns are located in Maricopa County. Its largest city, Phoenix, is the County seat and State capital.

Measuring 137 miles east to west and 102 miles north to south, Maricopa County covers 9,225 square miles, making it the 14th largest county in land area in the continental United States, and larger than seven states.

Individuals and corporations make up 29% of total land ownership, with the remainder publicly owned. Of the 71% of land owned by public entities, 5% is owned by Native American communities, 28% by the U.S. Bureau of Land Management, 11% by the U.S. Forest Service, 11% by the State of Arizona, and the remaining 16% by various other public entities.

History

Maricopa County was established as a county on February 14, 1871 by the Legislative Assembly of the Territory of Arizona from parts of Yavapai and Pima Counties. Maricopa County was named in honor of the Xalychidom Piipaash people, who inhabited the area as early as 1775. The word "Maricopa" is derived from the Pima (a neighboring tribe) word for the Xalychidom Piipaash people. The County's current geographical boundaries were set in 1881 and have not changed since.

Little is currently known about the history of the area prior to the first European settlers in the late 1800s. What is known is that the Hohokam ("the people who have gone") band of Native Americans inhabited the area probably between 300 and 1400 AD. The Hohokam used the Salt River Valley to create an extensive system of farms and permanent settlements. It is believed that these Native Americans left the area due to a period of severe drought around 1400 AD. From the time the Hohokam left through the late 1800s, the area was intermittently occupied by several bands of Native Americans, including the Apache, Maricopa, Gila River, and Pima tribes, who lived a much more migratory lifestyle than the Hohokam. The first European settlement in the County was Wickenburg, a mining settlement which became the catalyst for further settlement. The remains of the extensive irrigation systems left behind by the Hohokam led the early settlers to experiment with agricultural production, using the Salt and Gila

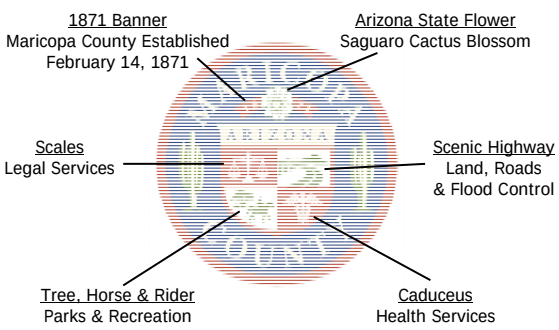
rivers as the main source of water. Spurred on by the success of these initial farming settlements, additional settlers began to migrate into the County and use the rich soils for agricultural production.

The history of the county over the next 140 years has been most marked by rapid population increase, driven initially by the mining, agriculture and livestock industries. Arizona achieved Statehood on February, 14, 1912, providing greater integration of Arizona into the national infrastructure and further incentives to settle in Maricopa County. Then, as now, Maricopa County was already the most populated area within Arizona. This was followed by the development of several major military installations and training facilities which were initially constructed due to the good flying weather provided by the desert climate. Many of the significant population in-migrations in recent times have been spurred on by the low cost of living, economic growth, wonderful climate and easy access to other major metropolitan areas. As the population began to grow, so did the diversity of the economy and the reasons for further migration to the area. The climate, strong economy, educational opportunities, and beautiful desert environment are just a few of the reasons why Maricopa County continues to have one of the fastest growing populations in the United States. According to the United States Census, the County has grown from 2,122,101 residents in 1990 to 3,954,598 in 2008, an 86 percent increase in just 18 years.

County Seal and Flag

The current County Seal was redesigned and adopted in 2001. When the seal was updated, great care was taken to maintain historical continuity with the old seal while taking the opportunity to update and improve. The colors used in the County seal reflect our unique desert environment. The seal contains symbols relevant to Maricopa County. The Saguaro Cactus is indigenous to the area, and the Saguaro Blossom is the State Flower. The Scales of Justice represent the legal system and law enforcement, while health services are represented by the Caduceus. The Scenic Highway scene represents public works and the tree, horse and rider represent the County's extensive parks and trails.

Maricopa County Seal



Maricopa County Flag

The County flag, like the State flag, is red, gold and blue. The Seal of Maricopa County is emblazoned on a block of red, symbolizing the striking beauty of the sunrises and sunsets and desert flowers. The central golden band signifies the great abundance of sunshine, as well as one of the first stimulants to local commerce – the gold mines around Wickenburg that brought settlers into the area. The blue field represents the blue skies and the waters of the rivers, lakes and canals that have made the desert lush with vegetation and a source of recreation. In the blue field are five stars, which represent the five groups of Yuman-speaking Maricopa people for whom the County is named. The five stars also represent the five districts of the County from which members of the County Board of Supervisors are elected.

Climate and Topography

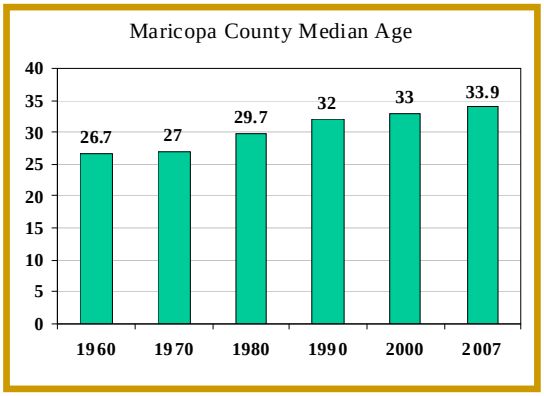
Maricopa County is known world-wide for its unique climate and topography. Situated in the Sonora Desert, Maricopa County encompasses the majority of the Valley of the Sun and is home to many unique species of

animals, insects and flora including saguaro, ocotillo, cactus wren, palo verde, peccary (javelina), scorpion, sotol, and many more. The climate is highly sought after as a destination during winter, spring and fall months due to pleasant temperatures and very mild weather patterns. The summer months in the County are some of the hottest in the United States, with daily temperatures often reaching over 100° F, usually for 100+ days of the year. The humidity levels are typically relatively low during the summer months, which significantly tempers this rather extreme heat. One of the more unique aspects of Maricopa's climate is the annual monsoon which brings in very heavy rains beginning in mid-summer and continuing through early fall. This meteorological singularity is caused by a change in the typical winter wind that comes from the west to northwest. The shift occurs when moist winds begin to circulate to the area from the Pacific Ocean and the Gulf of California. This shift in wind and moisture content creates tremendous and sudden monsoon thunderstorms, dust devils and haboobs (dust walls) throughout Maricopa County.

Maricopa County is surrounded on the north, east and west by various mountain ranges, the highest point being Brown's Peak at an elevation of 7,657 feet. Several rivers also cross the County, including the Salt, Gila, Verde, Agua Fria, and Hassayampa rivers. The center of the valley is interrupted by several buttes and some smaller mountain ranges scattered throughout the County. This variety in topography provides incredible recreational opportunities, climatic diversity, geologic variety, numerous reservoirs and the development of several canals. Tonto National Forest borders the County on the east, Sonora Desert National Monument is in the south, and numerous wilderness areas and regional parks dot the landscape throughout the County. The central valley areas are dominated by very fertile soils that contain few rocks, making the soil ideal for cultivation and construction. Due to the monsoon and silt-like quality of the soil, the area is also occasionally bothered by higher than usual levels of air-borne particulates at certain times of the year. This particulate pollution is due in large part to human disturbance of the desert soils, which would naturally settle in the absence of human activity. Despite the particulate pollution, Maricopa County is one of the most beautiful and unique areas in the nation and the County and generally has good air quality throughout the year.

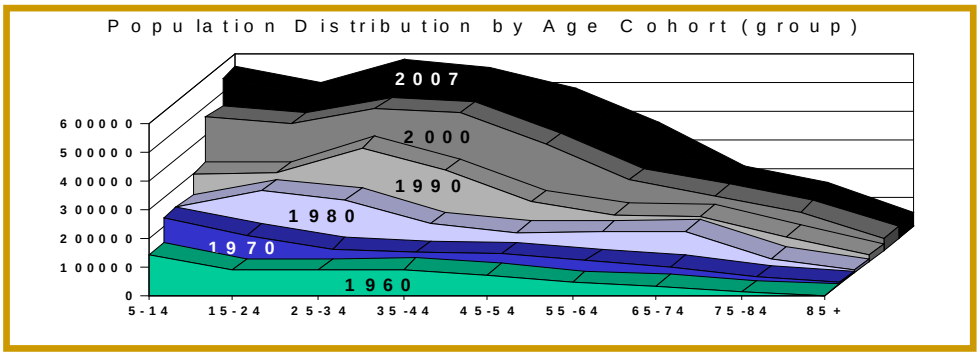
Population

According to the U.S. Census Bureau, more than half of the state's population resides in Maricopa County. By comparison, Maricopa County has a population density of 430 persons per square mile, whereas the State of Arizona has a density of 57 persons per square mile and the United States has a density of 86 persons per square mile. The Census Bureau reports that Maricopa County grew by 89,550 people between 2007 and 2008, increasing the most recent (2008) population estimate to 3,954,598 individuals. In 2007 Maricopa County's population grew by 101,583. The current economic downturn and housing market slump are the main factors in the decrease of people moving to Maricopa County in 2008. Between 2000 and 2008, the population of Maricopa County increased by more than 882,449 people, which is more than 29 percent growth in just eight years.



Like the rest of the nation, Maricopa County's population is aging. According to the U.S. Census Bureau, the median age of Maricopa County's residents is 33.9 years, an increase from 26.7 years in 2000. The chart to the right depicts the rise in the median age for Maricopa since 1960.

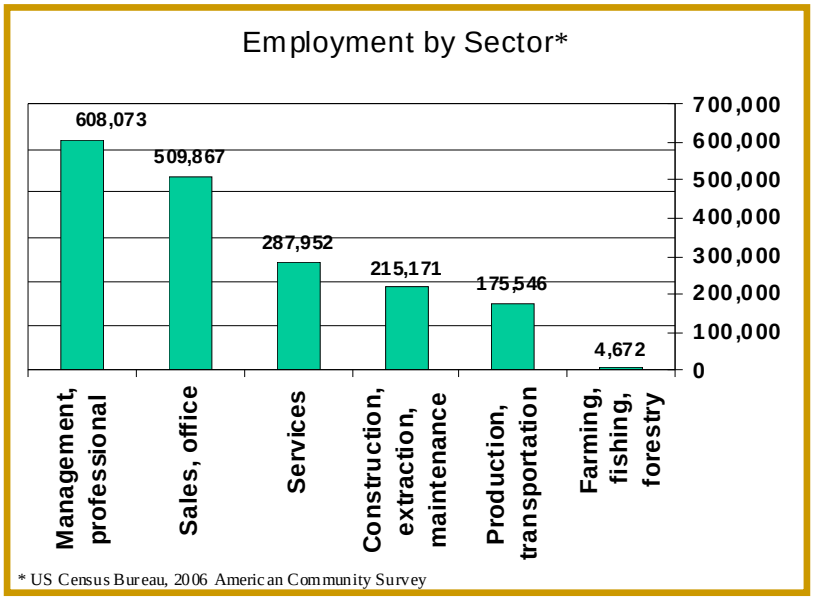
A common conception about Arizona is that the population has an unusually high number of senior citizens, but the population in the County is actually 3 years younger than the national average, and the largest age cohort (group) of individuals has been the 25 to 34 age group since the 1990s. The charts below provide a comparison of the various age cohorts in Arizona to the national averages as well as depict the demographic composition of the population, by age cohort, for the past 47 years. These figures actually depict a very young resident population in Maricopa County. The population growth in Maricopa County is much higher than the current birth rate of 61 per 1000 women, indicating high levels of in-migration. There is a high level of in-migration from all age categories, especially by individuals between 24 and 44 years of age.



Local Economy and Business Environment

The unique aspects of Maricopa County's population, climate and government policies have laid the foundation for a unique and vibrant economy and healthy business environment. Maricopa County is home to a very diverse array of businesses and services provided to the community. The majority of the economic activity in the County takes place surrounding the population center, which is located in the north-central portion of the County and extends all the way to the eastern border, with limited activity extending beyond into the adjacent county.

The economic growth of the valley has been as unprecedented as the population growth. This expansion is likely to continue with a few geographical limitations due mostly to topography, federal government activities and Native American Reservations. Maricopa County contains four Native American reservations, Luke Air Force Base, Barry M. Goldwater Air Force Range, Tonto National Forest, Sonora Desert National Monument, Buckeye Military Reservation, Papago Military Reservation, and several wildlife areas and regional parks that further limit urban expansion and concentrate the majority of economic activities in the metropolitan area. Although these geographic limitations do restrict private development, they also contribute significantly to the economic vitality to the County. The Native American reservations provide recreational, agricultural, disposal, educational and retail opportunities for County residents and the federally operated lands and facilities provide essential jobs and contract opportunities for businesses in the metropolitan areas.



The large population and vibrant industry has led to high demand for water and electricity, which are provided through several notable companies and government organizations including the Salt River Project, Arizona Power Service, the Central Arizona Project, and various smaller municipal and private utility providers. This utility infrastructure continues to facilitate the transformation of the desert valley into the vibrant economy within Maricopa County today. The other critical aspects of transportation and educational systems have provided the needed support and training for the continuously developing economy within the County. Relying upon this basic infrastructure, the County has a full-service economy that provides large markets in retail, health care, research, customer service, entertainment, financial and banking, wholesale trade, agricultural, arts and cultural, construction, manufacturing, light industry, distribution, and recreation and leisure services. The following chart outlines some estimates of the basic characteristics of Maricopa County's economy:

Maricopa County's economic base continues to evolve and become more diverse. The reliance on tourism and construction is decreasing as other industries grow. The following chart outlines County employment by sector among private industry firms:

Maricopa County's quality of life, cost of living, skilled workforce, good universities and favorable business climate contribute to the improvement of its economy.

The International Genomics Consortium and the Transnational Genomics Research Institute (TGEN) are evidence of Maricopa County's leadership in bioscience, providing a base of expertise and knowledge that will enhance the area's ability to develop and attract bioscience-related companies. In addition, the new Arizona State University-Capital Center campus in Phoenix will enhance downtown and the businesses located there. While growth has declined recently, the long term forecast is for continued growth.

Workforce Indicators

Per capita income	$ 26,213
Median household income	$ 52,521
Total workforce	1,801,281
Mean travel time to work (minutes)	26.3
Families above poverty line	91%
Median Priced Home	$199,800*
Median family income	$ 62,312

Source: U.S. Census Bureau (2006 ACS),
*Maricopa County Assessor's Office, Full Cash Value

Educational Opportunities

Maricopa County is home to first-class primary and secondary institutions as well as world-renowned university level educational opportunities. The Arizona State University System has multiple institutions in the county, including the Arizona State University (ASU) (the third largest university in the US by student enrollment for Fall 2007) and a joint biomedical campus downtown between ASU and the University of Arizona. Several community and technical colleges provide both general education and more specialized education in trades throughout the valley. The prestigious Thunderbird School of Global Management is also located in the valley and has been ranked #1 in international business by the *Wall Street Journal* for seven consecutive years. The national headquarters of the University of Phoenix (the largest private university in North America) is also located in Maricopa County. Although these large and well known institutions form the largest sources of education within the County, the County is home to many more universities, colleges, and schools that provide technical, vocational, executive, job-specific and interdisciplinary studies and research programs.

Transportation Infrastructure

Maricopa County is well positioned for easy access to Arizona, the United States and the world through a very well-structured road system and ample air traffic facilities. The County has three Interstate Highways (I-10, I-8, and I-17) and many major highways that connect Phoenix to all other major metropolitan areas in the in intermountain west as well as coastal regions. Many freeway loops (Highways 101, 202, and 303) also circle the metropolitan area, providing improved access within the metropolitan area. The Phoenix Skyharbor Airport (PHX) is one of the top five busiest airports in the nation with access to all major domestic destinations and both direct and indirect access to every major international destination. The Phoenix-Mesa Gateway Airport (AZA) is currently being developed as a support airport to Skyharbor, and currently is home to many flight training schools, major shipping providers, ASU Polytechnic Campus and also has regular passenger flights to several destinations. In addition to these major airports, Maricopa County is home to numerous municipal, recreational, and emergency heliports and airports that number in total to over 140 different landing destinations. This road and air infrastructure is available to both private and public transportation uses. Valley Metro RPTA (regional public transit authority) is a non-profit organization responsible for coordination of all public transportation needs throughout the metro area, currently providing local and express commuter bus services, dial-a-ride services for disabled and elderly patrons, as well as coordination services for carpools and vanpools. Valley Metro RPTA is also responsible for construction, implementation and maintenance of the METRO light rail services connecting

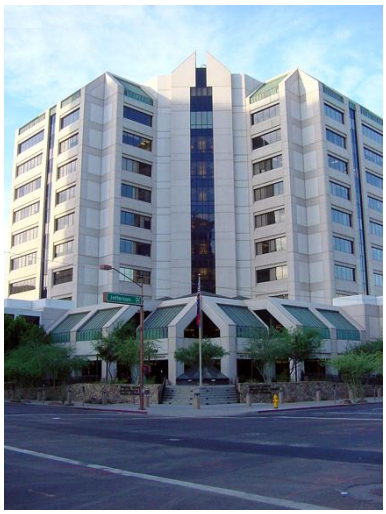
Mesa, Tempe and Phoenix with a 20 mile route which opened for service on December 27, 2008. Ridership is currently averaging about 30,000 daily.

Cultural and Recreational Amenities

The cultural and recreational amenities offered in Maricopa County are multifaceted and take advantage of the wonderful climate and geographic opportunities. The valley is home to numerous artistic performing groups such as the Phoenix Symphony and Arizona Ballet, historical and art museums including the Phoenix Art Museum and Heard Museum. Numerous convention centers and auditorium facilities carry national and international performances, ranging from the Broadway Series musicals to contemporary rock concerts to world-class orchestras. Nationally recognized theatres such as the Orpheum, Herberger and several publicly owned theatres provide high-quality entertainment. Outdoor recreation is also readily available with hundreds of miles of horse-back riding trails, hiking trails, biking trails for road and mountain bikes, rock climbing facilities, regional and municipal parks, and National Forests and Monuments. Numerous reservoirs are easily accessible for fishing, boating, kayaking, sailing, and swimming activities. The Salt River cuts directly through the metropolitan area providing additional water activities including river floating through the Tonto National Forest and water activities such as sculling and kayaking along Tempe Town Lake. For botanists and wildlife lovers, the Phoenix Zoo and Desert Botanical Gardens provide a close-up view of many local and foreign species of flora and animal life. Maricopa County operates the most extensive regional park system in the United States at over 120,000 acres.

The valley is also full of other special events and specialty entertainment venues, including movie theatres, theme parks, fairs, horse shows, car shows, luxury auctions, holiday events, cultural festivals, many special interest conventions and numerous professional sports venues. Professional sports teams include the **Arizona Cardinals** (National Football League); **Arizona Diamondbacks** (Major League Baseball); the **Phoenix Coyotes** (National Hockey League); the **Phoenix Mercury** (Women's National Basketball Association); and the **Phoenix Suns** (National Basketball Association). Maricopa County is home to many other professional sports and events including thoroughbred horse and greyhound racing, golf, car and boat racing, and minor league baseball. Several spring training baseball parks are located within the boundaries of Maricopa County provide the majority of the Major League spring training games for Arizona's Cactus League and housing minor league training facilities for 9 Major League teams. The City of Glendale is home to the new University of Phoenix Football Stadium, which opened in 2006 and was home to Super Bowl XLII. The area is world famous for golfing and golf tournaments such as the FBR Open. NASCAR racing is conducted at Phoenix International Raceway and speed boating is conducted at Firebird raceway. Sports fans can also enjoy a variety of inter-collegiate athletics on ASU's Tempe campus and at several local community colleges.

County Government



Maricopa County is the largest local government in Arizona. Even with budget reductions, the County still has the equivalent of more than 13,000 full-time County employees serve the public in such areas as public health, flood control law enforcement, libraries, parks and recreation, courts, transportation, animal care and control, economic and community development, and elections. The County serves both incorporated and unincorporated areas. For the unincorporated areas, the County provides some services similar to those provided by municipalities in incorporated areas—law enforcement, development planning, code enforcement, libraries, and parks and recreation.

The County organization reflects the constitutional separation of powers and the unique constitutional and statutory provisions that establish county government in Arizona.

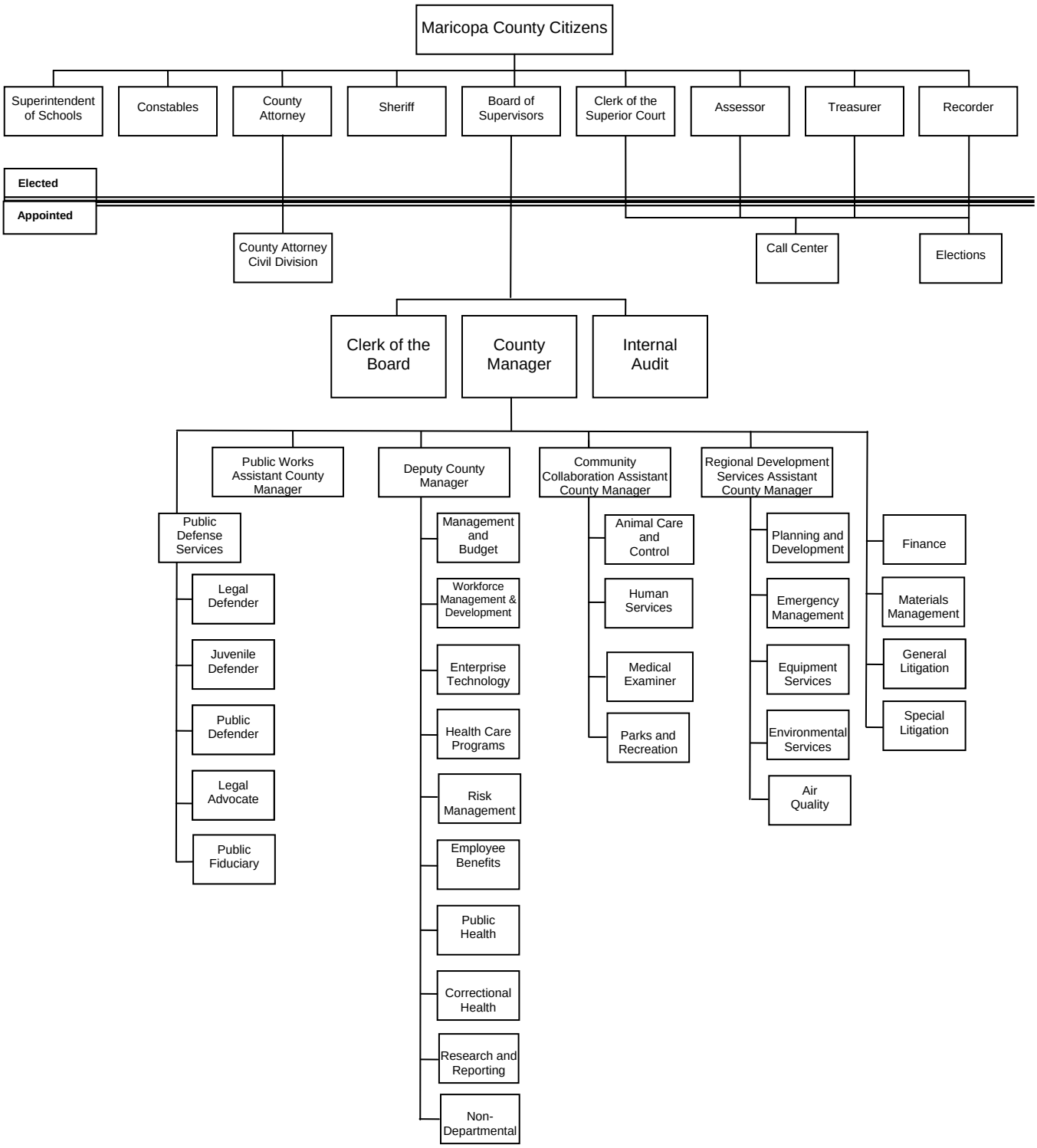
Organizational Changes

Several organizational changes are reflected in the FY 2009-10 budget. Four departments were merged into others.

- *Facilities Management* was merged into *Public Works*
- *Community Development* was merged into *Human Services*
- *Communications* and *Justice Systems Planning and Information* were merged into the Office of the County Manager.

In addition to these changes, the new departments of *General Litigation* and *Special Litigation* were created to provide legal services in cases where the County Attorney has a conflict in representing the Board of Supervisors and County departments or offices.

The County's governing body is the Board of Supervisors, who appoint a County Manager who oversees many County functions and is responsible for administration. However, a number of key functions are the constitutional purview of independently elected officials. The judicial branch is also independent, and the Superior Court is legally defined as a State function even though it effectively operates within County government.


Maricopa County Citizens
Superintendent of Schools
Constables
County Attorney
Sheriff
Board of Supervisors
Clerk of the Superior Court
Assessor
Treasurer
Recorder
Elected
Appointed
County Attorney Civil Division
Call Center
Elections
Clerk of the Board
County Manager
Internal Audit
Public Works Assistant County Manager
Deputy County Manager
Community Collaboration Assistant County Manager
Regional Development Services Assistant County Manager
Public Defense Services
Legal Defender
Juvenile Defender
Public Defender
Legal Advocate
Public Fiduciary
Management and Budget
Workforce Management & Development
Enterprise Technology
Health Care Programs
Risk Management
Employee Benefits
Public Health
Correctional Health
Research and Reporting
Non-Departmental
Animal Care and Control
Human Services
Medical Examiner
Parks and Recreation
Planning and Development
Emergency Management
Equipment Services
Environmental Services
Air Quality
Finance
Materials Management
General Litigation
Special Litigation

Board of Supervisors

Maricopa County government in Arizona is a subdivision of the State government. The Board of Supervisors is the governing body for the County. Each member represents one of the five county districts, which are divided geographically and by population to include a mix of urban and rural constituencies. Supervisors are elected to four-year terms and are not term-limited. The Board of Supervisors is also the Board of Directors for the Flood Control, Library, and Stadium Districts, and serves as the Board of Equalization and the Planning and Zoning Commission.

The Board elects a chairman, and appoints a Clerk, County Auditor, and County Manager. The County Manager is responsible for the administration of the County. The Board holds statutory and formal meetings that generally are scheduled twice each month on Wednesdays. Informal meetings generally are held on the Monday preceding the formal meetings. Although the adopted schedule can change, meetings are posted at least 24 hours in advance, in compliance with Arizona's Open Meeting Law. Citizens are encouraged to attend. All meetings are videotaped and air on local government access channels throughout Maricopa County.

District 1: Supervisor Fulton Brock

District 2: Supervisor Don Stapley

District 3: Supervisor Andrew Kunasek

District 4: Supervisor Max Wilson (Chairman)

District 5: Mary Rose Garrido Wilcox

Other Elected Officials

Maricopa County's mandated functions are defined by both the Arizona State Constitution and the Arizona Revised Statutes. Nine County offices are independently overseen by elected officials: Assessor, County Attorney, Clerk of the Superior Court, Constables, Justices of the Peace, Recorder, Sheriff, Superintendent of Schools, and Treasurer. The Judicial Branch, headed by a Presiding Judge, includes the Superior Court, and the departments of Adult and Juvenile Probation.

Assessor: Keith Russell

County Attorney: Andrew P Thomas

Clerk of the Superior Court: Michael K Jeanes

Recorder: Helen Purcell

Sheriff: Joseph M Arpaio

Superintendent of Schools: Don Covey

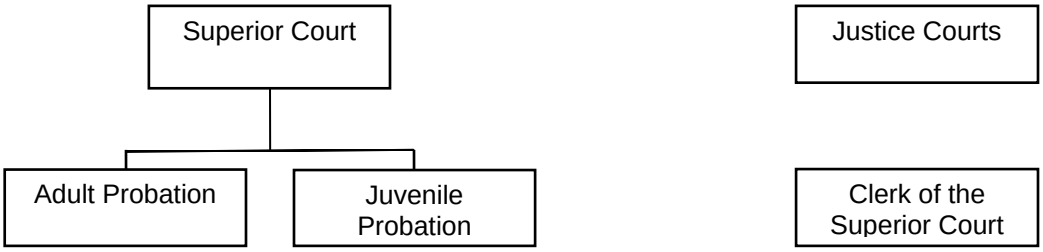
Treasurer: Charles "Hos" Hoskins

Judicial Branch

Jurisdiction

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

Arizona Judicial Branch in Maricopa County



Judges of the Superior Court

The Superior Court comprises 96 Judges and 58 Commissioners. Under the Judicial Merit Selection System, Judges are appointed by the Governor from a list selected by a Judicial Merit Selection Committee. Once appointed, Judges must stand for retention every four years. During local elections voters must decide, in addition to voting for local politicians or officials, which judges should retain their position by a simple yes-no vote. The Court also uses volunteer judges on an as-needed basis called *judges pro tempore,* who are attorneys in good standing with the Arizona Bar.

Maricopa County Judges and Justices of the Peace

Judge	**Judge**	**Judge**
Edward Bassett	Robert H. Oberbillig	David K. Udall
Aimee Anderson	Peter C. Reinstein	Connie Contes
Ruth H. Hilliard	David M. Talamante	Craig Blakey
Benjamin Norris	Bethany G. Hicks	Linda H. Miles
Roger Brodman	F. Pendleton Gaines, III	Margaret R. Mahoney
Dean Fink	Edward O. Burke	Robert C. Houser
Susan Brnovich	Cathy M. Holt	Harriett Chavez
David Gass	Maria del Mar Verdin	Larry Grant
Hugh Hegyi	Arthur T. Anderson	George H. Foster, Jr.
Thomas Dunevant, III	Joseph B. Heilman	Michael McCoy
Gregory H. Martin	Eileen S. Willett	Raymond Lee
Paul A. Katz	Alfred M. Fenzel	Sally S. Duncan

Judge	Judge	Judge
Joseph Kreamer	Karen L. O'Connor	John Rea
Daniel Martin	Warren J. Granville	Rosa Mroz
J. Kenneth Mangum	Richard J. Trujillo	Michael W. Kemp
Sam Myers	Emmet J. Ronan	Helene F. Abrams
Brian R. Hauser	Douglas L. Rayes	Bruce R. Cohen
Barbara R. Mundell	J. Richard Gama	Jo Lynn Gentry-Lewis
Susanna Pineda	Gary E. Donahoe	Kristin C. Hoffman
Michael R. McVey	Janet E. Barton	Timothy J. Ryan
William Brotherton	Robert A. Budoff	Michael D. Gordon
Joseph C. Welty	Carey Snyder Hyatt	Paul J. McMurdie
Brian K. Ishikawa	Colleen A. McNally	John R. Hannah, Jr.
Norman J. Davis	Roland J. Steinle, III	Robert E. Miles
Mark F. Aceto	John R. Ditsworth	Glenn M. Davis
Michael D. Jones	John A. Buttrick	Lisa Daniel Flores
Marion J. Hoag	Cari A. Harrison	Jose S. Padilla
James H. Keppel	Sherry K. Stephens	Karen A. Potts
Linda A. Akers	Andrew G. Klein	Christopher T. Whitten
Crane McClennen	Teresa A. Sanders	Randall Warner
Eddward P. Ballinger, Jr.		

Department	Judicial Officer	Department	Judicial Officer
Superior Court	Hon. B. Rodriguez Mundell	Associate	Hon. N. Davis
Juvenile	Hon. N. Davist	Civil	Hon. R. Gama
Criminal	Hon. G. Donahoe	Family	Hon. C. McNally
Probate/Mental Health	Hon. K. O'Connor	Tax	Hon. T. Dunevant
Southeast	Hon. D. Talamante	Northwest	Hon. H. Chavez
Northeast	Hon. E. Ballinger		

Justice of the Peace	Precinct	Justice of the Peace	Precinct
G Michael Osterfeld	Estrella Mountain	John Keegan	Arrowhead
C Steven McMurry	Encanto	Sam Goodman	San Tan
Keith Frankel	San Marcos	Cody Williams	South Mountain
Mark Chiles	East Mesa	Joe "Pep" Guzman	Agua Fria
Armando Gandarilla	Downtown	Clayton Hamblen	West Mesa
Steven Sarkis	Arcadia Biltmore	Rachel Torres Carrillo	West McDowell
John R Ore, Presiding JP	University Lakes	Elizabeth Rogers	Kyrene
Joe B Getzwiller	Ironwood	Chris Mueller	Hassayampa
Gary Handley	Manistee	Frank Conti Jr	Dreamy Draw
Andy Gastelum	Maryvale	Michael Reagan	McDowell Mountain
Lester Pearce	North Mesa	Rebecca Macbeth	Moon Valley
Gerald A. Williams	North Valley	Daniel Dodge	Highland
Clancy Jane	Desert Ridge		

Presiding Judge of the Superior Court: Hon. Barbara Rodriguez Mundell

The Presiding Judge of the Superior Court oversees the Superior Court and the Adult and Juvenile Probation departments. The Presiding Judge is appointed by, and serves at the pleasure of, the Arizona Supreme Court. Associate presiding judges are selected by the Presiding Judge to assist with administrative duties. The Presiding Judge appoints a Court Administrator to assist in the management of non-judicial staff and various ancillary and administrative support functions.

Budget at a Glance

Introduction

For over a decade, Maricopa County's Office of Management and Budget has received the Government Finance Officers Association (GFOA) *Distinguished Budget Presentation* award, and for the last two years has received Special Recognition for Performance Measures and the Capital Improvement Program. This award is presented to government entities that meet certain criteria in the presentation of their budgets. This "*Budget at a Glance*" section is designed to provide the layperson with a broad view of the contents included in the Maricopa County budget, its processes, issues and anticipated results. Document sections are cited in order to guide the reader to more in-depth information and explanation of Maricopa County's operating budget and capital improvement program.

The Budget as a Policy Document

Organization-wide Financial and Programmatic Policies and Goals

Maricopa County's long-term organization-wide goals and policies are referenced in the County Manager's *Transmittal Letter*, the *Budget Policies and Process* section under *Policies & Their Budgetary Impact*, the *Strategic Direction* section, the *Capital Improvement Program*, the *Financial Forecast*, and the *Departmental Strategic Business Plans and Budgets* section while the actual policies are included in the *Attachments* section.

The County's policies apply to financial matters as well as programmatic (service delivery) concerns over a multi-year time frame. Examples include the *Managing for Results Policy* and the *Reserve and Tax Reduction Policy*, both of which are excerpted below.

> **Managing for Results Policy**: All Maricopa County departments will participate in the Maricopa County Managing for Results system and shall comply with this policy. This policy establishes a framework that integrates planning, budgeting, reporting, evaluating and decision making for all Maricopa County departments. This framework is called Managing for Results, a management system that establishes the requirements to fulfill the County's Mission and Vision of accountability to its citizens. Managing for Results is cyclical and ties performance to all that we do.

Reserve and Tax Reduction Policy: This policy establishes the guidelines for the maintenance and use of any reserve fund balances. The policy provides for budgetary stability, debt reduction and, ultimately, stabilization and reduction of tax rates when possible. During times of economic downturn, the policy may be used to stabilize the general fund until appropriate long-term budgetary adjustments are made.

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

Short-term Financial and Operational Policies That Guide Budget Development

Maricopa County financial and operational policies guide the development of the budget for the upcoming year. These policies provide the tools for building a structurally balanced budget, ensuring that the County meets its fiduciary obligations as stewards of public funds. These policies deal with a wide range of matters such as appropriated budgets and levels of budgetary control, budget development, budgetary reserves, tax reduction, internal charges, and indirect cost allocations. These policies are referenced in the *Transmittal Letter*, the *Budget Policies and Process* section under *Policies and Their Budgetary Impact*, the *Capital Improvement Budget*, the Department Strategic Business Plans and Budgets section under mission, goals, issues and mandates, while the actual policies are included in the *Attachments* section. Several short-term policies that reflect the financial and operational development of the budget for the upcoming year follow.

Budgeting for Results Accountability Policy: The purpose of the Budgeting for Results Accountability Policy is to provide departments with flexibility in managing their allocated public resources to achieve program results while upholding accountability for spending within legal appropriations. This policy seeks to strengthen budget accountability and ownership at the department level. The program encourages departmental staff to save resources and to be creative in the delivery of services. Departments are held responsible for bottom-line performance and must absorb unanticipated cost increases and revenue shortfalls. This approach to budgeting can help the County cope with new fiscal challenges and improve the quality of County services.

Vehicle Replacement Policy: The purpose of this Policy is to provide County Departments/Special Districts with guidelines so that existing vehicles can be replaced in a timely and cost-effective manner.

Funded Position Policy: The purpose of the Funded Position Policy is to establish guidelines for adding, deleting and changing positions so that all authorized positions are fully funded on an annualized basis, and ensure that any filled or vacant position that becomes unfunded or under-funded is either fully funded or deleted.

Goals and Objectives of Organizational Units

Maricopa County's organizational units consist of 57 departments, each of which has a strategic business plan that integrates planning with budgeting and performance measurement. In support of the Board of Supervisors Strategic Priorities and Goals, every department has a mission, strategic goals, programs, activities, and services.

Some departments have long-term results-oriented goals (descriptions of anticipated accomplishments or results as opposed to descriptions of functions and activities). For example, the County Attorney has a goal to "reduce the percentage of criminal cases open longer than 180 days each year over the next five years while adhering to MCAO policies & procedures, quality standards and attorney ethics." This goal describes long-term anticipated results.

Nonetheless the majority of County department goals are more short-term in nature due to the demands of regulatory agencies, compliance to new state statutes and court rules, increases in unfunded mandates, and the rapidly changing demographics that affect justice and law enforcement, health care, and the environment. It is not practical to establish long-term goals in areas where regulations are continually changing. Examples of

dramatic regulatory changes include: three Arizona Supreme Court issues, i.e., Rule 18 that deals with speedier trials for complex cases, Rule 15 regarding the disclosure of evidence, and *The Ring* decision, dealing with verdict determination by jurors; the mandated increases in acute healthcare contributions due to mandates to increase Maricopa County's contributions for the Arizona Long Term Care System, expenditure increases for the County court orders for the seriously mentally ill population, and the residual from the county's medical eligibility mandate. All of these will have immediate impacts on the County.

Every department within Maricopa County has quantifiable short-term objectives that are linked to the County's goals. Through the annual strategic business planning process, every department is required to have goals that are linked to the County's strategic priorities. This information may be found in the *Budget Summary Schedules* section under department vision, mission, goals, performance measures, and mandates. The following examples show the relationship of department goals to the Maricopa County strategic priorities and strategic goals, and a strategic plan sample of the mission, several goals and key results measures for the Maricopa County Adult Probation Department.

Maricopa County Strategic Priorities/Goals:

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

Adult Probation Mission Statement:

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

Adult Probation Strategic Goals:

- By the end of fiscal year 2012, MCAPD will enhance public safety by:
  Reducing the number of probationers committed to the Department of Corrections to 33%.
  Reducing the number of probationers convicted of a new felony offense to 8%.
  Increase the rate of successful completions from probation to 60%.
  Increase the rate of successful completions from Pretrial Supervision to 82%.
- By the end of fiscal year 2010, MCAPD will improve case processing as evidenced by:
  Maintaining at least a 98% on-time rate for submitting pre-sentence reports to the Court without a continuance.
  Increasing the rate of restitution collected to 60%.
  Increasing the rate of community work service completed to 65%.
  Increasing use of the Offender Screening Tool to 90% for newly sentenced probationers.
  Making use of the Field Reassessment Offender Screening Tool to develop case management plans at least 90% of the time.

Example program with key results:

Program Name: COMMUNITY JUSTICE

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

Program Results

COMMUNITY JUSTICE Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of probationers paying restitution and/or performing community restitution work hoursd during the reporting period.	67.6%	65.0%	64.1%	(0.9%)	-1.4%
Percent of domestic violence probationers who successfully complete probation.	39.0%	46.0%	57.4%	11.4%	24.7%
Percent of active domestic violence probationers sentenced for a new felony offense wihle supervised	4.5%	4.5%	2.7%	(1.8%)	-39.6%
Percent of jailed probationers who receive services under the In-Custody Management Activity during the reporting period.	100.0%	100.0%	100.0%	-	0.0%
Percent of jail days saved through Court Liaison during the reporting period.	41.7%	46.0%	46.4%	0.4%	0.9%
Percent of probationers appropriately monitored according to Indirect Services standards during the reporting period	100.0%	100.0%	100.0%	-	0.0%
Percent of sex offenders who check in with Adult Probation within 72 hours of discharge from DOC	90.3%	81.0%	100.0%	19.0%	23.5%
Percent of probationers on deportation status through USCIS who are returned to MCAPD for action due to arrest, technical violation, or investigation during the reporting period	0.8%	0.8%	0.6%	(0.2%)	-25.3%
Percent of IPS probationers who successfully exit IPS and are not revoked to prison or jail during the reporting period.	46.4%	55.0%	49.5%	(5.5%)	-10.0%
Percent of active IPS probationers sentenced for a new felony offense while supervised	10.2%	10.0%	7.0%	(3.0%)	-30.3%
Percent of Report and Review probationers who successfully complete Report and Review supervision during the reporting period	98.3%	81.0%	96.2%	15.2%	18.8%
Percent of active Report and Review probationers sentenced for a new felony offense while supervised	3.0%	2.0%	1.5%	(0.5%)	-25.0%
Percent of seriously mentally ill who successfully complete probation.	75.7%	73.0%	65.8%	(7.2%)	-9.8%
Percent of active seriously mentally ill probationers sentenced for a new felony offense while supervised	6.4%	6.0%	6.5%	0.5%	8.3%
Percent of active sex offenders sentenced for a new felony offense while supervised	4.0%	2.4%	3.2%	0.8%	33.3%
Percent of Standard probationers who successfully complete probation.	63.1%	62.0%	62.1%	0.1%	0.2%
Percent of active Standard probationers convicted of a new felony offense while supervised	9.8%	10.0%	12.0%	2.0%	20.4%
Percent of transferred youth who successfully complete probation.	25.8%	18.1%	29.8%	11.7%	64.9%
Percent of active transferred youth sentenced for a new felony offense while supervised	20.6%	39.0%	37.2%	(1.8%)	-4.6%
Percent of warrants cleared with either a class 2, 3, or 4 person or property offense during the reporting period.	13.8%	23.0%	44.1%	21.1%	91.9%
Percent of warrants cleared during the reporting period.	100.0%	94.5%	91.7%	(2.8%)	-3.0%

Note: Only a sample of the Community Justice Program Results is shown in this section for illustrative purposes. Please see the Adult Probation departmental section for a full listing of all Program Results.

Intensive Probation Activity

The purpose of the intensive Probation Activity is to provide community supervision of high-risk probationers so they can be held accountable and not be committed to the Department of Corrections.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of active IPS probationers sentenced for a new felony offense while supervised.	10.2%	10.0%	7.0%	(3.0%)	-43.5%
Result	Percent of IPS probationers who successfully exit IPS and are not revoked to prison or jail during the reporting period.	46.4%	55.0%	49.5%	(5.5%)	-11.1%
Output	Average number of active IPS probationers supervised during the reporting period.	1,093	1,124	990	-134	-13.5%
Output	Total number of IPS probationers discharged from IPS.	1,398	1,124	1,111	-13	-1.2%
Demand	Average number of active IPS probationers ordered to be supervised during the reporting period.	1,093	1,124	990	-134	-13.5%
Efficiency	Average daily cost per IPS probationer for the reporting period.	$9,322.47	$8,063.29	$6,867.95	$1,195.35	14.8%
Revenue						
	201 - ADULT PROBATION FEESS	$ 2,158,324	$ 2,219,422	$ 1,781,275	$ (438,147)	-19.7%
	TOTAL SOURCES	$ 2,158,324	$ 2,219,422	$ 1,781,275	$ (438,147)	-19.7%
Expenditure						
	100 - GENERAL	$ 9,671,824	$ 9,043,195	$ 6,772,247	$ 2,270,948	25.1%
	201 - ADULT PROBATION FEES	505,734	4,945	27,021	(22,076)	-446.4%
	211 - ADULT PROBATION GRANTS	9,568	15,002	-	15,002	100.0%
	TOTAL USES	$ 10,187,126	$ 9,063,142	$ 6,799,268	$ 2,263,874	25.0%

Budget Priorities and Issues

The *County Manager's Transmittal Letter* articulates budget priorities and issues for all funds, including significant priority changes from the prior fiscal year, and the factors that led to those changes. These priorities and issues are highlighted by headings in the *County Manager's Transmittal Letter*, which include: Expenditure Reductions and Expenditure Uses, Structurally Balanced Budgeting, Econometric and Demographic Trends, Property Taxes, State Financial Threats, Planning and Development Issues, Managing for Results, Green Government Program, Technology Infrastructure, Health Care Programs, The Court Tower and Capital Improvement Philosophy, and Employee Issues and Concerns. Adopted budget priorities are provided in the *Budget Policies and Process* section and the *Attachments* section.

The Budget As A Financial Plan

Fund Structure and Appropriations

Except for the General Fund, which is the County's general operating fund, funds are used to account for revenues and expenditures dedicated to a particular purpose.

According to the GFOA's *Governmental Accounting, Auditing, and Financial Reporting* document, all funds can be categorized into fund types that are grouped into two broad classifications: governmental funds and proprietary funds. The County may use other fund types, but they are not relevant to the budget.

Governmental Funds include the following fund types:

The General Fund is the chief operating fund of the County and is used to account for all financial resources except for those required to be accounted for in another fund.

Special Revenue Funds are revenues that are raised for a specific purpose. They are used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. However, these funds are not used for major capital projects.

Capital Projects Funds are used to separate funds for capital acquisition and construction from operating funds. This helps avoid distortions in operating trend information that can arise when capital and operating funds are mixed.

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term principal and interest.

The only **Proprietary Funds** currently used in Maricopa County are Internal Service Funds, which are used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government on a cost-reimbursement basis. These funds are typically used for centralized services.

Narratives describing each fund are included in the Attachments entitled Fund Descriptions.

An overview of Maricopa County's fund structure, including the basis for budgeting and accounting, a history of all funds appropriated by Maricopa County and descriptions of all funds, may be found in the *Budget Policies and Process*, *Budget Summary Schedules* and *Attachments* sections.

All funds subject to appropriation are described in the *Budget Policies and Process* section. Examples of funds appropriated, with their descriptions, follow.

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

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

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

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

A complete listing of funds and descriptions is included in the Attachments section.

Revenues, Expenditures, and Other Financing Sources & Uses

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

Major Revenue Sources, Trends, and Underlying Assumptions

The major revenue sources for all funds are identified below and further described in detail, including charts and tables, in the *Budget Summary Schedules* section. For major tax-based revenues, economic-forecasting models are applied.

A sample of the major assumptions underlying the primary property tax levy for the budget year is provided in the *Revenue Sources and Variance Commentary* section, including the basis for the estimate and associated trends.

Revenue trends for the upcoming budget are discussed for each of the major revenue sources and enhanced with graphics. An example is provided, with full detail, including charts and tables, from the Revenue Sources and Variance Commentary sections:

State Shared Sales Tax

Fiscal Year	Annual Collections	Growth Rate
2000-01	$ 322,429,593	4.3%
2001-02	325,728,202	1.0%
2002-03	330,260,143	1.4%
2003-04	357,526,559	8.3%
2004-05	397,712,843	11.2%
2005-06	457,785,985	15.1%
2006-07	480,411,951	4.9%
2007-08	460,958,749	-4.0%
2008-09	392,000,906	-15.0%
2009-10 *	368,431,060	-6.0%
2010-11 *	390,536,924	6.0%
2011-12 *	410,063,770	5.0%
2012-13 *	430,566,958	5.0%
2013-14 *	452,095,306	5.0%

*Forecast: Source Elliott D. Pollack & Co.

Listed to the left are the actual State Shared Sales Tax collections for the last nine fiscal years, forecasted totals for FY 2008-09 plus the budget for FY 2009-10. As discussed above in regard to Jail Excise Tax collections, State Shared Sales Tax collection growth slowed substantially in FY 2006-07 and actual collections are expected decline year-over-year in fiscal years FY 2008-09 and FY 2009-10. Recovery at just above FY 2005-06 levels is not expected to occur until FY 2013-14 (see table to the left). The declining revenues currently being experienced are attributable to two primary factors: 1) prior to FY 2006-07, consumer spending was driven to record-high levels by unusually high capital gains and construction sales tax, both of which are transitory in nature. Beginning in FY 2006-07, this trend reversed, causing sales tax growth to slow considerably. 2) The weak state of the economy, which many economists are calling a recession (see Econometric and Demographic Trends section of the Transmittal Letter for further discussion on the current state of the economy).

State Shared Sales Taxes are budgeted for the upcoming fiscal year at the "pessimistic" forecast scenario of a -6.0% decline over economist Pollack's FY 2008-09 forecast, resulting in a $23.6 million reduction in revenue.

Fund Balances

All fund balances potentially available for appropriation (including those funds carrying a zero balance) along with beginning and ending fund balances and variance commentary may be found in the *Budget Summary Schedules* section under *Beginning Fund Balance and Variance Commentary*. Schedules are provided that list fund balance designations, the estimated beginning fund balances, projected revenues, expenditures and appropriated fund balances for the upcoming fiscal year, and resulting estimated fund balances at the end of the upcoming fiscal year. Narratives describing each fund are included in the Attachment entitled Fund Descriptions.

The Capital Budget

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

Criminal Court Tower

Project Location:	1st Avenue and Madison Street - Phoenix
County District(s):	5
Managing Department:	Facilities Management
Project Partner(s):	None
Scheduled Completion Date:	February 2012

Project Description

The Criminal Court Tower project involves the construction of a state-of–the-art 32 (22 fully constructed, 10 shelled out) courtroom facility, approximately 682,792 square feet, to be constructed on the site of the current Madison Street Parking Garage. In addition to courtrooms, the facility will include a Jury Assembly area, a sally-port for prisoner transport, secured judicial parking, a food service area on the 1st floor and related space for Court support, and the County's Restorative Justice Program.

Purpose Statement

The new Criminal Court Tower will serve as the anchor facility for the full service downtown court complex. As a key component of that design, it is instrumental in providing improved accessibility, more efficient and effective court services to the public while addressing Maricopa County's rapidly growing population.

Strategic Plan Programs Supported

- Criminal Justice

Strategic Plan Activities Supported

- General Felony Adjudication

Result Measures

Measure	FY 2008-09 Year-To-Date Actual	FY 2008-09 Year-End Projected	FY 2009-10 Projected with Capital Improvement
Percent of General Felony Cases resolved	91%	91%	95%
Percent of General Felony Cases resolved within 180 days	76%	76%	80%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
Financing Series 2008 (441)	$ 7,612,546	$ 44,220,916	$ 113,088,797	$ 122,295,002	$ 52,341,739	$ -	$ -	$ 287,725,538	$ 339,559,000
General Fund Cty Improv (445)	799,953	-	-	-	-	-	-	-	799,953
Project Total	**$ 8,412,499**	**$ 44,220,916**	**$ 113,088,797**	**$ 122,295,002**	**$ 52,341,739**	**$ -**	**$ -**	**$ 287,725,538**	**$ 340,358,953**

Operating Cost Summary

	FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14
Current Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ -	$ -	$ -	$ -
Post-Construction Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ -	$ 705,175	$ 729,856	$ 755,401
Supplies & Services	-	-	-	3,797,243	4,879,340	5,051,285
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ -	$ 4,502,418	$ 5,609,196	$ 5,806,686
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ -	$ -	$ 705,175	$ 729,856	$ 755,401
Supplies & Services	-	-	-	3,797,243	4,879,340	5,051,285
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ -	$ 4,502,418	$ 5,609,196	$ 5,806,686

Associated Impacts of Capital Spending

Capital spending is necessary to ensure that County departments have adequate facilities in place for County departments to provide mandated services to the public and infrastructure. The *Major Maintenance & Capital Improvement Program* section and the *Budget Summary Schedules* section describe if, and to what extent, capital improvements will impact Maricopa County's current and future operating budget. The focus is on reasonably quantifiable additional costs and savings (direct and indirect), and other service impacts that result from capital project spending.

Future operating costs related to new facilities constructed or acquired through the CIP are carefully considered before project commitments are made. It is the County's philosophy and policy that new capital projects will be undertaken only if future operating revenues are reasonably estimated to be sufficient to support associated future operating costs. Operating costs associated with new facilities are budgeted by the user department in conjunction with the Public Works Department. Estimated operating costs, as well as anticipated savings in lease costs and operating costs of facilities to be replaced, are factored into the County's Financial Forecast.

Debt Service

Maricopa County is committed to borrowing funds only when necessary and appropriate and borrowing them in a transparent and responsible manner. A description of Maricopa County's debt service policies, financial information regarding current debt obligations, including the relationship between current debt levels and legal debt limits, and the effects of existing debt levels on current and future operations is contained in the *Debt Service* section.

The Budget as an Operations Guide

Organizational Structure

Maricopa County is organized by department. All programs, activities, and services carried out by each department are fully identified and described in the *Departmental Strategic Business Plans and Budgets* section.

Managing for Results

Managing for Results provides the tools necessary to determine and apply objective methods that measure progress toward accomplishing the County's mission and strategic priorities, as well as department strategic goals and performance targets. See the *Departmental Strategic Business Plans and Budgets* section for mission statements, vision (optional), goals, strategic programs, activities, services, and mandates.

Performance measures are established through the Planning for Results process in the Managing for Results cycle. Performance measures focus on results for customers. Along with results, output, demands, and efficiency are also measured.

Organizational Charts

The County's organization chart can be found in the *County Profile* section.

Personnel

A key element in position control is the historical tracking of funded positions and their full-time equivalent (FTE) status. A trend view of FTE levels puts into perspective the prior year's staffing (and consequently service) funding decisions. FTEs reflect the hours budgeted for part-time positions converted to an equivalent number of full-time positions (based on a standard of 40 hours per week.)

Within each department, positions may be budgeted from a variety of funding sources. In general, as discussed earlier in this document, the General Fund covers the bulk of Personal Services. Significant changes in staffing levels from the prior year, including variance explanations, and FTE's by Market Range Title are provided at the end of the *Budget Summary Schedules* section.

The Budget as a Communications Tool

Summary information, including an overview of significant budgetary issues, trends, and resource choices, is integrated within the *County Manager's Transmittal Letter*. Summary information designed to provide the layperson with a broad view of the contents included in the Maricopa County budget, its processes, issues, and anticipated results is presented in the *Budget at a Glance* section. Complete budget summary data, trends and variance commentary, along with an overview of Maricopa County's fund structure, may be found in the *Budget Policies and Process*, *Budget Summary Schedules*, *Major Maintenance & Capital Improvement Program*, and *Financial Forecast* sections.

Other Planning Processes

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

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

Budget Processes

A full description of the process for preparing, reviewing and adopting the budget for the coming fiscal year is provided in the *Budget Policies and Process* section, including the procedures for amending the budget after adoption. This budget document is also available on the Internet at: http://www.maricopa.gov/budget/default.asp.

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

There are two budget calendars included in this document. There is a *Budget Process Timeline* that provides a general guideline for developing the budget and supplements the budget process narrative in the *Budget Policies and Process* section. The actual Budget Calendar used for developing and adopting the upcoming budget may be found in the *Attachments* section, along with the *Budgeting for Results Policy Guidelines*.

Communicating with Charts and Graphs

Charts/tables and graphs are used throughout the budget document to highlight financial and statistical information. Detailed narrative interpretation is provided when the messages conveyed by the charts and graphs are not self-evident. Charts/tables and graphics are integrated with narratives to illustrate essential information throughout this budget document, particularly when communicating policy information, as well as trends and impacts upon the budget. The *County Profile*, *Mandates Summary*, and *Departmental Strategic Business Plans and Budgets* sections contain the most charts/tables and graphs.

Revenue and Expenditure Classifications

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

Revenue and expenditure information is cross-classified into other formats, which may be found in the *Budget Summary Schedules* section. Some of these formats include the cross-classification by major revenue classifications across funds, by major objects of expenditure across departments, and by funds across departments.

Table of Contents

A Table of Contents is provided at the beginning of this document. It is very comprehensive for a document of this size and allows the reader to quickly locate information.

Glossary

A glossary is provided in a section at the back of the budget document. The glossary defines technical terms related to finance and accounting as well as terms related to Maricopa County. The glossary is written in simple language, specifically for the non-technical reader. Several examples follow:

Demand Measure: A measure of the number of total units of service or product anticipated to be demanded or needed by the customer. Examples include, number of residents eligible for job training or number of building inspection applications received.

Personal Services: A category of expenditures within the budget that includes salaries, benefits, temporary help, special pay, overtime, and salary adjustments.

Fund: A fund is used to account for revenues and expenditures with a specified purpose.

Family of Measures: A set of the four categories of performance measures that are used to measure the performance of an activity. The categories of measure are result, output, demand, and efficiency.

Acronyms used in this document are defined in the Glossary section, with examples below.

FTE: (Full Time Equivalent): A value equivalent to the number of employees paid full time (forty hours per week, or from 2,080 to 2,096 hours per year, depending on the calendar). A half-time position that is paid 20 hours per week equates to 0.5 FTE; four half-time positions, each paid for 20 hours per week, equals 2.0 FTE, and so on. A single position may have an FTE value greater than zero, but not greater than 1.0. A group of positions has an aggregate FTE value based on the FTE values of the specific positions within a group.

ISF (Internal Service Fund): A proprietary fund that accounts for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis like a business.

The County and Community It Serves

Statistical and supplemental data that describes Maricopa County and the community it serves, including other pertinent background information related to the services provided, may be found in the *County Profile* section. This section also provides statistical information that defines the community such as demographics (e.g., population, composition of population, and land area).

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

The Annual Business Strategies Document

This document is formatted and printed to enhance understanding for the reader. Page formats are consistent, each showing the current section of the document in the header, the page number at the bottom, and the department name at the top of each page in the *Departmental Strategic Business Plans and Budgets* section. Large bold headings identify what is being presented, and the use of "(continued or cont'd)" on the top of pages is added when deemed essential and when related information is split between pages.

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

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

Strategic Direction

Managing for Results Philosophy and Cycle

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

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

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

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

Managing for Results is a comprehensive and integrated management system that focuses on achieving results for the customer. *Managing for Results* means that an entire organization, its management system, the people who work there and the organizational culture (beliefs, behavior, language) are focused on achieving results for the customer. MFR provides a common framework under which strategic planning, budgeting, and performance measurement are aligned in a unified, cyclical process with five components that support the process:

Planning for Results

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

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

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

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

Maricopa County has chosen a balanced and practical approach to performance measurement by using a Family of Measures that includes results, output, demand, and efficiency measures. The Family of Measures, taken as a whole, provides the context for understanding how effectively and efficiently departments are achieving desired results.

During the performance measurement process, baselines, targets and thresholds are established, and data collection strategies are developed at the Activity level based on recognized data collection standards to ensure accurate and reliable performance information is collected and reported.

Budgeting for Results

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

Delivering Results

Based on available resources established through the budgeting process, departments develop and implement operations plans to deliver services and collect data about their performance. Activity performance measures, expenditures and revenues are monitored throughout the fiscal year, as is progress toward achieving goals and activity results. Reviewing measurement data and other information regularly ensures that Activity requirements are being met, that service delivery is operating effectively, and that budget revenues and expenditures are in line with the department plan.

Analyzing and Reporting Results

Performance data, expenditures and revenue information are collected and analyzed to provide County decision makers with information about how well a department is providing services and achieving results. Performance information also is used by all levels of management and staff to identify service issues in existing programs, to try to identify the root causes of those issues, and/or to develop service improvement efforts. Internal procedures are in place to ensure that department performance information is sufficiently complete, accurate, valid, and consistent to provide assurance that reported data can be relied upon for decision-making.

Maricopa County is accountable to the people it serves by communicating what it does or does not achieve. After data have been gathered and analyzed, departments communicate the results to both employees and the public. Countywide, departments report performance measure data and progress toward achieving goals via the *Managing for Results Information System (MFRIS)*, which is available to the public through the Maricopa County website. Public reporting of performance results helps citizens understand how their tax money is being used and what results are being achieved.

Evaluating and Improving Results

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

County Strategic Plan

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

Mission

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

Vision

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

County Strategic Priorities

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

Strategic Priority 1 Safe Communities

Ensure Safe Communities and a Streamlined, Integrated Justice System

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

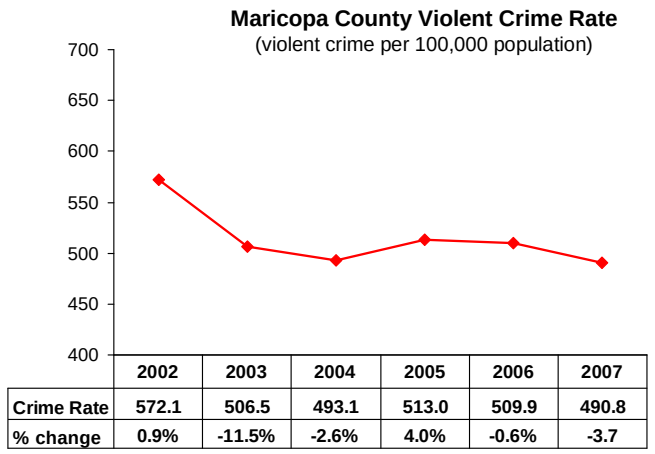
Safe Communities Strategic Goal 1

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

THIS GOAL IS ONGOING. The County is implementing evidence-based practices.

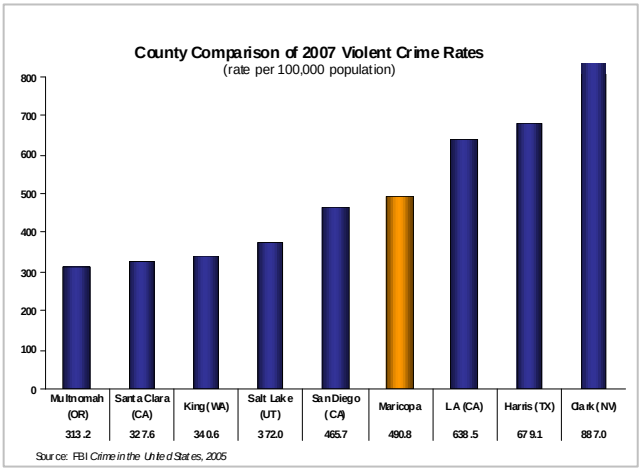
Violent Crime Rates

- In 2007, the violent crime rate in Maricopa County decreased to 490.8 per 100,000 population from 509.9 per 100,000 population in 2006.
- An estimated 1.4 million violent crimes occurred nationwide in 2007; there were an estimated 466.9 violent crimes per 100,000 inhabitants. The estimated volume of violent crime decreased 0.7% nationally.
- When compared to similar counties, the violent crime rate in Maricopa County is higher than five of the benchmark counties.



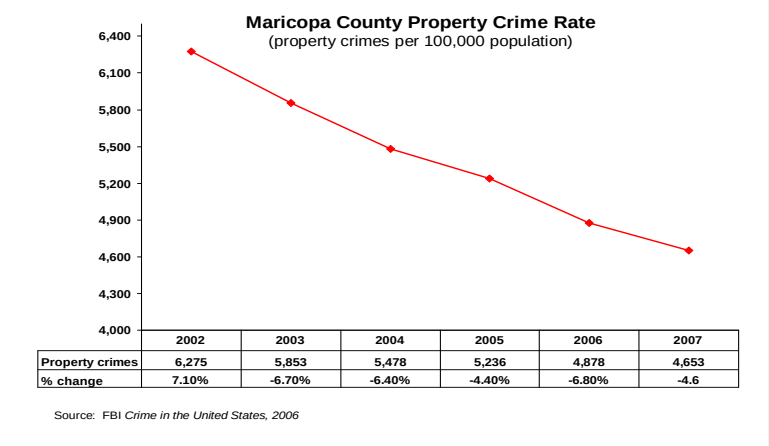
	2002	2003	2004	2005	2006	2007
Crime Rate	572.1	506.5	493.1	513.0	509.9	490.8
% change	0.9%	-11.5%	-2.6%	4.0%	-0.6%	-3.7

Source: FBI *Crime in the United States, 2006*

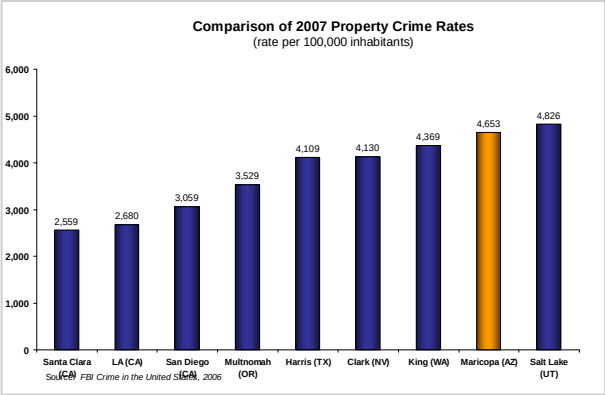


Property Crime Rates

- The property crime rate continued to decline in 2007, with a decrease of 4.6% from 2006. The property crime rate of 4,653 per 100,000 inhabitants in Maricopa County is second highest among the benchmark counties and is higher than the national rate of 3,263 per 100,000 inhabitants.
- According to the *FBI Uniform Crime Report*, there were nearly 10 million property crimes in the United States in 2007. Property crimes in the United States declined 2.1% from 2006 to 2007.



	2002	2003	2004	2005	2006	2007
Property crimes	6,275	5,853	5,478	5,236	4,878	4,653
% change	7.10%	-6.70%	-6.40%	-4.40%	-6.80%	-4.6



FY08 County Progress/ Achievements:

- During October 2007, Maricopa County Adult Probation Department collaborated with local and federal law enforcement agencies, including the U.S. Marshals, and the Phoenix, Mesa, and Glendale police departments in the annual Domestic Violence Roundup. The roundup successfully reduced the risk to the community and improved victim safety by apprehending 30 domestic violence offenders and making 57 attempts to locate other offenders, all in one day.
- The Maricopa County Adult Probation Department started a partnership with the Dobson Branch of Mesa police department by attending their monthly COMPSTAT meetings, where partners share computerized crime-tracking information that creates solutions to make identified, targeted city problem areas safer for the community and officers.
- The Maricopa County Public Defender's Office, Juvenile Division, has been involved in programs to reduce crime in the community by participating in and hosting forums, speaking at Valley schools, staffing teen court and providing general legal information to the public. The newest venture the office is undertaking is partnering with juvenile court and the education system to collaboratively work to reduce the number of crimes committed on school campuses and referred to the court system.
- The AZ METH PROJECT has received contributions from the Salt River Pima-Maricopa Indian Community and the Gila River Indian Community in an effort to launch Phase III of this anti-Meth advertising campaign.

Safe Communities Strategic Goal 2

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

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

The Courts have established the following standards regarding case resolution:

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

Percent of cases by type processed within standard

Case Type	Target	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Criminal	*99%*	86.0%	83.3%	83.4%	84.3%	88.9%	81.2%
Civil	*95%*	95.0%	93.9%	93.5%	95.0%	95.4%	95.6%
Family	*99%*	85.5%	85.2%	88.1%	93.2%	95.0%	95.0%
Juvenile Dependency	*95%*	88.4%	88.1%	78.2%	61.4%	na	na
Juvenile Delinquency	*95%*	87.5%	85.2%	80.9%	77.7%	na	na

na=not available
Source: Maricopa County Superior Court

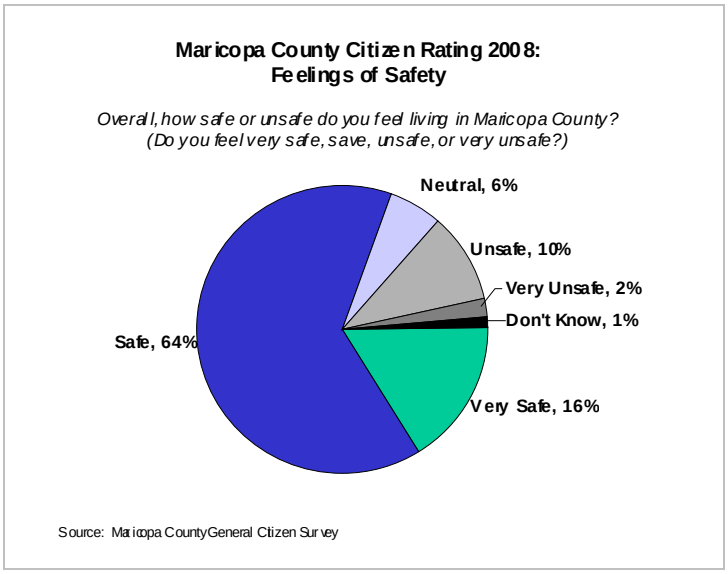
FY08 County Progress/Achievements:

- The Superior Court Judicial Branch Court Technology Services department implemented a number of significant data exchanges between organizations that include the Administrative Office of the Court, Public Defender's Office, Maricopa County Sheriff's Office, and other justice and law enforcement agencies that share information throughout the state of Arizona. These data exchanges provide instant access to information and improve the accuracy of the information provided. Ultimately, these lead to increased prosecutions, reduced trial times, and a dramatic decrease in the time it takes to administer justice. (*See Indigent Representation System*.)
- Maricopa County Public Defender is partnering with Superior Court, Adult Probation, and Magellan in using the Comprehensive Mental Health Court to reduce recidivism, average number of jail days served, and civil commitment proceedings for seriously mentally ill (SMI) probationers. Seventy-eight percent (78%) of SMI defendants successfully complete probation, compared to 59 percent of standard probationers. Only 4.7 percent of SMI defendants commit a new felony under specialized representation and supervision as compared to 8.2 percent of standard probationers.
- Justice System Planning and Information, ICJIS Division continues to promote convergent architecture and maintains 34 data exchanges it jointly developed with stakeholders to serve the needs of justice and law enforcement entities within Maricopa County, facilitating the electronic exchange of criminal justice data, efficient case-processing operations, and the pursuit of public safety.
- The Superior Court Judicial Branch Court Technology Services department implemented a monthly data feed between the Juvenile Probation Department and a drug testing agency that increased the processing efficiency of drug cases by providing more accurate information.
- The Maricopa County Public Defender (MCPD) has been working aggressively to address legal and mental health concerns of veterans who are being charged with criminal offenses. In early 2008, MCPD established a working group comprising local and national representatives to address veterans' issues. In October, the Presiding Judge of the Maricopa County Superior Court signed Administrative Order 2008-129, establishing a Veterans Treatment Court Exploratory Committee. MCPD also is working with the law firm of Snell and

Wilmer and veterans groups to create a written resource guide that can be used by attorneys, probation officers, judges and veterans to access services in a more timely and efficient manner.

- The Juvenile Probation Department co-hosted a Community Forum on Detention Space in September. Attending this forum were representatives from youth-serving public and private organizations. Workgroups formed at this event are currently working to revise the detention index to more accurately identify those who require secure care detention; identify best practices to reduce or eliminate disproportionate minority contact within the juvenile justice system; and identify of the detention alternatives currently available for use in Maricopa County, as well making recommendations for evidence-based detention-alternative programs to enhance the options available.

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



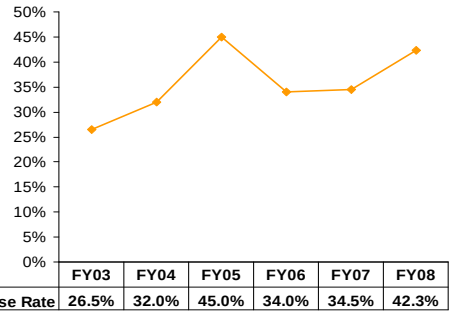
- During the summer of 2007, 80% of citizens responding to the survey indicated they felt very safe or safe, while 12% felt unsafe or very unsafe.
- Results from the same survey showed that 77% of respondents felt about the same or safer in the summer of 2007 than in the summer of 2006, and 21% felt less safe.

How long it might take to get help is another factor in quality of life and how residents might perceive their safety. A timely response to emergencies contributes to the citizen's sense of safety and security in their community. (See *Sheriff's Office, Dispatch Activity.*)

Response Times

- In FY08, the Maricopa County Sheriff's Office responded to 42.3% of Priority One calls in unincorporated and other service areas of the county within five minutes or less. This was up from 34.5% in FY07, but not back to level reached in FY04.

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



	FY03	FY04	FY05	FY06	FY07	FY08
Response Rate	26.5%	32.0%	45.0%	34.0%	34.5%	42.3%

Source: Maricopa County Sheriff's Office

Safe Communities Strategic Goal 3

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

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

The 2008 General Citizen Survey asked survey participants "How much do you agree or disagree that you have a family preparedness plan to assure your safety in the event of a disaster or terrorist attack? (Would you say you strongly agree, agree, disagree, or strongly disagree?)." Six out of ten responded (60%) that they strongly agreed or agreed with the statement, which is up from the 53% of respondents who strongly agreed or agreed with the statement in the 2007 survey.

FY08 County Progress/Achievements:

- The Maricopa County Emergency Operations Plan was approved by the Board of Supervisors in September 2007. Seventeen of the 24 city/town emergency operations plans in the county have been updated to integrate NIMS. (See *Emergency Management, Mitigation and Preparedness Program*.)
- During FY2008, the Sheriff's Office, in partnership with other area-wide agencies, prepared for potential wide-scale emergencies at several major sporting events including the Insight Bowl, Tostitos Fiesta Bowl, PF Chang's Rock-and-Roll Marathon, NASCAR races at Phoenix International Raceway, and the Super Bowl. Preparedness planning was based on the federal national response plan in accordance with NIMS.
- Basic NIMS training is ongoing to accommodate new employees of the Maricopa County Public Health Department (MCPHD). More than 700 MCPHD employees and members of the community were trained in FY2008.
- According to the Maricopa County Public Health Department, 102 mass-dispensing sites have been identified and secured by memoranda of understanding. A point of contact has been identified at each site who is working directly with the Public Health Emergency Management Division staff to recruit and train site staff. In addition, MCPHD is working with school districts, community response teams, state and local stakeholders,

and community-based organizations to recruit volunteers. (See Public Health, Emergency Response Training Activity.)

Safe Communities Strategic Goal 4

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

This goal has been achieved and is ongoing. The County emergency response plan is complete; NIMS has been adopted as the County disaster and emergency management system; and continued training of the public health workforce is underway and near completion. This goal is an ongoing activity of continuous improvement involving plan refinement and the development of an exercise component to test that readiness. Over the previous six months, the ability of Maricopa County to rapidly respond to a public health emergency has continued to improve, especially in areas related to pandemic influenza and mass fatality planning.

FY08 Additional Efforts:

- The Maricopa County Department of Public Health (MCDPH) continues to coordinate with local, state, and private-sector partners regularly to address: pandemic influenza, avian influenza, healthcare surge capacity, hospital disaster preparedness, mass casualties and/or fatalities, isolation and quarantine, airport disasters (City of Phoenix), law enforcement coordination, and forensic epidemiology. (See *Public Health, Emergency Management Program.*)
- The County Emergency Operations Center (EOC) participated in TOPOFF 4, a national homeland security exercise, in October 2007. The county EOC worked closely with the EOCs of federal, state, city, town, tribal, and private partners to coordinate an effective response to a simulated “dirty bomb” detonation in the metropolitan area. Department of Emergency Management provides the core staff for the County EOC but is augmented by several other departments when the EOC is activated.
- Maricopa County Department of Public Health completed the following major exercises with community partners to prepare for events and/or practices response to ensure fluid response to potential future threats: participation in TOPOFF 4, a federal exercise carried out in Phoenix, Portland, OR, and Guam; multi-agency, multi-jurisdictional response to Super Bowl XLII, full-scale mass-vaccination exercise in Glendale (Winter 2008); multi-site mass-dispensing exercise (Fall 2008); and MCDPH-sponsored emergency prep conference (Fall 2008).
- The Department of Emergency Management assisted the Gila River Indian Community in the development of its Community Emergency Response Team (CERT) program by providing 50 CERT backpacks for storing and organizing gear. The CERT program prepares citizens to effectively deal with emergency situations until professional emergency response personnel arrive on scene.
- The Department of Emergency Management distributed 38,000 *Ready Maricopa County* brochures to the Spanish-speaking community as inserts in the newspaper *La Prensa*. *Ready Maricopa County* provides citizens with basic guidance on how to develop a family emergency plan and what to put in an emergency kit, both for staying at home and for evacuation. In addition to the brochures, that issue of *La Prensa* had two articles about emergency preparedness.

Strategic Priority 2 Public Health

Promote and protect the public health of the community.

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

Public Health Strategic Goal 1

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

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

- The rate of death attributed to heart disease in Maricopa County has decreased significantly since 2003 (from 166.8 per 100,000 residents in 2003 to 123.0 per 100,00 residents in 2007), as has the rate of deaths attributed to stroke (43.2 in 2003 compared to 30.2 in 2007).
- The rate of cancer deaths in the County has fluctuated since 2003 but is on the decline as is diabetes-related deaths. Both are below the *Healthy People 2010* target.
- The rate of respiratory disease deaths in Maricopa County has fluctuated since 2003. The rate has declined considerably since 2005, but is still above the *Healthy People 2010* target.

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

	HP 2010 Target	2003	2004	2005	2006	2007
Cancer	*159.9*	152.2	160.8	155.8	153.0	145.1
Heart Disease	*166.0*	166.8	157.3	158.6	143.7	123.0
Stroke	*48.0*	43.2	43.0	39.1	36.1	30.2
Diabetes-Related	*45.0*	48.4	44.5	47.7	45.4	39.7
Respiratory Disease	*60.0*	122.2	115.2	127.7	126.2	112.9

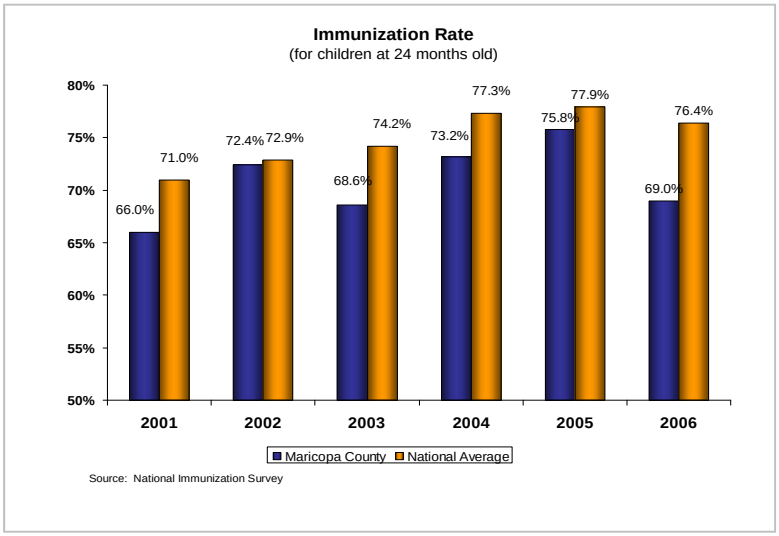
Source: Arizona Department of Health Services

Many childhood diseases can be prevented and on-going good health can be achieved by ensuring that children receive the proper immunizations. Immunization is considered to be one of the most important interventions available for preventing serious diseases among infants and children. Children who receive immunizations are protected from dangerous childhood diseases such as mumps, polio, and tetanus. The positive effects of

receiving the immunizations are felt throughout a community, from the school system, to the work environment, as well as home life. This indicator measures the efforts at improving the overall well-being of infants and children by tracking the percent of children who have received a full complement of immunization by 24 months of age. (See *Public Health, Immunization Services Program.*)

Immunization Rates

- High immunization rates are a positive sign for the community. Information provided by the National Immunization Survey reported that, in 2006, the child immunization rate for children at or under 24 months old in Maricopa County who have received a full complement of immunizations was at 69%, which was not as high as the national average (76.4%), and a lower than the rate in 2005 (75.8%).



FY08 County Progress/Achievements:

- Maricopa County Public Health Department (MCDPH) is engaged in an ongoing process of co-locating service delivery in existing remote sites: co-location of immunization and WIC services at the Mesa Community Action Network (a crisis social services provider) main office, and relocation of the Thomas WIC facility to the St. Mary's Food Bank. Co-location of services will make public health services more accessible to clients.
- MCDPH Community Health Nursing has scheduled a number of after-hours flu clinics at several WIC program locations to provide flu shots to household contacts of children in an effort to help prevent the spread of influenza.

Public Health Strategic Goal 2

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

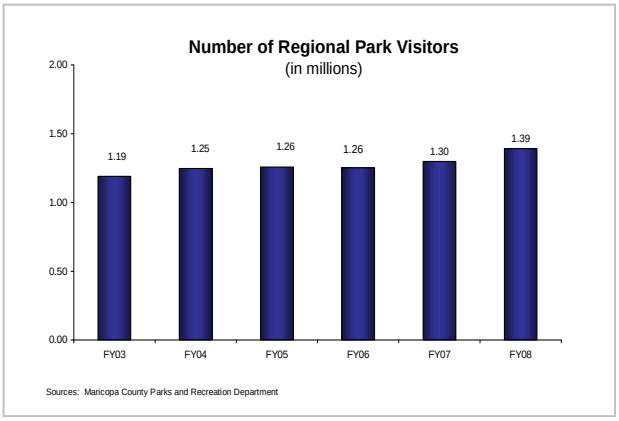
FY08 County Progress/Achievements:

- Maricopa County Department of Public Health (MCDPH) is developing a number of potential partnering opportunities. Public Health Emergency Management has developed formalized plans for the purchase of diagnostic equipment for the AZ State Laboratory; Intergovernmental Agreements (IGAs) with 20 school districts that commit to cooperate with MCDPH in the event of a public health emergency.
- Vector Control officials from the Maricopa County Environmental Services Department met with Gilbert representatives to help resolve the town's vector control challenges. In addition, officials from Tempe, Mesa, Phoenix, and the Salt River Pima Indian Community attended an informational meeting on roof-rat infestation facilitated by Environmental Services Vector Control staff for all the local municipalities.
- MCDPH Epidemiology Division has expanded its relationship with Arizona Department of Health Services to more fully collaborate on joint projects (Valley Fever, Hepatitis B & C, Vital Registration). The Division also is collaborating with the Tohono O'odham nation in their effort to establish a surveillance system.

Public Health Strategic Goal 3

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

FY08 County Progress/Achievements:



- During the first half of FY2008, the Parks and Recreation Department offered 182 Health Lifestyle Programs, compared to the 275 for the whole FY2007 fiscal year.

1. A total of 626 youth- and family-oriented outdoor programs were offered by the Parks and Recreation Department during Fiscal Year 2008.

1. By June 30, 2008, Parks and Recreation had issued 21 press releases, conducted three live broadcasts in the parks, aired seven segments on Maricopa Moments and participated in over 10 large-scale events (not sponsored or hosted by Parks) to heighten public awareness. In addition, Parks launched several new features on the web site to educate the public about changes in the system, and upcoming public meetings. Parks Department was also mentioned or featured 541 times in print media.

Strategic Priority 3 Regional Leadership

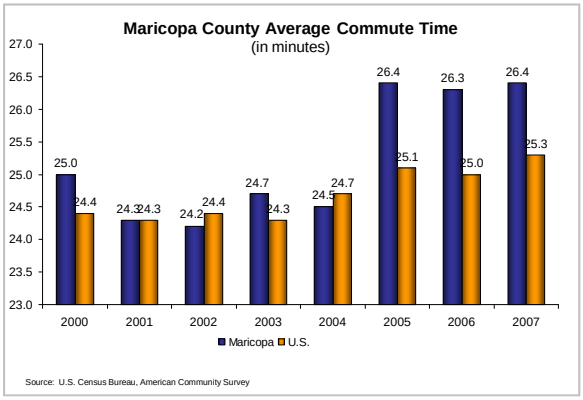
Provide regional leadership in critical public policy areas

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

Regional Leadership Strategic Goal 1

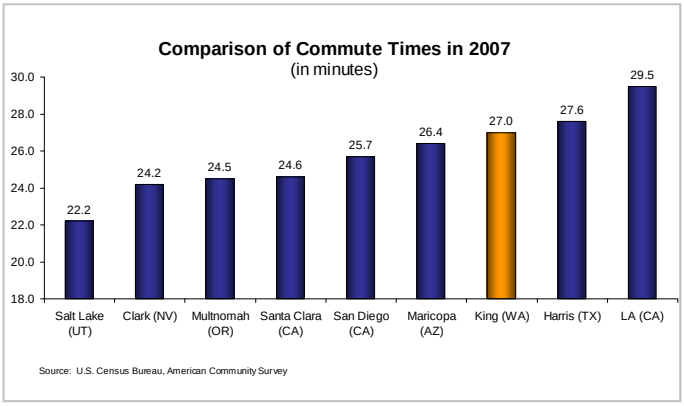
By June 2009, annually complete 85% of planned transportation infrastructure projects on-time and within budget.

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



Commute Times

- According the U.S. Census Bureau American Community Survey, average commute time in Maricopa County increased slightly in 2007 to 26.4 minutes from 26.3 minutes in 2006.
- The average commute time (26.4 minutes) in the County was higher than the national average (25.0 minutes) and higher than five of the nine benchmark counties.



FY08 County Progress/Achievements:

- In FY2008, 88% of planned transportation infrastructure projects were delivered on time and within budget.
- Maricopa County Department of Transportation (MCDOT) developed project-delivery, process-improvement efforts in various functional areas which has included instituting a scoping/project initiation request document to track all projects, hiring a constructability manager to improve design-plan quality before project goes to bid, and increasing the use of job order contracting to reduce the administrative costs associated with small construction projects.
- During FY2008, MCDOT has completed project designs for the following projects: Plymouth Road Improvement District, Old Stage Road Dip Crossing, Sunset Ridge Park Road (Lake Pleasant), Maricopa Road, Old U.S. 80, Mountain Road, Mingus Road Box Culvert, Alma School Road Scour Protection, and Rainbow Bridge at B.I.D. Canal (completed replacement of the structurally deficient bridge).

Regional Leadership Strategic Goal 2

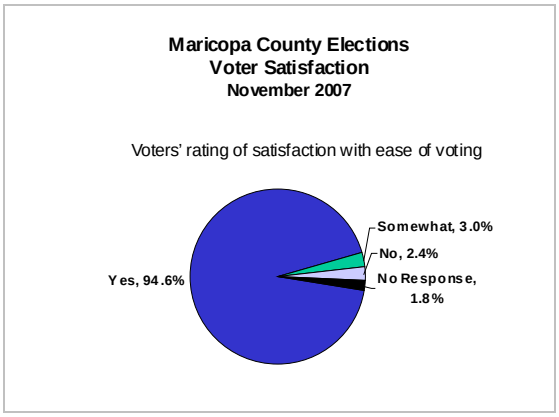
By January 2006, identify and recommend alternative strategies to increase the capacity and the ease of voting in the County.

Regional Leadership Strategic Goal 2 has been achieved. However, the County continues to work toward increasing voter satisfaction with the voting process by increasing the capacity and the ease of voting in the County. Early voting is intended to reduce lines at polling places making voting easier and more efficient.

Additional FY08 Efforts:

- In conjunction with the County Communications Office, the Election Department crafted an effective public awareness campaign to develop informational materials for dissemination to Maricopa County citizens of the Proposition 200 effect, and early voting opportunities. The campaign conducted in both English and in Spanish, and produced public service announcements and commercial spots for distribution to local media outlets (print, radio, and television), which included 30-second spots on Spanish radio, 10-second live reads on traffic reports, and print advertising in the *Arizona Republic*, *East Valley Tribune*, *Sun City News*, *AZ Informant*, *La Voz*, *TV y Mas*, and *Prensa Hispana*.

- In December 2007, Maricopa County Elections Department hosted the Native American Voter Outreach Summit at Fort McDowell to discuss collaborative strategies among local and tribal governments throughout Arizona and the Southwest. The meeting covered strategies to increase participation in the electoral process, how to effectively administer voting assistance, unique challenges facing Native voters, as well as how to maintain open communication lines between the governing bodies on Election Day.

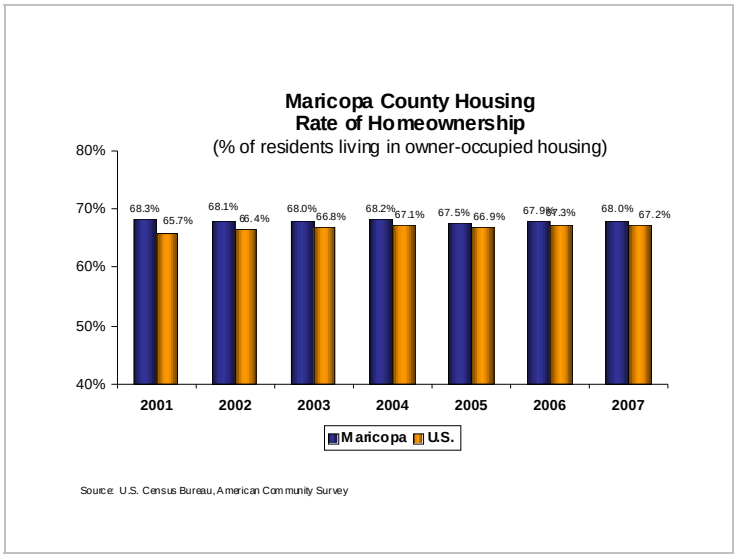


- The Elections Department regularly asks if voters were satisfied with the ease of voting. In the General Election (November 2007) 465 voters responded, of which 437 (94.6%) were satisfied, 14 (2.7%) were somewhat satisfied, 14 (2.7%) were not satisfied..
- The voter turnout for the Primary Election held September 2, 2008, was lower than expected. The County total ballot count of 347,411 votes, compared to the 1,613,697 registered voters in Maricopa County produced a 21.53% voter turnout. In Election Department voter surveys, when voters were asked if they were satisfied with the ease of voting, 93% stated that they were, with 1% somewhat satisfied, 3% not responding, and only 3% not satisfied.

Regional Leadership Strategic Goal 3

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

Homeownership in Maricopa County has been consistently higher than the national average indicating that Maricopa County has a relatively solid base of households that are owner-occupied. According the U.S. Census Bureau American Community Survey, in 2007, the percent of residents of Maricopa County living in owner-occupied housing was 68.0%, up only slightly from 67.9% in 2006.



FY08 County Progress/Achievements:

1. Fifteen percent (15%) of the HOME funds have been set aside in FY2009 for Community Housing Development Organizations (CHDOs), and contracts have been signed. The Community Development Department received applications for the FY2009 CHDO set-aside funds, and continue to make American Dream Downpayment Initiative (ADDI)/HOME funds available for down-payment assistance.
2. Community Development is working with U.S. Housing and Urban Development (HUD), the State of Arizona, and city recipients of one-time Neighborhood Stabilization Program funding to address the issue of vacant and foreclosed residential homes and properties in the Urban County.

Regional Leadership Strategic Goal 4

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

FY08 County Progress/Achievements:

- The Maricopa County Animal Care & Control (MCACC) Department has initiated the planning stages of enforcement services and/or shelter services with Tohono O'odham (San Lucy District), Ft. McDowell, and Salt River-Pima Maricopa Indian communities.
- Environmental Services Department personnel, in conjunction with the Arizona Department of Agriculture and the United States Department of Agriculture, completed three, five-day operations regarding the transportation and sales of illegal food commodities in Arizona. Interdepartmental operations have facilitated the creation of a multi-department task force that conducts inspection activities to help minimize foodborne illness risk.
- The Maricopa County Air Quality Department implemented the *RunningOutofAir* media campaign, in partnership with the public, Maricopa Association of Governments (MAG), Arizona Department of Environmental Quality (ADEQ), the City of Phoenix, and other agencies and organizations, such as Valley Metro, Valley Forward, and the Sun City Joint Environmental Task Force. The campaign includes community meetings, and meetings with various industry associations, such as the Rock Products Association, Homebuilders Association, and the Association of General Contractors.

- Community Development has renewed the Maricopa HOME Consortium Intergovernmental Agreement for the period from July 1, 2009 through June 30, 2010, and are in the process of executing new three-year cooperation agreements with Urban County cities/towns. These documents will provide partnerships with cities and towns in Maricopa County, with the exception of Phoenix, for the receipt and use of Community Development Block Grants and HOME funds for housing and capital improvement projects.
- Government Relations worked very closely with East Valley cities to ensure that county island residents were assured necessary fire and safety services. They worked with the Supervisors, residents, city council members, mayors and management, emergency services providers, and the Assessor and Clerk of the Board to reach mutual agreement or actual special district formation.
- Maricopa County Government Relations also assisted in the creation and pursuit of proposed legislation with partners at the Arizona League of Cities and Towns, on issues related to the official and proper annexation notification and transfer of development rights (TDRs). They also participated in various Maricopa Association of Government (MAG) issues including jail per diem costs, and changes to the Regional Transportation Plan (RTP), which was previously approved by voters as Proposition 400.
- The Government Relations Department has worked closely with supervisors in each district and various departments to foster positive relationships with the Tribal Nations surrounding Maricopa County. Currently, a joint County-Gila River Indian Community (GRIC) project is underway to install stoplights and turn lanes in a high-traffic area that encompasses both reservation land and county right-of-way. Other issues of collaboration for Maricopa County and GRIC include the Arizona METH PROJECT in order to reach school-age youth on the reservation; integrating GRIC's libraries to utilize the Maricopa County Library District's software system to provide better and more uniform service to residents on the reservation; and the Human Services and Community Services departments collaboration on special transportation needs.
- The Office of Enterprise Technology (OET) is participating in the Digital Government Commission for Arizona, which provides a forum to collaborate and exchange information on technology related issues. OET also funded membership to NOREX, a unique consortium of IT professionals from over 1,300 organizations across North America, so that County IT practitioners can share experiences, strategies and solutions in order to avoid "reinventing the wheel", and also to prevent costly mistakes.
- The Environmental Services Department actively participated in the planning and response process for the 2008 Super Bowl with federal, state, and local partners. More than 250 inspections and surveys, utilizing active managerial control measures to immediately eliminate potential foodborne illness risks, were implemented at the Super Bowl. No reported illnesses were linked to the food service activities. This event exemplified how varied state and national program officials can collaboratively work together to protect the public health.
- The Maricopa County Library District has partnered with the Town of Queen Creek for a new library that opened in November 2008. Plans also are underway for a library in/near the Town of Goodyear, and library expansion in Surprise.
- Maricopa County Animal Care and Control began volunteer opportunities for veterinarians throughout the county to help spay/neuter and learn about the unique health issues in the shelter, and to share statistics so they may be better able to educate the pet-owning public.
- The Arizona METH PROJECT and the Gila River Indian Community's Department of Human Services have continually teamed up to approach the Meth-use problem within Arizona and the Native American Community.
- During FY2008, the Flood Control District developed new partnerships on flood control projects that included the approval of the following IGAs: Town of Carefree, Floodproofing Project; Maricopa County Parks and Recreation, Regional Trail System; US Geological Survey, Collecting Data on Local Watersheds; City of Avondale, Elm Lane Drainage Mitigation Project, MAGMA Flood Control District, Rain Gauge & Water Level Monitor; City of Phoenix, Detention Basin #7 Dam Rehabilitation Project
- The Maricopa County Communications Office works with other government agencies on a regular basis for their video production needs. Fifteen of the city Channels 11, and Capital TV at the State Legislature broadcast are County-produced television shows. The productions include Maricopa Magazine, Maricopa

Newsmakers, Maricopa Moments, public service announcements, Board of Supervisors meetings, and more. The video unit often shares resources with their counterparts at the city agencies.

- Environmental Services Water and Waste Management Division has provided courtesy reviews of environmental projects on state and tribal lands, in order to assist the local jurisdictions in ensuring that adequate environmental protection is provided.
- The Maricopa County Communications Office continues to build partnerships with other government agencies through the Commute Options activity. The Office works closely with Valley Metro and the City of Phoenix Transit Department in an effort to coordinate transportation services to County employees including the Platinum Pass Program, for both the bus and light rail transportation services, and the vanpool program.
- AZTech partnership, led by Maricopa County Department of Transportation, comprises representatives from the State of Arizona, Maricopa Association of Governments, and various Cities and Towns to address inter-jurisdictional traffic management issues to improve traffic flow on regional corridors in Maricopa County. In FY2008, the AZTech Executive Committee met to discuss traffic information dissemination to the public on the new cable traffic channel GoAZ TV. The AZTech Advanced Traveler Information Systems Committee has initiated a federally funded project to improve arterial traveler information dissemination to the public.
- Human Services Department Special Transportation Services (STS) contracts with more than 20 cities and towns and almost a dozen local or regional agencies to assist residents with a variety of transportation services. STS has had ongoing discussions with members of the Gila River Indian Community and the Phoenix Indian Center regarding removing transit and transportation barriers for tribal members, and have offered to assist them with the purchase of bus passes and providing work-related and/or special needs trips to qualified tribal residents.
- Planning and Development Department (P&D) staff has worked with other Arizona counties to form the Arizona Code Enforcement Training and Education Program (ACETEP), under the direction of the Arizona Counties Planning Directors Association. ACETEP will provide a standardized training and certification program specific to the needs of code compliance officers working for a county jurisdiction. P&D staff has participated on review committees for several Municipal General Plan updates including the Town of Buckeye and the Town of Queen Creek, as well as the Comprehensive Plan update for Pinal County. P&D staff has ensured a broad coordination with other area jurisdictions, as well as public outreach, during completion of some recent long-range plans. An example includes review of the Old Highway 80 Area Plan in coordination with the Town of Buckeye and the Town of Gila Bend. The Goldfield Area Plan included close coordination with the Ft. McDowell Yavapai Nation.

Regional Leadership Strategic Goal 5

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

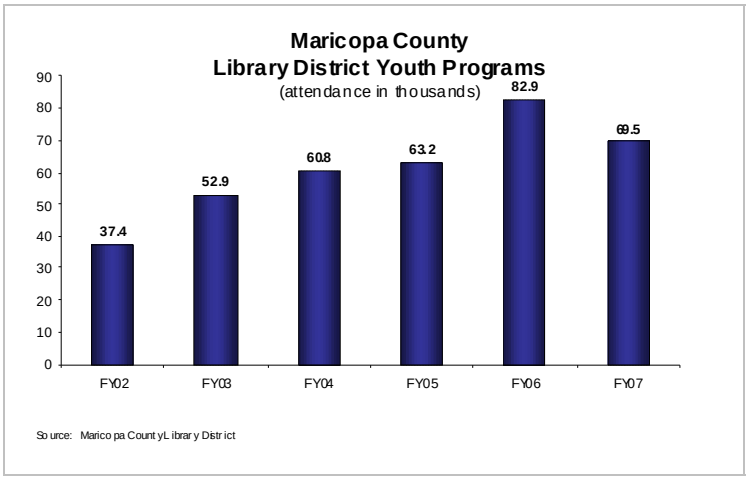
Maricopa County is working to promote, expand, and improve County-sponsored programs and activities for young people in the County. Outside of school, one of the best places to learn about civic engagement is the local library. The level of participation in County-sponsored youth programs can be used as an indicator of young people's community involvement.

Maricopa County Library District
http://www.mcldaz.org/

- Avondale Civic Center
- Aguila Branch
- Campbell Branch
- El Mirage Branch
- Fountain Hills Branch
- Gila Bend Branch
- Guadalupe Branch
- Hollyhock Branch
- Litchfield Park Branch
- North Valley Regional
- Northwest Regional
- Perry Branch, Gilbert
- Queen Creek Branch
- Robson Branch
- Southeast Regional

FY08 County Progress/Achievements:

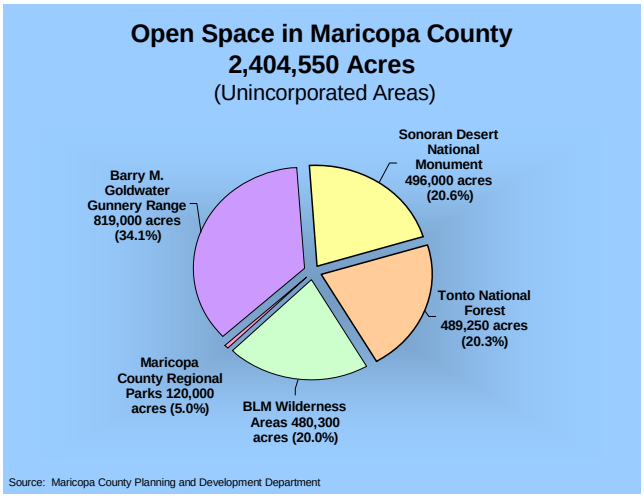
- In FY2008, the Maricopa County Communications Office launched a pilot program, *County to the Classroom,* for junior high school students. Several county agencies, including Elections, Air Quality, and the Courts participated in the week-long program to teach students about the programs and services provided by Maricopa County.
- In FY2008, 90,791 youth attended 3,141 youth programs. The popular Summer Reading Program, sponsored by the Maricopa County Library District, finished in August 2008 with more than 45,000 children registered, and a completion rate of 34 percent.
- The Maricopa County Library District reports that 1.4 million children's materials were checked out during FY2008.
- The Desert Outdoor Center at Lake Pleasant Regional Park increased participation in youth environmental programs by 17 percent in FY2008.



Strategic Priority 4 Sustainable Development

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

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



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

Sustainable Development Strategic Goal 1

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

FY08 County Progress/Achievements:

- In August 2007, the Board of Supervisors amended the Zoning Ordinance and Comprehensive Plan to require all zone changes, regardless of area, to be in conformance with the adopted land use plan. This ensures that all cases now fully comply with state law.

Sustainable Development Strategic Goal 2

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

FY08 County Progress/Achievements:

- In November 2007, Parks and Recreation completed a State Land auction for purchase of right-of-way on 9.8 acres of land for the Maricopa Trail. The department is expecting to participate in another State Land auction in January 2009 for purchase of right-of-way on 10.5 acres of land for the Maricopa Trail from Anthem to Lake Pleasant.
- The first 23 miles of trail construction of the Maricopa Trail has been completed. The next 16 miles of trail construction will start in February 2009.
- The Maricopa County Air Quality Department continues to work through legislative liaisons and the Maricopa Association of Governments (MAG) to secure permanent funding for the Voluntary Vehicle Repair and Retrofit (VVR&R) programs, which will provide emissions repair work to county residents who have received an emissions test failure notice so they can comply with vehicle registration emission standards and further reduce emissions.
- The Maricopa County Air Quality Department is leading the development of a mobile air-monitoring vehicle for spot sampling of smokestacks and the ambient air in response to specific violation reports and where nuisance and/or environmental justice issues may arise.
- All buildings managed by the Facilities Management Department (FMD) have current Arizona Department of Environmental Services permits that are updated as required. FMD preventative maintenance programs ensure proper operation of building systems.
- The last entry station project, at Usery Mountain Regional Park, was completed in August 2007. The Estrella Mountain Regional Park Nature Center completed construction in October 2008. Construction of the Nature Center and Amphitheater at Cave Creek Regional Park is estimated to be completed in December 2008. The Amphitheater at Lake Pleasant was completed in August 2008 and the Nature Center/Amphitheater at Usery Mountain is to be completed by February 2009.
- In conjunction with the Board of Supervisors, Maricopa County Air Quality Department launched the outreach program, *RunningOutofAir*, throughout the county with presentations and informational materials about pollution problems in the region, and how residents can contribute to cleaner air. Additionally, efforts to produce a dust abatement “handbook” that provides a better understanding of the abatement program and requirements for both regulatory agencies and industry are underway.
- The Solid Waste Department coordinated and planned cleanup and hazardous household waste events to support several communities including Sun City West, South Phoenix, and Sun Lakes. The department also worked with the Arizona Department of Environmental Quality to establish a joint organization of counties to address illegal dumping issues.
- The Maricopa County Air Quality Department continues to enhance a website to increase public and business awareness of air quality information, programs, issues, and regulations so that they can effectively contribute to the attainment of the national ambient air quality standards in the County.

Sustainable Development Strategic Goal 3

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

FY08 County Progress/Achievements:

- The Planning & Development department will strive to deter new residential and other non-compatible land uses within the High Noise and Accident Potential Zones of Luke and its ancillary military facilities through the following ongoing activities: continue to require aggressive notification for new development within the state-defined "Territory in the Vicinity of a Military Airport;" and provide Luke Air Force Base with all new development applications within the "Territory in the Vicinity of a Military Airport" for review and comment and utilize their recommendations as a basis for decisions regarding approval or denial of such applications.

Military Installations in Maricopa County

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

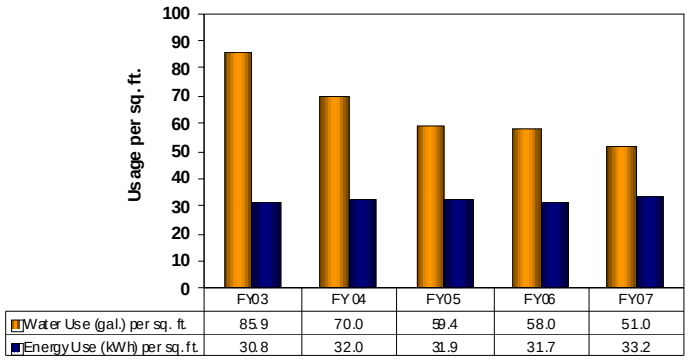
Sustainable Development Strategic Goal 4

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

This goal has been achieved and is ongoing. Facilities Management Department and Equipment Services Department have integrated conservation strategies into on-going operations and factored them into capital projects, while balancing costs and benefits. Efforts to enhance and expand conservation programs will continue.

FY08 Additional Efforts:

- Facilities Management Department (FMD) is continuing to implement various energy-related projects. In the past year, FMD has completed over $250K in energy efficiency projects that resulted in $70K in rebates from Arizona Public Service and Salt River Project. Currently, the department is exploring additional opportunities for energy-related improvements at over 133 facilities or 9.5 million square feet of County space. Improvements being reviewed involve renewable energy, mechanical systems, lighting and water. The objective of this multi-year program is to reduce County consumption, carbon footprint and provide a mechanism to replace outdated equipment with newer energy-efficient technology.
- During FY2008, Equipment Services increased the number of E-85 (85% ethanol, 15% gasoline) vehicles in the County's fleet to 137, with additional E-85 vehicle purchases planned for FY2009.
- Planning and Development has initiated a Text Amendment (TA) that addresses landscaping and open-space regulations to incorporate landscape regulations into the Maricopa County Zoning Ordinance. This TA focuses on the Arizona Department of Water Resources' low-water-use plant palette.
- In February 2008, Facilities Management Department (FMD) was notified of*Leadership in Energy and Environmental Design* (LEED) certification for the Downtown Consolidated Justice Center. FMD is still pursing LEED certification for the San Tan Consolidated Justice Courts. Three new Nature Centers at the Regional Park also will meet LEED certification standards.
- Facilities Management Department has recently completed construction of the new Buckeye Hills Shooting Range, a self-sustaining facility in terms of utility services. Electricity is provided from a solar system with a back-up supply from a propane- and hydrogen-fueled generator. This project was recently awarded the Arizona Public Works Association project of the year award in its cost category. FMD completed the new Animal Control facility at Durango, which includes ice block technology in its construction to reduce energy consumption.



	FY03	FY04	FY05	FY06	FY07
Water Use (gal.) per sq. ft.	85.9	70.0	59.4	58.0	51.0
Energy Use (kWh) per sq. ft.	30.8	32.0	31.9	31.7	33.2

Source: Maricopa County Facilities Management

Strategic Priority 5 Fiscal Strength

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

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

Maricopa County's property taxes are charged for each $100 of assessed value of property. The Primary Tax supports the County General Fund, which pays for the general operations of the County. This indicator measures the County's fiscal strength based on its ability to keep the property tax from increasing.

Fiscal Strength Strategic Goal 1

Continue to strive to reduce the overall property tax rate.

FY08 County Progress/Achievements:

- Maricopa County's overall property tax rate continues to decline, from $1.2970 per $100 of assessed value in FY2008 to $1.2047 per $100 of assessed value in FY2009.
- Budget-balancing guidelines provided to departments for FY2009 budget development encouraged them to develop revenue-enhancement options as well as expenditure reductions. Additionally, departments were asked to develop options to reduce expenditures by up to 20 percent, and were encouraged to identify efficiency savings and non-mandated service reductions as a priority. The adopted budget balancing strategies totaled $114.8 million in FY2009.

Fiscal Strength Strategic Goal 2

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

FY08 County Progress/Achievements:

- In FY2009, mandated contributions were 19.1 percent of the General Fund budget, and increase from 18.2 percent in FY2008. One-time state contributions added 0.5% in FY2008 and 2.5% in FY2009. While ongoing state contributions increased at a normal level, overall the General Fund Operating budget decreased in both FY2008 and FY2009 in response to revenue shortfalls.

Fiscal Strength Strategic Goal 3

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

FY08 County Progress/Achievements:

- The Board of Supervisors has approved construction of a criminal court tower in downtown Phoenix. This facility will allow the criminal court divisions in Mesa to be consolidated in downtown Phoenix by 2012.
- The Office of Management and Budget was awarded a 2007 Showcase in Excellence Award from the Arizona Quality Alliance for Maricopa County's Capital Improvement Program Funding Process, a modified pay-as-you-go approach to funding capital improvements, which has allowed the County to avoid levying more than $1.42 billion in secondary property taxes.
- The Stadium District and the Diamondbacks have added a $0.25 per ticket facility surcharge fee to each Diamondbacks ticket sold to generate additional revenue in order to finance future facility capital projects. Additionally, the District, in order to generate more revenue from the facility, has transferred all day-use operations over to the District's booking manager, Select Artists Associates.

Fiscal Strength Strategic Goal 4

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

This goal is partially complete. Some strategies have been adopted and implemented; others remain under consideration.

FY08 County Progress/Achievements:

- Parks and Recreation has released a Request for Proposals (RFP) for operation and management of the aquatic facility at Adobe Dam; proposals were received in November 2007; a new concessionaire Use Management Agreement was approved by the Board of Supervisors and was effective October 2008. Development is underway for a complete revamp of those facilities.

Strategic Priority 6 Quality Workforce

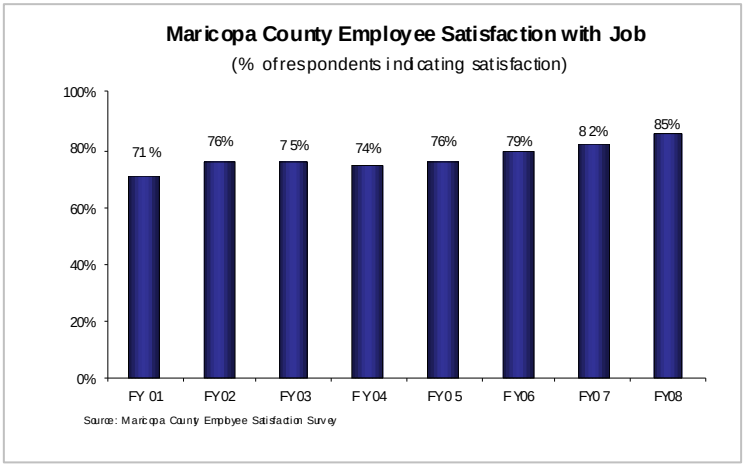
Maintain a quality workforce and equip County employees with the tools, skills, workspace and resources they need to do their jobs safely and well

Maricopa County recognizes the important role its employees have in the success of its operation. The Maricopa County Board of Supervisors has adopted a strategic priority to maintain a quality workforce and to equip County employees with the tools, skills, workspace and resources they need to do their jobs safely and well. Through this strategic priority the County strives to create an exceptional work environment as measured by increasing retention rates, increasing the pool of qualified applicants, and ensuring employee satisfaction with human resource issues such as morale, compensation, training, and decision processes.

Quality Workforce Strategic Goal 1

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

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



Employee satisfaction predictors measure employee perceptions and attitudes along several dimensions that have been identified through research as having a direct influence on overall job satisfaction. When employees perceive these dimensions favorably, they tend to have higher morale and are more satisfied with their jobs. According to an annual survey conducted by Maricopa County Research and Reporting, all of the predictors have shown increases in satisfaction in the six-year period from FY01 to FY07. Employee satisfaction with Pay and Benefits and with Working Conditions have shown the greatest increases, while Communication has seen modest increases during this period.

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

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Management Practices	5.26	5.23	5.29	5.39	5.52	5.66
Working Conditions	5.91	6.07	6.10	6.22	6.30	6.38
Communication	5.32	5.32	5.32	5.44	5.53	5.63
Growth/Advancement	5.81	5.79	5.82	5.97	6.09	6.13
Pay and Benefits	5.18	5.18	5.28	5.45	5.66	5.74

Source: Maricopa County Research and Reporting

FY08 County Progress/Achievements:

- During FY2008, Employee Compensation completed market studies covering approximately 1,300 positions. Additionally, Employee Compensation implemented 10,522 pay-for-performance increases Countywide.
- The Employee Compensation website serves as a primary resource for departments, providing a comprehensive master list of approved market range titles and descriptions, working titles, market ranges, and minimum qualifications as well as general information about the County's compensation system. New enhancements implemented in FY2008 include turnover reports and frequently asked questions (FAQs) covering a broad list of compensation topics.
- In September 2007, Workforce Management & Development developed and implemented new employee initiatives designed to promote internal recruitments. The "Find Work/Get Work" email listing of all current job postings is sent each Thursday to all County employees and/or department representatives.
- Maricopa County benefit premium rates continue to be below the national medical trend. One of the key drivers to maintaining the lower rates is increasing the use of generic prescription medications. As of June 2008, the generic utilization rate was at 72.3%. Through a collaborative effort with Walgreens Health Initiatives, Maricopa County was able to reduce their per member prescription medication cost.
- In July 2007, Workforce Management and Development developed a tool to permit employee reporting on fraud within Maricopa County. The toll-free Maricopa County Cares Anonymous Tip Line was created and is published on the county internal intranet front page, index, and through eNouncements.
- Employee Health Initiatives offers a wide variety of tools for employees to use that will help to evaluate their health status with the results leading to an increased enrollment in the disease management programs offered by the County. Implemented in the Spring 2008, with a direct link to the FY2008-2009 plan year, was the mass onsite biometric screening program and the health risk assessment offered to County employees who are enrolled in a County medical plan. The purpose of the screening program is to provide Maricopa County with an aggregate report with recommendations designed to improve the health status of Maricopa County employees, which will help to mitigate the future claims costs for the County.
- In January 2008, Workforce Management and Development created an internal communication tool to enhance communication within Maricopa County concerning current county initiatives and updates. The Workforce Management and Development newsletter is published monthly on the County internal intranet and covers Employee Relations Investigations; Workplace Resolution Services; Work Climate Assessments; Disability Management; Americans with Disabilities Act Advisory Services; Donation of Leave Program; E-Verify and Regulatory Compliance; Leave Plan Administration; Merit Commission Administration; Tuition Reimbursement Program; and Training and Employee Development Services.
- Employee Health Initiatives increased the number of work locations throughout the county to offer worksite wellness programs that include Weight Watchers, Lunch-n-Learns, Diabetic Foot Screenings, Exercise Physiologist, etc. In addition, to help address the demand for obesity education, a new "Am I Hungry"

program was introduced to help employees learn "intuitive eating," a program developed to help stop the endless cycle of yo-yo dieting.

Quality Workforce Strategic Goal 2

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

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

FY08 County Progress/Achievements:

- During 2008, the County Diversity Office, in collaboration with the Hispanic Network, the African American Knowledge Network and the Indigenous Circle sponsored a variety of diversity celebrations, including four separate celebration events for Hispanic Heritage Month, Native American Heritage, Cinco de Mayo, Unity Day, Women's Month and Black History Month. The Diversity Office also is working to establish an Asian American Network.
- The Assessor's Office recently completed delivering Diversity Awareness Training throughout the entire department. This is part of an overall effort to impact the culture and professionalism of the department. The County's Diversity Awareness program was the core of these sessions, but the program was modified to fit departmental population in ways designed to not only inform and increase awareness but to encourage the staff to embrace diversity. The reception was very positive. One tangible result of this effort has been for the Assessor's Office to explore the need for bilingual capabilities and compensation according to the County policy on bilingual Compensation. They are in the process of identifying where this is appropriate. This should impact access to diversity in a very practical way.
- The County Manager's Diversity Office sends out a Semi-Annual Diversity checklist to County departments, which includes a question about utilizing diverse interview panels for job interviews. In the most recent survey, 44 departments responded to the checklist, and 42 departments reported the use of diverse interview panels, indicating that practices such as these are becoming a standard operating procedure by County departments.
- The County Manager's Diversity Office has been a partner of an ongoing series of community conversations. *Healing Racism* engages the Valley community as a whole in exploring various aspects of race, racism and their influence in our lives and communities. The *Healing Racism* Community Forums are hosted and coordinated through a collaboration of the Phoenix Human Relations Commission, ASU Intergroup Relations Center, ASU Department of History, ASU School of Justice and Social Inquiry, Maricopa County Community College District, Maricopa County Diversity Office, City of Tempe, and the City of Phoenix Equal Opportunity Department.

Quality Workforce Strategic Goal 3

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

This goal has been achieved. In early FY2007, the County completed review of the employee suggestion program. Implementation of the recommendations is underway. Selected recommendations included:

1. Create an online suggestion form and provide an online copy of the checklist used by the evaluator for the employees to view before submitting a suggestion;

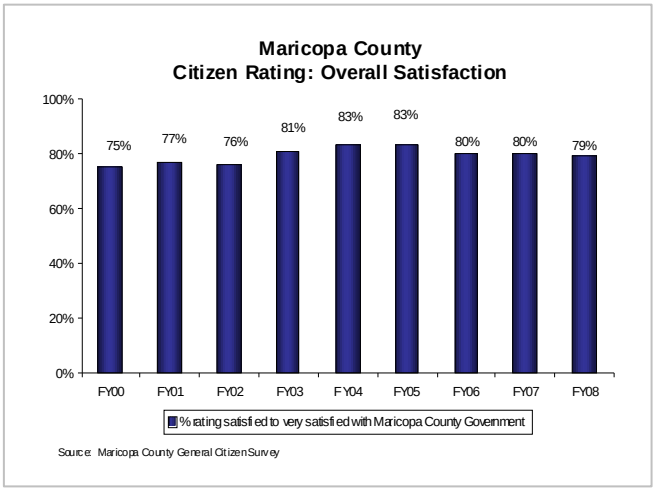
2. Provide a permanent hyperlink on the employee intranet (EBC) home page which will connect employees to the Employee Suggestion webpage containing the necessary online forms, employee suggestion tips, and suggestion process updates;
3. Raise awareness by including information in the employee newsletter *Newsline*, emails, and flyers attached to paycheck stubs; and
4. Recognize merit award recipients in a public fashion, with recognition given online and in the *Newsline.*

Strategic Priority 7 Customer Satisfaction

Continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided by the County.

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

Understanding how the County's performance is viewed by its customers is paramount to improving the quality of service delivery. According to responses from the General Citizen Survey, satisfaction rating with County government has remained relatively high with more than three out of four citizens surveyed satisfied or very satisfied with County government. In FY2008, 79% of the respondents indicated they were satisfied or very satisfied with County government, which is down slightly from the rating reported in FY2006.



Citizen Satisfaction Strategic Goal 1

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

FY08 County Progress/Achievements:

- In February 2008, the Office of Management and Budget implemented an enhanced performance reporting process, with the deployment of the Reporting for Results module of the new Managing for Results Information System. The module allows departments to enter performance metrics in a centralized data warehouse that can be viewed through various on-line dashboard and scorecard reports.

Citizen Satisfaction Strategic Goal 2

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

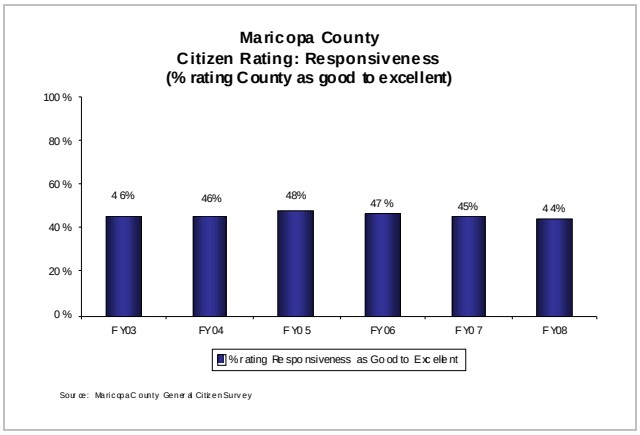
FY08 County Progress/Achievements:

- The Network Transformation Initiative is focused on developing a network architecture strategy, creating a more robust and efficient network for the County. This approach provides for quality, cost-effective, customer centric and value-added services to the County departments and agencies. The project team has most recently completed interviews of all County Departments and has completed the roadmap towards the "future state" of the County network.
- The Office of Enterprise Technology implemented enhanced WiFi capabilities at various Downtown Campus sites, implemented standards-based structured cabling and high-performance network technologies, established a "roadmap" for VoIP, and enterprise contact center technology, and implemented a dark fiber solution for high bandwidth connectivity between the disaster recovery site and other data centers.

Citizen Satisfaction Strategic Goal 3

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

The County recognizes the importance of being responsive to customer needs and delivering services in a timely manner. To be effective, services should be available when they are needed or requested. The ability to meet this demand is a key component of service delivery. In FY08, 44% of Citizen Survey respondents indicated that the County's responsiveness was good to excellent, a slight decrease from the FY07 (45%) rating.



FY08 County Progress/Achievements:

- The Maricopa County Air Quality Department provides an enhanced web site that supplies important air quality information, including an interactive air quality monitoring station map and real-time data, the ability to check on the statuses of Notices of Violation, and posts of public notices, permit notices, draft rules, the emissions inventory, and other notices.
- Solid Waste Department is rebuilding and extending services to six Transfer Stations located throughout Maricopa County, and extending hours of operations at three Transfer Stations from two days per week to five days per week. The department also has developed a plan and identified funding to establish an additional Waste Tire Recycling Facility in the western portion of the county to reduce the distance traveled by tire haulers and to reduce illegal dumping of waste tires.

- Building on the foundation created by the Elections Department, the STAR Call Center assists voters in all municipalities within Maricopa County to make the election process as seamless as possible. The Center assists the public by directing them to their local jurisdictions, special districts, and state agencies, including the Secretary of State.
- In FY2008, Maricopa County Animal Care and Control (MCACC) launched web-based licensing for all first-time licensing and license renewals. Residents licensing their dogs now have four venues: walk-in to one of the County's shelters, mail, automated phone service, and the MCACC website.
- Over the last year, the County has seen increased participation at Board of Supervisor meetings. Citizen groups expressed frustration over a perceived lack of information, and lack of opportunity to provide input into County government. Representatives from the Office of Management and Budget and other County departments met with both the Maricopa County Citizens for Safety and Accountability and Valley Interfaith to answer questions and listen to feedback. Both groups were appreciative, and reported that the meetings were helpful.
- As a provider of information to voters and taxpayers, the STAR Call Center has numerous bilingual agents on staff, who are able to assist our diverse community. Current staff includes Spanish, Navajo, and Pima representation.
- Maricopa County Human Services Department Special Transportation Services implemented a mobile data computer system to provide real-time communication, vehicle location, and same-day trip scheduling/re-routing designed to eliminate the need for paper manifests and improve customer access and service.
- The Treasurer's Office launched the ParcelWatch program that will help protect property owners from becoming victims of unscrupulous investors. The Office also has adopted policies to make it more convenient for taxpayers to make payments online and at the branch banks.
- Department of Public Health Epidemiology Division has redesigned its website and expanded the number of reports available online to make it easier for citizens to access public health statistics.
- The Planning and Development Department successfully launched its digital permit process for residential production home permits. This new service dramatically improves service times and lowers customer expenses for single-family production home permits within large development communities. Customers apply for and receive their building permit online. The County is actively working to expand the program to include additional building permit types, allowing for greater community participation.
- Maricopa County Animal Care and Control, partnered with Maddie's Fund, PETCO Foundation, United States Post Office, City of Phoenix, Friends of Animal Care and Control, and the Arizona Humane Society to provide free or low-cost spay/neuter services, vaccination clinics, and pet behavior education to the residents in the zip code 85008 January through March 2008.
- Maricopa County Human Services Department opened the new West Valley Career Center, which includes space dedicated to serving veterans with access to federal, state, and local services and benefits.
- Maricopa County Department of Transportation (MCDOT) Operations have decentralized into four districts serving various quadrants of the County, which will enable more time at work locations, less travel time for customers, better response time to citizen requests, lower fuel usage (for County staff and customers), and better relationships with customers.
- Department of Emergency Management distributed 275,000 English-language and 75,000 Spanish-language copies of an emergency readiness guide for County residents. Approximately 208,000 English-language and 64,000 Spanish-language copies were distributed as newspaper inserts to target demographics or through partner agencies including municipal offices, school districts, emergency management agencies, and corporate entities.
- Maricopa County Adult Probation Department (MCAPD) collaborated with social and community agencies and other groups to gather written materials about numerous opportunities for social services. The written material was then dispersed at all MCAPD facility lobbies for availability to all its clients. Brochures and other types of written information included: Prescription Discount Cards, Financial Assistance, AIDS Awareness and Testing Program, Tobacco Program, Arizona METH PROJECT, the American Heart Association, and the

Animal Safety, Spaying and Neutering Program to name a few. Easy availability of social services information is gained by probationers.

- Maricopa County Department of Transportation developed "61 Office" wallet cards, which were designed to be an easy tool for Maricopa County residents to report any road/street hazards to MCDOT's 61 Office dispatch. Once the report has been made by the caller, it is dispatched to the Maintenance District for repairs. More than 4,000 cards have been distributed to date.
- The Office of Enterprise Technology (OET) developed a plan for a new public internet site, which includes offering the site in multiple languages, and a plan in progress for a Countywide municipal Wi-Fi system. OET also is working on a new 311 Call Center initiative. The new Call Center would provide a single point of contact where residents can get information about all non-emergency services provided in the County.
- To increase awareness of County services, Human Services Department (HSD) Community Services distributed 17,000 *People's Information Guides* countywide. HSD Community Services staff is assisting the Arizona Community Action Association (ACAA) in the development of a Spanish translation of the *People's Information Guide*.
- The Maricopa County Library District's Reciprocal Borrowing Program allows any county resident to use any public library in the County without paying a fee. The District then reimburses the lending library at a rate of $29 per registered borrower not from their service area, on a net basis. Thirteen public libraries participate in this program.
- The Library District works to ensure that even the smallest public libraries in the county have access to a Library Integrated Automation system. Desert Foothills (Cave Creek) Library, Tolleson Library, and Buckeye and Old Town Branch (Avondale) libraries use the District's Polaris Library Integrated Automation system, which allow the libraries and their patrons access to a wide variety of electronic databases.

Citizen Satisfaction Strategic Goal 4

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

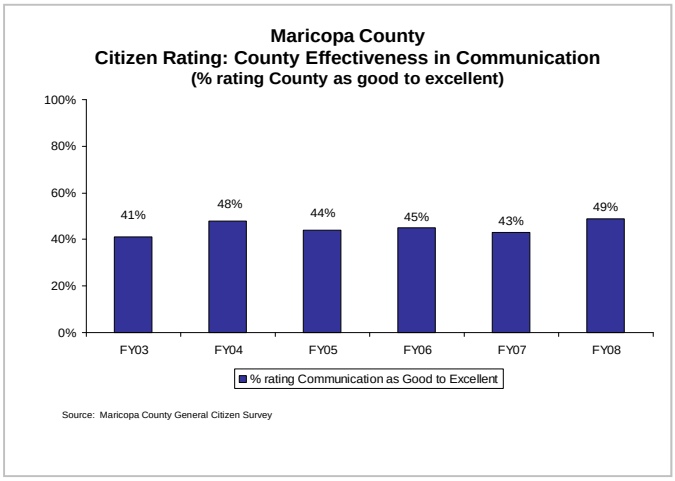
FY08 County Progress/Achievements:

- The Budgeting for Results Guidelines and Priorities approved by the Board of Supervisors for FY2009 included directions to identify non-essential programs and recommend their elimination. The adopted budget balancing strategies totaled $114.8 million in FY2009.

Citizen Satisfaction Strategic Goal 5

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

Effectively communicating to citizens about services the County provides is key to increasing citizen awareness and understanding about the roles and responsibilities of County government. Through the annual citizen survey, the County asks citizens to rate the effectiveness of the County in communicating information about its services. In FY08, 49% of citizens responding to the General Citizen Survey rated the communication effectiveness of County government as good or excellent, up significantly from the FY07 rating of 43%.



FY08 County Progress/Achievements:

- The Maricopa County Communications Office's video production team helped inform the community of services by producing bi-lingual public service announcements for Public Health and Animal Care and Control departments. The team also developed a segment for television called Maricopa Moments that highlights county programs and services, and airs on 16 different TV stations around the valley.
- The Communications Office has produced four Spanish language programs, Maricopa en Accion, showcasing the County, which were very well received by Channels 11. The Office also collaborated with Maricopa County Animal Care and Control and the Arizona-Mexico Commission to produced Spanish-language public service announcements. Press releases and media advisories are sent to Spanish-language media regularly. All County public information offices formally were introduced to Univision, the primary Spanish-language broadcast television station.

Budget Policies and Process

Policies and Their Budgetary Impact

Maricopa County has achieved and maintained financial stability by developing and implementing a series of budget and financial policies that guide fiscal management and budgetary decisions. These policies address a number of issues, including budget development, the degree of budgetary control, reserves, tax reduction, and managing for results. These policies incorporate "best practices" in the field of state and local government budgeting and financial management, and are aligned with Maricopa County's Managing for Results system. All policies are updated as necessary to comply with changes in legislation and business practices. Following is an overview of the key policies, specifically addressing each policy's applicability to the budget process. The full text of each policy is located in the *Attachments* section.

Budgeting for Results Policy Guidelines

The purpose of this policy is to set forth the guidelines for developing budgets for Maricopa County, as well as the Flood Control, Library, and Stadium Districts. Maricopa County's budget process provides for responsible management of taxpayers' resources, while insuring that funds are directed towards achieving results at all levels.

Definitions

Budgeting for Results: A process in which budgetary decisions are based on or informed by performance information that describes the cost or efficiency of producing an activity and the results achieved for customers. This is accomplished by structuring the accounting and budgeting systems according to the structure of Departments' Strategic Plans.

Structurally Balanced Budget: A budget in which all recurring expenditures are fully supported by recurring sources of funding.

Policy Guidelines

General Guidelines for Budget Development:

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

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

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

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

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

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

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

Revenue:

The amount of revenues estimated in the budget from grants, donations or intergovernmental agreements must be supported by an itemized listing of each revenue source. Grant awards and intergovernmental agreements shall be listed individually. For recurring grants and intergovernmental agreements, estimated revenue may be included prior to final agreement on funding levels, but may not include an increase from the current fiscal year.

Where appropriate, services and programs will be supported by user fees. User fees will recover the County's full direct and indirect costs, unless market considerations dictate otherwise. All user fees will be reviewed annually in conjunction with the budget development process. Because expenditures supported by user fees are generally subject to the Constitutional expenditure limitation, such expenditures must be carefully reviewed, and user fee rates should be reduced if they can no longer be justified by actual expenditures.

Anticipated revenue to the County from fee increases will not be budgeted unless the Board of Supervisors/Board of Directors has approved such increases.

All Departments/Special Districts, including elected officials and the Judicial Branch, will report to the Board of Supervisors/Board of Directors via the Office of Management and Budget all non-appropriated funding sources available to support their operations and programs, either directly or indirectly. When investigatory or security issues are of concern, such issues will be addressed on an individual basis.

Expenditures:

a) Departments/Special Districts shall submit base expenditure requests within the budget target provided by the Office of Management and Budget. The Office of Management and Budget will develop targets for each fund budgeted by a Department/Special District according to its current budget, with adjustments as directed by the Board of Supervisors/Board of Directors.

b) Requests for funding above base level must be submitted as *Results Initiatives Requests*, and must be directed to achievement of approved strategic goals that align with the direction of the Board of Supervisors/Board of Directors. Requests for additional funding will be considered only if departments/special districts have met the requirements for “Planning for Results” under

the *Managing for Results Policy (B6001)*. Results Initiative Requests must be supported by complete performance measures that can be used to monitor and evaluate the initiative's success if funded. The Board of Supervisors/Board of Directors may annually adopt guidelines and priorities for results initiative requests. The Office of Management and Budget will review all results initiative requests and make recommendations according to the guidelines and priorities established by the board of supervisors/board of directors.

c) In order to promote consistent and realistic budgeting of personnel, all personal service budgets shall include a reasonable allowance for personnel savings due to natural staff turnover. The rate of personnel savings should be budgeted based on past experience. Budgeted personnel savings may be budgeted conservatively for smaller departments that are subject to greater variations in staff turnover.

d) No "carryover" capital outlay or capital improvements will be budgeted unless specifically approved by the Board of Supervisors/Board of Directors. Departments that do not identify and receive approval for carryover items will be required to eliminate them or fund them from within their operating budgets.

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

Budget Process:

All Appointed, Elected and Judicial Branch Departments/Special Districts will follow these policy guidelines in preparing their Annual budget requests.

All Appointed, Elected, and Judicial Branch Departments/Special Districts will submit budget requests to the Office of Management and Budget (OMB) following the detailed timeline, directions and format prescribed by OMB.

Department/Special District financial reporting structures will be established by the Financial Reporting Review Committee and must be finalized prior to budget submission.

All budget requests will be submitted at a detailed level by department, fund, organization unit, Program/Activity, object/revenue source, and month. Departments/Special Districts will prepare their budget requests in the budget preparation system provided by the Office of Management and Budget, and will follow all system instructions.

The Deputy County Manager (DCM) will negotiate budget recommendations with Elected Officials and Judicial Branch departments. If agreement cannot be reached with the DCM, the Presiding Judge and elected officials may first continue negotiation directly with the County Manager or, if agreement still cannot be reached, with the Board of Supervisors.

Capital Improvement Projects:

Upon recommendation of the Facilities Review Committee and identification of available funding, the Office of Management and Budget will recommend a five-year Capital Improvement Program to Board of Supervisors/Board of Directors in accordance with the Capital Improvement Program Policy.

The Board of Supervisors/Board of Directors may allocate carry-over fund balances to one-time capital items in accordance with the *Reserve and Tax Reduction Policy (B1007)*.

When requesting funding for capital improvement projects, Departments/Special Districts will provide estimates of increased operating costs associated with each individual project.

Capital improvement program budgets may include a contingency budget reserve to fund project overages of up to 10% or $1,000,000, whichever is less.

Internal Charges and Indirect Cost Allocations:

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

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

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

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

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

Budgeting for Results Accountability Policy

The purpose of the Budgeting for Results Accountability Policy is to provide guidelines and direction on managing Board-approved budgets to elected, appointed and judicial branch agencies so that they can be accountable and comply with the law.

Introduction

A.R.S. §42-17106 specifies that the County may not incur expenditures in excess of the amounts appropriated by the Board of Supervisors in the annual budget. A Special District may not exceed its duly adopted budget without an action by its Board of Directors amending its budget. The Budgeting for Results Accountability Policy provides Departments/Special Districts with flexibility in managing their allocated public resources in order to achieve results for customers while upholding accountability for spending within legal appropriations.

Definitions

Appropriation Adjustment: A change in an appropriated budget, which must be approved by the Board of Supervisors/Board of Directors.

Appropriated Budget: A budget legally adopted by the Board of Supervisors/Board of Directors, which authorizes expending funds or incurring obligations for a specific purpose, referred to as "budget items" in A.R.S. §42-17106. Appropriations may be set at different levels as directed by the Board of Supervisors/Board of Directors.

Appropriation Level: The level of detail to which a budget is appropriated by the Board of Supervisors/Board of Directors, such as by department and fund, project, activity, etc.

Department: All County/District departments, including elected and judicial branch agencies and/or offices as well as appointed departments and/or offices.

Detailed Budget: The detailed budget plan within an appropriated budget. In Maricopa County, detailed budgets are specified by month, function, organizational unit, program/activity/service, object/source, and position.

Function: Classification of expenditures and revenues according to whether they are recurring vs. non-recurring (including projects).

Special District: Special Districts for which the Maricopa County Board of Supervisors acts as the District Board of Directors, including the Flood Control, Library, and Stadium Districts.

Policy Guidelines

1. The Office of Management and Budget shall validate that all detailed budget adjustments balance and reconcile to appropriations set by the Board of Supervisors/Board of Directors.
2. All budgets are appropriated and controlled by the Board of Supervisors/Board of Directors at the level of department, fund, and function. Where applicable, appropriation levels may be established by program/activity, or object of expenditure.
3. Appropriated budgets are not guaranteed from one fiscal year to the next. Each year, appropriated budgets for each department shall be recommended by the Office of Management and Budget according to the *Budgeting for Results Policy Guidelines (B1006)*.
4. Departments shall develop and maintain detailed revenue and expenditure budgets that will be loaded into the main financial system. Detailed budgets will be prepared by month, function, organizational unit, program/activity/service, object/source and position according to instructions developed by the Office of Management and Budget. Detailed budgets shall exactly equal appropriated budgets approved by the Board of Supervisors/Board of Directors. The Office of Management and Budget shall validate that all detailed budget adjustments balance and reconcile to appropriations set by the Board of Supervisors/Board of Directors.
5. Appropriated budgets shall be changed during the fiscal year only with Board of Supervisors/Board of Directors approval. Departments may request amendments to appropriated budgets supported by grants, donations or intergovernmental agreements when expenditures from theses sources are forecasted to exceed the appropriation. Such requests must be supported by an updated reconciliation of all revenue sources that demonstrates the proposed expenditure level is fully funded. Appropriated budgets must be reduced if revenue is forecasted to be significantly less than the current budget.
6. The Board of Supervisors/Board of Directors must approve all changes in project appropriations. All requests for changes in project appropriations must be accompanied by a request for Board of Supervisors/Board of Directors approval to amend the relevant five-year capital improvement program or other project plan approved by the Board of Supervisors/Board of Directors.

7. In order to maximize results, departments have the flexibility to incur expenditures that vary from their detailed budgets for the remainder of the current fiscal year, so long as they comply with the appropriated budget. This flexibility is accompanied by the responsibility to produce expected results while absorbing unanticipated spending increases. If a department requests an appropriated budget increase or contingency transfer for an unanticipated spending increase, the Board of Supervisors/Board of Directors may adopt appropriated budgets for that department at the level of program/activity and/or object of expenditure.
8. All positions must be fully funded in accordance with the *Funded Positions Policy (B3001)*. In order to create new positions, departments must first verify full-year funding. If a position loses funding, it shall be identified and eliminated.
9. Departments shall not recommend for approval any agreements that commit the County/Special District to expenditures for which funding is not identified in future years. Departments shall verify funding for all purchase requisitions or other contracts or agreements.
10. Department expenditures and revenues shall be monitored and reported on a monthly basis throughout the fiscal year. The Department of Finance shall prepare and submit to the Board a comprehensive monthly analysis of budget variances by department and fund or by lower appropriation level, and will investigate any negative year-to-date variances.
11. Any departments for which the Department of Finance reports a negative year-to-date expenditure or revenue variance must provide a written explanation and corrective action plan to the Department of Finance and the Office of Management and Budget. The Office of Management and Budget and the Department of Finance will review and approve all corrective action plans, and report them to the Board once they are finalized.
12. If there is a significant risk that a department will exceed its appropriated budget, the Board of Supervisors/Board of Directors may adopt appropriated budgets for that department at the level of program/activity and/or object of expenditure.
13. Departments shall not exceed their appropriated expenditure budgets. Departments shall be required to reduce expenditures to offset any shortfall in their budgeted revenue. At the close of the fiscal year, the Department of Finance will prepare and submit to the Board of Supervisors/Board of Directors a comprehensive report of audited actual expenditures and expenditures relative to all department appropriated budgets. The report will include an explanation of each instance in which expenditures exceeded appropriated budgets.

If a department exceeds its annual appropriated expenditure budget or creates County liabilities that result from audit findings for which the County is responsible, the department's expenditures will be reviewed by the Office of Management and Budget to identify the causes of the overrun. The Office of Management and Budget will report its findings, along with a recommended corrective action plan, to the Board of Supervisors/Board of Directors. Corrective action plans may include (but will not be limited to) adopting appropriated budgets for that department at the level of program/activity and/or object of expenditure and a reduction of the department's appropriated budget in the subsequent fiscal year in an amount up to the amount of the overrun in the prior fiscal year.

In accordance with the *Policy for Internal Information Requests* (A2007), the total costs associated with fulfilling a records request under that policy shall be charged against the budget of the department making the request. The total costs shall include staff time (calculated by adding up staff time used to gather and prepare Records for production multiplied by the hourly rate paid to the employee or employees, plus employee-related costs), fees charged by vendors or contractors for services relating to the gathering and/or preparation of Records for production, and the expense of supplies used in

gathering and/or preparing Records for production. The County Manager, at his sole discretion, has the authority to waive the transfer of costs per this paragraph if the total cost of fulfilling the records request is less than $1,000.

Reserve and Tax Reduction Policy

The purpose of the *Reserve and Tax Reduction Policy* is to provide for long-term financial stability and low, sustainable tax rates through responsible use of non-recurring resources, appropriate and minimal use of debt, and maintenance of reserve funds. Adequate reserves allow the County to maintain services during economic downturns without drastic expenditure reductions or tax increases while longer-term budgetary adjustments are put in place. The *Reserve and Tax Reduction Policy* also demonstrates a commitment to the maintenance and, when possible, reduction of tax rates while ensuring that Maricopa County remains financially stable and accountable to the citizens.

- Fund balance reserves will be maintained in the General Fund and in other funds as appropriate. Reserves will be designated for elimination of cash-flow borrowing as necessary.
- Fund balances may be appropriated for acquisition of fixed assets, retirement of outstanding debt, or fiscal stabilization (offsetting revenue shortfalls due to economic downturns). Use for fiscal stabilization is acceptable as long as adjustments are made to restore the structural balance of the budget within one to two fiscal years.
- Fund balances may be reserved for repayment of debt used to build or acquire capital improvements.
- Proceeds from the sale of real property will be reserved for capital improvements or to repay debt used to finance capital improvements.
- Unless otherwise required by law, the Board of Supervisors will strive to maintain property tax rates at current or lower levels. Property tax rates may be reduced under the following conditions:
    - The tax reduction is sustainable according to reasonable and conservative forecasts.
    - The budget is currently structurally balanced and will remain so into the future according to reasonable and conservative forecasts.
    - Fund balance reserves are sufficient to eliminate cash-flow borrowing and unexpected economic changes.
    - Fund balances have been appropriated or reserved for repayment of outstanding debt.
    - Necessary capital expenditures are appropriated from fund balances, or supported by debt that is backed by reserved fund balances.

Policy on Use of Employee Furloughs for Budget Balancing (Approved by the Board of Supervisors on May 6, 2009)

The purpose of this policy is to establish guidelines for balancing budgets with employee furlough savings for departments so that they can reduce expenditures while maintaining a sustainable, structurally-balanced budget.

Background

An employee furlough is mandatory unpaid leave imposed on employees by a department facing a severe financial crisis. An employee furlough may be imposed as an alternative to, or in conjunction with, a Reduction in Force. Employee furloughs are a means of reducing expenditures in response to a shortage of revenue and/or a lack of work.

The *Budgeting for Results Policy Guidelines* require the County to maintain a sustainable, structurally-balanced budget in which recurring expenditures and other uses are fully supported by recurring revenues and other sources.

The *Funded Positions Policy* requires that the full annualized cost of positions be supported by ongoing funding sources. During the budget process, Departments and the Office of Management and Budget (OMB) must verify that budgets and funding are adequate to support all authorized positions.

By themselves, employee furloughs are not consistent with a sustainable, structurally-balanced budget, and therefore do not comply with the *Budgeting for Results Accountability Policy* and the *Funded Positions Policy.* Expenditure savings from employee furloughs are non-recurring. , and become an unfunded payroll liability in subsequent fiscal years because the full-time equivalent value of the affected positions is not reduced. *,* and use of employee furloughs must be approved by the Board of Supervisors.

Policy:

1. Employee furloughs are not encouraged, but may be used under certain circumstances to reduce a department's operating expenditures so long as there is a plan to make sustainable, recurring adjustments that will restore the budget to structural balance within one to two fiscal years.

2. In order to implement an employee furlough, Departments must prepare and submit a furlough budget plan that must be approved by the Board of Supervisors.

3. Furlough budget plans must be presented in a format to be specified by the Office of Management and Budget. Furlough budget plans will include the following information:

    a. An explanation of why the employee furlough is necessary, either in addition to, or instead of reductions in force,

    b. A list of all Market Range Titles that will undergo furloughs, as well as the anticipated frequency and duration of the proposed furloughs.

    c. Estimated furlough savings.

    d. A plan for implementing longer-term expenditure or revenue adjustments that will restore structural balance

    e. Estimated impacts on performance and results for the Activities that will be affected by the proposed furlough.

4. Furlough budget plans will include a hiring freeze that will, over a period of no longer than two fiscal years, generate vacant positions through employee attrition that can be permanently eliminated to restore structural balance. Furlough budget plans will identify any critical positions that will be exempted from the hiring freeze, and will demonstrate how elimination of other positions that become vacant will be sufficient to offset the annualized payroll liability from the employee furlough.

5. Departments with Activities that are supported by fees may reduce or eliminate the requirement to eliminate vacant positions based on a conservative forecast of future revenue growth.

6. The Office of Management and Budget will review all proposed department employee furlough budget plans. OMB will forward its recommendations to the Board of Supervisors.

7. Upon implementation of an employee furlough, Departments will prepare and submit quarterly progress reports of savings generated by the furlough and progress toward achieving the expenditure and/or revenue goals established in the furlough budget plan. Department reports will be consolidated and presented to the Board of Supervisors by OMB.

8. As vacant positions are eliminated through the course of the fiscal year, the number of planned employee furlough days may be reduced if the ongoing savings will offset the cost, and the department is not forecast to exceed its appropriated expenditures.
9. Notwithstanding this policy, all employee furloughs must comply with applicable employee merit rules and personnel policies.

Annual Budgeting For Results Guidelines and Priorities

In addition to the standing policies outlined above, at the beginning of the budget process each year, the Board of Supervisors annually adopts specific guidelines and priorities for the upcoming fiscal year. This document provides policy direction to the Office of Management and Budget and departments to develop a structurally balanced budget that carries out the County's mission and strategic goals within available resources. The *Guidelines and Priorities* typically provide direction on property taxes, employee compensation, formulation of budget targets, requests for additional funding, and the capital improvement program. The *Guidelines and Priorities* are addressed in the County Manager's Transmittal Letter, and their full text is included in the *Attachments* section.

Summary of Significant Accounting Policies

The accounting policies of Maricopa County conform to generally accepted accounting principles (GAAP) applicable to governmental units adopted by the Governmental Accounting Standards Board (GASB).

Reporting Entity

Maricopa County is a general-purpose local government governed by a separately elected board of five county supervisors. Financial statements present the activities of the County (the primary government) and its component units. Component units are legally separate entities for which the County is considered to be financially accountable. Blended component units, although legally separate entities, are in substance part of the County's operations. Therefore, data from these units is combined with data of the primary government. Discretely presented component units, on the other hand, are reported in a separate column in the combined financial statements to emphasize they are legally

separate from the County. Each blended and discretely presented component unit discussed below has a June 30 year-end. The reporting entity comprises the primary government, Maricopa County Flood Control District, Maricopa County Library District, Maricopa County Public Finance Corporation, Maricopa County Special Assessment Districts, Maricopa County Stadium District, Maricopa County Street Lighting Districts, and the Housing Authority of Maricopa County.

The blended component units are as follows:

Maricopa County Flood Control District

The Maricopa County Flood Control District is a legally separate, tax-levying entity that provides flood control facilities and regulates floodplains and drainage to prevent flooding of property in Maricopa County. As the Maricopa County Board of Supervisors serves as the Board of Directors of the Flood Control District, it is able to significantly influence the programs, projects, activities, and level of services provided by the District; therefore, the District is considered a blended component unit of the County.

Maricopa County Library District

The Maricopa County Library District is a legally separate, tax-levying entity that provides and maintains library services for the residents of Maricopa County. As the Maricopa County Board of Supervisors serves as the Board of Directors of the Library District, it is able to significantly influence the programs, projects, activities, and level of services provided by the District; therefore, the District is considered a blended component unit of the County.

Maricopa County Public Finance Corporation

Maricopa County Public Finance Corporation is a nonprofit corporation created by the Maricopa County Board of Supervisors that exists primarily to assist the County in the acquisition, construction, and improvement of County facilities, including real property and personal property. The Board of Directors of the Public Finance Corporation is subject to the approval of the County Board of Supervisors and the corporation exists primarily for the benefit of the County; therefore, the corporation is considered a blended component unit of the County. The corporation has issued certificates of participation, lease revenue bonds, and lease trust certificates that evidence undivided proportionate interests in rent payments to be made under the lease agreements, with an option to purchase, between Maricopa County and the Corporation. Since this debt is in substance the County's obligation, these liabilities and resulting assets are reported on the County's financial statements.

Maricopa County Special Assessment Districts

The Special Assessment Districts are legally separate entities that provide improvements to various properties within the County. As the Maricopa County Board of Supervisors serves as the Board of Directors of the Maricopa County Special Assessment Districts, it is able to significantly influence the activities and level of services provided by the Districts; therefore, the Districts are considered a blended component unit of the County.

Maricopa County Stadium District

The Maricopa County Stadium District is a legally separate entity that provides regional leadership and fiscal resources to assure the presence of Major League Baseball in Maricopa County. As the Maricopa County Board of Supervisors serves as the Board of Directors of the Stadium District, it is able to significantly influence the programs, projects, activities, and level of services provided by the District; therefore, the District is considered a blended component unit of the County.

Maricopa County Street Lighting Districts

The Street Lighting Districts are legally separate entities that provide street lighting in areas of the County that are not under local city jurisdictions. As the Maricopa County Board of Supervisors serves as the Board of Directors of the Maricopa County Street Lighting Districts, the Districts are considered a blended component unit of the County.

The discretely presented component unit follows:

Housing Authority of Maricopa County

On July 1, 2003, the Housing Authority of Maricopa County became a legally separate entity pursuant to A.R.S. §36-1404. The Housing Authority provides efficient and affordable rental housing to low income households of Maricopa County. Each member of the Maricopa County Board of Supervisors appoints one member to the Board of Commissioners, while the sixth member shall be recommended by the County Administrative Officer, and the seventh member shall be appointed by a majority vote of the Maricopa County Board of Supervisors. The County does not have the ability to impose its will on the Housing Authority. The Housing Authority is a discretely presented component unit, as the Maricopa County Board of Supervisors may dissolve the Authority at any time at the sole discretion of the County and, therefore, a financial benefit or burden exists.

Related Organization

The Industrial Development Authority of Maricopa County (Authority) is a legally separate entity that was created to assist in the financing of commercial and industrial enterprises; safe, sanitary, and affordable housing; and healthcare facilities. The Authority fulfills its function through the issuance of tax-exempt or taxable revenue bonds. The County Board of Supervisors appoints the Authority's Board of Directors. The Authority's operations are completely separate from the County, and the County is not financially accountable for the Authority. Therefore, the financial activities of the Authority have not been included in the accompanying financial statements.

Basis of Presentation

The basic financial statements include both government-wide statements and fund financial statements. The government-wide statements focus on the County as a whole, while the fund financial statements focus on major funds. Each presentation provides valuable information that can be analyzed and compared between years and between governments to enhance the usefulness of the information.

Government-wide financial statements – provide information about the primary government (the County) and its component units. The statements include a statement of net assets and a statement of activities. These statements report the financial activities of the overall government, except for fiduciary activities. They also distinguish between the governmental and business-type activities of the County and between the County and its discretely presented component unit. Governmental activities generally are financed through taxes and intergovernmental revenues. Business-type activities are financed in whole or in part by fees charged to external parties.

The statement of activities presents a comparison between direct expenses and program revenues for each function of the County's governmental activities and segment of its business-type activities. Direct expenses are those that are specifically associated with a program or function and, therefore, are clearly identifiable to a particular function. The County allocates indirect expenses to programs or functions. Program revenues include:

- Charges to customers or applicants for goods, services, or privileges provided,
- Operating grants and contributions, and

- Capital grants and contributions, including special assessments.

Revenues that are not classified as program revenues, including internally dedicated resources, unrestricted grant revenues, and all County levied taxes or taxes not levied by the County that are not restricted to a specific program, are reported as general revenues.

Generally, the effect of interfund activity has been eliminated from the government-wide financial statements to minimize the double counting of internal activities. However, charges for interfund services provided and used are not eliminated if doing so would distort the direct costs and program revenues reported by the departments concerned.

Fund financial statements – provide information about the County's funds, including fiduciary funds and blended component units. Separate statements are presented for the governmental, proprietary, and fiduciary fund categories. The emphasis of fund financial statements is on major governmental and enterprise funds, each displayed in a separate column. All remaining governmental and enterprise funds are aggregated and reported as nonmajor funds. Fiduciary funds are aggregated and reported by fund type.

Proprietary fund revenues and expenses are classified as either operating or nonoperating. Operating revenues and expenses generally result from transactions associated with the fund's principal activity. Accordingly, revenues, such as user charges and net patient service revenues, in which each party receives and gives up essentially equal values, are reported as operating revenues.

Nonoperating revenues, such as subsidies and investment income, result from transactions in which the parties do not exchange equal values. Revenues generated by ancillary activities are also reported as nonoperating revenues. Operating expenses include the cost of services, administrative expenses, and depreciation on capital assets. Other expenses, such as interest expense, are considered to be nonoperating expenses.

The County reports the following major governmental funds:

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

The Jail Operations Fund – was established under the authority of propositions 400 and 401, which were passed in the General Election of November 3, 1998. These propositions authorized a temporary 1/5 of one-cent sales tax to be used for the construction and operation of adult and juvenile detention facilities. On November 5, 2002, the voters approved the extension of the 1/5 of one-cent sales tax in the General Election. The extension begins in the month following the expiration of the original tax and may continue for not more than twenty years after the date the tax collection begins. The Jail Operations Fund accounts for the jail tax revenue and transfers from the General Fund for maintenance of effort and jail operations expenditures. The Jail Operations Fund transfers monies to the Jail Construction Fund for the construction of the jail facilities. The amount to be transferred to the Jail Construction Fund for any given year is determined through the budget planning process and tied to the jail tax collection projection and construction schedules.

The Lease Revenue Fund – accounts for the debt service on the Lease Revenue Bonds, Series 2001; the Lease Revenue Refunding Bonds, Series 2003; Lease Trust Certificates, Series 2004; and other long-term obligations. Funding is provided by transfers from the General Fund, intergovernmental revenue from the Maricopa County Special Health Care District, a separate legal entity, and pledged contributions from various donors for the Human Services Campus.

The County also reports the following fund types:

The internal service funds – account for automotive maintenance and service, telecommunications services, printing and duplicating services, insurance services, self-insured employee benefits, and

warehouse services provided to County departments or to other governments on a cost reimbursement basis.

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

The agency fund – accounts for assets held by the County as an agent for other governments and individuals.

Basis of Accounting

The government-wide, proprietary fund, and fiduciary fund financial statements are presented using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place. Property taxes are recognized as revenue in the year for which they are levied. Grants and donations are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental funds in the fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. The County considers all revenues reported in the governmental funds to be available if the revenues are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt, claims and judgments and compensated absences, which are recognized as expenditures to the extent they are due and payable. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital lease agreements are reported as other financing sources.

Under the terms of grant agreements, the County funds certain programs by a combination of grants and general revenues. Therefore, when program expenses are incurred, there are both restricted and unrestricted net assets available to finance the program. The County applies grant resources to such programs before using general revenues.

The County's business-type activities, enterprise funds, and the discretely presented component unit of the County follow Financial Accounting Standards Board (FASB) Statements and Interpretations issued on or before November 30, 1989; Accounting Principles Board Opinions; and Accounting Research Bulletins, unless those pronouncements conflict with GASB pronouncements. The County has chosen the option to not follow FASB Statements and Interpretations issued after November 30, 1989.

Cash and Investments

For purposes of its statements of cash flows, the County considers only those highly liquid investments with a maturity of three months or less, at the time when they are purchased, to be cash equivalents. Nonparticipating interest-earning investment contracts are stated at cost. Money market investments and participating interest-earning investment contracts, with a remaining maturity of one year or less at time of purchase, are stated at amortized cost. All other investments are stated at fair market value.

Inventories

The County accounts for its inventories in the governmental funds using the purchase method. Inventories of the governmental funds consist of expendable supplies held for consumption and are recorded as expenditures at the time of purchase. Amounts on hand at year-end are shown on the balance sheet as an asset, for informational purposes only, and are offset by a fund balance reserve to indicate that they do not constitute "available spendable resources." These inventories are stated at

weighted-average cost. Inventories of the proprietary funds are recorded as assets when purchased and as expenses when consumed. The amount shown on the statement of net assets for the enterprise funds is valued at cost using the first-in, first-out method. The amount shown on the statement of net assets for the internal service funds is valued at cost using the moving-average method.

Property Tax Calendar

The County levies real property taxes and commercial personal property taxes, on or before the third Monday in August, that become due and payable in two equal installments. The first installment is due on the first day of October and becomes delinquent after the first business day of November. The second installment is due on the first day of March of the next year and becomes delinquent after the first business day of May. During the year, the County also levies mobile home personal property taxes that are due the second Monday of the month following receipt of the tax notice and become delinquent 30 days later. A lien assessed against real and personal property attaches on the first day of January preceding assessment and levy.

Capital Assets

Capital assets, which include property, plant, equipment, and infrastructure assets (e.g., roads, bridges, sidewalks, and similar items), are reported in the government-wide statements and the proprietary funds. Capital assets are defined as assets with an initial, individual cost of more than $5,000. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets' lives are not capitalized. Property, plant, and equipment of the primary government and the discretely presented component unit are depreciated using the straight-line method over the following estimated useful lives:

	ESTIMATED USEFUL LIFE (IN YEARS)	
TYPE OF ASSETS	PRIMARY GOVERNMENT	DISCRETELY PRESENTED COMPONENT UNIT
Buildings	20 - 50	20 - 30
Infrastructure	25 – 50	
Autos and trucks	3 - 10	7
Other equipment	3 - 20	7

All infrastructure assets are reported on the government-wide financial statements. Infrastructure maintained by the County Department of Transportation consists of roadways, bridges and related assets. These assets will not be depreciated as they are maintained using the modified approach. Under the modified approach, the County's roadway and bridge systems are being preserved at a specified condition level established by the County. The Flood Control District accounts for the County's remaining infrastructure assets consisting of drainage systems, dams, flood channels and canals. For the Department of Transportation's infrastructure assets owned prior to fiscal year 2002, the County estimated their historical cost. The fair market value for right-of-way assets was estimated based on current regional land acquisitions and deflated by the trended growth rate, as determined by the County assessed valuation from the State of Arizona Department of Revenue Abstract of the Assessment Roll for vacant land, agriculture and government property not including legally exempt land. The fair market value for roadway system assets was estimated based on current construction costs and deflated using the Price Trends for Federal-Aid Highway Construction, published by the U.S.

Department of Transportation, Federal Highway Administration, Office of Program Administration and Office of Infrastructure.

On July 1, 2004, the County retroactively reported Flood Control District infrastructure assets owned and acquired from July 1, 1980 to June 30, 2001, in compliance with GASB Statement No. 34. See Note 3 – Beginning Balances Restated for additional information. Flood Control District infrastructure assets are accounted for using the straight-line depreciation method with a useful life between 25 and 50 years. For infrastructure assets owned prior to fiscal year 2002, the County used internal records, maintained by the department, to estimate Flood Control's historical cost for these assets.

Investment Income

Investment income is composed of interest, dividends, and net changes in the fair market value of applicable investments.

Compensated Absences

Compensated absences consist of vacation leave and a calculated amount of sick leave earned by employees based on services already rendered. Employees may accumulate up to 240 hours of vacation leave, but any vacation hours in excess of the maximum amount that are unused at calendar year-end convert to sick leave. Upon termination of employment, all unused vacation benefits are paid to employees. Accordingly, vacation benefits are accrued as a liability in the financial statements.

Employees may accumulate an unlimited number of sick leave hours. Generally, sick leave benefits provide for ordinary sick pay and are cumulative but are forfeited upon termination of employment. Because sick leave benefits do not vest with employees, a liability for sick leave benefits is not accrued in the financial statements. However, upon retirement, County employees with accumulated sick leave in excess of 1,000 hours are entitled to a $10,000 tax free Post Employment Health Plan account for the payment of post employment qualified medical expenses. The amount of such bonuses is accrued as a liability. Compensated absences are substantially paid within one year from fiscal year-end and, therefore, are reported as a current liability on the government-wide financial statements.

Basis of Budgeting and Budgetary Control

Arizona law requires the County to prepare and adopt an annual balanced budget for the General, Special Revenue, Debt Service, Enterprise and Capital Projects Funds. In addition, Maricopa County prepares budgets for its Internal Service Funds. Arizona law further requires that no expenditure shall be made or liability incurred that exceeds the amounts budgeted except as provided by law.

Appropriation levels are established by department, fund and function (operating vs. project, including capital improvement projects), and they lapse annually. During the year, budget transfers from the contingency account to a department's budget require approval by the Board of Supervisors. The budget is appropriated by fund for the three departments of the Judicial Branch and the five departments of the Indigent Representation System (see below). Budgeted amounts are reported as originally adopted or as adjusted by authorization from the Board of Supervisors. The County budgets for Governmental Fund types on a basis consistent with generally accepted accounting principles (GAAP), with the exception of capital lease transactions, which are budgeted as expenditures. In addition, for proprietary funds, the County budgets capital outlay expenditures instead of depreciation.

Budgets of Blended Component Units

Section III of this document includes budgets for several blended component units, including the Flood Control District, Library District, Stadium District, Special Assessment Districts and Street Lighting

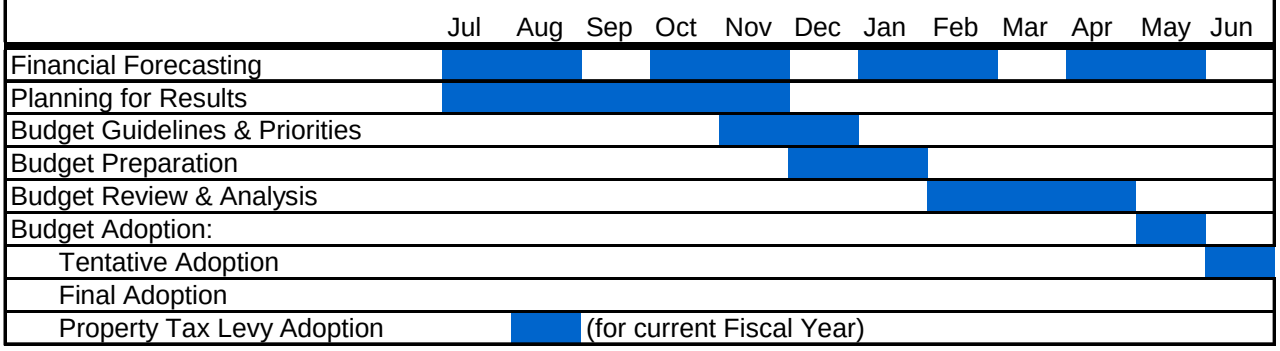
Improvement Districts. A consolidated presentation of budgeted expenditures, revenues, fund balances and property tax levies for the Flood Control, Library District, Stadium Districts and Maricopa County is provided in the *Maricopa County and Districts Overview.* The Public Finance Corporation is excluded from this document, as are discretely presented component units (Housing Authority) and related organization (Industrial Development Authority). Activity associated with the Accommodation Schools and Sports Authority Funds are not included in the County budget as the Board of Supervisors does not adopt the budgets for these funds. The Sheriff Warehouse Fund is also not included in the budget.

The Budget Process

Annual Budget Process

Maricopa County's fiscal year begins on July 1 and ends on the following June 30, coinciding with the State of Arizona's fiscal year. The Maricopa County budget process is a key component of the overall Managing for Results process. The following chart provides an overview of the typical County budget process and calendar.

Maricopa County Budget Process Timeline



This typical overview does not supersede actual budget processes for specific years, or the actual budget calendar that is provided in the Attachments section of this document. Each year, certain circumstances, such as delays in the State of Arizona's budget approval process, may affect and alter specific dates.

Financial Forecasting

The Office of Management and Budget (OMB) updates the County's five-year financial forecast on a quarterly basis throughout the fiscal year for several major funds, including the General and Detention Funds. The five-year forecast provides a conservative estimate of the County's fiscal condition given realistic economic trends, current Board policies, and existing laws. The forecast does not incorporate anticipated policy changes, spending priorities, or proposed new revenue sources. The forecast update in November is particularly important, as it sets the stage for the upcoming budget-development process. Later forecasts inform the decision-making process as the budget is prepared, reviewed, and adopted.

Planning for Results

Through the summer and fall, departments review and update their strategic business plans in accordance with the Managing for Results process. Departments update their strategic issues and goals, and set initial performance targets for their Activities and Programs. The Board of Supervisors may also consider updating the County-wide strategic plan.

Budget Guidelines and Priorities

The five-year financial forecast and Planning for Results set the stage for adoption of budget guidelines and priorities for the upcoming fiscal year. The Board of Supervisors typically adopts the guidelines and priorities in early December.

Budget Preparation

Upon adoption of the budget guidelines and priorities, the Office of Management and Budget (OMB) prepares budget targets and detailed instructions for departments. Departments then prepare their budget requests in December and January, and then submit them to OMB. Departments that manage capital improvement projects prepare and submit capital project budgets as part of a five-year Capital Improvement Program.

Budget Review and Analysis

During February and March, the Office of Management and Budget analyzes budget requests in the context of available resources, Board of Supervisors' priorities, and performance as defined by each department's strategic business plan. Budget requests are analyzed by Activity at a detailed level for every department and fund. Under the direction of the Deputy County Manager, OMB prepares budget recommendations for each department. In late March, the Deputy County Manager reviews budget recommendations with elected officials and the Presiding Judge, and negotiates budget agreements with them. Elected officials and the Judicial Branch departments have the opportunity to present their requested budgets to the Board of Supervisors. In April, OMB finalizes a consolidated Recommended Budget for presentation to the Board of Supervisors, which is presented to the Board in May.

Budget Adoption

Tentative Adoption

The Board of Supervisors tentatively adopts the budget in late May. The Board may choose to change the Recommended budget, or adopt it as presented. Once tentatively adopted, the total amount of budgeted expenditures from local funds may not be increased. Tentative Adoption opens a statutorily prescribed period for public review and comment on the budget. The budget and notice of subsequent public hearings must be published once a week for at least two consecutive weeks after Tentative Adoption in the County's official newspaper or in a newspaper of general circulation. Public budget presentations may also be held during this period to elicit citizen feedback.

Final Adoption

In late June, the Board of Supervisors holds a public hearing on Final Adoption of the budget. The Tentative Budget is usually changed to reflect policy decisions by the Board, as well as any technical changes brought forward by the Office of Management and Budget.

Property Tax Levy Adoption

According to statute, the Board of Supervisors meets on the third Monday in August to adopt property tax levies and rates.

Fiscal Year 2009-10 Budget Process

By the fall of 2008, it became apparent that the FY 2008-09 budget needed to brought back into balance in the face of the most significant revenue declines in living memory. As a result the FY 2009-10 budget development process was integrated with the process of developing mid-year budget-balancing adjustments for FY 2008-09.

Departments updated their strategic business plans in the summer and fall prior to budget preparation. Revenue collections were monitored closely, and the major revenues were forecasted quarterly.

On November 17, 2008 the Board of Supervisors approved the *Budgeting for Results Budget Balancing Guidelines* (see the *Attachments* section). The Budget Balancing Guidelines articulated a strategy for mid-year adjustments in the FY 2008-09 budget along with direction for developing the budget for FY 2009-10. All departments were requested to prepare and submit plans to reduce expenditures and/or increase revenues by amounts up to 20% of their current budgets (less fixed mandated expenditures, such as elected officials' salaries). Department budget-balancing plans were presented in December 2008, prior to the normal submission of budget requests for FY 2009-10.

The Office of Management and Budget (OMB) reviewed departments' budget balancing plans starting in December. Department budget targets and instructions for FY 2009-10 were subsequently developed and issued in January. Departments began to submit their budget requests to OMB in February. OMB reviewed and analyzed department budget requests through the end of April. The Deputy County Manager negotiated budget recommendations with elected officials and the Presiding Judge from mid-March through mid-April.

In a series of Board meetings in March and April, department budget balancing proposals and recommended FY 2009-10 budgets were presented to the Board of Supervisors for their review and approval. The decisions made by the Board in these meetings were then included in the overall FY 2009-10 Recommended Budget, which was presented to the Board of Supervisors on May 18, 2009 and was tentatively adopted the same day. Final Adoption of the budget occurred on June 22, 2009. Property Tax levies and rates were adopted on August 17, 2009.

Fiscal Year 2010-11 Budget Process

The FY 2010-11 budget process is anticipated to more closely follow the normal schedule.

Budget Adjustment Process

After final budget adoption, departments requesting a mid-year adjustment to their appropriated budgets must do so in a written request that must be approved by the Board of Supervisors. According to A.R.S. §42-17106 (see above), the Board of Supervisors may transfer monies between budget items if the monies are available, if the transfer is in the public interest and based on a demonstrated need, and if the transfer does not result in a violation of the County's constitutional property tax levy and expenditure limitations. Once approved, budget adjustments are entered in the detailed budget and reflected in budget and accounting reports.

Programmatic Budgeting

Budgeting on a programmatic basis in Maricopa County is defined by the Managing for Results process. Managing for Results required a shift in the focus of budgeting and monitoring from the object of expenditure (salaries, supplies, etc.) to the purpose of expenditures (prosecuting crimes, issuing permits, etc.).

- Services are defined in Managing for Results as the deliverables or products that the customer receives. Services are expressed as nouns, not verbs, thus are defined in terms of what the customer actually receives from the County rather than in terms of what the department "does."
- Services are grouped into Activities, which are defined as a set of Services with a common purpose or result that produces Outputs and Results for customers. Activities become the "building blocks" of Maricopa County's performance-based budget in Budgeting for Results. Each Activity has a "Family of Measures" that includes Results, Outputs, Demands and Efficiencies.
- Activities are in turn grouped into Programs, which are a set of Activities that have a common purpose or result. A Program is a higher-level management view of a collection of Activities.

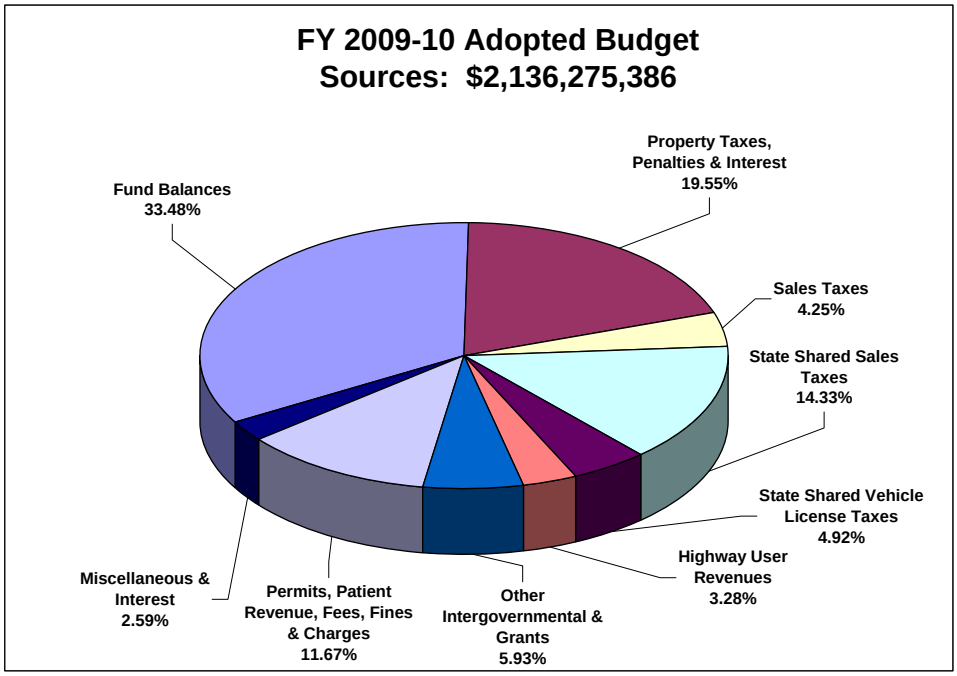
The Program/Activity/Service structure is fully incorporated into Maricopa County's accounting and budgeting structure.

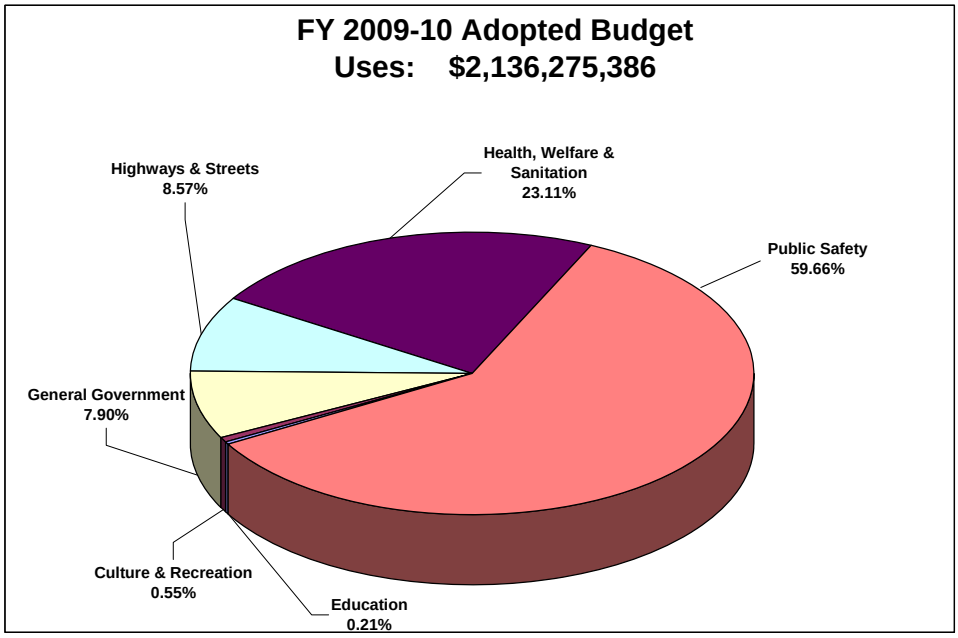
Consolidated Sources, Uses and Fund Balance by Fund Type

FY 2009-10 ADOPTED BUDGET

	FUND TYPE:							
	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
BEG. UNDESIGNATED FUND BAL.	$ 183,850,408	$ 124,932,450	$ 8,735,641	$ 467,733,987	$ 75,848,144	$ 861,100,630	$ -	$ 861,100,630
SOURCES OF FUNDS								
OPERATING								
PROPERTY TAXES	$ 487,350,934	$ -	$ -	$ -	$ -	$ 487,350,934	$ -	$ 487,350,934
TAX PENALTIES & INTEREST	15,500,000	-	-	-	-	15,500,000	-	15,500,000
SALES TAXES	-	109,246,467	-	-	-	109,246,467	-	109,246,467
LICENSES AND PERMITS	2,210,000	36,289,867	-	-	-	38,499,867	-	38,499,867
GRANTS	-	126,479,253	-	-	-	126,479,253	-	126,479,253
OTHER INTERGOVERNMENTAL	2,439,693	14,959,386	-	-	-	17,399,079	-	17,399,079
PAYMENTS IN LIEU OF TAXES	8,674,402	-	-	-	-	8,674,402	-	8,674,402
STATE SHARED SALES TAX	368,431,060	-	-	-	-	368,431,060	-	368,431,060
STATE SHARED HIGHWAY USER REV	-	84,301,634	-	-	-	84,301,634	-	84,301,634
STATE SHARED VEHICLE LICENSE	118,385,455	8,185,047	-	-	-	126,570,502	-	126,570,502
INTERGOV CHARGES FOR SERVICES	13,434,295	75,938,507	2,698,636	-	6,685,030	98,756,468	-	98,756,468
OTHER CHARGES FOR SERVICES	24,868,995	60,229,270	-	-	38,717,622	123,815,887	-	123,815,887
INTERNAL SERVICE CHARGES	3,494,653	-	-	-	145,343,024	148,837,677	(148,837,677)	-
PATIENT SERVICES REVENUE	7,200	1,390,074	-	-	-	1,397,274	-	1,397,274
FINES & FORFEITS	19,597,179	18,101,306	-	-	-	37,698,485	-	37,698,485
INTEREST EARNINGS	12,288,000	11,954,593	64,152	-	1,044,000	25,350,745	-	25,350,745
MISCELLANEOUS REVENUE	3,338,106	37,715,614	-	-	14,500	41,068,220	-	41,068,220
GAIN ON FIXED ASSETS	-	250,000	-	-	-	250,000	-	250,000
TRANSFERS IN	10,142,704	174,318,247	1,081,585	-	-	185,542,536	(185,542,536)	-
TOTAL OPERATING SOURCES	$ 1,090,162,676	$ 759,359,265	$ 3,844,373	$ -	$ 191,804,176	$ 2,045,170,490	$ (334,380,213)	$ 1,710,790,277
NON-RECURRING								
GRANTS	$ -	$ 10,712,074	$ -	$ -	$ -	$ 10,712,074	$ -	$ 10,712,074
OTHER INTERGOVERNMENTAL	-	-	-	1,500,000	-	1,500,000	-	1,500,000
INTERGOV CHARGES FOR SERVICES	-	-	-	26,095,834	-	26,095,834	-	26,095,834
TRANSFERS IN	-	-	9,065,698	97,024,276	-	106,089,974	(106,089,974)	-
TOTAL NON-RECURRING SOURCES	$ -	$ 10,712,074	$ 9,065,698	$ 124,620,110	$ -	$ 144,397,882	$ (106,089,974)	$ 38,307,908
TOTAL SOURCES	$ 1,090,162,676	$ 770,071,339	$ 12,910,071	$ 124,620,110	$ 191,804,176	$ 2,189,568,372	$ (440,470,187)	$ 1,749,098,185
USES OF FUNDS								
OPERATING								
PERSONAL SERVICES	$ 420,758,564	$ 436,716,321	$ -	$ -	$ 12,076,425	$ 869,551,310	$ -	$ 869,551,310
SUPPLIES	11,955,680	33,670,443	-	-	8,911,606	54,537,729	(6,577,459)	47,960,270
SERVICES	477,599,420	235,280,775	-	-	189,409,092	902,289,287	(142,260,218)	760,029,069
CAPITAL	5,602,298	8,585,006	18,709,110	-	958,257	33,854,671	-	33,854,671
OTHER FINANCING USES	174,246,714	9,830,109	-	-	1,465,713	185,542,536	(185,542,536)	-
TOTAL OPERATING USES	$ 1,090,162,676	$ 724,082,654	$ 18,709,110	$ -	$ 212,821,093	$ 2,045,775,533	$ (334,380,213)	$ 1,711,395,320
NON-RECURRING								
PERSONAL SERVICES	$ 1,735,767	$ 796,108	$ -	$ 3,440,934	$ -	$ 5,972,809	$ -	$ 5,972,809
SUPPLIES	110,000	379,262	-	-	90,500	579,762	-	579,762
SERVICES	96,706,631	84,821,067	-	12,567,500	2,003,600	196,098,798	-	196,098,798
CAPITAL	23,998,020	6,673,839	-	191,288,385	268,453	222,228,697	-	222,228,697
OTHER FINANCING USES	61,299,990	35,724,286	-	9,065,698	-	106,089,974	(106,089,974)	-
TOTAL NON-RECURRING USES	$ 183,850,408	$ 128,394,562	$ -	$ 216,362,517	$ 2,362,553	$ 530,970,040	$ (106,089,974)	$ 424,880,066
TOTAL USES	$ 1,274,013,084	$ 852,477,216	$ 18,709,110	$ 216,362,517	$ 215,183,646	$ 2,576,745,573	$ (440,470,187)	$ 2,136,275,386
STRUCTURAL BALANCE	$ -	$ 35,276,611	$ (14,864,737)	$ -	$ (21,016,917)	$ (605,043)	$ -	$ (605,043)
ENDING UNDESIGNATED FUND BAL.	$ -	$ 42,526,573	$ 2,936,602	$ 375,991,580	$ 52,468,674	$ 473,923,429	$ -	$ 473,923,429

Sources and Uses of Funds





Reconciliation of Budget Changes

RECONCILIATION OF CHANGES IN APPROPRIATED EXPENDITURES AND OTHER USES
FY 2008-09 ADOPTED TO FY 2008-09 REVISED

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
FY 2008-09 Adopted Budget	**$ 1,443,161,094**	**$ 946,735,459**	**$ 23,389,608**	**$ 273,253,604**	**$ 215,577,693**	**$ (643,229,865)**	**$ 2,258,887,593**
Total Adjustments	**$ (13,182)**	**$ 42,636,599**	**$ -**	**$ 345,000**	**$ 938,832**	**$ 33,551,696**	**$ 77,458,945**
FY 2008-09 Revised Budget	**$ 1,443,147,912**	**$ 989,372,058**	**$ 23,389,608**	**$ 273,598,604**	**$ 216,516,525**	**$ (609,678,169)**	**$ 2,336,346,538**
OPERATING							
FY 2008-09 Adopted Budget	**$ 1,166,652,302**	**$ 778,836,277**	**$ 23,389,608**	**$ -**	**$ 212,317,693**	**$ (409,432,723)**	**$ 1,771,763,157**
Budget Balancing Adjustments:							
Budget Balancing Plan	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 33,838,833**	**$ 33,838,833**
Administrative Reductions	-	-	-	-	(61,168)	61,168	-
Budget Balancing	$ -	$ -	$ -	$ -	$ (61,168)	$ 33,900,001	$ 33,838,833
Capital Improvement Program	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ (255,000)**	**$ (255,000)**
Donations	-	80,000	-	-	-	-	80,000
Grants	-	11,649,684	-	-	-	-	11,649,684
Intergovernmental Agreements	(306,080)	-	-	-	-	-	(306,080)
Other Adjustments	-	3,305	-	-	-	(3,305)	-
Total Adjustments	$ (306,080)	$ 11,732,989	$ -	$ -	$ (61,168)	$ 33,641,696	$ 45,007,437
FY 2008-09 Revised Budget	**$ 1,166,346,222**	**$ 790,569,266**	**$ 23,389,608**	**$ -**	**$ 212,256,525**	**$ (375,791,027)**	**$ 1,816,770,594**
NON-RECURRING							
FY 2008-09 Adopted Budget	**$ 276,508,792**	**$ 167,899,182**	**$ -**	**$ 273,253,604**	**$ 3,260,000**	**$ (233,797,142)**	**$ 487,124,436**
FY09 Mandated State Contribution	**$ -**	**$ 24,168,400**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 24,168,400**
Capital Improvement Program	-	-	-	345,000	-	(90,000)	255,000
Donations	32,500	150,000	-	-	-	-	182,500
Grants	188,327	5,084,166	-	-	-	-	5,272,493
Intergovernmental Agreements	72,071	-	-	-	-	-	72,071
Major Maintenance	-	(1,000,000)	-	-	1,000,000	-	-
Other Non-Recurring	-	2,501,044	-	-	-	-	2,501,044
Total Adjustments	$ 292,898	$ 30,903,610	$ -	$ 345,000	$ 1,000,000	$ (90,000)	$ 32,451,508
FY 2008-09 Revised Budget	**$ 276,801,690**	**$ 198,802,792**	**$ -**	**$ 273,598,604**	**$ 4,260,000**	**$ (233,887,142)**	**$ 519,575,944**

Reconciliation of Budget Changes (continued)

RECONCILIATION OF CHANGES IN APPROPRIATED EXPENDITURES AND OTHER USES
FY 2008-09 REVISED TO FY 2009-10 ADOPTED

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
FY 2008-09 Revised Budget	**$ 1,443,147,912**	**$ 989,372,058**	**$ 23,389,608**	**$ 273,598,604**	**$ 216,516,525**	**$ (609,678,169)**	**$ 2,336,346,538**
Total Adjustments	(169,134,828)	(136,894,842)	(4,680,498)	(57,236,087)	(1,332,879)	169,207,982	(200,071,152)
FY 2009-10 Adopted Budget	**$ 1,274,013,084**	**$ 852,477,216**	**$ 18,709,110**	**$ 216,362,517**	**$ 215,183,646**	**$ (440,470,187)**	**$ 2,136,275,386**
OPERATING							
FY 2008-09 Revised Budget	**$ 1,166,346,222**	**$ 790,569,266**	**$ 23,389,608**	**$ -**	**$ 212,256,525**	**$ (375,791,027)**	**$ 1,816,770,594**
Mandated State Health Contributions:							
ALTCS Contribution	$ 3,894,000	$ -	$ -	$ -	$ -	$ -	$ 3,894,000
Arnold v. Sarn IGA	1,790,635	-	-	-	-	-	1,790,635
AHCCCS Contribution	(517,300)	-	-	-	-	-	(517,300)
Mandated State Health Contributions	**$ 5,167,335**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,167,335**
FY 09 Mandated State Contribution	$ 24,168,400						$ 24,168,400
Other Mandated Expenditures:							
Elected Official Salary Increase	$ 658,413	$ -	$ -	$ -	$ -	$ -	$ 658,413
New Justice Precincts	222,769	-	-	-	-	-	222,769
Stormwater Enforcement	(1,178,149)	-	-	-	-	-	(1,178,149)
Jail Excise Tax Maintenance of Effort	4,119,883	-	-	-	-	(4,119,883)	-
Primary and General Elections	(6,742,544)	-	-	-	-	-	(6,742,544)
Other Mandated Expenditures	$ (2,919,628)	$ -	$ -	$ -	$ -	$ (4,119,883)	$ (7,039,511)
Budget Balancing Adjustments:							
Annualize FY 09 Budget Balancing	$ (61,154,859)	$ (8,926,218)	$ -	$ -	$ -	$ -	$ (74,081,077)
Budget Balancing Plan	(35,837,053)	(48,833,618)	-	-	(425,563)	27,370,834	(53,725,400)
Administrative Reductions	(5,228,579)	(492,694)	-	-	(251,104)	-	(5,972,377)
Efficiency and Process Improvement	(34,263,071)	(12,621,087)	-	-	(456,921)	-	(47,341,079)
Revenue Enhancements	50,000	-	-	-	-	-	50,000
Pay Off Capital Leases and Other Debt	(12,347,512)	(471,979)	-	-	(34,001)	-	(12,853,492)
Elim. Vacant Positions/Furloughs	(18,447,093)	(6,502,126)	-	-	(250,494)	-	(24,536,099)
Service Reductions	(2,629,293)	(1,320,223)	-	-	(181,450)	-	(4,130,966)
Shift Expenditures to Other Funds	(3,064,384)	476,469	-	-	-	-	(2,587,915)
Reduce or Elim. Non-Mandated Services	(485,239)	-	-	-	-	-	(485,239)
Budget Balancing	$ (173,407,083)	$ (78,691,476)	$ -	$ -	$ (1,599,533)	$ 27,370,834	$ (226,327,258)

Reconciliation of Budget Changes (continued)

RECONCILIATION OF CHANGES IN APPROPRIATED EXPENDITURES AND OTHER USES
FY 2008-09 REVISED TO FY 2008-09 ADOPTED

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
Program Revenue Adjustments	$ (450,504)	$ 3,211,701	$ -	$ -	$ -	$ -	$ 2,761,197
Personnel Savings	17,572,277	17,979,226			3,574		35,555,077
Ann. Mid-Year and Other Base Adjustments	33,612,671	9,327,129	-	-	2,160,527	16,981,138	62,081,465
Debt Service	45,500		(4,680,498)				(4,634,998)
Fund Transfers	(49,838)	(1,128,887)	-	-	-	1,178,725	-
Property Tax Non-Recurring Increase	15,000,000						15,000,000
Grants	-	(18,339,572)	-	-	-	-	(18,339,572)
Intergovernmental Agreements	(338,681)	53,267	-	-	-	-	(285,414)
Information Technology	1,511,005						1,511,005
Major Maintenance Program	3,935,000	451,000					4,386,000
Non-Recurring Expenditures	(30,000)	651,000	-	-	-	-	621,000
Total Adjustments	$ (76,183,546)	$ (66,486,612)	$ (4,680,498)	$ -	$ 564,568	$ 41,410,814	$ (105,375,274)
FY 2009-10 Adopted Budget	**$ 1,090,162,676**	**$ 724,082,654**	**$ 18,709,110**	**$ -**	**$ 212,821,093**	**$ (334,380,213)**	**$ 1,711,395,320**
NON-RECURRING							
FY 2008-09 Revised Budget	**$ 276,801,690**	**$ 198,802,792**	**$ -**	**$ 273,598,604**	**$ 4,260,000**	**$ (233,887,142)**	**$ 519,575,944**
FY09 Mandated State Contribution	$ -	$ (24,168,400)	$ -	$ -	$ -	$ -	$ (24,168,400)
Budget Balancing Adjustments:							
Administrative Reductions	$ -	$ 105,000	$ -	$ -	$ -	$ -	$ 105,000
Efficiency and Process Improvement	42,581	-	-	-	-	-	42,581
Pay Off Capital Leases and Other Debt	23,998,020	1,519,214	-	-	55,253	-	25,572,487
Reduce or Elim. Non-Mandated Services	250,000	-	-	-	-	-	250,000
Budget Balancing	$ 24,290,601	$ 1,624,214	$ -	$ -	$ 55,253	$ -	$ 25,970,068
Capital Improvement Program	$ -	$ (130,000)	$ -	$ 38,926,107	$ -	$ -	$ 38,796,107
Base Adjustments	-	6,183,841	-	-	-	-	6,183,841
Fund Transfers	(86,713,681)	(771,000)	-	2,813,359	-	94,935,661	10,264,339
Fed. Recovery Grants/Crim Justice	-	9,158,935	-	-	-	-	9,158,935
Other Grants	(38,327)	(430,240)	-	-	-	-	(468,567)
Intergovernmental Agreements	(72,071)	(419,892)	-	-	-	-	(491,963)
Information Technology	(16,486,854)	(4,012,512)	-	-	-	-	(20,499,366)
Major Maintenance	-	(1,982,037)	-	-	-	-	(1,982,037)
Other Non-Recurring	(13,930,950)	(55,461,139)	-	(98,975,553)	(1,952,700)	32,861,507	(137,458,835)
Total Adjustments	$ (92,951,282)	$ (70,408,230)	$ -	$ (57,236,087)	$ (1,897,447)	$ 127,797,168	$ (94,695,878)
FY 2009-10 Adopted Budget	**$ 183,850,408**	**$ 128,394,562**	**$ -**	**$ 216,362,517**	**$ 2,362,553**	**$ (106,089,974)**	**$ 424,880,066**

Summary of General Fund and Detention Fund Budget Reductions and Revenue Enhancements

FY 2009-10 General Fund Adopted
Departmental Expenditure Reductions/Revenue Enhancements

	Expenditures	Revenue
010 - BOARD OF SUPERVISORS DIST 1		
Reduction to Chairman's Fund	*$ (4,000)*	*$ -*
Reduction of Supplies/Services	*(30,658)*	*-*
Pay off Capital Leases - 08 Desktop Refresh	*(1,189)*	*-*
Total Changes	$ (35,847)	$ -
020 - BOARD OF SUPERVISORS DIST 2		
Reduction to Chairman's Fund	*$ (4,000)*	*$ -*
Reduction of Supplies/Services	*(31,614)*	*-*
Pay off Capital Leases - 08 Desktop Refresh	*(233)*	*-*
Total Changes	$ (35,847)	$ -
030 - BOARD OF SUPERVISORS DIST 3		
Reduction to Chairman's Fund	*$ (4,000)*	*$ -*
Reduction of Supplies/Services	*(30,891)*	*-*
Pay off Capital Leases - 08 Desktop Refresh	*(956)*	*-*
Total Changes	$ (35,847)	$ -
040 - BOARD OF SUPERVISORS DIST 4		
Reduction to Chairman's Fund	*$ (4,000)*	*$ -*
Reduction of Supplies/Services	*(30,891)*	*-*
Pay off Capital Leases - 08 Desktop Refresh	*(956)*	*-*
Total Changes	$ (35,847)	$ -
050 - BOARD OF SUPERVISORS DIST 5		
Reduction to Chairman's Fund	*$ (4,000)*	*$ -*
Reduction of Supplies/Services	*(30,572)*	*-*
Pay off Capital Leases - 08 Desktop Refresh	*(1,275)*	*-*
Total Changes	$ (35,847)	$ -
060 - CLERK OF THE BOARD		
Reduction to Offset Personnel Savings	*$ (15,199)*	*$ -*
Elimination of Travel Expenses	*(2,002)*	*-*
Elimination of Education and Training Expenses	*(1,834)*	*-*
Reduce Vacant Deputy Clerk Position to Midpoint	*(5,870)*	*-*
Move Electronic Document Management Coordinator to Non-Recurring	*(42,581)*	*-*
Reduce Debt Service to Actual	*(2,988)*	*-*
Reduce Overtime	*(1,061)*	*-*
Eliminate Other Pay	*(4,272)*	*-*
TfP Expiration	*(648)*	*-*
Reduce Reprographics' Charges	*(2,000)*	*-*
Pay Off Capital Lease - 08 Desktop Refresh	*(2,383)*	*-*
Pay Off Capital Lease - 08 Laptop Refresh	*(647)*	*-*
Total Changes	$ (81,485)	$ -

FY 2009-10 General Fund Adopted
Departmental Expenditure Reductions/Revenue Enhancements

	Expenditures	Revenue
110 - ADULT PROBATION		
Reduce Multi-Lingual Pay Differential	*$ (150,000)*	*$ -*
Reduce Communications Center - Eliminate 6.1 Vacant Positions	*(241,458)*	*-*
Move Misdeameanors To Compliance Monitoring - Eliminate 20 Vacant Positions	*(1,115,177)*	*-*
Increase Compliance Monitoring Case Ratio - Eliminate 1 Vacant Position	*(795,834)*	*-*
Move Prop 200 Cases To Compliance Monitoring	*(1,665,784)*	*-*
Reduce The Number Of Practice Shoots Per Year	*(10,000)*	*-*
Reduce Intensive Probation	*(1,308,798)*	*-*
Reduce Presentence Investigations Staffing	*(125,234)*	*-*
Eliminate Use of Surveillance Officer For Intensive Probation	*(599,288)*	*-*
Eliminate Use of Surveillance Officer For Work Furlough	*(260,661)*	*-*
Eliminate Use of Surveillance Officer For In Custody Management	*(106,656)*	*-*
Reduce Community Restitution Support Staff - Eliminate 2 Vacant Positions	*(74,198)*	*-*
Reduce Staff Development And Research Staff	*(262,368)*	*-*
Eliminate 17.6 Vacant Positions	*(704,860)*	*-*
TFP debt Service Payoff Savings	*(299,263)*	*-*
Reduction in Allocation-Out to Fee Fund	*1,812,946*	*-*
Worker's Compensation and Unemployment Benefits	*485,355*	*-*
Rightsize Personnnel Services Savings to 3.0%	*(2,683,452)*	*-*
Printer Management Program Savings	*(6,407)*	*-*
Total Changes	$ (8,111,137)	$ -
120 - ASSESSOR		
Eliminate 21 Vacant Real Property Positions	*$ (1,376,960)*	*$ -*
Eliminate 7 Vacant GIS Positions	*(417,364)*	*-*
Eliminate 1 Vacant Human Resources Position	*(52,926)*	*-*
Eliminate 3 Vacant Customer Service Positions	*(162,810)*	*-*
Eliminate 1 Vacant Mobile Home Position	*(43,770)*	*-*
Eliminate 1 Vacant Appraiser	*(50,796)*	*-*
Eliminate 1 Vacant CAMA Manager Position	*(118,194)*	*-*
Pay off Capital Leases - 08 Desktop Refresh	*(150,610)*	*-*
Pay off Capital Leases - 08 Laptop Refresh	*(9,651)*	*-*
PEHPEP Reduction	*(177,214)*	
Personnel Savings to 3%	*66,685*	*-*
Total Changes	$ (2,493,610)	$ -
140 - CALL CENTER		
Eliminate 2 Vacant Call Center Reps	*$ (65,474)*	*$ -*
Reduce ISC's, General Supplies and Postage	*(3,000)*	*-*
Eliminate 1 Training Specialist due to Reorganization (RIF)	*(46,365)*	*-*
Eliminate 1 Call Center Rep due to Retirement	*(43,098)*	*-*
Eliminate 2 Call Center Reps (RIF)	*(67,042)*	*-*
Eliminate Contract Temp Service	*(29,972)*	*-*
Eliminate Temporary Pay	*(11,307)*	*-*

FY 2009-10 General Fund Adopted
Departmental Expenditure Reductions/Revenue Enhancements

	Expenditures	Revenue
Pay off Capital Leases - 08 Desktop Refresh	*(49,039)*	-
Personnel Savings to 3%	*6,659*	-
Total Changes	$ (308,638)	$ -
150 - EMERGENCY MANAGEMENT		
General Fund Supplies and Services Reduction	*$ (46,999)*	*$* -
Exercise Activity Cost Shift	*(13,156)*	-
Pay off Capital Leases - 08 Desktop Refresh	*(960)*	-
Total Changes	$ (61,115)	$ -
160 - CLERK OF THE SUPERIOR COURT		
Eliminate 6.5 Admin Positions, Other Pay & Other Pers. Serv. (partial)	*$ (264,686)*	*$* -
Eliminate 50.5 Positions & Non-Pers. Serv. due to Efficiencies (partial)	*(656,414)*	-
Delete Other Pay & Other Personnel Services (annualization)	*(32,600)*	-
Eliminate 1.0 Vacant Temp Intern & Reduce by half a Temp I.T. Prog.	*(23,064)*	-
Eliminate 5.0 FTE Vacant Positions	*(216,901)*	-
Eliminate 37.5 FTE Vacant JS Clerks due to Efficiencies (annualization)	*(1,203,144)*	-
Eliminate 1.0 FTE Vacant JS Clerk Supv due to Efficiencies	*(54,382)*	-
Eliminate 13.0 FTE Vacant Ct-Room Clerks due to Efficiencies (annualization)	*(382,241)*	-
Reduce Mailed Minute Entries	*(123,000)*	-
Reduce Supplies, Services & Capital Equipment (annualization)	*(5,628)*	-
Shift Supplies & Services to Electronic Doc Mngt Fund (274)	*(39,150)*	-
Allocate Associated I. T. Expenses to Electronic Doc Mngt Fund (274)	*(250,000)*	-
Assess a $26 Fee to Establish & Maintain Fee-Deferral Accounts	-	*226,200*
Increase Court Fees by 44% (A.R.S. 12-284) as of 9-26-08	-	*970,728*
TFP Debt Service Payoff Savings	*(325,573)*	-
Rightsize Personal Services Savings to 3.0%	*(1,077,857)*	-
Risk Management Charge Savings	*(50,744)*	-
Total Changes	$ (4,705,384)	$ 1,196,928
180 - FINANCE		
Reorganization	*$ (135,388)*	*$* -
Reduce Collections Staff and Reduce Revenues	*(97,975)*	-
Elimination of Real Estate Temporary Staff	*(50,565)*	-
Eliminate Accounting Specialist	*(43,602)*	-
Eliminate Financial Business Analyst-County	*(64,215)*	-
Eliminate Vacant Collections Staff and Reduce Revenues	*(97,608)*	-
Eliminate Vacant EDM Supervisor	*(69,283)*	-
Eliminate Vacant Office Assistant	*(39,929)*	-
Eliminate Vacant Accounting Specialist	*(48,571)*	-
Pay Off Capital Lease - 08 Desktop Refresh	*(20,721)*	-
Reallocate Report Web Maintenance to the Office of Enterprise Technology	*(14,500)*	-
Increase IDA Revenue in Financial Services	-	*22,829*

FY 2009-10 General Fund Adopted
Departmental Expenditure Reductions/Revenue Enhancements

	Expenditures	Revenue
Reduce Collections Activity Revenue	-	*(298,297)*
Reduce Real Estate Activity Revenue	-	*(169,899)*
Total Changes	$ (682,357)	$ (445,367)
190 - COUNTY ATTORNEY		
Eliminate Attorney Positions in Post Disposition Therapeutic Court	*$ (289,420)*	*$ -*
Eliminate Regular Vacant Positions	*(2,299,502)*	*-*
Eliminate Temporary Vacant Positions	*(2,270,074)*	*-*
Eliminate Positions Vacated Through Retirement	*(779,094)*	*-*
Shift personnel costs to Diversion Fund	*(100,000)*	*-*
Shift personnel costs to Fill-the-Gap Fund	*(150,000)*	*-*
Shift personnel costs to Criminal Justice Enhancement Fund	*(110,000)*	*-*
TFP debt service payoff	*(446,345)*	*-*
Reduction in expenditures in accordance with Board policies	*(3,337,441)*	*-*
Right-size revenue from discovery	-	*(27,400)*
Rightsize Personnel Savings to 3%	*(481,840)*	*-*
Print management program copier savings	*(79,270)*	*-*
Risk Management savings	*(68,538)*	*-*
Total Changes	$ (10,411,524)	$ (27,400)
200 - COUNTY MANAGER		
Reduction in Supplies & Services	*$ (35,674)*	*$ -*
Eliminate Urban Fellow Funding	*(31,500)*	*-*
Eliminate Vacant Intern Position	*(19,106)*	*-*
Eliminate Vacant Communications Officer Supervisor	*(55,094)*	*-*
Eliminate Vacant Communications Director	*(79,410)*	*-*
Create Communications Manager & Press Secretary	*182,719*	*-*
Delete Vacant (.50 FTE) Admin/Operations Specialist	*(40,151)*	*-*
Eliminate 2 Vacant Positions in Justice System Planning and Information	*(6,914)*	*-*
Pay Off Capital Lease - 08 Desktop Refresh	*(7,768)*	*-*
Pay Off Capital Lease - Studio Equipment	*(15,102)*	*-*
Increased Revenue for Public Records Requests in the Media Production Activity	-	*600*
Total Changes	$ (108,000)	$ 600
210 - ELECTIONS		
Reduction for Election Cycle	*$ (2,694,457)*	*$ (2,301,485)*
Eliminate Seminar Trainings	*(17,000)*	*-*
Reduce Discretionary Costs	*(22,810)*	*-*
Reduce Warehouse Supplies	*(270,410)*	*-*
Eliminate Election Troubleshooter Funding	*(67,017)*	*-*
Reduce Promotional Materials	*(4,500)*	*-*
Reduce Campaign Filings/Campaign Finance Materials	*(12,700)*	*-*
Reduce the number of Polling Sites	*(34,600)*	*-*

FY 2009-10 General Fund Adopted
Departmental Expenditure Reductions/Revenue Enhancements

	Expenditures	Revenue
Eliminate 1 Voter Registration Scanner	*(64,142)*	-
Eliminate 2 Early Voting Positions	*(117,795)*	-
Eliminate 1 Voter Registration Position	*(62,131)*	-
Eliminate Voter Registration Supplies/Services Costs	*(534,716)*	-
Pay off Capital Leases - Elections' Voting Equipment	*(1,357,710)*	-
Total Changes	$ (5,259,988)	$ (2,301,485)
220 - HUMAN SERVICES		
Olive Branch Pass-through Reduction	*$ (10,000)*	*$* -
Community Action Agency Pass-through Reduction	*(62,954)*	-
Special Transportation Services Reduction	*(282,000)*	-
Senior Adult Independent Living Reduction	*(17,686)*	-
CASS Emergency Homeless Shelter Nights Reduction	*(112,599)*	-
EASE Case Management Services Shifted to Grant Fund	*(18,164)*	-
Total Changes	$ (503,403)	$ -
230 - INTERNAL AUDIT		
Eliminate 1 Internal Auditor position and supplies in the High Risk Audits Activity	*$ (83,149)*	*$* -
Eliminate 1 Internal Auditor position and supplies in the High Risk Audits Activity	*(70,711)*	-
Reduce Services budget for Consulting in the High Risk Audits Activity	*(20,000)*	-
Eliminate 1 Vacant Internal Auditor position and supplies in High Risk Audits Activity	*(106,605)*	-
Pay Off Capital Lease - 08 Desktop Refresh	*(6,676)*	-
Pay Off Capital Lease - 08 Laptop Refresh	*(2,020)*	-
Adjust debt service according to TFP schedule	*(2,000)*	-
Total Changes	$ (291,161)	$ -
240 - JUSTICE COURTS		
Increase Personnel Services Allocation-Out	*$ (430,022)*	*$* -
Increase Collections	-	*2,779,094*
Increase Collections for FARE Program	-	*597,316*
Right-size Personnel Savings	*(1,449,730)*	-
Reduction In Lease Payment	*(30,000)*	-
Reduce Risk Management Charges	*(39,196)*	-
Total Changes	$ (1,948,948)	$ 3,376,410
250 - CONSTABLES		
TFP debt service payoff	*$ (7,541)*	*$* -
Reduce personnel costs due to shift to stepped salary schedule (FY09/10)	*(31,002)*	-
Addition of document preparation fee	-	*174,632*
Right-size service of process revenue	-	*(379,076)*
Risk Management savings	*(595)*	-
Telecom savings	*(13,079)*	-
Total Changes	$ (52,217)	$ (204,444)

FY 2009-10 General Fund Adopted
Departmental Expenditure Reductions/Revenue Enhancements

	Expenditures	Revenue
260 - CORRECTIONAL HEALTH		
Reduce travel	*$ (5,000)*	*$ -*
Reduce Power Squad	*(120,490)*	*-*
Miscellaneous Personnel Cuts	*(313,532)*	*-*
Reduce Unemployment and Worker's Comp. Charges to Actual	*(4,340)*	*-*
Total Changes	$ (443,362)	$ -
270 - JUVENILE PROBATION		
Eliminate 29 Vacant Position	*$ (1,785,534)*	*$ -*
Reduce Multi-Lingual Pay Differential	*(31,500)*	*-*
Reduce Executive Support Staff - 1 Filled (RIF) Position	*(50,040)*	*-*
Eliminate Finance Clerk - 1 Filled (RIF) Position	*(45,249)*	*-*
Reduce Juvenile Intensive Probation (JIPS) - 4 Filled (RIF) Positions	*(234,861)*	*-*
Restructure Low risk Supervision - 14 Filled (RIF) Positions	*(857,094)*	*-*
Eliminate Truancy and Deliquency Prevention Program	*(156,000)*	*-*
Reduce Early Intervention Program - 2 Filled (RIF) Positions	*(127,239)*	*-*
TFP Debt Service Payoff Savings	*(81,037)*	*-*
Reduce Allocation to Fee Fund	*492,000*	*-*
Rightsize departmental indirect cost allocation to the Detention Fund	*375,730*	*-*
Reduce Worker's Compensation and Unemployment Benefits	*(63,476)*	*-*
Total Changes	$ (2,564,300)	$ -
290 - MEDICAL EXAMINER		
Eliminate 1 Vacant Chief Medicolegal Death Investigator Position	*$ (136,885)*	*$ -*
Eliminate 1 Vacant Histotechnologist Position	*(41,164)*	*-*
Eliminate 1 Vacant Case Information Specialist Position	*(39,304)*	*-*
Eliminate 1 Vacant Forensic Technician Position	*(41,615)*	*-*
Eliminate 1 Vacant Office Assistant Position	*(40,516)*	*-*
Eliminate 1 Vacant Medicolegal Death Investigator Position	*(45,694)*	*-*
Reduction in Travel Expenses	*(13,250)*	*-*
Reduction in Training & Education	*(13,250)*	*-*
Eliminate 1 Administrative Assistant Position	*(58,963)*	*-*
Reduce Procurement Specialist Position to .50 FTE	*(35,577)*	*-*
Eliminate 3 Temporary Part-Time Forensic Assistant Positions	*(20,655)*	*-*
Eliminate 2 Medical Examiner Positions	*(350,134)*	*-*
Eliminate 1 Office Assistant Position	*(40,516)*	*-*
Eliminate 1 Medicolegal Death Investigator Position	*(45,694)*	*-*
Eliminate 2 Forensic Technician Positions	*(83,230)*	*-*
Pay Off Capital Lease - 08 Desktop Refresh	*(27,076)*	*-*
Pay Off Capital Lease - 08 Laptop Refresh	*(640)*	*-*
Pay Off Capital Lease - Lab Equipment	*(27,943)*	*-*
Eliminate Transfer Out to Non Departmental Debt Fund (320) for Capital Lease	*(16,478)*	*-*
Total Changes	$ (1,078,584)	$ -

FY 2009-10 General Fund Adopted
Departmental Expenditure Reductions/Revenue Enhancements

	Expenditures	Revenue
300 - PARKS & RECREATION		
Allocate 2 Maricopa Trail Positions to Capital Project Fund	$ (147,181)	$ -
Transfer PIO Position to Enhancement Fund	(79,434)	-
Transfer Trail Technician to Enhancement Fund	(42,539)	-
Transfer San Tan Park Supervisor to Enhancement	(47,152)	-
Transfer Usery Park Supervisor to Enhancement Fund	(61,561)	-
Transfer White Tank Park Supervisor to Enhancement Fund	(64,104)	-
Transfer Cave Creek Park Supervisor to Enhancement Fund	(54,519)	-
Transfer McDowell Park Supervisor to Enhancement Fund	(71,439)	-
Transfer Estrella Park Supervisor to Enhancement Fund	(54,519)	-
Transfer East Side Superintendent to Enhancement	(59,895)	-
Transfer West Side Superintendent to Enhancement Fund	(38,775)	-
Transfer Service Expenses to Enhancement Fund	(33,203)	-
Pay off Capital Leases - 08 Desktop Refresh	(18,106)	-
Personnel Savings to 3%	21,634	-
Total Changes	$ (750,793)	$ -
310 - WORKFORCE MGT & DEVELOPMENT		
Administrative Services Program	*$ (152,297)*	*$ -*
Personnel Savings	*(204,611)*	*-*
Employment Services	*(36,940)*	*-*
Employee Development	*(75,572)*	*-*
Payroll and Records Management	*(75,795)*	*-*
Pay Off Capital Lease - 08 Desktop Refresh	*(23,329)*	*-*
Pay Off Capital Lease - 08 Laptop Refresh	*(1,921)*	*-*
Increase Garnishment/Child Support Revenues	*-*	*11,900*
Reduce Record Copy Revenue	*-*	*(100)*
Total Changes	$ (570,465)	$ 11,800
340 - PUBLIC FIDUCIARY		
Several Salary Rate Changes (partial)	*$ (24,598)*	*$ -*
Eliminate 2.9 FTE Vacant Positions	*(89,067)*	*-*
Change Vacant Est Admn to Guard Admn - Fill at Min Start Rate (annualization)	*(5,026)*	*-*
Fill Vacant Est Admn Supv. at slightly above Min. Starting Rate (annualization)	*(8,437)*	*-*
Rightsize a 0.6 FTE Guardian Admin to 0.4875 FTE	*(7,344)*	*-*
Fill Vacant Operations/Program Supervisor at Min. Start Rate	*(12,470)*	*-*
Reduce Vacant Guard. Estate Admin from 1.0 to 0.8 FTE - Fill at Min Start Rate	*(35,481)*	*-*
Delete Vacated Position Promoted to above Estate Admin Supv (annualization)	*(52,007)*	*-*
Reduce Burial Services Expenditures	*(8,386)*	*-*
Allocate Personnel Costs to Office of Enterprise Tech for I.T. Support	*39,826*	*-*
Rightsize Salary/Benefit Savings Rate from 4.34% to 3.93%	*11,176*	*-*
Increased Fees	*-*	*101,152*
TFP Debt Service Payoff Savings	*(15,050)*	*-*
Risk Management Charge Savings	*(4,505)*	*-*
Total Changes	$ (211,369)	$ 101,152

FY 2009-10 General Fund Adopted
Departmental Expenditure Reductions/Revenue Enhancements

	Expenditures	Revenue
360 - RECORDER		
Eliminate 4 Document Operations Positions	*$ (317,393)*	*$ -*
Eliminate 1 Micrographics Positions	*(72,098)*	*-*
Eliminate 2 Public Assistance Positions	*(106,238)*	*-*
Personnel Savings to 3%	*14,872*	*-*
Revenue Reduction based on 80,000 Recordings	*-*	*(1,852,153)*
Total Changes	$ (480,857)	$ (1,852,153)
370 - SUPERINTENDENT OF SCHOOLS		
Transfer One Position to Fund 795 (PCN 62545)	*$ (47,488)*	*$ -*
Transfer One Position to Fund 795 (PCN 1801)	*(62,330)*	*-*
Reallocate Indirect Costs to Fund 795	*(245,493)*	*-*
Pay off Capital Leases - 08 Desktop Refresh	*(15,082)*	*-*
Pay off Capital Leases - 08 Laptop Refresh	*(1,911)*	*-*
Additional Funding for Deputy Superintendent Position	*14,000*	*-*
Personnel Savings to 3%	*1,886*	*-*
Total Changes	$ (356,418)	$ -
410 - ENTERPRISE TECHNOLOGY		
Reduce Desktop Support Software	*$ (11,300)*	*$ -*
Reduction in Other Services	*(41,000)*	*-*
Eliminate 4 Vacant Business Applications Positions	*(411,975)*	*-*
Eliminate 2 Vacant Data Center Positions	*(166,401)*	*-*
Eliminate 2 Vacant Desktop Support Positions	*(123,264)*	*-*
Eliminate 3 Vacant Enterprise Programming Positions	*(355,964)*	*-*
Eliminate 1 Vacant Help Desk Position	*(61,644)*	*-*
Eliminate 1 Vacant Value Added Network Position	*(143,425)*	*-*
Eliminate 1 Vacant Executive Management Position	*(51,239)*	*-*
Allocate 50% of Department Administration Costs to Telecommunications	*(428,809)*	*-*
Pay off Capital Leases - 08 Desktop Refresh	*(37,767)*	*-*
Pay off Capital Leases - 08 Laptop Refresh	*(12,596)*	*-*
Personnel Savings to 3%	*39,417*	*-*
Reallocation of CAMA Budget to Non-Departmental	*(720,693)*	*-*
Public Health IT Synergy Savings	*(192,185)*	*-*
PeopleSoft - HST Analyst	*(116,214)*	*-*
Business Application Development Personnel Support	*116,214*	*-*
Reduction for PeopleSoft Stabilization (FY07 Addition)	*(39,000)*	*-*
General Ledger - Info Crossing	*(395,092)*	*-*
Reallocation of General Ledger - Advantage Maintenance to Non-Departmental	*(153,798)*	*-*
Reallocation of ReportWeb Maintenance from Finance	*14,500*	*-*
Total Changes	$ (3,292,235)	$ -

FY 2009-10 General Fund Adopted
Departmental Expenditure Reductions/Revenue Enhancements

	Expenditures	Revenue
430 - TREASURER		
Termination of Magnolia Lease	*$ (40,260)*	*$ -*
ADT Security Payment & APS electric bill	*(1,932)*	*-*
Eliminate Funding for GFOA Membership	*(649)*	*-*
Eliminate Funding for AZ Capitol Times Subscription	*(99)*	*-*
Reduce General Office Supplies	*(15,000)*	*-*
Discontinue all Travel	*(3,560)*	*-*
Reduce Temporary Pay	*(54,019)*	*-*
Other Salary Reductions	*(188,900)*	*-*
Eliminate 1 Vacant Accounting Specialist (PCN 2138)	*(41,055)*	*-*
Eliminate 1 Vacant Office Assistant (PCN 15096)	*(33,255)*	*-*
Eliminate 1 Vacant Client Services Representative (PCN 62589)	*(33,255)*	*-*
Eliminate 1 Vacant Corporate Services Specialist (PCN 2103)	*(38,976)*	*-*
Eliminate 1 Vacant Division Supervisor- Technical (PCN 15109)	*(63,640)*	*-*
Personnel Savings to 3%	*6,305*	*-*
Eliminate 1 Chief Auditor (PCN 61638)	*(97,022)*	*-*
Create 1 Finance Supervisor - County	*107,881*	*-*
Eliminate 1 Office Assistant Specialized - Retirement (PCN 15106)	*(53,353)*	*-*
Market Study for Portfolio Manager (10%)	*9,563*	*-*
Eliminate 1 Accountant - Retirement (PCN 15092)	*(73,246)*	*-*
Create 1 Finance/Business Analyst - County	*79,286*	*-*
Temporary Pay for Office Assistant Specialized	*14,601*	*-*
Total Changes	$ (520,585)	-
460 - RESEARCH & REPORTING		
Pay Off Capital Lease - 08 Desktop Refresh	*$ (2,596)*	*$ -*
Increase surveys conducted in Outside Agencies Contracted Services Activity	*50,000*	*119,729*
Adjust Personal Services for over budgeted benefits	*(1,762)*	*-*
Adjust discretionary spending for telecommunications charges	*(1,000)*	*-*
Total Changes	$ 44,642	$ 119,729
490 - OFFICE OF MANAGEMENT & BUDGET		
Reduce OMB Publications and Other Supplies and Services	*$ (148,398)*	*$ -*
Eliminate Vacant Positions and Consolidate Functions	*(244,357)*	*-*
Eliminate Part-Time Contract positions	*(50,838)*	*-*
Right-size MFRIS Operations and Support	*(150,000)*	*-*
Pay Off Capital Leases and Other Debt	*(11,414)*	*-*
Total Changes	$ (605,007)	$ -
500 - SHERIFF		
Eliminate vacant civilian positions	*$ (1,370,841)*	*$ -*
Eliminate vacant deputy sheriff positions	*(955,455)*	*-*
Eliminate four sworn captain positions	*(626,316)*	

FY 2009-10 General Fund Adopted
Departmental Expenditure Reductions/Revenue Enhancements

	Expenditures	Revenue
TFP debt service payoff	*(1,571,429)*	-
Eliminate temporary positions	*(785,758)*	-
Reduce shift differential rate	*(100,000)*	-
Elimination of Future Vacancies, RIFs, or Furloughs	*(3,484,941)*	-
Reduce budget for supplies	*(249,000)*	-
Eliminate uniform allowances	*(400,000)*	-
Reduce aviation costs	*(100,000)*	-
Reduce ammunition costs	*(500,000)*	-
Discontinue payment of leased vehicles from the General Fund	*(410,641)*	-
Reduce fuel budget for discontinuation of leased vehicles	*(39,809)*	-
Reduce education and travel budgets	*(98,279)*	-
Reduce technology repairs and maintenance	*(500,000)*	-
Eliminate Sheriff Fund Transfer to Debt Service Fund	*(49,838)*	-
Adjustment of General Fund-Detention Fund splits	*(799,701)*	-
Reduction in IGA revenues due to reduced personnel costs	-	*(470,013)*
Right-size Social Security Incentive revenue	-	*(500,000)*
Print management program copier savings	*(39,658)*	-
Risk Management savings	*(229,304)*	-
Service reduction of 3.0 FTE deputies for Spur Cross	*(180,252)*	-
Reduce allocation out to Parks Department for Spur Cross	*180,252*	-
Total Changes	$ (12,310,970)	$ (970,013)
520-570 - INDIGENT REPRESENTATION SYSTEM		
Consolidate IRS Process Serving within Public Defender Office	*$ (73,540)*	*$ -*
Increase Legal Advocate Dependency Attorney Caseload by 24%	*(750,000)*	-
Use Spanish-Speaking Attys & In-House Interpreters Rather than Contracted	*(165,000)*	-
Increase Public Defender Atty Supv Caseload & Reduce Contract Atty Costs	*(200,000)*	-
Re-Assign Early Disposition Ct Assignments to Temp Attys	*(115,000)*	-
Reduce 2 Public Defender Investigators to Client Services Assts	*(53,000)*	-
Centralize Transcription, Exhibit Prep & Large Copying Jobs throughout IRS	*(13,879)*	-
Reduce Contract Payments by 6.0%	*(1,300,000)*	-
Furlough Savings - Five Days ($195,722 per day)	*(978,610)*	-
Eliminate 13.0 FTE Regular & 2.45 FTE Temp Vacant IRS Positions	*(816,643)*	-
Account for 5.0 Temp & a 0.5 Regular Positions Incactivated throughout Year	*(207,399)*	-
TFP Debt Service Payoff Savings	*(267,912)*	-
Risk Management Charge Savings	*(34,484)*	-
Printer Management Program Savings	*(30,216)*	-
Rightsize Personal Services Savings to 3.0%	*(581,302)*	-
Total Changes	$ (5,586,985)	$ -
730 - MATERIALS MANAGEMENT		
Records Management Restructure	*$ (61,095)*	*$ -*
Vacant Technology Position	*(84,522)*	-
P-Card Incentive Revenue	-	*70,000*

FY 2009-10 General Fund Adopted
Departmental Expenditure Reductions/Revenue Enhancements

	Expenditures	Revenue
Absorb Fund 673 Administrative Allocation	*22,163*	-
Pay Off Capital Lease - 08 Desktop Refresh	*(9,643)*	-
Pay Off Capital Lease - 08 Laptop Refresh	*(2,561)*	-
P-Card Rebate Enhancement	-	*110,849*
Contract Administration Fee Revenue	-	*60,000*
Reduction to Other Pay	*(63,198)*	-
Reduce Debt Service to accurately reflect historical information	*(436)*	-
Public Works Assistant County Manager Allocation	*12,614*	-
Total Changes	$ (186,678)	$ 240,849
790 - ANIMAL CARE & CONTROL		
Eliminate Low Priority Area Checks	*$ (65,016)*	*$ -*
Total Changes	$ (65,016)	$ -
800 - SUPERIOR COURT		
Reduce Juror Mileage Reimbursement	*$ (450,000)*	*$ -*
Downsize Court Administration and Court Technology	*(2,928,915)*	-
Eliminate Multi-Lingual Pay Differential	*(153,011)*	-
Eliminate Alternative Dispute Resolution (ADR) Unit	*(321,492)*	-
Privatize Part of Conciliation Services	*(1,103,622)*	-
Reduce Case Management Support - Eliminate 30 Vacant Positions	*(1,500,000)*	-
Reduce Court Reporters - Eliminate 2 Vacant & 8 Filled (RIF) Positions	*(793,762)*	-
Eliminate Night Courts - Eliminate 1 Vacant & 3 Filled (RIF) Positions	*(164,303)*	-
Reduce Self-Services and Law Library Services	*(609,272)*	-
TFP Debt Service Payoff Savings	*(346,126)*	-
Increase Personnel Allocation-Out	*(420,504)*	-
Right-size Revenue Collections	-	*(420,504)*
Printer Management Program Savings	*(4,506)*	-
Reduce Glendale RCC/EDC Lease Cost	*(337,220)*	-
Total Changes	$ (9,132,733)	$ (420,504)
860 - PUBLIC HEALTH		
Reduce Risk Manager Position to .50 FTE	*$ (58,962)*	*$ -*
Eliminate Family Planning Clinic	*(204,057)*	-
Rent Reduction	*(200,201)*	-
Eliminate 1 PIO Assistant Position	*(82,583)*	-
Reduce Funding to OET	*(124,627)*	-
TB Program Revision and Reduction	*(862,992)*	-
Decrease in SAFER Program Funding	*(12,000)*	-
Eliminate 1 Vacant Disease Control Director/Physician Position	*(105,000)*	-
Pay off Capital Leases - 08 Desktop Refresh	*(242)*	-
Shift Community Health Nursing/Child Immunization Program to Federal Grant	*(287,135)*	-
Decrease in Refugee Program Funding	*(13,100)*	-

FY 2009-10 General Fund Adopted
Departmental Expenditure Reductions/Revenue Enhancements

	Expenditures	Revenue
Dental Sealant funding shift to Ryan White Dental Insurance Grant	*(9,712)*	-
Family Health Partnerships funding shift to Ryan White Dental Insurance grant	*(37,782)*	-
Family Health Partnerships funding shift to Newborn Intensive Care grant	*(33,437)*	-
Supplemental Nutrition Assistance funding shift to Women, Infants & Children grant	*(23,250)*	-
Total Changes	$ (2,055,080)	$ -
880 - ENVIRONMENTAL SERVICES		
Capital Allocation Reduction	*$ (48)*	*$ -*
Enforcement Operational Costs Reduction	*(12,141)*	-
RDSA Allocation Reduction	*(7,581)*	-
Vector Control Other Personnel Services & Services (right-size)	*(95,820)*	-
Stormwater Legal Costs Reduction	*(68,200)*	-
Reduction in ESD Administrative Allocation	*(43,629)*	-
Eliminate 2 Vacant Vector Control Field Positions	*(108,472)*	-
Eliminate 1 Vacant Vector Control Administrative Position	*(42,424)*	-
Eliminate 1 Vacant Enforcement Specialist	*(66,024)*	-
Move Public Information Aide to Env Serv Fee Fund (506)	*(46,447)*	-
Pay off Capital Leases - 08 Desktop Refresh	*(5,109)*	-
Personnel Savings to 3%	*7,901*	-
RDSA IT Allocation	*98,248*	-
Restatement of Stormwater Funding (C-88-09-005-2-00)	*(189,034)*	-
Total Changes	$ (578,780)	$ -
910 - FACILITIES MANAGEMENT		
Modify HVAC Filter Replacement Schedules	*$ (32,000)*	*$ -*
Eliminate 2 Vacant Positions in Protective Services	*(26,692)*	-
Eliminate 2 Vacant Positions in Capital Facilities Development	*(42,139)*	-
Risk Management Reduced Charges	*(75,034)*	-
Reduced Supplies/Services	*(182,163)*	-
ACMO Budget Reduction	*(21,292)*	-
Eliminate 5 Vacant Security Officers - Protective Services	*(182,527)*	-
Eliminate 1 Vacant Project Manager - CFD	*(107,811)*	-
Eliminate 1 Vacant Planning Manager (Retirement) - CFD	*(106,808)*	-
Eliminate 1 Vacant Accountant	*(55,227)*	-
Eliminate 1 Vacant Energy Conservation Engineer - CFD	*(97,857)*	-
Eliminate 1 Vacant Office Assistant - CFD	*(40,594)*	-
Eliminate 1 Vacant Executive Assistant	*(65,348)*	-
Eliminate 1 Vacant Electrician - O&M	*(75,567)*	-
Eliminate 3 Vacant Trades Specialist - (Technical, HVAC, Trades)	*(177,674)*	-
Allocate Funding for 2 Project Managers to Major Maintenance	*(166,692)*	-
Allocate Funding for 4 Planners to Major Maintenance	*(322,582)*	-
Allocate Funding for 1 Engineering Aide to Major Maintenance	*(65,688)*	-
08-DRP Loan	*(25,193)*	-
Personnel Savings to 3%	*45,996*	-
Position Reclassifications	*16,749*	-
Reduce Licensing Revenue	*-*	*(12,843)*
Total Changes	$ (1,806,143)	$ (12,843)
TOTAL GENERAL FUND DEPARTMENTAL CHANGES	**$ (77,603,736)**	**$ (1,186,741)**

FY 2009-10 Detention Fund Adopted
Departmental Expenditure Reductions/Revenue Enhancements

	Expenditures	Revenue
200 - COUNTY MANAGER		
Reduce Number of IBM Software Licenses	*$ (70,157)*	*$ -*
Eliminate Support Contract for Smart Warrants by Rewriting In-House	*(50,000)*	*-*
Eliminate Adobe Form Server License Maintenance	*(25,355)*	*-*
Discontinue Hardware Support for IBM SML Appliances	*(13,159)*	*-*
Cancel Purchase of 10 Gig Networking	*(56,677)*	*-*
Reduce Software (Office and Tools) to Current Employee Levels	*(21,600)*	*-*
Total Changes	$ (236,948)	$ -
260 - CORRECTIONAL HEALTH		
Advertising Costs	*$ (6,029)*	*$ -*
Reduce Supply Expense	*(24,405)*	*-*
Delete Grow Your Own Program	*(66,000)*	*-*
Temporary Pay and Salary Transfer In/Out	*(90,000)*	*-*
Reduce Travel/Education by 50%	*(9,163)*	*-*
Delete Loan Repayment Program	*(239,000)*	*-*
Close Clinic Hours: 4th OP change to 5a-12a	*(320,086)*	*-*
Close Clinic Hours: Towers change to 5a-12a	*(88,775)*	*-*
Close Clinic hours: Durango change to 5a-12a	*(283,329)*	*-*
Close Clinic Hours: LBJ OP change to 5a-12a	*(176,386)*	*-*
Close Clinic Hours: Estrella OP change to 5a-12a	*(235,286)*	*-*
Close Clinic Hours: Tents change from 5a-12a	*(41,419)*	*-*
Reduce Dental by 20%	*(94,712)*	*-*
Reduce Ultrasound Utilization	*(15,088)*	*-*
Reduce Clinical Overtime	*(212,224)*	*-*
Reduce Non-Clinical Overtime	*(25,847)*	*-*
Reduce Services Allocation in From RTC/MH Contract	*(60,420)*	*-*
Change Pay Differential Practice on RN/LPN/HUC	*(294,218)*	*-*
Decrease Volume of ER Runs 15%	*(114,000)*	*-*
More Aggressive Utilization Management of Referrals	*(228,790)*	*-*
Reorganization in Inpatient Mental Health Activity	*(99,533)*	*-*
Reorganization in Outpatient Program	*(25,191)*	*-*
Miscellaneous Personnel Cuts	*(699,143)*	*-*
Reduce Registry	*(1,062,303)*	*-*
Increase Vacancy Savings Factor	*(812,006)*	*-*
Reduce Radiology 0.5 FTE	*(20,800)*	*-*
Delete refunded "frozen" positions	*(573,233)*	*-*
Pay Off Capital Lease - 08 Desktop Refresh	*(4,080)*	*-*
Total Changes	$ (5,921,466)	$ -
270 - JUVENILE PROBATION		
Eliminate 32 Vacant Position (partial)	*$ (1,682,338)*	*$ -*
Eliminate 1 Filled (RIF) Staff Development Position	*(63,619)*	*-*
Eliminate 1 Filled (RIF) Detention Supervisor Position	*(62,945)*	*-*
Reduce Multi-Lingual Pay Differential	*(102,751)*	*-*

FY 2009-10 Detention Fund Adopted
Departmental Expenditure Reductions/Revenue Enhancements

	Expenditures	Revenue
Close 1 Secure Care Unit - 15 Vacant Positions	*(1,024,079)*	-
Eliminate Truancy and Deliquency Prevention Program	*(78,364)*	-
Restructure Detention Alternative Program Eliminate 3 Filled (RIF)	*(190,567)*	-
Rightsize Personnnel Services Savings to 3.0%	*(106,680)*	-
Rightsize departmental indirect cost allocation from the General Fund	*(375,730)*	-
Worker's Compensation and Unemployment Benefits	*(2,736)*	-
Total Changes	$ (3,689,809)	$ -
500 - SHERIFF		
Eliminate vacant civilian positions	$ (2,795,771)	$ -
Eliminate vacant lieutenant/captain/sergeant positions (retirements)	(304,016)	-
Eliminate temporary positions	(282,180)	-
Reduce shift differential rate	(452,920)	-
Eliminate uniform allowances	(686,000)	-
Reduce education and travel budgets	(500,000)	-
Shift from Retherm system to heat and serve food distribution	(925,997)	-
Convert DO and sergeant positions to food service workers (through attrition)	(332,500)	-
Convert DO positions to general laborer (through attrition)	(70,000)	-
TFP debt service payoff	(467,528)	-
Revenue Enhancements	-	5,623,740
Rightsize Personnel Savings to 3%	(770,334)	-
Adjustment of General Fund-Detention Fund splits	799,701	-
Print management program copier savings	(41,608)	-
Risk Management savings	(2,363,981)	-
Service reduction of 2.0 FTE detention officers for the Power Squad	(120,490)	-
Reduce allocation out to Correctional Health for the Power Squad	120,490	-
Total Changes	$ (9,193,134)	$ 5,623,740
910 - FACILITIES MANAGEMENT		
Eliminate 1 Vacant Engineering Aide - O&M	$ (52,983)	$ -
Eliminate 1 Vacant Security Officer - Protective Services	(44,886)	-
Total Changes	$ (97,869)	$ -
TOTAL DETENTION FUND DEPARTMENTAL CHANGES	**$ (19,139,226)**	**$ 5,623,740**

Consolidated Revenues and Other Sources by Fund Type / Department

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
JUDICIAL BRANCH							
110 - ADULT PROBATION	$ 16,363,853	$ 18,826,621	$ 19,201,843	$ 16,784,431	$ 18,593,259	$ (608,584)	-3.2%
240 - JUSTICE COURTS	22,470,467	20,515,649	22,028,581	23,579,780	26,263,717	4,235,136	19.2%
270 - JUVENILE PROBATION	8,595,011	11,294,125	13,192,751	9,719,243	9,687,343	(3,505,408)	-26.6%
800 - SUPERIOR COURT	14,891,130	16,833,998	16,833,998	15,855,824	16,834,003	5	0.0%
SUBTOTAL	$ 62,320,461	$ 67,470,393	$ 71,257,173	$ 65,939,278	$ 71,378,322	$ 121,149	0.2%
ELECTED OFFICIAL							
120 - ASSESSOR	$ 199,809	$ 150,000	$ 150,000	$ 97,472	$ 150,000	$ -	0.0%
160 - CLERK OF THE SUPERIOR COURT	19,167,384	19,693,644	19,693,644	20,706,811	21,700,486	2,006,842	10.2%
190 - COUNTY ATTORNEY	13,827,630	16,511,977	16,511,977	15,210,199	16,035,334	(476,643)	-2.9%
210 - ELECTIONS	3,910,489	3,317,695	3,317,695	4,449,208	1,071,210	(2,246,485)	-67.7%
250 - CONSTABLES	1,603,775	1,843,000	1,881,327	1,703,114	1,638,556	(242,771)	-12.9%
280 - COUNTY ATTORNEY CIVIL	4,543,759	2,869,451	3,093,654	3,969,473	919,121	(2,174,533)	-70.3%
360 - RECORDER	14,409,966	12,883,887	12,883,887	11,160,743	10,544,600	(2,339,287)	-18.2%
370 - SUPERINTENDENT OF SCHOOLS	1,888,191	2,840,677	2,840,677	2,043,995	3,144,795	304,118	10.7%
430 - TREASURER	3,955	804,000	804,000	1,849	308,341	(495,659)	-61.6%
500 - SHERIFF	70,705,775	65,060,563	64,233,614	64,400,415	67,755,178	3,521,564	5.5%
SUBTOTAL	$ 130,260,733	$ 125,974,894	$ 125,410,475	$ 123,743,279	$ 123,267,621	$ (2,142,854)	-1.7%
APPOINTED DEPARTMENT							
150 - EMERGENCY MANAGEMENT	$ 911,556	$ 1,159,532	$ 1,234,650	$ 1,324,747	$ 1,332,467	$ 97,817	7.9%
180 - FINANCE	1,150,792	1,609,843	1,609,843	1,124,242	1,057,199	(552,644)	-34.3%
200 - COUNTY MANAGER	589,174	75,500	490,500	480,615	9,160,035	8,669,535	1767.5%
220 - HUMAN SERVICES	46,995,563	54,652,376	66,259,263	52,534,979	62,527,574	(3,731,689)	-5.6%
230 - INTERNAL AUDIT	1,993	-	-	-	-	-	
260 - CORRECTIONAL HEALTH	522,357	39,318	39,318	39,085	49,318	10,000	25.4%
290 - MEDICAL EXAMINER	392,565	302,768	414,783	378,142	521,383	106,600	25.7%
300 - PARKS AND RECREATION	5,862,772	8,460,659	8,939,390	8,469,754	5,717,324	(3,222,066)	-36.0%
310 - WORKFORCE MGT AND DEVELOPMEN	57,422	44,700	44,700	48,757	56,500	11,800	26.4%
330 - GENERAL LITIGATION	-	-	-	-	3,014,022	3,014,022	
340 - PUBLIC FIDUCIARY	790,035	918,848	918,848	1,012,454	1,020,000	101,152	11.0%
350 - EMPLOYEE BENEFITS	125,407,210	144,601,554	144,601,554	132,973,993	131,222,607	(13,378,947)	-9.3%
390 - HEALTH CARE PROGRAMS	7,422,229	7,609,122	7,609,122	5,252,930	5,933,909	(1,675,213)	-22.0%
410 - ENTERPRISE TECHNOLOGY	20,657,676	16,557,997	16,557,997	20,377,499	15,920,669	(637,328)	-3.8%
440 - PLANNING AND DEVELOPMENT	11,540,965	13,674,233	13,677,538	5,874,079	6,780,564	(6,896,974)	-50.4%
460 - RESEARCH AND REPORTING	50,000	-	-	69,729	119,729	119,729	
470 - NON DEPARTMENTAL	1,521,967,075	1,656,779,912	1,634,962,936	1,540,155,689	1,409,187,433	(225,775,503)	-13.8%
520 - PUBLIC DEFENDER	2,509,618	2,656,341	2,656,341	2,569,121	2,318,864	(337,477)	-12.7%
540 - LEGAL DEFENDER	113,171	136,894	136,894	124,031	113,255	(23,639)	-17.3%
550 - LEGAL ADVOCATE	27,601	32,500	32,500	15,417	27,349	(5,151)	-15.8%
560 - CONTRACT COUNSEL	72,738	100,000	100,000	-	100,000	-	0.0%
730 - MATERIALS MANAGEMENT	1,488,950	1,213,885	1,213,885	1,325,868	1,462,560	248,675	20.5%
740 - EQUIPMENT SERVICES	17,357,051	15,519,000	15,457,832	16,818,087	13,883,815	(1,574,017)	-10.2%
750 - RISK MANAGEMENT	40,623,935	36,172,043	36,172,043	36,172,043	29,772,374	(6,399,669)	-17.7%
790 - ANIMAL CARE AND CONTROL	13,302,097	12,266,834	12,398,118	13,952,898	15,517,874	3,119,756	25.2%
850 - AIR QUALITY	17,946,893	23,464,120	22,564,275	19,161,047	20,193,157	(2,371,118)	-10.5%
860 - PUBLIC HEALTH	34,565,381	42,781,456	41,806,959	33,755,710	36,092,017	(5,714,942)	-13.7%
880 - ENVIRONMENTAL SERVICES	19,619,052	20,570,464	20,570,464	19,606,334	19,049,947	(1,520,517)	-7.4%
910 - PUBLIC WORKS	157,167,647	189,913,069	191,425,748	160,641,820	167,154,665	(24,271,083)	-12.7%
SUBTOTAL	$ 2,049,113,518	$ 2,251,312,968	$ 2,241,895,501	$ 2,074,259,070	$ 1,959,306,610	$ (282,588,891)	-12.6%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY	$ (428,590,787)	$ (568,416,251)	$ (546,098,262)	$ (541,756,198)	$ (404,854,368)	$ 141,243,894	-25.9%
SUBTOTAL	$ (428,590,787)	$ (568,416,251)	$ (546,098,262)	$ (541,756,198)	$ (404,854,368)	$ 141,243,894	-25.9%
MARICOPA COUNTY	$ 1,813,103,925	$ 1,876,342,004	$ 1,892,464,887	$ 1,722,185,429	$ 1,749,098,185	$ (143,366,702)	-7.6%

Consolidated Revenues and Other Sources by Fund Type / Department (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
GENERAL FUND							
JUDICIAL BRANCH							
240 - JUSTICE COURTS	$ 17,483,212	$ 16,763,590	$ 16,763,590	$ 18,155,274	$ 20,140,000	3,376,410	20.1%
270 - JUVENILE PROBATION	38,584	29,000	29,000	57,744	29,000	-	0.0%
800 - SUPERIOR COURT	1,466,693	2,803,584	2,803,584	1,665,674	2,383,080	(420,504)	-15.0%
SUBTOTAL	$ 18,988,489	$ 19,596,174	$ 19,596,174	$ 19,878,692	$ 22,552,080	$ 2,955,906	15.1%
ELECTED OFFICIAL							
120 - ASSESSOR	$ 199,809	$ 150,000	$ 150,000	$ 97,472	$ 150,000	$ -	0.0%
160 - CLERK OF THE SUPERIOR COURT	10,559,781	11,009,272	11,009,272	11,219,177	12,206,200	1,196,928	10.9%
190 - COUNTY ATTORNEY	66,412	51,700	51,700	32,008	24,300	(27,400)	-53.0%
210 - ELECTIONS	3,906,227	3,317,695	3,317,695	4,452,719	1,016,210	(2,301,485)	-69.4%
250 - CONSTABLES	1,603,775	1,843,000	1,881,327	1,703,114	1,638,556	(242,771)	-12.9%
280 - COUNTY ATTORNEY CIVIL	4,543,759	2,869,451	3,093,654	3,969,473	919,121	(2,174,533)	-70.3%
360 - RECORDER	9,541,840	8,454,753	8,454,753	7,099,462	6,602,600	(1,852,153)	-21.9%
370 - SUPERINTENDENT OF SCHOOLS	244,473	828,091	828,091	606,549	828,091	-	0.0%
430 - TREASURER	3,955	4,000	4,000	1,849	4,000	-	0.0%
500 - SHERIFF	13,307,781	13,005,817	12,771,808	12,972,440	11,391,043	(1,380,765)	-10.8%
SUBTOTAL	$ 43,977,812	$ 41,533,779	$ 41,562,300	$ 42,154,263	$ 34,780,121	$ (6,782,179)	-16.3%
APPOINTED DEPARTMENT							
180 - FINANCE	$ 1,150,792	$ 1,609,843	$ 1,609,843	$ 1,124,242	$ 1,057,199	$ (552,644)	-34.3%
200 - COUNTY MANAGER	-	500	500	2,148	1,100	600	120.0%
230 - INTERNAL AUDIT	1,993	-	-	-	-	-	
260 - CORRECTIONAL HEALTH	156,525	-	-	-	-	-	
290 - MEDICAL EXAMINER	290,594	302,768	302,768	283,230	302,768	-	0.0%
310 - WORKFORCE MGT AND DEVELOPMEI	57,422	44,700	44,700	48,757	56,500	11,800	26.4%
330 - GENERAL LITIGATION	-	-	-	-	3,014,022	3,014,022	
340 - PUBLIC FIDUCIARY	790,035	918,848	918,848	1,012,454	1,020,000	101,152	11.0%
390 - HEALTH CARE PROGRAMS	9,237	14,400	14,400	17,530	7,200	(7,200)	-50.0%
460 - RESEARCH AND REPORTING	50,000	-	-	69,729	119,729	119,729	
470 - NON DEPARTMENTAL	1,084,172,997	1,103,487,668	1,103,670,168	1,031,858,245	1,025,999,181	(77,670,987)	-7.0%
520 - PUBLIC DEFENDER	134,421	67,000	67,000	78,400	67,000	-	0.0%
540 - LEGAL DEFENDER	700	2,100	2,100	-	2,100	-	0.0%
550 - LEGAL ADVOCATE	18,277	20,000	20,000	2,917	20,000	-	0.0%
560 - CONTRACT COUNSEL	72,738	100,000	100,000	-	100,000	-	0.0%
730 - MATERIALS MANAGEMENT	574,339	217,000	217,000	456,768	457,849	240,849	111.0%
860 - PUBLIC HEALTH	-	-	-	960	-	-	
880 - ENVIRONMENTAL SERVICES	-	1,000	1,000	550	1,000	-	0.0%
910 - PUBLIC WORKS	677,381	617,670	617,670	604,653	604,827	(12,843)	-2.1%
SUBTOTAL	$ 1,088,157,451	$ 1,107,403,497	$ 1,107,585,997	$ 1,035,560,583	$ 1,032,830,475	$ (74,755,522)	-6.7%
MARICOPA COUNTY	$ 1,151,123,752	$ 1,168,533,450	$ 1,168,744,471	$ 1,097,593,538	$ 1,090,162,676	$ (78,581,795)	-6.7%

Consolidated Revenues and Other Sources by Fund Type / Department (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE FUND							
JUDICIAL BRANCH							
110 - ADULT PROBATION	$ 16,363,853	$ 18,826,621	$ 19,201,843	$ 16,784,431	$ 18,593,259	$ (608,584)	-3.2%
240 - JUSTICE COURTS	4,987,255	3,752,059	5,264,991	5,424,506	6,123,717	858,726	16.3%
270 - JUVENILE PROBATION	8,556,427	11,265,125	13,163,751	9,661,499	9,658,343	(3,505,408)	-26.6%
800 - SUPERIOR COURT	13,424,437	14,030,414	14,030,414	14,190,150	14,450,923	420,509	3.0%
SUBTOTAL	$ 43,331,972	$ 47,874,219	$ 51,660,999	$ 46,060,586	$ 48,826,242	$ (2,834,757)	-5.5%
ELECTED OFFICIAL							
160 - CLERK OF THE SUPERIOR COURT	8,607,603	8,684,372	8,684,372	9,487,634	9,494,286	809,914	9.3%
190 - COUNTY ATTORNEY	13,761,218	16,460,277	16,460,277	15,178,191	16,011,034	(449,243)	-2.7%
210 - ELECTIONS	4,262	-	-	(3,511)	55,000	55,000	
360 - RECORDER	4,868,126	4,429,134	4,429,134	4,061,281	3,942,000	(487,134)	-11.0%
370 - SUPERINTENDENT OF SCHOOLS	1,643,718	2,012,586	2,012,586	1,437,446	2,316,704	304,118	15.1%
430 - TREASURER	-	800,000	800,000	-	304,341	(495,659)	-62.0%
500 - SHERIFF	57,397,994	52,054,746	51,461,806	51,427,975	56,364,135	4,902,329	9.5%
SUBTOTAL	$ 86,282,921	$ 84,441,115	$ 83,848,175	$ 81,589,016	$ 88,487,500	$ 4,639,325	5.5%
APPOINTED DEPARTMENT							
150 - EMERGENCY MANAGEMENT	$ 911,556	$ 1,159,532	$ 1,234,650	$ 1,324,747	$ 1,332,467	$ 97,817	7.9%
200 - COUNTY MANAGER	589,174	75,000	490,000	478,467	9,158,935	8,668,935	1769.2%
220 - HUMAN SERVICES	46,995,563	54,652,376	66,259,263	52,534,979	62,527,574	(3,731,689)	-5.6%
260 - CORRECTIONAL HEALTH	365,832	39,318	39,318	39,085	49,318	10,000	25.4%
290 - MEDICAL EXAMINER	101,971	-	112,015	94,912	218,615	106,600	95.2%
300 - PARKS AND RECREATION	5,911,892	8,525,289	9,004,020	8,534,384	5,788,857	(3,215,163)	-35.7%
390 - HEALTH CARE PROGRAMS	7,412,992	7,594,722	7,594,722	5,235,400	5,926,709	(1,668,013)	-22.0%
440 - PLANNING AND DEVELOPMENT	11,540,965	13,674,233	13,677,538	5,874,079	6,780,564	(6,896,974)	-50.4%
470 - NON DEPARTMENTAL	317,032,542	357,718,690	358,317,243	324,542,258	308,798,191	(49,519,052)	-13.8%
520 - PUBLIC DEFENDER	2,375,197	2,589,341	2,589,341	2,490,721	2,251,864	(337,477)	-13.0%
540 - LEGAL DEFENDER	112,471	134,794	134,794	124,031	111,155	(23,639)	-17.5%
550 - LEGAL ADVOCATE	9,324	12,500	12,500	12,500	7,349	(5,151)	-41.2%
790 - ANIMAL CARE AND CONTROL	13,302,097	12,266,834	12,398,118	13,952,898	15,517,874	3,119,756	25.2%
850 - AIR QUALITY	17,946,893	23,464,120	22,564,275	19,161,047	20,193,157	(2,371,118)	-10.5%
860 - PUBLIC HEALTH	34,565,381	42,781,456	41,806,959	33,754,750	36,092,017	(5,714,942)	-13.7%
880 - ENVIRONMENTAL SERVICES	19,619,052	20,569,464	20,569,464	19,605,784	19,048,947	(1,520,517)	-7.4%
910 - PUBLIC WORKS	125,838,573	169,191,439	170,704,118	143,189,722	138,954,004	(31,750,114)	-18.6%
SUBTOTAL	$ 604,631,475	$ 714,449,108	$ 727,508,338	$ 630,949,764	$ 632,757,597	$ (94,750,741)	-13.0%
MARICOPA COUNTY	$ 734,246,368	$ 846,764,442	$ 863,017,512	$ 758,599,366	$ 770,071,339	$ (92,946,173)	-10.8%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERNAL SERVICE FUND							
APPOINTED DEPARTMENT							
350 - EMPLOYEE BENEFITS	$ 125,407,210	$ 144,601,554	$ 144,601,554	$ 132,973,993	$ 131,222,607	(13,378,947)	-9.3%
410 - ENTERPRISE TECHNOLOGY	20,657,676	16,557,997	16,557,997	20,377,499	15,920,669	(637,328)	-3.8%
730 - MATERIALS MANAGEMENT	914,611	996,885	996,885	869,100	1,004,711	7,826	0.8%
740 - EQUIPMENT SERVICES	17,357,051	15,519,000	15,457,832	16,818,087	13,883,815	(1,574,017)	-10.2%
750 - RISK MANAGEMENT	40,623,935	36,172,043	36,172,043	36,172,043	29,772,374	(6,399,669)	-17.7%
SUBTOTAL	$ 204,960,483	$ 213,847,479	$ 213,786,311	$ 207,210,722	$ 191,804,176	$ (21,982,135)	-10.3%
MARICOPA COUNTY	$ 204,960,483	$ 213,847,479	$ 213,786,311	$ 207,210,722	$ 191,804,176	$ (21,982,135)	-10.3%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CAPITAL PROJECTS							
APPOINTED DEPARTMENT							
470 - NON DEPARTMENTAL	$ 98,526,599	$ 180,741,504	$ 158,143,475	$ 166,572,284	$ 61,479,990	(96,663,485)	-61.1%
910 - PUBLIC WORKS	90,246,207	94,852,944	87,301,469	66,680,101	63,140,120	(24,161,349)	-27.7%
SUBTOTAL	$ 188,772,806	$ 275,594,448	$ 245,444,944	$ 233,252,385	$ 124,620,110	$ (120,824,834)	-49.2%
MARICOPA COUNTY	$ 188,772,806	$ 275,594,448	$ 245,444,944	$ 233,252,385	$ 124,620,110	$ (120,824,834)	-49.2%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
DEBT SERVICE							
APPOINTED DEPARTMENT							
470 - NON DEPARTMENTAL	$ 21,128,816	$ 14,832,050	$ 14,832,050	$ 16,859,291	$ 12,910,071	(1,921,979)	-13.0%
SUBTOTAL	$ 21,128,816	$ 14,832,050	$ 14,832,050	$ 16,859,291	$ 12,910,071	$ (1,921,979)	-13.0%
MARICOPA COUNTY	$ 21,128,816	$ 14,832,050	$ 14,832,050	$ 16,859,291	$ 12,910,071	$ (1,921,979)	-13.0%

Consolidated Revenues and Other Sources by Fund Type / Department (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ELIMINATIONS							
APPOINTED DEPARTMENT							
300 - PARKS AND RECREATION	$ (49,120)	$ (64,630)	$ (64,630)	$ (64,630)	$ (71,533)	(6,903)	10.7%
910 - PUBLIC WORKS	(59,594,514)	(74,748,984)	(67,197,509)	(49,832,656)	(35,544,286)	31,653,223	-47.1%
SUBTOTAL	$ (59,643,634)	$ (74,813,614)	$ (67,262,139)	$ (49,897,286)	$ (35,615,819)	$ 31,646,320	-47.0%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY	$ (428,590,787)	$ (568,416,251)	$ (546,098,262)	$ (541,756,198)	$ (404,854,368)	$ 141,243,894	-25.9%
MARICOPA COUNTY	$ (488,234,421)	$ (643,229,865)	$ (613,360,401)	$ (591,653,484)	$ (440,470,187)	$ 172,890,214	-28.2%

Consolidated Revenues and Other Sources by Department and Fund Type

FY 2009-10 ADOPTED BUDGET								
	FUND TYPE:							
	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
JUDICIAL								
110 - ADULT PROBATION	$ -	$ 18,593,259	$ -	$ -	$ -	$ 18,593,259	$ -	$ 18,593,259
240 - JUSTICE COURTS	20,140,000	6,123,717	-	-	-	26,263,717	-	26,263,717
270 - JUVENILE PROBATION	29,000	9,658,343	-	-	-	9,687,343	-	9,687,343
800 - SUPERIOR COURT	2,383,080	14,450,923	-	-	-	16,834,003	-	16,834,003
SUBTOTAL	$ 22,552,080	$ 48,826,242	$ -	$ -	$ -	$ 71,378,322	$ -	$ 71,378,322
ELECTED								
120 - ASSESSOR	$ 150,000	$ -	$ -	$ -	$ -	$ 150,000	$ -	$ 150,000
160 - CLERK OF THE SUPERIOR COURT	12,206,200	9,494,286	-	-	-	21,700,486	-	21,700,486
190 - COUNTY ATTORNEY	24,300	16,011,034	-	-	-	16,035,334	-	16,035,334
210 - ELECTIONS	1,016,210	55,000	-	-	-	1,071,210	-	1,071,210
250 - CONSTABLES	1,638,556	-	-	-	-	1,638,556	-	1,638,556
280 - COUNTY ATTORNEY CIVIL	919,121	-	-	-	-	919,121	-	919,121
360 - RECORDER	6,602,600	3,942,000	-	-	-	10,544,600	-	10,544,600
370 - SUPERINTENDENT OF SCHOOLS	828,091	2,316,704	-	-	-	3,144,795	-	3,144,795
430 - TREASURER	4,000	304,341	-	-	-	308,341	-	308,341
500 - SHERIFF	11,391,043	56,364,135	-	-	-	67,755,178	-	67,755,178
SUBTOTAL	$ 34,780,121	$ 88,487,500	$ -	$ -	$ -	$ 123,267,621	$ -	$ 123,267,621
APPOINTED								
150 - EMERGENCY MANAGEMENT	$ -	$ 1,332,467	$ -	$ -	$ -	$ 1,332,467	$ -	$ 1,332,467
180 - FINANCE	1,057,199	-	-	-	-	1,057,199	-	1,057,199
200 - COUNTY MANAGER	1,100	9,158,935	-	-	-	9,160,035	-	9,160,035
220 - HUMAN SERVICES	-	62,527,574	-	-	-	62,527,574	-	62,527,574
260 - CORRECTIONAL HEALTH	-	49,318	-	-	-	49,318	-	49,318
290 - MEDICAL EXAMINER	302,768	218,615	-	-	-	521,383	-	521,383
300 - PARKS AND RECREATION	-	5,788,857	-	-	-	5,788,857	(71,533)	5,717,324
310 - WORKFORCE MGT AND DEVELOPM	56,500	-	-	-	-	56,500	-	56,500
340 - PUBLIC FIDUCIARY	1,020,000	-	-	-	-	1,020,000	-	1,020,000
350 - EMPLOYEE HEALTH INITIATIVES	-	-	-	-	131,222,607	131,222,607	-	131,222,607
390 - HEALTH CARE PROGRAMS	7,200	5,926,709	-	-	-	5,933,909	-	5,933,909
410 - ENTERPRISE TECHNOLOGY	-	-	-	-	15,920,669	15,920,669	-	15,920,669
440 - PLANNING AND DEVELOPMENT	-	6,780,564	-	-	-	6,780,564	-	6,780,564
460 - RESEARCH AND REPORTING	119,729	-	-	-	-	119,729	-	119,729
470 - NON DEPARTMENTAL	1,025,999,181	308,798,191	12,910,071	61,479,990	-	1,409,187,433	-	1,409,187,433
520 - PUBLIC DEFENDER	67,000	2,251,864	-	-	-	2,318,864	-	2,318,864
540 - LEGAL DEFENDER	2,100	111,155	-	-	-	113,255	-	113,255
550 - LEGAL ADVOCATE	20,000	7,349	-	-	-	27,349	-	27,349
560 - PUBLIC DEFENSE SERVICES	100,000	-	-	-	-	100,000	-	100,000
730 - MATERIALS MANAGEMENT	457,849	-	-	-	1,004,711	1,462,560	-	1,462,560
740 - EQUIPMENT SERVICES	-	-	-	-	13,883,815	13,883,815	-	13,883,815
750 - RISK MANAGEMENT	-	-	-	-	29,772,374	29,772,374	-	29,772,374
790 - ANIMAL CARE AND CONTROL	-	15,517,874	-	-	-	15,517,874	-	15,517,874
850 - AIR QUALITY	-	20,193,157	-	-	-	20,193,157	-	20,193,157
860 - PUBLIC HEALTH	-	36,092,017	-	-	-	36,092,017	-	36,092,017
880 - ENVIRONMENTAL SERVICES	1,000	19,048,947	-	-	-	19,049,947	-	19,049,947
910 - PUBLIC WORKS	604,827	138,954,004	-	63,140,120	-	202,698,951	(35,544,286)	167,154,665
SUBTOTAL	$ 1,032,830,475	$ 632,757,597	$ 12,910,071	$ 124,620,110	$ 191,804,176	$ 1,994,922,429	$ (35,615,819)	$ 1,959,306,610
980 - ELIMINATIONS COUNTY	$ -	$ -	$ -	$ -	$ -	$ -	$ (404,854,368)	$ (404,854,368)
MARICOPA COUNTY	$ 1,090,162,676	$ 770,071,339	$ 12,910,071	$ 124,620,110	$ 191,804,176	$ 2,189,568,372	$ (440,470,187)	$ 1,749,098,185

Consolidated Revenues and Other Sources by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0601 - PROPERTY TAXES	$ 425,923,454	$ 456,457,388	$ 456,457,388	$ 456,457,388	$ 487,350,934	$ 30,893,546	6.8%
0605 - TAX PENALTIES & INTEREST	14,012,182	14,500,000	14,500,000	18,387,585	15,500,000	1,000,000	6.9%
0606 - SALES TAXES	138,063,948	138,206,968	138,206,968	116,148,473	109,246,467	(28,960,501)	-21.0%
SUBTOTAL	$ 577,999,584	$ 609,164,356	$ 609,164,356	$ 590,993,446	$ 612,097,401	$ 2,933,045	0.5%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 37,674,754	$ 44,594,484	$ 43,580,939	$ 35,516,888	$ 38,499,867	$ (5,081,072)	-11.7%
SUBTOTAL	$ 37,674,754	$ 44,594,484	$ 43,580,939	$ 35,516,888	$ 38,499,867	$ (5,081,072)	-11.7%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 115,400,440	$ 125,136,891	$ 144,286,311	$ 118,422,246	$ 137,191,327	$ (7,094,984)	-4.9%
0620 - OTHER INTERGOVERNMENTAL	41,617,765	27,933,003	26,317,378	20,149,010	18,899,079	(7,418,299)	-28.2%
0621 - PAYMENTS IN LIEU OF TAXES	8,604,237	7,661,044	7,661,044	8,189,833	8,674,402	1,013,358	13.2%
0625 - STATE SHARED SALES TAX	460,958,772	459,033,619	459,033,619	392,000,906	368,431,060	(90,602,559)	-19.7%
0626 - STATE SHARED HIGHWAY USER REV	102,751,593	111,458,984	111,458,984	87,814,203	84,301,634	(27,157,350)	-24.4%
0630 - STATE SHARED VEHICLE LICENSE	148,862,870	147,200,868	147,200,868	131,844,270	126,570,502	(20,630,366)	-14.0%
SUBTOTAL	$ 878,195,677	$ 878,424,409	$ 895,958,204	$ 758,420,468	$ 744,068,004	$ (151,890,200)	-17.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 72,847,311	$ 114,752,760	$ 114,809,894	$ 111,374,568	$ 124,852,302	$ 10,042,408	8.7%
0635 - OTHER CHARGES FOR SERVICES	113,182,781	127,680,285	129,500,383	120,080,285	123,815,887	$ (5,684,496)	-4.4%
0638 - PATIENT SERVICES REVENUE	1,041,624	1,382,985	1,302,316	1,038,395	1,397,274	94,958	7.3%
SUBTOTAL	$ 187,071,716	$ 243,816,030	$ 245,612,593	$ 232,493,248	$ 250,065,463	$ 4,452,870	1.8%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 31,392,198	$ 32,410,860	$ 32,410,860	$ 35,434,010	$ 37,698,485	$ 5,287,625	16.3%
SUBTOTAL	$ 31,392,198	$ 32,410,860	$ 32,410,860	$ 35,434,010	$ 37,698,485	$ 5,287,625	16.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 68,481,218	$ 25,702,859	$ 25,702,859	$ 40,684,088	$ 25,350,745	$ (352,114)	-1.4%
0650 - MISCELLANEOUS REVENUE	48,840,818	41,829,006	39,635,076	36,842,961	41,068,220	1,433,144	3.6%
SUBTOTAL	$ 117,322,036	$ 67,531,865	$ 65,337,935	$ 77,527,049	$ 66,418,965	$ 1,081,030	1.7%
ALL REVENUES	$ 1,829,655,965	$ 1,875,942,004	$ 1,892,064,887	$ 1,730,385,109	$ 1,748,848,185	$ (143,216,702)	-7.6%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	$ 296,151	$ 400,000	$ 400,000	$ 380,057	$ 250,000	$ (150,000)	-37.5%
0652 - PROCEEEDS FROM FINANCING	(2,088)	-	-	-	-	-	
ALL OTHER FINANCING SOURCES	$ 294,063	$ 400,000	$ 400,000	$ 380,057	$ 250,000	$ (150,000)	-37.5%
TOTAL SOURCES	$ 1,829,950,028	$ 1,876,342,004	$ 1,892,464,887	$ 1,730,765,166	$ 1,749,098,185	$ (143,366,702)	-7.6%

Consolidated Revenues and Other Sources by Category (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
GENERAL FUND							
TAXES							
0601 - PROPERTY TAXES	$ 425,923,455	$ 456,457,388	$ 456,457,388	$ 456,457,388	$ 487,350,934	$ 30,893,546	6.8%
0605 - TAX PENALTIES & INTEREST	14,012,182	14,500,000	14,500,000	18,387,585	15,500,000	1,000,000	6.9%
SUBTOTAL	$ 439,935,637	$ 470,957,388	$ 470,957,388	$ 474,844,973	$ 502,850,934	$ 31,893,546	6.8%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 1,668,162	$ 1,923,641	$ 1,923,641	$ 2,329,338	$ 2,210,000	$ 286,359	14.9%
SUBTOTAL	$ 1,668,162	$ 1,923,641	$ 1,923,641	$ 2,329,338	$ 2,210,000	$ 286,359	14.9%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 175,000	$ -	$ 220,827	$ 198,442	$ -	$ (220,827)	######
0620 - OTHER INTERGOVERNMENTAL	5,161,105	5,307,848	5,073,839	5,397,083	2,439,693	(2,634,146)	-51.9%
0621 - PAYMENTS IN LIEU OF TAXES	8,604,237	7,661,044	7,661,044	8,189,833	8,674,402	1,013,358	13.2%
0625 - STATE SHARED SALES TAX	460,958,772	459,033,619	459,033,619	392,000,906	368,431,060	(90,602,559)	-19.7%
0630 - STATE SHARED VEHICLE LICENSE	139,312,594	137,859,289	137,859,289	123,318,180	118,385,455	(19,473,834)	-14.1%
SUBTOTAL	$ 614,211,708	$ 609,861,800	$ 609,848,618	$ 529,104,444	$ 497,930,610	$ (111,918,008)	-18.4%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 14,499,064	$ 13,731,038	$ 13,731,038	$ 13,871,924	$ 13,434,295	$ (296,743)	-2.2%
0635 - OTHER CHARGES FOR SERVICES	23,793,875	25,175,329	25,175,329	25,026,089	24,868,995	(306,334)	-1.2%
0636 - INTERNAL SERVICE CHARGES	4,413,316	2,340,375	2,564,578	3,933,096	3,494,653	930,075	36.3%
0638 - PATIENT SERVICES REVENUE	9,237	14,400	14,400	17,530	7,200	(7,200)	-50.0%
SUBTOTAL	$ 42,715,492	$ 41,261,142	$ 41,485,345	$ 42,848,639	$ 41,805,143	$ 319,798	0.8%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 16,901,603	$ 16,669,467	$ 16,669,467	$ 16,992,075	$ 19,597,179	$ 2,927,712	17.6%
SUBTOTAL	$ 16,901,603	$ 16,669,467	$ 16,669,467	$ 16,992,075	$ 19,597,179	$ 2,927,712	17.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 25,290,700	$ 12,000,000	$ 12,000,000	$ 15,146,057	$ 12,288,000	$ 288,000	2.4%
0650 - MISCELLANEOUS REVENUE	7,372,260	4,613,267	4,613,267	5,081,267	3,338,106	(1,275,161)	-27.6%
SUBTOTAL	$ 32,662,960	$ 16,613,267	$ 16,613,267	$ 20,227,324	$ 15,626,106	$ (987,161)	-5.9%
ALL REVENUES	$ 1,148,095,562	$ 1,157,286,705	$ 1,157,497,726	$ 1,086,346,793	$ 1,080,019,972	$ (77,477,754)	-6.7%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 3,028,190	$ 11,246,745	$ 11,246,745	$ 11,246,745	$ 10,142,704	$ (1,104,041)	-9.8%
ALL OTHER FINANCING SOURCES	$ 32,982,134	$ 11,246,745	$ 11,246,745	$ 11,246,745	$ 10,142,704	$ (1,104,041)	-9.8%
TOTAL SOURCES	$ 1,181,077,696	$ 1,168,533,450	$ 1,168,744,471	$ 1,097,593,538	$ 1,090,162,676	$ (78,581,795)	-6.7%

Consolidated Revenues and Other Sources by Category (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE							
TAXES							
0606 - SALES TAXES	$ 138,063,948	$ 138,206,968	$ 138,206,968	$ 116,148,473	$ 109,246,467	$ (28,960,501)	-21.0%
SUBTOTAL	$ 138,063,948	$ 138,206,968	$ 138,206,968	$ 116,148,473	$ 109,246,467	$ (28,960,501)	-21.0%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 36,006,592	$ 42,670,843	$ 41,657,298	$ 33,187,550	$ 36,289,867	$ (5,367,431)	-12.9%
SUBTOTAL	$ 36,006,592	$ 42,670,843	$ 41,657,298	$ 33,187,550	$ 36,289,867	$ (5,367,431)	-12.9%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 115,225,440	$ 125,136,891	$ 144,065,484	$ 118,333,666	$ 137,191,327	$ (6,874,157)	-4.8%
0620 - OTHER INTERGOVERNMENTAL	14,509,676	22,625,155	21,243,539	14,751,927	14,959,386	(6,284,153)	-29.6%
0626 - STATE SHARED HIGHWAY USER REV	102,751,593	111,458,984	111,458,984	87,814,203	84,301,634	(27,157,350)	-24.4%
0630 - STATE SHARED VEHICLE LICENSE	9,550,276	9,341,579	9,341,579	8,526,090	8,185,047	(1,156,532)	-12.4%
SUBTOTAL	$ 242,036,985	$ 268,562,609	$ 286,109,586	$ 229,425,886	$ 244,637,394	$ (41,472,192)	-14.5%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 40,312,560	$ 71,048,065	$ 71,105,199	$ 73,810,078	$ 75,938,507	$ 4,833,308	6.8%
0635 - OTHER CHARGES FOR SERVICES	55,024,212	61,939,995	63,760,093	56,267,107	60,229,270	$ (3,530,823)	-5.5%
0638 - PATIENT SERVICES REVENUE	1,032,387	1,368,585	1,287,916	1,020,865	1,390,074	102,158	7.9%
SUBTOTAL	$ 96,369,159	$ 134,356,645	$ 136,153,208	$ 131,098,050	$ 137,557,851	$ 1,404,643	1.0%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 14,490,595	$ 15,741,393	$ 15,741,393	$ 18,441,935	$ 18,101,306	$ 2,359,913	15.0%
SUBTOTAL	$ 14,490,595	$ 15,741,393	$ 15,741,393	$ 18,441,935	$ 18,101,306	$ 2,359,913	15.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 19,858,544	$ 12,064,335	$ 12,064,335	$ 13,877,827	$ 11,954,593	$ (109,742)	-0.9%
0650 - MISCELLANEOUS REVENUE	21,083,102	37,199,354	35,005,424	18,583,850	37,715,614	2,710,190	7.7%
SUBTOTAL	$ 40,941,646	$ 49,263,689	$ 47,069,759	$ 32,461,677	$ 49,670,207	$ 2,600,448	5.5%
ALL REVENUES	$ 567,908,925	$ 648,802,147	$ 664,938,212	$ 560,763,571	$ 595,503,092	$ (69,435,120)	-10.4%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	$ 296,151	$ 400,000	$ 400,000	$ 380,057	$ 250,000	$ (150,000)	-37.5%
0680 - TRANSFERS IN	166,041,292	197,562,295	197,679,300	197,565,600	174,318,247	(23,361,053)	-11.8%
ALL OTHER FINANCING SOURCES	$ 166,337,443	$ 197,962,295	$ 198,079,300	$ 197,945,657	$ 174,568,247	$ (23,511,053)	-11.9%
TOTAL SOURCES	$ 734,246,368	$ 846,764,442	$ 863,017,512	$ 758,709,228	$ 770,071,339	$ (92,946,173)	-10.8%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
DEBT SERVICE							
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 3,054,932	$ 2,663,869	$ 2,663,869	$ 4,477,888	$ 2,698,636	$ 34,767	1.3%
SUBTOTAL	$ 3,054,932	$ 2,663,869	$ 2,663,869	$ 4,477,888	$ 2,698,636	$ 34,767	1.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 1,095,072	$ 638,524	$ 638,524	$ 851,746	$ 64,152	$ (574,372)	-90.0%
SUBTOTAL	$ 1,095,072	$ 638,524	$ 638,524	$ 851,746	$ 64,152	$ (574,372)	-90.0%
ALL REVENUES	$ 4,150,003	$ 3,302,393	$ 3,302,393	$ 5,329,634	$ 2,762,788	$ (539,605)	-16.3%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 16,978,813	$ 11,529,657	$ 11,529,657	$ 11,529,657	$ 10,147,283	$ (1,382,374)	-12.0%
ALL OTHER FINANCING SOURCES	$ 16,978,813	$ 11,529,657	$ 11,529,657	$ 11,529,657	$ 10,147,283	$ (1,382,374)	-12.0%
TOTAL SOURCES	$ 21,128,816	$ 14,832,050	$ 14,832,050	$ 16,859,291	$ 12,910,071	$ (1,921,979)	-13.0%

Consolidated Revenues and Other Sources by Category (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CAPITAL PROJECTS							
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ 21,946,984	$ -	$ -	$ -	$ 1,500,000	$ 1,500,000	
SUBTOTAL	$ 21,946,984	$ -	$ -	$ -	$ 1,500,000	$ 1,500,000	
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 7,300,482	$ 20,103,960	$ 20,103,960	$ 12,670,873	$ 26,095,834	$ 5,991,874	29.8%
SUBTOTAL	$ 7,300,482	$ 20,103,960	$ 20,103,960	$ 12,670,873	$ 26,095,834	$ 5,991,874	29.8%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 17,515,074	$ -	$ -	$ 8,428,809	$ -	$ -	
0650 - MISCELLANEOUS REVENUE	1,785,114	-	-	4,176,572	-	-	
SUBTOTAL	$ 19,300,188	$ -	$ -	$ 12,605,381	$ -	$ -	
ALL REVENUES	$ 48,547,654	$ 20,103,960	$ 20,103,960	$ 25,276,254	$ 27,595,834	$ 7,491,874	37.3%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	140,225,152	255,490,488	225,340,984	207,976,131	97,024,276	(128,316,708)	-56.9%
ALL OTHER FINANCING SOURCES	$ 140,225,152	$ 255,490,488	$ 225,340,984	$ 207,976,131	$ 97,024,276	$ (128,316,708)	-56.9%
TOTAL SOURCES	$ 188,772,806	$ 275,594,448	$ 245,444,944	$ 233,252,385	$ 124,620,110	$ (120,824,834)	-49.2%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERNAL SERVICE							
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 7,680,273	$ 7,205,828	$ 7,205,828	$ 6,543,805	$ 6,685,030	$ (520,798)	-7.2%
0635 - OTHER CHARGES FOR SERVICES	34,364,694	40,564,961	40,564,961	38,787,089	38,717,622	$ (1,847,339)	-4.6%
0636 - INTERNAL SERVICE CHARGES	157,193,628	165,060,305	164,999,137	159,402,255	145,343,024	(19,656,113)	-11.9%
SUBTOTAL	$ 199,238,595	$ 212,831,094	$ 212,769,926	$ 204,733,149	$ 190,745,676	$ (22,024,250)	-10.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 4,675,891	$ 1,000,000	$ 1,000,000	$ 2,367,416	$ 1,044,000	$ 44,000	4.4%
0650 - MISCELLANEOUS REVENUE	694,055	16,385	16,385	110,157	14,500	(1,885)	-11.5%
SUBTOTAL	$ 5,369,946	$ 1,016,385	$ 1,016,385	$ 2,477,573	$ 1,058,500	$ 42,115	4.1%
ALL REVENUES	$ 204,608,541	$ 213,847,479	$ 213,786,311	$ 207,210,722	$ 191,804,176	$ (21,982,135)	-10.3%
OTHER FINANCING SOURCES							
0652 - PROCEEEDS FROM FINANCING	$ (2,088)	$ -	$ -	$ -	$ -	$ -	
0680 - TRANSFERS IN	354,030	-	-	-	-	-	
ALL OTHER FINANCING SOURCES	$ 351,942	$ -	$ -	$ -	$ -	$ -	
TOTAL SOURCES	$ 204,960,483	$ 213,847,479	$ 213,786,311	$ 207,210,722	$ 191,804,176	$ (21,982,135)	-10.3%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ELIMINATIONS							
CHARGES FOR SERVICE							
0636 - INTERNAL SERVICE CHARGES	$ (161,606,944)	$ (167,400,680)	$ (167,563,715)	$ (163,335,351)	$ (148,837,677)	$ 18,726,038	-11.2%
SUBTOTAL	$ (161,606,944)	$ (167,400,680)	$ (167,563,715)	$ (163,335,351)	$ (148,837,677)	$ 18,726,038	-11.2%
ALL REVENUES	$ (161,606,944)	$ (167,400,680)	$ (167,563,715)	$ (163,335,351)	$ (148,837,677)	$ 18,726,038	-11.2%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ (326,627,477)	$ (475,829,185)	$ (445,796,686)	$ (428,318,133)	$ (291,632,510)	$ 154,164,176	-34.6%
ALL OTHER FINANCING SOURCES	$ (326,627,477)	$ (475,829,185)	$ (445,796,686)	$ (428,318,133)	$ (291,632,510)	$ 154,164,176	-34.6%
TOTAL SOURCES	$ (488,234,421)	$ (643,229,865)	$ (613,360,401)	$ (591,653,484)	$ (440,470,187)	$ 172,890,214	-28.2%

Revenue Sources and Variance Commentary

This section describes Maricopa County's major revenue sources, along with historical collection trends and forecasts for upcoming fiscal years. Maricopa County's major revenues include the following categories:

- Taxes
- Licenses and Permits
- Intergovernmental Revenues
- Charges for Service
- Fines and Forfeits
- Miscellaneous

Basis for Estimating Revenue

In accordance with the *Budgeting for Results Budget Policy Guidelines*, revenues are estimated conservatively for budgetary purposes because it is preferable to err by under-estimating revenues than by over-estimating them. For major tax-based revenues, economic forecasting models are applied. The following sections describe the major revenue sources for the County, as well as the estimated collections for FY 2009-10.

Taxes

Property Taxes

Property taxes are imposed on both real and personal property. Primary property taxes finance the County's general operations through its General Fund. The table below contains information on historical property tax levies. *Primary* property taxes are used to support general operations, whereas *secondary* property taxes fund voter-approved general obligation bonds and special overrides. At the present time, Maricopa County levies only primary property taxes. The County's last general obligation bonds were paid in full in FY 2003-04, and no County secondary taxes have been levied since that time.

The Board of Supervisors must adopt the property tax levies for all taxing jurisdictions within the County on or before the third Monday in August for the fiscal year that begins on the previous July 1. Property taxes are paid in arrears in two installments, due November 1 and May 1.

Growth in both the tax base and tax levy for primary property tax purposes is limited by the Arizona Constitution. If the primary property tax levy is at the limit (as it has been for Maricopa County since FY 2005-06), it may increase by only 2% per year on property taxed in the prior year.

Property Tax Levies

Fiscal Year	Primary General Fund	Secondary Debt Service	Total
2000-01	$ 225,396,514	$ 24,051,128	**$ 249,447,642**
2001-02	252,676,223	20,071,906	**272,748,129**
2002-03	277,949,612	19,565,638	**297,515,250**
2003-04	308,122,580	19,234,591	**327,357,171**
2004-05	339,882,099	-	**339,882,099**
2005-06	371,224,118	-	**371,224,118**
2006-07	398,725,245	-	**398,725,245**
2007-08	430,023,735	-	**430,023,735**
2008-09	463,492,311	-	**463,492,311**
2009-10 *	492,230,736	-	**492,230,736**

*Forecast: Pessimistic Scenario, Elliott D. Pollack & Co.
Note: Excludes Payments in Lieu of Taxes

The following schedule lists the overall primary net assessed values and tax rates for the last nine fiscal years, the preliminary tax rates for FY 2009-10, and the forecasted tax rates for the next four years (assuming rates are set at the maximum).

As illustrated to the right, the net assessed value has been forecasted to decrease over the next three years, due to the real estate crisis. Although the value is forecasted to show a slight increase in FY 2013-14, this value would still be 37% lower than the peak in FY 2009-10 value.

Tax rates displayed for future fiscal years are the maximum allowable; the Board of Supervisors has not made a decision to adopt these rates.

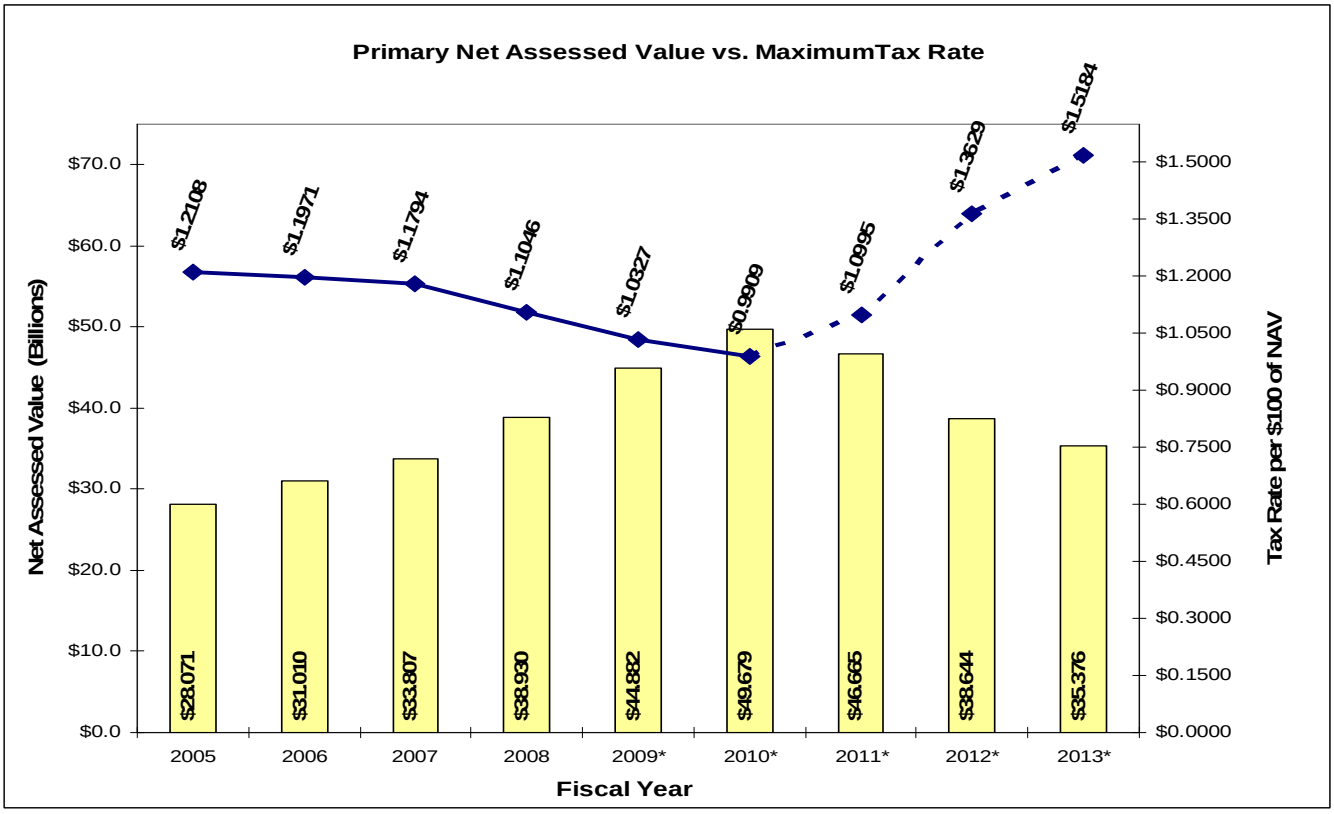
The FY 2009-10 primary property tax rate for Maricopa County was reduced to $0.9909 per $100 net assessed value as a result of the constitutional levy limit. This reduction was the eighth such reduction since FY 2002-03; however, the maximum rate will increase in future years.

Net Assessed Values and Tax Rates

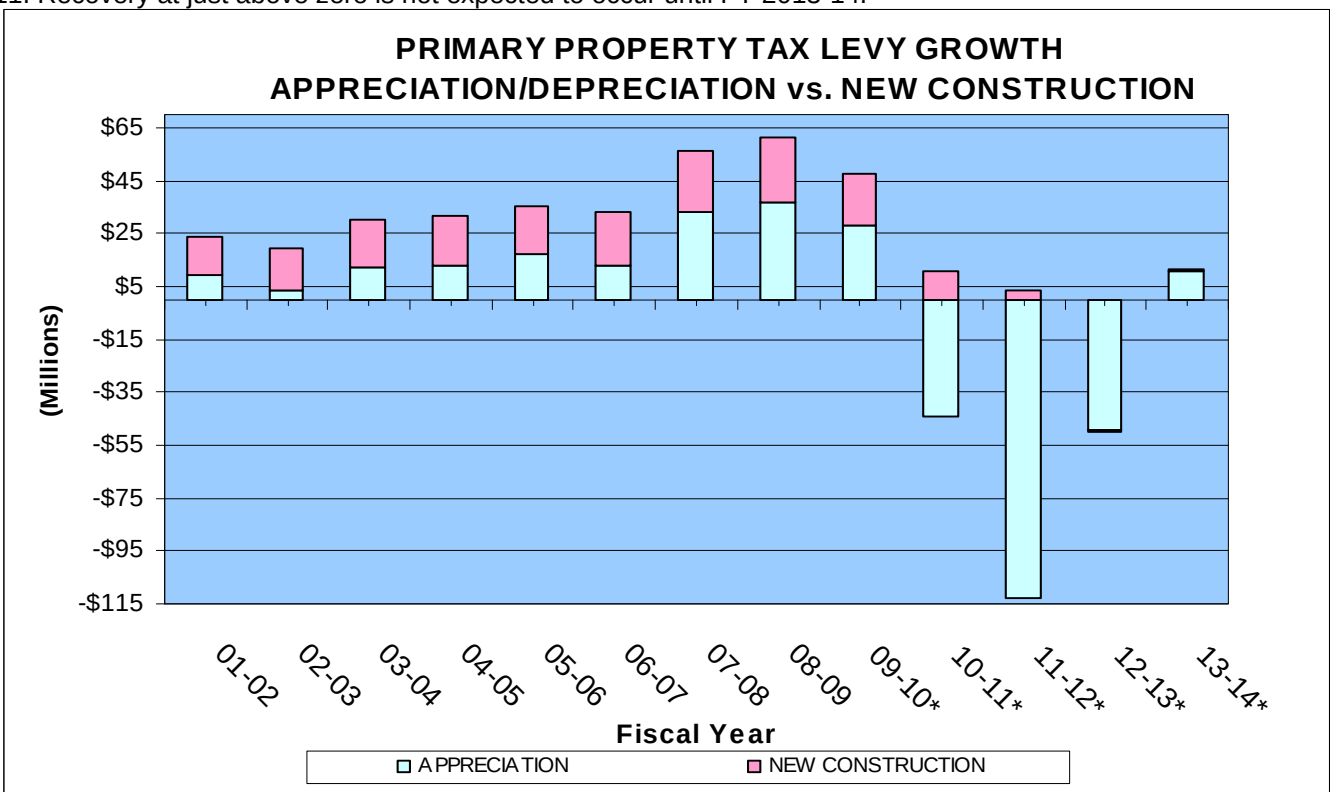
	Primary		Secondary		
Fiscal Year	Net Assessed Value (Thousands)	Primary Tax Rate (per $100 N.A.V.)	Net Assessed Value (Thousands)	Debt Service Tax Rate (per $100 N.A.V.)	Combined Rate
2000-01	$ 19,362,298	1.3114	$ 20,877,716	0.1152	1.4266
2001-02	21,355,326	1.2839	22,724,309	0.0876	1.3715
2002-03	22,955,865	1.2907	24,457,047	0.0800	1.3707
2003-04	25,447,851	1.2607	27,477,988	0.0700	1.3307
2004-05	28,070,870	1.2108	30,066,987	-	1.2108
2005-06	31,010,285	1.1971	33,197,218	-	1.1971
2006-07	33,807,465	1.1794	36,294,694	-	1.1794
2007-08	38,930,268	1.1046	49,534,573	-	1.1046
2008-09	44,881,603	1.0327	58,303,635	-	1.0327
2009-10*	49,679,450	0.9909	57,984,052	-	0.9909
2010-11*	46,664,573	1.0995	48,876,153	-	1.0996
2011-12*	38,643,671	1.3629	40,694,729	-	1.3630
2012-13*	35,376,115	1.5184	37,136,383	-	1.5850
2013-14*	36,146,187	1.5182	37,894,794	-	1.5183

*Forecast: Source FY 2009-10 to 2013-14 Elliott D. Pollack & Co.

The chart below illustrates that, as assessed values decrease in coming years due to the housing market crisis, the constitutionally allowable tax rate will increase significantly. As the housing market rebounds and values begin to grow again, the tax rate will naturally decline. The Board of Supervisors would be able to adopt their higher tax rates, but it is not required to do so.



The effects of the real estate crisis on County property tax revenues are lagging the market trends due to the retrospective nature of property value assessments, as shown in the graph below. Appreciation will account for approximately 59% of the increase to the FY 2009-10 levy. This is in sharp contrast to the growth patterns of five to seven years ago, which were much more heavily influenced by new construction. At the estimated maximum rates, levy growth is expected to decline substantially in FY 2009-10 and subsequently fall below zero in FY 2010-11. Recovery at just above zero is not expected to occur until FY 2013-14.



*Forecast: Source FY 2009-10 to 2013-14 Elliott D. Pollack & Co.

The FY 2009-10 primary property tax levy (excluding Salt River Project) is $492,273,671, an increase of $28,781,360 (6.21%) from the FY 2008-09 adopted primary levy. Property tax revenue is budgeted in FY 2009-10 based on prior years' collection trends in relation to the adopted levy.

Property Tax Collection Analysis
Maricopa County Primary

Levy Amount	Estimated Collections	Collection Rate
$ 492,273,671	$ 487,350,934	99%

Levy Limit and Truth-in-Taxation Comparisons

FY 2009-10 PRELIMINARY PRIMARY PROPERTY TAX LEVY VS. LEVY LIMIT		
FY 2009-10 Adjusted Allowable Levy Limit	$	492,273,671
Maximum Tax Rate (per $100 Assess Value)	$	0.9909
FY 2009-10 Preliminary Primary Levy (excluding SRP):	$	492,273,671
Primary Tax Rate (per $100 Assess Value)	$	0.9909
Amount Under/(Over) Limit:	$	-

PRELIMINARY FY 2009-10 LEVY VS. TRUTH-IN-TAXATION LEVY		
Current NAV Subject to Taxation in Prior Year	$	47,711,742,868
FY 2008-09 Primary Property Tax Levy	$	463,492,311
FY 2009-10 Truth-in-Taxation Tax Rate	$	0.9714
FY 2009-10 Primary Net Assessed Value	$	49,679,450,134
FY 2009-10 Truth-in-Taxation Primary Levy	**$**	**482,586,179**
FY 2009-10 Primary Levy	$	492,273,671
FY 2009-10 Primary Rate	$	0.9909
Amount Under/(Over) Truth-in-Taxation Levy	$	(9,687,492)
Amount Under/(Over) Truth-in-Taxation Rate	$	(0.0195)
Truth-in-Taxation Assessment on a $250,000 Home:	$	242.85
Recommended Primary Levy on a $250,000 Home:		247.73
(Increase)/Decrease		(4.87)
		-2.0%
Impact of County Rate on a $250,000 home:		
FY 2008-09	$	301.18
FY 2009-10		290.73
Net Impact on Taxpayer		10.45
		3.5%

Tax Penalties & Interest

The County Treasurer collects penalties and interest on repayment of delinquent property taxes, and proceeds are deposited in the General Fund. Collections fluctuate and are difficult to accurately forecast, so it is prudent to budget this revenue conservatively. The FY 2009-10 budget is a conservative estimate based on current interest rates and historical trends.

Jail Excise Tax

The County levies a Jail Excise Tax that is collected by the State of Arizona and transmitted to the County Treasurer monthly. The only special sales tax in Maricopa County at this time is the Jail Excise Tax.

In November 1998, Maricopa County voters approved a new Jail Excise Tax to fund construction and operation of adult and juvenile detention facilities. Tax authority began in January 1999 and was to expire after nine years or collections of $900 million. The $900 million was reached in FY 2006-07. In November 2002, Maricopa County voters approved an extension of the Jail Excise Tax for an additional twenty years after the expiration of the original tax.

Despite annual growth of 16% as recently as FY 2005-06, local tax revenues have been seriously impacted by the national economic slowdown. Jail Excise Tax revenue is budgeted based on the pessimistic forecast. FY 2008-09 Jail Excise Tax revenues are forecasted at 15.9% below FY 2008-09 collections. This trend is expected to continue in FY 2009-10 with a 6% reduction and, as a result, the revenue forecast has been lowered to just over the FY 2003-04 level.

Jail Excise Tax

Fiscal Year		Annual Collections	Growth Rate
2000-01		$ 97,752,375	6.3%
2001-02		98,029,348	0.3%
2002-03		98,932,138	0.9%
2003-04		107,441,209	8.6%
2004-05		119,143,065	10.9%
2005-06		137,876,660	15.7%
2006-07		145,389,195	5.4%
2007-08		138,063,949	-5.0%
2008-09		116,148,473	-15.9%
2009-10	*	109,246,467	-5.9%
2010-11	*	115,801,255	6.0%
2011-12	*	121,591,318	5.0%
2012-13	*	127,670,884	5.0%
2013-14	*	134,054,428	5.0%

* Forecast: Elliott D. Pollack & Co.

Licenses and Permits

Maricopa County collects revenue from a variety of licenses and permits that are issued through various County departments. Rates for licenses and permits are approved by the Board of Supervisors, unless otherwise set forth in State statutes. The revenue generated from licenses and permits is generally used to offset the cost of issuance. Examples of licenses and permits include building permits, marriage licenses, dog licenses, and environmental health permits. Listed in the chart to the left are the actual license and permit revenues recorded for the last nine fiscal years, along with estimated revenues for FY 2009-10.

Licenses & Permits Revenues

Fiscal Year	General Fund	Special Revenue Funds	Total
2000-01	501,811	22,004,141	22,505,952
2001-02	415,821	23,930,149	24,345,970
2002-03	52,000	26,381,649	26,433,649
2003-04	1,306,694	28,322,351	29,629,045
2004-05	1,494,043	30,955,888	32,449,930
2005-06	2,349,225	36,276,380	38,625,605
2006-07	2,510,840	35,224,846	37,735,686
2007-08	1,668,162	36,006,592	37,674,754
2008-09*	2,329,338	33,187,550	68,704,438
2009-10**	2,210,000	36,289,867	38,499,867

*Forecast
**Budget

Special Revenue Fund Licenses and Permits are expected to grow by approximately 9% in FY 2010. This is primarily due to a newly automated notice of licensing system implemented by Animal Care and Control in January of 2009. The additional licensing revenue will offset substantial increases in expenditures related to an increase in postage fees.

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

Licenses and Permits General Fund			
Department	FY 2008-09 Forecast	FY 2009-10 Budget	Description
Non-Departmental	$ 45,000	$ 50,000	Liquor Licenses
Non-Departmental	1,768,864	1,650,000	Cable Television Franchise Fees
Clerk of Superior Court	437,924	444,000	Marriage Licenses
Sheriff	77,550	66,000	Pawnshop & Peddler's Licenses
Total	**$ 2,329,338**	**$ 2,210,000**	

Intergovernmental Revenues

Intergovernmental revenues are received by the County from other government or public entities, and include payments in lieu of taxes, state shared revenues, grants, and certain payments required by intergovernmental agreements (IGA's). Intergovernmental revenues come from a variety of sources, including the Federal government, local cities, and the State of Arizona. Included in the intergovernmental classification are grant revenues that typically carry restrictions on how they may be expended.

Listed below are the actual intergovernmental and grant revenues recorded for the last nine fiscal years, forecasted collections for FY 2008-09, and the amounts budgeted for FY 2009-10.

Intergovernmental Revenues							
Fiscal Year	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Capital Projects Funds	Debt Service	Total
2000-01	$ 421,036,415	$ 261,793,910	$ 8,093,439	$ 34,434	$ 278,259	$ -	$ 691,236,457
2001-02	439,548,553	270,074,384	93,391,643	873,340	12,784,358	399,224	817,071,502
2002-03	486,655,500	257,064,915	3,062,855	1,118,844	7,320,885	339,376	755,562,375
2003-04	489,807,845	259,928,320	5,302,492	1,215,513	9,384,689	339,376	765,978,235
2004-05	626,232,433	250,103,881	-	9,647,024	8,820,531	2,036,360	896,840,230
2005-06	694,985,741	285,620,779	284,611	13,365,808	8,847,363	1,395,932	1,004,500,234
2006-07	652,535,569	308,701,512	-	8,228,148	39,089,704	3,346,367	1,011,901,300
2007-08	621,647,990	253,183,631	-	-	22,047,877	-	896,879,498
2008-09*	609,861,800	268,562,609	-	-	-	-	878,424,409
2009-10**	609,861,800	268,562,609	-	-	-	-	878,424,409

*Forecast
**Budget

Payments in Lieu of Taxes

Payments in lieu of taxes are collected from the Salt River Project (SRP), the Federal Government, the Arizona State Retirement System (ASRS), and from municipalities. SRP estimates their net assessed value and makes payments in lieu of property taxes to each taxing jurisdiction based on its property tax rates. The graph below identifies the amounts by payer.

Payments in Lieu of Taxes		
	FY 2008-09 Budget	FY 2009-10 Budget
Salt River Project	$ 5,885,873	$ 6,370,442
Federal Bureau of Land Management	1,858,155	1,858,155
Cities	283,903	283,903
Arizona State Retirement System	161,902	161,902
	$ 8,189,833	**$ 8,674,402**

State Shared Sales Taxes

Maricopa County does not have legal authority to levy a general-purpose sales tax. However, the County does receive a portion of the State of Arizona's Transaction Privilege Tax collections, which are deposited in the General Fund. The State collects Transaction Privilege Taxes on 30 types of business activities, at rates ranging from 0.516 to 6.05 percent. A portion of each of these taxes, ranging from 0 to 80 percent, is allocated to a pool for distribution to the cities, counties and state. Of this distribution, 40.51 percent is allocated to Arizona counties based on the larger of two different distribution base calculations: a) 50% based on point of sale + 50% based on assessed valuation; or b) 50% based on point of sale + 50% based on population. Counties also receive a portion of an additional 2.43 percent of the distribution base, distributed based on a 50% point of sale + 50% population.

State Shared Sales Tax		
Fiscal Year	Annual Collections	Growth Rate
2000-01	$ 322,429,593	4.3%
2001-02	325,728,202	1.0%
2002-03	330,260,143	1.4%
2003-04	357,526,559	8.3%
2004-05	397,712,843	11.2%
2005-06	457,785,985	15.1%
2006-07	480,411,951	4.9%
2007-08	460,958,749	-4.0%
2008-09	392,000,906	-15.0%
2009-10 *	368,431,060	-6.0%
2010-11 *	390,536,924	6.0%
2011-12 *	410,063,770	5.0%
2012-13 *	430,566,958	5.0%
2013-14 *	452,095,306	5.0%

*Forecast: Elliott D. Pollack & Co.

Listed to the left are the actual State Shared Sales Tax collections for the last nine fiscal years, forecasted totals for FY 2008-09 plus the budget for FY 2009-10. As discussed above in regard to Jail Excise Tax collections, State Shared Sales Tax collection growth slowed substantially in FY 2006-07 and actual collections are expected decline year-over-year in fiscal years FY 2008-09 and FY 2009-10. Recovery at just above FY 2005-06 levels is not expected to occur until FY 2013-14 (see table to the left). Declining revenues are attributable to two primary factors: 1) prior to FY 2006-07, consumer spending was driven to record-high levels by unusually high capital gains and construction activity, both of which were transitory in nature. Beginning in FY 2006-07, this trend reversed, causing sales tax growth to slow considerably. 2) The economic recession (see Econometric and Demographic Trends section of the Transmittal Letter for further discussion on the current state of the economy).

State Shared Sales Taxes are budgeted for the upcoming fiscal year at the "pessimistic" forecast scenario of a -6.0% decline over economist Pollack's FY 2008-09 forecast, resulting in a $23.6 million reduction in revenue.

State Shared Highway User Revenues

The State of Arizona collects highway user revenue, principally from a $0.18 per gallon tax on the motor fuel sold within the state. The primary purpose of highway user revenue is to fund construction and maintenance of streets and highways. The State distributes these highway user funds in approximately the following proportions: 50 percent to the State Highway Fund, 30 percent to cities and towns and 20 percent to counties. The highway user revenues distributed to the counties are allocated based upon fuel sales and estimated consumption as well as population. Maricopa County Highway User Revenue Funds (HURF) are deposited in the Transportation Operations Fund. Listed to the right are the actual collections of the highway user revenues for the last eight fiscal years, forecasted totals for FY 2008-09, and the budget for FY 2009-10.

HURF revenue is budgeted based on the pessimistic forecast. FY 2008-09 HURF revenues are forecasted at -14.5% below the prior year's collections. This trend is expected to continue in FY 2009-10, which is mostly due to the State shifting HURF revenues to its General Fund for other purposes. Due to the huge budget deficit faced by the State of Arizona, the forecast presented here remains unpredictable. Recovery is expected to occur in FY 2010-11; however this value is still lower than the FY 2004-05 value.

Fiscal Year	State Shared Highway User Revenues	Growth Rate
2000-01	$ 78,243,269	1.2%
2001-02	78,285,212	0.1%
2002-03	82,153,376	4.9%
2003-04	86,598,735	5.4%
2004-05	90,566,136	4.6%
2005-06	96,972,512	7.1%
2006-07	107,593,116	11.0%
2007-08	102,751,593	-4.5%
2008-09	87,814,202	-14.5%
2009-10 *	84,301,634	-4.0%
2010-11 *	87,673,699	4.0%
2011-12 *	90,284,637	3.0%
2012-13 *	92,986,412	3.0%
2013-14 *	95,733,908	3.0%

*** Forecast: Source Elliott D. Pollack & Co.**

State Shared Vehicle License Taxes

State Shared Vehicle License Tax		
Fiscal Year	General Fund	Growth Rate
2000-01	$ 93,389,137	5.9%
2001-02	99,372,045	6.4%
2002-03	103,532,057	4.2%
2003-04	116,054,332	12.1%
2004-05	122,637,826	5.7%
2005-06	138,003,052	18.9%
2006-07	143,543,616	4.0%
2007-08	139,312,595	-2.9%
2008-09	123,318,182	-11.5%
2009-10 *	118,385,455	-4.0%
2010-11 *	125,488,582	6.0%
2011-12 *	130,508,126	4.0%
2012-13 *	135,728,451	4.0%
2013-14 *	141,157,589	4.0%

*Forecast: Source Elliott D. Pollack & Co.

The State of Arizona levies Vehicle License Taxes (VLT) annually on all vehicles, based upon their estimated value. The Vehicle License Tax is essentially a personal property tax on cars and trucks. VLT is paid as part of the annual auto license renewal process, billed and payable during the month in which the vehicle was first registered. VLT rates are applied to a vehicle's depreciated value and as a result, revenue growth depends greatly on the volume of new car sales. VLT revenue is shared with counties and cities, and a portion is also deposited in the Highway User Revenue Fund (HURF), which is also shared with local governments. The table to the left shows actual and forecasted vehicle license tax collections from FY 2000-01 to FY 2013-14.

FY 2008-09 VLT forecasted collections are lower than the collections in FY 2004-05. The trend of negative growth is expected to continue through FY 2009-10, based on the pessimistic forecast. Revenues are not expected to rebound until FY 2010-11, while still being below the FY 2006-07 levels until FY 2014-15, as shown in the table to the left.

Other Intergovernmental Revenue

Other Intergovernmental Revenues include a variety of payments from other jurisdictions, usually as required by Intergovernmental Agreements (IGA's) with the County.

The following chart shows Detail of General Fund Other Intergovernmental Revenue. Revenue is projected to decrease by $3,000,000 (-55%) in FY 2009-10 from the FY 2008-09.

Other Intergovernmental Revenue General Fund			
Department	FY 2008-09 Budget	FY 2009-10 Budget	Description
County Attorney Civil	$ 36,377	$ -	Legal services to Housing Authority and Others
Elections	4,418,890	993,600	Election Services
Research and Reporting	-	119,729	Surveys for other governmental agencies
Non-Departmental	269,506	224,760	Shared State Lottery Sales
Juvenile Probation	48,998	20,999	Reimbursement from U.S. Marshals for housing of federal juvenile prisoners
Legal Defender	-	2,100	State Grand Jury Reimbursements
Legal Advocate	2,917	20,000	State Grand Jury Reimbursements
Contract Counsel	-	100,000	State Grand Jury Reimbursements
Public Defender	12,600	5,950	State Grand Jury Reimbursements
Sheriff's Office	569,613	460,000	Social Security Administration pay for inmate information
Superintendent of Schools	36,692	488,081	National Forest Fees for Schools
Superior Court	1,490	4,474	Intergovernmental Agreement Revenue
Total	**$ 5,397,083**	**$ 2,439,693**	

Charges for Services

Charges for Services are a broad category of program revenues that include charges to customers, applicants, or other governments who purchase, use, or directly benefit from the goods, services, or privileges provided, or are otherwise directly affected by the services. Charges for service are also levied internally within Maricopa County government for internal services provided by one County department to another department, but are eliminated within the overall County budget.

County policy is to fully recover the cost for providing services. When setting fees, care is exercised in establishing charges for services so that they do not unfairly discriminate against those most in need of services. The County Board of Supervisors approves all fee schedules, unless fees are specifically set forth in State statute.

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

Listed below are the revenues recorded for the last nine fiscal years, forecasted revenue for FY 2008-09 and the budget amount for FY 2009-10 for:

- Other Charges for Service
- Internal Service Charges
- Patient Service Charges
- Fines and Fees

The significant change in the FY 2005-06 and FY 2006-07 Enterprise Fund Charges for Services revenue is the result of the transfer of the Maricopa Integrated Health Care System to a special distinct governmental entity and the termination of the County's long-term health care plan. In FY 2007-08, the County began self-funding employee health and dental benefits, which resulted in an increase in Internal Service Fund revenue. This increase was almost exclusively due to budgeting and accounting procedural changes necessitated by the transition from insured benefits to self-insurance, rather than actual rate increases.

Charges for Service

Fiscal Year	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Eliminations	Total
2000-01	$ 22,344,319	$ 43,356,914	$ 125,432	$ 1,526	$ 582,350,811	$ 47,269,363	$ -	$695,448,365
2001-02	23,066,442	31,204,270	-	-	577,445,943	48,199,803	(138,734,084)	541,182,374
2002-03	25,932,256	36,564,318	-	-	695,504,915	73,435,665	(74,326,480)	757,110,673
2003-04	30,266,056	41,510,912	-	-	773,743,235	86,558,352	(161,468,141)	770,610,414
2004-05	29,955,025	46,588,972	-	-	355,475,219	86,706,148	(76,001,438)	442,723,926
2005-06	33,156,418	53,563,330	-	-	78,515,094	74,861,880	(72,564,571)	167,532,151
2006-07	31,719,127	55,826,076	-	-	62,873	78,091,596	(70,498,458)	95,201,214
2007-08	59,617,095	110,859,754	3,054,932	7,300,482	-	199,238,595	(161,606,944)	218,463,914
2008-09*	59,840,714	149,539,985	4,477,888	12,670,873	-	204,733,149	(163,335,351)	267,927,258
2009-10**	61,402,322	155,659,157	2,698,636	26,095,834	-	190,745,676	(148,837,677)	287,763,948

* Forecast
** Budget

Intergovernmental Charges for Services

Revenues in this category account for payments as well as for the sale of goods and services to outside governments or Districts. Examples include charges to cities and towns for housing jail inmates. Detail of Intergovernmental Charges for Service is shown in the following table.

Intergovernmental Charges for Service
General Fund

Department	FY 2008-09 Budget	FY 2009-10 Budget	Description
Finance	$ 221,017	$ 245,111	Lease revenue, reimbursement from Industrial Development Authority
County Attorney - Civil	-	151,054	Retainers for Legal Services
Workforce Management and Development	2,000	6,000	Training purchased by Housing Authority and Special Health Care District
General Litigation	-	287,436	District Legal Retainers
Superintendent of Schools	33,416	234,960	National Forest Fees for Schools
Research and Reporting	69,729	-	Surveys Performed for non-County Entities
Non-Departmental	855,872	889,866	District Reimbursements
Sheriff	11,349,043	10,115,543	Patrol Services
Public Works	309,078	335,141	Security Services to Library District
Superior Court	1,031,769	1,169,184	IGAs for Court Security
Total	**$ 13,871,924**	**$ 13,434,295**	

Patient Charges

- In the General Fund, the residual long-term care program generates patient service revenues.
- Special Revenue fund patient charges include amounts received by Public Health and by the Sheriff's Office for services provided. The significant change to the Enterprise Fund patient charges in FY 2005-06 is the result of the Maricopa Integrated Health Care System becoming a distinct governmental entity. The further reduction in FY 2006-07 is due to the termination of the County's management of the long-term health care program.

Patient Services Revenue

Fiscal Year	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Eliminations	Total
2000-01	101,118	1,242,215	187,203,802	-	-	188,547,135
2001-02	66,046	1,228,270	577,401,082	-	(91,278,716)	487,416,682
2002-03	49,448	1,142,428	695,449,087	12,424,598	(5,248,439)	703,817,091
2003-04	18,746	1,504,145	773,534,090	7,871,064	(79,149,895)	703,778,150
2004-05	29,583	905,752	355,475,219	-	-	356,410,554
2005-06	13,742	2,205,319	78,480,454	-	-	80,699,515
2006-07	7,271	927,916	-	-	-	935,187
2007-08	6,730	964,015	-	-	-	970,745
2008-09*	17,530	1,020,865	-	-	-	1,038,395
2009-10**	7,200	1,390,074	-	-	-	1,397,274

*Forecast
** Budget

Internal Service Charges

Internal Service Charges	FY 2008-09 Budget	FY 2009-10 Budget
Equipment Services	$ 12,999,919	$ 10,055,200
Materials Management	869,100	1,004,711
Employee Health Initiatives	100,152,053	97,943,127
Telecom	19,383,076	15,224,405
Risk Management	25,998,107	21,115,581
County Attorney- Civil	3,933,096	768,067

Internal Service Charges are established during the budget process. The internal service fee rates are intended to recover from the appropriate user the full cost of the services provided. Internal charges for service are recorded in the Internal Service Funds. In FY 2009-10, Internal Service Fund revenue is budgeted to grow 10.5% over the prior year. In Materials Management and Telecommunications, revenue remains constant as departments tighten their budgets and have fewer discretionary funds and combat rising prices. Risk Management is supplementing their costs with a planned partial spend-down of their fund balance. The reduction is due to a transfer of civil litigation to the new General Litigation Department. The County Attorney's Office is reducing costs to departments by relying more upon in-house staff than more costly contract attorneys. Increases are budgeted for both Equipment Services and Employee Health Initiatives in order to fully recover the increased cost of services provided to departments.

Other Charges for Services

FY 2009-10 collections of Other Charges for Service in the General Fund are anticipated to be slightly less than FY2008-09. This is primarily due to a substantial reduction in Document Recording Fee revenue resulting from the slowdown in the housing market and a substantial reduction in Justice Court Fee revenue resulting from the current state of the economy, but will be partially offset by increases in filings fees and civil jury trial fees, as shown in the table below.

Other Charges for Service Summary
General Fund

Department	FY 2008-09 Budget	FY 2009-10 Budget	Description
Clerk of the Superior Court	$ 6,267,053	$ 6,832,200	Filing fees
Finance	47,450	34,800	Collections Fee
Constables	1,679,692	1,638,556	Constable fees
Elections	5,126	1,602	Certifications
Non-Departmental	2,772,492	2,500,000	Tax Sale Fees
Facilities	182,661	186,974	Security Services for Homeless Campus
Workforce Management & Development	46,290	50,000	Garnishments, Copies and Lost Bus Card Fees
Juvenile Probation	8,746	8,001	Miscellaneous charges and Indian Ward Custody Reimbursements
Medical Examiner	283,230	302,768	Cremation Certificate Fees and Transport Fees
Public Defender	65,800	61,050	Reimbursement for Legal Services
Public Fiduciary	1,012,454	1,020,000	Fiduciary Fees and Probate Fees
Recorder	6,497,347	6,060,002	Document Recording Fees
Sheriff	483,830	408,000	Other tax sales fees and various civil fees
Superintendent of Schools	350,315	105,050	Garnishment & Support Processing Fees
Treasurer	1,849	4,000	Miscellaneous charges
Public Health	960	-	Miscellaneous payments for Child Care
Superior Court	618,179	1,202,396	Family Court filing and Civil trial jury fees
Justice Courts	4,702,615	4,453,596	Defensive Driving fees, Civil Trial Jury fees and other miscellaneous court fees
Total	**$ 25,026,089**	**$ 24,868,995**	

Fines and Forfeits

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

Fines & Forfeits			
Fiscal Year	General Fund	Special Revenue Funds	Total
2000-01	$ 11,989,817	$ 2,698,524	$ 14,688,341
2001-02	12,886,929	3,201,902	16,088,831
2002-03	11,940,884	4,051,596	15,992,480
2003-04	12,858,597	3,828,653	16,687,250
2004-05	15,719,102	5,612,192	21,331,294
2005-06	15,646,210	7,098,112	22,744,322
2006-07	18,220,355	12,817,700	31,038,055
2007-08	16,884,503	14,490,595	31,375,098
2008-09*	16,969,975	18,441,935	35,411,910
2009-10**	19,597,179	18,101,306	37,698,485
* Forecast			
** Budget			

The largest source of General Fund fine and forfeit revenue is Justice Courts. Overall, fine revenue is expected to grow at a rate of 15.3% in FY 2009-10. This is primarily due to the implementation of the Fines/Fees and Restitution Enforcement (FARE) Program, which allows the court to place registration holds on defendants who do not pay. This is expected to generate increased revenue for the courts. The FARE program also allows defendants to pay fines through the web and over the phone, increasing payment options. The table below summarizes the sources of General Fund Fines and Forfeits:

Fines and Forfeits Summary General Fund			
Department	**FY 2008-09 Budget**	**FY 2009-10 Budget**	**Description**
Clerk of the Superior Court	$ 4,444,299	$ 4,800,000	Superior Court Fines
Elections	20,882	15,600	Campaign Finance Penalty Fees
Environmental Services	550	1,000	Code Enforcement Fines
Sheriff	836	2,500	Civil Sanctions and Traffic Fines
Non Departmental	22,100	-	Trip Reduction and Various Fines
Superior Court	819	900	Juror Fines
Justice Courts	12,502,589	14,777,179	Justice Court Traffic and Misdemeanor Fines
Total	**$16,992,075**	**$19,597,179**	

Miscellaneous Revenue

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

Listed below are the combined miscellaneous revenues and interest earnings recorded for the last nine fiscal years, forecasted amounts for FY 2008-09, plus the budget for FY 2009-10. Miscellaneous revenues are recorded in all fund types.

Miscellaneous Revenue							
Fiscal Year	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
2000-01	20,448,749	30,668,984	4,927,850	113,020,718	26,279,616	2,344,981	197,690,898
2001-02	16,376,321	18,781,108	5,913,617	12,369,884	8,543,553	2,230,495	64,214,978
2002-03	11,657,516	16,902,830	3,193,710	5,994,977	4,857,068	1,672,982	44,279,083
2003-04	9,818,704	15,901,534	1,586,395	10,505,604	7,081,380	625,811	45,519,428
2004-05	15,154,769	19,078,397	1,289,686	6,483,550	591,581	1,345,006	43,942,989
2005-06	22,714,174	24,869,157	1,077,601	3,229,749	456,261	4,101,900	56,448,842
2006-07	39,820,376	35,303,667	1,211,040	7,127,256	684,104	3,789,038	87,935,481
2007-08	25,842,336	32,789,580	1,417,839	7,242,328	-	3,355,781	70,647,864
2008-09*	20,227,324	32,461,677	851,746	12,605,381	-	2,367,416	68,513,544
2009-10**	15,626,106	49,670,207	64,152	-	-	1,044,000	66,404,465

* Forecast
** Budget

As in prior years, the largest single component of miscellaneous revenues in the General Fund is interest income, which is budgeted at $12 million in FY 2009-10.

Other Financing Sources

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

Miscellaneous Revenue General Fund			
Department	FY 2008-09 Budget	FY 2009-10 Budget	Description
Assessor	$ 97,472	$ 150,000	Sale of maps, copies, etc.
Clerk of the Superior Court	69,901	130,000	Sale of copies & bad check fees, interest
County Attorney	855,775	24,300	Fees to private defense for discovery information
Elections	5,408	5,408	Sale of copies and maps
Facilities Management	7,821	82,712	Parking fees
Finance	855,775	777,288	Building Rental
Non-Departmental	12,115,000	12,200,000	Interest and sale of fixed assets
Workforce Mangement and Development	467	500	Sale of copies, W-2 fees
Internal Audit	-	-	Sale of instructional videos
Materials Management	456,768	457,849	Vendor rebates & copy sales
Recorder	602,115	542,598	Micrographics & photocopy sales
Correctional Health	-	-	IGA with Pima County
Superintendent of Schools	186,126	-	Indirect Cost Recovery
Sheriff	491,568	339,000	Sale of copies and reimbursement for ID cards
County Manager's Office	2,148	1,100	Sale of copies
Justice Court	948,580	904,751	Sale of copies
Superior Court	14,907	10,600	Sale of copies
Total	**$ 16,709,831**	**$ 15,626,106**	

Proceeds of Financing

No revenues are budgeted for Proceeds of Financing in FY 2009-10. Please refer to the *Debt Service* section of this document for a discussion of Maricopa County's debt policies and the *Capital Improvement Program* section for additional information on the uses of the proceeds of financing form prior fiscal years.

Fund Transfers In

Details on Fund Transfers In and Out are listed later in this document. In FY 2009-10, budgeted fund transfers in to the General Fund are comprised of Central Service Allocation charges to non-General Fund departments. For further detail refer to the *Fund Transfer* section.

Fund Balance Summary and Variance Commentary

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

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

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

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

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

In addition to the grant funds, the following funds are also projected to have a deficit fund balance at the end of FY 2009-10:

Emergency Management (215)

The Emergency Management Fund (215) which is listed as a non-grant Special Revenue fund receives both grant and fee revenue. Grant revenue received after 60 days following the close of the year has resulted in a deficit balance.

County Improvement Debt 2 (321)

The negative fund balance results from debt service expenditures that will be paid for with cash that exists in other debt service funds. County Improvement Debt (320).

Financing Series 2007 (440), Financing Series 2008 (441)

The negative fund balance results from project expenditures that will be paid for with cash in another capital project fund, General Fund County Improvement (445).

Benefits Trust (Funds 601 through 632)

The Benefits Trust is an Internal Service Fund comprised of several funds used to account for specific employee benefit plans. Most plans in the trust are achieving favorable financial results, as demonstrated by their positive fund balances. The performance of a few benefit plans has been unfavorable; those funds are anticipated to have negative fund balances. Collectively, the employee benefit plan funds have a significant positive fund balance.

Fund Balance Summary

MARICOPA COUNTY FY 2009-10 ADOPTED BUDGET							
		SOURCES:		USES:			
FUND	UNDESIG. BEG. FUND BALANCE	OPERATING	NON RECURRING	OPERATING	NON RECURRING	STRUCTURAL BALANCE	UNDESIG. ENDING FUND BALANCE
GENERAL	$ 183,850,408	$ 1,090,162,676	$ -	$ 1,090,162,676	$ 183,850,408	$ -	$ -
SPECIAL REVENUE							
NON-GRANT FUNDS							
201 ADULT PROBATION FEES	$ 866,814	$ 14,116,202	$ -	$ 14,116,202	$ 347,701	$ -	$ 519,113
203 SHERIFF DONATIONS	105,573	84,640	-	84,640	-	-	105,573
204 JUSTICE CT JUDICIAL ENHANCEMNT	626,843	916,686	-	916,686	-	-	626,843
205 COURT DOCUMENT RETRIEVAL	455,492	1,229,100	-	1,229,100	200,000	-	255,492
207 PALO VERDE	420,415	404,459	-	404,459	-	-	420,415
208 JUDICIAL ENHANCEMENT	407,896	1,388,117	-	1,388,117	255,000	-	152,896
209 PUBLIC DEFENDER TRAINING	196,866	496,645	-	496,645	163,129	-	33,737
210 ECONOMIC DEVELOOPMENT	588,334	65,000	-	-	504,483	65,000	148,851
212 SHERIFF RICO	-	1,155,000	-	1,155,000	-	-	-
213 COUNTY ATTORNEY RICO	2,012,243	2,750,000	-	2,750,000	750,000	-	1,262,243
214 SHERIFF JAIL ENHANCEMENT	1,057,853	2,205,000	-	2,205,000	-	-	1,057,853
215 EMERGENCY MANAGEMENT	(94,233)	908,008	20,000	908,008	20,000	-	(94,233)
218 CLERK OF COURT FILL THE GAP	80,214	2,206,000	-	2,206,000	40,000	-	40,214
220 DIVERSION	1,040,642	1,108,810	-	1,108,810	1,000,000	-	40,642
221 COUNTY ATTORNEY FILL THE GAP	813	1,964,388	-	1,964,388	-	-	813
225 SPUR CROSS RANCH CONSERVATION	534,747	305,000	-	305,000	285,000	-	249,747
226 PLANNING AND DEVELOPMENT FEES	3,568,321	6,752,764	-	7,705,691	-	(952,927)	2,615,394
228 JUVENILE PROBATION SPECIAL FEE	809,196	4,204,187	-	4,204,187	-	-	809,196
229 JUVENILE RESTITUTION	87,986	25,000	-	25,000	-	-	87,986
232 TRANSPORTATION OPERATIONS	-	96,392,000	-	60,847,714	35,544,286	35,544,286	-
235 DEL WEBB	515,565	27,800	-	2,753	-	25,047	540,612
236 RECORDERS SURCHARGE	3,531,359	3,942,000	-	3,498,813	364,485	443,187	3,610,061
239 PARKS SOUVENIR	26,755	170,000	-	170,000	-	-	26,755
240 LAKE PLEASANT RECREATION SVCS	1,549,763	1,766,010	-	1,766,010	345,000	-	1,204,763
241 PARKS ENHANCEMENT FUND	1,957,407	3,435,027	-	3,434,284	1,330,742	743	627,408
243 PARKS DONATIONS	807,198	108,000	-	108,000	40,000	-	767,198
245 JUSTICE COURTS SPECIAL REVENUE	3,611,381	5,207,031	-	5,207,031	2,012,824	-	1,598,557
252 INMATE SERVICES	9,375,731	14,520,364	-	14,520,364	1,328,541	-	8,047,190
254 INMATE HEALTH SERVICES	466,531	149,715	-	149,715	-	-	466,531
255 DETENTION OPERATIONS	52,443,440	322,818,421	-	322,818,421	52,443,440	-	-
256 PROBATE FEES	445,535	389,531	-	389,531	-	-	445,535
257 CONCILIATION COURT FEES	695,581	1,695,930	-	1,695,930	-	-	695,581
259 TRIAL COURTS SPECIAL REVENUE	2,704,718	6,100,817	-	6,100,817	384,000	-	2,320,718
261 LAW LIBRARY FEES	813,656	940,000	-	940,000	-	-	813,656
262 PUBLIC DEFENDER FILL THE GAP	880,888	1,472,536	-	1,472,536	158,064	-	722,824
263 LEGAL DEFENDER FILL THE GAP	1,799	59,000	-	59,000	-	-	1,799
264 SUPERIOR COURT FILL THE GAP	228,540	2,010,454	-	2,010,454	-	-	228,540
265 PUBLIC HEALTH FEES	3,404,792	6,609,352	-	6,609,352	156,436	-	3,248,356
266 CHECK ENFORCEMENT PROGRAM	85,584	346,000	-	431,584	-	(85,584)	-
267 CRIM JUSTICE ENHANCEMENT	1,071,646	1,909,746	-	1,909,746	800,000	-	271,646
268 VICTIM COMP AND ASSISTANCE	655,473	100,000	-	100,000	-	-	655,473
269 VICTIM COMP RESTITUTION INT	612,938	40,000	-	40,000	-	-	612,938
270 CHILD SUPPORT ENHANCEMENT	353,383	95,000	-	-	75,000	95,000	373,383
271 EXPEDITED CHILD SUPPORT	536,921	445,580	-	445,580	-	-	536,921
273 VICTIM LOCATION	175,344	24,000	-	10,000	-	14,000	189,344
274 CLERK OF THE COURT EDMS	1,265,588	3,370,000	-	3,370,000	933,582	-	332,006
275 JUVENILE PROBATION DIVERSION	948,756	386,633	-	386,633	-	-	948,756
276 SPOUSAL MAINT ENF ENHANCEMENT	142,866	115,921	-	115,921	-	-	142,866
281 CHILDRENS ISSUES EDUCATION	306,171	115,007	-	115,007	-	-	306,171
282 DOM REL MEDIATION EDUCATION	267,807	190,682	-	190,682	-	-	267,807
290 WASTE TIRE	2,871,519	5,173,154	-	5,173,154	-	-	2,871,519
376 EVENTS CENTER OPERATIONS	40,381	-	-	-	-	-	40,381
504 AIR QUALITY FEES	4,706,717	16,167,772	-	15,722,207	2,608,000	445,565	2,544,282
506 ENVIRONMTL SVCS ENV HEALTH	4,474,208	18,146,947	-	18,053,147	1,271,501	93,800	3,296,507
572 ANIMAL CONTROL LICENSE/SHELTER	3,855,068	10,649,387	-	9,777,524	187,750	871,863	4,539,181
574 ANIMAL CONTROL FIELD OPERATION	870,393	3,295,702	-	3,295,702	225,000	-	645,393
580 SOLID WASTE MANAGEMENT	11,194,798	725,000	-	2,008,369	5,629,000	(1,283,369)	4,282,429
669 SMALL SCHOOL SERVICE	55,793	104,204	-	104,204	-	-	55,793
741 TAXPAYER INFORMATION	387,878	304,341	-	304,341	-	-	387,878
780 SCHOOL TRANSPORTATION	353,200	792,887	-	792,887	-	-	353,200
782 SCHOOL COMMUNICATION	42,517	102,240	-	102,240	-	-	42,517
795 COUNTY SCHOOL INDIRECT COST	39,594	355,311	-	355,311	-	-	39,594
988 PUBLIC WORKS FLOOD CONTROL	-	35,718,850	-	35,718,850	-	-	-
SUBTOTAL NON-GRANT FUNDS	$ 131,541,197	$ 608,773,358	$ 20,000	$ 573,496,747	$ 109,402,964	$ 35,276,611	$ 57,434,844

Fund Balance Summary (continued)

MARICOPA COUNTY FY 2009-10 ADOPTED BUDGET							
		SOURCES:		USES:			
FUND	UNDESIG. BEG. FUND BALANCE	OPERATING	NON RECURRING	OPERATING	NON RECURRING	STRUCTURAL BALANCE	UNDESIG. ENDING FUND BALANCE
SPECIAL REVENUE (CONT'D)							
GRANT FUNDS							
211 ADULT PROBATION GRANTS	$ (54,092)	$ 4,477,057	$ -	$ 4,477,057	$ -	$ -	$ (54,092)
216 CLERK OF THE COURT GRANTS	(41,568)	1,615,346	-	1,615,346	-	-	(41,568)
217 CDBG HOUSING TRUST	483,503	23,202,613	-	23,202,613	-	-	483,503
219 COUNTY ATTORNEY GRANTS	(61,687)	7,792,090	-	7,792,090	-	-	(61,687)
222 HUMAN SERVICES GRANTS	(4,212,162)	39,324,961	-	39,324,961	-	-	(4,212,162)
223 TRANSPORTATION GRANTS	(57,196)	-	755,000	-	755,000	-	(57,196)
224 MEDICAL EXAMINER GRANT	(88)	218,615	-	218,615	-	-	(88)
227 JUVENILE PROBATION GRANTS	(595,635)	5,042,523	-	5,042,523	-	-	(595,635)
230 PARKS & REC. GRANTS	2,649	4,820	-	4,820	-	-	2,649
233 PUBLIC DEFENDER GRANTS	14,192	342,187	-	342,187	-	-	14,192
238 TRIAL COURTS GRANTS	25,277	2,013,724	-	2,013,724	-	-	25,277
248 ELECTIONS GRANT	(31,321)	-	55,000	-	84,524	-	(60,845)
249 NON DEPARTMENTAL GRANT	-	18,785,010	9,158,935	18,785,010	17,428,935	-	(8,270,000)
251 SHERIFF GRANTS	(405,161)	4,852,537	533,139	4,852,537	533,139	-	(405,161)
292 CORRECTIONAL HEALTH GRANT	(1,106)	42,818	-	42,818	-	-	(1,106)
503 AIR QUALITY GRANT	(537,975)	4,025,385	-	4,025,385	-	-	(537,975)
505 ENVIRONMENTAL SERVICES GRANT	312,265	902,000	-	902,000	-	-	312,265
532 PUBLIC HEALTH GRANTS	(2,055,545)	35,409,374	-	35,409,374	-	-	(2,055,545)
573 ANIMAL CONTROL GRANTS	700,699	1,572,785	-	1,572,785	-	-	700,699
581 SOLID WASTE GRANTS	18,317	-	190,000	-	190,000	-	18,317
715 SCHOOL GRANT	(112,113)	962,062	-	962,062	-	-	(112,113)
SUBTOTAL GRANTS	$ (6,608,747)	$ 150,585,907	$ 10,692,074	$ 150,585,907	$ 18,991,598	$ -	$ (14,908,271)
SPECIAL REVENUE	$ 124,932,450	$ 759,359,265	$ 10,712,074	$ 724,082,654	$ 128,394,562	$ 35,276,611	$ 42,526,573
DEBT SERVICE							
320 COUNTY IMPROVEMENT DEBT	$ 8,028,803	$ 2,762,788	$ 3,476,103	$ 11,297,930	$ -	$ (8,535,142)	$ 2,969,764
321 COUNTY IMPROVEMENT DEBT 2	706,838	1,081,585	5,589,595	7,411,180	-	(6,329,595)	(33,162)
DEBT SERVICE	$ 8,735,641	$ 3,844,373	$ 9,065,698	$ 18,709,110	$ -	$ (14,864,737)	$ 2,936,602
CAPITAL PROJECT							
234 TRANSPORTATION CAPITAL PROJECT	$ 52,450,583	$ -	$ 63,140,120	$ -	$ 85,728,037	$ -	$ 29,862,666
422 INTERGOVERNMENTAL CAP PROJ	3,382,499	-	180,000	-	857,075	-	2,705,424
435 COUNTY IMPROVEMENT	181	-	-	-	-	-	181
440 FINANCING SERIES 2007	39,994,850	-	-	-	47,900,000	-	(7,905,150)
441 FINANCING SERIES 2008	(51,833,462)	-	-	-	66,088,797	-	(117,922,259)
445 GENERAL FUND CTY IMPROV	423,739,336	-	61,299,990	-	15,788,608	-	469,250,718
CAPITAL PROJECT	$ 467,733,987	$ -	$ 124,620,110	$ -	$ 216,362,517	$ -	$ 375,991,580
INTERNAL SERVICE							
601 CMG HIGH OPTION	$ 1,917,990	$ 34,499,958	$ -	$ 37,373,246	$ -	$ (2,873,288)	$ (955,298)
602 CMG LOW OPTION	814,358	1,230,506	-	1,166,616	-	63,890	878,248
603 OAP IN	(2,483,655)	17,737,642	-	21,753,998	-	(4,016,356)	(6,500,011)
604 OAP HIGH OPTION	4,922,277	28,880,575	-	31,459,236	-	(2,578,661)	2,343,616
605 OAP LOW OPTION	789,975	1,886,671	-	1,756,417	-	130,254	920,229
606 CHOICE FUND H.S.A.	(357,442)	719,447	-	792,524	-	(73,077)	(430,519)
607 FI DENTAL PPO	51,497	5,468,592	-	5,560,052	-	(91,460)	(39,963)
608 COINSURANCE	16,792,374	13,683,010	-	13,713,239	-	(30,229)	16,762,145
609 CONSUMER CHOICE	2,345,568	2,355,443	-	2,374,116	-	(18,673)	2,326,895
610 70% STD	3,582,620	1,749,290	-	1,749,290	-	-	3,582,620
611 60% STD	863,049	576,713	-	576,713	-	-	863,049
612 50% STD	669,196	722,524	-	722,524	-	-	669,196
613 40% STD	350,361	541,457	-	541,457	-	-	350,361
614 BEHAVIORAL HEALTH	1,534,090	2,408,542	-	4,856,970	-	(2,448,428)	(914,338)
615 WELLNESS	1,987,628	1,845,120	-	1,092,840	-	752,280	2,739,908
616 CONTRACT ADMINISTRATION	527,045	462,416	-	462,416	-	-	527,045
617 MEDICAL INCENTIVE/PENALTIES	1,239,289	-	-	-	1,000,000	-	239,289
618 BENEFIT ADMINISTRATION	1,982,218	2,426,506	-	2,426,506	19,033	-	1,963,185
621 FLEX SPENDING HEALTH	504,651	2,019,833	-	2,019,833	-	-	504,651
622 FLEX SPENDING DEP CARE	213,528	791,577	-	791,577	-	-	213,528
623 VISION	265,334	1,263,399	-	1,323,793	-	(60,394)	204,940
624 STAND ALONE VISION	(171)	40,744	-	40,744	-	-	(171)
625 FI PREPAID DENTAL	91,995	517,592	-	517,592	-	-	91,995
626 FI LIFE & AD&D	7,768	1,043,794	-	1,043,794	-	-	7,768
627 SUPPLEMENTAL LIFE	214,240	3,766,274	-	3,766,274	-	-	214,240
628 EMPLOYEE ASSISTANCE	2,619	198,058	-	198,058	-	-	2,619
629 SI DENTAL	4,434,046	3,258,138	-	3,328,534	-	(70,396)	4,363,650
630 DEPENDENT LIFE	5,911	399,282	-	399,282	-	-	5,911

Fund Balance Summary (continued)

MARICOPA COUNTY FY 2009-10 ADOPTED BUDGET							
		SOURCES:		USES:			
FUND	UNDESIG. BEG. FUND BALANCE	OPERATING	NON RECURRING	OPERATING	NON RECURRING	STRUCTURAL BALANCE	UNDESIG. ENDING FUND BALANCE
INTERNAL SERVICE (CONT'D)							
631 VOLUNTARY BENEFITS	2,576	256,284	-	256,284	-	-	2,576
632 CIGNA FOR SENIORS	19,890	473,220	-	473,220	-	-	19,890
652 HS SELF-INSURED TRUST FUND	1,279,919	-	-	-	-	-	1,279,919
654 EQUIPMENT SERVICES	1,399,055	13,883,815	-	13,192,006	233,300	691,809	1,857,564
673 REPROGRAPHICS	304,121	1,004,711	-	1,004,711	-	-	304,121
675 RISK MANAGEMENT	20,957,481	29,772,374	-	40,186,672	7,915	(10,414,298)	10,535,268
681 TELECOMMUNICATIONS	8,616,743	15,920,669	-	15,900,559	1,102,305	20,110	7,534,548
INTERNAL SERVICE	$ 75,848,144	$ 191,804,176	$ -	$ 212,821,093	$ 2,362,553	$ (21,016,917)	$ 52,468,674
ELIMINATIONS	$ -	$ (334,380,213)	$ (106,089,974)	$ (334,380,213)	$ (106,089,974)	$ -	$ -
ALL FUNDS	$ 861,100,630	$ 1,710,790,277	$ 38,307,908	$ 1,711,395,320	$ 424,880,066	$ (605,043)	$ 473,923,429

Fund Designations

The following schedule lists amounts designated for future purposes within the estimated balances of various funds. Designations are the County's self-imposed limitation on financial resources that would otherwise be available for use. The primary fund balance designation is for budget stabilization. For the County General Fund, this includes an amount designated to cover cash shortfalls during the fiscal year due to the property tax collection cycle, as well as a reserve or "rainy day" fund. Combined, these two elements equal 17% of the operating budget. The designations in the Detention Fund are for budget stabilization and future capital improvements.

FY 2009-10 Fund Balance Designations

Fund/Designation	FY 2007-08	FY 2008-09	FY 2009-10	(Inc.)/Dec.	
GENERAL FUND (100)					
Budget Stabilization:					
Cash Flow/Property Tax	$ 54,000,000	$ 58,000,000	$ 62,000,000	$ (4,000,000)	(1)
Reserve	157,809,663	118,549,851	125,306,776	(6,756,925)	(2)
	$ 211,809,663	$ 176,549,851	$ 187,306,776	$ (10,756,925)	
Benefits Self-Funding Reserve	$ 34,300,000	$ 34,300,000	$ -	$ 34,300,000	(3)
Sheriff Court Remodel Major Maintenance Project	3,433,900	-	-	-	
	$ 249,543,563	$ 210,849,851	$ 187,306,776	$ 23,543,075	
SPECIAL REVENUE FUNDS					
Planning and Development Fees (226)					
Future Capital Projects	$ 10,000,000	$ 9,000,000	$ -	$ 9,000,000	(4)
Transportation Operations (232)					
Budget Stabilization	$ -	$ -	$ 7,600,304	$ (7,600,304)	(2)
Detention Operations (255)					
Budget Stabilization	$ -	$ 35,000,000	$ 35,000,000	$ -	(2)
Future Capital Projects	75,000,000	50,000,000	124,887,547	(74,887,547)	(4)
	$ 75,000,000	$ 85,000,000	$ 159,887,547	$ (74,887,547)	
Public Health Fees (265)					
Future Capital Projects	$ 634,000	$ 634,000	$ -	$ 634,000	(4)
Air Quality Fees (504)					
Future Capital Projects	$ 3,000,000	$ 2,700,000	$ -	$ 2,700,000	(4)
CAPITAL PROJECT FUNDS					
Detention Capital Projects Fund (455)					
Future Capital Projects					
Detention Facilities	$ -	$ -	$ 53,173,539	$ (53,173,539)	(4)
Court Tower Inmate Holding	-	-	28,391,973	(28,391,973)	(4)
	$ -	$ -	$ 81,565,512	$ (81,565,512)	

NOTES:
(1) Based on estimate of the amount needed to eliminate the need for Tax Anticipation Notes or other forms of short-term borrowing to finance current operations.
(2) This reserve is maintained to offset the impact of economic downturns or unexpected financial losses.
(3) Amount designated to support County's migration to fully self-insured employee benefits.
(4) Amount needed to fund "pay as you go" capital projects.

Expenditure Limitation

Maricopa County expenditures are subject to limitation according to Article 9, Section 20 of the Arizona Constitution. The Expenditure Limitation is calculated annually by the Economic Estimates Commission based on Maricopa County's actual expenditures in FY 1979-80, with base adjustments approved by County voters or by the Legislature as functions are transferred to or from the County. The Commission makes annual adjustments to reflect changes in population and in inflation, as measured by the Gross Domestic Product Price Deflator.

Expenditures from "local revenues" are subject to limitation. Generally, local revenues include taxes, fees, and fines assessed by the County, but exclude revenues from intergovernmental payments, grants, proceeds of debt, and interest earnings. Maricopa County's expenditures subject to limitation are certified by the State Auditor General, and published in an annual Expenditure Limitation report. When actual expenditures subject to limitation are less than the limitation, the excess capacity can be carried forward to future fiscal years. For this reason, actual expenditures are reported as $1 less than the limitation.

Expenditure Limitation		
FY 2009-10 Expenditure Limitation	$	1,147,551,545
FY 2009-10 Est. Expenditures Subject to Limitation	$	1,147,551,544
Expenditures (Over)/Under Limitation	$	1

Consolidated Expenditures and Other Uses by Department, Fund and Function Class

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
GENERAL FUND							
JUDICIAL BRANCH							
110 - ADULT PROBATION							
OPERATING	$ 65,669,617	$ 60,982,903	$ 61,112,616	$ 61,112,613	$ 58,854,159	$ 2,258,457	3.7%
DEPT TOTAL	$ 65,669,617	$ 60,982,903	$ 61,112,616	$ 61,112,613	$ 58,854,159	$ 2,258,457	3.7%
240 - JUSTICE COURTS							
OPERATING	$ 13,525,602	$ 14,115,672	$ 14,234,238	$ 13,805,222	$ 14,488,923	$ (254,685)	-1.8%
DEPT TOTAL	$ 13,525,602	$ 14,115,672	$ 14,234,238	$ 13,805,222	$ 14,488,923	$ (254,685)	-1.8%
270 - JUVENILE PROBATION							
OPERATING	$ 21,466,054	$ 17,220,629	$ 17,562,469	$ 16,568,646	$ 16,449,965	$ 1,112,504	6.3%
DEPT TOTAL	$ 21,466,054	$ 17,220,629	$ 17,562,469	$ 16,568,646	$ 16,449,965	$ 1,112,504	6.3%
800 - SUPERIOR COURT							
OPERATING	$ 71,911,618	$ 70,347,261	$ 69,997,261	$ 68,071,976	$ 62,531,673	$ 7,465,588	10.7%
DEPT TOTAL	$ 71,911,618	$ 70,347,261	$ 69,997,261	$ 68,071,976	$ 62,531,673	$ 7,465,588	10.7%
JUDICIAL BRANCH TOTAL	$ 172,572,891	$ 162,666,465	$ 162,906,584	$ 159,558,457	$ 152,324,720	$ 10,581,864	6.5%
ELECTED							
010 - BOARD OF SUPERVISORS DIST 1							
OPERATING	$ 360,165	$ 372,646	$ 372,646	$ 358,344	$ 346,428	$ 26,218	7.0%
DEPT TOTAL	$ 360,165	$ 372,646	$ 372,646	$ 358,344	$ 346,428	$ 26,218	7.0%
020 - BOARD OF SUPERVISORS DIST 2							
OPERATING	$ 361,785	$ 372,649	$ 372,649	$ 363,644	$ 346,428	$ 26,221	7.0%
DEPT TOTAL	$ 361,785	$ 372,649	$ 372,649	$ 363,644	$ 346,428	$ 26,221	7.0%
030 - BOARD OF SUPERVISORS DIST 3							
OPERATING	$ 332,767	$ 372,649	$ 372,649	$ 340,915	$ 346,428	$ 26,221	7.0%
DEPT TOTAL	$ 332,767	$ 372,649	$ 372,649	$ 340,915	$ 346,428	$ 26,221	7.0%
040 - BOARD OF SUPERVISORS DIST 4							
OPERATING	$ 322,750	$ 372,648	$ 372,648	$ 337,967	$ 346,428	$ 26,220	7.0%
DEPT TOTAL	$ 322,750	$ 372,648	$ 372,648	$ 337,967	$ 346,428	$ 26,220	7.0%
050 - BOARD OF SUPERVISORS DIST 5							
OPERATING	$ 370,925	$ 372,643	$ 372,643	$ 357,321	$ 346,428	$ 26,215	7.0%
DEPT TOTAL	$ 370,925	$ 372,643	$ 372,643	$ 357,321	$ 346,428	$ 26,215	7.0%
120 - ASSESSOR							
OPERATING	$ 24,292,822	$ 24,923,302	$ 24,064,278	$ 23,883,882	$ 22,816,543	$ 1,247,735	5.2%
DEPT TOTAL	$ 24,292,822	$ 24,923,302	$ 24,064,278	$ 23,883,882	$ 22,816,543	$ 1,247,735	5.2%
140 - CALL CENTER							
OPERATING	$ 1,701,399	$ 1,628,190	$ 1,606,369	$ 1,591,281	$ 1,363,590	$ 242,779	15.1%
DEPT TOTAL	$ 1,701,399	$ 1,628,190	$ 1,606,369	$ 1,591,281	$ 1,363,590	$ 242,779	15.1%
160 - CLERK OF THE SUPERIOR COURT							
OPERATING	$ 32,973,970	$ 32,343,816	$ 31,293,003	$ 30,987,830	$ 30,056,139	$ 1,236,864	4.0%
DEPT TOTAL	$ 32,973,970	$ 32,343,816	$ 31,293,003	$ 30,987,830	$ 30,056,139	$ 1,236,864	4.0%
190 - COUNTY ATTORNEY							
OPERATING	$ 64,866,489	$ 62,837,039	$ 62,837,039	$ 61,882,173	$ 56,599,487	$ 6,237,552	9.9%
DEPT TOTAL	$ 64,866,489	$ 62,837,039	$ 62,837,039	$ 61,882,173	$ 56,599,487	$ 6,237,552	9.9%
210 - ELECTIONS							
OPERATING	$ 13,303,841	$ 20,096,904	$ 20,096,904	$ 19,454,352	$ 8,212,297	$ 11,884,607	59.1%
DEPT TOTAL	$ 13,303,841	$ 20,096,904	$ 20,096,904	$ 19,454,352	$ 8,212,297	$ 11,884,607	59.1%
250 - CONSTABLES							
OPERATING	$ 2,304,339	$ 2,361,217	$ 2,361,217	$ 2,244,708	$ 2,403,317	$ (42,100)	-1.8%
NON RECURRING NON PROJECT	-	-	38,327	23,422	-	$ 38,327	100.0%
DEPT TOTAL	$ 2,304,339	$ 2,361,217	$ 2,399,544	$ 2,268,130	$ 2,403,317	$ (3,773)	-0.2%
280 - COUNTY ATTORNEY CIVIL							
OPERATING	$ 14,768,872	$ 15,915,927	$ 10,012,600	$ 10,793,578	$ 4,013,122	$ 5,999,478	59.9%
NON RECURRING NON PROJECT	-	-	1,100,000	961,514	-	$ 1,100,000	100.0%
DEPT TOTAL	$ 14,768,872	$ 15,915,927	$ 11,112,600	$ 11,755,092	$ 4,013,122	$ 7,099,478	63.9%
360 - RECORDER							
OPERATING	$ 2,326,088	$ 2,279,710	$ 2,279,710	$ 2,050,707	$ 2,095,117	$ 184,593	8.1%
DEPT TOTAL	$ 2,326,088	$ 2,279,710	$ 2,279,710	$ 2,050,707	$ 2,095,117	$ 184,593	8.1%
370 - SUPERINTENDENT OF SCHOOLS							
OPERATING	$ 2,272,739	$ 2,320,833	$ 2,320,833	$ 2,084,572	$ 2,035,900	$ 284,933	12.3%
DEPT TOTAL	$ 2,272,739	$ 2,320,833	$ 2,320,833	$ 2,084,572	$ 2,035,900	$ 284,933	12.3%
430 - TREASURER							
OPERATING	$ 5,021,146	$ 3,396,965	$ 2,909,938	$ 2,968,286	$ 2,618,874	$ 291,064	10.0%
DEPT TOTAL	$ 5,021,146	$ 3,396,965	$ 2,909,938	$ 2,968,286	$ 2,618,874	$ 291,064	10.0%
500 - SHERIFF							
OPERATING	$ 69,542,707	$ 72,529,713	$ 72,223,633	$ 71,230,295	$ 62,324,473	$ 9,899,160	13.7%
NON RECURRING NON PROJECT	-	-	72,071	72,472	-	72,071	100.0%
SHERIFF CEN SVC COMP VOICE SYS	-	-	551,843	183,947	-	551,843	100.0%
SHERIFF MOBILE DATA COMPUTING	-	-	2,038,434	1,358,954	-	2,038,434	100.0%
DEPT TOTAL	$ 69,542,707	$ 72,529,713	$ 74,885,981	$ 72,845,668	$ 62,324,473	$ 12,561,508	16.8%
ELECTED TOTAL	$ 235,122,804	$ 242,496,851	$ 237,669,434	$ 233,530,164	$ 196,270,999	$ 41,398,435	17.4%

Consolidated Expenditures and Other Uses by Department, Fund and Function Class (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
GENERAL FUND (cont'd)							
APPOINTED							
060 - CLERK OF THE BOARD							
OPERATING	$ 725,110	$ 716,421	$ 716,421	$ 689,833	$ 650,135	$ 66,286	9.3%
NON RECURRING NON PROJECT	-	-	-	-	696,056	(696,056)	
DEPT TOTAL	$ 725,110	$ 716,421	$ 716,421	$ 689,833	$ 1,346,191	$ (629,770)	-87.9%
150 - EMERGENCY MANAGEMENT							
OPERATING	$ 268,218	$ 234,996	$ 219,330	$ 207,252	$ 173,881	$ 45,449	20.7%
DEPT TOTAL	$ 268,218	$ 234,996	$ 219,330	$ 207,252	$ 173,881	$ 45,449	20.7%
180 - FINANCE							
OPERATING	$ 3,936,346	$ 3,787,037	$ 3,787,037	$ 3,716,401	$ 3,282,573	$ 504,464	13.3%
DEPT TOTAL	$ 3,936,346	$ 3,787,037	$ 3,787,037	$ 3,716,401	$ 3,282,573	$ 504,464	13.3%
200 - COUNTY MANAGER							
OPERATING	$ 2,795,446	$ 2,904,116	$ 2,538,228	$ 2,331,236	$ 2,434,692	$ 103,536	4.1%
DEPT TOTAL	$ 2,795,446	$ 2,904,116	$ 2,538,228	$ 2,331,236	$ 2,434,692	$ 103,536	4.1%
220 - HUMAN SERVICES							
OPERATING	$ 2,702,376	$ 2,517,013	$ 2,517,013	$ 2,517,013	$ 2,063,610	$ 453,403	18.0%
NON RECURRING NON PROJECT	-	-	-	-	250,000	(250,000)	
DEPT TOTAL	$ 2,702,376	$ 2,517,013	$ 2,517,013	$ 2,517,013	$ 2,313,610	$ 203,403	8.1%
230 - INTERNAL AUDIT							
OPERATING	$ 1,845,053	$ 1,843,786	$ 1,843,786	$ 1,836,699	$ 1,553,494	$ 290,292	15.7%
DEPT TOTAL	$ 1,845,053	$ 1,843,786	$ 1,843,786	$ 1,836,699	$ 1,553,494	$ 290,292	15.7%
260 - CORRECTIONAL HEALTH							
OPERATING	$ 3,731,743	$ 3,581,457	$ 3,423,762	$ 3,211,035	$ 3,049,876	$ 373,886	10.9%
DEPT TOTAL	$ 3,731,743	$ 3,581,457	$ 3,423,762	$ 3,211,035	$ 3,049,876	$ 373,886	10.9%
290 - MEDICAL EXAMINER							
OPERATING	$ 7,779,563	$ 7,738,016	$ 7,565,426	$ 7,298,209	$ 6,659,432	$ 905,994	12.0%
DEPT TOTAL	$ 7,779,563	$ 7,738,016	$ 7,565,426	$ 7,298,209	$ 6,659,432	$ 905,994	12.0%
300 - PARKS AND RECREATION							
OPERATING	$ 1,760,561	$ 1,426,304	$ 1,176,016	$ 1,265,217	$ 694,615	$ 481,401	40.9%
DEPT TOTAL	$ 1,760,561	$ 1,426,304	$ 1,176,016	$ 1,265,217	$ 694,615	$ 481,401	40.9%
310 - WORKFORCE MGT AND DEVELOPMENT							
OPERATING	$ 3,169,232	$ 6,145,531	$ 6,145,531	$ 6,071,424	$ 3,049,142	$ 3,096,389	50.4%
DEPT TOTAL	$ 3,169,232	$ 6,145,531	$ 6,145,531	$ 6,071,424	$ 3,049,142	$ 3,096,389	50.4%
320 - SPECIAL LITIGATION							
OPERATING	$ -	$ -	$ -	$ -	$ 1,979,828	$ (1,979,828)	
NON RECURRING NON PROJECT	-	-	-	-	156,000	(156,000)	
DEPT TOTAL	$ -	$ -	$ -	$ -	$ 2,135,828	$ (2,135,828)	
330 - GENERAL LITIGATION							
OPERATING	$ -	$ -	$ 721,871	$ 721,871	$ 5,041,817	$ (4,319,946)	-598.4%
NON RECURRING NON PROJECT	-	-	-	-	164,000	(164,000)	
DEPT TOTAL	$ -	$ -	$ 721,871	$ 721,871	$ 5,205,817	$ (4,483,946)	-621.2%
340 - PUBLIC FIDUCIARY							
OPERATING	$ 2,705,465	$ 2,612,944	$ 2,556,334	$ 2,538,768	$ 2,477,439	$ 78,895	3.1%
NON RECURRING NON PROJECT	-	-	37,640	37,068	-	37,640	100.0%
DEPT TOTAL	$ 2,705,465	$ 2,612,944	$ 2,593,974	$ 2,575,836	$ 2,477,439	$ 116,535	4.5%
390 - HEALTH CARE PROGRAMS							
OPERATING	$ 220,745,891	$ 234,768,067	$ 232,265,570	$ 229,023,904	$ 237,341,157	$ (5,075,587)	-2.2%
DEPT TOTAL	$ 220,745,891	$ 234,768,067	$ 232,265,570	$ 229,023,904	$ 237,341,157	$ (5,075,587)	-2.2%
410 - ENTERPRISE TECHNOLOGY							
OPERATING	$ 10,550,573	$ 10,785,417	$ 10,340,526	$ 9,652,436	$ 7,614,262	$ 2,726,264	26.4%
DEPT TOTAL	$ 10,550,573	$ 10,785,417	$ 10,340,526	$ 9,652,436	$ 7,614,262	$ 2,726,264	26.4%
460 - RESEARCH AND REPORTING							
OPERATING	$ 373,009	$ 327,743	$ 327,743	$ 318,212	$ 391,970	$ (64,227)	-19.6%
DEPT TOTAL	$ 373,009	$ 327,743	$ 327,743	$ 318,212	$ 391,970	$ (64,227)	-19.6%

Consolidated Expenditures and Other Uses by Department, Fund and Function Class (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
GENERAL FUND (cont'd)							
APPOINTED (cont'd)							
470 - NON DEPARTMENTAL							
OPERATING	$ 288,529,063	$ 371,063,308	$ 383,106,110	$ 284,556,302	$ 360,444,251	$ 22,661,859	5.9%
NON RECURRING NON PROJECT	-	269,543,792	265,998,375	163,443,733	173,936,446	92,061,929	34.6%
11TH AVE BLDG RESTORATION	65,058	-	-	-	-	-	
333 WEST HATCHER	-	414,000	414,000	138,000	-	414,000	100.0%
ADMIN BUILDING IMPROVEMENTS	1,437,403	323,000	323,000	270,941	-	323,000	100.0%
APACHE LAKE	542,625	-	-	-	-	-	
AVONDALE SHERIFF SUB	-	-	-	-	93,612	(93,612)	
BUILDING SECURITY PROJECTS	417,484	400,000	400,000	242,380	500,000	(100,000)	-25.0%
CANYON LAKE	(1)	-	-	-	-	-	
CARPET AND PAINTING PROGRAM	169,113	-	-	-	-	-	
CENTRAL COURT BLDG	-	-	-	-	1,225,800	(1,225,800)	
CHAMBERS BUILDING	1,654,331	-	-	(43)	-	-	
CODE COMPLIANCE RESERVE	440,757	400,000	400,000	277,690	400,000	-	0.0%
COURTS AREA GENERAL	-	-	-	-	161,269	(161,269)	
DOWNTOWN JUSTICE CENTER	-	-	-	-	207,756	(207,756)	
DRNGO ADMIN BLDG AND SHOPS	53,737	-	-	-	155,268	(155,268)	
DURANGO PARKING GARAGE	268,351	-	-	-	-	-	
EASTSIDE VETERINARY CENTER	-	-	-	-	425,250	(425,250)	
EMERGENCY SVCS ADMIN IMP	275,366	158,000	-	52,672	-	-	
ENERGY MANAGEMENT STUDIES	102,197	712,000	712,000	497,050	-	712,000	100.0%
ENVIRONMENTAL PROJECTS	207,570	150,000	150,000	61,338	875,000	(725,000)	-483.3%
EQUIPMENT SERVICES	-	1,059,000	159,000	365,494	-	159,000	100.0%
FIRST AVENUE JAIL	-	-	900,000	-	-	900,000	100.0%
FORENSIC SCIENCE CENTER	135,959	-	-	-	-	-	
GENERAL INVESTIGATION AND TOU	153,264	-	-	-	-	-	
GLENDALE REGIONAL DAY	-	67,000	67,000	89,243	-	67,000	100.0%
JUVENILE DETENTION BLDG	245,204	350,000	350,000	333,912	-	350,000	100.0%
LAW ENFORCEMENT COMPUTER CTR	95,954	-	-	-	-	-	
LBJ COMPLEX	-	92,000	92,000	80,881	-	92,000	100.0%
LIFE SAFETY PROJECTS	448,594	500,000	500,000	273,547	500,000	-	0.0%
MSCO BARTLETT LAKE SUBST IMPRV	(2)	-	-	-	-	-	
NORTHEAST JUSTICE COURT	276,748	-	-	-	-	-	
NORTHWEST JUSTICE COURTS	89,258	-	-	-	-	-	
OLD COURT HOUSE BLDG IMPRVMTS	-	30,000	30,000	10,000	-	30,000	100.0%
PROGRAM FEES	257,056	200,000	200,000	167,333	200,000	-	0.0%
PUBLIC HEALTH CLINIC	2,310,955	26,000	26,000	8,672	-	26,000	100.0%
SAGUARO LAKE	79,295	-	-	-	-	-	
SCOTTSDALE ADULT PROBATION	1,530,069	-	-	-	-	-	
SE REG INFRASTRUC IMPRVMTS	1,073,593	374,000	599,000	171,595	540,624	58,376	9.7%
SOUTHPORT ADULT PROBATION	-	67,000	-	-	72,360	(72,360)	
VEHICLE PROCESSING CENTER	52,749	-	-	-	-	-	
WEST COURT	209,807	-	-	-	-	-	
DEPT TOTAL	$ 301,997,174	$ 647,572,100	$ 656,069,485	$ 451,818,813	$ 542,958,603	$ 113,110,882	17.2%

Consolidated Expenditures and Other Uses by Department, Fund and Function Class (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
GENERAL FUND (cont'd)							
APPOINTED (cont'd)							
490 - MANAGEMENT AND BUDGET							
OPERATING	$ 3,707,502	$ 3,746,301	$ 3,597,903	$ 3,346,825	$ 3,186,167	$ 411,736	11.4%
DEPT TOTAL	$ 3,707,502	$ 3,746,301	$ 3,597,903	$ 3,346,825	$ 3,186,167	$ 411,736	11.4%
520 - PUBLIC DEFENDER							
OPERATING	$ 35,972,532	$ 36,768,742	$ 36,141,386	$ 35,447,733	$ 34,713,248	$ 1,428,138	4.0%
DEPT TOTAL	$ 35,972,532	$ 36,768,742	$ 36,141,386	$ 35,447,733	$ 34,713,248	$ 1,428,138	4.0%
540 - LEGAL DEFENDER							
OPERATING	$ 9,333,498	$ 10,511,194	$ 10,511,194	$ 9,789,935	$ 9,855,901	$ 655,293	6.2%
DEPT TOTAL	$ 9,333,498	$ 10,511,194	$ 10,511,194	$ 9,789,935	$ 9,855,901	$ 655,293	6.2%
550 - LEGAL ADVOCATE							
OPERATING	$ 8,174,964	$ 9,529,764	$ 9,529,764	$ 8,369,847	$ 8,770,615	$ 759,149	8.0%
DEPT TOTAL	$ 8,174,964	$ 9,529,764	$ 9,529,764	$ 8,369,847	$ 8,770,615	$ 759,149	8.0%
560 - CONTRACT COUNSEL							
OPERATING	$ 23,162,362	$ 15,414,886	$ 15,414,886	$ 25,812,769	$ 14,353,929	$ 1,060,957	6.9%
DEPT TOTAL	$ 23,162,362	$ 15,414,886	$ 15,414,886	$ 25,812,769	$ 14,353,929	$ 1,060,957	6.9%
570 - JUVENILE DEFENDER							
OPERATING	$ 4,494,280	$ 3,654,409	$ 4,281,765	$ 4,281,765	$ 4,164,849	$ 116,916	2.7%
DEPT TOTAL	$ 4,494,280	$ 3,654,409	$ 4,281,765	$ 4,281,765	$ 4,164,849	$ 116,916	2.7%
730 - MATERIALS MANAGEMENT							
OPERATING	$ 2,039,807	$ 2,029,600	$ 1,979,326	$ 1,915,965	$ 1,884,254	$ 95,072	4.8%
DEPT TOTAL	$ 2,039,807	$ 2,029,600	$ 1,979,326	$ 1,915,965	$ 1,884,254	$ 95,072	4.8%
790 - ANIMAL CARE AND CONTROL							
OPERATING	$ 360,115	$ 322,919	$ 301,247	$ 257,919	$ 257,903	$ 43,344	14.4%
DEPT TOTAL	$ 360,115	$ 322,919	$ 301,247	$ 257,919	$ 257,903	$ 43,344	14.4%
860 - PUBLIC HEALTH							
OPERATING	$ 11,164,401	$ 12,462,708	$ 12,388,109	$ 11,333,426	$ 10,787,840	$ 1,600,269	12.9%
DEPT TOTAL	$ 11,164,401	$ 12,462,708	$ 12,388,109	$ 11,333,426	$ 10,787,840	$ 1,600,269	12.9%
880 - ENVIRONMENTAL SERVICES							
OPERATING	$ 4,388,509	$ 3,687,644	$ 3,569,613	$ 3,557,034	$ 3,350,072	$ 219,541	6.2%
NON RECURRING NON PROJECT	-	-	-	-	70,000	(70,000)	
DEPT TOTAL	$ 4,388,509	$ 3,687,644	$ 3,569,613	$ 3,557,034	$ 3,420,072	$ 149,541	4.2%
910 - PUBLIC WORKS							
OPERATING	$ 13,811,487	$ 12,908,663	$ 12,829,165	$ 12,756,881	$ 11,340,005	$ 1,489,160	11.6%
DEPT TOTAL	$ 13,811,487	$ 12,908,663	$ 12,829,165	$ 12,756,881	$ 11,340,005	$ 1,489,160	11.6%
APPOINTED TOTAL	$ 681,695,217	$ 1,037,997,778	$ 1,042,796,077	$ 840,125,490	$ 925,417,365	$ 117,378,712	11.3%
GENERAL FUND TOTAL	$ 1,089,390,912	$ 1,443,161,094	$ 1,443,372,095	$ 1,233,214,111	$ 1,274,013,084	$ 169,359,011	11.7%

Consolidated Expenditures and Other Uses by Department, Fund and Function Class (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE GRANTS							
JUDICIAL							
110 - ADULT PROBATION							
211 ADULT PROBATION GRANTS							
OPERATING	$ 4,183,823	$ 4,577,481	$ 4,952,703	$ 4,299,918	$ 4,477,057	$ 475,646	9.6%
FUND TOTAL	$ 4,183,823	$ 4,577,481	$ 4,952,703	$ 4,299,918	$ 4,477,057	$ 475,646	9.6%
DEPT TOTAL	$ 4,183,823	$ 4,577,481	$ 4,952,703	$ 4,299,918	$ 4,477,057	$ 475,646	9.6%
270 - JUVENILE PROBATION							
227 JUVENILE PROBATION GRANTS							
OPERATING	$ 6,116,353	$ 6,227,304	$ 8,125,930	$ 5,431,536	$ 5,042,523	$ 3,083,407	37.9%
FUND TOTAL	$ 6,116,353	$ 6,227,304	$ 8,125,930	$ 5,431,536	$ 5,042,523	$ 3,083,407	37.9%
DEPT TOTAL	$ 6,116,353	$ 6,227,304	$ 8,125,930	$ 5,431,536	$ 5,042,523	$ 3,083,407	37.9%
800 - SUPERIOR COURT							
238 SUPERIOR COURT GRANTS							
OPERATING	$ 1,443,081	$ 2,013,724	$ 2,013,724	$ 1,300,677	$ 2,013,724	$ -	0.0%
FUND TOTAL	$ 1,443,081	$ 2,013,724	$ 2,013,724	$ 1,300,677	$ 2,013,724	$ -	0.0%
DEPT TOTAL	$ 1,443,081	$ 2,013,724	$ 2,013,724	$ 1,300,677	$ 2,013,724	$ -	0.0%
JUDICIAL BRANCH TOTAL	$ 11,743,257	$ 12,818,509	$ 15,092,357	$ 11,032,131	$ 11,533,304	$ 3,559,053	23.6%
ELECTED							
160 - CLERK OF THE SUPERIOR COURT							
216 CLERK OF THE COURT GRANTS							
OPERATING	$ 1,504,211	$ 1,635,833	$ 1,635,833	$ 1,486,225	$ 1,615,346	$ 20,487	1.3%
FUND TOTAL	$ 1,504,211	$ 1,635,833	$ 1,635,833	$ 1,486,225	$ 1,615,346	$ 20,487	1.3%
DEPT TOTAL	$ 1,504,211	$ 1,635,833	$ 1,635,833	$ 1,486,225	$ 1,615,346	$ 20,487	1.3%
190 - COUNTY ATTORNEY							
219 COUNTY ATTORNEY GRANTS							
OPERATING	$ 6,761,658	$ 8,347,330	$ 8,347,330	$ 7,342,807	$ 7,792,090	$ 555,240	6.7%
FUND TOTAL	$ 6,761,658	$ 8,347,330	$ 8,347,330	$ 7,342,807	$ 7,792,090	$ 555,240	6.7%
DEPT TOTAL	$ 6,761,658	$ 8,347,330	$ 8,347,330	$ 7,342,807	$ 7,792,090	$ 555,240	6.7%
210 - ELECTIONS							
248 ELECTIONS GRANT							
OPERATING	$ 4,261	$ 29,524	$ 29,524	$ 27,810	$ -	$ 29,524	100.0%
NON RECURRING NON PROJECT	-	-	-	-	84,524	(84,524)	
FUND TOTAL	$ 4,261	$ 29,524	$ 29,524	$ 27,810	$ 84,524	$ (55,000)	-186.3%
DEPT TOTAL	$ 4,261	$ 29,524	$ 29,524	$ 27,810	$ 84,524	$ (55,000)	-186.3%
370 - SUPERINTENDENT OF SCHOOLS							
715 SCHOOL GRANT							
OPERATING	$ 1,011,026	$ 1,027,016	$ 1,027,016	$ 608,091	$ 962,062	$ 64,954	6.3%
NON RECURRING NON PROJECT	-	785,000	1,144,561	-	-	1,144,561	100.0%
FUND TOTAL	$ 1,011,026	$ 1,812,016	$ 2,171,577	$ 608,091	$ 962,062	$ 1,209,515	55.7%
DEPT TOTAL	$ 1,011,026	$ 1,812,016	$ 2,171,577	$ 608,091	$ 962,062	$ 1,209,515	55.7%
500 - SHERIFF							
251 SHERIFF GRANTS							
OPERATING	$ 6,274,206	$ 7,548,150	$ 6,085,927	$ 5,371,707	$ 4,852,537	$ 1,233,390	20.3%
NON RECURRING NON PROJECT	-	-	-	-	533,139	(533,139)	
FUND TOTAL	$ 6,274,206	$ 7,548,150	$ 6,085,927	$ 5,371,707	$ 5,385,676	$ 700,251	11.5%
DEPT TOTAL	$ 6,274,206	$ 7,548,150	$ 6,085,927	$ 5,371,707	$ 5,385,676	$ 700,251	11.5%
ELECTED TOTAL	$ 15,555,362	$ 19,372,853	$ 18,270,191	$ 14,836,640	$ 15,839,698	$ 2,430,493	13.3%
APPOINTED							
200 - COUNTY MANAGER							
249 NON DEPARTMENTAL GRANT							
OPERATING	$ 508,000	$ -	$ -	$ -	$ -	$ -	
NON RECURRING NON PROJECT	-	-	415,000	415,000	9,158,935	(8,743,935)	-2107.0%
FUND TOTAL	$ 508,000	$ -	$ 415,000	$ 415,000	$ 9,158,935	$ (8,743,935)	-2107.0%
DEPT TOTAL	$ 508,000	$ -	$ 415,000	$ 415,000	$ 9,158,935	$ (8,743,935)	-2107.0%
220 - HUMAN SERVICES							
217 CDBG HOUSING TRUST							
OPERATING	$ 7,601,704	$ 12,709,280	$ 22,683,547	$ 8,022,296	$ 23,202,613	$ (519,066)	-2.3%
FUND TOTAL	$ 7,601,704	$ 12,709,280	$ 22,683,547	$ 8,022,296	$ 23,202,613	$ (519,066)	-2.3%
222 HUMAN SERVICES GRANTS							
OPERATING	$ 39,930,287	$ 41,943,098	$ 43,575,718	$ 44,250,080	$ 39,324,961	$ 4,250,757	9.8%
FUND TOTAL	$ 39,930,287	$ 41,943,098	$ 43,575,718	$ 44,250,080	$ 39,324,961	$ 4,250,757	9.8%
DEPT TOTAL	$ 47,531,991	$ 54,652,378	$ 66,259,265	$ 52,272,376	$ 62,527,574	$ 3,731,691	5.6%
260 - CORRECTIONAL HEALTH							
292 CORRECTIONAL HEALTH GRANT							
OPERATING	$ 361,604	$ 32,818	$ 32,818	$ 35,582	$ 42,818	$ (10,000)	-30.5%
FUND TOTAL	$ 361,604	$ 32,818	$ 32,818	$ 35,582	$ 42,818	$ (10,000)	-30.5%
DEPT TOTAL	$ 361,604	$ 32,818	$ 32,818	$ 35,582	$ 42,818	$ (10,000)	-30.5%

Consolidated Expenditures and Other Uses by Department, Fund and Function Class (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE GRANTS (contd.)							
APPOINTED (contd.)							
290 - MEDICAL EXAMINER							
224 MEDICAL EXAMINER GRANT							
OPERATING	$ 15,352	$ -	$ 95,000	$ 95,000	$ 218,615	$ (123,615)	-130.1%
NON RECURRING NON PROJECT	-	-	17,015	-	-	17,015	100.0%
FUND TOTAL	$ 15,352	$ -	$ 112,015	$ 95,000	$ 218,615	$ (106,600)	-95.2%
DEPT TOTAL	$ 15,352	$ -	$ 112,015	$ 95,000	$ 218,615	$ (106,600)	-95.2%
300 - PARKS AND RECREATION							
230 PARKS AND RECREATION GRANTS							
OPERATING	$ 115,171	$ 14,965	$ 14,965	$ 84,892	$ 4,820	$ 10,145	67.8%
NON RECURRING NON PROJECT	-	-	176,269	24,013	-	176,269	100.0%
FUND TOTAL	$ 115,171	$ 14,965	$ 191,234	$ 108,905	$ 4,820	$ 186,414	97.5%
DEPT TOTAL	$ 115,171	$ 14,965	$ 191,234	$ 108,905	$ 4,820	$ 186,414	97.5%
390 - HEALTH CARE PROGRAMS							
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 7,412,990	$ 7,594,722	$ 7,594,722	$ 5,878,321	$ 5,926,709	$ 1,668,013	22.0%
FUND TOTAL	$ 7,412,990	$ 7,594,722	$ 7,594,722	$ 5,878,321	$ 5,926,709	$ 1,668,013	22.0%
DEPT TOTAL	$ 7,412,990	$ 7,594,722	$ 7,594,722	$ 5,878,321	$ 5,926,709	$ 1,668,013	22.0%
470 - NON DEPARTMENTAL							
249 NON DEPARTMENTAL GRANT							
OPERATING	$ -	$ 9,654,668	$ 9,576,083	$ -	$ 18,785,010	$ (9,208,927)	-96.2%
NON RECURRING NON PROJECT	-	6,568,541	1,703,016	-	8,270,000	(6,566,984)	-385.6%
FUND TOTAL	$ -	$ 16,223,209	$ 11,279,099	$ -	$ 27,055,010	$ (15,775,911)	-139.9%
DEPT TOTAL	$ -	$ 16,223,209	$ 11,279,099	$ -	$ 27,055,010	$ (15,775,911)	-139.9%
520 - PUBLIC DEFENDER							
233 PUBLIC DEFENDER GRANTS							
OPERATING	$ 380,489	$ 387,251	$ 387,251	$ 326,715	$ 342,187	$ 45,064	11.6%
FUND TOTAL	$ 380,489	$ 387,251	$ 387,251	$ 326,715	$ 342,187	$ 45,064	11.6%
DEPT TOTAL	$ 380,489	$ 387,251	$ 387,251	$ 326,715	$ 342,187	$ 45,064	11.6%
790 - ANIMAL CARE AND CONTROL							
573 ANIMAL CONTROL GRANTS							
OPERATING	$ 1,055,697	$ 879,460	$ 879,460	$ 1,472,753	$ 1,572,785	$ (693,325)	-78.8%
NON RECURRING NON PROJECT	-	-	150,000	-	-	150,000	100.0%
FUND TOTAL	$ 1,055,697	$ 879,460	$ 1,029,460	$ 1,472,753	$ 1,572,785	$ (543,325)	-52.8%
DEPT TOTAL	$ 1,055,697	$ 879,460	$ 1,029,460	$ 1,472,753	$ 1,572,785	$ (543,325)	-52.8%
850 - AIR QUALITY							
503 AIR QUALITY GRANT							
OPERATING	$ 3,749,550	$ 4,132,151	$ 4,132,151	$ 3,676,915	$ 4,025,385	$ 106,766	2.6%
FUND TOTAL	$ 3,749,550	$ 4,132,151	$ 4,132,151	$ 3,676,915	$ 4,025,385	$ 106,766	2.6%
DEPT TOTAL	$ 3,749,550	$ 4,132,151	$ 4,132,151	$ 3,676,915	$ 4,025,385	$ 106,766	2.6%
860 - PUBLIC HEALTH							
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 28,445,228	$ 38,006,654	$ 37,112,826	$ 29,349,450	$ 29,482,665	$ 7,630,161	20.6%
FUND TOTAL	$ 28,445,228	$ 38,006,654	$ 37,112,826	$ 29,349,450	$ 29,482,665	$ 7,630,161	20.6%
DEPT TOTAL	$ 28,445,228	$ 38,006,654	$ 37,112,826	$ 29,349,450	$ 29,482,665	$ 7,630,161	20.6%
880 - ENVIRONMENTAL SERVICES							
505 ENVIRONMENTAL SERVICES GRANT							
OPERATING	$ 1,334,882	$ 482,998	$ 482,998	$ 592,727	$ 902,000	$ (419,002)	-86.8%
NON RECURRING NON PROJECT	-	425,000	452,525	815	-	452,525	100.0%
FUND TOTAL	$ 1,334,882	$ 907,998	$ 935,523	$ 593,542	$ 902,000	$ 33,523	3.6%
DEPT TOTAL	$ 1,334,882	$ 907,998	$ 935,523	$ 593,542	$ 902,000	$ 33,523	3.6%
910 - PUBLIC WORKS							
223 TRANSPORTATION GRANTS							
OPERATING	$ 537,294	$ 665,308	$ 665,308	$ 472,739	$ -	$ 665,308	100.0%
NON RECURRING NON PROJECT	-	-	1,077,093	690,050	755,000	322,093	29.9%
FUND TOTAL	$ 537,294	$ 665,308	$ 1,742,401	$ 1,162,789	$ 755,000	$ 987,401	56.7%
581 SOLID WASTE GRANTS							
NON RECURRING NON PROJECT	$ -	$ -	$ 435,586	$ 163,079	$ 190,000	$ 245,586	56.4%
FUND TOTAL	$ -	$ -	$ 435,586	$ 163,079	$ 190,000	$ 245,586	56.4%
DEPT TOTAL	$ 537,294	$ 665,308	$ 2,177,987	$ 1,325,868	$ 945,000	$ 1,232,987	56.6%
APPOINTED TOTAL	$ 91,448,248	$ 123,496,914	$ 131,659,351	$ 95,550,427	$ 142,204,503	$ (10,545,152)	-8.0%
SPECIAL REVENUE GRANTS TOTAL	$ 118,746,867	$ 155,688,276	$ 165,021,899	$ 121,419,198	$ 169,577,505	$ (4,555,606)	-2.8%

Consolidated Expenditures and Other Uses by Department, Fund and Function Class (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE OTHER							
JUDICIAL							
110 - ADULT PROBATION							
201 ADULT PROBATION FEES							
OPERATING	$ 12,752,967	$ 14,249,145	$ 14,249,145	$ 14,244,700	$ 14,116,202	$ 132,943	0.9%
NON RECURRING NON PROJECT	-	394,823	2,355,882	2,013,707	347,701	2,008,181	85.2%
FUND TOTAL	$ 12,752,967	$ 14,643,968	$ 16,605,027	$ 16,258,407	$ 14,463,903	$ 2,141,124	12.9%
DEPT TOTAL	$ 12,752,967	$ 14,643,968	$ 16,605,027	$ 16,258,407	$ 14,463,903	$ 2,141,124	12.9%
240 - JUSTICE COURTS							
204 JUSTICE CT JUDICIAL ENHANCEMNT							
OPERATING	$ 610,856	$ 657,480	$ 657,480	$ 614,302	$ 916,686	$ (259,206)	-39.4%
NON RECURRING NON PROJECT	-	-	2,427,171	2,421,326	-	2,427,171	100.0%
FUND TOTAL	$ 610,856	$ 657,480	$ 3,084,651	$ 3,035,628	$ 916,686	$ 2,167,965	70.3%
245 JUSTICE COURTS SPECIAL REVENUE							
OPERATING	$ 2,969,207	$ 3,776,505	$ 4,607,009	$ 4,520,115	$ 5,207,031	$ (600,022)	-13.0%
NON RECURRING NON PROJECT	-	-	2,666,359	1,652,802	2,012,824	653,535	24.5%
FUND TOTAL	$ 2,969,207	$ 3,776,505	$ 7,273,368	$ 6,172,917	$ 7,219,855	$ 53,513	0.7%
DEPT TOTAL	$ 3,580,063	$ 4,433,985	$ 10,358,019	$ 9,208,545	$ 8,136,541	$ 2,221,478	21.4%
270 - JUVENILE PROBATION							
228 JUVENILE PROBATION SPECIAL FEE							
OPERATING	$ 2,850,693	$ 4,696,187	$ 4,696,187	$ 4,684,513	$ 4,204,187	$ 492,000	10.5%
NON RECURRING NON PROJECT	-	-	779,609	779,609	-	779,609	100.0%
FUND TOTAL	$ 2,850,693	$ 4,696,187	$ 5,475,796	$ 5,464,122	$ 4,204,187	$ 1,271,609	23.2%
229 JUVENILE RESTITUTION							
OPERATING	$ 17,967	$ 25,000	$ 25,000	$ 21,443	$ 25,000	$ -	0.0%
FUND TOTAL	$ 17,967	$ 25,000	$ 25,000	$ 21,443	$ 25,000	$ -	0.0%
255 DETENTION OPERATIONS							
OPERATING	$ 34,665,501	$ 35,714,330	$ 34,651,905	$ 33,037,268	$ 33,651,118	$ 1,000,787	2.9%
FUND TOTAL	$ 34,665,501	$ 35,714,330	$ 34,651,905	$ 33,037,268	$ 33,651,118	$ 1,000,787	2.9%
275 JUVENILE PROBATION DIVERSION							
OPERATING	$ 297,595	$ 316,635	$ 316,635	$ 258,814	$ 386,633	$ (69,998)	-22.1%
FUND TOTAL	$ 297,595	$ 316,635	$ 316,635	$ 258,814	$ 386,633	$ (69,998)	-22.1%
DEPT TOTAL	$ 37,831,756	$ 40,752,152	$ 40,469,336	$ 38,781,647	$ 38,266,938	$ 2,202,398	5.4%
800 - SUPERIOR COURT							
204 JUSTICE CT JUDICIAL ENHANCEMNT							
OPERATING	$ 27,289	$ -	$ -	$ -	$ -	$ -	
FUND TOTAL	$ 27,289	$ -	$ -	$ -	$ -	$ -	
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 599,249	$ 433,286	$ 433,286	$ 421,876	$ 433,277	$ 9	0.0%
NON RECURRING NON PROJECT	-	-	677,777	657,949	-	677,777	100.0%
FUND TOTAL	$ 599,249	$ 433,286	$ 1,111,063	$ 1,079,825	$ 433,277	$ 677,786	61.0%
256 PROBATE FEES							
OPERATING	$ 321,557	$ 389,531	$ 389,531	$ 389,524	$ 389,531	$ -	0.0%
FUND TOTAL	$ 321,557	$ 389,531	$ 389,531	$ 389,524	$ 389,531	$ -	0.0%
257 CONCILIATION COURT FEES							
OPERATING	$ 1,585,752	$ 1,695,930	$ 1,695,930	$ 1,695,926	$ 1,695,930	$ -	0.0%
NON RECURRING NON PROJECT	-	-	64,000	-	-	64,000	100.0%
FUND TOTAL	$ 1,585,752	$ 1,695,930	$ 1,759,930	$ 1,695,926	$ 1,695,930	$ 64,000	3.6%
259 SUPERIOR COURT SPECIAL REVENUE							
OPERATING	$ 5,780,456	$ 5,680,313	$ 5,680,313	$ 5,576,488	$ 6,100,817	$ (420,504)	-7.4%
NON RECURRING NON PROJECT	-	-	1,168,516	864,716	-	1,168,516	100.0%
JURY SYSTEM REWRITE	-	-	370,000	-	384,000	(14,000)	-3.8%
FUND TOTAL	$ 5,780,456	$ 5,680,313	$ 7,218,829	$ 6,441,204	$ 6,484,817	$ 734,012	10.2%

Consolidated Expenditures and Other Uses by Department, Fund and Function Class (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE OTHER (Contd.)							
JUDICIAL (Contd.)							
800 - SUPERIOR COURT (Contd.)							
261 LAW LIBRARY							
OPERATING	$ 854,565	$ 940,000	$ 940,000	$ 823,916	$ 940,000	$ -	0.0%
NON RECURRING NON PROJECT	-	-	559,256	244,256	-	559,256	100.0%
FUND TOTAL	$ 854,565	$ 940,000	$ 1,499,256	$ 1,068,172	$ 940,000	$ 559,256	37.3%
264 SUPERIOR COURT FILL THE GAP							
OPERATING	$ 1,734,516	$ 2,010,454	$ 2,010,454	$ 1,731,247	$ 2,010,454	$ -	0.0%
NON RECURRING NON PROJECT	-	-	180,567	180,567	-	180,567	100.0%
FUND TOTAL	$ 1,734,516	$ 2,010,454	$ 2,191,021	$ 1,911,814	$ 2,010,454	$ 180,567	8.2%
271 EXPEDITED CHILD SUPPORT							
OPERATING	$ 340,848	$ 445,580	$ 445,580	$ 445,574	$ 445,580	$ -	0.0%
FUND TOTAL	$ 340,848	$ 445,580	$ 445,580	$ 445,574	$ 445,580	$ -	0.0%
276 SPOUSAL MAINT ENF ENHANCEMENT							
OPERATING	$ 86,680	$ 115,921	$ 115,921	$ 115,919	$ 115,921	$ -	0.0%
FUND TOTAL	$ 86,680	$ 115,921	$ 115,921	$ 115,919	$ 115,921	$ -	0.0%
281 CHILDRENS ISSUES EDUCATION							
OPERATING	$ 78,509	$ 115,007	$ 115,007	$ 114,999	$ 115,007	$ -	0.0%
FUND TOTAL	$ 78,509	$ 115,007	$ 115,007	$ 114,999	$ 115,007	$ -	0.0%
282 DOM REL MEDIATION EDUCATION							
OPERATING	$ 182,247	$ 190,682	$ 190,682	$ 190,680	$ 190,682	$ -	0.0%
FUND TOTAL	$ 182,247	$ 190,682	$ 190,682	$ 190,680	$ 190,682	$ -	0.0%
DEPT TOTAL	$ 11,591,668	$ 12,016,704	$ 15,036,820	$ 13,453,637	$ 12,821,199	$ 2,215,621	14.7%
JUDICIAL BRANCH TOTAL	$ 65,756,454	$ 71,846,809	$ 82,469,202	$ 77,702,236	$ 73,688,581	$ 8,780,621	10.6%
ELECTED							
160 - CLERK OF THE SUPERIOR COURT							
205 COURT DOCUMENT RETRIEVAL							
OPERATING	$ 1,097,877	$ 1,150,236	$ 1,150,236	$ 912,764	$ 1,229,100	$ (78,864)	-6.9%
NON RECURRING NON PROJECT	-	-	44,001	44,001	200,000	(155,999)	-354.5%
FUND TOTAL	$ 1,097,877	$ 1,150,236	$ 1,194,237	$ 956,765	$ 1,429,100	$ (234,863)	-19.7%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 777,583	$ 744,438	$ 744,438	$ 744,320	$ 954,840	$ (210,402)	-28.3%
NON RECURRING NON PROJECT	-	415,000	415,000	412,398	255,000	160,000	38.6%
FUND TOTAL	$ 777,583	$ 1,159,438	$ 1,159,438	$ 1,156,718	$ 1,209,840	$ (50,402)	-4.3%
218 CLERK OF COURT FILL THE GAP							
OPERATING	$ 2,167,646	$ 2,155,862	$ 2,155,862	$ 2,093,850	$ 2,206,000	$ (50,138)	-2.3%
NON RECURRING NON PROJECT	-	275,000	467,722	400,849	40,000	427,722	91.4%
FUND TOTAL	$ 2,167,646	$ 2,430,862	$ 2,623,584	$ 2,494,699	$ 2,246,000	$ 377,584	14.4%
270 CHILD SUPPORT ENHANCEMENT							
OPERATING	$ 74,000	$ 80,000	$ 80,000	$ 45,600	$ -	$ 80,000	100.0%
NON RECURRING NON PROJECT	-	77,500	77,500	56,805	75,000	2,500	3.2%
FUND TOTAL	$ 74,000	$ 157,500	$ 157,500	$ 102,405	$ 75,000	$ 82,500	52.4%
273 VICTIM LOCATION							
OPERATING	$ -	$ 3,302	$ 3,302	$ -	$ 10,000	$ (6,698)	-202.8%
NON RECURRING NON PROJECT	-	50,000	50,000	-	-	50,000	100.0%
FUND TOTAL	$ -	$ 53,302	$ 53,302	$ -	$ 10,000	$ 43,302	81.2%
274 CLERK OF THE COURT EDMS							
OPERATING	$ 3,032,133	$ 2,900,005	$ 2,900,005	$ 2,702,278	$ 3,370,000	$ (469,995)	-16.2%
NON RECURRING NON PROJECT	-	550,000	703,777	466,610	933,582	(229,805)	-32.7%
FUND TOTAL	$ 3,032,133	$ 3,450,005	$ 3,603,782	$ 3,168,888	$ 4,303,582	$ (699,800)	-19.4%
DEPT TOTAL	$ 7,149,239	$ 8,401,343	$ 8,791,843	$ 7,879,475	$ 9,273,522	$ (481,679)	-5.5%

Consolidated Expenditures and Other Uses by Department, Fund and Function Class (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE OTHER (Contd.)							
ELECTED (Contd.)							
190 - COUNTY ATTORNEY							
213 COUNTY ATTORNEY RICO							
OPERATING	$ 2,316,248	$ 2,750,000	$ 2,750,000	$ 2,397,892	$ 2,750,000	$ -	0.0%
NON RECURRING NON PROJECT	-	-	600,768	600,768	750,000	(149,232)	-24.8%
FUND TOTAL	$ 2,316,248	$ 2,750,000	$ 3,350,768	$ 2,998,660	$ 3,500,000	$ (149,232)	-4.5%
220 DIVERSION							
OPERATING	$ 722,414	$ 1,008,810	$ 1,008,810	$ 1,201,968	$ 1,108,810	$ (100,000)	-9.9%
NON RECURRING NON PROJECT	-	-	-	-	1,000,000	(1,000,000)	
FUND TOTAL	$ 722,414	$ 1,008,810	$ 1,008,810	$ 1,201,968	$ 2,108,810	$ (1,100,000)	-109.0%
221 COUNTY ATTORNEY FILL THE GAP							
OPERATING	$ 1,528,857	$ 2,314,388	$ 2,314,388	$ 2,210,403	$ 1,964,388	$ 350,000	15.1%
NON RECURRING NON PROJECT	-	-	717,657	717,657	-	717,657	100.0%
FUND TOTAL	$ 1,528,857	$ 2,314,388	$ 3,032,045	$ 2,928,060	$ 1,964,388	$ 1,067,657	35.2%
266 CHECK ENFORCEMENT PROGRAM							
OPERATING	$ 447,809	$ 599,997	$ 599,997	$ 454,264	$ 431,584	$ 168,413	28.1%
FUND TOTAL	$ 447,809	$ 599,997	$ 599,997	$ 454,264	$ 431,584	$ 168,413	28.1%
267 CRIM JUSTICE ENHANCEMENT							
OPERATING	$ 1,535,466	$ 2,384,928	$ 2,384,928	$ 2,253,626	$ 1,909,746	$ 475,182	19.9%
NON RECURRING NON PROJECT	-	-	556,328	556,328	800,000	(243,672)	-43.8%
FUND TOTAL	$ 1,535,466	$ 2,384,928	$ 2,941,256	$ 2,809,954	$ 2,709,746	$ 231,510	7.9%
268 VICTIM COMP AND ASSISTANCE							
OPERATING	$ 1,296	$ 100,000	$ 100,000	$ 182	$ 100,000	$ -	0.0%
NON RECURRING NON PROJECT	-	400,000	400,000	133,328	-	400,000	100.0%
FUND TOTAL	$ 1,296	$ 500,000	$ 500,000	$ 133,510	$ 100,000	$ 400,000	80.0%
269 VICTIM COMP RESTITUTION INT							
OPERATING	$ 1,459	$ 40,000	$ 40,000	$ 8,278	$ 40,000	$ -	0.0%
NON RECURRING NON PROJECT	-	400,000	400,000	133,328	-	400,000	100.0%
FUND TOTAL	$ 1,459	$ 440,000	$ 440,000	$ 141,606	$ 40,000	$ 400,000	90.9%
DEPT TOTAL	$ 6,553,549	$ 9,998,123	$ 11,872,876	$ 10,668,022	$ 10,854,528	$ 1,018,348	8.6%
360 - RECORDER							
236 RECORDERS SURCHARGE							
OPERATING	$ 6,288,737	$ 3,863,298	$ 3,863,298	$ 3,616,769	$ 3,498,813	$ 364,485	9.4%
NON RECURRING NON PROJECT	-	639,000	2,510,359	2,281,859	364,485	2,145,874	85.5%
FUND TOTAL	$ 6,288,737	$ 4,502,298	$ 6,373,657	$ 5,898,628	$ 3,863,298	$ 2,510,359	39.4%
DEPT TOTAL	$ 6,288,737	$ 4,502,298	$ 6,373,657	$ 5,898,628	$ 3,863,298	$ 2,510,359	39.4%
370 - SUPERINTENDENT OF SCHOOLS							
669 SMALL SCHOOL SERVICE							
OPERATING	$ -	$ 110,000	$ 110,000	$ 85,079	$ 104,204	$ 5,796	5.3%
FUND TOTAL	$ -	$ 110,000	$ 110,000	$ 85,079	$ 104,204	$ 5,796	5.3%
780 SCHOOL TRANSPORTATION							
OPERATING	$ 497,470	$ 792,887	$ 792,887	$ 703,822	$ 792,887	$ -	0.0%
FUND TOTAL	$ 497,470	$ 792,887	$ 792,887	$ 703,822	$ 792,887	$ -	0.0%
782 SCHOOL COMMUNICATION							
OPERATING	$ 81,067	$ 82,680	$ 82,680	$ 90,699	$ 102,240	$ (19,560)	-23.7%
FUND TOTAL	$ 81,067	$ 82,680	$ 82,680	$ 90,699	$ 102,240	$ (19,560)	-23.7%
795 COUNTY SCHOOL INDIRECT COST							
OPERATING	$ -	$ -	$ -	$ -	$ 355,311	$ (355,311)	
NON RECURRING NON PROJECT	-	1,881,148	1,881,148	1,881,148	-	1,881,148	100.0%
FUND TOTAL	$ -	$ 1,881,148	$ 1,881,148	$ 1,881,148	$ 355,311	$ 1,525,837	81.1%
DEPT TOTAL	$ 578,537	$ 2,866,715	$ 2,866,715	$ 2,760,748	$ 1,354,642	$ 1,512,073	52.7%
430 - TREASURER							
741 TAXPAYER INFORMATION							
OPERATING	$ -	$ 800,000	$ 800,000	$ -	$ 304,341	$ 495,659	62.0%
NON RECURRING NON PROJECT	-	-	211,980	211,980	-	211,980	100.0%
FUND TOTAL	$ -	$ 800,000	$ 1,011,980	$ 211,980	$ 304,341	$ 707,639	69.9%
DEPT TOTAL	$ -	$ 800,000	$ 1,011,980	$ 211,980	$ 304,341	$ 707,639	69.9%

Consolidated Expenditures and Other Uses by Department, Fund and Function Class (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE OTHER (Contd.)							
ELECTED (Contd.)							
500 - SHERIFF							
203 SHERIFF DONATIONS							
OPERATING	$ 16,574	$ 25,800	$ 105,800	$ 48,254	$ 84,640	$ 21,160	20.0%
FUND TOTAL	$ 16,574	$ 25,800	$ 105,800	$ 48,254	$ 84,640	$ 21,160	20.0%
212 SHERIFF RICO							
OPERATING	$ 903,518	$ 1,155,000	$ 1,155,000	$ 893,038	$ 1,155,000	$ -	0.0%
FUND TOTAL	$ 903,518	$ 1,155,000	$ 1,155,000	$ 893,038	$ 1,155,000	$ -	0.0%
214 SHERIFF JAIL ENHANCEMENT							
OPERATING	$ 761,697	$ 2,205,000	$ 2,205,000	$ 1,817,935	$ 2,205,000	$ -	0.0%
NON RECURRING NON PROJECT	-	-	517,954	517,954	-	517,954	100.0%
FUND TOTAL	$ 761,697	$ 2,205,000	$ 2,722,954	$ 2,335,889	$ 2,205,000	$ 517,954	19.0%
252 INMATE SERVICES							
OPERATING	$ 10,940,446	$ 16,812,421	$ 16,812,421	$ 17,828,865	$ 14,520,364	$ 2,292,057	13.6%
NON RECURRING NON PROJECT	-	2,300,000	11,665,077	10,439,988	-	11,665,077	100.0%
JMS MIGRATION	-	-	-	-	1,328,541	(1,328,541)	
FUND TOTAL	$ 10,940,446	$ 19,112,421	$ 28,477,498	$ 28,268,853	$ 15,848,905	$ 12,628,593	44.3%
254 INMATE HEALTH SERVICES							
OPERATING	$ -	$ 149,715	$ 149,715	$ -	$ 149,715	$ -	0.0%
NON RECURRING NON PROJECT	-	150,000	297,597	197,592	-	297,597	100.0%
FUND TOTAL	$ -	$ 299,715	$ 447,312	$ 197,592	$ 149,715	$ 297,597	66.5%
255 DETENTION OPERATIONS							
OPERATING	$ 193,917,586	$ 185,870,904	$ 185,870,904	$ 185,115,398	$ 183,677,997	$ 2,192,907	1.2%
JMS MIGRATION	-	-	236,703	78,903	-	236,703	100.0%
SHERIFF CEN SVC COMP VOICE SYS	-	-	174,457	58,153	-	174,457	100.0%
FUND TOTAL	$ 193,917,586	$ 185,870,904	$ 186,282,064	$ 185,252,454	$ 183,677,997	$ 2,604,067	1.4%
DEPT TOTAL	$ 206,539,821	$ 208,668,840	$ 219,190,628	$ 216,996,080	$ 203,121,257	$ 16,069,371	7.3%
ELECTED TOTAL	$ 227,109,883	$ 235,237,319	$ 250,107,699	$ 244,414,933	$ 228,771,588	$ 21,336,111	8.5%
APPOINTED							
150 - EMERGENCY MANAGEMENT							
207 PALO VERDE							
OPERATING	$ 221,799	$ 354,560	$ 354,560	$ 316,401	$ 404,459	$ (49,899)	-14.1%
FUND TOTAL	$ 221,799	$ 354,560	$ 354,560	$ 316,401	$ 404,459	$ (49,899)	-14.1%
215 EMERGENCY MANAGEMENT							
OPERATING	$ 695,888	$ 804,974	$ 819,308	$ 817,922	$ 908,008	$ (88,700)	-10.8%
NON RECURRING NON PROJECT	-	-	89,584	36,228	20,000	69,584	77.7%
FUND TOTAL	$ 695,888	$ 804,974	$ 908,892	$ 854,150	$ 928,008	$ (19,116)	-2.1%
DEPT TOTAL	$ 917,687	$ 1,159,534	$ 1,263,452	$ 1,170,551	$ 1,332,467	$ (69,015)	-5.5%
200 - COUNTY MANAGER							
255 DETENTION OPERATIONS							
OPERATING	$ 1,449,571	$ 1,695,804	$ 1,695,804	$ 1,583,624	$ 1,458,856	$ 236,948	14.0%
FUND TOTAL	$ 1,449,571	$ 1,695,804	$ 1,695,804	$ 1,583,624	$ 1,458,856	$ 236,948	14.0%
376 EVENTS CENTER OPERATIONS							
OPERATING	$ 77,034	$ 75,000	$ 75,000	$ 60,745	$ -	$ 75,000	100.0%
NON RECURRING NON PROJECT	-	-	20,581	20,581	-	20,581	100.0%
FUND TOTAL	$ 77,034	$ 75,000	$ 95,581	$ 81,326	$ -	$ 95,581	100.0%
DEPT TOTAL	$ 1,526,605	$ 1,770,804	$ 1,791,385	$ 1,664,950	$ 1,458,856	$ 332,529	18.6%
260 - CORRECTIONAL HEALTH							
255 DETENTION OPERATIONS							
OPERATING	$ 48,474,679	$ 49,084,489	$ 48,958,271	$ 48,795,864	$ 48,804,659	$ 153,612	0.3%
NON RECURRING NON PROJECT	-	145,460	145,460	145,460	-	145,460	100.0%
FUND TOTAL	$ 48,474,679	$ 49,229,949	$ 49,103,731	$ 48,941,324	$ 48,804,659	$ 299,072	0.6%
DEPT TOTAL	$ 48,474,679	$ 49,229,949	$ 49,103,731	$ 48,941,324	$ 48,804,659	$ 299,072	0.6%

Consolidated Expenditures and Other Uses by Department, Fund and Function Class (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE OTHER (Contd.)							
APPOINTED (Contd.)							
300 - PARKS AND RECREATION							
225 SPUR CROSS RANCH CONSERVATION							
OPERATING	$ 445,009	$ 452,501	$ 452,501	$ 317,154	$ 305,000	$ 147,501	32.6%
NON RECURRING NON PROJECT	-	250,000	250,000	-	285,000	(35,000)	-14.0%
FUND TOTAL	$ 445,009	$ 702,501	$ 702,501	$ 317,154	$ 590,000	$ 112,501	16.0%
239 PARKS SOUVENIR							
OPERATING	$ 136,297	$ 130,000	$ 190,000	$ 141,256	$ 170,000	$ 20,000	10.5%
FUND TOTAL	$ 136,297	$ 130,000	$ 190,000	$ 141,256	$ 170,000	$ 20,000	10.5%
240 LAKE PLEASANT RECREATION SVCS							
OPERATING	$ 2,361,800	$ 1,803,630	$ 1,803,630	$ 1,663,364	$ 1,766,010	$ 37,620	2.1%
NON RECURRING NON PROJECT	-	40,000	40,000	25,000	345,000	(305,000)	-762.5%
FUND TOTAL	$ 2,361,800	$ 1,843,630	$ 1,843,630	$ 1,688,364	$ 2,111,010	$ (267,380)	-14.5%
241 PARKS ENHANCEMENT FUND							
OPERATING	$ 3,637,762	$ 3,035,409	$ 3,205,391	$ 2,715,610	$ 3,434,284	$ (228,893)	-7.1%
NON RECURRING NON PROJECT	-	2,980,794	3,948,081	3,948,081	1,330,742	2,617,339	66.3%
FUND TOTAL	$ 3,637,762	$ 6,016,203	$ 7,153,472	$ 6,663,691	$ 4,765,026	$ 2,388,446	33.4%
243 PARKS DONATIONS							
OPERATING	$ 852,550	$ 108,000	$ 108,000	$ 115,352	$ 108,000	$ -	0.0%
NON RECURRING NON PROJECT	-	-	-	-	40,000	(40,000)	
FUND TOTAL	$ 852,550	$ 108,000	$ 108,000	$ 115,352	$ 148,000	$ (40,000)	-37.0%
DEPT TOTAL	$ 7,433,418	$ 8,800,334	$ 9,997,603	$ 8,925,817	$ 7,784,036	$ 2,213,567	22.1%
440 - PLANNING AND DEVELOPMENT							
226 PLANNING AND DEVELOPMENT FEES							
OPERATING	$ 15,808,152	$ 14,835,778	$ 14,835,778	$ 12,294,160	$ 7,705,691	$ 7,130,087	48.1%
NON RECURRING NON PROJECT	-	1,453,497	1,453,497	1,278,497	-	1,453,497	100.0%
FUND TOTAL	$ 15,808,152	$ 16,289,275	$ 16,289,275	$ 13,572,657	$ 7,705,691	$ 8,583,584	52.7%
235 DEL WEBB							
OPERATING	$ 108,017	$ 77,236	$ 77,236	$ 11,637	$ 2,753	$ 74,483	96.4%
FUND TOTAL	$ 108,017	$ 77,236	$ 77,236	$ 11,637	$ 2,753	$ 74,483	96.4%
DEPT TOTAL	$ 15,916,169	$ 16,366,511	$ 16,366,511	$ 13,584,294	$ 7,708,444	$ 8,658,067	52.9%
470 - NON DEPARTMENTAL							
210 WASTE MANAGEMENT							
NON RECURRING NON PROJECT	$ 146,412	$ 452,522	$ 452,522	$ 102,762	$ 504,483	$ (51,961)	-11.5%
FUND TOTAL	$ 146,412	$ 452,522	$ 452,522	$ 102,762	$ 504,483	$ (51,961)	-11.5%
255 DETENTION OPERATIONS							
OPERATING	$ 51,416,693	$ 94,132,968	$ 95,321,611	$ 25,913,354	$ 52,580,133	$ 42,741,478	44.8%
NON RECURRING NON PROJECT	-	48,059,685	50,671,008	(3,110,366)	45,502,677	5,168,331	10.2%
4th AVE JAIL MAINTENANCE	-	514,000	514,000	171,336	-	514,000	100.0%
BUILDING SECURITY PROJECTS	95,714	200,000	200,000	66,672	300,000	(100,000)	-50.0%
CODE COMPLIANCE RESERVE	181,906	200,000	200,000	45,565	200,000	-	0.0%
DATA EXCHANGES	946,474	-	-	-	-	-	
ENERGY MANAGEMENT STUDIES	39,299	250,000	250,000	200,280	250,000	-	0.0%
ENVIRONMENTAL PROJECTS	131,662	215,000	215,000	71,672	200,000	15,000	7.0%
INMATE COURT HOLDING	285,448	100,000	-	33,336	-	-	
JUVENILE DETENTION BLDG	306,269	-	100,000	-	-	100,000	100.0%
LBJ COMPLEX	-	413,000	413,000	365,289	95,400	317,600	76.9%
LIFE SAFETY PROJECTS	110,598	500,000	500,000	286,869	500,000	-	0.0%
LOWER BUCKEYE JAIL	498,195	-	-	-	-	-	
PROGRAM FEES	-	-	100,000	-	200,000	(100,000)	-100.0%
PROJECT OVERHEAD	693,044	-	-	-	-	-	
DURANGO JAIL INFR IMPROVEMENTS	542,247	2,689,000	2,689,000	2,431,703	2,846,317	(157,317)	-5.9%
ESTRELLA JAIL INFR IMPROVEMENT	2,255,884	1,619,000	1,619,000	1,014,300	1,371,128	247,872	15.3%
SE JUVENILE INFR IMPROVEMENTS	-	-	-	-	131,541	(131,541)	
TOWERS JAIL INFR IMPROVEMENTS	3,470,970	2,074,000	1,974,000	1,099,344	846,377	1,127,623	57.1%
PUP TENTS	34,061	-	-	-	-	-	
FUND TOTAL	$ 61,008,464	$ 150,966,653	$ 154,766,619	$ 28,589,354	$ 105,023,573	$ 49,743,046	32.1%
DEPT TOTAL	$ 61,154,876	$ 151,419,175	$ 155,219,141	$ 28,692,116	$ 105,528,056	$ 49,691,085	32.0%

Consolidated Expenditures and Other Uses by Department, Fund and Function Class (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE OTHER (Contd.)							
APPOINTED (Contd.)							
520 - PUBLIC DEFENDER							
209 PUBLIC DEFENDER TRAINING							
OPERATING	$ 392,423	$ 545,353	$ 545,353	$ 449,265	$ 437,141	$ 108,212	19.8%
NON RECURRING NON PROJECT	-	-	71,472	71,472	134,339	(62,867)	-88.0%
FUND TOTAL	$ 392,423	$ 545,353	$ 616,825	$ 520,737	$ 571,480	$ 45,345	7.4%
262 PUBLIC DEFENDER FILL THE GAP							
OPERATING	$ 1,398,575	$ 1,630,593	$ 1,630,593	$ 1,153,958	$ 1,472,536	$ 158,057	9.7%
NON RECURRING NON PROJECT	-	526,150	696,889	300,000	158,064	538,825	77.3%
FUND TOTAL	$ 1,398,575	$ 2,156,743	$ 2,327,482	$ 1,453,958	$ 1,630,600	$ 696,882	29.9%
DEPT TOTAL	$ 1,790,998	$ 2,702,096	$ 2,944,307	$ 1,974,695	$ 2,202,080	$ 742,227	25.2%
540 - LEGAL DEFENDER							
209 PUBLIC DEFENDER TRAINING							
OPERATING	$ 47,461	$ 75,794	$ 75,794	$ 45,538	$ 52,155	$ 23,639	31.2%
NON RECURRING NON PROJECT	-	-	-	-	23,639	(23,639)	
FUND TOTAL	$ 47,461	$ 75,794	$ 75,794	$ 45,538	$ 75,794	$ -	0.0%
263 LEGAL DEFENDER FILL THE GAP							
OPERATING	$ 58,997	$ 59,000	$ 59,000	$ 58,715	$ 59,000	$ -	0.0%
NON RECURRING NON PROJECT	-	-	16,313	16,313	-	16,313	100.0%
FUND TOTAL	$ 58,997	$ 59,000	$ 75,313	$ 75,028	$ 59,000	$ 16,313	21.7%
DEPT TOTAL	$ 106,458	$ 134,794	$ 151,107	$ 120,566	$ 134,794	$ 16,313	10.8%
550 - LEGAL ADVOCATE							
209 PUBLIC DEFENDER TRAINING							
OPERATING	$ 7,028	$ 12,500	$ 12,500	$ 12,500	$ 7,349	$ 5,151	41.2%
NON RECURRING NON PROJECT	-	-	-	-	5,151	(5,151)	
FUND TOTAL	$ 7,028	$ 12,500	$ 12,500	$ 12,500	$ 12,500	$ -	0.0%
DEPT TOTAL	$ 7,028	$ 12,500	$ 12,500	$ 12,500	$ 12,500	$ -	0.0%
790 - ANIMAL CARE AND CONTROL							
572 ANIMAL CONTROL LICENSE SHELTER							
OPERATING	$ 7,601,909	$ 8,156,441	$ 8,199,361	$ 8,779,626	$ 9,777,524	$ (1,578,163)	-19.2%
NON RECURRING NON PROJECT	-	51,000	51,000	-	187,750	(136,750)	-268.1%
FUND TOTAL	$ 7,601,909	$ 8,207,441	$ 8,250,361	$ 8,779,626	$ 9,965,274	$ (1,714,913)	-20.8%
574 ANIMAL CONTROL FIELD OPERATION							
OPERATING	$ 3,456,880	$ 2,962,071	$ 3,050,435	$ 3,180,746	$ 3,295,702	$ (245,267)	-8.0%
NON RECURRING NON PROJECT	-	192,000	192,000	-	225,000	(33,000)	-17.2%
FUND TOTAL	$ 3,456,880	$ 3,154,071	$ 3,242,435	$ 3,180,746	$ 3,520,702	$ (278,267)	-8.6%
DEPT TOTAL	$ 11,058,789	$ 11,361,512	$ 11,492,796	$ 11,960,372	$ 13,485,976	$ (1,993,180)	-17.3%
850 - AIR QUALITY							
504 AIR QUALITY FEES							
OPERATING	$ 16,198,206	$ 17,952,308	$ 16,938,763	$ 15,518,196	$ 15,722,207	$ 1,216,556	7.2%
NON RECURRING NON PROJECT	-	4,761,707	4,761,707	3,701,814	2,608,000	2,153,707	45.2%
FUND TOTAL	$ 16,198,206	$ 22,714,015	$ 21,700,470	$ 19,220,010	$ 18,330,207	$ 3,370,263	15.5%
DEPT TOTAL	$ 16,198,206	$ 22,714,015	$ 21,700,470	$ 19,220,010	$ 18,330,207	$ 3,370,263	15.5%
860 - PUBLIC HEALTH							
265 PUBLIC HEALTH FEES							
OPERATING	$ 3,851,373	$ 4,774,809	$ 4,694,140	$ 3,886,124	$ 6,609,352	$ (1,915,212)	-40.8%
NON RECURRING NON PROJECT	-	326,258	1,843,384	2,085,849	156,436	1,686,948	91.5%
FUND TOTAL	$ 3,851,373	$ 5,101,067	$ 6,537,524	$ 5,971,973	$ 6,765,788	$ (228,264)	-3.5%
DEPT TOTAL	$ 3,851,373	$ 5,101,067	$ 6,537,524	$ 5,971,973	$ 6,765,788	$ (228,264)	-3.5%
880 - ENVIRONMENTAL SERVICES							
506 ENVIRONMTL SVCS ENV HEALTH							
OPERATING	$ 16,575,377	$ 18,988,768	$ 18,988,768	$ 18,224,493	$ 18,053,147	$ 935,621	4.9%
NON RECURRING NON PROJECT	-	2,841,113	3,161,113	2,539,689	1,271,501	1,889,612	59.8%
FUND TOTAL	$ 16,575,377	$ 21,829,881	$ 22,149,881	$ 20,764,182	$ 19,324,648	$ 2,825,233	12.8%
DEPT TOTAL	$ 16,575,377	$ 21,829,881	$ 22,149,881	$ 20,764,182	$ 19,324,648	$ 2,825,233	12.8%
910 - PUBLIC WORKS							
232 TRANSPORTATION OPERATIONS							
OPERATING	$ 119,398,935	$ 63,578,714	$ 63,609,364	$ 57,533,671	$ 60,847,714	$ 2,761,650	4.3%
NON RECURRING NON PROJECT	-	74,748,984	67,197,509	49,832,656	35,544,286	31,653,223	47.1%
FUND TOTAL	$ 119,398,935	$ 138,327,698	$ 130,806,873	$ 107,366,327	$ 96,392,000	$ 34,414,873	26.3%
255 DETENTION OPERATIONS							
OPERATING	$ 2,772,479	$ 2,743,527	$ 2,743,527	$ 2,573,512	$ 2,645,658	$ 97,869	3.6%
FUND TOTAL	$ 2,772,479	$ 2,743,527	$ 2,743,527	$ 2,573,512	$ 2,645,658	$ 97,869	3.6%
290 WASTE TIRE							
OPERATING	$ 6,125,137	$ 5,730,000	$ 5,475,000	$ 5,316,813	$ 5,173,154	$ 301,846	5.5%
NON RECURRING NON PROJECT	-	975,000	2,757,032	2,757,032	-	2,757,032	100.0%
FUND TOTAL	$ 6,125,137	$ 6,705,000	$ 8,232,032	$ 8,073,845	$ 5,173,154	$ 3,058,878	37.2%
580 SOLID WASTE MANAGEMENT							
OPERATING	$ 1,429,810	$ 1,612,369	$ 1,867,369	$ 1,946,731	$ 2,008,369	$ (141,000)	-7.6%
NON RECURRING NON PROJECT	-	6,010,000	6,010,000	1,010,006	5,629,000	381,000	6.3%
FUND TOTAL	$ 1,429,810	$ 7,622,369	$ 7,877,369	$ 2,956,737	$ 7,637,369	$ 240,000	3.0%
988 PUBLIC WORKS FLOOD CONTROL							
OPERATING	$ -	$ 35,962,289	$ 35,962,289	$ 34,128,864	$ 35,718,850	$ 243,439	0.7%
FUND TOTAL	$ -	$ 35,962,289	$ 35,962,289	$ 34,128,864	$ 35,718,850	$ 243,439	0.7%
DEPT TOTAL	$ 129,726,361	$ 191,360,883	$ 185,622,090	$ 155,099,285	$ 147,567,031	$ 38,055,059	20.5%
APPOINTED TOTAL	$ 314,738,024	$ 483,963,055	$ 484,352,498	$ 318,102,635	$ 380,439,542	$ 103,912,956	21.5%
SPECIAL REVENUE OTHER TOTAL	$ 607,604,361	$ 791,047,183	$ 816,929,399	$ 640,219,804	$ 682,899,711	$ 134,029,688	16.4%
SPECIAL REVENUE TOTAL	$ 726,351,228	$ 946,735,459	$ 981,951,298	$ 761,639,002	$ 852,477,216	$ 129,474,082	13.2%

Consolidated Expenditures and Other Uses by Department, Fund and Function Class (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
DEBT SERVICE FUNDS							
APPOINTED							
470 - NON DEPARTMENTAL							
320 COUNTY IMPROVEMENT DEBT							
OPERATING	$ 13,949,099	$ 15,976,228	$ 15,976,228	$ 15,976,228	$ 11,297,930	$ 4,678,298	29.3%
NON RECURRING NON PROJECT	-	-	-	-	-	-	
FUND TOTAL	$ 13,949,099	$ 15,976,228	$ 15,976,228	$ 15,976,228	$ 11,297,930	$ 4,678,298	29.3%
321 COUNTY IMPROVEMENT DEBT 2							
OPERATING	$ 7,410,218	$ 7,413,380	$ 7,413,380	$ 7,413,380	$ 7,411,180	$ 2,200	0.0%
NON RECURRING NON PROJECT	-	-	-	-	-	-	
FUND TOTAL	$ 7,410,218	$ 7,413,380	$ 7,413,380	$ 7,413,380	$ 7,411,180	$ 2,200	0.0%
DEPT TOTAL	$ 21,359,317	$ 23,389,608	$ 23,389,608	$ 23,389,608	$ 18,709,110	$ 4,680,498	20.0%
DEBT SERVICE TOTAL	$ 21,359,317	$ 23,389,608	$ 23,389,608	$ 23,389,608	$ 18,709,110	$ 4,680,498	20.0%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CAPITAL PROJECTS FUNDS							
APPOINTED							
470 - NON DEPARTMENTAL							
422 INTERGOVERNMENTAL CAP PROJ							
OPERATING	$ 4,183,962	$ -	$ -	$ -	$ -	$ -	
NON RECURRING NON PROJECT	-	-	90,000	-	-	90,000	100.0%
BUCKEYE HILLS SHOOTING RANGE	2,490,441	1,500,000	1,500,000	1,265,908	-	1,500,000	100.0%
CAVE CREEK TRANSFER STATION	-	-	1,180,000	6,880	767,075	412,925	35.0%
HASSAYAMPA TRANSFER STATION	-	-	35,000	39,729	-	35,000	100.0%
MARICOPA REGIONAL TRAIL SYSTEM	836,104	-	-	-	-	-	
MORRISTOWN TRANSFER STATION	-	-	35,000	-	-	35,000	100.0%
NEW RIVER TRANSFER STATION	-	975,000	680,000	653,423	-	680,000	100.0%
RAINBOW VALLEY TRANSFER STATION	-	975,000	275,000	216,642	-	275,000	100.0%
VISITOR CTRS AND AMPHITHEATERS	452,275	-	-	-	90,000	(90,000)	
FUND TOTAL	$ 7,962,782	$ 3,450,000	$ 3,795,000	$ 2,182,582	$ 857,075	$ 2,937,925	77.4%
440 FINANCING SERIES 2007							
CENTRAL COURT BUILDING	$ 2,528,159	$ 7,556,380	$ 7,556,380	$ 6,656,380	$ 900,000	$ 6,656,380	88.1%
COURT TOWER	-	-	-	-	47,000,000	(47,000,000)	
DURANGO ANIMAL CARE AND CNTRL	13,381,825	300,000	300,000	298,974	-	300,000	100.0%
SAN TAN CONSOL JUSTICE CRT	165,976	-	-	-	-	-	
SOUTHEAST CONSOL JUSTICE CRT	18,610,110	59,770,396	-	179,763	-	-	
SOUTHWEST CONSOL JUSTICE CRT	549,932	-	-	-	-	-	
SUNNYSLOPE PROB FACILITY	1,271,637	-	-	-	-	-	
FUND TOTAL	$ 36,507,639	$ 67,626,776	$ 7,856,380	$ 7,135,117	$ 47,900,000	$ (40,043,620)	-509.7%
441 FINANCING SERIES 2008							
COURT TOWER	$ 7,578,928	$ 55,213,727	$ 58,713,727	$ 43,539,460	$ 66,088,797	$ (7,375,070)	-12.6%
DURANGO 911 AND CRIME LAB	395,577	11,908,300	132,781	285,879	-	132,781	100.0%
FUND TOTAL	$ 7,974,505	$ 67,122,027	$ 58,846,508	$ 43,825,339	$ 66,088,797	$ (7,242,289)	-12.3%
445 GENERAL FUND CTY IMPROV							
OPERATING	$ 6,775,900	$ -	$ -	$ -	$ -	$ -	
NON RECURRING NON PROJECT	-	6,252,339	6,252,339	6,252,339	9,065,698	(2,813,359)	-45.0%
BUCKEYE HILLS SHOOTING RANGE	8,123,806	-	-	-	-	-	
CHAMBERS BLDG BASEMENT REMODEL	-	1,200,000	1,451,285	1,686,757	-	1,451,285	100.0%
COURT TOWER	24,671	-	-	-	-	-	
DWNTWN CONSOLIDATD JSTICE CRTS	85,182	-	-	-	-	-	
EMERGENCY SVCS HVAC UPGRADES	-	550,000	550,000	135,432	-	550,000	100.0%
ENTRY STATIONS MONUMENTS RR	113,406	-	-	-	-	-	
LB CENT PLANT CHILLED WATER	-	2,484,959	2,484,959	1,849,383	1,177,321	1,307,638	52.6%
MARICOPA REGIONAL TRAIL SYSTEM	271,060	1,692,086	1,692,086	860,496	2,485,392	(793,306)	-46.9%
OLD ACC BUILDING DEMO	-	250,000	250,000	242,005	-	250,000	100.0%
PARKS SYSTEM MASTER PLAN	113,193	212,344	132,344	260,000	43,428	88,916	67.2%
PUBLIC HEALTH GENERATOR	-	325,000	325,000	304,449	-	325,000	100.0%
RESTROOM PROJECTS PHASE 3	1,205,322	-	-	-	-	-	
SAGUARO LAKE AID STATION	-	750,000	750,000	330,977	100,000	650,000	86.7%
SECURITY BLDG PLUMBING UPGRADE	-	760,000	760,000	701,165	-	760,000	100.0%
SECURITY BUILDING	3,843,613	3,109,314	3,109,314	1,407,741	2,632,401	476,913	15.3%
SHERIFF COURT REMODEL	-	2,433,900	2,433,900	881,941	-	2,433,900	100.0%
VISITOR CTRS AND AMPHITHEATERS	2,803,356	4,306,859	4,386,859	4,379,941	184,368	4,202,491	95.8%
VULTURE MOUNTAIN	-	100,000	100,000	100,000	100,000	-	0.0%
FUND TOTAL	$ 23,359,509	$ 24,426,801	$ 24,678,086	$ 19,392,626	$ 15,788,608	$ 8,889,478	36.0%

Consolidated Expenditures and Other Uses by Department, Fund and Function Class (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CAPITAL PROJECTS FUNDS (cont'd)							
APPOINTED (cont'd)							
470 - NON DEPARTMENTAL							
455 DETENTION CAPITAL PROJECTS							
JUVENILE DURANGO	$ (5,193)	$ -	$ -	$ -	$ -	$ -	
LB FOOD FACTORY BOILER ROOM	-	137,000	137,000	100,586	-	137,000	100.0%
LB LAUNDRY DUST COLLECTION	-	314,000	314,000	318,525	-	314,000	100.0%
PUP TENTS RESTROOM BLDG	-	500,000	793,421	927,268	-	793,421	100.0%
RETHERM FOOD DELIVERY SYSTEM	78,247	5,000,000	143,570	1,788,579	-	143,570	100.0%
FUND TOTAL	$ 73,054	$ 5,951,000	$ 1,387,991	$ 3,134,958	$ -	$ 1,387,991	100.0%
DEPT TOTAL	$ 75,877,489	$ 168,576,604	$ 96,563,965	$ 75,670,622	$ 130,634,480	$ (34,070,515)	-35.3%
910 - PUBLIC WORKS							
234 TRANSPORTATION CAPITAL PROJECT							
BRIDGE PRESERVATION	$ 22,453,551	$ 3,290,000	$ 6,290,000	$ 4,653,465	$ 2,513,000	$ 3,777,000	60.0%
COUNTY ARTERIALS	16,663,386	27,490,000	22,990,000	18,232,264	8,280,000	14,710,000	64.0%
DUST MITIGATION	6,561,648	10,885,500	10,885,500	6,122,864	6,050,000	4,835,500	44.4%
INTELLIGENT TRANS SYST ITS	1,714,859	1,510,000	1,510,000	561,074	1,470,000	40,000	2.6%
MAG ALCP PROJECTS	9,348,330	16,780,000	18,130,000	15,484,252	35,030,000	(16,900,000)	-93.2%
OCOTILLO RD EOM PALO VERDE	300,282	-	-	-	-	-	
OLIVE AVE AT AGUA FRIA	140	-	-	-	-	-	
PARTNERSHIP SUPPORT	3,151,757	10,011,000	8,911,000	8,118,154	1,530,000	7,381,000	82.8%
PAVEMENT PRESERVATION	3,850,647	6,280,000	6,730,000	1,961,334	5,270,000	1,460,000	21.7%
PM10 PH4 IN SW VALLEY	344	-	-	-	-	-	
RIGGS RD AT SR 347	12,607	-	-	-	-	-	
RIGHT-OF-WAY	917,767	2,150,000	2,150,000	388,020	585,000	1,565,000	72.8%
SAFETY PROJECTS	545,270	580,000	580,000	324,271	530,000	50,000	8.6%
SR303 AT WADDELL	1,216	-	-	-	-	-	
TRAFFIC IMPROVEMENTS	6,978,790	11,545,500	13,045,500	8,851,551	6,879,500	6,166,000	47.3%
TRANSPORTATION ADMINISTRATION	466,832	12,525,000	11,625,000	353,824	15,960,537	(4,335,537)	-37.3%
TRANSPORTATION PLANNING	1,985,703	1,630,000	1,830,000	1,455,744	1,630,000	200,000	10.9%
ALL FUNCTIONS	74,953,129	104,677,000	104,677,000	66,506,817	85,728,037	18,948,963	18.1%
BRIDGE PRESERVATION	22,453,551	3,290,000	6,290,000	4,653,465	2,513,000	3,777,000	60.0%
COUNTY ARTERIALS	16,663,386	27,490,000	22,990,000	18,232,264	8,280,000	14,710,000	64.0%
DUST MITIGATION	6,561,648	10,885,500	10,885,500	6,122,864	6,050,000	4,835,500	44.4%
INTELLIGENT TRANS SYST ITS	1,714,859	1,510,000	1,510,000	561,074	1,470,000	40,000	2.6%
MAG ALCP PROJECTS	9,348,330	16,780,000	18,130,000	15,484,252	35,030,000	(16,900,000)	-93.2%
OCOTILLO RD EOM PALO VERDE	300,282	-	-	-	-	-	
OLIVE AVE AT AGUA FRIA	140	-	-	-	-	-	
PARTNERSHIP SUPPORT	3,151,757	10,011,000	8,911,000	8,118,154	1,530,000	7,381,000	82.8%
PAVEMENT PRESERVATION	3,850,647	6,280,000	6,730,000	1,961,334	5,270,000	1,460,000	21.7%
PM10 PH4 IN SW VALLEY	344	-	-	-	-	-	
RIGGS RD AT SR 347	12,607	-	-	-	-	-	
RIGHT-OF-WAY	917,767	2,150,000	2,150,000	388,020	585,000	1,565,000	72.8%
SAFETY PROJECTS	545,270	580,000	580,000	324,271	530,000	50,000	8.6%
SR303 AT WADDELL	1,216	-	-	-	-	-	
TRAFFIC IMPROVEMENTS	6,978,790	11,545,500	13,045,500	8,851,551	6,879,500	6,166,000	47.3%
TRANSPORTATION ADMINISTRATION	466,832	12,525,000	11,625,000	353,824	15,960,537	(4,335,537)	-37.3%
TRANSPORTATION PLANNING	1,985,703	1,630,000	1,830,000	1,455,744	1,630,000	200,000	10.9%
FUND TOTAL	$ 74,953,129	$ 104,677,000	$ 104,677,000	$ 66,506,817	$ 85,728,037	$ 18,948,963	18.1%
DEPT TOTAL	$ 74,953,129	$ 104,677,000	$ 104,677,000	$ 66,506,817	$ 85,728,037	$ 18,948,963	18.1%
CAPITAL PROJECTS TOTAL	$ 150,830,618	$ 273,253,604	$ 201,240,965	$ 142,177,439	$ 216,362,517	$ (15,121,552)	-7.5%

Consolidated Expenditures and Other Uses by Department, Fund and Function Class (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERNAL SERVICE FUNDS							
APPOINTED							
350 - EMPLOYEE BENEFITS							
601 CMG HIGH OPTION							
OPERATING	$ 34,467,709	$ 38,565,052	$ 38,565,052	$ 35,353,190	$ 37,373,246	$ 1,191,806	3.1%
FUND TOTAL	$ 34,467,709	$ 38,565,052	$ 38,565,052	$ 35,353,190	$ 37,373,246	$ 1,191,806	3.1%
602 CMG LOW OPTION							
OPERATING	$ 1,184,005	$ 1,736,357	$ 1,736,357	$ 1,023,584	$ 1,166,616	$ 569,741	32.8%
FUND TOTAL	$ 1,184,005	$ 1,736,357	$ 1,736,357	$ 1,023,584	$ 1,166,616	$ 569,741	32.8%
603 OAP IN							
OPERATING	$ 18,547,446	$ 18,217,871	$ 18,217,871	$ 18,591,388	$ 21,753,998	$ (3,536,127)	-19.4%
FUND TOTAL	$ 18,547,446	$ 18,217,871	$ 18,217,871	$ 18,591,388	$ 21,753,998	$ (3,536,127)	-19.4%
604 OAP HIGH OPTION							
OPERATING	$ 26,632,709	$ 32,384,265	$ 32,384,265	$ 28,241,903	$ 31,459,236	$ 925,029	2.9%
FUND TOTAL	$ 26,632,709	$ 32,384,265	$ 32,384,265	$ 28,241,903	$ 31,459,236	$ 925,029	2.9%
605 OAP LOW OPTION							
OPERATING	$ 1,052,625	$ 1,640,272	$ 1,640,272	$ 1,542,304	$ 1,756,417	$ (116,145)	-7.1%
FUND TOTAL	$ 1,052,625	$ 1,640,272	$ 1,640,272	$ 1,542,304	$ 1,756,417	$ (116,145)	-7.1%
606 CHOICE FUND H.S.A.							
OPERATING	$ 892,960	$ 460,207	$ 460,207	$ 752,254	$ 792,524	$ (332,317)	-72.2%
FUND TOTAL	$ 892,960	$ 460,207	$ 460,207	$ 752,254	$ 792,524	$ (332,317)	-72.2%
607 FI DENTAL PPO							
OPERATING	$ 5,086,498	$ 5,942,253	$ 5,942,253	$ 5,303,207	$ 5,560,052	$ 382,201	6.4%
FUND TOTAL	$ 5,086,498	$ 5,942,253	$ 5,942,253	$ 5,303,207	$ 5,560,052	$ 382,201	6.4%
608 COINSURANCE							
OPERATING	$ 11,698,828	$ 15,586,712	$ 15,586,712	$ 12,596,883	$ 13,713,239	$ 1,873,473	12.0%
FUND TOTAL	$ 11,698,828	$ 15,586,712	$ 15,586,712	$ 12,596,883	$ 13,713,239	$ 1,873,473	12.0%
609 CONSUMER CHOICE							
OPERATING	$ 1,754,269	$ 2,550,358	$ 2,550,358	$ 1,805,684	$ 2,374,116	$ 176,242	6.9%
FUND TOTAL	$ 1,754,269	$ 2,550,358	$ 2,550,358	$ 1,805,684	$ 2,374,116	$ 176,242	6.9%
610 70 PERCENT STD							
OPERATING	$ 1,532,949	$ 2,069,203	$ 2,069,203	$ 1,495,317	$ 1,749,290	$ 319,913	15.5%
FUND TOTAL	$ 1,532,949	$ 2,069,203	$ 2,069,203	$ 1,495,317	$ 1,749,290	$ 319,913	15.5%
611 60 PERCENT STD							
OPERATING	$ 262,909	$ 651,142	$ 651,142	$ 321,940	$ 576,713	$ 74,429	11.4%
FUND TOTAL	$ 262,909	$ 651,142	$ 651,142	$ 321,940	$ 576,713	$ 74,429	11.4%
612 50 PERCENT STD							
OPERATING	$ 133,541	$ 768,660	$ 768,660	$ 402,084	$ 722,524	$ 46,136	6.0%
FUND TOTAL	$ 133,541	$ 768,660	$ 768,660	$ 402,084	$ 722,524	$ 46,136	6.0%
613 40 PERCENT STD							
OPERATING	$ 89,261	$ 594,994	$ 594,994	$ 216,329	$ 541,457	$ 53,537	9.0%
FUND TOTAL	$ 89,261	$ 594,994	$ 594,994	$ 216,329	$ 541,457	$ 53,537	9.0%
614 BEHAVIORAL HEALTH							
OPERATING	$ 1,387,915	$ 2,658,521	$ 2,658,521	$ 1,862,011	$ 4,856,970	$ (2,198,449)	-82.7%
FUND TOTAL	$ 1,387,915	$ 2,658,521	$ 2,658,521	$ 1,862,011	$ 4,856,970	$ (2,198,449)	-82.7%
615 WELLNESS							
OPERATING	$ 89,982	$ 806,304	$ 806,304	$ 753,804	$ 1,092,840	$ (286,536)	-35.5%
FUND TOTAL	$ 89,982	$ 806,304	$ 806,304	$ 753,804	$ 1,092,840	$ (286,536)	-35.5%
616 CONTRACT ADMINISTRATION							
OPERATING	$ 173,468	$ 419,092	$ 419,092	$ 332,901	$ 462,416	$ (43,324)	-10.3%
FUND TOTAL	$ 173,468	$ 419,092	$ 419,092	$ 332,901	$ 462,416	$ (43,324)	-10.3%
617 MED INCENTIVE AND PENALTIES							
OPERATING	$ 3,202	$ -	$ -	$ -	$ -	$ -	
NON RECURRING NON PROJECT	-	1,000,000	1,000,000	1,000,000	1,000,000	-	0.0%
FUND TOTAL	$ 3,202	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ -	0.0%
618 BENEFIT ADMINISTRATION							
OPERATING	$ 2,176,723	$ 3,026,622	$ 3,026,622	$ 2,201,047	$ 2,426,506	$ 600,116	19.8%
NON RECURRING NON PROJECT	-	-	-	-	19,033	(19,033)	
FUND TOTAL	$ 2,176,723	$ 3,026,622	$ 3,026,622	$ 2,201,047	$ 2,445,539	$ 581,083	19.2%
621 FLEX SPENDING HEALTH							
OPERATING	1,677,060	1,994,563	1,994,563	2,283,389	2,019,833	(25,270)	-1.3%
FUND TOTAL	$ 1,677,060	$ 1,994,563	$ 1,994,563	$ 2,283,389	$ 2,019,833	$ (25,270)	-1.3%

Consolidated Expenditures and Other Uses by Department, Fund and Function Class (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERNAL SERVICE FUNDS (cont'd)							
APPOINTED (cont'd)							
350 - EMPLOYEE BENEFITS (cont'd)							
622 FLEX SPENDING DEP CARE							
OPERATING	$ 719,873	$ 725,872	$ 725,872	$ 804,086	$ 791,577	$ (65,705)	-9.1%
FUND TOTAL	$ 719,873	$ 725,872	$ 725,872	$ 804,086	$ 791,577	$ (65,705)	-9.1%
623 VISION							
OPERATING	$ 1,206,345	$ 1,477,962	$ 1,477,962	$ 1,405,443	$ 1,323,793	$ 154,169	10.4%
FUND TOTAL	$ 1,206,345	$ 1,477,962	$ 1,477,962	$ 1,405,443	$ 1,323,793	$ 154,169	10.4%
624 STAND ALONE VISION							
OPERATING	$ -	$ 94,074	$ 94,074	$ 27,343	$ 40,744	$ 53,330	56.7%
FUND TOTAL	$ -	$ 94,074	$ 94,074	$ 27,343	$ 40,744	$ 53,330	56.7%
625 FI PREPAID DENTAL							
OPERATING	$ 576,171	$ 658,626	$ 658,626	$ 511,802	$ 517,592	$ 141,034	21.4%
FUND TOTAL	$ 576,171	$ 658,626	$ 658,626	$ 511,802	$ 517,592	$ 141,034	21.4%
626 FI LIFE AND AD AND D							
OPERATING	$ 957,224	$ 1,065,588	$ 1,065,588	$ 944,973	$ 1,043,794	$ 21,794	2.0%
FUND TOTAL	$ 957,224	$ 1,065,588	$ 1,065,588	$ 944,973	$ 1,043,794	$ 21,794	2.0%
627 SUPPLEMENTAL LIFE							
OPERATING	$ 3,353,725	$ 4,105,572	$ 4,105,572	$ 3,572,916	$ 3,766,274	$ 339,298	8.3%
FUND TOTAL	$ 3,353,725	$ 4,105,572	$ 4,105,572	$ 3,572,916	$ 3,766,274	$ 339,298	8.3%
628 EMPLOYEE ASSISTANCE							
OPERATING	$ 187,219	$ 217,224	$ 217,224	$ 193,432	$ 198,058	$ 19,166	8.8%
FUND TOTAL	$ 187,219	$ 217,224	$ 217,224	$ 193,432	$ 198,058	$ 19,166	8.8%
629 SI DENTAL							
OPERATING	$ 2,356,902	$ 3,280,311	$ 3,280,311	$ 2,849,247	$ 3,328,534	$ (48,223)	-1.5%
FUND TOTAL	$ 2,356,902	$ 3,280,311	$ 3,280,311	$ 2,849,247	$ 3,328,534	$ (48,223)	-1.5%
630 DEPENDENT LIFE							
OPERATING	$ 405,036	$ 394,414	$ 394,414	$ 422,583	$ 399,282	$ (4,868)	-1.2%
FUND TOTAL	$ 405,036	$ 394,414	$ 394,414	$ 422,583	$ 399,282	$ (4,868)	-1.2%
631 VOLUNTARY BENEFITS							
OPERATING	$ 229,722	$ 507,318	$ 507,318	$ 318,893	$ 256,284	$ 251,034	49.5%
FUND TOTAL	$ 229,722	$ 507,318	$ 507,318	$ 318,893	$ 256,284	$ 251,034	49.5%
632 CIGNA FOR SENIORS							
OPERATING	$ 598,552	$ 487,080	$ 487,080	$ 473,178	$ 473,220	$ 13,860	2.8%
FUND TOTAL	$ 598,552	$ 487,080	$ 487,080	$ 473,178	$ 473,220	$ 13,860	2.8%
652 HEALTH SELECT SI TRUST							
OPERATING	$ 3,000,000	$ -	$ -	$ -	$ -	$ -	
FUND TOTAL	$ 3,000,000	$ -	$ -	$ -	$ -	$ -	
DEPT TOTAL	$ 122,434,828	$ 144,086,489	$ 144,086,489	$ 127,603,115	$ 143,556,178	$ 530,311	0.4%
410 - ENTERPRISE TECHNOLOGY							
681 TELECOMMUNICATIONS							
OPERATING	$ 20,902,846	$ 16,101,153	$ 16,101,153	$ 15,650,028	$ 15,900,559		
NON RECURRING NON PROJECT	-	1,800,000	2,800,000	2,564,392	1,102,305	$ 1,697,695	60.6%
FUND TOTAL	$ 20,902,846	$ 17,901,153	$ 18,901,153	$ 18,214,420	$ 17,002,864	$ 1,898,289	10.0%
DEPT TOTAL	$ 20,902,846	$ 17,901,153	$ 18,901,153	$ 18,214,420	$ 17,002,864	$ 1,898,289	10.0%
730 - MATERIALS MANAGEMENT							
673 REPROGRAPHICS							
OPERATING	$ 1,027,548	$ 983,793	$ 983,793	$ 1,036,285	$ 1,004,711	$ (20,918)	-2.1%
FUND TOTAL	$ 1,027,548	$ 983,793	$ 983,793	$ 1,036,285	$ 1,004,711	$ (20,918)	-2.1%
DEPT TOTAL	$ 1,027,548	$ 983,793	$ 983,793	$ 1,036,285	$ 1,004,711	$ (20,918)	-2.1%
740 - EQUIPMENT SERVICES							
654 EQUIPMENT SERVICES							
OPERATING	$ 16,332,430	$ 13,522,007	$ 13,460,839	$ 15,986,444	$ 13,192,006		
NON RECURRING NON PROJECT	-	460,000	460,000	89,200	233,300	$ 226,700	49.3%
LOWER BUCKEYE JAIL	-	-	-	-	-	$ -	
FUND TOTAL	$ 16,332,430	$ 13,982,007	$ 13,920,839	$ 16,075,644	$ 13,425,306	$ 495,533	3.6%
DEPT TOTAL	$ 16,332,430	$ 13,982,007	$ 13,920,839	$ 16,075,644	$ 13,425,306	$ 495,533	3.6%
750 - RISK MANAGEMENT							
675 RISK MANAGEMENT							
OPERATING	$ 29,030,276	$ 38,624,251	$ 38,624,251	$ 34,265,836	$ 40,186,672	$ (1,562,421)	-4.0%
NON RECURRING NON PROJECT	-	-	-	-	7,915	(7,915)	
FUND TOTAL	$ 29,030,276	$ 38,624,251	$ 38,624,251	$ 34,265,836	$ 40,194,587	$ (1,570,336)	-4.1%
DEPT TOTAL	$ 29,030,276	$ 38,624,251	$ 38,624,251	$ 34,265,836	$ 40,194,587	$ (1,570,336)	-4.1%
INTERNAL SERVICE FUNDS TOTAL	$ 189,727,928	$ 215,577,693	$ 216,516,525	$ 197,195,300	$ 215,183,646	$ 1,332,879	0.6%

Consolidated Expenditures and Other Uses by Department, Fund and Function Class (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ELIMINATIONS							
APPOINTED							
300 - PARKS AND RECREATION							
900 ELIMINATIONS							
OPERATING	$ (49,120)	$ -	$ -	$ (64,630)	$ (71,533)	$ 71,533	
NON RECURRING NON PROJECT	-	(64,630)	(64,630)	-	-	(64,630)	100.0%
FUND TOTAL	$ (49,120)	$ (64,630)	$ (64,630)	$ (64,630)	$ (71,533)	$ 6,903	-10.7%
DEPT TOTAL	$ (49,120)	$ (64,630)	$ (64,630)	$ (64,630)	$ (71,533)	$ 6,903	-10.7%
910 - PUBLIC WORKS							
900 ELIMINATIONS							
OPERATING	$ (59,594,514)	$ -	$ -	$ (49,832,656)	$ -	$ -	
NON RECURRING NON PROJECT	-	(74,748,984)	(67,197,509)	-	(35,544,286)	(31,653,223)	47.1%
FUND TOTAL	$ (59,594,514)	$ (74,748,984)	$ (67,197,509)	$ (49,832,656)	$ (35,544,286)	$ (31,653,223)	47.1%
DEPT TOTAL	$ (59,594,514)	$ (74,748,984)	$ (67,197,509)	$ (49,832,656)	$ (35,544,286)	$ (31,653,223)	47.1%
APPOINTED TOTAL	$ (59,643,634)	$ (74,813,614)	$ (67,262,139)	$ (49,897,286)	$ (35,615,819)	$ (31,646,320)	47.0%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY							
900 ELIMINATIONS							
OPERATING	$ (428,590,787)	$ (409,432,723)	$ (386,911,034)	$ (392,882,375)	$ (334,308,680)	$ (52,602,354)	13.6%
NON RECURRING NON PROJECT	-	(158,983,528)	(159,187,228)	(148,873,823)	(70,545,688)	(88,641,540)	55.7%
FUND TOTAL	$ (428,590,787)	$ (568,416,251)	$ (546,098,262)	$ (541,756,198)	$ (404,854,368)	$ (141,243,894)	25.9%
DEPT TOTAL	$ (428,590,787)	$ (568,416,251)	$ (546,098,262)	$ (541,756,198)	$ (404,854,368)	$ (141,243,894)	25.9%
ELIMINATIONS TOTAL	$ (488,234,421)	$ (643,229,865)	$ (613,360,401)	$ (591,653,484)	$ (440,470,187)	$ (172,890,214)	28.2%
MARICOPA COUNTY ALL FUNDS TOTAL	$ 1,689,425,582	$ 2,219,373,991	$ 2,213,096,488	$ 1,729,716,948	$2,099,174,741	$ 113,921,747	5.1%

Consolidated Expenditures and Other Uses by Fund Type/Department

FY 2009-10 ADOPTED BUDGET								
	FUND TYPE:							
	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
JUDICIAL								
110 - ADULT PROBATION	$ 58,854,159	$ 18,940,960	$ -	$ -	$ -	$ 77,795,119	$ -	$ 77,795,119
240 - JUSTICE COURTS	14,488,923	8,136,541	-	-	-	22,625,464	-	22,625,464
270 - JUVENILE PROBATION	16,449,965	43,309,461	-	-	-	59,759,426	-	59,759,426
800 - SUPERIOR COURT	62,531,673	14,834,923	-	-	-	77,366,596	-	77,366,596
SUBTOTAL	$ 152,324,720	$ 85,221,885	$ -	$ -	$ -	$ 237,546,605	$ -	$ 237,546,605
ELECTED								
010 - BOARD OF SUPERVISORS DIST 1	$ 346,428	$ -	$ -	$ -	$ -	$ 346,428	$ -	$ 346,428
020 - BOARD OF SUPERVISORS DIST 2	346,428	-	-	-	-	346,428	-	346,428
030 - BOARD OF SUPERVISORS DIST 3	346,428	-	-	-	-	346,428	-	346,428
040 - BOARD OF SUPERVISORS DIST 4	346,428	-	-	-	-	346,428	-	346,428
050 - BOARD OF SUPERVISORS DIST 5	346,428	-	-	-	-	346,428	-	346,428
120 - ASSESSOR	22,816,543	-	-	-	-	22,816,543	-	22,816,543
140 - CALL CENTER	1,363,590	-	-	-	-	1,363,590	-	1,363,590
160 - CLERK OF THE SUPERIOR COURT	30,056,139	10,888,868	-	-	-	40,945,007	-	40,945,007
190 - COUNTY ATTORNEY	56,599,487	18,646,618	-	-	-	75,246,105	-	75,246,105
210 - ELECTIONS	8,212,297	84,524	-	-	-	8,296,821	-	8,296,821
250 - CONSTABLES	2,403,317	-	-	-	-	2,403,317	-	2,403,317
280 - COUNTY ATTORNEY CIVIL	4,013,122	-	-	-	-	4,013,122	-	4,013,122
360 - RECORDER	2,095,117	3,863,298	-	-	-	5,958,415	-	5,958,415
370 - SUPERINTENDENT OF SCHOOLS	2,035,900	2,316,704	-	-	-	4,352,604	-	4,352,604
430 - TREASURER	2,618,874	304,341	-	-	-	2,923,215	-	2,923,215
500 - SHERIFF	62,324,473	208,506,933	-	-	-	270,831,406	-	270,831,406
SUBTOTAL	$ 196,270,999	$ 244,611,286	$ -	$ -	$ -	$ 440,882,285	$ -	$ 440,882,285
APPOINTED								
060 - CLERK OF THE BOARD	$ 1,346,191	$ -	$ -	$ -	$ -	$ 1,346,191	$ -	$ 1,346,191
150 - EMERGENCY MANAGEMENT	173,881	1,332,467	-	-	-	1,506,348	-	1,506,348
180 - FINANCE	3,282,573	-	-	-	-	3,282,573	-	3,282,573
200 - COUNTY MANAGER	2,434,692	10,617,791	-	-	-	13,052,483	-	13,052,483
220 - HUMAN SERVICES	2,313,610	62,527,574	-	-	-	64,841,184	-	64,841,184
230 - INTERNAL AUDIT	1,553,494	-	-	-	-	1,553,494	-	1,553,494
260 - CORRECTIONAL HEALTH	3,049,876	48,847,477	-	-	-	51,897,353	-	51,897,353
290 - MEDICAL EXAMINER	6,659,432	218,615	-	-	-	6,878,047	-	6,878,047
300 - PARKS AND RECREATION	694,615	7,788,856	-	-	-	8,483,471	(71,533)	8,411,938
330 - GENERAL LITIGATION	5,205,817	-	-	-	-	5,205,817	-	5,205,817
310 - WORKFORCE MGT AND DEVELOPM	3,049,142	-	-	-	-	3,049,142	-	3,049,142
340 - PUBLIC FIDUCIARY	2,477,439	-	-	-	-	2,477,439	-	2,477,439
350 - EMPLOYEE HEALTH INITIATIVES	-	-	-	-	143,556,178	143,556,178	-	143,556,178
390 - HEALTH CARE PROGRAMS	237,341,157	5,926,709	-	-	-	243,267,866	-	243,267,866
410 - ENTERPRISE TECHNOLOGY	7,614,262	-	-	-	17,002,864	24,617,126	-	24,617,126
440 - PLANNING AND DEVELOPMENT	-	7,708,444	-	-	-	7,708,444	-	7,708,444
460 - RESEARCH AND REPORTING	391,970	-	-	-	-	391,970	-	391,970
470 - NON DEPARTMENTAL	542,958,603	132,583,066	18,709,110	130,634,480	-	824,885,259	-	824,885,259
490 - MANAGEMENT AND BUDGET	3,186,167	-	-	-	-	3,186,167	-	3,186,167
520 - PUBLIC DEFENDER	34,713,248	2,544,267	-	-	-	37,257,515	-	37,257,515
540 - LEGAL DEFENDER	9,855,901	134,794	-	-	-	9,990,695	-	9,990,695
550 - LEGAL ADVOCATE	8,770,615	12,500	-	-	-	8,783,115	-	8,783,115
560 - PUBLIC DEFENSE SERVICES	14,353,929	-	-	-	-	14,353,929	-	14,353,929
570 - JUVENILE DEFENDER	4,164,849	-	-	-	-	4,164,849	-	4,164,849
730 - MATERIALS MANAGEMENT	1,884,254	-	-	-	1,004,711	2,888,965	-	2,888,965
740 - EQUIPMENT SERVICES	-	-	-	-	13,425,306	13,425,306	-	13,425,306
750 - RISK MANAGEMENT	-	-	-	-	40,194,587	40,194,587	-	40,194,587
790 - ANIMAL CARE AND CONTROL	257,903	15,058,761	-	-	-	15,316,664	-	15,316,664
850 - AIR QUALITY	-	22,355,592	-	-	-	22,355,592	-	22,355,592
860 - PUBLIC HEALTH	10,787,840	36,248,453	-	-	-	47,036,293	-	47,036,293
880 - ENVIRONMENTAL SERVICES	3,420,072	20,226,648	-	-	-	23,646,720	-	23,646,720
910 - PUBLIC WORKS	11,340,005	148,512,031	-	85,728,037	-	245,580,073	(35,544,286)	210,035,787
SUBTOTAL	$ 925,417,365	$ 522,644,045	$ 18,709,110	$ 216,362,517	$ 215,183,646	$ 1,898,316,683	$ (35,615,819)	$ 1,862,700,864
980 - ELIMINATIONS COUNTY	$ -	$ -	$ -	$ -	$ -	$ -	$ (404,854,368)	$ (404,854,368)
MARICOPA COUNTY	$ 1,274,013,084	$ 852,477,216	$ 18,709,110	$ 216,362,517	$ 215,183,646	$ 2,576,745,573	$ (440,470,187)	$ 2,136,275,386

Consolidated Expenditures and Other Uses by Category and Fund Type

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 643,702,337	$ 660,047,010	$ 652,325,651	$ 641,576,830	$ 633,555,389	$ 18,770,262	2.9%
0705 - TEMPORARY PAY	4,171,098	12,066,428	12,066,428	6,378,207	4,267,028	7,799,400	0.0%
0710 - OVERTIME	13,732,354	10,760,409	10,571,136	7,271,720	9,241,815	1,329,321	0.0%
0750 - FRINGE BENEFITS	217,235,131	222,334,909	221,842,002	223,697,133	218,806,765	3,035,237	1.4%
0790 - OTHER PERSONNEL SERVICES	14,084,680	28,306,069	17,059,177	13,209,715	13,684,725	3,374,452	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(75,861,782)	(88,152,579)	(87,607,521)	(82,867,038)	(91,187,266)	3,579,745	-4.1%
0796 - PERSONNEL SERVICES ALLOC-IN	71,785,851	84,632,109	84,359,277	84,054,844	87,155,663	(2,796,386)	-3.3%
SUBTOTAL	$ 888,849,669	$ 929,994,355	$ 910,616,150	$ 893,321,411	$ 875,524,119	$ 35,092,031	3.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 41,148,534	$ 40,212,277	$ 40,243,489	$ 40,484,393	$ 34,049,937	$ 6,193,552	15.4%
0802 - MEDICAL SUPPLIES	7,314,357	15,304,001	15,420,009	7,026,220	7,234,964	8,185,045	0.0%
0803 - FUEL	9,074,232	6,197,535	6,234,295	8,784,881	5,613,889	620,406	10.0%
0804 - NON-CAPITAL EQUIPMENT	3,420,015	1,613,660	2,421,923	2,536,330	1,770,014	651,909	26.9%
0805 - SUPPLIES-ALLOCATION OUT	(4,966,823)	(2,891,936)	(2,891,936)	(3,855,671)	(3,463,891)	571,955	-19.8%
0806 - SUPPLIES-ALLOCATION IN	4,583,760	3,064,488	3,052,859	3,466,775	3,335,119	(282,260)	-9.2%
SUBTOTAL	$ 60,574,075	$ 63,500,025	$ 64,480,639	$ 58,442,928	$ 48,540,032	$ 15,940,607	24.7%
SERVICES							
0810 - LEGAL SERVICES	$ 45,979,385	$ 41,458,186	$ 37,242,571	$ 50,248,689	$ 39,469,211	$ (2,226,640)	-6.0%
0811 - HEALTH CARE SERVICES	30,868,461	41,379,085	40,511,748	28,935,747	53,220,745	(12,708,997)	-31.4%
0812 - OTHER SERVICES	122,582,870	497,221,563	538,020,604	162,572,881	438,103,039	99,917,565	18.6%
0820 - RENT & OPERATING LEASES	18,190,524	18,137,580	18,080,440	18,309,856	16,469,129	1,611,311	0.0%
0825 - REPAIRS AND MAINTENANCE	46,054,167	69,011,195	69,085,066	58,408,462	67,139,778	1,945,288	2.8%
0830 - INTERGOVERNMENTAL PAYMENTS	235,222,815	246,276,770	280,881,347	267,171,140	295,413,141	(14,531,794)	-5.2%
0839 - INTERNAL SERVICE CHARGES	-	(1,440,661)	(1,376,692)	-	(547,677)	(829,015)	60.2%
0841 - TRAVEL	4,654,458	5,469,946	5,549,140	4,612,989	4,385,766	1,163,374	0.0%
0842 - EDUCATION AND TRAINING	3,982,878	5,111,469	5,145,211	3,493,441	4,463,558	681,653	13.2%
0843 - POSTAGE/FREIGHT/SHIPPING	5,570,112	4,455,948	4,223,183	4,947,720	4,156,399	66,784	1.6%
0845 - SUPPORT AND CARE OF PERSONS	1,411,420	849,732	848,831	1,436,061	1,719,306	(870,475)	-102.5%
0850 - UTILITIES	30,037,853	33,816,614	33,868,162	35,210,056	32,761,608	1,106,554	3.3%
0855 - INTEREST EXPENSE	17,410	40,000	-	-	-	-	
0872 - SERVICES-ALLOCATION OUT	(5,959,180)	(21,763,213)	(21,763,213)	(13,633,988)	(23,174,467)	1,411,254	-6.5%
0873 - SERVICES-ALLOCATION IN	5,718,095	21,161,261	21,172,499	13,627,635	22,548,331	(1,375,832)	-6.5%
SUBTOTAL	$ 544,331,268	$ 961,185,475	$ 1,031,488,897	$ 635,340,689	$ 956,127,867	$ 75,361,030	7.3%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 329,334	$ -	$ -	$ -	$ -	$ -	
SUBTOTAL	$ 329,334	$ -	$ -	$ -	$ -	$ -	
CAPITAL							
0910 - LAND	$ 12,331,761	$ 12,152,500	$ 10,652,500	$ 2,734,261	$ 17,146,000	$ (6,493,500)	-61.0%
0915 - BUILDINGS AND IMPROVEMENTS	71,514,656	165,484,069	94,104,795	68,885,444	122,671,385	(28,566,590)	0.0%
0920 - CAPITAL EQUIPMENT	35,691,099	4,821,109	8,355,679	16,820,011	4,663,852	3,691,827	44.2%
0930 - VEHICLES & CONSTRUCTION EQUIP	12,743,226	12,479,426	13,207,759	8,986,767	7,576,380	5,631,379	42.6%
0940 - INFRASTRUCTURE	61,644,955	70,865,750	73,899,510	48,955,335	52,131,000	21,768,510	29.5%
0950 - DEBT SERVICE	33,938,785	38,753,011	46,152,288	44,066,929	51,967,288	(5,815,000)	0.0%
0955 - CAPITAL-ALLOCATION OUT	(620,322)	(679,584)	(679,584)	(1,123,175)	(773,600)	94,016	-13.8%
0956 - CAPITAL-ALLOCATION IN	621,859	331,457	331,457	412,371	701,063	(369,606)	-111.5%
SUBTOTAL	$ 227,866,019	$ 304,207,738	$ 246,024,404	$ 189,737,943	$ 256,083,368	$ (10,058,964)	0.0%
TOTAL USES	$ 1,721,950,365	$ 2,258,887,593	$ 2,252,610,090	$ 1,776,842,971	$ 2,136,275,386	$ 116,334,704	5.2%

Consolidated Expenditures and Other Uses by Category and Fund Type (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
GENERAL FUND							
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 367,444,606	$ 365,614,537	$ 361,729,404	$ 360,798,362	$ 345,294,791	$ 16,434,613	4.5%
0705 - TEMPORARY PAY	3,236,102	9,362,463	9,362,463	4,969,706	2,677,880	6,684,583	0.0%
0710 - OVERTIME	5,177,897	3,634,189	3,597,389	2,556,283	2,348,059	1,249,330	0.0%
0750 - FRINGE BENEFITS	121,565,921	122,009,036	121,704,247	123,449,940	116,017,001	5,687,246	4.7%
0790 - OTHER PERSONNEL SERVICES	6,436,036	16,322,195	8,923,636	5,927,953	7,504,514	1,419,122	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(44,225,220)	(57,910,454)	(57,293,339)	(57,329,871)	(60,533,890)	3,240,551	-5.7%
0796 - PERSONNEL SERVICES ALLOC-IN	8,905,495	8,564,268	8,612,321	9,088,343	9,185,976	(573,655)	-6.7%
SUBTOTAL	$ 468,540,837	$ 467,596,234	$ 456,636,121	$ 449,460,716	$ 422,494,331	$ 34,141,790	7.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 12,036,964	$ 11,031,876	$ 10,979,452	$ 9,164,116	$ 9,312,026	$ 1,667,426	15.2%
0802 - MEDICAL SUPPLIES	886,653	796,337	787,337	639,307	822,376	(35,039)	0.0%
0803 - FUEL	3,773,819	2,697,856	2,697,855	3,925,003	2,750,269	(52,414)	-1.9%
0804 - NON-CAPITAL EQUIPMENT	677,019	381,583	402,483	594,812	303,861	98,622	24.5%
0805 - SUPPLIES-ALLOCATION OUT	(2,989,994)	(1,373,066)	(1,373,066)	(1,347,211)	(1,390,773)	17,707	-1.3%
0806 - SUPPLIES-ALLOCATION IN	908,983	255,068	248,984	223,606	267,921	(18,937)	-7.6%
SUBTOTAL	$ 15,293,444	$ 13,789,654	$ 13,743,045	$ 13,199,633	$ 12,065,680	$ 1,677,365	12.2%
SERVICES							
0810 - LEGAL SERVICES	$ 38,792,779	$ 32,641,246	$ 28,530,632	$ 40,026,766	$ 28,580,134	$ (49,502)	-0.2%
0811 - HEALTH CARE SERVICES	3,208,877	3,700,368	2,848,493	3,011,898	6,972,773	(4,124,280)	-144.8%
0812 - OTHER SERVICES	35,162,887	228,369,274	258,901,336	50,486,381	208,775,512	50,125,824	19.4%
0820 - RENT & OPERATING LEASES	8,629,454	7,461,391	7,580,457	7,448,147	7,312,363	268,094	0.0%
0825 - REPAIRS AND MAINTENANCE	17,673,983	25,714,741	25,714,734	24,495,360	26,817,016	(1,102,282)	-4.3%
0830 - INTERGOVERNMENTAL PAYMENTS	224,554,171	229,517,906	228,143,806	228,157,638	257,464,053	(29,320,247)	-12.9%
0839 - INTERNAL SERVICE CHARGES	20,080,777	23,381,325	23,333,990	23,590,160	21,008,304	2,325,686	10.0%
0841 - TRAVEL	1,929,308	2,177,454	2,170,454	1,674,629	1,614,545	555,909	0.0%
0842 - EDUCATION AND TRAINING	2,395,634	2,829,467	2,843,890	2,123,925	2,476,184	367,706	12.9%
0843 - POSTAGE/FREIGHT/SHIPPING	4,689,150	3,572,884	3,341,583	3,942,853	2,990,705	350,878	10.5%
0845 - SUPPORT AND CARE OF PERSONS	509,867	557,085	557,085	428,052	637,674	(80,589)	-14.5%
0850 - UTILITIES	8,481,996	9,467,409	9,467,408	8,509,328	10,607,684	(1,140,276)	-12.0%
0872 - SERVICES-ALLOCATION OUT	(3,116,982)	(8,047,272)	(8,047,272)	(5,790,806)	(10,847,104)	2,799,832	-34.8%
0873 - SERVICES-ALLOCATION IN	599,353	7,177,241	7,177,241	4,585,877	9,896,208	(2,718,967)	-37.9%
SUBTOTAL	$ 363,591,254	$ 568,520,519	$ 592,563,837	$ 392,690,208	$ 574,306,051	$ 18,257,786	3.1%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 217,206,425	$ 379,416,476	$ 356,476,752	$ 356,476,752	$ 235,546,704	$ 120,930,048	33.9%
SUBTOTAL	$ 217,206,425	$ 379,416,476	$ 356,476,752	$ 356,476,752	$ 235,546,704	$ 120,930,048	33.9%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 11,185,581	$ -	$ -	$ 919,666	$ 50,000	$ (50,000)	0.0%
0920 - CAPITAL EQUIPMENT	31,434,061	455,156	2,657,330	12,343,139	15,000	2,642,330	99.4%
0930 - VEHICLES & CONSTRUCTION EQUIP	3,430,080	4,137,383	4,134,078	3,678,835	2,000,000	2,134,078	51.6%
0940 - INFRASTRUCTURE	214,020	-	333,760	222,506	-	333,760	100.0%
0950 - DEBT SERVICE	8,957,208	9,643,704	16,725,204	15,815,183	28,104,129	(11,378,925)	0.0%
0955 - CAPITAL-ALLOCATION OUT	(530,796)	(402,049)	(402,049)	(715,093)	(579,099)	177,050	-44.0%
0956 - CAPITAL-ALLOCATION IN	22,743	4,017	4,017	3,561	10,288	(6,271)	-156.1%
SUBTOTAL	$ 54,712,897	$ 13,838,211	$ 23,452,340	$ 32,267,797	$ 29,600,318	$ (6,147,978)	0.0%
TOTAL USES	$ 1,119,344,857	$ 1,443,161,094	$ 1,442,872,095	$ 1,244,095,106	$ 1,274,013,084	$ 168,859,011	11.7%

Consolidated Expenditures and Other Uses by Category and Fund Type (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE							
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 268,401,107	$ 286,176,509	$ 282,360,383	$ 272,776,249	$ 280,343,786	$ 2,016,597	0.7%
0705 - TEMPORARY PAY	895,749	2,662,874	2,662,874	1,379,652	1,589,148	1,073,726	0.0%
0710 - OVERTIME	8,388,479	7,046,978	6,894,505	4,536,917	6,751,514	142,991	0.0%
0750 - FRINGE BENEFITS	93,209,622	97,781,010	97,592,892	97,687,959	100,208,881	(2,615,989)	-2.7%
0790 - OTHER PERSONNEL SERVICES	7,554,604	11,963,244	8,114,911	7,193,608	6,149,986	1,964,925	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(30,788,852)	(29,050,640)	(29,122,697)	(24,594,109)	(29,838,923)	716,226	-2.5%
0796 - PERSONNEL SERVICES ALLOC-IN	57,417,723	70,743,032	70,422,147	69,045,636	72,308,037	(1,885,890)	-2.7%
SUBTOTAL	$ 405,078,432	$ 447,323,007	$ 438,925,015	$ 428,025,912	$ 437,512,429	$ 1,412,586	0.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 23,307,088	$ 24,242,881	$ 24,327,585	$ 27,000,345	$ 21,440,973	$ 2,886,612	11.9%
0802 - MEDICAL SUPPLIES	6,427,704	14,507,664	14,632,672	6,386,913	6,412,588	8,220,084	0.0%
0803 - FUEL	3,605,870	3,786,171	3,822,932	3,730,355	3,786,987	35,945	0.9%
0804 - NON-CAPITAL EQUIPMENT	2,224,514	1,188,202	1,975,565	1,917,480	1,428,378	547,187	27.7%
0805 - SUPPLIES-ALLOCATION OUT	(1,953,778)	(1,495,246)	(1,495,246)	(2,484,712)	(2,051,440)	556,194	-37.2%
0806 - SUPPLIES-ALLOCATION IN	3,651,039	2,784,861	2,779,316	3,213,079	3,032,219	(252,903)	-9.1%
SUBTOTAL	$ 37,262,437	$ 45,014,533	$ 46,042,824	$ 39,763,460	$ 34,049,705	$ 11,993,119	26.0%
SERVICES							
0810 - LEGAL SERVICES	$ 785,047	$ 2,019,701	$ 1,914,700	$ 3,977,128	$ 2,368,078	$ (453,378)	-23.7%
0811 - HEALTH CARE SERVICES	19,921,975	17,971,383	17,955,921	17,417,906	16,233,468	1,722,453	9.6%
0812 - OTHER SERVICES	51,082,822	210,564,905	220,756,087	63,488,641	175,116,236	45,639,851	20.7%
0820 - RENT & OPERATING LEASES	8,457,733	10,612,982	10,436,776	10,812,651	9,100,859	1,335,917	0.0%
0825 - REPAIRS AND MAINTENANCE	21,800,953	40,670,925	40,744,803	30,876,868	37,834,097	2,910,706	7.1%
0830 - INTERGOVERNMENTAL PAYMENTS	10,251,884	16,108,864	52,087,541	38,363,502	37,291,088	14,796,453	28.4%
0839 - INTERNAL SERVICE CHARGES	29,428,799	24,903,150	24,953,286	23,914,054	20,341,185	4,612,101	18.5%
0841 - TRAVEL	2,705,880	3,261,048	3,347,242	2,917,621	2,747,193	600,049	0.0%
0842 - EDUCATION AND TRAINING	1,549,643	2,208,310	2,227,629	1,318,363	1,901,446	326,183	14.6%
0843 - POSTAGE/FREIGHT/SHIPPING	853,237	841,847	840,383	980,703	1,117,846	(277,463)	-33.0%
0845 - SUPPORT AND CARE OF PERSONS	901,553	292,647	291,746	1,008,009	1,081,632	(789,886)	-270.7%
0850 - UTILITIES	13,870,302	16,285,957	16,337,506	18,592,897	14,766,821	1,570,685	9.6%
0855 - INTEREST EXPENSE	-	-	-	-	-	-	
0872 - SERVICES-ALLOCATION OUT	(2,672,866)	(12,872,286)	(12,872,286)	(7,471,972)	(11,276,225)	(1,596,061)	12.4%
0873 - SERVICES-ALLOCATION IN	4,872,583	12,950,525	12,961,763	8,658,154	11,478,118	1,483,645	11.4%
SUBTOTAL	$ 163,809,545	$ 345,819,958	$ 391,983,097	$ 214,854,525	$ 320,101,842	$ 71,881,255	18.3%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 95,107,161	$ 88,673,364	$ 81,580,589	$ 64,102,036	$ 45,554,395	$ 36,026,194	44.2%
SUBTOTAL	$ 95,107,161	$ 88,673,364	$ 81,580,589	$ 64,102,036	$ 45,554,395	$ 36,026,194	44.2%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 8,439,323	$ 3,409,804	$ 4,043,169	$ 1,104,348	$ 1,230,000	$ 2,813,169	0.0%
0920 - CAPITAL EQUIPMENT	4,151,810	3,497,288	4,829,684	3,643,914	3,932,187	897,497	18.6%
0930 - VEHICLES & CONSTRUCTION EQUIP	9,313,146	8,102,043	8,833,681	5,280,334	5,363,180	3,470,501	39.3%
0940 - INFRASTRUCTURE	1,629,709	-	500,000	392,992	-	500,000	100.0%
0950 - DEBT SERVICE	3,621,839	4,673,226	4,991,003	4,575,453	4,413,418	577,585	0.0%
0955 - CAPITAL-ALLOCATION OUT	(82,163)	(85,273)	(85,273)	(392,832)	(190,208)	104,935	-123.1%
0956 - CAPITAL-ALLOCATION IN	590,827	307,509	307,509	288,860	510,268	(202,759)	-65.9%
SUBTOTAL	$ 27,664,491	$ 19,904,597	$ 23,419,773	$ 14,893,069	$ 15,258,845	$ 8,160,928	0.0%
TOTAL USES	$ 728,922,066	$ 946,735,459	$ 981,951,298	$ 761,639,002	$ 852,477,216	$ 129,474,082	13.2%

Consolidated Expenditures and Other Uses by Category and Fund Type (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
DEBT SERVICE							
CAPITAL							
0950 - DEBT SERVICE	$ 21,359,317	$ 23,389,608	$ 23,389,608	$ 23,389,608	$ 18,709,110	$ 4,680,498	0.0%
SUBTOTAL	$ 21,359,317	$ 23,389,608	$ 23,389,608	$ 23,389,608	$ 18,709,110	$ 4,680,498	0.0%
TOTAL USES	$ 21,359,317	$ 23,389,608	$ 23,389,608	$ 23,389,608	$ 18,709,110	$ 4,680,498	20.0%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CAPITAL PROJECTS							
PERSONAL SERVICES							
0796 - PERSONNEL SERVICES ALLOC-IN	$ 4,006,380	$ 3,562,000	$ 3,562,000	$ 4,488,290	$ 3,440,934	$ 121,066	3.4%
SUBTOTAL	$ 4,006,380	$ 3,562,000	$ 3,562,000	$ 4,488,290	$ 3,440,934	$ 121,066	3.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 602,730	$ -	$ -	$ 178,446	$ -	$ -	
0804 - NON-CAPITAL EQUIPMENT	4,248	-	-	-	-	-	
SUBTOTAL	$ 606,978	$ -	$ -	$ 178,446	$ -	$ -	
SERVICES							
0810 - LEGAL SERVICES	$ 27,188	$ -	$ -	$ -	$ -	$ -	
0812 - OTHER SERVICES	7,118,905	17,726,750	17,026,750	11,926,758	12,567,500	4,459,250	26.2%
0825 - REPAIRS AND MAINTENANCE	3,800,084	-	-	660,854	-	-	
0839 - INTERNAL SERVICE CHARGES	111,194	-	-	32,335	-	-	
0873 - SERVICES-ALLOCATION IN	72,060	-	-	-	-	-	
SUBTOTAL	$ 11,129,431	$ 17,726,750	$ 17,026,750	$ 12,619,947	$ 12,567,500	$ 4,459,250	26.2%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 10,959,862	$ 6,252,339	$ 6,252,339	$ 6,252,339	$ 9,065,698	$ (2,813,359)	-45.0%
SUBTOTAL	$ 10,959,862	$ 6,252,339	$ 6,252,339	$ 6,252,339	$ 9,065,698	$ (2,813,359)	-45.0%
CAPITAL							
0910 - LAND	$ 12,331,761	$ 12,152,500	$ 10,652,500	$ 2,734,261	$ 17,146,000	$ (6,493,500)	-61.0%
0915 - BUILDINGS AND IMPROVEMENTS	51,889,752	162,074,265	90,061,626	66,861,430	121,391,385	(31,329,759)	0.0%
0920 - CAPITAL EQUIPMENT	105,228	620,000	620,000	702,889	620,000	-	0.0%
0940 - INFRASTRUCTURE	59,801,226	70,865,750	73,065,750	48,339,837	52,131,000	20,934,750	28.7%
SUBTOTAL	$ 124,127,967	$ 245,712,515	$ 174,399,876	$ 118,638,417	$ 191,288,385	$ (16,888,509)	0.0%
TOTAL USES	$ 150,830,618	$ 273,253,604	$ 201,240,965	$ 142,177,439	$ 216,362,517	$ (15,121,552)	-7.5%

Consolidated Expenditures and Other Uses by Category and Fund Type (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERNAL SERVICE FUNDS							
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 7,856,624	$ 8,255,964	$ 8,235,864	$ 8,002,219	$ 7,916,812	$ 319,052	3.9%
0705 - TEMPORARY PAY	39,247	41,091	41,091	28,849	-	41,091	0.0%
0710 - OVERTIME	165,978	79,242	79,242	178,520	142,242	(63,000)	0.0%
0750 - FRINGE BENEFITS	2,459,588	2,544,863	2,544,863	2,559,234	2,580,883	(36,020)	-1.4%
0790 - OTHER PERSONNEL SERVICES	94,040	20,630	20,630	88,154	30,225	(9,595)	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(847,710)	(1,191,485)	(1,191,485)	(943,058)	(814,453)	(377,032)	31.6%
0796 - PERSONNEL SERVICES ALLOC-IN	1,456,253	1,762,809	1,762,809	1,432,575	2,220,716	(457,907)	-26.0%
SUBTOTAL	$ 11,224,020	$ 11,513,114	$ 11,493,014	$ 11,346,493	$ 12,076,425	$ (583,411)	-5.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 5,201,752	$ 4,937,520	$ 4,936,452	$ 4,141,486	$ 3,296,938	$ 1,639,514	33.2%
0803 - FUEL	9,106,987	6,229,314	6,229,314	8,820,333	5,654,092	575,222	9.2%
0804 - NON-CAPITAL EQUIPMENT	514,234	43,875	43,875	24,038	37,775	6,100	13.9%
0805 - SUPPLIES-ALLOCATION OUT	(23,051)	(23,624)	(23,624)	(23,748)	(21,678)	(1,946)	8.2%
0806 - SUPPLIES-ALLOCATION IN	23,738	24,559	24,559	30,090	34,979	(10,420)	-42.4%
SUBTOTAL	$ 14,823,660	$ 11,211,644	$ 11,210,576	$ 12,992,199	$ 9,002,106	$ 2,208,470	19.7%
SERVICES							
0810 - LEGAL SERVICES	$ 6,374,371	$ 6,797,239	$ 6,797,239	$ 6,244,795	$ 8,520,999	$ (1,723,760)	-25.4%
0811 - HEALTH CARE SERVICES	109,583,730	128,700,170	128,700,170	114,624,878	128,364,902	335,268	0.3%
0812 - OTHER SERVICES	29,218,256	40,560,634	41,560,634	36,671,101	41,643,791	(83,157)	-0.2%
0820 - RENT & OPERATING LEASES	1,103,337	63,207	63,207	49,058	55,907	7,300	0.0%
0825 - REPAIRS AND MAINTENANCE	2,779,147	2,625,529	2,625,529	2,375,380	2,488,665	136,864	5.2%
0830 - INTERGOVERNMENTAL PAYMENTS	416,760	650,000	650,000	650,000	658,000	(8,000)	-1.2%
0839 - INTERNAL SERVICE CHARGES	2,727,609	2,166,902	2,166,902	1,989,057	2,012,654	154,248	7.1%
0841 - TRAVEL	19,270	31,444	31,444	20,739	24,028	7,416	0.0%
0842 - EDUCATION AND TRAINING	37,601	73,692	73,692	51,153	85,928	(12,236)	-16.6%
0843 - POSTAGE/FREIGHT/SHIPPING	27,725	41,217	41,217	24,164	47,848	(6,631)	-16.1%
0850 - UTILITIES	7,685,555	8,063,248	8,063,248	8,107,831	7,387,103	676,145	8.4%
0855 - INTEREST EXPENSE	17,410	40,000	-	-	-	-	
0872 - SERVICES-ALLOCATION OUT	(169,332)	(843,655)	(843,655)	(371,210)	(1,051,138)	207,483	-24.6%
0873 - SERVICES-ALLOCATION IN	174,099	1,033,495	1,033,495	383,604	1,174,005	(140,510)	-13.6%
SUBTOTAL	$ 159,995,538	$ 190,003,122	$ 190,963,122	$ 170,820,550	$ 191,412,692	$ (449,570)	-0.2%
OTHER FINANCING USES							
0861 - GAIN/LOSS ON FIXED ASSETS	$ 3,683,363	$ 1,487,006	$ 1,487,006	$ 1,487,006	$ 1,465,713	$ 21,293	1.4%
SUBTOTAL	$ 3,683,363	$ 1,487,006	$ 1,487,006	$ 1,487,006	$ 1,465,713	$ 21,293	1.4%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 248,665	$ 248,665	$ 130,069	$ 96,665	$ 152,000	61.1%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	240,000	240,000	27,598	213,200	26,800	11.2%
0950 - DEBT SERVICE	421	1,046,473	1,046,473	286,685	740,631	305,842	0.0%
0955 - CAPITAL-ALLOCATION OUT	(7,363)	(192,262)	(192,262)	(15,250)	(4,293)	(187,969)	97.8%
0956 - CAPITAL-ALLOCATION IN	8,289	19,931	19,931	119,950	180,507	(160,576)	-805.7%
SUBTOTAL	$ 1,347	$ 1,362,807	$ 1,362,807	$ 549,052	$ 1,226,710	$ 136,097	0.0%
TOTAL USES	$ 189,727,928	$ 215,577,693	$ 216,516,525	$ 197,195,300	$ 215,183,646	$ 1,332,879	0.6%

Consolidated Expenditures and Other Uses by Category and Fund Type (continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ELIMINATIONS							
SUPPLIES							
0803 - FUEL	$ (7,412,444)	$ (6,515,806)	$ (6,515,806)	$ (7,690,810)	$ (6,577,459)	$ 61,653	-0.9%
SUBTOTAL	$ (7,412,444)	$ (6,515,806)	$ (6,515,806)	$ (7,690,810)	$ (6,577,459)	$ 61,653	-0.9%
SERVICES							
0811 - HEALTH CARE SERVICES	$ (101,846,121)	$ (108,992,836)	$ (108,992,836)	$ (106,118,935)	$ (98,350,398)	$ (10,642,438)	9.8%
0839 - INTERNAL SERVICE CHARGES	(52,348,379)	(51,892,038)	(51,830,870)	(49,525,606)	(43,909,820)	(7,921,050)	15.3%
SUBTOTAL	$ (154,194,500)	$ (160,884,874)	$ (161,047,909)	$ (155,644,541)	$ (142,260,218)	$ (18,787,691)	11.7%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ (326,627,477)	$ (475,829,185)	$ (445,796,686)	$ (428,318,133)	$ (291,632,510)	$ (154,164,176)	34.6%
SUBTOTAL	$ (326,627,477)	$ (475,829,185)	$ (445,796,686)	$ (428,318,133)	$ (291,632,510)	$ (154,164,176)	34.6%
TOTAL USES	$ (488,234,421)	$ (643,229,865)	$ (613,360,401)	$ (591,653,484)	$ (440,470,187)	$ (172,890,214)	28.2%

Non-Departmental Expenditure Summary - Operating

Description	FY2008-09 Adopted	FY2008-09 Revised	FY2008-09 Forecast	FY 2009-10 Adopted	Variance Revised to Adopted	
Operating						
General Fund (100)						
Contingency						
Unreserved Contingency	$ 25,611,216	$ 18,048,009	$ -	$ 30,915,674	$ (12,867,665)	-41.62%
Compensation Reserve/Pay for Performance	7,398,559	-	-	-	-	
Court Tower Maintenance and Operating Reserve	10,895,804	10,895,804	-	11,000,000	(104,196)	-0.95%
FMLA Post Employment Health Plan Payout Reserve	800,000	800,000	-	800,000	-	0.00%
Jail Population Reserve Adult Probation	2,600,000	2,600,000	-	-	2,600,000	
Reserve for Criminal Justice Caseload	-	-	-	20,000,000	(20,000,000)	-100.00%
Reserve for Non-Recurring Property Tax	-	-	-	15,000,000	(15,000,000)	-100.00%
Reserve for Revenue Shortfall	-	61,154,859	-	-	61,154,859	
Retirement Contribution Increases	3,000,000	-	-	-	-	
Stormwater Enforcement	3,000,000	2,795,997	-	-	2,795,997	
Subtotal	$ 53,305,579	$ 96,294,669	$ -	$ 77,715,674	$ 18,578,995	23.91%
Other Programs						
Anthem Sheriff Sub Station	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ -	0.00%
Board NW Regional Service Charges	5,280	5,280	5,280	5,280	-	0.00%
Board of Equalization	80,000	80,000	150,000	150,000	(70,000)	-46.67%
CAMA Reserve for Future Years	790,312	790,312	-	-	790,312	
CASS	50,000	50,000	50,000	-	50,000	
County Single Audit	165,000	201,504	342,304	200,000	1,504	0.75%
Countywide Emergency Issues Fund	100,000	250,000	250,000	100,000	150,000	150.00%
Downtown Juror/Employee Shuttle	543,759	543,759	543,759	570,947	(27,188)	-4.76%
Funding for Reduction in Force	250,000	250,000	250,000	1,000,000	(750,000)	-75.00%
Homeless Campus Security	87,621	87,621	87,621	90,000	(2,379)	-2.64%
Human Resource System Operations	-	-	-	2,965,312	(2,965,312)	-100.00%
Improvement District Allocation	146,017	146,017	146,017	150,000	(3,983)	-2.66%
Jail Excise Tax, Maintenance of Effort	170,081,831	170,081,831	170,081,831	174,201,714	(4,119,883)	-2.37%
Additional Detention Fund Subsidy	27,370,834	27,370,834	27,370,834	-	27,370,834	
Maricopa HMIS - Project	25,000	25,000	25,000	25,000	-	0.00%
Orthophotography Program	348,954	348,954	348,954	288,579	60,375	20.92%
Pappas School Security and Utilities	-	238,000	238,000	250,000	(12,000)	-4.80%
Property Tax Bill/Info. Statement Printing and Postage	-	487,027	487,024	665,722	(178,695)	-26.84%
Reserved for Potential Treasurer Budget Overrun	-	108,968	-	-	108,968	
Real Estate Evaluation, Acquisition & Divestiture	100,000	100,000	100,000	100,000	-	0.00%
Relocations/New Facility Startup	250,000	250,000	70,000	1,000,000	(750,000)	-75.00%
Ryan White Counsel background checks	7,500	7,500	7,500	10,000	(2,500)	-25.00%
Sheriff Defendant Calls for Bail Project	10,512	10,512	-	-	10,512	
Sheriff GIITM Match	281,000	281,000	281,000	-	281,000	
Special Health Care District Performance Bond	50,000	50,000	33,764	-	50,000	
Staff Development Training Room PC's	8,500	8,500	8,500	6,000	2,500	41.67%
State Contribution	-	-	-	24,168,400	(24,168,400)	-100.00%
Stormwater Management	-	204,003	204,003	1,821,851	(1,617,848)	-88.80%
Vehicle Replacement	4,028,900	3,943,428	3,440,958	2,000,000	1,943,428	97.17%
Workforce Development Peak Performers	375,000	375,000	375,000	375,000	-	0.00%
Subtotal	$ 205,196,020	$ 206,335,050	$ 204,937,349	$ 210,183,805	$ (3,848,755)	-1.83%
Infrastructure/CIP						
CIP Fund Transfer	$ 28,017,521	$ -	$ 10,895,804	$ -	$ -	
Central Service Costs						
Annual County Wide Operation Maintenance Program	$ 3,705,000	$ 3,705,000	$ 3,705,000	$ 3,705,000	$ -	0.00%
Automated Inventory Management	180,000	180,000	180,000	180,000	-	0.00%
Base-Level Internal Service Charges	19,728,060	19,728,060	19,728,060	17,849,668	1,878,392	10.52%
CGI Maintenance Program	-	-	-	140,458	(140,458)	-100.00%
Email Subscription Program	-	-	-	60,000	(60,000)	-100.00%
Enterprise Software License	2,589,967	2,589,967	2,614,188	2,614,188	(24,221)	-0.93%
HP Treasurer System Maintenance	-	-	-	460,000	(460,000)	-100.00%
IT Infrastructure	13,680,344	13,680,344	10,000,000	11,700,000	1,980,344	16.93%
IT Infrastructure Future Years	5,397,917	5,397,917	-	820,000	4,577,917	558.28%
Lobbyist Contracts	517,730	457,730	457,730	460,000	(2,270)	-0.49%
Maintenance Contracts	7,814,059	7,673,112	7,814,059	7,025,694	647,418	9.22%
Ombudsman	43,489	43,489	44,000	44,000	(511)	-1.16%
Sustainability Manager	-	-	-	80,000	(80,000)	-100.00%
Utilities	8,979,584	8,979,584	8,979,584	10,070,000	(1,090,416)	-10.83%
Subtotal	$ 62,636,150	$ 62,435,203	$ 53,522,621	$ 55,209,008	$ 7,226,195	13.09%

Non-Departmental Expenditure Summary – Operating (continued)

Description	FY2008-09 Adopted	FY2008-09 Revised	FY2008-09 Forecast	FY 2009-10 Adopted	Variance Revised to Adopted	
Technology Projects						
CAMA	$ -	$ -	$ -	$ 1,511,005	$ (1,511,005)	-100.00%
Debt Service/Cap Lease						
Admin. Fee	$ 15,000	$ 15,000	$ 15,000	$ 23,000	$ (8,000)	-34.78%
Arbitrage	125,000	125,000	125,000	17,500	107,500	614.29%
Bond Counsel	-	-	-	60,000	(60,000)	-100.00%
Court Tower Debt	5,821,312	-	-	-	-	
Financial Advisor	-	-	-	85,000	(85,000)	-100.00%
Subtotal	$ 5,961,312	$ 140,000	$ 140,000	$ 185,500	$ (45,500)	-24.53%
Dues and Memberships						
Arizona Association of Counties	$ 73,770	$ 73,770	$ 73,700	$ 70,011	$ 3,759	5.37%
Arizona Community Foundation	-	5,000	5,000	5,000	-	0.00%
Arizona-Mexican Commission	10,000	10,000	10,000	10,000	-	0.00%
County Supervisors Association	148,015	162,816	162,816	163,000	(184)	-0.11%
Govt. Finance Officers Assoc.	-	-	-	5,000	(5,000)	-100.00%
Maricopa Association of Government	43,447	43,447	42,880	43,000	447	1.04%
National Association of Counties	45,000	45,000	45,000	45,000	-	0.00%
Reserve for Increases	15,000	10,000	-	4,000	6,000	150.00%
Subtotal	$ 335,232	$ 350,033	$ 339,396	$ 345,011	$ 5,022	1.46%
Taxes and Assessments						
City of Phx. Downtown Mun. Serv. Dist.	$ 175,000	$ 175,000	$ 134,774	$ 175,000	$ -	0.00%
Non-Departmental Consultants						
Non-Departmental Consultants	$ 5,616,718	$ 5,422,377	$ 1,449,104	$ 2,818,066	$ 2,604,311	92.41%
Tuition Reimbursement						
Tuition Reimbursement	$ 1,850,000	$ 1,850,000	$ 1,850,000	$ 1,850,000	$ -	0.00%
Major Maintenance						
Major Maintenance	$ 6,065,000	$ 6,065,000	$ 9,882,478	$ 8,577,906	$ (2,512,906)	-29.30%
Judgments						
Judgments	$ 500,000	$ 500,000	$ -	$ 500,000	$ -	0.00%
Non-Profit Support						
Collaboration for a New Century	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ -	0.00%
East Valley partnership	15,000	15,000	15,000	15,000	-	0.00%
Bid Source	165,000	165,000	165,000	165,000	-	0.00%
Greater Phoenix Convention & Visitors Center	250,000	250,000	250,000	250,000	-	0.00%
Greater Phoenix Economic Council	644,776	644,776	644,776	644,776	-	0.00%
Phoenix Regional Sports Commission	22,500	22,500	22,500	22,500	-	0.00%
Southwest Valley Chamber of Commerce	3,000	3,000	3,000	3,000	-	0.00%
Wickenberg Chamber of Commerce	3,000	3,000	3,000	3,000	-	0.00%
Western Maricopa Enterprise Zone	15,000	15,000	15,000	15,000	-	0.00%
Unallocated	31,500	31,500	31,500	-	31,500	
Subtotal	$ 1,174,776	$ 1,174,776	$ 1,174,776	$ 1,143,276	$ 31,500	2.76%
Cooperative Extension						
Cooperative Extension	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ -	0.00%
Total General Fund (100)	**$ 371,063,308**	**$ 380,972,108**	**$ 284,556,302**	**$ 360,444,251**	**$ 20,527,857**	**5.70%**
Non-Departmental Grants (249)						
Potential Fee increases	**$ 9,654,668**	**$ 8,622,538**	**$ -**	**$ 18,785,010**	**$ (10,162,472)**	**-54.10%**
Detention Fund (255)						
Contingency						
Contingency	$ 15,000,000	$ 15,041,840	$ -	$ 23,139,370	$ (8,097,530)	-34.99%
Compensation Reserve/Pay for Performance	3,800,000	-	-	-	-	
Reserve for Revenue Shortfall	-	8,926,218	-	-	8,926,218	
Retirement Contribution Increases	4,400,000	-	-	-	-	
Jail Population Reserve	45,000,000	45,000,000	-	-	45,000,000	
Juvenile Diversion Reserve				5,000,000		
Subtotal	$ 68,200,000	$ 68,968,058	$ -	$ 28,139,370	$ 40,828,688	145.09%

Non-Departmental Expenditure Summary – Operating (continued)

Description	FY2008-09 Adopted	FY2008-09 Revised	FY2008-09 Forecast	FY 2009-10 Adopted	Variance Revised to Adopted	
Other Programs						
Vehicle Replacement	$ 199,900	$ 199,900	$ 180,286	$ -	$ 199,900	
Central Service Costs						
Annual Detention Facilities Operational Program	$ 3,865,000	$ 3,865,000	$ 3,865,000	$ 3,900,000	$ (35,000)	-0.90%
Maintenance Contracts	1,349,693	1,349,693	1,349,693	1,400,000	(50,307)	-3.59%
Utilities	13,469,375	13,469,375	13,469,375	12,200,000	1,269,375	10.40%
Subtotal	$ 18,684,068	$ 18,684,068	$ 18,684,068	$ 17,500,000	$ 1,184,068	6.77%
Major Maintenance						
Major Maintenance	$ 7,049,000	$ 7,049,000	$ 7,049,000	$ 6,940,763	$ 108,237	1.56%
Total Detention Fund (255)	**$ 94,132,968**	**$ 94,901,026**	**$ 25,913,354**	**$ 52,580,133**	**$ 42,320,893**	**80.49%**
County Improvement Debt Fund (320)						
Total	**$ 15,976,228**	**$ 15,976,228**	**$ 15,976,228**	**$ 11,297,930**	**$ 4,678,298**	**41.41%**
County Improvement Debt Fund #2 (321)						
Total	**$ 7,413,380**	**$ 7,413,380**	**$ 7,413,380**	**$ 7,411,180**	**$ 2,200**	**0.03%**
Total Operating All Funds	**$ 498,240,552**	**$ 507,885,280**	**$ 333,859,264**	**$ 450,518,504**	**$ 57,366,776**	**12.73%**

Non-Departmental Expenditure Summary – Non-Recurring

Description	FY 2008-09 Adopted	FY 2008-09 Revised	FY 2008-09 Forecast	FY 2009-10 Adopted	Variance Revised to Adopted	
Non-Recurring						
General Fund (100)						
4711 - Contingency						
Contingency	$ 9,389,024	$ 5,434,758	$ -	$ 14,725,211	$ (9,290,453)	-63.09%
Subtotal	$ 9,389,024	$ 5,434,758	$ -	$ 14,725,211	$ (9,290,453)	-63.09%
Other Programs						
Adult Probation Grant Bridge Funding	$ -	$ -	$ -	$ 100,000	$ (100,000)	-100.00%
ASRS Contributions Not Withheld	500,000	430,851	100,000	100,000	330,851	330.85%
Call Center Temporary Staff	-	20,000	20,000	-	20,000	
CDBG Legal Costs	-	-	-	500,000	(500,000)	-100.00%
Chandler County Island Fire District	-	35,000	35,000	-	35,000	
City of Chandler inteim Emergency Services	-	68,975	40,281	75,000	(6,025)	-8.03%
County Attorney Civil - Career Center				693,186	(693,186)	-100.00%
Crime Prevention Grants	4,570,000	4,570,000	1,440,835	2,879,165	1,690,835	58.73%
Deputy Constable	-	24,149	24,419	50,000	(25,851)	-51.70%
Downtown Utility Connection (APS)				-	-	
Executive Compensation/Deferred Comp	950,000	-	-	-	-	
International Genomics Consortium	4,000,000	4,000,000	1,000,000	3,000,000	1,000,000	33.33%
Meth Project	100,000	282,500	125,000	-	282,500	
New Magma Irrigation & Drainage District	-	6,500	6,500	-	6,500	
Pending Legal Settlements	80,000,000	80,000,000	-	52,000,000	28,000,000	53.85%
Public Health Preventative Medicine Residency	63,000	63,000	-	-	63,000	
Influenza Response				4,000,000	(4,000,000)	-100.00%
Sheriff Property and Evidence Bar Coding System	66,419	66,419	42,029	-	66,419	
Transfer to CIP Funds	85,000,000	85,000,000	85,000,000	-	85,000,000	
Workforce Development Peak Performers	-	950,000	950,000	850,000	100,000	11.76%
Subtotal	$ 175,249,419	$ 175,517,394	$ 88,784,064	$ 64,247,351	$ 111,270,043	173.19%
Infrastructure/CIP						
Transfers Out	$ 8,753,859	$ 8,753,859	$ 8,753,859	$ 21,299,990	$ (12,546,131)	-58.90%
Technology Projects						
Assessor CAMA	$ 2,320,458	$ 2,320,458	$ 198,275	$ 2,122,183	$ 198,275	9.34%
Clerk of the Board - Agenda System	484,109	484,109	79,109	-	484,109	
Clerk of the Board - Imaging System	248,525	248,525	-	-	248,525	
GDACS	2,073,897	2,073,897	2,073,897	-	2,073,897	
Human Resource System	5,000,717	5,000,717	2,318,309	3,936,472	1,064,245	27.04%
IT Infrastructure	15,115,326	15,115,326	7,212,302	7,903,024	7,212,302	91.26%
MFRIS	2,000,000	2,000,000	2,000,000	2,000,000	-	0.00%
OET - Backup Power Supply	550,000	1,009,183	1,201,193	-	1,009,183	
Schools New Financial System	163,646	545,337	381,691	231,000	314,337	136.08%
Subtotal	$ 27,956,678	$ 28,797,552	$ 15,464,776	$ 16,192,679	$ 12,604,873	77.84%
Debt Service/Cap Lease						
Capital Lease Payoff	$ -	$ -	$ -	$ 23,998,020	$ (23,998,020)	-100.00%
Debt Payoff to Fund 320	4,012,000	4,012,000	4,012,000	-	4,012,000	
Debt Payoff to Fund 445	50,247,812	50,247,812	50,247,812	-	50,247,812	
Transfer to Fund 445	-	-	-	40,000,000	(40,000,000)	-100.00%
	$ 54,259,812	$ 54,259,812	$ 54,259,812	$ 63,998,020	$ (9,738,208)	-15.22%
Non-Departmental Consultants						
Non-Departmental Consultants	-	-	-	$ 2,000,000	-	0.00%
Major Maintenance						
Major Maintenance	$ 900,000	$ 900,000	$ -	$ -	$ 900,000	
Non-Profit Support						
Meth Project				$ 51,101	$ (51,101)	-100.00%
Total General Fund (100)	**$ 276,508,792**	**$ 273,663,375**	**$ 167,262,511**	**$ 182,514,352**	**$ 91,149,023**	**49.94%**
Waste Management Fund (210)						
4751 - District 1	$ 59,557	$ 59,557	$ 41,042	$ 48,120	$ 11,437	23.77%
4752 - District 2	59,066	59,066	-	88,671	(29,605)	-33.39%
4753 - District 3	75,815	75,815	-	105,419	(29,604)	-28.08%
4754 - District 4	111,868	111,868	29,820	111,652	216	0.19%
4755 - District 5	59,470	59,470	31,900	63,875	(4,405)	-6.90%
4757 - Illegal Dumping Program	30,000	30,000	-	30,000	-	0.00%
4758 - Mobile Community Council Requests	56,746	56,746	-	56,746	-	0.00%
Total Waste Management Fund	**$ 452,522**	**$ 452,522**	**$ 102,762**	**$ 504,483**	**(51,961)**	**-10.30%**

Non-Departmental Expenditure Summary – Non-Recurring (continued)

Description	FY 2008-09 Adopted	FY 2008-09 Revised	FY 2008-09 Forecast	FY 2009-10 Adopted	Variance Revised to Adopted	
Non-Departmental Grants (249)						
Total Non-Departmental Grants	**$ 6,568,541**	**$ 1,752,491**	**$ -**	**$ 8,270,000**	**$ (6,517,509)**	**-78.81%**
Detention Fund (255)						
Contingency						
Contingency	$ 13,939,023	$ 13,746,525	$ -	$ 10,000,000	$ 3,746,525	37.47%
Jail Population Reserve (Non-Recurring)	40,000,000	40,000,000	-	40,000,000	-	0.00%
Detention Initaatives	-	3,022,483	-	-	3,022,483	
Subtotal	$ 53,939,023	$ 56,769,008	$ -	$ 50,000,000	$ 6,769,008	13.54%
Other Programs						
Retherm Project	$ -	$ -	$ -	$ 924,968	$ (924,968)	-100.00%
Sheriff Carryover Vehicles	31,915	-	-	-	-	
Sheriff JMS Migration	186,747	-	-	-	-	
Subtotal	$ 218,662	$ -	$ -	$ 924,968	$ (924,968)	-100.00%
Infrastructure/CIP						
CIP Fund Transfer	$ 951,000	$ 951,000	$ 951,000	$ -	$ 951,000	
Debt Service/Cap Lease						
Capital Lease Payoff	$ -	$ -	$ -	$ 1,518,472	$ (1,518,472)	-100.00%
Major Maintenance						
Major Maintenance	$ 1,725,000	$ 1,725,000	$ 1,725,000	$ -	$ 1,725,000	
Total Detention Fund	**$ 56,833,685**	**$ 59,445,008**	**$ 2,676,000**	**$ 52,443,440**	**$ 7,001,568**	**13.35%**
Intergovernmental Capital Projects (422)						
Total	**$ 3,450,000**	**$ 3,795,000**	**$ 2,182,582**	**$ 857,075**	**$ 2,937,925**	**342.79%**
Financing Series 2007 (440)						
Total	**$ 67,626,776**	**$ 67,082,070**	**$ 24,969,949**	**$ 47,900,000**	**$ 19,182,070**	**40.05%**
Financing Series 2008 (441)						
Total	**$ 67,122,027**	**$ 67,122,027**	**$ 43,825,339**	**$ 66,088,797**	**$ 1,033,230**	**1.56%**
Capital Improvement Fund (445)						
Total	**$ 24,426,801**	**$ 24,678,086**	**$ 19,274,891**	**$ 15,788,608**	**$ 8,889,478**	**56.30%**
Detention Capital Projects (455)						
Subtotal	**$ 5,951,000**	**$ 6,244,421**	**$ 3,134,958**	**$ -**	**$ 6,244,421**	
Total Non-Recurring All Funds	**$ 508,940,144**	**$ 504,235,000**	**$ 263,428,992**	**$ 374,366,755**	**$ 129,868,245**	**34.69%**

Economic Development, Non-profits, and Agricultural Extension

The Board of Supervisors annually awards funds in the budget to several non-profit community agencies that provide economic development and human services. The adopted allocations for FY 2009-10 are listed in the following schedule:

Agency Supported	Program	FY 2008-09 Budget	FY 2008-09 Actual	FY 2009-10 Budget
Greater Phoenix Economic Council	Economic Development Action Plan	$ 644,776	$ 644,776	$ 644,776
Southwest Valley Chamber of Commerce	Economic Development Action Plan	3,000	3,000	3,000
Wickenberg Chamber of Commerce	Economic Development Action Plan	3,000	3,000	3,000
Phoenix Chamber of Commerce	Bid Source Program, APTAN	165,000	165,000	165,000
Greater Phoenix Convention & Visitors Bureau	Convention & Tourism Destination Marketing	250,000	250,000	250,000
Phoenix Regional Sports Commission	Enriching Our Community Through Sports	22,500	22,500	22,500
East Valley Partnership	Williams Gateway Area Urban Land Institute Advisory Services Panel Study	15,000	15,000	15,000
Western Maricopa Enterprise Zone	Economic Development Support	15,000	15,000	15,000
Collaboration for a New Century	Improving the standard of living for the community by working with issues concerning children, housing, and health care	25,000	25,000	25,000
International Genomics Consortium*	To put Maricopa County in the forefront of the bio-industry	1,000,000	1,000,000	1,000,000
Unallocated		31,500	31,500	-
Total Economic Development Funding		$ 2,174,776	$ 2,174,776	$ 2,143,276
*$5,000,000 was appropriated over 5 years, beginning in FY 2007-08, at $1,000,000 per year				
University of Arizona Cooperative Extension	Maricopa County Cooperative Extension	$ 230,000	$ 230,000	$ 230,000
Total Agricultural Extension Funding		$ 230,000	$ 230,000	$ 230,000

Health Care Programs Summary

Description	FY 2008-09 Adopted	FY 2008-09 Revised	FY 2008-09 Forecast	FY2009-10 Adopted	Variance - Adopted to Revised	%
Operating						
General Fund						
State Healthcare Contributions:						
SMI Mental Health (*Arnold v. Sarn*)	$ 35,812,695	$ 35,812,695	$ 35,812,695	$ 37,603,330	$ (1,790,635)	-4.76%
General Mental Health	3,366,705	3,366,705	3,366,705	3,366,705	-	0.00%
Local Alcholism Reception Center (LARC)	1,489,871	1,489,871	1,489,871	1,489,871	-	0.00%
Subtotal Arnold v. Sarn IGA	40,669,271	40,669,271	40,669,271	42,459,906	(1,790,635)	-4.22%
AHCCCS Acute Care	$ 21,552,700	$ 21,552,700	$ 21,552,700	$ 21,035,400	$ 517,300	2.46%
ALTCS	162,118,900	160,744,800	160,744,800	164,638,800	(3,894,000)	-2.37%
Subtotal State Contribution	$ 183,671,600	$ 182,297,500	$ 182,297,500	$ 185,674,200	$ (3,376,700)	-1.82%
Other Mental Health:						
Mental Health Testimony	$ 900,000	$ 900,000	$ 790,000	$ 900,000	$ -	0.00%
Mental Health Orders	50,000	50,000	45,000	53,000	(3,000)	-5.66%
Mental Health Residency Training	3,547,900	3,547,900	3,547,900	3,547,900	-	0.00%
	$ 4,497,900	$ 4,497,900	$ 4,382,900	$ 4,500,900	$ (3,000)	-0.07%
County Residual Long Term Care	$ 200,000	$ 200,000	$ 170,000	$ 307,200	$ (107,200)	-34.90%
Arnold v. Sarn Court Monitor	$ 87,309	$ 87,309	$ 188,040	$ 188,040	$ (100,731)	-53.57%
Tuberculosis Services	$ 500,000	$ 500,000	$ 110,000	$ 500,000	$ -	0.00%
Litigation Support	$ 5,104,166	$ 3,975,769	$ 1,722,000	$ 3,684,538	$ 291,231	7.90%
MMCS Run Out Operations	$ 37,821	$ 37,821	$ 32,166	$ 26,373	$ 11,448	43.41%
Subtotal General Fund	$ 234,768,067	$ 232,265,570	$ 229,571,877	$ 237,341,157	$ (5,075,587)	-2.14%
Public Health Grant Fund						
Services for People with HIV/AIDS	$ 7,594,722	$ 7,594,722	$ 7,038,426	$ 5,926,709	$ 1,668,013	28.14%
Total Health Care Programs	**$ 242,362,789**	**$ 239,772,983**	**$ 236,422,263**	**$ 243,079,826**	**$ (3,306,843)**	-1.36%

Fund Transfers In

SUMMARY OF FUND TRANSFERS - IN

	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	VARIANCE
GENERAL FUND	**$ 11,246,745**	**$ 11,246,745**	**$ 11,246,745**	**$ 10,142,704**	**$ (1,104,041)**
Operating	$ 9,365,597	$ 9,365,597	$ 9,365,597	$ 10,142,704	$ 777,107
Central Service Allocation	9,365,597	9,365,597	9,365,597	10,142,704	777,107
Non-Recurring	$ 1,881,148	$ 1,881,148	$ 1,881,148	$ -	$ (1,881,148)
Non-Recurring from 715 Schools Indirect Cost Fund	1,881,148	1,881,148	1,881,148	-	(1,881,148)
SPECIAL REVENUE	**$ 197,562,295**	**$ 197,565,600**	**$ 197,565,600**	**$ 174,318,247**	**$ (23,247,353)**
Operating	$ 197,562,295	$ 197,565,600	$ 197,565,600	$ 174,318,247	$ (23,247,353)
226 PLANNING AND DEVELOPMENT FEES	$ -	$ 3,305	$ 3,305	$ -	$ (3,305)
Operating	$ -	3,305	3,305	-	(3,305)
Reimbursement for Vehicles		3,305	3,305	-	(3,305)
241 PARKS ENHANCEMENT FUND	$ 64,630	$ 64,630	$ 64,630	$ 71,533	$ 6,903
Operating	$ 64,630	64,630	64,630	71,533	6,903
Transfer from 239 Parks Souvenir Fund	64,630	64,630	64,630	71,533	6,903
255 DETENTION OPERATIONS	$ 197,452,665	$ 197,452,665	$ 197,452,665	$ 174,201,714	$ (23,250,951)
Operating	$ 197,452,665	197,452,665	197,452,665	174,201,714	(23,250,951)
Maint. of Effort from General Fund	170,081,831	170,081,831	170,081,831	174,201,714	4,119,883
Additional Transfer from General Fund	27,370,834	27,370,834	27,370,834	-	(27,370,834)
265 PUBLIC HEALTH FEES	$ 45,000	$ 45,000	$ 45,000	$ 45,000	$ -
Operating	$ 45,000	45,000	45,000	45,000	-
Vital Statistics	45,000	45,000	45,000	45,000	-
DEBT SERVICE	**$ 11,529,657**	**$ 11,529,657**	**$ 11,529,657**	**$ 10,147,283**	**$ (1,382,374)**
Operating	$ 11,529,657	$ 11,529,657	$ 11,529,657	$ 1,081,585	$ (10,448,072)
Non-Recurring	$ -	-	-	9,065,698	9,065,698
320 COUNTY IMPROVEMENT DEBT	$ 4,078,307	$ 4,078,307	$ 4,078,307	$ 3,476,103	$ (602,204)
Operating	$ 4,078,307	4,078,307	4,078,307	-	(4,078,307)
Sheriff Transfer from Gen Fund for COPS/Cap Lease Refinancing	49,838	49,838	49,838	-	(49,838)
Medical Examiner Transfer from Gen Fund for COPS/Cap Lease Refinancing	16,469	16,469	16,469	-	(16,469)
Non-Recurring Transfer from General Fund to Reduce Operating Debt	4,012,000	4,012,000	4,012,000	-	(4,012,000)
Non-Recurring	$ -	$ -	$ -	$ 3,476,103	$ 3,476,103
Transfer from 445 General Fund Cty Improv	-	-	-	3,476,103	3,476,103
321 COUNTY IMPROVEMENT DEBT 2	$ 7,451,350	$ 7,451,350	$ 7,451,350	$ 6,671,180	$ (780,170)
Operating	$ 7,451,350	7,451,350	7,451,350	1,081,585	(6,369,765)
Transfer from 445 General Fund Cty Improv	6,252,339	6,252,339	6,252,339	-	(6,252,339)
Transfer from 572 Animal Control License/Shelter	1,087,154	1,087,154	1,087,154	980,559	(106,595)
Transfer from 574 Animal Control Field Operation	111,857	111,857	111,857	101,026	(10,831)
Non-Recurring	$ -	$ -	$ -	$ 5,589,595	$ 5,589,595
Transfer from 445 General Fund Cty Improv	-	-	-	5,589,595	5,589,595
CAPITAL PROJECTS	**$ 255,490,488**	**$ 221,996,655**	**$ 207,976,131**	**$ 97,024,276**	**$ (124,972,379)**
Operating	$ -	$ 255,000	$ 11,150,804	$ -	$ (255,000)
Non-Recurring	$ 255,490,488	221,741,655	196,825,327	97,024,276	(124,717,379)
234 TRANSPORTATION CAPITAL PROJECT	$ 74,748,984	$ 74,748,984	$ 49,832,656	$ 35,544,286	$ (39,204,698)
Non-Recurring	$ 74,748,984	74,748,984	49,832,656	35,544,286	(39,204,698)
Transfer from 232 Transportation Operations	74,748,984	74,748,984	49,832,656	35,544,286	(39,204,698)
422 INTERGOVERNMENTAL CAP PROJ	$ 1,950,000	$ 2,295,000	$ 2,295,000	$ 180,000	$ (2,115,000)
Operating	$ -	255,000	255,000	-	(255,000)
Transfer from 580 Solid Waste	-	255,000	255,000	-	(255,000)
Non-Recurring	$ 1,950,000	$ 2,040,000	$ 2,040,000	$ 180,000	$ (1,860,000)
Transfer from 241 Parks Enhancement Fund	-	90,000	90,000	-	(90,000)
Transfer from 290 Waste Tire	975,000	975,000	975,000	-	(975,000)
Transfer from 580 Solid Waste Management	975,000	975,000	975,000	180,000	(795,000)

Fund Transfers In (continued)

SUMMARY OF FUND TRANSFERS - IN

	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	VARIANCE
445 GENERAL FUND CTY IMPROV	$ 177,840,504	$ 144,001,671	$ 144,001,671	$ 61,299,990	$ (82,701,681)
Operating	-	-	10,895,804	-	-
Transfer from General Fund Operating	-	-	10,895,804	-	-
Non-Recurring	$ 177,840,504	$ 144,001,671	$ 144,001,671	$ 61,299,990	$ (82,701,681)
Recurring Transfer from General Fund	28,017,521	-	-	-	-
Transfer from General Fund for CIP Debt	5,821,312	-	-	-	-
Non-Recurring Transfer from General Fund to Reduce Debt	50,247,812	50,247,812	50,247,812	-	(50,247,812)
Non-Recurring Transfer from General Fund for Court Tower	85,000,000	85,000,000	85,000,000	61,299,990	(23,700,010)
Non-Recurring Transfer from Gen Fund for Reclass Major Maint.	8,753,859	8,753,859	8,753,859	-	(8,753,859)
455 DETENTION CAPITAL PROJECTS	$ 951,000	$ 951,000	$ 951,000	$ -	$ (951,000)
Non-Recurring	951,000	951,000	951,000	-	(951,000)
Transfer from 255 Detention Operations	951,000	951,000	951,000	-	(951,000)
TOTAL BEFORE ELIMINATIONS	**$ 475,829,185**	**$ 442,338,657**	**$ 428,318,133**	**$ 291,632,510**	**$ (150,706,147)**
Operating	$ 218,457,549	$ 218,715,854	$ 229,611,658	$ 185,542,536	$ (33,173,318)
Non-Recurring	$ 257,371,636	$ 223,622,803	$ 198,706,475	$ 106,089,974	$ (117,532,829)
ELIMINATIONS	**$ (475,829,185)**	**$ (442,338,657)**	**$ (428,318,133)**	**$ (291,632,510)**	**$ 150,706,147**
Operating	$ (218,457,549)	$ (218,715,854)	$ (229,611,658)	$ (185,542,536)	$ 33,173,318
Parks and Recreation	(64,630)	(64,630)	(64,630)	(71,533)	(6,903)
County-wide Eliminations	(218,392,919)	(218,651,224)	(229,547,028)	(185,471,003)	33,180,221
Non-Recurring	$ (257,371,636)	$ (223,622,803)	$ (198,706,475)	$ (106,089,974)	$ 117,532,829
Public Works	(74,748,984)	(74,748,984)	(74,748,984)	(35,544,286)	39,204,698
County-wide Eliminations	(182,622,652)	(148,873,819)	(123,957,491)	(70,545,688)	78,328,131
ALL FUNDS	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Fund Transfers Out

SUMMARY OF FUND TRANSFERS - OUT

	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	VARIANCE
GENERAL FUND	**$ 379,416,476**	**$ 345,580,948**	**$ 356,476,752**	**235,546,704**	**$ 110,034,244**
Operating	$ 231,402,805	$ 197,567,277	$ 208,463,081	174,246,714	$ 23,320,563
Maint. of Effort to 255 Detention Operations	170,081,831	170,081,831	170,081,831	174,201,714	(4,119,883)
Additional Transfer to 255 Detention Operations	27,370,834	27,370,834	27,370,834	-	27,370,834
Transfer to 445 General Fund Cty Improv for Cash Financing	28,017,521	-	10,895,804	-	-
Transfer to 445 General Fund Cty Improv for CIP Debt	5,821,312	-	-	-	-
Vital Statistics Transfer to 265 Public Health Fees	45,000	45,000	45,000	45,000	-
Sheriff transfer to 320 for COPS/Cap Lease Refinancing	49,838	49,838	49,838	-	49,838
Medical Examiner transfer to 320 for COPS/Cap Lease Refinancing	16,469	16,469	16,469	-	16,469
Transfer to Fund 226 for Vehicle to Legal Advocate	-	3,305	3,305	-	3,305
Non-Recurring	$ 148,013,671	$ 148,013,671	$ 148,013,671	$ 61,299,990	$ 86,713,681
Transfer to 320 County Improvement Debt Reduce Operating Debt	4,012,000	4,012,000	4,012,000	-	4,012,000
Transfer to 445 General Fund Cty Improv to Reduce Debt	50,247,812	50,247,812	50,247,812	-	50,247,812
Transfer to 445 General Fund Cty Improv for Court Tower	85,000,000	85,000,000	85,000,000	61,299,990	23,700,010
Transfer to 445 General Fund Cty Improv for Major Maint. Reclass	8,753,859	8,753,859	8,753,859	-	8,753,859
					-
SPECIAL REVENUE	**$ 88,673,364**	**$ 89,018,364**	**$ 64,102,036**	**45,554,395**	**$ 43,463,969**
Operating	$ 9,142,232	$ 9,397,232	$ 9,397,232	9,830,109	$ (432,877)
Non-Recurring	$ 79,531,132	$ 79,621,132	$ 54,704,804	35,724,286	$ 43,896,846
207 PALO VERDE	$ 20,897	$ 20,897	$ 20,897	$ 15,394	$ 5,503
Operating	20,897	20,897	20,897	15,394	5,503
Central Service Allocation - General Fund	20,897	20,897	20,897	15,394	5,503
215 EMERGENCY MANAGEMENT	$ 52,762	$ 52,762	$ 52,762	$ 61,238	$ (8,476)
Operating	52,762	52,762	52,762	61,238	(8,476)
Central Service Allocation - General Fund	52,762	52,762	52,762	61,238	(8,476)
217 CDBG, HOUSING TRUST	$ 39,292	$ 39,292	$ 39,292	$ 60,609	$ (21,317)
Operating	39,292	39,292	39,292	60,609	(21,317)
Central Service Allocation - General Fund	39,292	39,292	39,292	60,609	(21,317)
222 HUMAN SERVICES GRANTS	$ 1,092,166	$ 1,092,166	$ 1,092,166	$ 1,185,829	$ (93,663)
Operating	1,092,166	1,092,166	1,092,166	1,185,829	(93,663)
Central Service Allocation - General Fund	1,092,166	1,092,166	1,092,166	1,185,829	(93,663)
226 PLANNING AND DEVELOPMENT FEES	$ 462,814	$ 462,814	$ 462,814	$ 491,441	$ (28,627)
Operating	462,814	462,814	462,814	491,441	(28,627)
Central Service Allocation - General Fund	462,814	462,814	462,814	491,441	(28,627)
232 TRANSPORTATION OPERATIONS	$ 76,711,865	$ 76,711,865	$ 51,795,537	$ 37,552,722	$ 39,159,143
Operating	1,962,881	1,962,881	1,962,881	2,008,436	(45,555)
Central Service Allocation - General Fund	1,962,881	1,962,881	1,962,881	2,008,436	(45,555)
Non-Recurring	$ 74,748,984	$ 74,748,984	$ 49,832,656	$ 35,544,286	$ 39,204,698
Transfer to 234 Transportation Capital Projects	74,748,984	74,748,984	49,832,656	35,544,286	39,204,698
235 DEL WEBB SPECIAL FUND	$ 5,088	$ 5,088	$ 5,088	$ 2,400	$ 2,688
Operating	5,088	5,088	5,088	2,400	2,688
Central Service Allocation - General Fund	5,088	5,088	5,088	2,400	2,688
239 PARKS SOUVENIR FUND	$ 64,630	$ 64,630	$ 64,630	$ 71,533	$ (6,903)
Operating	64,630	64,630	64,630	71,533	(6,903)
Transfer to 241 Parks Enhancement Fund	64,630	64,630	64,630	71,533	(6,903)
241 PARKS ENHANCEMENT FUND	$ -	$ 90,000	$ 90,000	$ -	$ 90,000
Non-Recurring	-	90,000	90,000	-	90,000
Transfer to 422 Intergovernmental Capital Projects	-	90,000	90,000	-	90,000
255 DETENTION OPERATIONS	$ 951,000	$ 951,000	$ 951,000	$ -	$ 951,000
Non-Recurring	951,000	951,000	951,000	-	951,000
Transfer to Detention Capital Projects	951,000	951,000	951,000	-	951,000
265 PUBLIC HEALTH FEES	$ 180,420	$ 180,420	$ 180,420	$ 237,201	$ (56,781)
Operating	180,420	180,420	180,420	237,201	(56,781)
Central Service Allocation - General Fund	180,420	180,420	180,420	237,201	(56,781)

Fund Transfers Out (continued)

SUMMARY OF FUND TRANSFERS - OUT

	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	VARIANCE
290 WASTE TIRE	$ 1,032,322	$ 1,032,322	$ 1,032,322	$ 59,482	$ 972,840
Operating	57,322	57,322	57,322	59,482	(2,160)
Central Service Allocation - General Fund	57,322	57,322	57,322	59,482	(2,160)
Non-Recurring	$ 975,000	$ 975,000	$ 975,000	$ -	$ 975,000
Transfer to 422 Intergovernmental Capital Projects	975,000	975,000	975,000	-	975,000
503 AIR QUALITY GRANT	$ 69,161	$ 69,161	$ 69,161	$ 56,137	$ 13,024
Operating	69,161	69,161	69,161	56,137	13,024
Central Service Allocation - General Fund	69,161	69,161	69,161	56,137	13,024
504 AIR QUALITY FEES	$ 323,418	$ 323,418	$ 323,418	$ 538,130	$ (214,712)
Operating	323,418	323,418	323,418	538,130	(214,712)
Central Service Allocation - General Fund	323,418	323,418	323,418	538,130	(214,712)
505 ENVIRONMENTAL SERVICES GRANT	$ -	$ -	$ -	$ 27,663	$ (27,663)
Operating	-	-	-	27,663	(27,663)
Central Service Allocation - General Fund	-	-	-	27,663	(27,663)
506 ENVIRONMENTAL SVCS ENV HEALTH	$ 481,622	$ 481,622	$ 481,622	$ 561,686	$ (80,064)
Operating	481,622	481,622	481,622	561,686	(80,064)
Central Service Allocation - General Fund	481,622	481,622	481,622	561,686	(80,064)
532 PUBLIC HEALTH GRANTS	$ 1,246,839	$ 1,246,839	$ 1,246,839	$ 1,230,300	$ 16,539
Operating	1,246,839	1,246,839	1,246,839	1,230,300	16,539
Central Service Allocation - General Fund	1,246,839	1,246,839	1,246,839	1,230,300	16,539
572 ANIMAL CONTROL LICENSE/SHELTER	$ 1,501,633	$ 1,501,633	$ 1,501,633	$ 1,488,718	$ 12,915
Operating	1,501,633	1,501,633	1,501,633	1,488,718	12,915
Central Service Allocation - General Fund	414,479	414,479	414,479	508,159	(93,680)
Transfer to 321 County Improvement Debt 2	1,087,154	1,087,154	1,087,154	980,559	106,595
573 ANIMAL CONTROL GRANTS	$ 24,759	$ 24,759	$ 24,759	$ 45,802	$ (21,043)
Operating	24,759	24,759	24,759	45,802	(21,043)
Central Service Allocation - General Fund	24,759	24,759	24,759	45,802	(21,043)
574 ANIMAL CONTROL FIELD OPERATION	$ 284,609	$ 284,609	$ 284,609	$ 316,805	$ (32,196)
Operating	284,609	284,609	284,609	316,805	(32,196)
Central Service Allocation - General Fund	172,752	172,752	172,752	215,779	(43,027)
Transfer to 321 County Improvement Debt 2	111,857	111,857	111,857	101,026	10,831
580 SOLID WASTE MANAGEMENT	$ 1,014,587	$ 1,269,587	$ 1,269,587	$ 244,434	$ 1,025,153
Operating	39,587	294,587	294,587	64,434	230,153
Central Service Allocation - General Fund	39,587	39,587	39,587	64,434	(24,847)
Transfer to 422 Intergovernmental Capital Projects	-	255,000	255,000	-	255,000
Non-Recurring	$ 975,000	$ 975,000	$ 975,000	$ 180,000	$ 795,000
Transfer to 422 Intergovernmental Capital Projects	975,000	975,000	975,000	180,000	795,000
795 COUNTY SCHOOL INDIRECT COST	$ 1,881,148	$ 1,881,148	$ 1,881,148	$ -	$ 1,881,148
Non-Recurring	1,881,148	1,881,148	1,881,148	-	1,881,148
Non-Recurring Transfer to General Fund	1,881,148	1,881,148	1,881,148	-	1,881,148
988 PUBLIC WORKS FLOOD CONTROL	$ 1,232,332	$ 1,232,332	$ 1,232,332	$ 1,306,871	$ (74,539)
Operating	1,232,332	1,232,332	1,232,332	1,306,871	(74,539)
Central Service Allocation - General Fund	1,232,332	1,232,332	1,232,332	1,306,871	(74,539)
CAPITAL PROJECTS	**$ 6,252,339**	**$ 6,252,339**	**$ 6,252,339**	**$ 9,065,698**	**$ (2,813,359)**
Non-Recurring	$ 6,252,339	$ 6,252,339	$ 6,252,339	$ 9,065,698	$ (2,813,359)
445 GENERAL FUND CTY IMPROV	$ 6,252,339	$ 6,252,339	$ 6,252,339	$ 9,065,698	$ (2,813,359)
Non-Recurring	6,252,339	6,252,339	6,252,339	9,065,698	(2,813,359)
Transfer to 321 County Improvement Debt 2	6,252,339	6,252,339	6,252,339	9,065,698	(2,813,359)

Fund Transfers Out (continued)

SUMMARY OF FUND TRANSFERS - OUT

	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	VARIANCE
INTERNAL SERVICE	**$ 1,487,006**	**$ 1,487,006**	**$ 1,487,006**	**$ 1,465,713**	**$ 21,293**
Operating	$ 1,487,006	$ 1,487,006	$ 1,487,006	$ 1,465,713	$ 21,293
618 BENEFIT ADMINISTRATION	$ 172,936	$ 172,936	$ 172,936	$ 295,856	$ (122,920)
Operating	172,936	172,936	172,936	295,856	(122,920)
Central Service Allocation - General Fund	172,936	172,936	172,936	295,856	(122,920)
654 EQUIPMENT SERVICES	$ 667,146	$ 667,146	$ 667,146	$ 608,074	$ 59,072
Operating	667,146	667,146	667,146	608,074	59,072
Central Service Allocation - General Fund	667,146	667,146	667,146	608,074	59,072
673 REPROGRAPHICS	$ 43,238	$ 43,238	$ 43,238	$ 31,230	$ 12,008
Operating	43,238	43,238	43,238	31,230	12,008
Central Service Allocation - General Fund	43,238	43,238	43,238	31,230	12,008
675 RISK MANAGEMENT	$ 181,216	$ 181,216	$ 181,216	$ 186,696	$ (5,480)
Operating	181,216	181,216	181,216	186,696	(5,480)
Central Service Allocation - General Fund	181,216	181,216	181,216	186,696	(5,480)
681 TELECOMMUNICATIONS	$ 422,470	$ 422,470	$ 422,470	$ 343,857	$ 78,613
Operating	422,470	422,470	422,470	343,857	78,613
Central Service Allocation - General Fund	422,470	422,470	422,470	343,857	78,613
TOTAL BEFORE ELIMINATIONS	**$ 475,829,185**	**$ 442,338,657**	**$ 428,318,133**	**$ 291,632,510**	**$ 150,706,147**
Operating	$ 242,032,043	$ 208,451,515	$ 219,347,319	$ 185,542,536	$ 22,908,979
Non-Recurring	$ 233,797,142	$ 233,887,142	$ 208,970,814	$ 106,089,974	$ 127,797,168
ELIMINATIONS	**$ (475,829,185)**	**$ (442,338,657)**	**$ (428,318,133)**	**$ (291,632,510)**	**$ (150,706,147)**
Operating	$ (242,032,043)	$ (208,451,515)	$ (219,347,319)	$ (185,542,536)	$ (22,908,979)
Parks and Recreation	(64,630)	(64,630)	(64,630)	(71,533)	6,903
County-wide Eliminations	(241,967,413)	(208,386,885)	(219,282,689)	(185,471,003)	(22,915,882)
Non-Recurring	$ (233,797,142)	$ (233,887,142)	$ (208,970,814)	$ (106,089,974)	$ (127,797,168)
Public Works	(76,711,865)	(76,711,865)	(51,795,537)	(37,552,722)	(39,159,143)
County-wide Eliminations	(157,085,277)	(157,175,277)	(157,175,277)	(68,537,252)	(88,638,025)
ALL FUNDS	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Eliminations

Eliminations are included in the budget to offset amounts budgeted as expenditures in one fund that are associated with offsetting revenues and expenditures in another fund. One example is the interdepartmental charges from the Reprographics (print shop) fund to various County departments. Departments pay the County print shop for services, and these costs are included in departments' budgeted expenditures, supported by revenues from sources external to the County. The print shop, in turn, budgets these payments as revenue, along with expenditures related to the cost of providing printing services. The expenditures and revenues are therefore budgeted twice within the overall County budget. Budgeting eliminations removes these duplicated revenues and expenditures from the budget as a whole in order to provide a more accurate picture of total net expenditures and revenues. The following schedule lists the various items that are eliminated in the budget:

DESCRIPTION	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Fund Transfers (see schedule):				
Operating	$ (218,457,549)	$ (229,611,658)	$ (268,548,510)	$ (229,547,024)
Non-Recurring	$ (257,371,636)	(216,185,028)	(148,873,819)	(148,873,823)
	$ (475,829,185)	$ (445,796,686)	$ (417,422,329)	$ (378,420,847)
Internal Service Charges	$ (167,400,680)	$ (167,563,715)	$ (163,335,351)	$ (163,335,351)
Total	$ (643,229,865)	$ (613,360,401)	$ (580,757,680)	$ (541,756,198)

Personnel Summary by Department

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%
010 - BOARD OF SUPERVISORS DIST 1						
100 - GENERAL	3.00	3.00	3.00	3.00	-	0.00%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	-	0.00%
020 - BOARD OF SUPERVISORS DIST 2						
100 - GENERAL	3.00	3.00	3.00	3.00	-	0.00%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	-	0.00%
030 - BOARD OF SUPERVISORS DIST 3						
100 - GENERAL	3.00	3.00	3.00	3.00	-	0.00%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	-	0.00%
040 - BOARD OF SUPERVISORS DIST 4						
100 - GENERAL	3.00	3.00	3.00	3.00	-	0.00%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	-	0.00%
050 - BOARD OF SUPERVISORS DIST 5						
100 - GENERAL	3.00	3.00	3.00	3.00	-	0.00%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	-	0.00%
060 - CLERK OF THE BOARD						
100 - GENERAL	10.50	10.50	10.50	9.50	(1.00)	-9.52%
DEPARTMENT TOTAL	10.50	10.50	10.50	9.50	(1.00)	-9.52%
110 - ADULT PROBATION						
100 - GENERAL	1,173.00	1,173.00	1,122.00	975.00	(198.00)	-16.88%
201 - ADULT PROBATION FEES	4.00	4.00	4.00	4.00	-	0.00%
211 - ADULT PROBATION GRANTS	69.00	69.00	72.00	71.00	2.00	2.90%
DEPARTMENT TOTAL	1,246.00	1,246.00	1,198.00	1,050.00	(196.00)	-15.73%
120 - ASSESSOR						
100 - GENERAL	361.00	361.00	359.00	322.00	(39.00)	-10.80%
DEPARTMENT TOTAL	361.00	361.00	359.00	322.00	(39.00)	-10.80%
140 - CALL CENTER						
100 - GENERAL	33.00	33.00	31.00	27.00	(6.00)	-18.18%
DEPARTMENT TOTAL	33.00	33.00	31.00	27.00	(6.00)	-18.18%
150 - EMERGENCY MANAGEMENT						
100 - GENERAL	2.00	2.00	2.00	2.00	-	0.00%
207 - PALO VERDE	3.00	3.00	3.00	3.00	-	0.00%
215 - EMERGENCY MANAGEMENT	8.50	8.50	8.50	8.50	-	0.00%
DEPARTMENT TOTAL	13.50	13.50	13.50	13.50	-	0.00%
160 - CLERK OF THE SUPERIOR COURT						
100 - GENERAL	645.50	645.50	602.50	558.00	(87.50)	-13.56%
205 - COURT DOCUMENT RETRIEVAL	23.00	23.00	22.00	22.00	(1.00)	-4.35%
208 - JUDICIAL ENHANCEMENT	4.00	4.00	4.00	4.00	-	0.00%
216 - CLERK OF THE COURT GRANTS	5.00	5.00	5.00	5.00	-	0.00%
218 - CLERK OF COURT FILL THE GAP	48.00	48.00	48.00	48.00	-	0.00%
274 - CLERK OF THE COURT EDMS	42.00	42.00	42.00	42.00	-	0.00%
DEPARTMENT TOTAL	767.50	767.50	723.50	679.00	(88.50)	-11.53%

Personnel Summary by Department (continued)

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%
180 - FINANCE						
100 - GENERAL	49.00	49.00	49.79	39.79	(9.21)	-18.80%
DEPARTMENT TOTAL	49.00	49.00	49.79	39.79	(9.21)	-18.80%
190 - COUNTY ATTORNEY						
100 - GENERAL	794.50	794.50	793.50	744.00	(50.50)	-6.36%
219 - COUNTY ATTORNEY GRANTS	71.00	71.00	70.00	71.00	-	0.00%
220 - DIVERSION	3.00	3.00	3.00	3.00	-	0.00%
221 - COUNTY ATTORNEY FILL THE GAP	31.00	31.00	31.00	31.00	-	0.00%
266 - CHECK ENFORCEMENT PROGRAM	12.60	12.60	12.60	12.60	-	0.00%
267 - CRIM JUSTICE ENHANCEMENT	28.00	28.00	28.00	28.00	-	0.00%
DEPARTMENT TOTAL	940.10	940.10	938.10	889.60	(50.50)	-5.37%
200 - COUNTY MANAGER						
100 - GENERAL	26.80	26.80	24.28	23.40	(3.40)	-12.69%
255 - DETENTION OPERATIONS	16.00	16.00	4.00	4.00	(12.00)	-75.00%
DEPARTMENT TOTAL	42.80	42.80	28.28	27.40	(15.40)	-35.98%
210 - ELECTIONS						
100 - GENERAL	58.00	58.00	58.00	54.00	(4.00)	-6.90%
DEPARTMENT TOTAL	58.00	58.00	58.00	54.00	(4.00)	-6.90%
230 - INTERNAL AUDIT						
100 - GENERAL	20.00	20.00	20.00	17.00	(3.00)	-15.00%
DEPARTMENT TOTAL	20.00	20.00	20.00	17.00	(3.00)	-15.00%
240 - JUSTICE COURTS						
100 - GENERAL	286.53	286.53	337.03	292.03	5.50	1.92%
204 - JUSTICE CT JUDICIAL ENHANCEMNT	4.00	4.00	6.00	2.00	(2.00)	-50.00%
245 - JUSTICE COURTS SPECIAL REVENUE	-	-	-	4.00	4.00	
DEPARTMENT TOTAL	290.53	290.53	343.03	298.03	7.50	2.58%
250 - CONSTABLES						
100 - GENERAL	30.00	30.00	31.00	30.00	-	0.00%
DEPARTMENT TOTAL	30.00	30.00	31.00	30.00	-	0.00%
260 - CORRECTIONAL HEALTH						
100 - GENERAL	25.00	25.00	23.00	18.00	(7.00)	-28.00%
255 - DETENTION OPERATIONS	426.80	426.80	430.55	386.25	(40.55)	-9.50%
DEPARTMENT TOTAL	451.80	451.80	453.55	404.25	(47.55)	-10.52%
270 - JUVENILE PROBATION						
100 - GENERAL	354.00	354.00	353.00	281.50	(72.50)	-20.48%
227 - JUVENILE PROBATION GRANTS	68.00	68.00	62.00	61.00	(7.00)	-10.29%
255 - DETENTION OPERATIONS	475.10	475.10	472.10	410.10	(65.00)	-13.68%
275 - JUVENILE PROBATION DIVERSION	5.00	5.00	5.00	5.00	-	0.00%
DEPARTMENT TOTAL	902.10	902.10	892.10	757.60	(144.50)	-16.02%
280 - COUNTY ATTORNEY CIVIL						
100 - GENERAL	83.00	83.00	83.00	83.00	-	0.00%
DEPARTMENT TOTAL	83.00	83.00	83.00	83.00	-	0.00%

Personnel Summary by Department (continued)

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%
290 - MEDICAL EXAMINER						
100 - GENERAL	91.00	91.00	89.00	75.50	(15.50)	-17.03%
DEPARTMENT TOTAL	91.00	91.00	89.00	75.50	(15.50)	-17.03%
300 - PARKS AND RECREATION						
100 - GENERAL	13.00	13.00	3.00	3.00	(10.00)	-76.92%
225 - SPUR CROSS RANCH CONSERVATION	3.00	3.00	3.00	3.00	-	0.00%
240 - LAKE PLEASANT RECREATION SVCS	18.00	18.00	18.00	17.00	(1.00)	-5.56%
241 - PARKS ENHANCEMENT FUND	56.00	56.00	66.00	62.00	6.00	10.71%
DEPARTMENT TOTAL	90.00	90.00	90.00	85.00	(5.00)	-5.56%
310 - WORKFORCE MGT AND DEVELOPMENT						
100 - GENERAL	52.00	52.00	51.00	47.00	(5.00)	-9.62%
DEPARTMENT TOTAL	52.00	52.00	51.00	47.00	(5.00)	-9.62%
330 - GENERAL LITIGATION						
100 - GENERAL	-	-	-	4.00	4.00	
DEPARTMENT TOTAL	-	-	-	4.00	4.00	
340 - PUBLIC FIDUCIARY						
100 - GENERAL	34.75	34.75	34.00	33.30	(1.45)	-4.17%
DEPARTMENT TOTAL	34.75	34.75	34.00	33.30	(1.45)	-4.17%
360 - RECORDER						
100 - GENERAL	43.00	43.00	37.00	36.00	(7.00)	-16.28%
236 - RECORDERS SURCHARGE	34.00	34.00	29.00	27.00	(7.00)	-20.59%
DEPARTMENT TOTAL	77.00	77.00	66.00	63.00	(14.00)	-18.18%
370 - SUPERINTENDENT OF SCHOOLS						
100 - GENERAL	30.00	30.00	30.00	27.00	(3.00)	-10.00%
715 - SCHOOL GRANT	7.00	7.00	6.00	6.00	(1.00)	-14.29%
795 - COUNTY SCHOOL INDIRECT COST	-	-	-	2.00	2.00	
DEPARTMENT TOTAL	37.00	37.00	36.00	35.00	(2.00)	-5.41%
410 - ENTERPRISE TECHNOLOGY						
100 - GENERAL	98.00	98.00	109.00	79.00	(19.00)	-19.39%
681 - TELECOMMUNICATIONS	44.00	44.00	44.00	40.00	(4.00)	-9.09%
DEPARTMENT TOTAL	142.00	142.00	153.00	119.00	(23.00)	-16.20%
430 - TREASURER						
100 - GENERAL	47.00	47.00	48.00	41.00	(6.00)	-12.77%
DEPARTMENT TOTAL	47.00	47.00	48.00	41.00	(6.00)	-12.77%
460 - RESEARCH AND REPORTING						
100 - GENERAL	5.75	5.75	5.75	5.75	-	0.00%
DEPARTMENT TOTAL	5.75	5.75	5.75	5.75	-	0.00%
490 - MANAGEMENT AND BUDGET						
100 - GENERAL	32.90	32.90	31.67	31.77	(1.14)	-3.45%
DEPARTMENT TOTAL	32.90	32.90	31.67	31.77	(1.14)	-3.45%

Personnel Summary by Department (continued)

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%
500 - SHERIFF						
100 - GENERAL	967.00	967.00	965.00	908.50	(58.50)	-6.05%
251 - SHERIFF GRANTS	35.00	35.00	20.00	29.00	(6.00)	-17.14%
252 - INMATE SERVICES	126.00	126.00	164.00	164.00	38.00	30.16%
255 - DETENTION OPERATIONS	2,681.50	2,681.50	2,643.00	2,561.00	(120.50)	-4.49%
DEPARTMENT TOTAL	3,809.50	3,809.50	3,792.00	3,662.50	(147.00)	-3.86%
520 - PUBLIC DEFENDER						
100 - GENERAL	441.13	441.13	428.13	414.13	(27.00)	-6.12%
209 - PUBLIC DEFENDER TRAINING	-	-	4.00	4.00	4.00	
233 - PUBLIC DEFENDER GRANTS	4.00	4.00	4.00	4.00	-	0.00%
262 - PUBLIC DEFENDER FILL THE GAP	14.00	14.00	13.00	13.00	(1.00)	-7.14%
DEPARTMENT TOTAL	459.13	459.13	449.13	435.13	(24.00)	-5.23%
540 - LEGAL DEFENDER						
100 - GENERAL	109.00	109.00	110.00	109.00	-	0.00%
DEPARTMENT TOTAL	109.00	109.00	110.00	109.00	-	0.00%
550 - LEGAL ADVOCATE						
100 - GENERAL	92.00	92.00	90.50	91.50	(0.50)	-0.54%
DEPARTMENT TOTAL	92.00	92.00	90.50	91.50	(0.50)	-0.54%
560 - CONTRACT COUNSEL						
100 - GENERAL	15.00	15.00	25.00	25.00	10.00	66.67%
DEPARTMENT TOTAL	15.00	15.00	25.00	25.00	10.00	66.67%
570 - JUVENILE DEFENDER						
100 - GENERAL	43.50	43.50	43.50	43.50	-	0.00%
DEPARTMENT TOTAL	43.50	43.50	43.50	43.50	-	0.00%
730 - MATERIALS MANAGEMENT						
100 - GENERAL	26.00	26.00	25.00	23.00	(3.00)	-11.54%
673 - REPROGRAPHICS	11.00	11.00	11.00	11.00	-	0.00%
DEPARTMENT TOTAL	37.00	37.00	36.00	34.00	(3.00)	-8.11%
800 - SUPERIOR COURT						
100 - GENERAL	1,141.75	1,141.75	1,141.00	1,101.00	(40.75)	-3.57%
208 - JUDICIAL ENHANCEMENT	5.00	5.00	5.00	5.00	-	0.00%
238 - TRIAL COURTS GRANTS	27.50	27.50	25.00	25.50	(2.00)	-7.27%
264 - SUPERIOR COURT FILL THE GAP	32.00	32.00	32.00	32.00	-	0.00%
DEPARTMENT TOTAL	1,206.25	1,206.25	1,203.00	1,163.50	(42.75)	-3.54%
860 - PUBLIC HEALTH						
100 - GENERAL	149.05	149.05	143.25	127.25	(21.80)	-14.63%
265 - PUBLIC HEALTH FEES	49.00	49.00	49.80	55.00	6.00	12.24%
532 - PUBLIC HEALTH GRANTS	334.35	334.35	318.95	325.70	(8.65)	-2.59%
DEPARTMENT TOTAL	532.40	532.40	512.00	507.95	(24.45)	-4.59%
880 - ENVIRONMENTAL SERVICES						
100 - GENERAL	44.00	44.00	46.00	42.00	(2.00)	-4.55%
505 - ENVIRONMENTAL SERVICES GRANT	6.00	6.00	6.00	6.00	-	0.00%
506 - ENVIRONMTL SVCS ENV HEALTH	220.75	220.75	236.00	217.00	(3.75)	-1.70%
DEPARTMENT TOTAL	270.75	270.75	288.00	265.00	(5.75)	-2.12%

Personnel Summary by Department (continued)

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%
910 - PUBLIC WORKS						
100 - GENERAL	197.50	197.50	180.50	181.50	(16.00)	-8.10%
232 - TRANSPORTATION OPERATIONS	522.00	522.00	522.00	522.00	-	0.00%
255 - DETENTION OPERATIONS	34.00	34.00	32.00	32.00	(2.00)	-5.88%
290 - WASTE TIRE	7.00	7.00	11.50	12.50	5.50	78.57%
580 - SOLID WASTE MANAGEMENT	16.00	16.00	17.00	18.00	2.00	12.50%
988 - PUBLIC WORKS FLOOD CONTROL	192.75	192.75	184.75	184.75	(8.00)	-4.15%
DEPARTMENT TOTAL	969.25	969.25	947.75	950.75	(18.50)	-1.91%
220 - HUMAN SERVICES						
217 - CDBG HOUSING TRUST	7.00	7.00	7.00	7.00	-	0.00%
222 - HUMAN SERVICES GRANTS	435.00	435.00	370.00	335.00	(100.00)	-22.99%
DEPARTMENT TOTAL	442.00	442.00	377.00	342.00	(100.00)	-22.62%
440 - PLANNING AND DEVELOPMENT						
226 - PLANNING AND DEVELOPMENT FEES	176.00	176.00	124.00	102.00	(74.00)	-42.05%
235 - DEL WEBB	1.00	1.00	-	-	(1.00)	-100.00%
DEPARTMENT TOTAL	177.00	177.00	124.00	102.00	(75.00)	-42.37%
850 - AIR QUALITY						
503 - AIR QUALITY GRANT	25.00	25.00	25.00	25.00	-	0.00%
504 - AIR QUALITY FEES	223.00	223.00	187.00	180.00	(43.00)	-19.28%
DEPARTMENT TOTAL	248.00	248.00	212.00	205.00	(43.00)	-17.34%
390 - HEALTH CARE PROGRAMS						
532 - PUBLIC HEALTH GRANTS	9.00	9.00	9.00	9.00	-	0.00%
DEPARTMENT TOTAL	9.00	9.00	9.00	9.00	-	0.00%
790 - ANIMAL CARE AND CONTROL						
572 - ANIMAL CONTROL LICENSE SHELTER	109.00	109.00	110.00	110.00	1.00	0.92%
573 - ANIMAL CONTROL GRANTS	6.00	6.00	6.00	6.00	-	0.00%
574 - ANIMAL CONTROL FIELD OPERATION	52.00	52.00	52.00	52.00	-	0.00%
DEPARTMENT TOTAL	167.00	167.00	168.00	168.00	1.00	0.60%
618 - BENEFIT ADMINISTRATION	28.00	28.00	28.00	24.00	(4.00)	-14.29%
DEPARTMENT TOTAL	28.00	28.00	28.00	24.00	(4.00)	-14.29%
350 - EMPLOYEE BENEFITS						
654 - EQUIPMENT SERVICES	54.00	54.00	54.00	52.00	(2.00)	-3.70%
DEPARTMENT TOTAL	54.00	54.00	54.00	52.00	(2.00)	-3.70%
750 - RISK MANAGEMENT						
675 - RISK MANAGEMENT	24.25	24.25	23.00	23.90	(0.35)	-1.44%
DEPARTMENT TOTAL	24.25	24.25	23.00	23.90	(0.35)	-1.44%
MARICOPA COUNTY TOTAL	14,616.26	14,616.26	14,343.64	13,470.71	(1,145.55)	-7.84%

Personnel Summary by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Accountant	51.00	51.00	48.00	46.00	(5.00)	(9.80%)	(2.00)	(4.17%)
Accounting Specialist	92.00	92.00	97.00	88.90	(3.10)	(3.37%)	(8.10)	(8.35%)
Admin & Operations Mgr	38.00	38.00	36.00	36.00	(2.00)	(5.26%)	-	0.00%
Admin Svcs Director - County	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Admin/Office Support	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Admin/Office Support Supv	5.00	5.00	5.00	3.00	(2.00)	(40.00%)	(2.00)	(40.00%)
Admin/Operations Specialist	194.25	194.25	195.75	186.25	(8.00)	(4.12%)	(9.50)	(4.85%)
Admin/Operations Supv	39.00	39.00	30.00	34.00	(5.00)	(12.82%)	4.00	13.33%
Administrative Assistant	1.00	1.00	-	-	(1.00)	(100.00%)	-	
Administrative Manager	16.00	16.00	14.00	16.00	-	0.00%	2.00	14.29%
Administrative Specialist	11.50	11.50	5.00	3.50	(8.00)	(69.57%)	(1.50)	(30.00%)
Administrative Staff Supv	57.00	57.00	51.00	50.00	(7.00)	(12.28%)	(1.00)	(1.96%)
Administrative Supervisor	74.00	74.00	82.00	77.00	3.00	4.05%	(5.00)	(6.10%)
Administrator	27.00	27.00	25.00	23.00	(4.00)	(14.81%)	(2.00)	(8.00%)
Animal Care Supervisor	3.00	3.00	2.00	3.00	-	0.00%	1.00	50.00%
Animal Care Technician	42.00	42.00	40.00	40.00	(2.00)	(4.76%)	-	0.00%
Animal Care Technician - Ld	3.00	3.00	-	-	(3.00)	(100.00%)	-	
Animal Control Officer	32.00	32.00	39.00	39.00	7.00	21.88%	-	0.00%
Animal Control Sergeant	4.00	4.00	-	-	(4.00)	(100.00%)	-	
Animal Control Supervisor	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Animal Health Supervisor	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Animal Health Technician	7.00	7.00	12.00	12.00	5.00	71.43%	-	0.00%
Animal Health Technician - Ld	2.00	2.00	-	-	(2.00)	(100.00%)	-	
Applications Development Mgr	8.00	8.00	10.00	9.00	1.00	12.50%	(1.00)	(10.00%)
Applications Development Supv	7.00	7.00	9.00	9.00	2.00	28.57%	-	0.00%
Appraiser	148.00	148.00	147.00	127.00	(21.00)	(14.19%)	(20.00)	(13.61%)
Appraiser Manager	9.00	9.00	6.00	8.00	(1.00)	(11.11%)	2.00	33.33%
Appraiser Supervisor	20.00	20.00	21.00	19.00	(1.00)	(5.00%)	(2.00)	(9.52%)
Assistant County Manager	3.75	3.75	4.00	3.00	(0.75)	(20.00%)	(1.00)	(25.00%)
Attorney	5.00	5.00	1.00	5.00	-	0.00%	4.00	400.00%
Attorney - Associate	230.50	230.50	240.50	230.50	-	0.00%	(10.00)	(4.16%)
Attorney - General Counsel	6.00	6.00	7.00	7.00	1.00	16.67%	-	0.00%
Attorney - Senior	195.99	195.99	187.49	184.49	(11.50)	(5.87%)	(3.00)	(1.60%)
Attorney - Senior Associate	142.50	142.50	142.00	139.00	(3.50)	(2.46%)	(3.00)	(2.11%)
Attorney -Capital Co-Counsel	42.00	42.00	43.00	43.00	1.00	2.38%	-	0.00%
Attorney -Capital Lead Counsel	39.50	39.50	38.50	38.50	(1.00)	(2.53%)	-	0.00%
Attorney Manager	14.00	14.00	12.00	11.00	(3.00)	(21.43%)	(1.00)	(8.33%)
Attorney Supervisor	50.14	50.14	47.14	47.14	(3.00)	(5.98%)	-	0.00%
Bailiff	120.00	120.00	120.00	114.00	(6.00)	(5.00%)	(6.00)	(5.00%)
Benefits Specialist - County	6.00	6.00	6.00	4.00	(2.00)	(33.33%)	(2.00)	(33.33%)
BOS Press Secretary	-	-	1.00	-	-		(1.00)	(100.00%)
Budget Analyst	13.00	13.00	12.00	12.00	(1.00)	(7.69%)	-	0.00%
Budget Supervisor	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
Business/Systems Analyst	26.00	26.00	28.00	26.00	-	0.00%	(2.00)	(7.14%)
Business/Systems Analyst-Sr/Ld	10.75	10.75	15.00	12.00	1.25	11.63%	(3.00)	(20.00%)
Call Ctr Representative	27.00	27.00	25.00	22.00	(5.00)	(18.52%)	(3.00)	(12.00%)
CAMA Manager	2.00	2.00	1.00	1.00	(1.00)	(50.00%)	-	0.00%
Chaplain	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
Chemical Applicatns Tech	32.00	32.00	32.00	30.00	(2.00)	(6.25%)	(2.00)	(6.25%)
Chemist	-	-	7.00	7.00	7.00		-	0.00%
Chemist Supervisor	-	-	2.00	2.00	2.00		-	0.00%
Chief Administrator - Bos	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
Chief Deputy - Assessor	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Chief Deputy - Clk of Crt	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Chief Deputy - County Attorney	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Chief Deputy - Recorder	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Chief Deputy - Schools	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Chief Deputy - Sheriff	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%

Personnel Summary by Market Range Title (continued)

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Chief Deputy - Treasurer	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Chief Medical Examiner	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Chief Technology Officer	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Chief Veterinarian	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Claims Adjuster	5.00	5.00	3.75	4.75	(0.25)	(5.00%)	1.00	26.67%
Code Enforcement Officer	10.00	10.00	5.00	5.00	(5.00)	(50.00%)	-	0.00%
Collections Supervisor	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Collector	20.00	20.00	21.50	19.50	(0.50)	(2.50%)	(2.00)	(9.30%)
Communications Manager-County	-	-	1.00	-	-		(1.00)	(100.00%)
Communicatn Ofcr/Govt Liaison	23.50	23.50	25.00	22.00	(1.50)	(6.38%)	(3.00)	(12.00%)
Communicatn Officer Supervisor	8.00	8.00	7.00	7.00	(1.00)	(12.50%)	-	0.00%
Community Svcs Specialist	81.00	81.00	-	-	(81.00)	(100.00%)	-	
Compensation Analyst	5.80	5.80	5.18	5.18	(0.63)	(10.78%)	-	0.00%
Compensation Supervisor	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Computer Forensic Specialist	-	-	3.00	3.00	3.00		-	0.00%
Computer Operations Supv	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Computer Operator	17.00	17.00	16.00	14.00	(3.00)	(17.65%)	(2.00)	(12.50%)
Computer Operator - Sr/Ld	4.00	4.00	4.00	5.00	1.00	25.00%	1.00	25.00%
Conference Officer	12.00	12.00	12.00	10.00	(2.00)	(16.67%)	(2.00)	(16.67%)
Construction Maintenance Supv	13.00	13.00	13.00	13.00	-	0.00%	-	0.00%
Consultant	2.10	2.10	5.27	6.88	4.78	227.62%	1.61	30.55%
Counseling Supervisor	12.00	12.00	11.00	8.00	(4.00)	(33.33%)	(3.00)	(27.27%)
Counselor	98.00	98.00	93.00	69.00	(29.00)	(29.59%)	(24.00)	(25.81%)
County Manager	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Court Commissioner	58.00	58.00	58.00	58.00	-	0.00%	-	0.00%
Court Reporter	66.50	66.50	66.50	56.50	(10.00)	(15.04%)	(10.00)	(15.04%)
Courtroom Clerk	230.50	230.50	230.50	217.50	(13.00)	(5.64%)	(13.00)	(5.64%)
Crew Leader	16.00	16.00	16.00	16.00	-	0.00%	-	0.00%
Crime Scene Specialist	72.00	72.00	21.00	19.00	(53.00)	(73.61%)	(2.00)	(9.52%)
Crime Scene Specialist-Sheriff	-	-	10.00	4.00	4.00		(6.00)	(60.00%)
Crime Scene Supervisor	7.00	7.00	3.00	3.00	(4.00)	(57.14%)	-	0.00%
Data Security Analyst	3.00	3.00	3.00	2.00	(1.00)	(33.33%)	(1.00)	(33.33%)
Data Security Analyst Sr/Ld	3.00	3.00	2.00	3.00	-	0.00%	1.00	50.00%
Database Administrator	15.00	15.00	17.00	15.00	-	0.00%	(2.00)	(11.76%)
Database Report Writer Analyst	5.00	5.00	6.00	6.00	1.00	20.00%	-	0.00%
Dental Assistant	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
Dental Hygienist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Dentist	2.00	2.00	2.00	1.00	(1.00)	(50.00%)	(1.00)	(50.00%)
Deputy Administrator - Bos	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
Deputy County Manager	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Deputy Director	43.00	43.00	45.00	42.00	(1.00)	(2.33%)	(3.00)	(6.67%)
Deputy Director - Budget/Fin	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
Detention Ofcr Coord-Probation	13.00	13.00	13.00	12.00	(1.00)	(7.69%)	(1.00)	(7.69%)
Detention Ofcr Supv -Probation	16.00	16.00	16.00	13.00	(3.00)	(18.75%)	(3.00)	(18.75%)
Detention Officer	1,898.50	1,898.50	1,898.00	1,896.00	(2.50)	(0.13%)	(2.00)	(0.11%)
Detention Officer - Probation	313.10	313.10	312.10	266.10	(47.00)	(15.01%)	(46.00)	(14.74%)
Detention Officer Captain	14.00	14.00	14.00	13.00	(1.00)	(7.14%)	(1.00)	(7.14%)
Detention Officer Lieutenant	73.00	73.00	73.00	72.00	(1.00)	(1.37%)	(1.00)	(1.37%)
Detention Officer Sergeant	216.00	216.00	216.00	215.00	(1.00)	(0.46%)	(1.00)	(0.46%)
Development Svcs Specialist	47.00	47.00	38.00	30.00	(17.00)	(36.17%)	(8.00)	(21.05%)
Development Svcs Supervisor	12.00	12.00	9.00	9.00	(3.00)	(25.00%)	-	0.00%
Development Svcs Technician	127.00	127.00	118.00	108.00	(19.00)	(14.96%)	(10.00)	(8.47%)
Dietitian/Nutritionist	3.70	3.70	8.70	8.70	5.00	135.14%	-	0.00%
Director	3.00	3.00	4.00	4.00	1.00	33.33%	-	0.00%
Director - Air Quality	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Animal Care & Ctrl	1.00	1.00	-	-	(1.00)	(100.00%)	-	
Director - Clerk of the Board	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Community Dev	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%

Personnel Summary by Market Range Title (continued)

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Director - Correctional Health	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - EHI	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Elections	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Emergency Mgt	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Environmental Svcs	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Equipment Services	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Facilities Mgt	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Flood Control Dist	1.00	1.00	-	-	(1.00)	(100.00%)	-	
Director - Govt Relations	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Human Services	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Information Tech	1.00	1.00	-	-	(1.00)	(100.00%)	-	
Director - Internal Audit	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Legal Defense	4.00	4.00	5.00	5.00	1.00	25.00%	-	0.00%
Director - Litigation	-	-	-	1.00	1.00		1.00	
Director - Materials Mgt	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Medical Examiner	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Parks & Recreation	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Probation	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Director - Public Fiduciary	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Public Health	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Research & Report	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Risk Management	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Solid Waste	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - STAR Call Center	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Transportation	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Trial Courts	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Workforce Mgt Dev	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Dispatcher	44.00	44.00	42.00	32.00	(12.00)	(27.27%)	(10.00)	(23.81%)
Educator	44.00	44.00	42.00	42.00	(2.00)	(4.55%)	-	0.00%
Educator - Detention	23.00	23.00	23.00	23.00	-	0.00%	-	0.00%
Educator Assistant	70.00	70.00	41.00	41.00	(29.00)	(41.43%)	-	0.00%
Educator Bachelor's	31.00	31.00	31.00	31.00	-	0.00%	-	0.00%
Educator Coordinator	36.00	36.00	32.00	32.00	(4.00)	(11.11%)	-	0.00%
Elected	35.00	35.00	37.00	37.00	2.00	5.71%	-	0.00%
Electrician	12.00	12.00	11.00	11.00	(1.00)	(8.33%)	-	0.00%
Electronic Technician	7.00	7.00	9.00	7.00	-	0.00%	(2.00)	(22.22%)
Emergency Dispatch Supervisor	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
Emergency Dispatcher	29.00	29.00	29.00	25.00	(4.00)	(13.79%)	(4.00)	(13.79%)
Emergency Operator	6.00	6.00	6.00	5.00	(1.00)	(16.67%)	(1.00)	(16.67%)
Employee Relations Analyst-Cty	-	-	6.00	6.00	6.00		-	0.00%
Engineer	43.00	43.00	70.75	41.00	(2.00)	(4.65%)	(29.75)	(42.05%)
Engineer - Senior	27.75	27.75	-	27.75	-	0.00%	27.75	
Engineering Aide	8.00	8.00	1.00	7.00	(1.00)	(12.50%)	6.00	600.00%
Engineering Associate	49.00	49.00	63.00	44.00	(5.00)	(10.20%)	(19.00)	(30.16%)
Engineering Manager	7.00	7.00	6.00	4.00	(3.00)	(42.86%)	(2.00)	(33.33%)
Engineering Supervisor	27.00	27.00	21.00	28.00	1.00	3.70%	7.00	33.33%
Engineering Technician	60.00	60.00	62.00	58.00	(2.00)	(3.33%)	(4.00)	(6.45%)
Environmental Enforcement Spec	17.00	17.00	21.00	18.00	1.00	5.88%	(3.00)	(14.29%)
Environmental Spclst Supv	31.00	31.00	34.00	33.00	2.00	6.45%	(1.00)	(2.94%)
Environmental Specialist	227.75	227.75	203.00	193.00	(34.75)	(15.26%)	(10.00)	(4.93%)
Epidemiologist	13.00	13.00	9.00	12.00	(1.00)	(7.69%)	3.00	33.33%
Equipment Operator	60.00	60.00	59.00	58.00	(2.00)	(3.33%)	(1.00)	(1.69%)
Ergonomist - County	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Events Operation Manager	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Executive Assistant	31.80	31.80	25.00	23.80	(8.00)	(25.16%)	(1.20)	(4.80%)
Field Operations Supervisor	32.00	32.00	31.00	32.00	-	0.00%	1.00	3.23%
Finan/Business Analyst - Dept	24.40	24.40	25.00	22.50	(1.90)	(7.79%)	(2.50)	(10.00%)
Finan/Business Analyst -County	16.00	16.00	15.00	14.00	(2.00)	(12.50%)	(1.00)	(6.67%)

Personnel Summary by Market Range Title (continued)

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Financial Manager - County	4.00	4.00	5.00	4.00	-	0.00%	(1.00)	(20.00%)
Financial Supervisor - County	5.00	5.00	5.00	6.00	1.00	20.00%	1.00	20.00%
Financial Supervisor - Dept	18.00	18.00	17.00	17.00	(1.00)	(5.56%)	-	0.00%
Financial Support Supv - Dept	12.00	12.00	9.00	9.00	(3.00)	(25.00%)	-	0.00%
Fingerprint Analyst	-	-	19.00	16.00	16.00		(3.00)	(15.79%)
Fingerprint Supervisor	-	-	4.00	3.00	3.00		(1.00)	(25.00%)
Fingerprint Technician	-	-	23.00	12.00	12.00		(11.00)	(47.83%)
Food Service Supervisor	12.00	12.00	12.00	10.00	(2.00)	(16.67%)	(2.00)	(16.67%)
Food Service Worker	10.00	10.00	10.00	7.00	(3.00)	(30.00%)	(3.00)	(30.00%)
Forensic Technician	-	-	10.00	7.00	7.00		(3.00)	(30.00%)
General Laborer	129.00	129.00	108.00	71.00	(58.00)	(44.96%)	(37.00)	(34.26%)
General Laborer Supervisor	5.00	5.00	5.00	4.00	(1.00)	(20.00%)	(1.00)	(20.00%)
General Maintenance Worker	88.00	88.00	89.00	89.00	1.00	1.14%	-	0.00%
GIS Programmer/Analyst	19.00	19.00	19.00	18.00	(1.00)	(5.26%)	(1.00)	(5.26%)
GIS Programmer/Analyst - Ld	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
GIS Technician	32.00	32.00	28.00	22.00	(10.00)	(31.25%)	(6.00)	(21.43%)
Government Relations Liaison	1.00	1.00	-	-	(1.00)	(100.00%)	-	
Govt/Commun Affairs Ofcr	1.00	1.00	-	-	(1.00)	(100.00%)	-	
Grant-Contract Admin Supv	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Grant-Contract Administrator	19.00	19.00	19.00	19.00	-	0.00%	-	0.00%
Guardian/Estate Administrator	18.60	18.60	18.00	16.80	(1.80)	(9.68%)	(1.20)	(6.67%)
Health Educator	52.50	52.50	27.50	28.50	(24.00)	(45.71%)	1.00	3.64%
Health Services Aide	101.20	101.20	102.60	106.60	5.40	5.34%	4.00	3.90%
Heavy Equipment Operator	32.00	32.00	41.00	40.00	8.00	25.00%	(1.00)	(2.44%)
Heavy Equipment Operator - Sr.	8.00	8.00	-	-	(8.00)	(100.00%)	-	
Help Desk Coordinator	26.00	26.00	25.00	23.00	(3.00)	(11.54%)	(2.00)	(8.00%)
Help Desk Coordinator - Sr/Ld	9.00	9.00	9.00	8.00	(1.00)	(11.11%)	(1.00)	(11.11%)
HST Analyst	2.00	2.00	3.00	1.00	(1.00)	(50.00%)	(2.00)	(66.67%)
Human Resources Analyst	28.00	28.00	17.00	17.00	(11.00)	(39.29%)	-	0.00%
Human Resources Associate	6.00	6.00	14.00	12.00	6.00	100.00%	(2.00)	(14.29%)
Human Resources Mngr - County	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Human Resources Specialist	39.00	39.00	40.00	34.00	(5.00)	(12.82%)	(6.00)	(15.00%)
Human Resources Supervisor	16.00	16.00	13.00	12.00	(4.00)	(25.00%)	(1.00)	(7.69%)
Human Resources Support Supv	9.00	9.00	11.00	10.00	1.00	11.11%	(1.00)	(9.09%)
Infection Control Specialist	35.00	35.00	32.00	32.00	(3.00)	(8.57%)	-	0.00%
Info Systems Manager	1.00	1.00	-	-	(1.00)	(100.00%)	-	
Inspection Supervisor	15.00	15.00	12.00	12.00	(3.00)	(20.00%)	-	0.00%
Inspector	55.00	55.00	59.00	42.00	(13.00)	(23.64%)	(17.00)	(28.81%)
Instrumentation Technician Air	12.00	12.00	12.00	12.00	-	0.00%	-	0.00%
Instrumentation Tech-Water	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
Intern	5.10	5.10	5.10	4.10	(1.00)	(19.61%)	(1.00)	(19.61%)
Internal Audit Manager	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Internal Audit Supervisor	5.00	5.00	5.00	4.00	(1.00)	(20.00%)	(1.00)	(20.00%)
Internal Auditor	13.00	13.00	13.00	10.00	(3.00)	(23.08%)	(3.00)	(23.08%)
Interpreter	30.50	30.50	31.50	31.50	1.00	3.28%	-	0.00%
Interpreter Supervisor	4.00	4.00	3.00	3.00	(1.00)	(25.00%)	-	0.00%
Interpretive Ranger	12.00	12.00	12.00	11.00	(1.00)	(8.33%)	(1.00)	(8.33%)
Investigation Commander - MCAO	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Investigations Supv - Defense	5.00	5.00	4.00	4.00	(1.00)	(20.00%)	-	0.00%
Investigations Supv - MCAO	4.00	4.00	5.00	5.00	1.00	25.00%	-	0.00%
Investigator	-	-	2.00	5.00	5.00		3.00	150.00%
Investigator	73.00	73.00	41.00	39.00	(34.00)	(46.58%)	(2.00)	(4.88%)
Investigator - Defense	45.00	45.00	43.00	43.00	(2.00)	(4.44%)	-	0.00%
Investigator - MCAO	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Investigator Chief - Defense	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Investigator Chief - MCAO	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
IS Architect	4.00	4.00	3.00	3.00	(1.00)	(25.00%)	-	0.00%

Personnel Summary by Market Range Title (continued)

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
IS Project Management Mgr	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
IS Project Manager	10.00	10.00	10.00	8.00	(2.00)	(20.00%)	(2.00)	(20.00%)
IS Project Manager - Sr/Ld	11.00	11.00	9.00	9.00	(2.00)	(18.18%)	-	0.00%
IT Consultant	9.00	9.00	10.00	8.00	(1.00)	(11.11%)	(2.00)	(20.00%)
IT Division Manager	9.00	9.00	11.00	10.00	1.00	11.11%	(1.00)	(9.09%)
IT Operations Manager	5.00	5.00	4.00	4.00	(1.00)	(20.00%)	-	0.00%
IT Senior Manager	10.00	10.00	10.00	9.00	(1.00)	(10.00%)	(1.00)	(10.00%)
IT Services Supv	11.00	11.00	11.00	11.00	-	0.00%	-	0.00%
Judicial Assistant	151.00	151.00	154.00	151.00	-	0.00%	(3.00)	(1.95%)
Justice Of The Peace	23.00	23.00	25.00	25.00	2.00	8.70%	-	0.00%
Justice System Clerk	1,003.03	1,003.03	982.53	880.53	(122.50)	(12.21%)	(102.00)	(10.38%)
Justice System Clerk Lead	79.00	79.00	83.00	81.00	2.00	2.53%	(2.00)	(2.41%)
Justice System Clerk Supv	96.00	96.00	96.00	92.00	(4.00)	(4.17%)	(4.00)	(4.17%)
Laboratory Manager	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Laboratory Supervisor	2.00	2.00	1.00	1.00	(1.00)	(50.00%)	-	0.00%
Laboratory Technician	2.50	2.50	3.00	2.50	-	0.00%	(0.50)	(16.67%)
Laboratory Technologist	6.25	6.25	6.25	6.25	-	0.00%	-	0.00%
Law Enforcement Captain	22.00	22.00	23.00	19.00	(3.00)	(13.64%)	(4.00)	(17.39%)
Law Enforcement Lieutenant	36.00	36.00	35.00	36.00	-	0.00%	1.00	2.86%
Law Enforcement Officer	655.00	655.00	641.00	632.00	(23.00)	(3.51%)	(9.00)	(1.40%)
Law Enforcement Sergeant	93.00	93.00	91.00	92.00	(1.00)	(1.08%)	1.00	1.10%
Legal Assistant	166.00	166.00	165.00	161.00	(5.00)	(3.01%)	(4.00)	(2.42%)
Legal Assistant Supv	10.00	10.00	10.00	10.00	-	0.00%	-	0.00%
Legal Order Server	8.00	8.00	9.00	8.00	-	0.00%	(1.00)	(11.11%)
Legal Support Specialist	194.50	194.50	198.50	189.00	(5.50)	(2.83%)	(9.50)	(4.79%)
Legal Support Supervisor	57.00	57.00	57.00	57.00	-	0.00%	-	0.00%
Librarian	6.00	6.00	6.00	6.00	-	0.00%	-	0.00%
Library Clerk	1.50	1.50	1.50	1.50	-	0.00%	-	0.00%
Library Manager	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Library Paraprofessional	7.00	7.00	7.00	6.00	(1.00)	(14.29%)	(1.00)	(14.29%)
Licensed Practical Nurse	62.00	62.00	64.75	57.15	(4.85)	(7.82%)	(7.60)	(11.74%)
Management Analyst	62.00	62.00	75.00	65.00	3.00	4.84%	(10.00)	(13.33%)
Management Assistant	2.00	2.00	3.80	3.00	1.00	50.00%	(0.80)	(21.05%)
Managing Physician	2.60	2.60	-	-	(2.60)	(100.00%)	-	
Materials Handling Worker	34.00	34.00	46.00	43.00	9.00	26.47%	(3.00)	(6.52%)
Materials Inventory Specialist	12.00	12.00	11.00	11.00	(1.00)	(8.33%)	-	0.00%
Materials Testing Technician	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
Mechanic - Automotive	14.00	14.00	15.00	15.00	1.00	7.14%	-	0.00%
Mechanic - Aviation	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Mechanic - Heavy Equipment	11.00	11.00	13.00	13.00	2.00	18.18%	-	0.00%
Mechanic Lead	3.00	3.00	-	-	(3.00)	(100.00%)	-	
Mechanic Supervisor	3.00	3.00	2.00	2.00	(1.00)	(33.33%)	-	0.00%
Mechanic Supervisor - Aviation	-	-	1.00	1.00	1.00		-	0.00%
Media Specialist	15.00	15.00	19.00	16.00	1.00	6.67%	(3.00)	(15.79%)
Medical Assistant	77.90	77.90	78.90	68.15	(9.75)	(12.52%)	(10.75)	(13.62%)
Medical Director	-	-	1.00	1.00	1.00		-	0.00%
Medical Examiner	11.00	11.00	11.00	9.00	(2.00)	(18.18%)	(2.00)	(18.18%)
Medical Transcriber	6.00	6.00	-	-	(6.00)	(100.00%)	-	
Mitigation Specialist	33.00	33.00	13.00	13.00	(20.00)	(60.61%)	-	0.00%
Mitigation Specialist-Capital	-	-	20.00	20.00	20.00		-	0.00%
Network Engineer	2.00	2.00	2.00	1.00	(1.00)	(50.00%)	(1.00)	(50.00%)
Network Engineer - Sr/Ld	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Nurse - Correctional	105.90	105.90	107.90	98.30	(7.60)	(7.18%)	(9.60)	(8.90%)
Nurse - Public Health	45.40	45.40	41.60	32.30	(13.10)	(28.85%)	(9.30)	(22.36%)
Nurse Pract/Phys Asst	24.00	24.00	25.00	25.00	1.00	4.17%	-	0.00%
Nursing Director	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Nursing Manager	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
Nursing Supervisor	22.00	22.00	20.00	19.00	(3.00)	(13.64%)	(1.00)	(5.00%)

Personnel Summary by Market Range Title (continued)

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Office Assistant	598.75	598.75	573.25	511.40	(87.35)	(14.59%)	(61.85)	(10.79%)
Office Assistant Specialized	350.25	350.25	377.25	358.50	8.25	2.36%	(18.75)	(4.97%)
Operations Manager	5.00	5.00	2.00	4.00	(1.00)	(20.00%)	2.00	100.00%
Operations Supervisor - PW	8.00	8.00	15.00	8.00	-	0.00%	(7.00)	(46.67%)
Operations Support Analyst	9.00	9.00	8.00	6.00	(3.00)	(33.33%)	(2.00)	(25.00%)
Operations Support Anlst-Sr/Ld	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Operations/Program Manager	29.75	29.75	40.49	28.60	(1.15)	(3.87%)	(11.89)	(29.37%)
Operations/Program Supervisor	52.00	52.00	60.00	59.00	7.00	13.46%	(1.00)	(1.67%)
Parks Specialist	4.00	4.00	4.00	2.00	(2.00)	(50.00%)	(2.00)	(50.00%)
Payroll Specialist - County	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
PC/LAN Analyst	10.00	10.00	12.00	10.00	-	0.00%	(2.00)	(16.67%)
PC/LAN Tech Support	55.50	55.50	56.50	52.50	(3.00)	(5.41%)	(4.00)	(7.08%)
Pharmacist	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Pharmacy Technician	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Photographer	-	-	2.00	2.00	2.00		-	0.00%
Physician	14.00	14.00	12.60	12.60	(1.40)	(10.00%)	-	0.00%
Pilot	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Planner	35.50	35.50	33.00	29.50	(6.00)	(16.90%)	(3.50)	(10.61%)
Planner - Emergency Services	-	-	6.50	-	-		(6.50)	(100.00%)
Planner - Facilities	-	-	2.00	-	-		(2.00)	(100.00%)
Planner - Senior	13.00	13.00	-	13.00	-	0.00%	13.00	
Planning Supervisor	11.00	11.00	10.00	10.00	(1.00)	(9.09%)	-	0.00%
Plans Examiner	7.00	7.00	5.00	5.00	(2.00)	(28.57%)	-	0.00%
Plans Examiner Supervisor	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Polygraph Examiner	4.00	4.00	4.00	3.00	(1.00)	(25.00%)	(1.00)	(25.00%)
Presentence Screener	-	-	53.00	50.00	50.00		(3.00)	(5.66%)
Preventive Maintenance Tech	8.00	8.00	8.00	7.50	(0.50)	(6.25%)	(0.50)	(6.25%)
Prgrm Coordination Spec	15.00	15.00	-	15.00	-	0.00%	15.00	
Probation Assistant	38.00	38.00	39.00	32.00	(6.00)	(15.79%)	(7.00)	(17.95%)
Probation Manager	18.00	18.00	18.00	17.00	(1.00)	(5.56%)	(1.00)	(5.56%)
Probation Officer	951.00	951.00	901.00	781.00	(170.00)	(17.88%)	(120.00)	(13.32%)
Probation Officer Supervisor	130.00	130.00	128.00	124.00	(6.00)	(4.62%)	(4.00)	(3.13%)
Procurement Officer - County	10.00	10.00	10.00	10.00	-	0.00%	-	0.00%
Procurement Officer - Dept	3.00	3.00	2.00	2.00	(1.00)	(33.33%)	-	0.00%
Procurement Specialist	34.00	34.00	33.00	32.50	(1.50)	(4.41%)	(0.50)	(1.52%)
Procurement Supervisor - Dept	4.00	4.00	5.00	5.00	1.00	25.00%	-	0.00%
Procurement Supervisor -County	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Program Coordinator	60.50	60.50	54.50	48.50	(12.00)	(19.83%)	(6.00)	(11.01%)
Program Coordinator - RN	2.00	2.00	-	-	(2.00)	(100.00%)	-	
Program Manager	1.75	1.75	1.00	1.00	(0.75)	(42.86%)	-	0.00%
Program Supervisor	6.00	6.00	3.00	4.00	(2.00)	(33.33%)	1.00	33.33%
Programmer/Analyst	50.00	50.00	59.00	49.00	(1.00)	(2.00%)	(10.00)	(16.95%)
Programmer/Analyst - Sr/Ld	34.00	34.00	39.00	35.00	1.00	2.94%	(4.00)	(10.26%)
Project Administrator	-	-	2.00	2.00	2.00		-	0.00%
Project Manager	31.00	31.00	17.00	23.00	(8.00)	(25.81%)	6.00	35.29%
Project Manager	-	-	3.00	3.00	3.00		-	0.00%
Psychiatrist	8.00	8.00	9.00	7.00	(1.00)	(12.50%)	(2.00)	(22.22%)
Psychologist	20.00	20.00	17.00	14.00	(6.00)	(30.00%)	(3.00)	(17.65%)
Psychometrist	-	-	2.00	1.00	1.00		(1.00)	(50.00%)
Quality Assurance Analyst	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Quality Assurance Anlyst-Sr/Ld	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Radiologic Technologist	4.00	4.00	4.50	4.00	-	0.00%	(0.50)	(11.11%)
Real Estate Manager - County	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Real Property Specialist	12.00	12.00	12.00	12.00	-	0.00%	-	0.00%
Records Specialist - County	5.00	5.00	4.00	4.00	(1.00)	(20.00%)	-	0.00%
Recruiter	4.00	4.00	5.00	5.00	1.00	25.00%	-	0.00%
Regression Modeler	7.00	7.00	7.00	7.00	-	0.00%	-	0.00%
Reprographic Technician	7.00	7.00	7.00	7.00	-	0.00%	-	0.00%
Risk Mgmt Supervisor	3.00	3.00	5.00	3.50	0.50	16.67%	(1.50)	(30.00%)
Road Technician	21.00	21.00	21.00	21.00	-	0.00%	-	0.00%

Personnel Summary by Market Range Title (continued)

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Safety Representative	6.00	6.00	6.00	6.00	-	0.00%	-	0.00%
Security Officer	198.50	198.50	192.50	188.50	(10.00)	(5.04%)	(4.00)	(2.08%)
Security Officer Manager	8.00	8.00	7.00	7.00	(1.00)	(12.50%)	-	0.00%
Security Officer Supervisor	15.00	15.00	15.00	13.00	(2.00)	(13.33%)	(2.00)	(13.33%)
Sheriff Record Specialist	50.00	50.00	50.00	46.00	(4.00)	(8.00%)	(4.00)	(8.00%)
Sheriff Record Specialist Lead	6.00	6.00	6.00	5.00	(1.00)	(16.67%)	(1.00)	(16.67%)
Sheriff Record Specialist Supv	8.00	8.00	8.00	7.00	(1.00)	(12.50%)	(1.00)	(12.50%)
Social Worker	170.00	170.00	170.50	169.50	(0.50)	(0.29%)	(1.00)	(0.59%)
Social Worker Supervisor	24.00	24.00	22.00	21.00	(3.00)	(12.50%)	(1.00)	(4.55%)
Software Sys Engineer	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Software Sys Engineer - Sr/Ld	1.00	1.00	-	-	(1.00)	(100.00%)	-	
Superior Court Judge	95.00	95.00	95.00	95.00	-	0.00%	-	0.00%
Surveillance Officer	187.00	187.00	180.00	159.00	(28.00)	(14.97%)	(21.00)	(11.67%)
Survey Technician	9.00	9.00	-	9.00	-	0.00%	9.00	
Systems Admin & Analysis Mgr	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
Systems Admin & Analysis Supv	6.00	6.00	7.00	4.00	(2.00)	(33.33%)	(3.00)	(42.86%)
Systems/Network Administrator	30.00	30.00	30.00	23.00	(7.00)	(23.33%)	(7.00)	(23.33%)
Systems/Network Admin-Sr/Ld	25.00	25.00	25.00	24.00	(1.00)	(4.00%)	(1.00)	(4.00%)
Tech Support Specialist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Technical Program Supv	4.00	4.00	2.00	4.00	-	0.00%	2.00	100.00%
Technical Support Mgr	7.00	7.00	7.00	6.00	(1.00)	(14.29%)	(1.00)	(14.29%)
Telecomm Engineer	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
Telecomm Engineer - Sr/Ld	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Telecomm Prgrmr/Analyst	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Telecomm Prgrmr/Analyst-Sr/Ld	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Telecommunications Tech	7.00	7.00	7.00	7.00	-	0.00%	-	0.00%
Telecommunications Tech-Sr/Ld	11.00	11.00	12.00	10.00	(1.00)	(9.09%)	(2.00)	(16.67%)
Trades Generalist	44.00	44.00	42.00	40.00	(4.00)	(9.09%)	(2.00)	(4.76%)
Trades Specialist	60.00	60.00	58.00	53.00	(7.00)	(11.67%)	(5.00)	(8.62%)
Trades Supervisor	12.00	12.00	12.00	12.00	-	0.00%	-	0.00%
Traffic Signal Technician	9.00	9.00	9.00	9.00	-	0.00%	-	0.00%
Trainer	28.00	28.00	31.00	28.00	-	0.00%	(3.00)	(9.68%)
Veterinarian	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Web Designer/Developer	12.00	12.00	16.00	13.00	1.00	8.33%	(3.00)	(18.75%)
Web Designer/Developer-Sr/Ld	6.00	6.00	7.00	7.00	1.00	16.67%	-	0.00%
Workforce Development Spec	24.00	24.00	23.00	23.00	(1.00)	(4.17%)	-	0.00%
MARICOPA COUNTY TOTAL	**14,616.26**	**14,616.26**	**14,343.64**	**13,470.71**	(1,145.55)	**(7.84%)**	(872.93)	**(6.09%)**

Mandates

Introduction

Approximately 93.83% of the services provided by Maricopa County government are mandated or provide administrative support for mandated services. Mandated services drive Maricopa County's strategic planning process, operating policies and financial structure.

Mandates are functions or services that are required by the Federal or State government via statute, court order or constitutional provision. Mandates are often not directly funded by either the State or the Federal government. As such, they comprise the portion of the County budget over which the Board of Supervisors has limited discretion. The Board cannot eliminate funding for a mandated service, but in many cases can reduce the cost of mandated services through efficiency and/or reducing the level of service within the scope of the applicable legal requirements.

Administrative mandates, as used in this document, refer to essential support functions for mandated services, without which the mandated services could not be provided. Because these services are necessary to provide mandated services, all of the summary schedules, charts and tables provided in this section combine mandates and administrative mandates (unless specifically listed separately).

Individual mandated programs and administrative mandates, including their associated costs, are located in the *Departmental Strategic Business Plans and Budgets* section of this document. Please refer to the table of contents to find information on specific departments and their Programs and Activities.

Summary

The current economic downturn has required the County to significantly reduce expenditures in all areas, including mandated services. For FY 2009-10, total expenditures have been reduced by 5.4%, while expenditures for mandated are reduced by 5.5%. In response to declining revenues, the County has had to critically examine the provision of mandated services to identify efficiencies and opportunities for limiting service levels

In this section expenditures are categorized into the functional areas of Mandated State Payments, Education, Culture and Recreation, General Government, Highways and Streets, Health, Welfare and Sanitation, or Public Safety so that readers have a broad sense of the types of services provided.

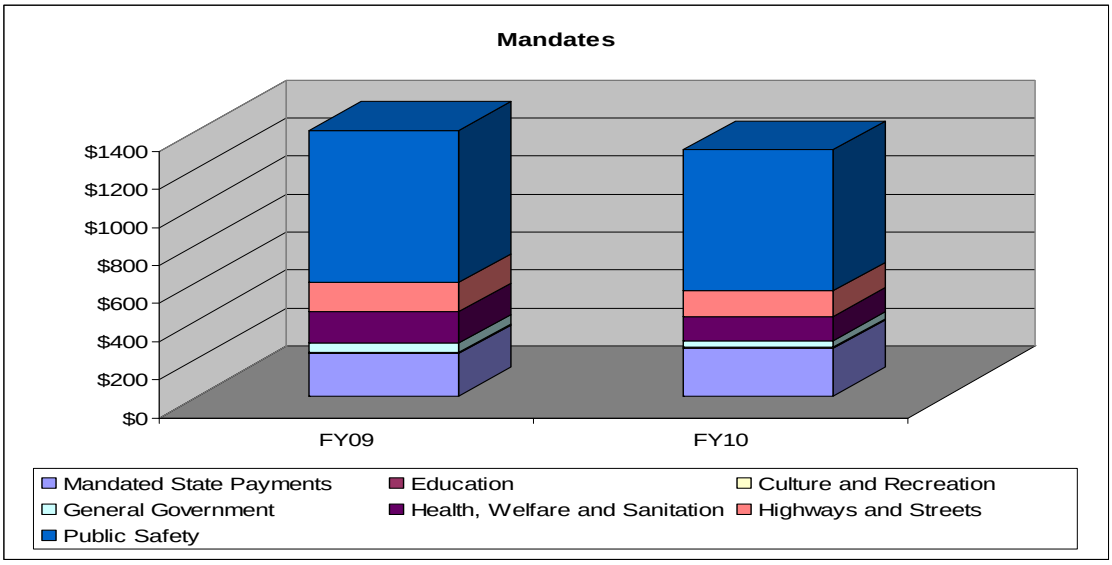
As illustrated in the table below, nearly $1.3 billion (60.75%) of Maricopa County's budget directly supports mandated services. Of the remaining budget, $706 million (33.08%) is associated with administrative mandates. Only $131 million 6.17% of the County's budgeted expenditures are for truly non-mandated services.

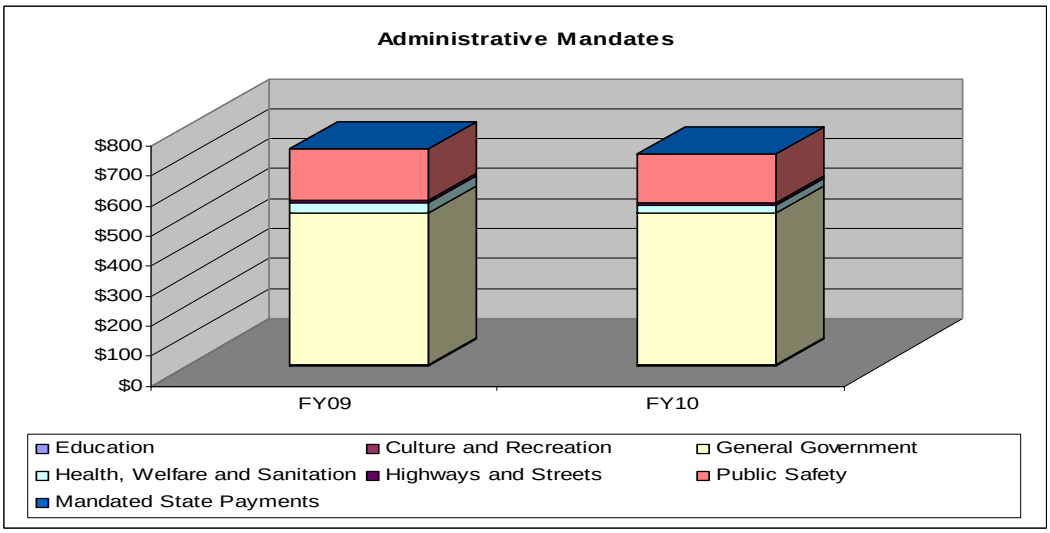
Summary of FY 2009-10 Mandated and Non-Mandated Expenditures

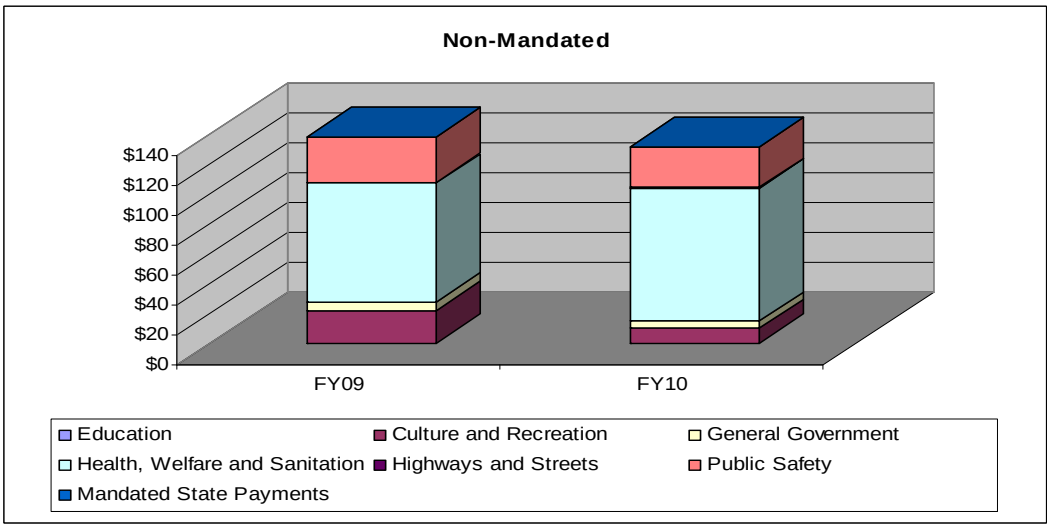
Category	Mandated	% of Budget	Administrative Mandates	% of Budget	Not Mandated	% of Budget
Public Safety	$ 745,004,233	34.87%	$ 161,155,053	7.54%	$ 27,502,563	1.29%
Mandated State Payments	252,306,007	11.81%	-	0.00%	-	0.00%
Highways and Streets	134,105,025	6.28%	10,757,199	0.50%	377,520	0.02%
Health, Welfare and Sanitation	126,920,897	5.94%	26,576,273	1.24%	89,042,868	4.17%
General Government	35,321,833	1.65%	506,296,174	23.70%	4,758,511	0.22%
Education	4,135,387	0.19%	678,217	0.03%	-	0.00%
Culture and Recreation	-	0.00%	1,266,431	0.06%	10,071,195	0.47%
Totals	$ 1,297,793,382	60.75%	$ 706,729,347	33.08%	$ 131,752,657	6.17%

The table above reflects the distribution of mandated and non-mandated expenditures by functional area. Public safety comprises the largest portion of the budget, followed by general government. The distribution of the budget

by category is relatively consistent year-to-year as shown by the graph below, except for the notable increase in Mandated State Payment expenditures and the decrease in expenditures for Culture and Recreation. These and other significant change will be discussed in the sections that follow.







Mandated State Payments

Mandated State Payment expenditures are merely required contributions, mainly to health care programs that are managed and directed by the State of Arizona.

State contributions include the payments to the Arizona Long Term Care System (ALTCS) of $164 million, the Arizona Health Care Cost Containment System (AHCCCS) of $21 million, contributions to the State Department of Health Services for behavioral health (required by the *Arnold v. Sarn* judgment), which total $42.5 million, and a mandated contribution to the State General Fund of $24 million. These payments total $252.3 million for FY 2009-10, an increase of $27.9 million (12%) from FY 2008-09. These figures, however, do not include substantial savings to the State which will be passed on to Maricopa County as a result of the American Recovery and Reinvestment Act (ARRA). The ARRA increases the share of Medicaid (ALTCS and AHCCCS) costs that are supported with Federal funds. The impact to Maricopa County will be in the tens of millions of dollars. However, at the time of budget adoption, Maricopa County had not been notified of the benefit it would receive through this funding. It should be noted that any savings would be non-recurring, and would only temporarily reduce County expenditures.

Mandated State Payments	**FY 2008-09**	**FY 2009-10**	**% Chg**
ALTCS Contribution	$ 162,118,900	$ 164,638,800	2%
Arnold v Sarn	40,756,580	42,463,407	4%
AHCCCS Contribution	21,552,700	21,035,400	-2%
State Contribution	-	24,168,400	
Total	$ 224,428,180	$ 252,306,007	12%

Public Safety

Public Safety expenditures provide for the safety of Maricopa County citizens while protecting their constitutional rights through due process in the courts. Maricopa County funds prosecutors, defenders, courts, jails and police. The departments that carry out these functions include the Sheriff, County Attorney, Superior Court, Justice Courts, Adult Probation, Juvenile Probation, Correctional Health Services, Emergency Management, and Public Defense Services, Public Defender, Legal Defender, Legal Advocate, Juvenile Defender and Contract Counsel, Clerk of the Superior Court, and Constables.

Public Safety mandates total $906 million or 45.21% of the County's total mandated expenditures. Less than 1.3% of Public Safety expenditures are for non-mandated activities. The table below illustrates the distribution of Public Safety expenditures for FY 2008-09 and FY 2009-10.

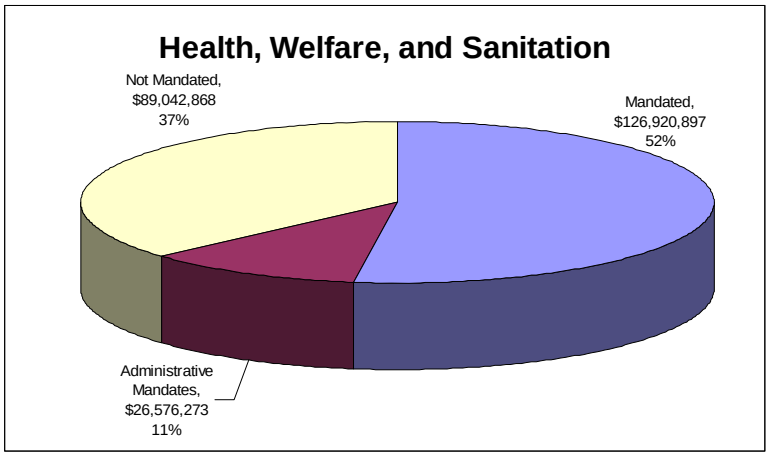
Public Safety	**FY 2008-09**	**FY 2009-10**	**% Chg**
Mandated	$ 800,747,233	$ 745,004,233	-7%
Administrative Mandates	168,056,353	161,155,053	-4%
Not Mandated	30,448,485	27,502,563	-10%
Total	$ 999,252,071	$ 933,661,849	-7%

The decrease in Public Safety expenditures is primarily due to a $45 million decrease in jail population reserves and a $4.5 million spend-down of one-time funding for crime prevention grants.

Health, Welfare & Sanitation

Maricopa County is responsible for funding and/or providing a broad range of health, human services and environmental services.

The Public Health Department provides a variety of mandated health care services such as testing and treatment for communicable diseases, immunizations, lab and pharmacy services. This department is responsible for aggregating and reporting disease and health statistics, and maintaining birth and death records. Expenditures for the Medical Examiner's Office, which provides medico-legal investigations, are also included in this category.



The Air Quality and Environmental Services departments enforce standards related to air pollution, water contamination, and food handling, and provide preventative health services such as mosquito abatement and trip reduction coordination. The Animal Care and Control Department provides enforcement, shelter, licensing and animal adoption services.

The FY 2009-10 budget includes over $89 million for non-mandated Health, Welfare and Sanitation services. Non-mandated services in this area are primarily grant-funded, and include community development, Head Start, workforce development, HIV/AIDS services, tobacco cessation, and nutrition programs. These services are expanding with additional Federal funding through the American Recovery and Reinvestment Act.

Mandated expenditures for Health, Welfare and Sanitation activities total $158 million or 7.9% of the County's total mandated expenditures. The distribution of mandated versus non-mandated services within the category of Health, Welfare & Sanitation in the FY 2008-09 and FY 2009-10 budgets is shown in the table below.

Health, Welfare & Sanitation	**FY 2008-09**	**FY 2009-10**	**% Chg**
Mandated	$ 164,539,660	$ 126,920,897	-23%
Administrative Mandates	33,078,035	26,576,273	-20%
Not Mandated	79,859,299	89,042,868	11%
Total	$ 277,476,994	$ 242,540,038	-13%

Health, Welfare and Sanitation mandates decreased in FY 2009-10 due to budget cuts, reduction of a reserve for outstanding health care litigation of $28 million, and an accounting change that reduced expenditures for childhood immunization that did not reflect a real decrease in effort or funding.

Highways and Streets

Maricopa County receives a share of the State Highway User Revenue Fund (HURF) to use for transportation purposes. The Public Works Department is responsible for designing, constructing, and maintaining roads and bridges, coordinating traffic information, and providing emergency and event control services. All of the Activities in the category of Highways and Streets are mandated. The expenditures for these mandates total more than $144 million, or 7.23% of the County's mandated expenditures. The table below reflects the FY 2008-09 and FY 2009-10 expenditures for Highways and Streets.

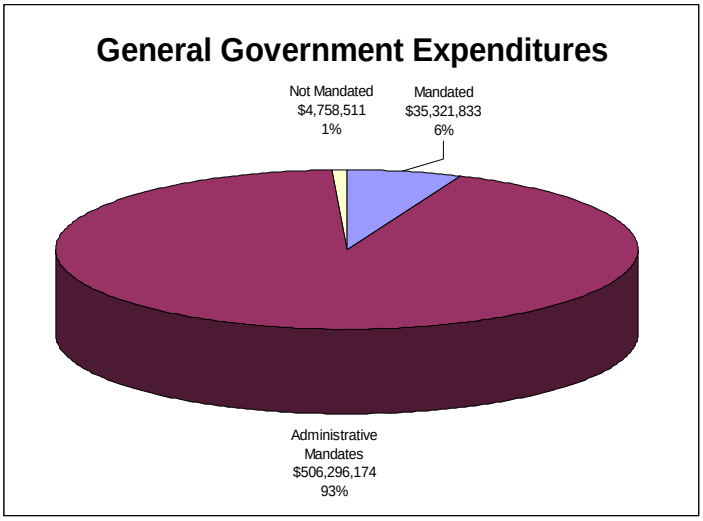
Highways & Streets	FY 2008-09	FY 2009-10	% Chg
Mandated	$ 154,301,617	$ 134,105,025	-13%
Administrative Mandates	11,888,211	10,757,199	-10%
Not Mandated	332,100	377,520	0%
Total	$ 166,521,928	$ 145,239,744	-13%

The Highways and Streets mandates have stayed relatively even from year-to-year, except for the notable decline in mandated services for FY 2009-10. This is primarily due to a decrease of approximately $20 million in roadway construction and maintenance due to a reduction in HURF revenue.

General Government

General Government includes a broad range of mandated Services. Property tax collection, property assessment, elections, document recording, revenue and expenditure accountability, and legal representation make up the majority of these Services. This category also includes budgeted contingencies. The governing body of the County, the Board of Supervisors, is also a mandated function.

Of the $563 million budgeted for General Government expenditures, $546 million is mandated. General Government mandates comprise 27.02% of total mandated expenditures. The table below illustrates the mandated versus non-mandated expenditures in FY 2008-09 and FY 2009-10.



General Government	FY 2008-09	FY 2009-10	% Chg
Mandated	$ 49,616,843	$ 35,321,833	-29%
Administrative Mandates	507,530,406	506,296,174	0%
Not Mandated	5,711,008	4,758,511	-17%
Total	$ 562,858,257	$ 546,376,518	-3%

General Government expenditures have decreased primarily due to budget cuts.

Culture and Recreation

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

None of the activities in the category of Culture and Recreation are mandated. Less than 0.6% of the County's total budget is spent in this functional area. The table below reflects the FY 2008-09 and FY 2009-10 expenditures for Culture and Recreation.

Culture & Recreation	FY 2008-09	FY 2009-10	% Chg
Mandated	$ -	$ -	0%
Administrative Mandates	1,162,424	1,266,431	8.9%
Not Mandated	21,675,677	10,071,195	-54%
Total	$ 22,838,101	$ 11,337,626	-50%

Expenditures for the Culture and Recreation have decreased due to reduction in spending for park facilities projects.

Education

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

Mandated expenditures for Education activities total $4.8 million, less than 0.3% of the County's total mandated expenditures. The distribution of mandated versus non-mandated expenditures for Education in FY 2008-09 and FY 2009-10 is shown in the table below.

Education	FY 2008-09	FY 2009-10	% Chg
Mandated	$ 4,830,601	$ 4,135,387	-14%
Administrative Mandates	681,461	678,217	-0.5%
Not Mandated	-	-	0%
Total	$ 5,512,062	$ 4,813,604	-13%

The overall decrease in expenditures in the Education is due to budget reductions, including grant funds.

Financial Forecast

Executive Summary

The five-year financial forecast is a key element of Maricopa County's fiscal management strategy to maintain a sustainable, structurally-balanced budget. The forecast provides a reasonably conservative estimate of the County's fiscal condition through the next five years given realistic economic forecasts, current policies of the Board of Supervisors and existing laws. The forecast is prepared and updated for three major fund groups, and incorporates both external impacts of economic and demographic trends as well as the impacts of current or proposed internal policy choices. The forecasting process allows the County to assess the long-term impact of both external and internal factors. The County is thereby able to make major funding commitments with a reasonable assurance that they are sustainable, and can respond early to any potential fiscal problems, before those problems become acute.

The five-year forecast is presented for the following major County funds:

- General Fund
- Detention Funds (Operating and Capital Projects)
- Transportation Funds (Operating and Capital Projects)

The current forecast estimates revenues, expenditures and ending fund balances for five years, beginning with the FY 2009-10 Adopted Budget. Overall, the forecast is based on econometric forecasts of major revenues, as well as demographic and economic indicators that are provided by Maricopa County's consulting economic forecasting firm. County staff combine this forecast information with base-line budget data and apply policy and other forecast assumptions to estimate trends in specific revenue and expenditure items. The five-year financial forecast reflects the same conservative scenario used in development of the FY 2009-10 Adopted Budget.

The forecast presented here does <u>not</u> incorporate policy changes that have not yet been made or proposed new revenue sources. As a result, this forecast provides a base-line assessment of the long-term impact of current policies given currently forecasted economic and demographic trends.

Overall Fiscal Position

The latest five-year financial forecast reflects a slow economic recovery, coupled with the delayed impact of the real estate downturn on the property tax base. The forecast includes several significant trends:

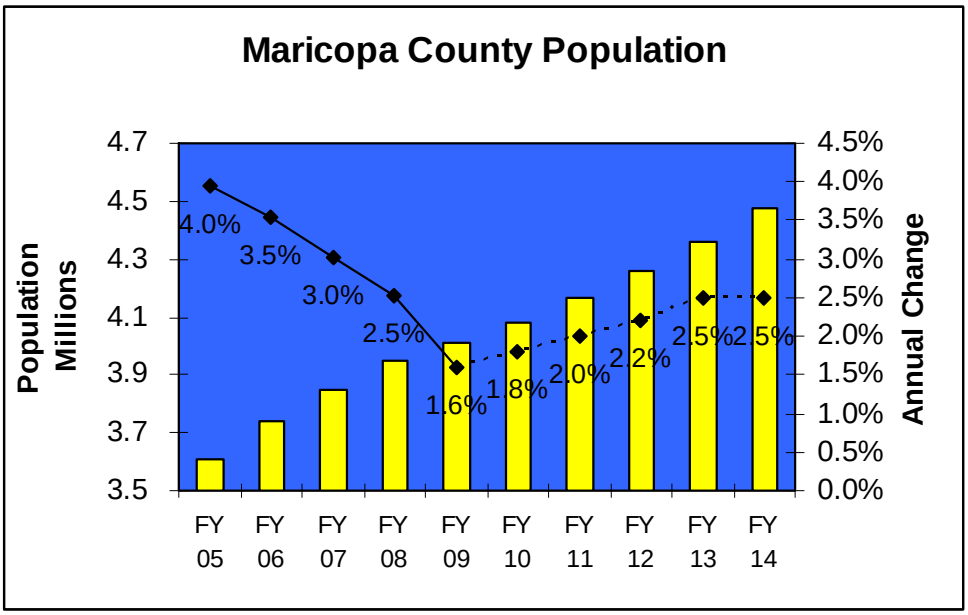
- Significant declines in property tax assessed values, amounting to $10.2 billion (20.5%). Maricopa County's primary (general operating) property tax levy is limited to 2% annual increases on existing property, plus taxes on new properties. <u>The Board of Supervisors is not required to increase tax rates and has made no decision to do so.</u> As a result, <u>three scenarios</u> are presented for the General Fund in relation to tax rate options:
    - "Truth in Taxation" scenario: The amount of primary property taxes levied in a given year reflects no increase from the amount of taxes levied on properties taxed in the preceding year. In this scenario, revenue increases are limited to taxes collected on any new property added to the tax rolls. With declining assessed values, the primary property tax rate increases from $0.9909 per $100 assessed value to $1.4308.
    - Flat rate scenario: The primary property tax rate is held constant at the FY 2009-10 rate of $0.9909 per $100 assessed value.

- Maximum Levy scenario: Primary property taxes are levied at the legal limit, which allows for a 2% increase from the amount of taxes levied on properties taxed in the preceding year, plus additional taxes collected on any new property added to the tax rolls. In this scenario, the primary property tax rate increases from $0.9909 per $100 assessed value to $1.5182.

- State Shared Sales Tax, Vehicle License Tax, Highway User Revenues and County Jail Excise Tax revenues stop declining in FY 2009-10, and begin to increase in the years thereafter. However, annual collections generally do not regain the peak levels of 2004-2006 until after the forecast period.
- Staggering State budget deficits continue to pose a significant risk to Maricopa County's fiscal stability. As in the FY 2009-10 Adopted Budget, the forecast assumes continuation of the $24.1 million FY 2008-09 mandated contribution to the State, along with sizable increases in mandated healthcare contributions, in particular the ALTCS program. At the time the County budget was adopted, a State budget had still not been approved by the Legislature and signed by the Governor. The final outcome of the $24.1 million contribution was not resolved. In addition, the forecast does not incorporate savings due to additional Federal funding for AHCCCS and ALTCS, which by Federal law are to be shared with local governments that contribute to the non-Federal match for these programs.

As a result, the forecast indicates that Maricopa County will continue to face challenges in maintaining a structurally-balanced budget as demand for ever-higher expenditures could exceed growth in revenues. Operating deficits are forecasted beginning in FY 2010-11 in both the General Fund (flat tax rate scenario) and the Detention Fund. No deficits are forecasted in the Transportation Fund, but slower growth in Highway User Revenue Funds will limit the County's ability to fund transportation projects.

Forecast Drivers



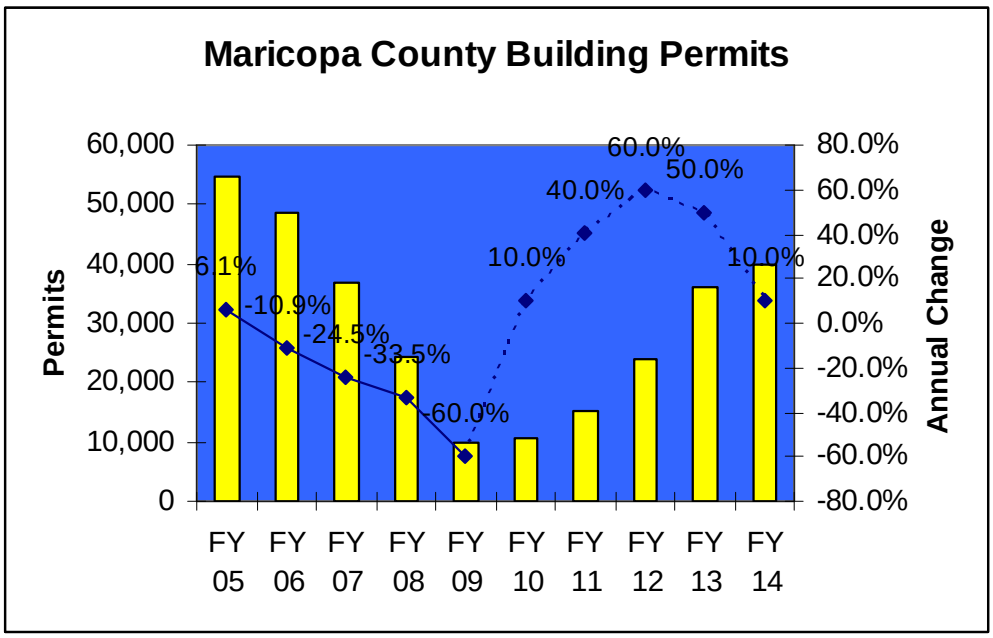
Aside from policy assumptions, the five-year financial forecast is driven by forecasted population growth, inflation, retail sales and real estate values. Due to record job losses and the real estate slowdown, population growth has slowed from historically high rates to a low of 1.6% in FY 2008-09. Annual population growth will not increase to 2.5% per year until FY 2012-13. By FY 2013-14, the total County population will reach nearly 4.5 million, an increase of almost 388,000 new residents. Population growth, even at lower rates, and inflationary pressures continue to push forecasted expenditures higher, while the growth in County revenues will be lower than historic trends.

Inflationary pressures will also drive up the cost of service delivery for Maricopa County. The annual percentage increase in the Consumer Price Index (CPI) will hit a low of 2.2% in FY 2009-10, but will peak at 4.5% in FY 2013-

14; Medical CPI is forecasted to spike to 5.6% the same year. Medical inflation is a factor not only in the cost of health care provided by County programs, but also in the cost of employee health and dental benefits.

Retail sales will decline a further 6.0% in FY 2009-10, and increase 6.0% in FY 2010-11. The decline in retail sales reduces forecasted revenues from State Shared Sales Taxes and Jail Excise Taxes.

Maricopa County building permits are forecasted to grow by large percentages, but small absolute numbers. The five-year forecast assumes that permits will increase 10% in FY 2009-10, but only to 10,759, a far cry from the 54,000 plus permits in FY 2004-05. Permits will increase to just under 40,000, but not until 2013-14.



Due to the property tax valuation cycle, the slowdown in the housing market was not felt until FY 2009-10. Full-cash value, which increased 36.9% for FY 2007-08 and 17.7% in FY 2009-10, dropped 0.5% in FY 2009-10, beginning a long slide until FY 2013-14. By that year, secondary net assessed value will have dropped by almost $21.2 billion (36.3%) from its peak in FY 2008-09. The primary property tax, which supports the general fund, is based on the limited cash value, and will not experience the same fluctuations but will still decline significantly.

Forecast Assumptions

The five-year forecast is based on three general assumptions:

- The County will continue its policy of “pay-as-you-go” financing of capital improvements.
- No changes in the rates of fees and charges, unless already approved by the Board of Supervisors or the State Legislature.
- There will be no further revenue reductions or cost shifts from the State of Arizona. While such developments continue to be a significant possibility, they are impossible to predict.

Revenues

Property Taxes: Property taxes are levied on Net Assessed Value (NAV), which includes locally assessed real property and improvements, secured and unsecured personal property, and centrally assessed real property and improvements. The aggregate assessed value in each of these categories changes from year to year due to market trends, depreciation, legislative changes and construction activity. Each component of change was forecasted separately for each category of property. Market and growth estimates are based on historical trends; the impacts of legislative changes are also factored in where they are known. The forecasts should be considered conservative.

FY 2009-10 net assessed values began to show the impact of the real estate downturn. The forecast for FY 2010-11 and beyond reflects an unprecedented reduction property values. Regardless of the amount of increase or decrease in overall net assessed value, County primary property tax revenue growth is constitutionally limited to no more than 2% on property taxed in the prior year. While at the levy limit, Maricopa County has been required to reduce its primary property tax rate. However, with the tax base actually declining, the opposite will occur – the maximum allowable tax rate will increase. Three tax rate scenarios are presented, as described above.

Property Tax Penalties and Interest: The forecast assumes that revenue from this source will remain at current levels relative to property tax collections, depending on the tax rate scenario.

Licenses and Permits: Most sources of license and permit revenue are forecast to grow in line with the County population. Cable TV Franchise fees are forecasted to increase consistent with the Consumer Price Index.

Other Intergovernmental Revenue: Other Intergovernmental revenue is forecasted in most cases to grow in line with inflation; where appropriate, population growth is also factored into projections. The major sources of intergovernmental revenue include election reimbursements, state-shared Lottery revenues, and reimbursements for State Grand Jury costs. Election reimbursements are adjusted to coincide with the timing of primary and general elections. Shared Lottery receipts are forecasted flat, as they are already at their statutory maximum.

State Shared Sales Taxes: After unprecedented record declines of 4% in FY 2007-08 and 15% in FY2008-09, State Shared Sales Taxes are forecasted to decline a further 6% in FY 2009-10. Collections will begin to grow again in FY 2010-11, but only by 5%. The rate of growth is forecasted to increase to 10% in FY 2011-12 and 2012-13, then subside to 4.5 to 5% annually thereafter. Nonetheless, the base has been reduced so much that revenues do not regain FY 2006-07 levels until FY 2013-14, a recovery period of seven years altogether.

State Shared Vehicle License Taxes: Vehicle License Tax (VLT) collections have also experienced dramatic declines. Because the existing stock of vehicles continually depreciates, growth in VLT is dependent on sales of new vehicles and importation of vehicles from out of state by new residents. VLT is forecasted to decline by an additional 4% in FY 2009-10, followed by only 6% growth in FY 2010-11. Growth levels out to 4.0% annually later in the forecast period.

Charges for Services: Major sources of charges for services are recording fees, court fees, and tax sale fees. Most charges for service are expected to increase in line with County population growth. The forecast incorporates a significant increase in court fees that was approved by the Arizona Legislature after adoption of the County budget. Otherwise, the forecast does not assume that fee rates will be adjusted to reflect increasing costs of providing service.

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

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

Miscellaneous Revenue: Major sources of miscellaneous revenue include Superior Court fees for copies and other miscellaneous services, Recorder fees for micrographics, and Assessor map and copy fees. The forecast assumes no change in current miscellaneous fee rates.

Operating Transfers-In: Operating transfers-in represent payments from other funds to the County General Fund to reimburse for central administrative and support services. The forecast assumes that Central Service transfers-in will increase with inflation.

Expenditures

Wages & Salaries: Wages and salaries assume that most salaries increase by an average of 3.0%, but only starting FY 2012-13. Higher rates of increase are assumed for health care workers. No staffing growth is forecast until FY 2012-13, and from that point based on population growth.

Employee Benefits: After a number of years of rate increases, retirement system contribution rates are assumed to continue at FY 2009-10 levels. There is risk that retirement rates will increase, but there is no basis at this time for forecast such increases. Employee health and dental insurance costs are forecasted to increase based on Medical CPI, consistent with recent trends.

Supplies and Services: Supplies and services are forecasted to increase at the anticipated rates of inflation and staffing growth.

Capital Outlay: Capital outlay expenditures are also forecasted to increase at the anticipated rates of inflation and staffing growth.

Jail Tax Maintenance of Effort: The mandated General Fund contribution to the Detention Fund is projected to continue at the required statutory base through the forecast period. The forecast does not include projected operating costs associated with new or expanded jail facilities.

Mandated State Contributions: This category includes the mandated County contributions to the Arizona Long Term Care System (ALTCS), the Arizona Health Care Cost Containment System (AHCCCS) acute care program, and contributions to State behavioral health programs as required by the *Arnold v. Sarn* judgment. Beginning in FY 2008-09, an additional contribution of $24.1 million was required, and was included in the General Fund operating budget for FY 2009-10, and is forecasted to continue at the current amount. The ALTCS contribution is forecasted based on state-wide forecasts. The acute care contribution is forecasted to remain flat, in continuation of current State policy. The *Arnold v. Sarn* contribution is forecasted to increase at the rate of the Medical Consumer Price Index. Federal legislation requires that the County share in any savings to the State due to increased Federal funding for AHCCCS and ALTCS under the American Recovery and Reinvestment Act (ARRA). This one-time savings is not fully known at this time and so has been included from the forecast.

Capital Projects

Capital Project expenditures are forecasted based on the current approved Five-Year Capital Improvement Program for the General, Detention and Transportation Funds. The forecast therefore includes the impact of constructing and operating a new downtown criminal court tower. At this point, no major jail or juvenile detention projects are planned for the Detention Capital Projects Fund.

Financial Forecast Schedules

GENERAL FUND	Adopted FY 2010	2 FY 2011	3 FY 2012	4 FY 2013	5 FY 2014
"TRUTH IN TAXATION" SCENARIO					
Beginning Unreserved Balance	$ 371,157,184	$ 187,306,776	$ 169,000,000	$ 170,343,922	$ 155,671,714
Designation/Cash Flow	(62,000,000)	(63,400,000)	(63,800,000)	(63,800,000)	(65,100,000)
Designation/Budget Stab.	(125,306,776)	(105,600,000)	(113,000,000)	(121,100,000)	(125,800,000)
Beginning Undesignated Balance	$ 183,850,408	$ 18,306,776	$ (7,800,000)	$ (14,556,078)	$ (35,228,286)
Sources of Funds:					
Recurring					
Prop. Taxes, Pen. & Interest	$ 502,850,934	$ 514,428,463	$ 517,952,511	$ 518,027,835	$ 528,934,841
Licenses & Permits	2,210,000	2,270,700	2,334,251	2,418,865	2,515,747
Other Intergovernmental	2,439,693	2,529,760	2,625,760	2,753,760	2,900,760
Payments in Lieu of Taxes	8,674,402	9,233,720	10,725,235	11,502,495	11,502,495
State Shared Sales Tax	368,431,060	386,852,613	425,537,874	468,091,662	489,155,787
State Shared Vehicle Lic. Tax	118,385,455	127,242,164	132,331,850	137,625,124	143,130,129
Intergovernmental Charges	13,434,295	13,729,849	14,141,745	14,565,997	15,148,637
Other Charges for Services	24,876,195	26,619,000	29,322,000	32,249,000	33,442,000
Internal Service Charges	3,494,653	3,599,000	3,707,000	3,856,000	4,029,000
Fines & Forfeits	19,597,179	20,063,010	20,550,130	21,094,840	21,653,880
Interest Earnings	12,288,000	6,201,215	5,595,128	5,639,622	5,153,865
Miscellaneous Revenue	3,338,106	3,366,288	3,407,288	3,455,288	3,503,288
Transfers In	10,142,704	10,447,000	10,760,000	11,190,000	11,694,000
Total Recurring Sources	$ 1,090,162,676	$ 1,126,582,783	$ 1,178,990,772	$ 1,232,470,487	$ 1,272,764,429
Net Growth Rate	-6.56%	3.34%	4.65%	4.54%	3.27%
Total Sources	$ 1,090,162,676	$ 1,126,582,783	$ 1,178,990,772	$ 1,232,470,487	$ 1,272,764,429
Uses of Funds					
Recurring:					
Personal Services	$ 420,758,564	$ 427,321,551	$ 449,270,544	$ 474,205,847	$ 500,843,755
Supplies	11,955,680	12,374,556	12,979,254	13,765,708	14,670,280
Services	225,296,914	236,696,938	249,161,399	265,606,051	284,497,281
Capital	5,602,298	5,736,753	5,880,172	12,158,061	18,206,314
Mandated State Contributions	252,302,506	264,334,875	277,111,598	290,835,188	305,387,925
Detention Fund Maintenance of Effort	174,201,714	178,382,555	183,198,884	190,526,839	198,528,967
Other Financing Uses	45,000	45,000	45,000	45,000	45,000
Total Recurring Uses	$ 1,090,162,676	$ 1,124,892,228	$ 1,177,646,851	$ 1,247,142,695	$ 1,322,179,523
Net Growth Rate	-9.49%	3.19%	4.69%	5.90%	6.02%
Non-Recurring:					
Personal Services	$ 1,735,767	$ -	$ -	$ -	$ -
Supplies	110,000	-	-	-	-
Services	96,706,631	-	-	-	-
Capital	23,998,020	-	-	-	-
Other Financing Uses	61,299,990	19,997,330	-	-	-
Total Non-Recurring Uses	$ 183,850,408	$ 19,997,330	$ -	$ -	$ -
Total Uses	$ 1,274,013,084	$ 1,144,889,559	$ 1,177,646,851	$ 1,247,142,695	$ 1,322,179,523
Structural Balance	$ -	$ 1,690,554	$ 1,343,922	$ (14,672,207)	$ (49,415,094)
Ending Undesignated Balance	$ -	$ -	$ (6,456,078)	$ (29,228,286)	$ (84,643,380)
Ending Unreserved Fund Balance	$ 187,306,776	$ 169,000,000	$ 170,343,922	$ 155,671,714	$ 106,256,620

Financial Forecast Schedules (cont.)

GENERAL FUND	Adopted FY 2010	2 FY 2011	3 FY 2012	4 FY 2013	5 FY 2014
FLAT RATE SCENARIO					
Beginning Unreserved Balance	$ 371,157,184	$ 187,306,776	$ 148,415,527	$ 23,409,255	$ (157,637,272)
Designation/Cash Flow	(62,000,000)	(58,500,000)	(48,700,000)	(44,400,000)	(45,200,000)
Designation/Budget Stab.	(125,306,776)	(104,400,000)	(109,200,000)	(115,500,000)	(120,000,000)
Beginning Undesignated Balance	$ 183,850,408	$ 24,406,776	$ (9,484,473)	$ (136,490,745)	$ (322,837,272)
Sources of Funds:					
Recurring					
Prop. Taxes, Pen. & Interest	$ 502,850,934	$ 474,236,265	$ 394,553,934	$ 359,841,501	$ 366,312,836
Licenses & Permits	2,210,000	2,270,700	2,334,251	2,418,865	2,515,747
Other Intergovernmental	2,439,693	2,529,760	2,625,760	2,753,760	2,900,760
Payments in Lieu of Taxes	8,674,402	8,674,402	8,674,402	8,674,402	8,674,402
State Shared Sales Tax	368,431,060	386,852,613	425,537,874	468,091,662	489,155,787
State Shared Vehicle Lic. Tax	118,385,455	127,242,164	132,331,850	137,625,124	143,130,129
Intergovernmental Charges	13,434,295	13,729,849	14,141,745	14,565,997	15,148,637
Other Charges for Services	24,876,195	26,619,000	29,103,000	31,584,000	32,602,000
Internal Service Charges	3,494,653	3,599,000	3,707,000	3,856,000	4,029,000
Fines & Forfeits	19,597,179	20,063,010	20,550,130	21,094,840	21,653,880
Interest Earnings	12,288,000	6,201,215	4,913,632	775,016	-
Miscellaneous Revenue	3,338,106	3,536,000	3,407,000	3,625,000	3,503,000
Transfers In	10,142,704	10,447,000	10,760,000	11,190,000	11,694,000
Total Recurring Sources	$ 1,090,162,676	$ 1,086,000,979	$ 1,052,640,579	$ 1,066,096,168	$ 1,101,320,178
Net Growth Rate	-6.56%	-0.38%	-3.07%	1.28%	3.30%
Total Sources	$ 1,090,162,676	$ 1,086,000,979	$ 1,052,640,579	$ 1,066,096,168	$ 1,101,320,178
Uses of Funds					
Recurring:					
Personal Services	$ 420,758,564	$ 427,321,551	$ 449,270,544	$ 474,205,847	$ 500,843,755
Supplies	11,955,680	12,374,556	12,979,254	13,765,708	14,670,280
Services	225,296,914	236,696,938	249,161,399	265,606,051	284,497,281
Capital	5,602,298	5,736,753	5,880,172	12,158,061	18,206,314
Mandated State Contributions	252,302,506	264,334,875	277,111,598	290,835,188	305,387,925
Detention Fund Maintenance of Effort	174,201,714	178,382,555	183,198,884	190,526,839	198,528,967
Other Financing Uses	45,000	45,000	45,000	45,000	45,000
Total Recurring Uses	$ 1,090,162,676	$ 1,124,892,228	$ 1,177,646,851	$ 1,247,142,695	$ 1,322,179,523
Net Growth Rate	-9.49%	3.19%	4.69%	5.90%	6.02%
Non-Recurring:					
Personal Services	$ 1,735,767	$ -	$ -	$ -	$ -
Supplies	110,000	-	-	-	-
Services	96,706,631	-	-	-	-
Capital	23,998,020	-	-	-	-
Other Financing Uses	61,299,990	-	-	-	-
Total Non-Recurring Uses	$ 183,850,408	$ -	$ -	$ -	$ -
Total Uses	$ 1,274,013,084	$ 1,124,892,228	$ 1,177,646,851	$ 1,247,142,695	$ 1,322,179,523
Structural Balance	$ -	$ (38,891,249)	$ (125,006,272)	$ (181,046,527)	$ (220,859,344)
Ending Undesignated Balance	$ -	$ (14,484,473)	$ (134,490,745)	$ (317,537,272)	$ (543,696,616)
Ending Unreserved Fund Balance	$ 187,306,776	$ 148,415,527	$ 23,409,255	$ (157,637,272)	$ (378,496,616)

Financial Forecast Schedules (cont.)

GENERAL FUND	Adopted FY 2010	2 FY 2011	3 FY 2012	4 FY 2013	5 FY 2014
MAXIMUM LEVY					
Beginning Unreserved Balance	$ 371,157,184	$ 187,306,776	$ 170,500,000	$ 180,000,000	$ 189,700,000
Designation/Cash Flow	(62,000,000)	(64,700,000)	(66,400,000)	(67,700,000)	(69,200,000)
Designation/Budget Stab.	(125,306,776)	(105,800,000)	(113,600,000)	(122,000,000)	(126,800,000)
Beginning Undesignated Balance	$ 183,850,408	$ 16,806,776	$ (9,500,000)	$ (9,700,000)	$ (6,300,000)
Sources of Funds:					
Recurring:					
Prop. Taxes, Pen. & Interest	$ 502,850,934	$ 524,407,215	$ 538,565,845	$ 549,392,416	$ 561,246,690
Licenses & Permits	2,210,000	2,270,700	2,334,251	2,418,865	2,515,747
Other Intergovernmental	2,439,693	2,529,760	2,625,760	2,753,760	2,900,760
Payments in Lieu of Taxes	8,674,402	9,372,585	11,065,969	12,065,670	12,064,385
State Shared Sales Tax	368,431,060	386,852,613	425,537,874	468,091,662	489,155,787
State Shared Vehicle Lic. Tax	118,385,455	127,242,164	132,331,850	137,625,124	143,130,129
Intergovernmental Charges	13,434,295	13,729,849	14,141,745	14,565,997	15,148,637
Other Charges for Services	24,876,195	26,619,000	29,376,000	32,359,000	33,608,000
Internal Service Charges	3,494,653	3,599,000	3,707,000	3,856,000	4,029,000
Fines & Forfeits	19,597,179	20,063,010	20,550,130	21,094,840	21,653,880
Interest Earnings	12,288,000	6,201,215	5,644,789	5,959,308	6,280,449
Miscellaneous Revenue	3,338,106	3,536,000	3,407,000	3,625,000	3,503,000
Transfers In	10,142,704	10,447,000	10,760,000	11,190,000	11,694,000
Total Recurring Sources	$ 1,090,162,676	$ 1,136,870,112	$ 1,200,048,213	$ 1,264,997,642	$ 1,306,930,463
Net Growth Rate	-6.56%	4.28%	5.56%	5.41%	3.31%
Total Sources	$ 1,090,162,676	$ 1,136,870,112	$ 1,200,048,213	$ 1,264,997,642	$ 1,306,930,463
Uses of Funds					
Recurring:					
Personal Services	$ 420,758,564	$ 427,321,551	$ 449,270,544	$ 474,205,847	$ 500,843,755
Supplies	11,955,680	12,374,556	12,979,254	13,765,708	14,670,280
Services	225,296,914	236,696,938	249,161,399	265,606,051	284,497,281
Capital	5,602,298	5,736,753	5,880,172	12,158,061	18,206,314
Mandated State Contributions	252,302,506	264,334,875	277,111,598	290,835,188	305,387,925
Detention Fund Maintenance of Effort	174,201,714	178,382,555	183,198,884	190,526,839	198,528,967
Other Financing Uses	45,000	45,000	45,000	45,000	45,000
Total Recurring Uses	$ 1,090,162,676	$ 1,124,892,228	$ 1,177,646,851	$ 1,247,142,695	$ 1,322,179,523
Net Growth Rate	-9.49%	3.19%	4.69%	5.90%	6.02%
Non-Recurring:					
Personal Services	$ 1,735,767	$ -	$ -	$ -	$ -
Supplies	110,000	-	-	-	-
Services	96,706,631	-	-	-	-
Capital	23,998,020	-	-	-	-
Other Financing Uses	61,299,990	28,784,660	12,901,363	8,154,947	-
Total Non-Recurring Uses	$ 183,850,408	$ 28,784,660	$ 12,901,363	$ 8,154,947	$ -
Total Uses	$ 1,274,013,084	$ 1,153,676,888	$ 1,190,548,213	$ 1,255,297,642	$ 1,322,179,523
Structural Balance	$ -	$ 11,977,884	$ 22,401,363	$ 17,854,947	$ (15,249,059)
Ending Undesignated Balance	$ -	$ -	$ -	$ -	$ (21,549,059)
Ending Unreserved Fund Balance	$ 187,306,776	$ 170,500,000	$ 180,000,000	$ 189,700,000	$ 174,450,941

Financial Forecast Schedules (cont.)

DETENTION FUND	Adopted FY 2010	2 FY 2011	3 FY 2012	4 FY 2013	5 FY 2014
OPERATIONS (255)					
Beginning Unreserved Balance	$ 212,330,987	$ 159,887,547	$ 160,197,013	$ 156,350,435	$ 147,909,747
Designation/Budget Stab.	(35,000,000)	(36,100,000)	(37,400,000)	(39,000,000)	(40,700,000)
Future Capital Projects	(124,887,547)	(124,887,547)	(124,887,547)	(124,887,547)	(124,887,547)
Beginning Undesignated Balance	$ 52,443,440	$ (1,100,000)	$ (2,090,534)	$ (7,537,112)	$ (17,677,800)
Sources of Funds					
Recurring:					
Jail Excise Tax	$ 109,246,467	$ 115,730,338	$ 121,516,855	$ 127,592,698	$ 133,972,333
Jail Per Diem & Other Charges	32,870,240	33,806,700	34,806,900	36,207,180	37,807,500
Interest Income	6,500,000	4,894,571	4,904,044	4,786,291	4,527,899
General Fund Maintenance of Effort	174,201,714	178,382,555	183,198,884	190,526,839	198,528,967
Total Recurring Sources	$ 322,818,421	$ 332,814,164	$ 344,426,683	$ 359,113,008	$ 374,836,699
Net Growth Rate	-7.02%	3.10%	3.49%	4.26%	4.38%
Total Sources	$ 322,818,421	$ 332,814,164	$ 344,426,683	$ 359,113,008	$ 374,836,699
Uses of Funds					
Recurring:					
Personal Services	$ 228,841,454	$ 234,632,736	$ 245,809,821	$ 258,772,367	$ 272,563,457
Supplies & Services	92,786,076	96,631,712	101,165,008	106,985,148	113,688,560
Capital Outlay	1,190,891	1,240,249	1,298,433	1,796,181	2,299,904
Total Recurring Uses	$ 322,818,421	$ 332,504,698	$ 348,273,262	$ 367,553,696	$ 388,551,921
Net Growth Rate	-12.67%	3.00%	4.74%	5.54%	5.71%
Non-Recurring:					
Services	$ 50,924,968	$ -	$ -	$ -	$ -
Capital	1,518,472	-	-	-	-
Total Non-Recurring Uses	$ 52,443,440	$ -	$ -	$ -	$ -
Total Uses	$ 375,261,861	$ 332,504,698	$ 348,273,262	$ 367,553,696	$ 388,551,921
Structural Balance	$ -	$ 309,466	$ (3,846,578)	$ (8,440,688)	$ (13,715,222)
Ending Undesignated Balance	$ -	$ (790,534)	$ (5,937,112)	$ (15,977,800)	$ (31,393,022)
Ending Unreserved Fund Balance	$ 159,887,547	$ 160,197,013	$ 156,350,435	$ 147,909,747	$ 134,194,525
CAPITAL PROJECTS (455)					
Beginning Unreserved Balance	$ 81,565,512	$ 81,565,512	$ 81,565,512	$ 81,565,512	$ 81,565,512
Future Capital Projects	(81,565,512)	(81,565,512)	(81,565,512)	(81,565,512)	(81,565,512)
Beginning Undesignated Balance	$ -	$ -	$ -	$ -	$ -
Total Sources	$ -	$ -	$ -	$ -	$ -
Total Uses:	$ -	$ -	$ -	$ -	$ -
Ending Undesignated Balance	$ -	$ -	$ -	$ -	$ -
Ending Unreserved Fund Balance	$ 81,565,512	$ 81,565,512	$ 81,565,512	$ 81,565,512	$ 81,565,512

Financial Forecast Schedules (cont.)

TRANSPORTATION FUND	Adopted FY 2010	2 FY 2011	3 FY 2012	4 FY 2013	5 FY 2014
OPERATIONS (232)					
Beginning Unreserved Balance	$ 7,600,304	$ 7,600,304	$ 8,300,000	$ 8,600,000	$ 8,900,000
Budget Stabilization	(7,600,304)	(8,300,000)	(8,600,000)	(8,900,000)	(9,200,000)
Beginning Undesignated Balance	$ -	$ (699,696)	$ (300,000)	$ (300,000)	$ (300,000)
Sources of Funds					
Recurring:					
Licenses & Permits	$ 1,063,089	$ 1,084,351	$ 1,108,206	$ 1,135,912	$ 1,164,309
State Shared Highway User Rev.	84,301,634	93,429,076	96,211,410	99,090,544	102,018,400
State Shared Vehicle License Taxes	8,185,047	9,505,991	9,886,230	10,281,680	10,692,947
Intergovernmental Charges for Service	55,500	56,721	58,423	60,175	62,582
Interest Earnings	2,000,000	1,247,707	2,329,430	2,216,829	2,130,344
Miscellaneous Revenue	536,730	548,538	564,994	581,944	605,222
Gain on Fixed Assets	250,000	-	-	-	1
Total Recurring Sources	$ 96,392,000	$ 105,872,384	$ 110,158,694	$113,367,083	$116,673,806
Net Growth Rate	-23.52%	9.84%	4.05%	2.91%	2.92%
Total Sources	$ 96,392,000	$ 105,872,384	$ 110,158,694	$113,367,083	$116,673,806
Uses of Funds					
Recurring:					
Personal Services	$ 28,275,902	$ 28,327,449	$ 28,891,885	$ 29,716,514	$ 30,596,447
Supplies & Services	27,160,408	28,534,725	30,037,363	32,019,829	34,297,240
Capital Outlay	3,402,968	3,575,158	3,763,426	4,011,812	4,297,152
Other Financing Uses	2,008,436	2,069,000	2,131,000	2,216,000	2,316,000
Total Recurring Uses	$ 60,847,714	$ 60,437,332	$ 62,692,675	$ 65,748,155	$ 69,190,839
Net Growth Rate	-1.25%	-0.67%	3.73%	4.87%	5.24%
Non-Recurring:					
Transfer to Capital Projects	$ 35,544,286	$ 44,735,356	$ 47,166,020	$ 47,318,928	$ 47,182,967
Total Non-Recurring Uses	$ 35,544,286	$ 44,735,356	$ 47,166,020	$ 47,318,928	$ 47,182,967
Total Uses	$ 96,392,000	$ 105,172,688	$ 109,858,694	$113,067,083	$116,373,806
Structural Balance	$ 35,544,286	$ 45,435,052	$ 47,466,020	$ 47,618,928	$ 47,482,967
Ending Undesignated Balance	$ -	$ -	$ -	$ -	$ -
Ending Unreserved Fund Balance	$ 7,600,304	$ 8,300,000	$ 8,600,000	$ 8,900,000	$ 9,200,000
CAPITAL PROJECTS (234)					
Beginning Unreserved Balance	$ 52,450,583	$ 29,862,666	$ 35,333,691	$ 38,988,660	$ 40,725,257
Beginning Undesignated Balance	$ 52,450,583	$ 29,862,666	$ 35,333,691	$ 38,988,660	$ 40,725,257
Sources:					
Other Intergovernmental	$ 1,500,000	$ 2,473,000	$ 400,000	$ -	$ -
Intergovernmental Charges for Service	26,095,834	15,376,667	27,834,947	9,022,667	11,988,667
Transfer from Trans. Operations	35,544,286	44,735,356	47,166,020	47,318,928	47,182,967
Total Sources	$ 63,140,120	$ 62,585,023	$ 75,400,967	$ 56,341,595	$ 59,171,634
Total Uses	$ 85,728,037	$ 57,113,998	$ 71,745,998	$ 54,604,998	$ 59,748,998
Ending Undesignated Balance	$ 29,862,666	$ 35,333,691	$ 38,988,660	$ 40,725,257	$ 40,147,893
Ending Unreserved Fund Balance	$ 29,862,666	$ 35,333,691	$ 38,988,660	$ 40,725,257	$ 40,147,893

Adult Probation

Analysis by Dexter C. Thomas, Sr. Management & Budget Analyst

Summary

Mission

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

Vision

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

Strategic Goals

By the end of fiscal year 2012, Maricopa County Adult Probation Department (MCAPD) will enhance public safety by achieving the following benchmarks:

- **Maintain the rate of successful completions from probation at 60% or higher**
- **Reduce the number of probationers convicted of a new felony offense from 8.5% to 8%**
- **Reduce the number of probationers committed to the Department of Corrections from 39% to 33%**
- **Increase the rate of successful completions from Pretrial Supervision from 80% to 82%**

Status: Currently Adult Probation has decreased their commitment rate to the Department of Corrections in FY 2009 to 25.35%, and continues to make improvements in this area. They are currently meeting the 8% range of new felony convictions and exceeding the goal for successful completions from standard probation with 72.86%. Pretrial Services is meeting the goal given current staffing resources.

By the end of fiscal year 2012, MCAPD will recruit, hire and retain a quality and diverse workforce, and improve employee satisfaction by achieving the following benchmarks:

- **Provide employment opportunities to help achieve employee diversity similar to the Maricopa County population that it serves.**
- **Increase the Employee Satisfaction Survey overall satisfaction score for MCAPD staff from 5.47 to 5.6 (8 = total score)**
- **Increase the average department years of service for badge staff retention rates from 8.55 to 8.9 years**

Status: 97% of all staff completed the Employee Satisfaction Survey in FY 2009. MCAPD staff had an overall satisfaction score of 5.87. This is the first time that the overall score in every category of the survey reached over 5.0 by employees. The average years of service for MCAPD badge staff are 9.69 years.

By the end of fiscal year 2012, MCAPD customers (neighborhoods, courts, offenders, and victims) will benefit from improved case processing by achieving the following benchmarks:

- **Maintain the on-time rate for submitting presentence reports to the Court without a continuance at 98% or higher**
- **Increase victim restitution payments collected from 59% to 65%**
- **Increase community restitution work hours completed from 55% to 65%**
- **Increase the use of the Offender Screening Tool for probation eligible offenders from 88% to 90%**
- **Increase the use of the Field Reassessment Offender Screening Tool for scheduled case assessments will increase from 89% to 90%**

Status: Presentence reports have continually been reported on time with a year to date of 99.10%. MCAPD continues to improve in the areas of victim restitution payments, as well as ensuring community restitution work hours are completed by probationers. They are currently operating at the established benchmarks for both the OST and the FROST assessments.

By the end of fiscal year 2012, MCAPD will improve services to neighborhoods, courts, offenders, and victims as evidenced by achieving the following benchmarks:

- **Increase victim satisfaction from 53% to 60%**
- **Increase offender satisfaction from 86% to 89%**
- **Maintain criminal court bench satisfaction at 95%**
- **Increase community and criminal justice partner satisfaction from 82% to 85%**

Status: MCAPD continues to make great strides in improving the services that are provided to our community partners. They have made improvements to increase satisfaction rates and will continue to monitor for growth. Currently, MCAPD is operating at the benchmark for each category.

By the end of fiscal year 2012, MCAPD will have industry standard equipment, adequate facilities, and technological interconnectivity with agencies to provide efficient and effective probation services and promote staff and public safety by achieving the following benchmarks:

- **Increase staff satisfaction with MCAPD equipment, facilities, and support services from an overall satisfaction survey score of 5.93 to 5.96 (8 = total score)**
- **Increase staff satisfaction with MCAPD safety services from the survey satisfaction score of 5.4 to 5.7 (8 = total score)**

Status: There has been an increase in the staff satisfaction with MCAPD equipment facilities, and support services with an overall score of 6.27. With the increased security at regional offices, there has also been an increase in the staff satisfaction with MCAPD safety services with an overall score of 6.52.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
11BC - BEHAVIORAL CHANGE	$ 3,464,648	$ 3,727,877	$ 4,103,099	$ 3,471,644	$ 3,805,833	$ (297,266)	-7.2%
EDUC - ADULT EDUCATION	269,875	313,794	313,794	352,575	309,214	(4,580)	-1.5%
PRES - PRESENTENCE	158,890	173,430	173,430	21,692	158,890	(14,540)	-8.4%
PTRI - PRETRIAL INIT AP RELEASE INFO	173,797	189,344	189,344	89,283	-	(189,344)	-100.0%
PTSV - PRETRIAL SUPERVISION	136,597	189,344	189,344	38,552	-	(189,344)	-100.0%
TTAC - TRANSITION AND TREATMENT	2,725,489	2,861,965	3,237,187	2,969,542	3,337,729	100,542	3.1%
11CJ - COMMUNITY JUSTICE	$ 10,651,851	$ 13,088,571	$ 13,088,571	$ 10,049,452	$ 11,664,570	$ (1,424,001)	-10.9%
CMRS - COMMUNITY RESTORATION	115,716	174,700	174,700	103,968	99,443	(75,257)	-43.1%
WARR - FUGITIVE APPREHENSION	3,921	14,587	14,587	30,631	51,400	36,813	252.4%
ICMA - IN CUSTODY MANAGEMENT	974,990	1,114,411	1,114,411	1,002,200	976,210	(138,201)	-12.4%
INPB - INTENSIVE PROBATION	2,158,324	2,219,422	2,219,422	1,637,270	1,781,275	(438,147)	-19.7%
SOFF - SEX OFFENDER	213,768	185,195	185,195	141,336	178,425	(6,770)	-3.7%
STDP - STANDARD PROBATION	7,185,132	9,380,256	9,380,256	7,134,047	8,577,817	(802,439)	-8.6%
99AS - ADMINISTRATIVE SERVICES	$ 37,856	$ 60,173	$ 60,173	$ 46,526	$ 24,856	$ (35,317)	-58.7%
ODIR - EXECUTIVE MANAGEMENT	-	-	-	16,000	4,754	4,754	
FSAC - FINANCIAL SERVICES	37,856	60,173	60,173	30,526	20,102	(40,071)	-66.6%
99GV - GENERAL GOVERNMENT	$ 2,209,498	$ 1,950,000	$ 1,950,000	$ 3,216,809	$ 3,098,000	$ 1,148,000	58.9%
GGOV - GENERAL GOVERNMENT	2,209,498	1,950,000	1,950,000	3,216,809	3,098,000	1,148,000	58.9%
TOTAL PROGRAMS	$ 16,363,853	$ 18,826,621	$ 19,201,843	$ 16,784,431	$ 18,593,259	$ (608,584)	-3.2%
USES							
11BC - BEHAVIORAL CHANGE	$ 19,179,775	$ 18,668,825	$ 19,288,760	$ 19,125,169	$ 19,255,695	$ 33,065	0.2%
EDUC - ADULT EDUCATION	799,471	969,507	969,507	816,958	943,995	25,512	2.6%
PRES - PRESENTENCE	8,464,817	8,054,443	8,184,156	8,322,095	8,152,629	31,527	0.4%
PTBB - PRETRIAL BAIL BOND REVIEW	266,752	57,350	57,350	19,030	-	57,350	100.0%
PTRI - PRETRIAL INIT AP RELEASE INFO	1,835,495	1,762,464	1,762,464	1,783,020	1,814,134	(51,670)	-2.9%
PTSV - PRETRIAL SUPERVISION	3,582,819	3,472,573	3,472,573	3,436,374	3,522,337	(49,764)	-1.4%
TTAC - TRANSITION AND TREATMENT	4,230,421	4,352,488	4,842,710	4,747,692	4,822,600	20,110	0.4%
11CJ - COMMUNITY JUSTICE	$ 58,461,401	$ 56,745,799	$ 57,319,799	$ 56,204,832	$ 50,969,872	$ 6,349,927	11.1%
CMRS - COMMUNITY RESTORATION	3,287,170	3,325,329	3,325,329	3,230,126	3,197,121	128,208	3.9%
DVIO - DOMESTIC VIOLENCE	1,211,104	1,182,575	1,182,575	1,239,990	1,282,432	(99,857)	-8.4%
WARR - FUGITIVE APPREHENSION	1,664,754	1,818,310	1,818,310	1,781,948	1,849,022	(30,712)	-1.7%
ICMA - IN CUSTODY MANAGEMENT	3,395,170	3,281,421	3,281,421	3,343,141	3,257,368	24,053	0.7%
INDS - INDIRECT SERVICES	899,659	861,707	861,707	905,825	892,432	(30,725)	-3.6%
INPB - INTENSIVE PROBATION	10,187,126	9,063,142	9,063,142	9,130,611	6,799,268	2,263,874	25.0%
RPRT - REPORT AND REVIEW	2,579,230	3,051,600	3,051,600	2,924,901	2,324,504	727,096	23.8%
SMIL - SERIOUS MENTALLY ILL	1,313,232	1,223,975	1,223,975	1,267,335	1,311,771	(87,796)	-7.2%
SOFF - SEX OFFENDER	3,704,269	3,729,784	3,729,784	4,017,024	4,217,200	(487,416)	-13.1%
STDP - STANDARD PROBATION	29,872,060	28,874,755	29,418,755	28,027,765	25,503,817	3,914,938	13.3%
TYTH - TRANSFER YOUTH	347,627	333,201	363,201	336,166	334,937	28,264	7.8%
99AS - ADMINISTRATIVE SERVICES	$ 2,429,170	$ 2,238,335	$ 2,283,335	$ 2,592,039	$ 4,572,077	$ (2,288,742)	-100.2%
BDGT - BUDGETING	133,395	126,106	126,106	129,310	190,140	(64,034)	-50.8%
ODIR - EXECUTIVE MANAGEMENT	929,284	876,303	921,303	974,706	1,319,887	(398,584)	-43.3%
FSAC - FINANCIAL SERVICES	418,815	411,869	411,869	394,198	508,612	(96,743)	-23.5%
HRAC - HUMAN RESOURCES	377,075	357,225	357,225	339,322	352,696	4,529	1.3%
PROC - PROCUREMENT	145,535	136,168	136,168	147,475	176,259	(40,091)	-29.4%
RMGT - RISK MANAGEMENT	425,066	330,664	330,664	607,028	2,024,483	(1,693,819)	-512.2%
99GV - GENERAL GOVERNMENT	$ 1,002,540	$ 1,002,540	$ 2,229,599	$ 2,151,647	$ 1,403,524	$ 826,075	37.1%
GGOV - GENERAL GOVERNMENT	-	-	1,227,059	1,227,059	-	1,227,059	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	1,002,540	1,002,540	1,002,540	924,588	1,403,524	(400,984)	-40.0%
99IT - INFORMATION TECHNOLOGY	$ 1,533,521	$ 1,548,853	$ 1,548,853	$ 1,597,251	$ 1,593,951	$ (45,098)	-2.9%
BUAS - BUSINESS APPLICATION DEV SUPP	258,754	275,987	275,987	306,043	309,089	(33,102)	-12.0%
DESK - DESKTOP SUPPORT	1,090,000	1,082,226	1,082,226	1,086,283	1,085,878	(3,652)	-0.3%
GISA - GIS APPLICATION DEV AND SUPP	42,386	52,996	52,996	58,156	55,248	(2,252)	-4.2%
HDSP - HELP DESK SUPPORT	76,616	69,570	69,570	73,727	72,801	(3,231)	-4.6%
VANS - INFRASTRUCTURE NETWORK SVCS	65,765	68,074	68,074	73,042	70,935	(2,861)	-4.2%
TOTAL PROGRAMS	$ 82,606,407	$ 80,204,352	$ 82,670,346	$ 81,670,938	$ 77,795,119	$ 4,875,227	5.9%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 3,389,618	$ 3,654,526	$ 4,029,748	$ 3,731,740	$ 4,024,277	$ (5,471)	-0.1%
0620 - OTHER INTERGOVERNMENTAL	(1)	-	-	-	-	-	0.0%
SUBTOTAL	$ 3,389,617	$ 3,654,526	$ 4,029,748	$ 3,731,740	$ 4,024,277	$ (5,471)	-0.1%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 483,961	$ 599,517	$ 599,517	$ 196,054	$ 193,890	$ (405,627)	-67.7%
0635 - OTHER CHARGES FOR SERVICES	10,056,547	12,243,478	12,243,478	9,415,838	11,192,092	(1,051,386)	-8.6%
SUBTOTAL	$ 10,540,508	$ 12,842,995	$ 12,842,995	$ 9,611,892	$ 11,385,982	$ (1,457,013)	-11.3%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 2,200,099	$ 2,053,100	$ 2,053,100	$ 3,305,551	$ 3,183,000	$ 1,129,900	55.0%
SUBTOTAL	$ 2,200,099	$ 2,053,100	$ 2,053,100	$ 3,305,551	$ 3,183,000	$ 1,129,900	55.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 233,629	$ 276,000	$ 276,000	$ 135,248	$ -	$ (276,000)	-100.0%
SUBTOTAL	$ 233,629	$ 276,000	$ 276,000	$ 135,248	$ -	$ (276,000)	-100.0%
ALL REVENUES	$ 16,363,853	$ 18,826,621	$ 19,201,843	$ 16,784,431	$ 18,593,259	$ (608,584)	-3.2%
TOTAL SOURCES	$ 16,363,853	$ 18,826,621	$ 19,201,843	$ 16,784,431	$ 18,593,259	$ (608,584)	-3.2%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 55,617,099	$ 53,204,109	$ 53,296,523	$ 53,503,375	$ 49,723,182	$ 3,573,341	6.7%
0705 - TEMPORARY PAY	293,827	568,271	568,271	316,346	308,336	259,935	45.7%
0710 - OVERTIME	286,559	400,900	400,900	68,866	63,512	337,388	84.2%
0750 - FRINGE BENEFITS	18,473,671	18,092,759	18,130,058	18,363,832	17,324,417	805,641	4.4%
0790 - OTHER PERSONNEL SERVICES	920,928	874,200	874,200	402,050	386,891	487,309	55.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(12,381,506)	(14,516,107)	(14,516,107)	(14,185,875)	(12,388,332)	(2,127,775)	14.7%
0796 - PERSONNEL SERVICES ALLOC-IN	13,352,788	15,893,986	15,893,986	15,032,024	14,574,626	1,319,360	8.3%
SUBTOTAL	$ 76,563,366	$ 74,518,118	$ 74,647,831	$ 73,500,618	$ 69,992,632	$ 4,655,199	6.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 838,000	$ 625,547	$ 625,547	$ 545,063	$ 672,672	$ (47,125)	-7.5%
0802 - MEDICAL SUPPLIES	35,322	40,000	40,000	23,201	23,220	16,780	42.0%
0803 - FUEL	140,785	151,000	151,000	155,551	165,000	(14,000)	-9.3%
0804 - NON-CAPITAL EQUIPMENT	28,581	-	-	441	-	-	0.0%
SUBTOTAL	$ 1,042,688	$ 816,547	$ 816,547	$ 724,256	$ 860,892	$ (44,345)	-5.4%
SERVICES							
0810 - LEGAL SERVICES	$ 2,603	$ -	$ -	$ 115	$ -	$ -	0.0%
0811 - HEALTH CARE SERVICES	330,216	305,500	305,500	210,175	232,706	72,794	23.8%
0812 - OTHER SERVICES	1,680,176	1,588,407	2,153,629	2,215,947	2,190,137	(36,508)	-1.7%
0820 - RENT & OPERATING LEASES	295,561	297,910	297,910	305,736	303,155	(5,245)	-1.8%
0825 - REPAIRS AND MAINTENANCE	554,042	502,700	502,700	591,413	578,639	(75,939)	-15.1%
0830 - INTERGOVERNMENTAL PAYMENTS	11,762	-	1,227,059	1,683,551	1,891,532	(664,473)	-54.2%
0839 - INTERNAL SERVICE CHARGES	742,121	745,000	745,000	696,953	704,000	41,000	5.5%
0841 - TRAVEL	381,224	444,400	444,400	354,956	373,237	71,163	16.0%
0842 - EDUCATION AND TRAINING	56,665	45,000	45,000	14,246	32,120	12,880	28.6%
0843 - POSTAGE/FREIGHT/SHIPPING	109,591	107,120	107,120	95,753	96,556	10,564	9.9%
0845 - SUPPORT AND CARE OF PERSONS	111,671	135,000	135,000	2,800	95,000	40,000	29.6%
0850 - UTILITIES	1,690	2,000	2,000	770	2,004	(4)	-0.2%
SUBTOTAL	$ 4,277,322	$ 4,173,037	$ 5,965,318	$ 6,172,415	$ 6,499,086	$ (533,768)	-8.9%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 106,810	$ -	$ 499,000	$ 848,091	$ -	$ 499,000	100.0%
0920 - CAPITAL EQUIPMENT	29,362	-	-	-	-	-	0.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	56,660	-	45,000	45,000	-	45,000	100.0%
0950 - DEBT SERVICE	530,199	696,650	696,650	741,478	442,509	254,141	36.5%
SUBTOTAL	$ 723,031	$ 696,650	$ 1,240,650	$ 1,273,649	$ 442,509	$ 798,141	64.3%
TOTAL USES	$ 82,606,407	$ 80,204,352	$ 82,670,346	$ 81,670,938	$ 77,795,119	$ 4,875,227	5.9%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
201 ADULT PROBATION FEES							
OPERATING	$ 12,177,793	$ 14,249,148	$ 14,249,148	$ 12,484,513	$ 14,116,202	$ 132,946	0.9%
FUND TOTAL SOURCES	$ 12,177,793	$ 14,249,148	$ 14,249,148	$ 12,484,513	$ 14,116,202	$ 132,946	0.9%
211 ADULT PROBATION GRANTS							
OPERATING	$ 4,186,060	$ 4,577,473	$ 4,952,695	$ 4,299,918	$ 4,477,057	$ 475,638	9.6%
FUND TOTAL SOURCES	$ 4,186,060	$ 4,577,473	$ 4,952,695	$ 4,299,918	$ 4,477,057	$ 475,638	9.6%
DEPARTMENT OPERATING TOTAL SOURCES	$ 16,363,853	$ 18,826,621	$ 19,201,843	$ 16,784,431	$ 18,593,259	$ 608,584	3.2%
DEPARTMENT TOTAL SOURCES	$ 16,363,853	$ 18,826,621	$ 19,201,843	$ 16,784,431	$ 18,593,259	$ 608,584	3.2%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 65,669,617	$ 60,982,903	$ 61,112,616	$ 61,112,613	$ 58,854,159	$ 2,258,457	3.7%
FUND TOTAL USES	$ 65,669,617	$ 60,982,903	$ 61,112,616	$ 61,112,613	$ 58,854,159	$ 2,258,457	3.7%
201 ADULT PROBATION FEES							
OPERATING	$ 12,752,967	$ 14,249,145	$ 14,249,145	$ 14,244,700	$ 14,116,202	$ 132,943	0.9%
NON-RECURRING	-	394,823	2,355,882	2,013,707	347,701	2,008,181	85.2%
FUND TOTAL USES	$ 12,752,967	$ 14,643,968	$ 16,605,027	$ 16,258,407	$ 14,463,903	$ 2,141,124	12.9%
211 ADULT PROBATION GRANTS							
OPERATING	$ 4,183,823	$ 4,577,481	$ 4,952,703	$ 4,299,918	$ 4,477,057	$ 475,646	9.6%
FUND TOTAL USES	$ 4,183,823	$ 4,577,481	$ 4,952,703	$ 4,299,918	$ 4,477,057	$ 475,646	9.6%
DEPARTMENT OPERATING TOTAL USES	$ 82,606,407	$ 79,809,529	$ 80,314,464	$ 79,657,231	$ 77,447,418	$ 2,867,046	3.6%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 394,823	$ 2,355,882	$ 2,013,707	$ 347,701	$ 2,008,181	85.2%
DEPARTMENT TOTAL USES	$ 82,606,407	$ 80,204,352	$ 82,670,346	$ 81,670,938	$ 77,795,119	$ 4,875,227	5.9%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
ADMINISTRATIVE SERVICES								
BUDGETING	1.40	1.40	1.20	-	(1.40)	(100.00%)	(1.20)	(100.00%)
EXECUTIVE MANAGEMENT	11.75	11.75	12.25	11.00	(0.75)	(6.38%)	(1.25)	(10.20%)
FINANCIAL SERVICES	7.40	7.40	8.60	2.25	(5.15)	(69.59%)	(6.35)	(73.84%)
HUMAN RESOURCES	3.25	3.25	3.25	3.25	-	0.00%	-	0.00%
PROCUREMENT	2.55	2.55	2.55	-	(2.55)	(100.00%)	(2.55)	(100.00%)
RISK MANAGEMENT	4.50	4.50	4.50	4.00	(0.50)	(11.11%)	(0.50)	(11.11%)
PROGRAM TOTAL	30.85	30.85	32.35	20.50	(10.35)	(33.55%)	(11.85)	(36.63%)
BEHAVIORAL CHANGE								
ADULT EDUCATION	14.60	14.60	14.60	14.60	-	0.00%	-	0.00%
PRESENTENCE	123.60	123.60	127.60	123.60	-	0.00%	(4.00)	(3.13%)
PRETRIAL BAIL BOND REVIEW	4.50	4.50	-	-	(4.50)	(100.00%)	-	
PRETRIAL INIT AP RELEASE INFO	27.00	27.00	26.00	27.00	-	0.00%	1.00	3.85%
PRETRIAL SUPERVISION	48.00	48.00	47.68	47.68	(0.32)	(0.67%)	-	0.00%
TRANSITION AND TREATMENT	62.20	62.20	64.20	63.20	1.00	1.61%	(1.00)	(1.56%)
PROGRAM TOTAL	279.90	279.90	280.08	276.08	(3.82)	(1.36%)	(4.00)	(1.43%)
COMMUNITY JUSTICE								
COMMUNITY RESTORATION	58.43	58.43	58.41	53.62	(4.81)	(8.23%)	(4.79)	(8.20%)
DOMESTIC VIOLENCE	18.59	18.59	20.60	18.60	0.01	0.05%	(2.00)	(9.71%)
FUGITIVE APPREHENSION	29.60	29.60	28.60	28.60	(1.00)	(3.38%)	-	0.00%
IN CUSTODY MANAGEMENT	51.40	51.40	52.22	49.92	(1.48)	(2.88%)	(2.30)	(4.40%)
INDIRECT SERVICES	14.05	14.05	14.05	14.05	-	0.00%	-	0.00%
INTENSIVE PROBATION	166.45	166.45	138.98	95.12	(71.33)	(42.85%)	(43.86)	(31.56%)
REPORT AND REVIEW	51.05	51.05	51.05	36.05	(15.00)	(29.38%)	(15.00)	(29.38%)
SERIOUS MENTALLY ILL	17.25	17.25	17.25	18.25	1.00	5.80%	1.00	5.80%
SEX OFFENDER	62.38	62.38	63.38	63.38	1.00	1.60%	-	0.00%
STANDARD PROBATION	454.30	454.30	428.78	363.58	(90.72)	(19.97%)	(65.20)	(15.21%)
TRANSFER YOUTH	4.50	4.50	4.50	4.50	-	0.00%	-	0.00%
PROGRAM TOTAL	928.00	928.00	877.82	745.67	(182.33)	(19.65%)	(132.15)	(15.05%)
INFORMATION TECHNOLOGY								
BUSINESS APPLICATION DEV SUPP	3.90	3.90	4.40	4.40	0.50	12.82%	-	0.00%
DESKTOP SUPPORT	0.20	0.20	0.20	0.20	-	0.00%	-	0.00%
GIS APPLICATION DEV AND SUPP	0.75	0.75	0.75	0.75	-	0.00%	-	0.00%
HELP DESK SUPPORT	1.50	1.50	1.50	1.50	-	0.00%	-	0.00%
INFRASTRUCTURE NETWORK SVCS	0.90	0.90	0.90	0.90	-	0.00%	-	0.00%
PROGRAM TOTAL	7.25	7.25	7.75	7.75	0.50	6.90%	-	0.00%
DEPARTMENT TOTAL	1,246.00	1,246.00	1,198.00	1,050.00	(196.00)	(15.73%)	(148.00)	(12.35%)

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Administrative Specialist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Admin/Office Support	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Executive Assistant	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Accounting Specialist	6.00	6.00	8.00	1.00	(5.00)	-83.33%	(7.00)	-87.50%
Community Svcs Specialist	55.00	55.00	-	-	(55.00)	-100.00%	.00	
Justice System Clerk	106.00	106.00	107.00	90.00	(16.00)	-15.09%	(17.00)	-15.89%
Justice System Clerk Lead	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Collector	14.00	14.00	14.00	14.00	-	0.00%	.00	0.00%
Office Assistant Specialized	5.00	5.00	7.00	6.00	1.00	20.00%	(1.00)	-14.29%
Admin/Operations Specialist	23.00	23.00	23.00	23.00	-	0.00%	.00	0.00%
Deputy Director	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Director - Probation	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Financial Supervisor - Dept	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Procurement Supervisor - Dept	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Probation Officer Supervisor	91.00	91.00	90.00	89.00	(2.00)	-2.20%	(1.00)	-1.11%
Counseling Supervisor	4.00	4.00	3.00	3.00	(1.00)	-25.00%	.00	0.00%
Justice System Clerk Supv	11.00	11.00	10.00	10.00	(1.00)	-9.09%	.00	0.00%
Collections Supervisor	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Operations/Program Supervisor	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Administrator	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Admin & Operations Mgr	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Probation Manager	11.00	11.00	11.00	10.00	(1.00)	-9.09%	(1.00)	-9.09%
Management Analyst	4.00	4.00	4.00	4.00	-	0.00%	.00	0.00%
Program Coordinator	7.00	7.00	8.00	8.00	1.00	14.29%	.00	0.00%
Accountant	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Finan/Business Analyst - Dept	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
IS Project Manager	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Human Resources Analyst	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Trainer	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Counselor	18.00	18.00	18.00	18.00	-	0.00%	.00	0.00%
Social Worker	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Educator - Detention	6.00	6.00	6.00	6.00	-	0.00%	.00	0.00%
Business/Systems Analyst	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Business/Systems Analyst-Sr/Ld	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Data Security Analyst	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
General Laborer	-	-	3.00	3.00	3.00		.00	0.00%
Probation Officer	653.00	653.00	608.00	526.00	(127.00)	-19.45%	(82.00)	-13.49%
Dispatcher	31.00	31.00	31.00	25.00	(6.00)	-19.35%	(6.00)	-19.35%
Surveillance Officer	132.00	132.00	126.00	109.00	(23.00)	-17.42%	(17.00)	-13.49%
Materials Handling Worker	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Probation Assistant	38.00	38.00	39.00	32.00	(6.00)	-15.79%	(7.00)	-17.95%
Presentence Screener	-	-	53.00	50.00	50.00		(3.00)	-5.66%
Legal Assistant	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Help Desk Coordinator	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Department Total	1,246.00	1,246.00	1,198.00	1,050.00	(196.00)	-15.73%	(148.00)	-12.35%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
100 - GENERAL	1,173.00	1,173.00	1,122.00	975.00	(198.00)	-16.88%	(147.00)	-13.10%
201 - ADULT PROBATION FEES	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
211 - ADULT PROBATION GRANTS	69.00	69.00	72.00	71.00	2.00	2.90%	(1.00)	-1.39%
DEPARTMENT TOTAL	1,246.00	1,246.00	1,198.00	1,050.00	(196.00)	-15.73%	(148.00)	-12.35%

Significant Variance Analysis

The reduction of 126.7 FTEs (46.0 filled and 80.7 vacant) results primarily results from the department restructuring supervision ratios within various activities with the majority of staffing level changes occurring in the Community Justice Program.

General Adjustments

Budget Balancing Adjustments:

General Fund (100)

Administrative Reduction

- The expenditure budget is reduced by $150,000 as a result of lowering the multi-lingual pay rate for eligible staff from $1.00 to $0.50.

Cost Reduction

- The expenditure budget is reduced by $241,458 as a result of eliminating 6.1 vacant FTEs in the communications center which is made possible by reducing the number of probation officers in the Juvenile and Adult Probation Departments.
- The expenditure budget is reduced by $10,000 as a result of reducing the number of probation officer practice shoots from four per year to two.
- The expenditure budget is reduced by $262,368 as a result of eliminating 3.0 vacant FTEs and 1.0 filled FTE in the staff development and research unit.

Vacancies

- The expenditure budget is reduced by $704,860 by as a result of eliminating 17.6 vacant FTEs in multiple activities.

Debt Reduction

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce operating expenses for equipment. This results in an operating savings of $299,263.

Other Base Adjustments:

General Fund (100)

- The expenditure budget is increased by $1,812,946 as a result of reducing the Allocation-Out due to reduced revenues and unfunded State mandated risk management charges in the Special Fee Fund (201).
- The expenditure budget is increased by $485,355 as a result of higher cost in workers compensation and unemployment benefits.
- The expenditure budget is reduced by $2,683,452 as a result of right-sizing Personnel Savings to 3% for salary and benefit savings.
- The County is using cash to pay off existing debt service expense for printer equipment purchased via the Printer Management Program. This results in an operating savings of $6,407.

Adult Probation Fee Fund (201)

- The collection of the probation surcharge fee is not providing the revenue as had been anticipated in prior years, thus the need to reduce the revenue budget by (2,046,748).
- The expenditure budget is reduced by $1,812,946 as a result of the shortfall in the probation surcharge fee revenue collections decreasing expenditure capacity in the fund and reducing the Allocation-In from the General Fund (100).
- The expenditure budget is increased by $1,680,000 as a result of the State, through the Administrative Office of the Courts (AOC), requiring all counties in Arizona to fund the payment of State risk management charges for Judicial Branch employees, which includes the Clerk of Superior Court employees.

Adult Probation Grants Fund (211)

- The revenue and expenditure budgets are reduced by $475,638 as a result of the available grant funds. In addition, the expenditure budget is reduced by eight dollars for structural balance.

Programs and Activities

Behavioral Change Program

The purpose of the Juvenile Detention Program is to provide a structured detention setting for juvenile offenders so that they can appear for court hearings and not re-offend upon release into the community.

Program Results

BEHAVIORAL CHANGE Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of students who successfully complete education classes operated by MCAPD.	66.9%	70.0%	60.1%	(9.9%)	-14.1%
Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period.	98.0%	91.0%	97.2%	6.2%	6.8%
Percent of defendants released from custody following a Pretrial Bail/Bond Review.	71.7%	66.0%	65.0%	(1.0%)	-1.5%
Percent of Pretrial Initial Appearance Defendant Packets submitted to the Court within the 24-hour statutory mandate.	100.0%	100.0%	100.0%	-	0.0%
Percent of defendants who successfully complete release conditions without termination during the reporting period.	82.1%	85.0%	88.3%	3.3%	3.8%
Percent of defendants who fail to initially appear to Pretrial Services during the reporting period	6.4%	2.7%	4.7%	2.0%	73.7%
Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period.	55.2%	47.0%	36.9%	(10.1%)	-21.5%
Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period.	8.1%	8.5%	8.6%	0.1%	1.3%

Activities that comprise this program include:

- Adult Education
- Pretrial Supervision
- Presentence
- Pretrial Initial Appearance Release
- Transition and Treatment

Adult Education Activity

The purpose of the Adult Education activity is to provide services to adult students so they can develop new life skills through successful completion of the education program.

Mandates: A.R.S. §12-299 establishes that Superior Court, through, Adult Probation, is responsible for establishing community punishment programs, including educational services.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of students who successfully complete education classes operated by MCAPD.	66.9%	70.0%	60.1%	(9.9%)	-16.4%
Output	Average number of students who participated in education classes operated by MCAPD.	444	561	609	48	7.8%
Output	Number of students who terminate (exit) from education classes operated by MCAPD.	1,461	1,414	1,224	-190	-15.5%
Demand	Average number of students in need (assessed, ordered, or referred) of MCAPD operated education services.	678	1,203	1,062	-141	-13.3%
Efficiency	Average cost per student who participates in MCAPD operated education classes during the reporting period.	$1,800.61	$1,728.18	$1,551.35	$176.83	10.2%
Revenue						
	211 - ADULT PROBATION GRANTS	$ 269,875	$ 313,794	$ 309,214	$ 4,580	1.5%
	TOTAL SOURCES	$ 269,875	$ 313,794	$ 309,214	$ 4,580	1.5%
Expenditure						
	100 - GENERAL	$ 338,349	$ 330,034	$ 349,042	$ (19,008)	-5.8%
	211 - ADULT PROBATION GRANTS	461,122	639,473	594,953	44,520	7.0%
	TOTAL USES	$ 799,471	$ 969,507	$ 943,995	$ 25,512	2.6%

Presentence Activity

The purpose of the Presentence activity is to provide timely investigations, screenings, assessments and objective sentencing reports to the judge so they can make informed and evidence-based sentencing decisions.

Mandates: A.R.S. §12-251 establishes standard probation and establishes qualifications for probation officers and support staff. A.R.S. §12-253 establishes standard probation power and duties. A.R.S. §§13-701, 13-914, 13-4410, and 13-4424 establish the need for a pre-sentence report.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period.	98.0%	91.0%	97.2%	6.2%	6.8%
Output	Number of presentence investigation reports completed during the reporting period.	17,411	17,057	19,078	2,021	11.8%
Demand	Number of presentence investigation reports ordered by the court to be completed during the reporting period.	17,411	18,774	19,163	389	2.1%
Efficiency	Average cost per presentence investigation report.	$486.18	$479.81	$427.33	$52.48	10.9%
Revenue						
	211 - ADULT PROBATION GRANTS	$ 158,890	$ 173,430	$ 158,890	$ (14,540)	-8.4%
	TOTAL SOURCES	$ 158,890	$ 173,430	$ 158,890	$ (14,540)	-8.4%
Expenditure						
	100 - GENERAL	$ 8,244,417	$ 7,980,263	$ 7,963,465	$ 16,798	0.2%
	201 - ADULT PROBATION FEES	48,495	-	-	-	-
	211 - ADULT PROBATION GRANTS	171,905	203,893	189,164	14,729	7.2%
	TOTAL USES	$ 8,464,817	$ 8,184,156	$ 8,152,629	$ 31,527	0.4%

Budget Balancing Adjustments:

General Fund (100)

Cost Reduction

- The expenditure budget is reduced by $125,234 as a result of eliminating 3.0 vacant FTEs in the presentence investigations unit within the Presentence Activity.

Adult Probation Fee Fund (201)

Revenue Enhancement

- The revenue budget is increased by $992,427 as a result of a new $150.00 presentence investigation report fee accessed to individuals determined not to be indigent by Superior Court for providing a presentence reports to the court for the purpose of sentencing the defendant.

Pretrial Initial Appearance Releases Information Activity

The purpose of the Pretrial Jail Initial Appearance Release Information activity is to provide information on arrested defendants to the Initial Appearance Court Judges so they can make informed decisions regarding the defendant's custody status in a timely manner.

Mandates: A.R.S. §13-3967 establishes that a judicial officer any person who is charged with a public offense that is bail-able as a matter of right shall be ordered released pending trial on his own recognizance or on the execution of bail in an amount specified by the judicial officer.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Pretrial Initial Appearance Defendant Packets submitted to the Court within the 24-hour statutory mandate.	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Initial Appearance Defendant Packets presented to the court.	56,438	54,002	59,034	5,032	9.3%
Demand	Number of Initial Appearance Defendant Packets ordered by the court.	56,438	54,002	59,034	5,032	9.3%
Efficiency	Average cost per Initial Appearance Defendant Packets presented to the court.	$32.52	$32.64	$30.73	$1.91	5.8%
Revenue						
	211 - ADULT PROBATION GRANTS	$ 173,797	$ 189,344	$ -	$ 189,344	100.0%
	TOTAL SOURCES	$ 173,797	$ 189,344	$ -	$ 189,344	100.0%
Expenditure						
	100 - GENERAL	$ 1,696,939	$ 1,627,609	$ 1,709,168	$ (81,559)	-5.0%
	211 - ADULT PROBATION GRANTS	138,556	134,855	104,966	29,889	22.2%
	TOTAL USES	$ 1,835,495	$ 1,762,464	$ 1,814,134	$ (51,670)	-2.9%

Pretrial Supervision Activity

The purpose of the Pretrial Supervision activity is to provide supervision to conditionally released defendants so they can appear for court without having to be incarcerated.

Mandates: A A.R.S. §13-3967 establishes that a judicial officer any person who is charged with a public offense that is bail-able as a matter of right shall be ordered released pending trial on his own recognizance or on the execution of bail in an amount specified by the judicial officer.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of defendants who fail to initially appear to Pretrial Services during the reporting period	6.4%	2.7%	4.7%	2.0%	42.4%
Result	Percent of defendants who successfully complete release conditions without termination during the reporting period.	82.1%	85.0%	88.3%	3.3%	3.7%
Output	Average daily number of defendents who appear for pretrial supervision during the reporting period	2,317	3,466	2,436	-1,030	-42.3%
Output	Number of defendants who successfully complete release conditions without termination during the reporting period.	5,551	5,404	5,528	124	2.2%
Output	Number of defendents exiting (successful and unsuccessful) from pretrial services.	6,760	6,377	6,264	-113	-1.8%
Demand	Average daily number of defendants ordered to pretrial services during the reporting period.	2,451	3,466	2,647	-819	-30.9%
Efficiency	Average daily cost per defendant on pretrial supervision.	$645.44	$642.59	$637.18	$5.41	0.8%
Revenue						
	211 - ADULT PROBATION GRANTS	$ 136,597	$ 189,344	$ -	$ 189,344	100.0%
	TOTAL SOURCES	$ 136,597	$ 189,344	$ -	$ 189,344	100.0%
Expenditure						
	100 - GENERAL	$ 3,434,790	$ 3,292,802	$ 3,382,828	$ (90,026)	-2.7%
	211 - ADULT PROBATION GRANTS	148,029	179,771	139,509	40,262	22.4%
	TOTAL USES	$ 3,582,819	$ 3,472,573	$ 3,522,337	$ (49,764)	-1.4%

Transition and Treatment Activity

The purpose of the Transition and Treatment activity is to provide evidence-based practice treatment services to probationers so they can make positive, pro-social behavioral changes and successfully complete the treatment program.

Mandates: A.R.S. §§12-299, 13-3422, and 13-901 establishes that Superior Court, through, Adult Probation, is responsible for establishing community punishment programs, including drug treatment programs.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period.	55.2%	47.0%	36.9%	(10.1%)	-27.4%
Result	Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period.	8.1%	8.5%	8.6%	0.1%	1.3%
Output	Average daily number of probationers who participate in MCAPD operated and/or funded treatment and residential service during the reporting period.	1,088	1,420	1,445	25	1.7%
Output	Number of jail days saved by releasing probationers early from jail into treatment during the reporting period.	2,221	1,154	1,967	813	41.3%
Output	Number of probationers who were terminated from MCAPD operated and/or funded treatment and residential services.	1,685	1,685	2,027	342	16.9%
Demand	Average number of probationers who are referred and/or court-ordered to MCAPD operated and/or funded treatment and residential services during the reporting period.	1,440	1,008	1,913	905	47.3%
Demand	Number of jail days ordered for probationers who are released from jail into treatment.	27,543	27,543	22,839	-4,704	-20.6%
Efficiency	Average daily cost per probationer to receive MCAPD operated and/or funded treatment and residential services during the reporting period.	$3,889.15	$3,410.36	$3,337.44	$72.92	2.1%
Revenue						
	211 - ADULT PROBATION GRANTS	$ 2,725,489	$ 3,237,187	$ 3,337,729	$ (100,542)	-3.1%
	TOTAL SOURCES	$ 2,725,489	$ 3,237,187	$ 3,337,729	$ (100,542)	-3.1%
Expenditure						
	100 - GENERAL	$ 1,999,119	$ 1,808,471	$ 2,189,834	$ (381,363)	-21.1%
	201 - ADULT PROBATION FEES	15,740	115,000	-	115,000	100.0%
	211 - ADULT PROBATION GRANTS	2,215,562	2,919,239	2,632,766	286,473	9.8%
	TOTAL USES	$ 4,230,421	$ 4,842,710	$ 4,822,600	$ 20,110	0.4%

Community Justice Program

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

Program Results

COMMUNITY JUSTICE Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of probationers paying restitution and/or performing community restitution work hoursd during the reporting period.	67.6%	65.0%	64.1%	(0.9%)	-1.4%
Percent of domestic violence probationers who successfully complete probation.	39.0%	46.0%	57.4%	11.4%	24.7%
Percent of active domestic violence probationers sentenced for a new felony offense wihle supervised	4.5%	4.5%	2.7%	(1.8%)	-39.6%
Percent of jailed probationers who receive services under the In-Custody Management Activity during the reporting period.	100.0%	100.0%	100.0%	-	0.0%
Percent of jail days saved through Court Liaison during the reporting period.	41.7%	46.0%	46.4%	0.4%	0.9%
Percent of probationers appropriately monitored according to Indirect Services standards during the reporting period	100.0%	100.0%	100.0%	-	0.0%
Percent of sex offenders who check in with Adult Probation within 72 hours of discharge from DOC	90.3%	81.0%	100.0%	19.0%	23.5%
Percent of probationers on deportation status through USCIS who are returned to MCAPD for action due to arrest, technical violation, or investigation during the reporting period	0.8%	0.8%	0.6%	(0.2%)	-25.3%
Percent of IPS probationers who successfully exit IPS and are not revoked to prison or jail during the reporting period.	46.4%	55.0%	49.5%	(5.5%)	-10.0%
Percent of active IPS probationers sentenced for a new felony offense while supervised	10.2%	10.0%	7.0%	(3.0%)	-30.3%
Percent of Report and Review probationers who successfully complete Report and Review supervision during the reporting period	98.3%	81.0%	96.2%	15.2%	18.8%
Percent of active Report and Review probationers sentenced for a new felony offense while supervised	3.0%	2.0%	1.5%	(0.5%)	-25.0%
Percent of seriously mentally ill who successfully complete probation.	75.7%	73.0%	65.8%	(7.2%)	-9.8%
Percent of active seriously mentally ill probationers sentenced for a new felony offense while supervised	6.4%	6.0%	6.5%	0.5%	8.3%
Percent of active sex offenders sentenced for a new felony offense while supervised	4.0%	2.4%	3.2%	0.8%	33.3%
Percent of Standard probationers who successfully complete probation.	63.1%	62.0%	62.1%	0.1%	0.2%
Percent of active Standard probationers convicted of a new felony offense while supervised	9.8%	10.0%	12.0%	2.0%	20.4%
Percent of transferred youth who successfully complete probation.	25.8%	18.1%	29.8%	11.7%	64.9%
Percent of active transferred youth sentenced for a new felony offense while supervised	20.6%	39.0%	37.2%	(1.8%)	-4.6%
Percent of warrants cleared with either a class 2, 3, or 4 person or property offense during the reporting period.	13.8%	23.0%	44.1%	21.1%	91.9%
Percent of warrants cleared during the reporting period.	100.0%	94.5%	91.7%	(2.8%)	-3.0%

Activities that comprise this program include:

- Community Restoration
- In Custody Management
- Intensive Probation
- Seriously Mentally Ill
- Standard Probation
- Warrants
- Domestic Violence
- Indirect Services
- Report & Review
- Sex Offender
- Transfer Youth

Community Restoration Activity

The purpose of the Community Restoration activity is to provide the collection of victim restitution and the completion of community work service hours to victims and the community so they can recover from the financial and emotional harm.

Mandates: A.R.S. §§12-299, 13-914, and 13-916 establishes that Superior Court, through, Adult Probation, is responsible for establishing community punishment programs, including community restitution. A.R.S. §13-3825 establishes that community notification of a person convicted of a crime must occur when they arrive in the state. A.R.S. §13-4415 establishes victim notification for any probation modifications.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of probationers paying restitution and/or performing community restitution work hoursd during the reporting period.	67.6%	65.0%	64.1%	(0.9%)	-1.4%
Output	Average number of probationers ordered to pay restitution and/or performing community work service hours during the reporting period.	8,716	7,766	6,920	-846	-12.2%
Demand	Average number of probationers ordered to pay restitution and/or perform community work service hours during the reporting period.	12,887	11,913	10,795	-1,118	-10.4%
Efficiency	Average daily cost to provide Financial Compliance and Community work service hours.	$377.14	$428.19	$462.01	-$33.82	-7.9%
Revenue						
	201 - ADULT PROBATION FEES	$ 115,716	$ 124,700	$ 83,000	$ 41,700	33.4%
	211 - ADULT PROBATION GRANTS	-	50,000	16,443	33,557	67.1%
	TOTAL SOURCES	$ 115,716	$ 174,700	$ 99,443	$ 75,257	43.1%
Expenditure						
	100 - GENERAL	$ 3,276,658	$ 3,249,022	$ 3,132,451	$ 116,571	3.6%
	201 - ADULT PROBATION FEES	(23,848)	(37,461)	-	(37,461)	100.0%
	211 - ADULT PROBATION GRANTS	34,360	113,768	64,670	49,098	43.2%
	TOTAL USES	$ 3,287,170	$ 3,325,329	$ 3,197,121	$ 128,208	3.9%

Budget Balancing Adjustments:

General Fund (100)

Cost Reduction

- The expenditure budget is reduced by $74,198 as a result of eliminating 2.0 vacant FTEs in the community restitution collection services within the Community Restitution Activity.

Domestic Violence Activity

The purpose of the Domestic Violence Probation Supervision activity is to provide specialized supervision and align services to offender risk profiles and criminogenic needs to domestic violence probationers so they can enhance their likelihood to remain in the community and successfully complete probation.

Mandates: A.R.S. §§12-251 and 13-901 establishes standard probation, the conditions, and fees and establishes qualifications for probation officers and support staff; A.R.S. §12-253 establishes the powers and duties of adult probation officers; A.R.S. §12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of active domestic violence probationers sentenced for a new felony offense wihle supervised.	4.5%	2.0%	2.7%	0.7%	26.5%
Result	Percent of domestic violence probationers who successfully complete probation.	39.0%	46.0%	57.4%	11.4%	19.8%
Output	Average number of active domestic violence probationers supervised during the reporting period.	605	610	659	49	7.4%
Output	Number of domestic violence probationers terminated from probation.	267	267	298	31	10.4%
Demand	Average number of active domestic violence probationers ordered to be supervised during the reporting period.	605	600	659	59	9.0%
Efficiency	Average cost per active domestic violence probationer for the reporting period.	$1,522.02	$1,865.64	$1,724.11	$141.53	7.6%
Expenditure						
	100 - GENERAL	$ 833,513	$ 1,138,042	$ 1,135,328	$ 2,714	0.2%
	211 - ADULT PROBATION GRANTS	87,689	-	-	-	-
	TOTAL USES	$ 921,202	$ 1,138,042	$ 1,135,328	$ 2,714	0.2%

Warrants Activity

The purpose of the Warrant activity is to provide investigation and apprehension services to the Court so they can make informed decision regarding public safety and return absconded probationers to the Court.

Mandates: A.R.S. §13-901 establishes standard probation, the conditions, and fees. A.R.S. §13-916 establishes intensive probation, the conditions, and fees and establishes qualifications for probation officers and support staff.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of warrants cleared during the reporting period.	100.0%	94.5%	91.7%	(2.8%)	-3.1%
Result	Percent of warrants cleared with either a class 2, 3, or 4 person or property offense during the reporting period.	13.8%	23.0%	48.1%	25.1%	52.2%
Output	Average daily number of probationers placed on warrant status being sought by Adult Probation during the reporting period with either a class 2, 3, or 4 person or property offense	268	1,611	1,000	-611	-61.1%
Output	Average daily number of probationers placed on warrant status being sought by Adult Probation during the reporting period.	8,955	9,505	8,765	-740	-8.4%
Output	Total number of probationers on warrant status cleared during the reporting period	6,622	6,622	5,938	-684	-11.5%
Output	Total number of probationers placed on warrant status by the Court during the reporting period	7,770	6,622	6,474	-148	-2.3%
Demand	Average daily number of probationers placed on warrant status by the Court during the reporting period.	7,770	7,236	8,654	1,418	16.4%
Efficiency	Average daily cost per probationer on warrant status during the reporting period.	$214.25	$274.59	$285.61	-$11.02	-4.0%
Revenue						
	211 - ADULT PROBATION GRANTS	$ 3,921	$ 14,587	$ 51,400	$ 10,512	2.7%
	TOTAL SOURCES	$ 3,921	$ 14,587	$ 51,400	$ 36,813	2.7%
Expenditure						
	100 - GENERAL	$ 1,664,755	$ 1,800,718	$ 1,831,442	$ (30,724)	-1.7%
	201 - ADULT PROBATION FEES	(1)	-	-	-	-
	211 - ADULT PROBATION GRANTS	-	17,592	17,580	12	0.1%
	TOTAL USES	$ 1,664,754	$ 1,818,310	$ 1,849,022	$ (30,712)	-1.7%

In Custody Management Activity

The purpose of the In Custody Management activity is to provide pro-social behaviors through assessment, case planning, treatment, and appropriate responses to probationers so they can be held accountable and increase their success rate of transition to the community post jail release.

Mandates: A.R.S. §§12-251 and 13-901 establishes standard probation, the conditions, and fees and establishes qualifications for probation officers and support staff; A.R.S. §12-253 establishes the powers and duties of adult probation officers; A.R.S. §12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of jail days saved through Court Liaison during the reporting period.	41.7%	46.0%	46.4%	0.4%	0.9%
Result	Percent of jailed probationers who receive services under the In-Custody Management Activity during the reporting period.	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Average daily number of jailed probationers who receive In-Custody Management services from the Work Furlough and Custody Management Unit, plus the total number of probationers handled by Court Liaison who were revoked to DOC, reinstated without jail, or received less than 30 days jail during the reporting period.	2,416	2,940	1,630	-1,310	-80.4%
Demand	Average number of jailed probationers assigned to In-Custody Management services from the Work Furlough and Custody Management Units, plus the total number of probationers assigned to Court Liaison who were revoked to DOC, reinstated without jail, or received less than 30 days jail during the reporting period.	2,416	2,940	1,630	-1,310	-80.4%
Efficiency	Average daily cost per probationer to provide In-Custody Management Activity services during the reporting period.	$1,405.29	$1,116.13	$1,998.39	-$882.26	-79.0%
Revenue						
	201 - ADULT PROBATION FEES	$ 885,401	$ 898,200	$ 760,000	$ (138,200)	-15.4%
	211 - ADULT PROBATION GRANTS	89,589	216,211	216,210	(1)	0.0%
	TOTAL SOURCES	$ 974,990	$ 1,114,411	$ 976,210	$ (138,201)	-12.4%
Expenditure						
	100 - GENERAL	$ 2,131,581	$ 3,023,230	$ 3,022,933	$ (297)	0.0%
	201 - ADULT PROBATION FEES	1,024,386	-	-	-	-
	211 - ADULT PROBATION GRANTS	239,203	258,191	234,435	(23,756)	-9.2%
	TOTAL USES	$ 3,395,170	$ 3,281,421	$ 3,257,368	$ (24,053)	-0.7%

Budget Balancing Adjustments:

General Fund (100)

Cost Reduction

- The expenditure budget is reduced by $260,661 as a result discontinuing the use of surveillance officers to monitor work furlough probationers eliminating 5.0 filled FTEs.
- The expenditure budget is reduced by $106,656 as a result discontinuing the use of surveillance officers to monitor probationers receiving services from the In Custody Management Activity eliminating 2.0 filled FTEs.

Indirect Services Activity

The purpose of the Indirect Services activity is to provide case monitoring services to probationers who: are allowed to return or relocate to their residence in another state or county, complete a prison term, transition to community supervised probation, and are detained prior to deportation to their country of citizenship so they can minimize their risk to public safety by preventing re-arrest for a new offense.

Mandates: A.R.S. §§31-461 through 31-467 establishes interstate compacts for supervision of parolees, probationers, and adult offenders.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of probationers appropriately monitored according to Indirect Services standards during the reporting period.	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of sex offenders who check in with Adult Probation within 72 hours of discharge from DOC.	90.3%	81.0%	100.0%	19.0%	19.0%
Result	Percent of probationers on deportation status through USCIS who are returned to MCAPD for action due to arrest, technical violation, or investigation during the reporting period.	0.8%	0.8%	0.6%	(0.2%)	-33.8%
Output	Average daily number of probationers monitored according to Indirect Services standards.	15,811	15,425	20,228	4,803	23.7%
Output	Number of sex offenders who check in with Adult Probation within 72 hours following discharge from DOC.	134	125	116	-9	-7.8%
Output	Daily average number of probationers on deportation status through USCIS during the reporting period.	6,751	5,656	8,113	2,457	30.3%
Demand	Average daily number of probationers assigned to Indirect Services during the reporting period.	15,811	15,425	20,228	4,803	23.7%
Efficiency	Average daily cost per probationer administered by Indirect Services during the reporting period.	$56.90	$55.86	$44.12	$11.74	21.0%
Revenue						
	201 - ADULT PROBATION FEESS	$ 1,886,249	$ 2,300,145	$ 2,219,422	$ (80,723)	-3.5%
	TOTAL SOURCES	$ 1,886,249	$ 2,300,145	$ 2,219,422	$ (80,723)	-3.5%
Expenditure						
	100 - GENERAL	$ 899,658	$ 861,707	$ 892,432	$ 959,480	111.3%
	201 - ADULT PROBATION FEES	1	-	-	549,359	-
	TOTAL USES	$ 899,659	$ 861,707	$ 892,432	$ (30,725)	-3.6%

Intensive Probation Activity

The purpose of the Intensive Probation activity is to provide community supervision and encourage pro-social behaviors of high risk probationers through assessment, case planning, treatment and appropriate responses to behaviors. Aligning services to offender risk profiles and criminogenic needs to high risk probationers so they can enhance their likelihood to remain in the community and successfully complete probation.

Mandates: A.R.S. §§13-913 through 13-920 establishes intensive probation, power and duties, probation officer qualifications, and probation conditions and fees.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of active IPS probationers sentenced for a new felony offense while supervised.	10.2%	10.0%	7.0%	(3.0%)	-43.5%
Result	Percent of IPS probationers who successfully exit IPS and are not revoked to prison or jail during the reporting period.	46.4%	55.0%	49.5%	(5.5%)	-11.1%
Output	Average number of active IPS probationers supervised during the reporting period.	1,093	1,124	990	-134	-13.5%
Output	Total number of IPS probationers discharged from IPS.	1,398	1,124	1,111	-13	-1.2%
Demand	Average number of active IPS probationers ordered to be supervised during the reporting period.	1,093	1,124	990	-134	-13.5%
Efficiency	Average daily cost per IPS probationer for the reporting period.	$9,322.47	$8,063.29	$6,867.95	$1,195.35	14.8%
Revenue						
	201 - ADULT PROBATION FEESS	$ 2,158,324	$ 2,219,422	$ 1,781,275	$ (438,147)	-19.7%
	TOTAL SOURCES	$ 2,158,324	$ 2,219,422	$ 1,781,275	$ (438,147)	-19.7%
Expenditure						
	100 - GENERAL	$ 9,671,824	$ 9,043,195	$ 6,772,247	$ 2,270,948	25.1%
	201 - ADULT PROBATION FEES	505,734	4,945	27,021	(22,076)	-446.4%
	211 - ADULT PROBATION GRANTS	9,568	15,002	-	15,002	100.0%
	TOTAL USES	$ 10,187,126	$ 9,063,142	$ 6,799,268	$ 2,263,874	25.0%

Budget Balancing Adjustments:

General Fund (100)

Cost Reduction

- The expenditure budget is reduced by $1,308,798 as a result of changing the intensive probation staffing mix of one probation officer and one surveillance officer with a caseload ratio of 2:25 or one probation officer and two surveillance officers with a caseload ratio of 3:40 to two probation officers with the caseload ratio of 2:30 eliminating 13.0 vacant FTEs and 11.0 filled FTEs.
- The expenditure budget is reduced by $599,288 as a result of reducing the use of surveillance officers to contact probationers on intensive probation and requiring probation officers to make the necessary number of contacts eliminating 14.0 filled FTEs.

Report & Review Activity

The purpose of the Report and Review Probation Supervision activity is to provide appropriately reduced levels of supervision to low-risk and compliant offenders so they can enhance their likelihood to remain in the community and successfully complete probation.

Mandates: A.R.S. §§12-251 and 13-901 establishes standard probation, the conditions, and fees and establishes qualifications for probation officers and support staff; A.R.S. §12-253 establishes the powers and duties of adult probation officers; A.R.S. §12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Report and Review probationers who successfully complete Report and Review supervision during the reporting period.	98.3%	81.0%	96.2%	15.2%	15.8%
Result	Percent of active Report and Review probationers sentenced for a new felony offense while supervised.	3.0%	2.0%	1.5%	(0.5%)	-33.3%
Output	Average number of Report and Review probationers supervised during the reporting period.	6,148	6,382	8,000	1,618	20.2%
Demand	Average number of active probationers ordered by the court and/or transferred from field supervisions to be monitored.	6,148	6,382	8,000	1,618	20.2%
Efficiency	Average cost per Report and Review probationer supervised during the reporting period.	$419.52	$478.16	$290.55	$187.60	39.2%
Expenditure						
	100 - GENERAL	$ 1,706,450	$ 3,051,600	$ 2,324,504	$ (1,226,636)	-40.2%
	201 - ADULT PROBATION FEES	872,780	-	-	872,780	-
	TOTAL USES	$ 2,579,230	$ 3,051,600	$ 2,324,504	$ 727,096	23.8%

Budget Balancing Adjustments:

General Fund (100)

Cost Reduction

- The expenditure budget is reduced by $795,834 as a result of increasing the caseload ratio eliminating 1.0 vacant FTE.

Serious Mentally Ill Activity

The purpose of the Seriously Mentally Ill Probation Supervision activity is to provide specialized supervision and align services to offender risk profiles and criminogenic needs to Seriously Mentally Ill probationer so they can enhance their likelihood to remain in the community and successfully complete probation.

Mandates: A.R.S. §§12-251 and 13-901 establishes standard probation, the conditions, and fees and establishes qualifications for probation officers and support staff; A.R.S. §12-253 establishes the powers and duties of adult probation officers; A.R.S. §12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of active seriously mentally ill probationers sentenced for a new felony offense while supervised.	6.4%	6.0%	6.5%	0.5%	7.7%
Result	Percent of seriously mentally ill who successfully complete probation.	75.7%	73.0%	65.8%	(7.2%)	-10.9%
Output	Average number of active seriously mentally ill probationers supervised during the reporting period.	532	650	583	-67	-11.5%
Output	Number of active seriously mentally ill probationers terminated from probation.	305	283	319	36	11.3%
Demand	Average number of active seriously mentally ill probationers ordered to be supervised by the Court during the reporting period.	532	650	583	-67	-11.5%
Efficiency	Average cost per active seriously mentally ill probationer for the reporting period.	$2,467.32	$1,883.04	$2,250.04	-$367.00	-19.5%
Expenditure						
	100 - GENERAL	$ 1,313,232	$ 1,223,975	$ 1,311,771	$ (87,796)	-7.2%
	TOTAL USES	$ 1,313,232	$ 1,223,975	$ 1,311,771	$ (87,796)	-7.2%

Sex Offender Activity

The purpose of the Sex Offender Probation Supervision Activity is to provide specialized supervision and align services to offender risk profiles and criminogenic needs to Sex Offender probationers so they can enhance their likelihood to remain in the community and reduce commitments to the DOC.

Mandates: A.R.S. §§12-251 and 13-901 establishes standard probation, the conditions, and fees and establishes qualifications for probation officers and support staff; A.R.S. §12-253 establishes the powers and duties of adult probation officers; A.R.S. §12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of active sex offenders sentenced for a new felony offense while supervised.	4.0%	2.4%	3.2%	0.8%	25.0%
Output	Average number of active sex offenders supervised during the reporting period.	1,632	1,716	1,787	71	4.0%
Demand	Average number of active sex offenders ordered to be supervised during the reporting period.	1,632	1,716	1,787	71	4.0%
Efficiency	Average cost per active sex offender for the reporting period.	$2,269.77	$2,173.53	$2,359.60	-$186.07	-8.6%
Revenue						
	211 - ADULT PROBATION GRANTS	$ 213,768	$ 185,195	$ 178,425	$ (6,770)	-3.7%
	TOTAL SOURCES	$ 213,768	$ 185,195	$ 178,425	$ (6,770)	-3.7%
Expenditure						
	100 - GENERAL	$ 3,163,918	$ 2,447,183	$ 1,395,520	$ 1,051,663	43.0%
	201 - ADULT PROBATION FEES	349,139	1,100,000	2,709,870	(1,609,870)	-146.4%
	211 - ADULT PROBATION GRANTS	191,212	182,601	111,810	70,791	38.8%
	TOTAL USES	$ 3,704,269	$ 3,729,784	$ 4,217,200	$ (487,416)	-13.1%

Standard Probation Activity

The purpose of the Standard Probation activity is to provide community supervision and encourage pro-social behaviors of probationers through assessment, case planning, treatment and appropriate responses to behaviors. Aligning services to offender risk profiles and criminogenic needs to probationers so they can enhance their likelihood to remain in the community and successfully complete probation.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of active Standard probationers convicted of a new felony offense while supervised.	9.8%	10.0%	12.0%	2.0%	16.9%
Result	Percent of Standard probationers who successfully complete probation.	63.1%	62.0%	62.1%	0.1%	0.2%
Output	Average daily number of active standard probationers supervised for the reporting period.	19,440	23,681	17,656	-6,025	-34.1%
Output	Number of Standard probationers terminated from probation.	8,652	5,459	7,783	2,324	29.9%
Demand	Average daily number of active standard probationers ordered supervised for the reporting period.	19,440	23,681	17,652	-6,029	-34.2%
Efficiency	Average daily cost per active Standard Supervision probationer.	$1,536.61	$1,242.29	$1,461.80	-$219.50	-17.7%
Revenue						
	201 - ADULT PROBATION FEES	$ 6,923,179	$ 9,056,826	$ 8,393,927	$ (662,899)	-7.3%
	211 - ADULT PROBATION GRANTS	261,953	323,430	183,890	(139,540)	-43.1%
	TOTAL SOURCES	$ 7,185,132	$ 9,380,256	$ 8,577,817	$ (802,439)	-8.6%
Expenditure						
	100 - GENERAL	$ 19,554,446	$ 15,179,113	$ 15,613,417	$ (434,304)	-2.9%
	201 - ADULT PROBATION FEES	9,889,743	14,120,484	10,045,351	4,075,133	28.9%
	211 - ADULT PROBATION GRANTS	427,871	119,158	150,719	(31,561)	-26.5%
	TOTAL USES	$ 29,872,060	$ 29,418,755	$ 25,809,487	$ 3,609,268	12.3%

Budget Balancing Adjustments:

General Fund (100)

Cost Reduction

- The expenditure budget is reduced by $1,115,177 as a result of moving misdemeanor cases from standard probation to compliance monitoring, which has a higher caseload eliminating 20.0 vacant FTEs.
- The expenditure budget is reduced by $1,665,784 as a result of moving Proposition 200, drug possession, cases from standard probation to compliance monitoring, which has a higher caseload eliminating 15.0 vacant FTEs and 13.0 filled FTEs.

Adult Probation Fee Fund (201)

Revenue Enhancement

- The revenue budget is increased by $921,375 as a result of the fee increase of $15.00 to the Probation Services Fee that increased the fee from $50 to $65 with the Administrative Office of the Courts (AOC) approval in FY2008-09.

Transfer Youth Activity

The purpose of the Transferred Youth Supervision activity is to provide specialized supervision and align services to offender risk profiles and criminogenic needs to Transferred Youth probationers so they can enhance their likelihood to remain in the community and successfully complete probation.

Mandates: A.R.S. §§12-251 and 13-901 establishes standard probation, the conditions, and fees and establishes qualifications for probation officers and support staff; A.R.S. §12-253 establishes the powers and duties of adult probation officers; A.R.S. §12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of active transferred youth sentenced for a new felony offense while supervised	20.6%	39.0%	37.2%	(1.8%)	-4.8%
Result	Percent of transferred youth who successfully complete probation.	25.8%	18.1%	29.8%	11.7%	39.3%
Output	Average number of active transferred youth supervised during the reporting period.	170	197	183	-14	-7.8%
Output	Number of transferred youth terminated from probation	66	81	124	43	34.7%
Demand	Average number of active transferred youth ordered to be supervised by the Court during the reporting period.	170	197	183	-14	-7.7%
Efficiency	Average cost per active transferred youth for the reporting period.	$2,044.86	$1,843.66	$1,832.76	$10.90	0.6%
Expenditure						
	100 - GENERAL	347,627	333,201	334,937	(1,736)	-0.5%
	201 - ADULT PROBATION FEES	-	30,000	-	30,000	100.0%
	TOTAL USES	$ 347,627	$ 363,201	$ 334,937	$ 28,264	7.8%

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 60,982,903**	**$ -**
MID-YEAR ADJUSTMENTS:			
General Laborer (Courier) Positions (C-16-09-001-M-00)		$ 129,713	$ -
	Subtotal	$ 129,713	$ -
FY 2008-09 REVISED BUDGET		**$ 61,112,616**	**$ -**
FY 2008-09 REVISED RESTATED BUDGET		**$ 61,112,616**	**$ -**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 5,852,680	$ -
FY 2009-10 BUDGET TARGET		**$ 66,965,296**	**$ -**
BASE ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Administrative Reduction			
Reduce Multi-Lingual Pay Differential		$ (150,000)	$ -
	Subtotal	$ (150,000)	$ -
Cost Reduction			
Reduce Communications Center - Eliminate 6.1 Vacant Positions		$ (241,458)	$ -
Move Misdeameanors To Compliance Monitoring - Eliminate 20 Vacant Positions		(1,115,177)	-
Increase Compliance Monitoring Case Ratio - Eliminate 1 Vacant Position		(795,834)	-
Move Prop 200 Cases To Compliance Monitoring - Eliminate 15 Vacant & 13 Filled Positions		(1,665,784)	-
Reduce The Number Of Practice Shoots Per Year		(10,000)	-
Reduce Intensive Probation - Eliminate 13 Vacant & 11 Filled (RIF) Positions		(1,308,798)	-
Reduce Presentence Investigations Staffing - Eliminate 3 Vacant Presentence Screener Positions		(125,234)	-
Eliminate Use of Surveillance Officer For Intensive Probation - 14 Filled (RIF) Positions		(599,288)	-
Eliminate Use of Surveillance Officer For Work Furlough - 5 Filled (RIF) Positions		(260,661)	-
Eliminate Use of Surveillance Officer For In Custody Management 2 Filled (RIF) Positions		(106,656)	-
Reduce Community Restitution Support Staff - Eliminate 2 Vacant Positions		(74,198)	-
Reduce Staff Development And Research Staff - Eliminate 3 Vacant & 1 Filled (RIF) Position		(262,368)	-
		$ (6,565,456)	$ -
Vacancies			
Eliminate 17.6 Vacant Positions		$ (704,860)	$ -
	Subtotal	$ (704,860)	$ -
Debt Reduction			
TFP debt Service Payoff Savings		$ (299,263)	$ -
	Subtotal	$ (299,263)	$ -
OTHER BASE ADJUSTMENTS			
Reduction in Allocation-Out to Fee Fund		$ 1,812,946	$ -
Worker's Compensation and Unemployment Benefits		485,355	-
Rightsize Personnel Services Savings to 3.0%		(2,683,452)	-
Printer Management Program Savings		(6,407)	-
	Subtotal	$ (391,558)	$ -
FY 2009-10 RECOMMENDED OPERATING BUDGET		**$ 58,854,159**	**$ -**
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 58,854,159**	**$ -**

Adult Probation Fees Fund (201)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 14,249,145**	**$ 14,249,148**
FY 2008-09 REVISED BUDGET		**$ 14,249,145**	**$ 14,249,148**
FY 2008-09 REVISED RESTATED BUDGET		**$ 14,249,145**	**$ 14,249,148**
TARGET ADJUSTMENTS:			
TECHNICAL ADJUSTMENTS			
Structural Balance		$ 3	$ -
	Subtotal	$ 3	$ -
FY 2009-10 BUDGET TARGET		**$ 14,249,148**	**$ 14,249,148**
BASE ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Revenue Enhancement			
Increase Probation Service Fees to $65.00		$ -	$ 921,375
Charge for Presentence Investigation Reports		-	992,427
	Subtotal	$ -	$ 1,913,802
OTHER BASE ADJUSTMENTS			
Probation Surcharge Revenue Shortfall		$ -	$ (2,046,748)
Reduction In Allocation From General Fund		(1,812,946)	-
Risk Management Charges From State		1,680,000	-
	Subtotal	$ (132,946)	$ (2,046,748)
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 14,116,202**	**$ 14,116,202**
		EXPENDITURES	**REVENUE**
NON-RECURRING			
NON-PROJECT 0001			
Quality Assurance Project		$ 347,701	$ -
	Subtotal	$ 347,701	$ -
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 347,701**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 14,463,903**	**$ 14,116,202**

Adult Probation Fees Fund (201) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ (56,354)	$ 35,901	$ 35,901	$ (54,092)	$ (54,092)
Beginning Unreserved/Undesignated Fund Balance	$ (56,354)	$ 35,901	$ 35,901	$ (54,092)	$ (54,092)
Sources:					
Operating	$ 4,186,060	$ 4,577,473	$ 4,952,695	$ 4,299,918	$ 4,477,057
Total Sources:	$ 4,186,060	$ 4,577,473	$ 4,952,695	$ 4,299,918	$ 4,477,057
Uses:					
Operating	$ 4,183,823	$ 4,577,481	$ 4,952,703	$ 4,299,918	$ 4,477,057
Total Uses:	$ 4,183,823	$ 4,577,481	$ 4,952,703	$ 4,299,918	$ 4,477,057
Operating Balance	$ 2,237	$ (8)	$ (8)	$ -	$ -
Accounting Adjustments	$ 25	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ (54,092)	$ 35,893	$ 35,893	$ (54,092)	$ (54,092)
Ending Unreserved Fund Balance	$ (54,092)	$ 35,893	$ 35,893	$ (54,092)	$ (54,092)

Adult Probation Grants Fund (211)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 4,577,481**	**$ 4,577,473**
MID-YEAR ADJUSTMENTS:		
Increase Revenue and Expenditure C-11-09-002-G-00	$ 375,222	$ 375,222
Subtotal	$ 375,222	$ 375,222
FY 2008-09 REVISED BUDGET	**$ 4,952,703**	**$ 4,952,695**
FY 2008-09 REVISED RESTATED BUDGET	**$ 4,952,703**	**$ 4,952,695**
FY 2009-10 BUDGET TARGET	**$ 4,952,703**	**$ 4,952,695**
BASE ADJUSTMENTS:		
OTHER BASE ADJUSTMENTS		
Structural Balance	$ (8)	$ -
Reduction in Grant Funds	(475,638)	(475,638)
Subtotal	$ (475,646)	$ (475,638)
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 4,477,057**	**$ 4,477,057**

Adult Probation Grants Fund (211) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ (56,354)	$ 35,901	$ 35,901	$ (54,092)	$ (54,092)
Beginning Unreserved/Undesignated Fund Balance	$ (56,354)	$ 35,901	$ 35,901	$ (54,092)	$ (54,092)
Sources:					
Operating	$ 4,186,060	$ 4,577,473	$ 4,952,695	$ 4,299,918	$ 4,477,057
Total Sources:	$ 4,186,060	$ 4,577,473	$ 4,952,695	$ 4,299,918	$ 4,477,057
Uses:					
Operating	$ 4,183,823	$ 4,577,481	$ 4,952,703	$ 4,299,918	$ 4,477,057
Total Uses:	$ 4,183,823	$ 4,577,481	$ 4,952,703	$ 4,299,918	$ 4,477,057
Operating Balance	$ 2,237	$ (8)	$ (8)	$ -	$ -
Accounting Adjustments	$ 25	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ (54,092)	$ 35,893	$ 35,893	$ (54,092)	$ (54,092)
Ending Unreserved Fund Balance	$ (54,092)	$ 35,893	$ 35,893	$ (54,092)	$ (54,092)

Air Quality

Analysis by Angie Flick, Management & Budget Analyst

Summary

Mission

The mission of the Air Quality Department is to protect our most vital, natural resource; air quality, for the people of Maricopa County so they can live and breathe in a clean air environment.

Vision

To achieve the highest air quality standards in Maricopa County as we evolve with the county's escalating growth.

Strategic Goals

- **By June 30, 2008, have an air monitoring vehicle in service to provide instantaneous tests to assess air pollution levels in Maricopa County.**

  Status: The vehicle was delivered to Maricopa County in March 2009.

- **By June 30, 2008, define requirements, obtain funding, implement and maintain an integrated electronic information system to provide one data source to support information capturing, processing, storage and retrieval of all Air Quality's business needs.**

  Status: Acella, a new permitting software package, is anticipated to be in use by September 2009 which will provide the tools for attaining this goal.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
85AQ - AIR QUALITY	$ 18,284,421	$ 23,172,120	$ 22,272,275	$ 18,857,284	$ 19,904,757	$ (2,367,518)	-10.6%
CAQM - COUNTYWIDE AQ MONITORING	443,996	426,580	426,580	444,194	430,021	3,441	0.8%
DCPC - DUST CNTRL PERMIT COMPLIANCE	2,977,273	7,661,112	6,761,267	4,012,259	4,137,936	(2,623,331)	-38.8%
DCPE - DUST CNTRL PERMIT ENFORCEMENT	2,602,468	1,782,480	1,782,480	2,886,595	1,920,240	137,760	7.7%
DCVL - DUST CNTRL VACANT LOT COMPL	1,467,988	1,121,988	1,121,988	824,791	1,011,788	(110,200)	-9.8%
LSPC - LARGE SOURCE PERMIT COMPLIANCE	964,202	1,315,140	1,315,140	1,257,859	1,315,140	-	0.0%
LSPE - LARGE SOURCE PERMIT ENFRCMENT	68,824	634,728	634,728	699,005	771,420	136,692	21.5%
LSPR - LARGE SOURCE PRMT ENG REVIEW	312,467	720,500	720,500	267,512	756,528	36,028	5.0%
SSPC - SMALL SOURCE PERMIT COMPLIANCE	3,991,287	5,598,756	5,598,756	3,812,547	4,603,920	(994,836)	-17.8%
SSPE - SMALL SOURCE PERMIT ENFRCMENT	2,200,946	998,340	998,340	2,015,041	2,028,828	1,030,488	103.2%
SSPR - SMALL SOURCE PRMT ENG REVIEW	195,504	328,920	328,920	323,004	345,360	16,440	5.0%
TRDA - TRIP REDUCTION	2,304,542	1,858,576	1,858,576	1,546,640	1,858,576	-	0.0%
VVRR - VOL VEH REPAIR AND RETROFIT	754,924	725,000	725,000	767,837	725,000	-	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 555,613	$ 292,000	$ 292,000	$ 6,918	$ 8,400	$ (283,600)	-97.1%
ODIR - EXECUTIVE MANAGEMENT	555,613	292,000	292,000	6,918	8,400	(283,600)	-97.1%
99GV - GENERAL GOVERNMENT	$ (893,141)	$ -	$ -	$ 296,845	$ 280,000	$ 280,000	0.0%
GGOV - GENERAL GOVERNMENT	(893,141)	-	-	296,845	280,000	280,000	0.0%
TOTAL PROGRAMS	**$ 17,946,893**	**$ 23,464,120**	**$ 22,564,275**	**$ 19,161,047**	**$ 20,193,157**	**$ (2,371,118)**	**-10.5%**
USES							
85AQ - AIR QUALITY	$ 14,740,831	$ 19,389,509	$ 18,375,964	$ 16,413,422	$ 15,564,955	$ 2,811,009	15.3%
SBRC - BUSINESS RESOURCE CENTER	363,264	255,938	255,938	88,216	98,933	157,005	61.3%
CAQM - COUNTYWIDE AQ MONITORING	2,133,637	1,819,318	1,819,318	1,703,233	1,972,682	(153,364)	-8.4%
DCPC - DUST CNTRL PERMIT COMPLIANCE	3,701,522	5,414,938	4,401,393	4,190,409	3,198,997	1,202,396	27.3%
DCPE - DUST CNTRL PERMIT ENFORCEMENT	254,229	337,875	337,875	396,338	378,172	(40,297)	-11.9%
DCVL - DUST CNTRL VACANT LOT COMPL	1,282,643	1,750,461	1,750,461	1,152,745	1,061,013	689,448	39.4%
LSPC - LARGE SOURCE PERMIT COMPLIANCE	515,085	646,736	646,736	565,491	716,885	(70,149)	-10.8%
LSPE - LARGE SOURCE PERMIT ENFRCMENT	102,564	236,516	236,516	106,119	256,187	(19,671)	-8.3%
LSPR - LARGE SOURCE PRMT ENG REVIEW	692,983	721,699	721,699	707,489	724,637	(2,938)	-0.4%
MAMV - MOBILE AIR MONITORING VAN	-	1,354,040	1,354,040	1,087,662	156,035	1,198,005	88.5%
PLAA - PLANNING AND ANALYSIS	935,922	993,308	993,308	946,561	1,244,297	(250,989)	-25.3%
SSPC - SMALL SOURCE PERMIT COMPLIANCE	1,418,099	2,292,212	2,292,212	1,942,740	1,842,344	449,868	19.6%
SSPE - SMALL SOURCE PERMIT ENFRCMENT	183,420	199,511	199,511	301,668	226,592	(27,081)	-13.6%
SSPR - SMALL SOURCE PRMT ENG REVIEW	796,480	853,137	853,137	1,101,041	1,101,402	(248,265)	-29.1%
TRDA - TRIP REDUCTION	1,700,048	1,788,565	1,788,565	1,418,875	1,858,168	(69,603)	-3.9%
VVRR - VOL VEH REPAIR AND RETROFIT	660,935	725,255	725,255	704,835	728,611	(3,356)	-0.5%
99AS - ADMINISTRATIVE SERVICES	$ 4,931,966	$ 6,424,046	$ 6,424,046	$ 5,946,817	$ 5,454,010	$ 970,036	15.1%
BDGT - BUDGETING	32,151	37,386	37,386	36,733	37,882	(496)	-1.3%
ODIR - EXECUTIVE MANAGEMENT	4,343,859	5,804,004	5,804,004	5,324,504	4,579,444	1,224,560	21.1%
FSAC - FINANCIAL SERVICES	316,281	291,142	291,142	328,999	630,338	(339,196)	-116.5%
HRAC - HUMAN RESOURCES	215,831	266,025	266,025	231,730	181,491	84,534	31.8%
PROC - PROCUREMENT	23,844	25,489	25,489	24,851	24,855	634	2.5%
99GV - GENERAL GOVERNMENT	$ 274,959	$ 1,032,611	$ 1,032,611	$ 536,686	$ 1,336,627	$ (304,016)	-29.4%
CSCA - CENTRAL SERVICE COST ALLOC	274,896	392,579	392,579	392,579	594,267	(201,688)	-51.4%
ISFC - INTERNAL SERVICE FUND CHARGES	63	640,032	640,032	144,107	742,360	(102,328)	-16.0%
TOTAL PROGRAMS	**$ 19,947,756**	**$ 26,846,166**	**$ 25,832,621**	**$ 22,896,925**	**$ 22,355,592**	**$ 3,477,029**	**13.5%**

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 8,298,469	$ 15,624,428	$ 14,610,883	$ 9,043,906	$ 10,740,228	$ (3,870,655)	-26.5%
SUBTOTAL	$ 8,298,469	$ 15,624,428	$ 14,610,883	$ 9,043,906	$ 10,740,228	$ (3,870,655)	-26.5%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,018,843	$ 1,548,568	$ 1,548,568	$ 1,268,985	$ 1,441,809	$ (106,759)	-6.9%
0620 - OTHER INTERGOVERNMENTAL	3,059,466	2,583,576	2,583,576	2,314,477	2,583,576	-	0.0%
SUBTOTAL	$ 4,078,309	$ 4,132,144	$ 4,132,144	$ 3,583,462	$ 4,025,385	$ (106,759)	-2.6%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 141,270	$ -	$ -	$ 629,275	$ 418,656	$ 418,656	0.0%
SUBTOTAL	$ 141,270	$ -	$ -	$ 629,275	$ 418,656	$ 418,656	0.0%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 4,872,238	$ 3,415,548	$ 3,415,548	$ 5,600,641	$ 4,720,488	$ 1,304,940	38.2%
SUBTOTAL	$ 4,872,238	$ 3,415,548	$ 3,415,548	$ 5,600,641	$ 4,720,488	$ 1,304,940	38.2%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 541,094	$ 282,000	$ 282,000	$ 296,845	$ 280,000	$ (2,000)	-0.7%
0650 - MISCELLANEOUS REVENUE	15,513	10,000	10,000	6,918	8,400	(1,600)	-16.0%
SUBTOTAL	$ 556,607	$ 292,000	$ 292,000	$ 303,763	$ 288,400	$ (3,600)	-1.2%
ALL REVENUES	$ 17,946,893	$ 23,464,120	$ 22,450,575	$ 19,161,047	$ 20,193,157	$ (2,257,418)	-10.1%
TOTAL SOURCES	**$ 17,946,893**	**$ 23,464,120**	**$ 22,564,275**	**$ 19,161,047**	**$ 20,193,157**	**$ (2,371,118)**	**-10.5%**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 8,044,816	$ 10,821,345	$ 9,807,800	$ 9,824,384	$ 9,510,701	$ 297,099	3.0%
0710 - OVERTIME	89,840	93,368	93,368	76,619	78,280	15,088	16.2%
0750 - FRINGE BENEFITS	2,522,965	3,506,517	3,506,517	3,146,639	3,079,848	426,669	12.2%
0790 - OTHER PERSONNEL SERVICES	49,131	643,736	643,736	59,967	90,150	553,586	86.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(419,679)	(741,740)	(741,740)	(645,323)	(714,487)	(27,253)	3.7%
0796 - PERSONNEL SERVICES ALLOC-IN	1,061,901	1,588,221	1,588,221	1,504,574	1,668,976	(80,755)	-5.1%
SUBTOTAL	$ 11,348,974	$ 15,911,447	$ 14,897,902	$ 13,966,860	$ 13,713,468	$ 1,184,434	8.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 588,660	$ 612,067	$ 612,067	$ 433,632	$ 483,750	$ 128,317	21.0%
0803 - FUEL	138,466	168,620	168,620	174,905	239,963	(71,343)	-42.3%
0804 - NON-CAPITAL EQUIPMENT	92,467	105,766	105,766	414,127	24,897	80,869	76.5%
0805 - SUPPLIES-ALLOCATION OUT	(5,337)	(6,344)	(6,344)	(7,929)	(10,018)	3,674	-57.9%
0806 - SUPPLIES-ALLOCATION IN	13,449	17,035	17,035	27,722	18,690	(1,655)	-9.7%
SUBTOTAL	$ 827,705	$ 897,144	$ 897,144	$ 1,042,457	$ 757,282	$ 139,862	15.6%
SERVICES							
0810 - LEGAL SERVICES	$ 6,296	$ 3,288	$ 3,288	$ 2,558	$ 6,300	$ (3,012)	-91.6%
0811 - HEALTH CARE SERVICES	37,426	54,400	54,400	17,752	10,460	43,940	80.8%
0812 - OTHER SERVICES	3,238,149	5,105,832	5,105,832	3,746,695	3,970,438	1,135,394	22.2%
0820 - RENT & OPERATING LEASES	1,200,490	1,063,933	1,063,933	1,169,229	1,161,461	(97,528)	-9.2%
0825 - REPAIRS AND MAINTENANCE	173,712	208,489	208,489	53,475	80,364	128,125	61.5%
0830 - INTERGOVERNMENTAL PAYMENTS	(1)	1,200	1,200	-	-	1,200	100.0%
0839 - INTERNAL SERVICE CHARGES	1,058,023	640,032	640,032	879,359	1,055,291	(415,259)	-64.9%
0841 - TRAVEL	31,640	56,212	56,212	19,534	43,364	12,848	22.9%
0842 - EDUCATION AND TRAINING	56,115	215,710	215,710	67,200	58,899	156,811	72.7%
0843 - POSTAGE/FREIGHT/SHIPPING	61,865	100,511	100,511	73,970	100,301	210	0.2%
0850 - UTILITIES	26,506	30,000	30,000	35,240	48,000	(18,000)	-60.0%
0872 - SERVICES-ALLOCATION OUT	(56,127)	(82,481)	(82,481)	(66,750)	(66,791)	(15,690)	19.0%
0873 - SERVICES-ALLOCATION IN	85,759	276,566	276,566	92,576	118,994	157,572	57.0%
SUBTOTAL	$ 5,919,853	$ 7,673,692	$ 7,673,692	$ 6,090,838	$ 6,587,081	$ 1,086,611	14.2%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ 392,579	$ 392,579	$ 392,579	$ 594,267	$ (201,688)	-51.4%
SUBTOTAL	$ -	$ 392,579	$ 392,579	$ 392,579	$ 594,267	$ (201,688)	-51.4%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 284,939	$ 270,000	$ 270,000	$ 81,122	$ 417,000	$ (147,000)	-54.4%
0930 - VEHICLES & CONSTRUCTION EQUIP	1,358,674	1,469,400	1,469,400	1,024,135	-	1,469,400	100.0%
0950 - DEBT SERVICE	203,004	207,001	207,001	294,707	282,400	(75,399)	-36.4%
0955 - CAPITAL-ALLOCATION OUT	(10,797)	-	-	-	-	-	0.0%
0956 - CAPITAL-ALLOCATION IN	15,404	24,903	24,903	4,227	4,094	20,809	83.6%
SUBTOTAL	$ 1,851,224	$ 1,971,304	$ 1,971,304	$ 1,404,191	$ 703,494	$ 1,267,810	64.3%
TOTAL USES	**$ 19,947,756**	**$ 26,846,166**	**$ 25,832,621**	**$ 22,896,925**	**$ 22,355,592**	**$ 3,477,029**	**13.5%**

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
503 AIR QUALITY GRANT							
OPERATING	$ 4,078,309	$ 4,132,144	$ 4,132,144	$ 3,571,978	$ 4,025,385	$ (106,759)	-2.6%
FUND TOTAL SOURCES	$ 4,078,309	$ 4,132,144	$ 4,132,144	$ 3,571,978	$ 4,025,385	$ (106,759)	-2.6%
504 AIR QUALITY FEES							
OPERATING	$ 13,868,584	$ 19,331,976	$ 18,349,081	$ 15,589,069	$ 16,167,772	$ (2,181,309)	-11.9%
NON-RECURRING	-	-	83,050	-	-	(83,050)	-100.0%
FUND TOTAL SOURCES	$ 13,868,584	$ 19,331,976	$ 18,432,131	$ 15,589,069	$ 16,167,772	$ (2,264,359)	-12.3%
DEPARTMENT OPERATING TOTAL SOURCES	$ 17,946,893	$ 23,464,120	$ 22,481,225	$ 19,161,047	$ 20,193,157	$ (2,288,068)	-10.2%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ -	$ 83,050	$ -	$ -	$ (83,050)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 17,946,893	$ 23,464,120	$ 22,564,275	$ 19,161,047	$ 20,193,157	$ (2,371,118)	-10.5%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
503 AIR QUALITY GRANT							
OPERATING	$ 3,749,550	$ 4,132,151	$ 4,132,151	$ 3,676,915	$ 4,025,385	$ 106,766	2.6%
FUND TOTAL USES	$ 3,749,550	$ 4,132,151	$ 4,132,151	$ 3,676,915	$ 4,025,385	$ 106,766	2.6%
504 AIR QUALITY FEES							
OPERATING	$ 16,198,206	$ 17,952,308	$ 16,938,763	$ 15,518,196	$ 15,722,207	$ 1,216,556	7.2%
NON-RECURRING	-	4,761,707	4,761,707	3,701,814	2,608,000	2,153,707	45.2%
FUND TOTAL USES	$ 16,198,206	$ 22,714,015	$ 21,700,470	$ 19,220,010	$ 18,330,207	$ 3,370,263	15.5%
DEPARTMENT OPERATING TOTAL USES	$ 19,947,756	$ 22,084,459	$ 21,070,914	$ 19,195,111	$ 19,747,592	$ 1,323,322	6.3%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 4,761,707	$ 4,761,707	$ 3,701,814	$ 2,608,000	$ 2,153,707	45.2%
DEPARTMENT TOTAL USES	$ 19,947,756	$ 26,846,166	$ 25,832,621	$ 22,896,925	$ 22,355,592	$ 3,477,029	13.5%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
850 - AIR QUALITY								
ADMINISTRATIVE SERVICES								
BUDGETING	0.50	0.50	0.50	0.50	-	0.00%	-	0.00%
EXECUTIVE MANAGEMENT	7.50	7.50	10.50	9.50	2.00	26.67%	(1.00)	-9.52%
FINANCIAL SERVICES	4.50	4.50	7.50	7.50	3.00	66.67%	-	0.00%
HUMAN RESOURCES	4.00	4.00	3.00	3.00	(1.00)	-25.00%	-	0.00%
PROCUREMENT	0.50	0.50	0.50	0.50	-	0.00%	-	0.00%
PROGRAM TOTAL	17.00	17.00	22.00	21.00	4.00	23.53%	(1.00)	-4.55%
AIR QUALITY								
BUSINESS RESOURCE CENTER	3.00	3.00	2.00	1.00	(2.00)	-66.67%	(1.00)	-50.00%
COUNTYWIDE AQ MONITORING	16.00	16.00	16.00	16.00	-	0.00%	-	0.00%
DUST CNTRL PERMIT COMPLIANCE	91.50	91.50	55.00	55.00	(36.50)	-39.89%	-	0.00%
DUST CNTRL PERMIT ENFORCEMENT	5.40	5.40	7.65	5.85	0.45	8.33%	(1.80)	-23.53%
DUST CNTRL VACANT LOT COMPL	22.00	22.00	13.50	10.00	(12.00)	-54.55%	(3.50)	-25.93%
LARGE SOURCE PERMIT COMPLIANCE	9.40	9.40	7.90	9.70	0.30	3.19%	1.80	22.78%
LARGE SOURCE PERMIT ENFRCMENT	3.60	3.60	4.70	3.90	0.30	8.33%	(.80)	-17.02%
LARGE SOURCE PRMT ENG REVIEW	9.50	9.50	9.50	9.50	-	0.00%	-	0.00%
MOBILE AIR MONITORING VAN	3.00	3.00	1.00	1.00	(2.00)	-66.67%	-	0.00%
PLANNING AND ANALYSIS	13.00	13.00	11.00	12.00	(1.00)	-7.69%	1.00	9.09%
SMALL SOURCE PERMIT COMPLIANCE	23.10	23.10	27.60	27.30	4.20	18.18%	(.30)	-1.09%
SMALL SOURCE PERMIT ENFRCMENT	3.00	3.00	4.65	3.25	0.25	8.33%	(1.40)	-30.11%
SMALL SOURCE PRMT ENG REVIEW	13.50	13.50	14.50	14.50	1.00	7.41%	-	0.00%
TRIP REDUCTION	13.38	13.38	13.50	13.50	0.12	0.90%	-	0.00%
VOL VEH REPAIR AND RETROFIT	1.62	1.62	1.50	1.50	(0.12)	-7.41%	-	0.00%
PROGRAM TOTAL	231.00	231.00	190.00	184.00	(47.00)	-20.35%	(6.00)	-3.16%
DEPARTMENT TOTAL	**248.00**	**248.00**	**212.00**	**205.00**	**(43.00)**	**-17.34%**	**(7.00)**	**-3.30%**

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
850 - AIR QUALITY								
Accountant	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Admin/Office Support Supv	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Admin/Operations Specialist	5.00	5.00	6.00	6.00	1.00	20.00%	-	0.00%
Administrative Staff Supv	3.00	3.00	1.00	-	(3.00)	-100.00%	(1.00)	-100.00%
Administrative Supervisor	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Deputy Director	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Development Svcs Supervisor	2.00	2.00	1.00	1.00	(1.00)	-50.00%	-	0.00%
Development Svcs Technician	10.00	10.00	8.00	8.00	(2.00)	-20.00%	-	0.00%
Director - Air Quality	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Engineering Associate	24.00	24.00	24.00	23.00	(1.00)	-4.17%	(1.00)	-4.17%
Engineering Manager	-	-	1.00	-	-	0.00%	(1.00)	-100.00%
Engineering Supervisor	4.00	4.00	3.00	4.00	-	0.00%	1.00	33.33%
Engineering Technician	3.00	3.00	-	-	(3.00)	-100.00%	-	0.00%
Environmental Enforcement Spec	10.00	10.00	14.00	12.00	2.00	20.00%	(2.00)	-14.29%
Environmental Spclst Supv	15.00	15.00	10.00	10.00	(5.00)	-33.33%	-	0.00%
Environmental Specialist	95.00	95.00	70.00	70.00	(25.00)	-26.32%	-	0.00%
Executive Assistant	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Financial Supervisor - Dept	-	-	1.00	1.00	1.00	0.00%	-	0.00%
Financial Support Supv - Dept	1.00	1.00	-	-	(1.00)	-100.00%	-	0.00%
GIS Technician	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Grant-Contract Administrator	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Human Resources Specialist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Human Resources Support Supv	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Instrumentation Technician Air	12.00	12.00	12.00	12.00	-	0.00%	-	0.00%
Management Analyst	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Media Specialist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Office Assistant	13.00	13.00	12.00	12.00	(1.00)	-7.69%	-	0.00%
Office Assistant Specialized	15.00	15.00	14.00	12.00	(3.00)	-20.00%	(2.00)	-14.29%
Operations/Program Manager	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
Operations/Program Supervisor	3.00	3.00	2.00	2.00	(1.00)	-33.33%	-	0.00%
Planner	8.00	8.00	10.00	7.00	(1.00)	-12.50%	(3.00)	-30.00%
Planner - Senior	3.00	3.00	-	3.00	-	0.00%	3.00	0.00%
Planning Supervisor	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Project Administrator	-	-	2.00	2.00	2.00	0.00%	-	0.00%
Regression Modeler	-	-	-	-	-	0.00%	-	0.00%
Trainer	2.00	2.00	1.00	1.00	(1.00)	-50.00%	-	0.00%
Department Total	**248.00**	**248.00**	**212.00**	**205.00**	**(43.00)**	**-17.34%**	**(7.00)**	**-3.30%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
850 - AIR QUALITY								
503 - AIR QUALITY GRANT	25.00	25.00	25.00	25.00	-	0.00%	-	0.00%
504 - AIR QUALITY FEES	223.00	223.00	187.00	180.00	(43.00)	-19.28%	(7.00)	-3.74%
DEPARTMENT TOTAL	**248.00**	**248.00**	**212.00**	**205.00**	**(43.00)**	**-17.34%**	**(7.00)**	**-3.30%**

Significant Variance Analysis

Air Quality is experiencing significantly low demand for plan review, permitting and inspection services and as a result has reduced its workforce to be in line with the services that are demanded of the Department at this time. The Department reduced 52 positions as part of a reduction in force in February 2009.

General Adjustments

Budget Balancing: A $3,164,204 reduction in revenue (from FY 2008-09 Adopted) is the result of the downturn in the economy, particularly the construction industry which is required to have a dust control permit when disturbing the soil. The accompanying $2,561,601 reduction in expenditures is reflective of the changes in operations and size in the Department due to the decreased demand.

Grants: A $106,766 reduction in grant revenue and associated expenditures due to the timing of expenditures and associated re-imbursements from federal grants that span two County fiscal years.

Technology: $256,000 is a one-time carry-over from FY 2008-09 for the implementation of Acella, the permit processing and inspection database program utilized by the Regional Development Services Administration.

Mobile Air Quality Monitoring Van: A $1,200,000 reduction in Non-Recurring/Non-Project due to the van being delivered during FY 2008-09.

Programs and Activities

Air Quality Program

The purpose of the Air Quality Program is to provide air pollution information and regulatory services to industry, other governmental agencies, and the general public so that they can effectively contribute to the attainment of the national ambient air quality standards.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of inspected Dust Control operations in compliance.	63.0%	58.9%	70.0%	11.1%	18.8%
Percent of Dust Control permits issued within federal and state standards.	Not Reported	67.0%	100.0%	33.0%	49.3%
Percent of non-backlog Dust Control permitted source enforcement actions resolved.	100.0%	66.0%	99.9%	33.9%	51.4%
Percent of inspected Title V (Large Source) operations in compliance.	33.3%	100.0%	42.9%	(57.1%)	-57.1%
Percent of inspected Non-Title V and General (Small Source) permit operations in compliance.	64.9%	67.0%	71.9%	4.9%	7.3%
Percent of resolved backlog Non-Title V (Small Source), General, Burn and Asbestos source enforcement actions	Not Reported	20.3%	15.0%	(5.2%)	-25.9%

Activities that comprise this program include:

- Countywide Air Quality Monitoring
- Dust Control Permit Compliance
- Dust Control Permit Enforcement
- Dust Control Vacant Lot
- Large Source Permit Compliance
- Large Source Permit Enforcement
- Large Source Permit Engineering Review
- Mobile Air Monitoring Van
- Planning and Analysis
- Business Resource Center
- Small Source Permit Compliance
- Small Source Permit Enforcement
- Small Source Permit Engineering Review
- Trip Reduction
- Voluntary Vehicle Repair and Retrofit

Countywide Air Quality Monitoring Activity

The purpose of the Countywide Air Quality Monitoring Activity is to provide oversight of all stationary and activity based air pollution sources to Maricopa County stakeholders so that they can be confident they live in a healthful environment.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction. A.R.S. §49-180 provides for modification of the work plan.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of air monitoring readings found to be valid.	97.0%	87.6%	97.2%	9.6%	10.9%
Output	Number of valid samples collected.	326,681	314,462	335,656	21,194	6.7%
Demand	Number of samples the air quality monitors are scheduled to collect.	336,622	358,851	345,248	(13,603)	-3.8%
Efficiency	Cost per valid samples collected	$ 6.53	$ 5.79	$ 5.88	$ (0.09)	-1.6%
Revenue						
	503 - AIR QUALITY GRANT	$ 443,996	$ 426,580	$ 430,021	$ 3,441	0.8%
	TOTAL SOURCES	$ 443,996	$ 426,580	$ 430,021	$ 3,441	0.8%
Expenditure						
	503 - AIR QUALITY GRANT	$ 493,755	$ 426,580	$ 420,913	$ 5,667	1.3%
	504 - AIR QUALITY FEES	1,639,882	1,392,738	1,551,769	(159,031)	-11.4%
	TOTAL USES	$ 2,133,637	$ 1,819,318	$ 1,972,682	$ (153,364)	-8.4%

Activity Narrative: The FY 2009-10 budget supports the Department in the number of valid samples required to determine the safety of the air in Maricopa County. The expenditure increase is for the replacement of capital equipment in the Non-Recurring/Non-Project budget.

Dust Control Permit Compliance Activity

The purpose of the Dust Control Permit Compliance Activity is to provide compliance inspections to all operations requiring a dust control permit, so that they understand how to and do remain in compliance with all applicable federal, state and local air quality laws, rules and regulations.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Dust Control permits issued within federal and state standards.	Not Reported	67.0%	100.0%	33.0%	49.3%
Result	Percent of inspected Dust Control operations in compliance.	63.0%	58.9%	70.0%	11.1%	18.8%
Output	Number of Dust Control Permit inspections completed.	8,108	26,225	11,624	(14,601)	-55.7%
Demand	Number of Dust Control Permit inspections required by the State Implementation Plan.	11,688	26,225	11,624	(14,601)	-55.7%
Efficiency	Cost per dust control permit inspections completed	$ 456.53	$ 206.48	$ 275.21	$ (68.73)	-33.3%
Revenue						
	504 - AIR QUALITY FEES	$ 2,977,273	$ 7,661,112	$ 4,137,936	$ (3,523,176)	-46.0%
	TOTAL SOURCES	$ 2,977,273	$ 7,661,112	$ 4,137,936	$ (3,523,176)	-46.0%
Expenditure						
	504 - AIR QUALITY FEES	$ 3,701,522	$ 5,414,938	$ 3,198,997	$ 2,215,941	40.9%
	TOTAL USES	$ 3,701,522	$ 5,414,938	$ 3,198,997	$ 2,215,941	40.9%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, recognizing the steep decline in the demand for services. The Dust Permitting segment of the Department's function has seen a dramatic decline due to the halt in construction in Maricopa County.

Dust Control Permit Enforcement Activity

The purpose of the Dust Control Permit Enforcement Activity is to provide air quality compliance enforcement actions to Dust Control permitted sources in Maricopa County to deter future violations and encourage compliance with all applicable federal, state and local air quality laws, rules and regulations.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of non-backlog Dust Control permitted source enforcement actions resolved.	100.0%	66.0%	99.9%	33.9%	51.4%
Output	Number of non-backlog Dust Control permitted source enforcement actions resolved.	652	1,108	1,125	17	1.5%
Output	Number of Dust Control permitted source enforcement actions resolved.	652	1,240	1,200	(40)	-3.2%
Demand	Number of Dust Control permitted source referrals for enforcement action.	676	2,841	1,125	(1,716)	-60.4%
Efficiency	Cost per dust control permitted source enforcement actions resolved	$ 389.92	$ 272.48	$ 315.14	$ (42.66)	-15.7%
Revenue						
	504 - AIR QUALITY FEES	$ 2,602,468	$ 1,782,480	$ 1,920,240	$ 137,760	7.7%
	TOTAL SOURCES	$ 2,602,468	$ 1,782,480	$ 1,920,240	$ 137,760	7.7%
Expenditure						
	504 - AIR QUALITY FEES	$ 254,229	$ 337,875	$ 378,172	$ (40,297)	-11.9%
	TOTAL USES	$ 254,229	$ 337,875	$ 378,172	$ (40,297)	-11.9%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, recognizing a decline in the demand for services due to the base of permit compliance shrinking. The backlog of enforcement cases is expected to be eliminated in FY 2009-10.

Dust Control Vacant Lot Activity

The purpose of the Dust Control Vacant Lot Activity is to provide air quality compliance inspections to all regulated vacant lots (open area parcels) so that those responsible for these parcels understand how to and do remain in compliance with all applicable federal, state and local air quality laws, rules and regulations.

Mandates: Although not a mandated activity, vacant lot inspections are required as part of Maricopa County's commitment to the State Implementation Plan for Air Quality.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of inspected vacant lots in compliance.	Not Reported	100.0%	50.0%	(50.0%)	-50.0%
Output	Number of vacant lot inspections completed.	6,177	13,243	13,816	573	4.3%
Demand	Number of vacant lot inspections required by the State Implementation Plan.	Not Reported	13,243	13,816	573	4.3%
Efficiency	Cost per vacan lost inspection completed	$ 207.65	$ 132.18	$ 76.80	$ 55.38	41.9%
Revenue						
	503 - AIR QUALITY GRANT	$ 1,467,988	$ 1,121,988	$ 1,011,788	$ (110,200)	-9.8%
	TOTAL SOURCES	$ 1,467,988	$ 1,121,988	$ 1,011,788	$ (110,200)	-9.8%
Expenditure						
	503 - AIR QUALITY GRANT	$ 828,344	$ 1,121,990	$ 954,401	$ 167,589	14.9%
	504 - AIR QUALITY FEES	454,299	628,471	106,612	521,859	83.0%
	TOTAL USES	$ 1,282,643	$ 1,750,461	$ 1,061,013	$ 689,448	39.4%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, recognizing a slight increase in the demand for services as lots are not being built on with the state of the economy.

Large Source Permit Compliance Activity

The purpose of the Large Source Permit Compliance Activity is to provide air quality inspections to Title V operations to determine compliance and help those responsible for compliance remain in compliance with applicable federal, state and local air quality laws, rules and regulations.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of inspected Title V (Large Source) operations in compliance.	33.3%	100.0%	75.0%	(25.0%)	-25.0%
Output	Number of Title V (Large Source) inspections completed.	9	40	16	(24)	-60.0%
Demand	Number of Title V (Large Source) inspections required.	31	40	39	(1)	-2.5%
Efficiency	Cost per Title V (Large Source) inspections completed	$ 57,231.67	$ 16,168.40	$ 44,805.31	$ (28,636.91)	-177.1%
Revenue						
	504 - AIR QUALITY FEES	$ 964,202	$ 1,315,140	$ 1,315,140	$ -	0.0%
	TOTAL SOURCES	$ 964,202	$ 1,315,140	$ 1,315,140	$ -	0.0%
Expenditure						
	504 - AIR QUALITY FEES	$ 515,085	$ 646,736	$ 716,885	$ (70,149)	-10.8%
	TOTAL USES	$ 515,085	$ 646,736	$ 716,885	$ (70,149)	-10.8%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 75% of the demand. The Department is currently performing at 51% and has re-organized resources to assist in meeting a greater percent of demand next year.

Large Source Permit Enforcement Activity

The purpose of the Large Source Permit Enforcement Activity is to provide air quality compliance enforcement actions to Title V permitted sources in Maricopa County to deter future violations and encourage compliance with all applicable federal, state and local air quality laws, rules and regulations.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of backlog Title V enforcement actions resolved	1.9%	100.0%	100.0%		0.0%
Output	Number of Title V (Large Source) permitted source enforcement actions resolved.	14	16	27	11	68.8%
Output	Number of backlog Title V enforcement actions	54	1	0	(1)	-100.0%
Demand	Number of Title V (Large Source) permitted source referrals for enforcement action.	21	16	27	11	68.8%
Efficiency	Cost per number of Title V (Large Source) permitted source enforcement actions resolved	7,326	14,782	9,488	5,294	35.8%
Revenue						
	504 - AIR QUALITY FEES	68,824	634,728	771,420	136,692	21.5%
	TOTAL SOURCES	68,824	634,728	771,420	136,692	21.5%
Expenditure						
	504 - AIR QUALITY FEES	102,564	236,516	256,187	(19,671)	-8.3%
	TOTAL USES	102,564	236,516	256,187	(19,671)	-8.3%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, recognizing no growth in the demand for services. The backlog previously experienced in the Title V Enforcement is anticipated to be eliminated.

Large Source Permit Engineering Review Activity

The purpose of the Large Source Permit Engineering Review Activity is to provide oversight of all Title V permit issuance activity for air pollution sources so that Title V sources can maintain their air quality permit in accordance with federal, state, and local air quality laws, regulations, and standards.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Output	The number of Title V (Large Source) permit actions completed.	23	16	25	9	56.3%
Demand	The number of complete Title V (Large Source) applications received for permit action.	27	24	22	(2)	-8.3%
Efficiency	Cost per Title V (Large Source) permit action completed	$ 30,129.70	$ 45,106.19	$ 28,985.48	$ 16,120.71	35.7%
Revenue						
	504 - AIR QUALITY FEES	$ 312,467	$ 720,500	$ 756,528	$ 36,028	5.0%
	TOTAL SOURCES	$ 312,467	$ 720,500	$ 756,528	$ 36,028	5.0%
Expenditure						
	504 - AIR QUALITY FEES	$ 692,983	$ 721,699	$ 724,637	$ (2,938)	-0.4%
	TOTAL USES	$ 692,983	$ 721,699	$ 724,637	$ (2,938)	-0.4%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, as well as completing back-logged permits.

Mobile Air Monitoring Van Activity

The purpose of the Mobile Air Monitoring Van activity is to assess air pollutant levels in Maricopa County and to determine industry's compliance with emissions limitations as mandated by applicable federal, state, and local air quality laws, rules, regulations and permit conditions.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Output	The number of Mobil Air Monitoring Van assessments completed.	0	1	12	11	1100.0%
Demand	The number of Mobil Air Monitoring Van assessments requested.	0	1	12	11	1100.0%
Efficiency	Cost per Mobil Air Monitoring Van assessments completed	$ -	$ 1,354,040	$ 13,003	$ 1,341,037	99.0%
Expenditure						
	504 - AIR QUALITY FEES	$ -	$ 1,354,040	$ 156,035	$ 1,198,005	88.5%
	TOTAL USES	$ -	$ 1,354,040	$ 156,035	$ 1,198,005	88.5%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. The van was delivered in March 2009. The FY 2008-09 budget included the purchase of the van.

Planning and Analysis Activity

The purpose of the Air Quality Planning and Analysis Activity is to provide rule writing and reviewing applications for stationary and activity based air pollution to permitted stationary air pollution sources so that they operate in compliance with all applicable regulations.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Output	Number of scheduled emission reduction strategy milestones completed.	158	86	145	59	68.6%
Demand	Number of emission reduction strategy milestones scheduled for completion.	184	103	156	53	51.5%
Efficiency	Cost per scheduled emission reduction strategy milestones completed	$ 5,923.56	$ 11,550.09	$ 8,581.36	$ 2,968.73	25.7%
Expenditure						
	504 - AIR QUALITY FEES	$ 935,922	$ 993,308	$ 1,244,297	$ (250,989)	-25.3%
	TOTAL USES	$ 935,922	$ 993,308	$ 1,244,297	$ (250,989)	-25.3%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting its planning milestones as established by the Department.

Business Resource Center Activity

The purpose of the Business Resource Center Activity is to provide air quality technical assistance to the public, business and internal and external agencies, to help them understand what a business is required to do to protect air quality according to the federal, state and local air quality laws, rules and regulations.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Output	Number of requests for technical assistance fulfilled	1,801	2,077	500	(1,577)	-75.9%
Demand	Number of requests for technical assistance	1,801	2,077	500	(1,577)	-75.9%
Efficiency	Cost per technical assistance provided	$ 201.70	$ 123.22	$ 197.87	$ (74.64)	-60.6%
Expenditure						
	504 - AIR QUALITY FEES	$ 363,264	$ 255,938	$ 98,933	$ 157,005	61.3%
	TOTAL USES	$ 363,264	$ 255,938	$ 98,933	$ 157,005	61.3%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. This activity has been impacted by the Department's recent reorganization. The employees in this activity will respond to technical requests from constituents. An Ombudsmen has been hired to act as a liaison between the stakeholders and the Department.

Small Source Permit Compliance Activity

The purpose of the Small Source Permit Compliance Activity is to provide inspections to Non-Title V and General permit operations to determine air quality compliance and help those responsible for compliance remain in compliance with applicable federal, state and local air quality laws, rules and regulations.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of inspected Non-Title V and General (Small Source) permit operations in compliance.	64.9%	67.0%	71.9%	4.9%	7.3%
Output	Number of Non-Title V and General (Small Source) permit inspections completed.	325	2,902	2,688	(214)	-7.4%
Demand	Number of Non-Title V and General (Small Source) permit inspections required.	2,051	2,902	2,688	(214)	-7.4%
Efficiency	Cost per Non-Title V and General (Small Source) permit inspections completed	$ 4,363.38	$ 789.87	$ 685.40	$ 104.48	13.2%
Revenue						
	504 - AIR QUALITY FEES	$ 3,991,287	$ 5,598,756	$ 4,603,920	$ (994,836)	-17.8%
	TOTAL SOURCES	$ 3,991,287	$ 5,598,756	$ 4,603,920	$ (994,836)	-17.8%
Expenditure						
	504 - AIR QUALITY FEES	$ 1,418,099	$ 2,292,212	$ 1,842,344	$ 449,868	19.6%
	TOTAL USES	$ 1,418,099	$ 2,292,212	$ 1,842,344	$ 449,868	19.6%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, recognizing the decline in the demand for services.

Small Source Permit Enforcement Activity

The purpose of the Small Source Permit Enforcement Activity is to provide air quality compliance enforcement actions to regulated Non-Title V, General, Burn and Asbestos sources in Maricopa County to deter future violations and encourage compliance with all applicable federal, state and local air quality laws, rules and regulations.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of resolved backlog Non-Title V (Small Source), General, Burn and Asbestos source enforcement actions	0.0%	20.3%	15.0%	(5.2%)	-25.9%
Output	Number of backlog Non-Title V (Small Source), General, Burn and Asbestos source enforcement actions	2,315	740	772	32	4.3%
Output	Number of resolved Non-Title V (Small Source), General, Burn and Asbestos source enforcement actions	390	280	744	464	165.7%
Demand	Number of Non-Title V (Small Source), General, Burn and Asbestos source referrals for enforcement action.	621	504	628	124	24.6%
Efficiency	Cost per resolved Non-Title V (Small Source), General, Burn and Asbestos source enforcement actions	$ 470.31	$ 712.54	$ 304.56	$ 407.98	57.3%
Revenue						
	504 - AIR QUALITY FEES	$ 2,200,946	$ 998,340	$ 2,028,828	$ 1,030,488	103.2%
	TOTAL SOURCES	$ 2,200,946	$ 998,340	$ 2,028,828	$ 1,030,488	103.2%
Expenditure						
	504 - AIR QUALITY FEES	$ 183,420	$ 199,511	$ 226,592	$ (27,081)	-13.6%
	TOTAL USES	$ 183,420	$ 199,511	$ 226,592	$ (27,081)	-13.6%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, as well as working through enforcement action backlog.

Small Source Permit Engineering Review Activity

The purpose of the Small Source Permit Engineering Review Activity is to provide oversight of all Non-Title V and General permit issuance activity for air pollution sources so that Non-Title V and General

sources can maintain their air quality permit in accordance with federal, state, and local air quality laws, regulations, and standards.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Output	The number of Non-Title V and General (Small Source) permit actions completed.	740	2,024	2,004	(20)	-1.0%
Demand	The number of complete Non-Title V and General (Small Source) permit applications received for permit action.	719	2,392	2,017	(375)	-15.7%
Efficiency	Cost per Non-Title V and General (Small Source) permit actions completed	$ 1,076.32	$ 421.51	$ 549.60	$ (128.09)	-30.4%
Revenue						
	504 - AIR QUALITY FEES	$ 195,504	$ 328,920	$ 345,360	$ 16,440	5.0%
	TOTAL SOURCES	$ 195,504	$ 328,920	$ 345,360	$ 16,440	5.0%
Expenditure						
	504 - AIR QUALITY FEES	$ 796,480	$ 853,137	$ 1,101,402	$ (248,265)	-29.1%
	TOTAL USES	$ 796,480	$ 853,137	$ 1,101,402	$ (248,265)	-29.1%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 99.3% of the demand. The number of permit requests is expected to decline during FY 2009-10 in line with the slow down of general construction and new business openings during this economic down-turn.

Trip Reduction Activity

The purpose of the Trip Reduction Activity is develop trip reduction plans so that the companies with 50 or more employees can help to reduce emissions caused by single occupancy commuter traffic.

Mandates: A.R.S. § 49-581 which defines the travel reduction program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Output	Number of Trip Reduction Sites receiving assistance.	Not Reported	2,900	3,024	124	4.3%
Demand	Number of Trip Reduction Sites requesting assistance.	Not Reported	2,900	3,024	124	4.3%
Efficiency	Cost per site receiving assistance.	$ -	$ 616.75	$ 614.47	$ 2.27	0.4%
Revenue						
	503 - AIR QUALITY GRANT	$ 2,304,542	$ 1,858,576	$ 1,858,576	$ -	0.0%
	TOTAL SOURCES	$ 2,304,542	$ 1,858,576	$ 1,858,576	$ -	0.0%
Expenditure						
	503 - AIR QUALITY GRANT	$ 1,700,048	$ 1,788,565	$ 1,858,168	$ (69,603)	-3.9%
	TOTAL USES	$ 1,700,048	$ 1,788,565	$ 1,858,168	$ (69,603)	-3.9%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. A slight increase in the number of requests is expected as companies lose resources within their own payrolls due to the recession and potential downsizing.

Voluntary Vehicle Repair and Retrofit Activity

The purpose of the Voluntary Vehicle Repair and Retrofit Activity is to provide emissions repair work to county residents who have received an emissions test failure notice so that they can comply with vehicle registration emission standards.

Mandates: A.R.S. § 49-471.03 establishing the opportunity for correction of vehicle deficiencies.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Output	Number of vehicles repaired or retrofitted	1,082	1,100	1,098	(2)	-0.2%
Output	Number of eligible customers whose vehicles were repaired or retrofitted.	1,082	1,100	1,098	(2)	-0.2%
Demand	Number of eligible customers seeking financial assistance for vehicle repair or retrofit.	1,082	1,100	1,098	(2)	-0.2%
Efficiency	Cost per vehicle repaired or retrofitted	$ 610.85	$ 659.32	$ 663.58	$ (4.26)	-0.6%
Revenue						
	503 - AIR QUALITY GRANT	$ 754,924	$ 725,000	$ 725,000	$ -	0.0%
	TOTAL SOURCES	$ 754,924	$ 725,000	$ 725,000	$ -	0.0%
Expenditure						
	503 - AIR QUALITY GRANT	$ 660,935	$ 725,255	$ 728,611	$ (3,356)	-0.5%
	TOTAL USES	$ 660,935	$ 725,255	$ 728,611	$ (3,356)	-0.5%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. An incremental change is expected in the number of customers seeking assistance for their vehicle repairs to be in compliance with current emission standards.

Appropriated Budget Reconciliations

Air Quality Grant Fund (503)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 4,132,151**	**$ 4,132,144**
FY 2008-09 REVISED BUDGET	**$ 4,132,151**	**$ 4,132,144**
FY 2009-10 BUDGET TARGET	**$ 4,132,151**	**$ 4,132,144**
BASE ADJUSTMENTS:		
Grant Revenue and Expenditure Decrease	$ (106,766)	$ (106,759)
Subtotal	$ (106,766)	$ (106,759)
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 4,025,385**	**$ 4,025,385**
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 4,025,385**	**$ 4,025,385**

Air Quality Grant Fund (503) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ (761,804)	$ (1,569,159)	$ (1,569,159)	$ (433,038)	$ (537,975)
Beginning Unreserved/Undesignated Fund Balance	$ (761,804)	$ (1,569,159)	$ (1,569,159)	$ (433,038)	$ (537,975)
Sources:					
Operating	$ 4,078,309	$ 4,132,144	$ 4,132,144	$ 3,571,978	$ 4,025,385
Total Sources:	$ 4,078,309	$ 4,132,144	$ 4,132,144	$ 3,571,978	$ 4,025,385
Uses:					
Operating	$ 3,749,550	$ 4,132,151	$ 4,132,151	$ 3,676,915	$ 4,025,385
Total Uses:	$ 3,749,550	$ 4,132,151	$ 4,132,151	$ 3,676,915	$ 4,025,385
Operating Balance	$ 328,759	$ (7)	$ (7)	$ (104,937)	$ -
Accounting Adjustments	$ 7	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ (433,038)	$ (1,569,166)	$ (1,569,166)	$ (537,975)	$ (537,975)
Ending Unreserved Fund Balance	$ (433,038)	$ (1,569,166)	$ (1,569,166)	$ (537,975)	$ (537,975)

The Air Quality Grant Fund receives grant revenue. Grant revenue is received as a reimbursement which results in a deficit balance at the close of fiscal year-end.

Air Quality Fee Fund (504)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 17,952,308**	**$ 19,331,976**
MID-YEAR ADJUSTMENTS:			
Reduced demand for Dust Control Permit/Compliance		$ (1,013,545)	$ (1,013,545)
Vehicle Sales		-	30,650
	Subtotal	$ (1,013,545)	$ (982,895)
FY 2008-09 REVISED BUDGET		**$ 16,938,763**	**$ 18,349,081**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 501,888	$ -
ANNUALIZATION OF FY 2008-09 MID-YEAR ADJUSTMENTS			
Vehicle Sales		$ -	$ (30,650)
	Subtotal	$ -	$ (30,650)
FY 2009-10 BUDGET TARGET		**$ 17,440,651**	**$ 18,318,431**
BASE ADJUSTMENTS:			
RECOMMENDED BUDGET BALANCING ADJUSTMENT:			
Cost Reduction			
Reduction of Health Physicals		$ (41,600)	$ -
Reduced demand for Dust Control Permit/Compliance		(1,538,039)	(2,121,562)
Reduced demand for Small Source Permit/Compliance		-	(29,097)
	Subtotal	$ (1,579,639)	$ (2,150,659)
OTHER BASE ADJUSTMENTS:			
Personnel Savings to 3%		$ (346,260)	$ -
Salary Adjustment - Employees In Multiple Orgs		(99,000)	-
Allocation In/Out Adjustment		(25,045)	-
County Attorney Retainer		331,500	-
	Subtotal	$ (138,805)	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 15,722,207**	**$ 16,167,772**
NON-RECURRING			
NON-RECURRING 0001			
Media/Outreach Campaign		$ 1,200,000	$ -
Monitoring Capital Equipment		417,000	-
Accela Implementation - Carryover		256,000	-
Document/Scanning		240,000	-
Facility Renovations		75,000	-
Consulting/Studies		390,000	-
GPS for Vehicles		30,000	-
	Subtotal	$ 2,608,000	$ -
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 2,608,000**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 18,330,207**	**$ 16,167,772**

Air Quality Fee Fund (504) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 10,667,270	$ 6,153,019	$ 6,153,019	$ 8,337,658	$ 4,706,717
Designations:					
Future Capital Projects	$ 3,000,000	$ 2,700,000	$ 2,700,000	$ 2,700,000	$ -
Total Designations	$ 3,000,000	$ 2,700,000	$ 2,700,000	$ 2,700,000	$ -
Beginning Unreserved/Undesignated Fund Balance	$ 7,667,270	$ 3,453,019	$ 3,453,019	$ 5,637,658	$ 4,706,717
Sources:					
Operating	$ 13,868,584	$ 19,331,976	$ 18,349,081	$ 15,589,069	$ 16,167,772
Non Recurring Non Project	-	-	83,050	-	-
Total Sources:	$ 13,868,584	$ 19,331,976	$ 18,432,131	$ 15,589,069	$ 16,167,772
Uses:					
Operating	$ 16,198,206	$ 17,952,308	$ 16,938,763	$ 15,518,196	$ 15,722,207
Non Recurring Non Project	-	4,761,707	4,761,707	3,701,814	2,608,000
Total Uses:	$ 16,198,206	$ 22,714,015	$ 21,700,470	$ 19,220,010	$ 18,330,207
Operating Balance	$ (2,329,622)	$ 1,379,668	$ 1,410,318	$ 70,873	$ 445,565
Accounting Adjustments	$ 10	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 5,337,658	$ 70,980	$ 184,680	$ 2,006,717	$ 2,544,282
Ending Unreserved Fund Balance	$ 8,337,658	$ 2,770,980	$ 2,884,680	$ 4,706,717	$ 2,544,282

Animal Care and Control

Analysis by Angie Flick, Management & Budget Analyst

Summary

Mission

The mission of the Animal Care & Control Department (MCACC) is to promote and protect the health, safety and welfare of people and pets in Maricopa County so that citizens can be free from nuisances, diseases and other dangers caused by animals.

Vision

Animal Care and Control strives to reduce the dangers and nuisances caused by irresponsible pet ownership and to protect pets from abuse, neglect, and homelessness.

Strategic Goals

- **Increase the licensing compliance rate to 48% by the end of fiscal year 2008, then by 2.5% each fiscal year through fiscal year 2010.**

  Status: The Department has increased licenses sold by more than 5% each year for the last three fiscal years. Although the current compliance rate is about 39%, the Department continues to target the more at-risk areas with the Uno-por-Uno program and the Billing Notice Certificate process to increase licensing compliance.

- **Maintain the euthanasia rate of "healthy adoptable" animals at 0% while eliminating the euthanasia rate of "treatables/manageables" by fiscal year 2012.**

  Status: In FY 2006-07, the Department saved 53% of the total treatable/manageable population. In FY 2007-08, due to increased foster care and alternative placement efforts, the Department saved 59% of the total treatable/manageable population. In FY 2008-09 the percentage dropped to 51% due to the significant increase in the number of animals the Department received. No healthy adoptable animal has been euthanized since November of 2005.

- **Increase spay and neuter efforts by 2% each fiscal year through fiscal year 2010.**

  Status: The Department has exceeded this goal over the last three fiscal years starting with 553 spay/neuter surgeries in FY 2005-06 to 20,525 surgeries in FY 2008-09. The Department continues to work with partners to raise money and awareness for this project.

- **Reduce animal bites by 2% each fiscal year through fiscal year 2010.**

  Status: Through field outreach and educational programs the Department has reduced the number of bites per capita in Maricopa County as well as the overall bite to total case (activity) percentage. The Field Enforcement Division, partnering with the Community Outreach Division, continues to target at-risk areas for education, licensing and spay/neuter efforts.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
79AC - ANIMAL CONTROL	$ 3,275,734	$ 3,154,071	$ 3,242,435	$ 3,224,039	$ 3,295,702	$ 53,267	1.6%
ACEF - ANIMAL CONTROL ENFORCEMENT	3,256,559	3,138,086	3,226,450	3,216,991	3,279,717	53,267	1.7%
KPMT - KENNEL PERMITS	19,175	15,985	15,985	7,048	15,985	-	0.0%
79SH - ANIMAL SHELTERING	$ 861,317	$ 803,291	$ 803,291	$ 722,802	$ 730,382	$ (72,909)	-9.1%
IMPD - IMPOUNDMENT	861,317	803,291	803,291	722,802	730,382	(72,909)	-9.1%
79SN - ANIMAL WELFARE SAFETY NET	$ 957,328	$ 817,424	$ 817,424	$ 1,540,915	$ 1,484,385	$ 666,961	81.6%
LCSN - LOW COST SPAY NEUTER	957,328	817,424	817,424	1,540,915	1,484,385	666,961	81.6%
79AP - PET ADOPTION	$ 1,576,707	$ 1,193,544	$ 1,236,464	$ 1,301,694	$ 1,317,600	$ 81,136	6.6%
CATA - CAT ADOPTION	135,874	128,012	128,012	111,897	123,581	(4,431)	-3.5%
DOGA - DOG ADOPTION	1,440,833	1,065,532	1,108,452	1,189,797	1,194,019	85,567	7.7%
79PL - PET LICENSING	$ 6,631,011	$ 6,298,504	$ 6,298,504	$ 7,027,983	$ 8,689,805	$ 2,391,301	38.0%
DOGL - DOG LICENSING	6,631,011	6,298,504	6,298,504	7,027,983	8,689,805	2,391,301	38.0%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ 135,465	$ -	$ -	0.0%
GGOV - GENERAL GOVERNMENT	-	-	-	135,465	-	-	0.0%
TOTAL PROGRAMS	**$ 13,302,097**	**$ 12,266,834**	**$ 12,398,118**	**$ 13,952,898**	**$ 15,517,874**	**$ 3,119,756**	**25.2%**
USES							
79AC - ANIMAL CONTROL	$ 3,228,475	$ 2,903,883	$ 2,970,575	$ 2,807,970	$ 3,173,363	$ (202,788)	-6.8%
ACEF - ANIMAL CONTROL ENFORCEMENT	3,228,475	2,903,883	2,970,575	2,807,970	3,173,363	(202,788)	-6.8%
79SH - ANIMAL SHELTERING	$ 2,296,277	$ 2,392,536	$ 2,392,536	$ 2,794,212	$ 2,892,876	$ (500,340)	-20.9%
FOST - ANIMAL FOSTERING	60,626	96,037	96,037	101,990	98,543	(2,506)	-2.6%
IMPD - IMPOUNDMENT	2,132,931	2,204,927	2,204,927	2,553,962	2,642,375	(437,448)	-19.8%
QUAR - ANIMAL QUARANTINE	102,720	91,572	91,572	138,260	151,958	(60,386)	-65.9%
79SN - ANIMAL WELFARE SAFETY NET	$ 906,200	$ 695,312	$ 845,312	$ 1,339,140	$ 1,425,539	$ (580,227)	-68.6%
LCSN - LOW COST SPAY NEUTER	906,200	695,312	845,312	1,339,140	1,425,539	(580,227)	-68.6%
79AP - PET ADOPTION	$ 1,635,598	$ 2,145,593	$ 2,188,513	$ 1,897,924	$ 2,239,001	$ (50,488)	-2.3%
CATA - CAT ADOPTION	473,087	571,831	571,831	528,392	647,375	(75,544)	-13.2%
DOGA - DOG ADOPTION	1,162,511	1,573,762	1,616,682	1,369,532	1,591,626	25,056	1.5%
79PL - PET LICENSING	$ 1,386,877	$ 1,353,632	$ 1,353,632	$ 1,765,736	$ 2,464,920	$ (1,111,288)	-82.1%
DOGL - DOG LICENSING	1,386,877	1,353,632	1,353,632	1,765,736	2,464,920	(1,111,288)	-82.1%
99AS - ADMINISTRATIVE SERVICES	$ 946,969	$ 952,237	$ 952,237	$ 919,061	$ 1,049,722	$ (97,485)	-10.2%
BDGT - BUDGETING	26,480	102,201	102,201	64,273	61,545	40,656	39.8%
ODIR - EXECUTIVE MANAGEMENT	717,960	665,323	665,323	658,562	779,589	(114,266)	-17.2%
FSAC - FINANCIAL SERVICES	96,560	78,749	78,749	82,348	90,311	(11,562)	-14.7%
HRAC - HUMAN RESOURCES	51,767	51,324	51,324	53,204	60,645	(9,321)	-18.2%
PROC - PROCUREMENT	54,202	54,640	54,640	60,674	57,632	(2,992)	-5.5%
99GV - GENERAL GOVERNMENT	$ 1,991,230	$ 2,043,723	$ 2,043,723	$ 2,089,871	$ 1,993,985	$ 49,738	2.4%
CSCA - CENTRAL SERVICE COST ALLOC	698,290	611,990	611,990	611,990	769,740	(157,750)	-25.8%
GGOV - GENERAL GOVERNMENT	1,148,076	1,199,011	1,199,011	1,199,011	1,081,585	117,426	9.8%
ISFC - INTERNAL SERVICE FUND CHARGES	144,864	232,722	232,722	278,870	142,660	90,062	38.7%
99IT - INFORMATION TECHNOLOGY	$ 82,975	$ 76,975	$ 76,975	$ 77,130	$ 77,258	$ (283)	-0.4%
DESK - DESKTOP SUPPORT	82,975	76,975	76,975	77,130	77,258	(283)	-0.4%
TOTAL PROGRAMS	**$ 12,474,601**	**$ 12,563,891**	**$ 12,823,503**	**$ 13,691,044**	**$ 15,316,664**	**$ (2,493,161)**	**-19.4%**

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 6,498,726	$ 6,314,489	$ 6,314,489	$ 7,035,031	$ 8,555,790	$ 2,241,301	35.5%
SUBTOTAL	$ 6,498,726	$ 6,314,489	$ 6,314,489	$ 7,035,031	$ 8,555,790	$ 2,241,301	35.5%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 4,968	$ -	$ -	$ -	$ -	$ -	0.0%
0620 - OTHER INTERGOVERNMENTAL	-	-	15,564	-	-	(15,564)	-100.0%
SUBTOTAL	$ 4,968	$ -	$ 15,564	$ -	$ -	$ (15,564)	-100.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 3,288,496	$ 3,192,586	$ 3,265,386	$ 3,284,666	$ 3,318,295	$ 52,909	1.6%
0635 - OTHER CHARGES FOR SERVICES	2,327,293	1,949,064	1,991,984	1,939,587	1,981,938	(10,046)	-0.5%
SUBTOTAL	$ 5,615,789	$ 5,141,650	$ 5,257,370	$ 5,224,253	$ 5,300,233	$ 42,863	0.8%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 5,852	$ 2,500	$ 2,500	$ 4,119	$ 4,172	$ 1,672	66.9%
SUBTOTAL	$ 5,852	$ 2,500	$ 2,500	$ 4,119	$ 4,172	$ 1,672	66.9%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 224,305	$ 8,000	$ 8,000	$ 135,465	$ 158,000	$ 150,000	1875.0%
0650 - MISCELLANEOUS REVENUE	952,457	800,195	800,195	1,554,030	1,499,679	699,484	87.4%
SUBTOTAL	$ 1,176,762	$ 808,195	$ 808,195	$ 1,689,495	$ 1,657,679	$ 849,484	105.1%
ALL REVENUES	$ 13,302,097	$ 12,266,834	$ 12,398,118	$ 13,952,898	$ 15,517,874	$ 3,119,756	25.2%
TOTAL SOURCES	**$ 13,302,097**	**$ 12,266,834**	**$ 12,398,118**	**$ 13,952,898**	**$ 15,517,874**	**$ 3,119,756**	**25.2%**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 4,878,379	$ 5,169,992	$ 5,228,476	$ 5,357,373	$ 5,798,911	$ (570,435)	-10.9%
0705 - TEMPORARY PAY	6,199	126,203	126,203	27,266	27,417	98,786	78.3%
0710 - OVERTIME	169,796	197,243	197,243	109,122	187,496	9,747	4.9%
0750 - FRINGE BENEFITS	1,955,451	2,000,326	2,000,326	2,105,275	2,256,023	(255,697)	-12.8%
0790 - OTHER PERSONNEL SERVICES	61,654	142,198	158,998	147,595	90,980	68,018	42.8%
0795 - PERSONNEL SERVICES ALLOC-OUT	(626,904)	(483,983)	(483,983)	(545,991)	(418,435)	(65,548)	13.5%
0796 - PERSONNEL SERVICES ALLOC-IN	626,904	480,983	459,311	545,995	415,967	43,344	9.4%
SUBTOTAL	$ 7,071,479	$ 7,632,962	$ 7,686,574	$ 7,746,635	$ 8,358,359	$ (671,785)	-8.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 214,949	$ 330,783	$ 330,783	$ 240,191	$ 276,702	$ 54,081	16.3%
0802 - MEDICAL SUPPLIES	381,196	312,298	462,298	705,067	604,869	(142,571)	-30.8%
0803 - FUEL	217,096	183,566	239,566	190,767	188,948	50,618	21.1%
0804 - NON-CAPITAL EQUIPMENT	32,390	8,050	8,050	1,260	1,500	6,550	81.4%
0805 - SUPPLIES-ALLOCATION OUT	(12,102)	(8,604)	(8,604)	(28,604)	(8,604)	-	0.0%
0806 - SUPPLIES-ALLOCATION IN	12,102	8,604	8,604	28,604	8,604	-	0.0%
SUBTOTAL	$ 845,631	$ 834,697	$ 1,040,697	$ 1,137,285	$ 1,072,019	$ (31,322)	-3.0%
SERVICES							
0811 - HEALTH CARE SERVICES	$ 823,412	$ 709,510	$ 709,510	$ 1,004,626	$ 1,221,088	$ (511,578)	-72.1%
0812 - OTHER SERVICES	530,304	434,194	434,194	831,430	1,290,137	(855,943)	-197.1%
0820 - RENT & OPERATING LEASES	18,771	21,576	21,576	13,050	14,676	6,900	32.0%
0825 - REPAIRS AND MAINTENANCE	67,311	40,039	40,039	66,803	76,477	(36,438)	-91.0%
0839 - INTERNAL SERVICE CHARGES	1,206,529	475,890	475,890	576,405	464,714	11,176	2.3%
0841 - TRAVEL	14,195	8,000	8,000	18,955	6,000	2,000	25.0%
0842 - EDUCATION AND TRAINING	5,936	20,694	20,694	4,737	14,494	6,200	30.0%
0843 - POSTAGE/FREIGHT/SHIPPING	153,535	73,591	73,591	204,412	343,387	(269,796)	-366.6%
0850 - UTILITIES	209,218	206,839	206,839	223,849	172,639	34,200	16.5%
0872 - SERVICES-ALLOCATION OUT	(33,720)	(33,720)	(33,720)	(33,720)	(33,720)	-	0.0%
0873 - SERVICES-ALLOCATION IN	33,720	33,720	33,720	33,720	33,720	-	0.0%
SUBTOTAL	$ 3,029,211	$ 1,990,333	$ 1,990,333	$ 2,944,267	$ 3,603,612	$ (1,613,279)	-81.1%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 1,148,076	$ 1,811,001	$ 1,811,001	$ 1,811,001	$ 1,851,325	$ (40,324)	-2.2%
SUBTOTAL	$ 1,148,076	$ 1,811,001	$ 1,811,001	$ 1,811,001	$ 1,851,325	$ (40,324)	-2.2%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 7,369	$ -	$ -	$ -	$ -	$ -	0.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	329,354	243,000	243,000	-	412,750	(169,750)	-69.9%
0950 - DEBT SERVICE	43,481	51,898	51,898	51,856	18,599	33,299	64.2%
0955 - CAPITAL-ALLOCATION OUT	(3,756)	(3,756)	(3,756)	(3,756)	(3,756)	-	0.0%
0956 - CAPITAL-ALLOCATION IN	3,756	3,756	3,756	3,756	3,756	-	0.0%
SUBTOTAL	$ 380,204	$ 294,898	$ 294,898	$ 51,856	$ 431,349	$ (136,451)	-46.3%
TOTAL USES	**$ 12,474,601**	**$ 12,563,891**	**$ 12,823,503**	**$ 13,691,044**	**$ 15,316,664**	**$ (2,493,161)**	**-19.4%**

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
572 ANIMAL CONTROL LICENSE SHELTER							
OPERATING	$ 8,964,310	$ 8,207,427	$ 8,250,347	$ 9,057,993	$ 10,649,387	$ 2,399,040	29.1%
FUND TOTAL SOURCES	$ 8,964,310	$ 8,207,427	$ 8,250,347	$ 9,057,993	$ 10,649,387	$ 2,399,040	29.1%
573 ANIMAL CONTROL GRANTS							
OPERATING	$ 1,062,053	$ 905,336	$ 905,336	$ 1,647,374	$ 1,572,785	$ 667,449	73.7%
FUND TOTAL SOURCES	$ 1,062,053	$ 905,336	$ 905,336	$ 1,647,374	$ 1,572,785	$ 667,449	73.7%
574 ANIMAL CONTROL FIELD OPERATION							
OPERATING	$ 3,275,734	$ 3,154,071	$ 3,242,435	$ 3,247,531	$ 3,295,702	$ 53,267	1.6%
FUND TOTAL SOURCES	$ 3,275,734	$ 3,154,071	$ 3,242,435	$ 3,247,531	$ 3,295,702	$ 53,267	1.6%
DEPARTMENT OPERATING TOTAL SOURCES	$ 13,302,097	$ 12,266,834	$ 12,398,118	$ 13,952,898	$ 15,517,874	$ 3,119,756	25.2%
DEPARTMENT TOTAL SOURCES	$ 13,302,097	$ 12,266,834	$ 12,398,118	$ 13,952,898	$ 15,517,874	$ 3,119,756	25.2%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 360,115	$ 322,919	$ 301,247	$ 257,919	$ 257,903	$ 43,344	14.4%
FUND TOTAL USES	$ 360,115	$ 322,919	$ 301,247	$ 257,919	$ 257,903	$ 43,344	14.4%
572 ANIMAL CONTROL LICENSE SHELTER							
OPERATING	$ 7,601,909	$ 8,156,441	$ 8,199,361	$ 8,779,626	$ 9,777,524	$ (1,578,163)	-19.2%
NON-RECURRING	-	51,000	51,000	-	187,750	(136,750)	-268.1%
FUND TOTAL USES	$ 7,601,909	$ 8,207,441	$ 8,250,361	$ 8,779,626	$ 9,965,274	$ (1,714,913)	-20.8%
573 ANIMAL CONTROL GRANTS							
OPERATING	$ 1,055,697	$ 879,460	$ 879,460	$ 1,472,753	$ 1,572,785	$ (693,325)	-78.8%
NON-RECURRING	-	-	150,000	-	-	150,000	100.0%
FUND TOTAL USES	$ 1,055,697	$ 879,460	$ 1,029,460	$ 1,472,753	$ 1,572,785	$ (543,325)	-52.8%
574 ANIMAL CONTROL FIELD OPERATION							
OPERATING	$ 3,456,880	$ 2,962,071	$ 3,050,435	$ 3,180,746	$ 3,295,702	$ (245,267)	-8.0%
NON-RECURRING	-	192,000	192,000	-	225,000	(33,000)	-17.2%
FUND TOTAL USES	$ 3,456,880	$ 3,154,071	$ 3,242,435	$ 3,180,746	$ 3,520,702	$ (278,267)	-8.6%
DEPARTMENT OPERATING TOTAL USES	$ 12,474,601	$ 12,320,891	$ 12,430,503	$ 13,691,044	$ 14,903,914	$ (2,473,411)	-19.9%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 243,000	$ 393,000	$ -	$ 412,750	$ (19,750)	-5.0%
DEPARTMENT TOTAL USES	$ 12,474,601	$ 12,563,891	$ 12,823,503	$ 13,691,044	$ 15,316,664	$ (2,493,161)	-19.4%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
790 - ANIMAL CARE AND CONTROL								
ADMINISTRATIVE SERVICES								
BUDGETING	1.50	1.50	1.00	1.00	(0.50)	-33.33%	-	0.00%
EXECUTIVE MANAGEMENT	6.00	6.00	7.00	7.00	1.00	16.67%	-	0.00%
FINANCIAL SERVICES	1.50	1.50	2.00	2.00	0.50	33.33%	-	0.00%
HUMAN RESOURCES	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
PROCUREMENT	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
PROGRAM TOTAL	11.00	11.00	12.00	12.00	1.00	9.09%	-	0.00%
ANIMAL CONTROL								
ANIMAL CONTROL ENFORCEMENT	52.00	52.00	52.00	52.00	-	0.00%	-	0.00%
PROGRAM TOTAL	52.00	52.00	52.00	52.00	-	0.00%	-	0.00%
ANIMAL SHELTERING								
ANIMAL FOSTERING	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
ANIMAL QUARANTINE	1.95	1.95	1.90	1.95	-	0.00%	.05	2.63%
IMPOUNDMENT	37.05	37.05	36.10	37.05	-	0.00%	.95	2.63%
PROGRAM TOTAL	41.00	41.00	40.00	41.00	-	0.00%	1.00	2.50%
ANIMAL WELFARE SAFETY NET								
LOW COST SPAY NEUTER	3.00	3.00	4.00	4.00	1.00	33.33%	-	0.00%
PROGRAM TOTAL	3.00	3.00	4.00	4.00	1.00	33.33%	-	0.00%
INFORMATION TECHNOLOGY								
DESKTOP SUPPORT	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
PROGRAM TOTAL	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
PET ADOPTION								
CAT ADOPTION	11.70	11.70	11.40	11.10	(0.60)	-5.13%	(.30)	-2.63%
DOG ADOPTION	27.30	27.30	26.60	25.90	(1.40)	-5.13%	(.70)	-2.63%
PROGRAM TOTAL	39.00	39.00	38.00	37.00	(2.00)	-5.13%	(1.00)	-2.63%
PET LICENSING								
DOG LICENSING	20.00	20.00	21.00	21.00	1.00	5.00%	-	0.00%
PROGRAM TOTAL	20.00	20.00	21.00	21.00	1.00	5.00%	-	0.00%
DEPARTMENT TOTAL	**167.00**	**167.00**	**168.00**	**168.00**	**1.00**	**0.60%**	**-**	**0.00%**

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
790 - ANIMAL CARE AND CONTROL								
Accountant	1.00	1.00	-	-	(1.00)	-100.00%	-	0.00%
Accounting Specialist	1.00	1.00	2.00	2.00	1.00	100.00%	-	0.00%
Admin/Operations Specialist	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Administrative Manager	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Administrative Staff Supv	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
Administrative Supervisor	-	-	1.00	-	-	0.00%	(1.00)	-100.00%
Animal Care Supervisor	3.00	3.00	2.00	3.00	-	0.00%	1.00	50.00%
Animal Care Technician	40.00	40.00	39.00	39.00	(1.00)	-2.50%	-	0.00%
Animal Care Technician - Ld	3.00	3.00	-	-	(3.00)	-100.00%	-	0.00%
Animal Control Officer	32.00	32.00	39.00	39.00	7.00	21.88%	-	0.00%
Animal Control Sergeant	4.00	4.00	-	-	(4.00)	-100.00%	-	0.00%
Animal Control Supervisor	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Animal Health Supervisor	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Animal Health Technician	7.00	7.00	12.00	12.00	5.00	71.43%	-	0.00%
Animal Health Technician - Ld	2.00	2.00	-	-	(2.00)	-100.00%	-	0.00%
Assistant County Manager	-	-	1.00	1.00	1.00	0.00%	-	0.00%
Chief Veterinarian	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Deputy Director	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Animal Care & Ctrl	1.00	1.00	-	-	(1.00)	-100.00%	-	0.00%
Dispatcher	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
Executive Assistant	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Finan/Business Analyst - Dept	-	-	1.00	1.00	1.00	0.00%	-	0.00%
Financial Support Supv - Dept	1.00	1.00	-	-	(1.00)	-100.00%	-	0.00%
Human Resources Associate	-	-	1.00	1.00	1.00	0.00%	-	0.00%
Human Resources Specialist	1.00	1.00	-	-	(1.00)	-100.00%	-	0.00%
Office Assistant	2.00	2.00	-	-	(2.00)	-100.00%	-	0.00%
Office Assistant Specialized	38.00	38.00	41.00	41.00	3.00	7.89%	-	0.00%
Operations/Program Manager	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Operations/Program Supervisor	-	-	2.00	2.00	2.00	0.00%	-	0.00%
PC/LAN Analyst	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Procurement Specialist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Program Coordinator	4.00	4.00	1.00	1.00	(3.00)	-75.00%	-	0.00%
Trades Generalist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Trainer	1.00	1.00	-	-	(1.00)	-100.00%	-	0.00%
Veterinarian	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Department Total	**167.00**	**167.00**	**168.00**	**168.00**	**1.00**	**0.60%**	**-**	**0.00%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
790 - ANIMAL CARE AND CONTROL								
572 - ANIMAL CONTROL LICENSE SHELTER	109.00	109.00	110.00	110.00	1.00	0.92%	-	0.00%
573 - ANIMAL CONTROL GRANTS	6.00	6.00	6.00	6.00	-	0.00%	-	0.00%
574 - ANIMAL CONTROL FIELD OPERATION	52.00	52.00	52.00	52.00	-	0.00%	-	0.00%
DEPARTMENT TOTAL	**167.00**	**167.00**	**168.00**	**168.00**	**1.00**	**0.60%**	**-**	**0.00%**

General Adjustments

Budget Balancing: $2,399,040 increase in revenue and $1,578,163 increase in expenditures in Animal Control License Shelter Fund (572) for automating a large number of Billing Notice Certificates (BNC) processed from veterinary records.

Donations: $667,449 increase in revenue and expenditures due to sustained increase in donations from Friends of Animal Care and Control (FACC's), corporations and individuals.

Inter-Governmental Agreements: $53,267 revenue and expenditure increase due to a 5% increase in costs shared with cities, towns and districts that utilize County Animal Care and Control services.

Structural Balance: Expenditure increases in operating authority in the Animal Control Field Operation Fund (574) for full expenditure of revenues received from Inter-Governmental Agreements and donations.

Vehicles: Fund balance usage for the replacement and procurement of vehicles during FY 2009-10.

Programs and Activities

Animal Control Program

The purpose of the Animal Control Program is to provide animal control services to fulfill contractual activities to unincorporated areas, cities and towns within Maricopa County and to assist other agencies so that the citizens can be free of animal related health and safety dangers as well as the dangers associated with irresponsible pet ownership.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of bite cases responded to	81.4%	74.7%	71.4%	(3.2%)	-4.3%

Activities that comprise this program include:

- Animal Control Enforcement
- Kennel Permit

Animal Control Enforcement Activity

The purpose of the Animal Control Enforcement Activity is to enforce laws and ordinances regarding animal control issues, to fulfill contractual services to unincorporated areas, cities and towns within Maricopa County and to assist other agencies so that the citizens can be free of animal related health and safety dangers.

Mandates: A.R.S. §11-1007 establishes the powers and duties of County enforcement agent.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of bite cases responded to	81.4%	74.7%	71.4%	(3.2%)	-4.3%
Output	Number of bite cases	5,172	7,746	5,600	(2,146)	-27.7%
Output	Number of cases responded to	48,449	52,580	39,000	(13,580)	-25.8%
Demand	Number of cases generated	51,202	54,104	41,000	(13,104)	-24.2%
Efficiency	Cost per case responded to	$ 66.64	$ 56.50	$ 81.37	$ (24.87)	-44.0%
Revenue						
	574 - ANIMAL CONTROL FIELD OPERATION	$ 3,256,559	$ 3,226,450	$ 3,279,717	$ 53,267	1.7%
	TOTAL SOURCES	$ 3,256,559	$ 3,226,450	$ 3,279,717	$ 53,267	1.7%
Expenditure						
	100 - GENERAL	$ 308,770	$ 237,563	$ 194,219	$ 43,344	18.2%
	574 - ANIMAL CONTROL FIELD OPERATION	2,919,705	2,733,012	2,979,144	(246,132)	-9.0%
	TOTAL USES	$ 3,228,475	$ 2,970,575	$ 3,173,363	$ (202,788)	-6.8%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting the level of service agreed to by the cities and towns by their intergovernmental agreements. The expenditure authority increase is a result of the County-wide salary savings budgeted at 3%.

Kennel Permit Activity

The purpose of the Kennel Permit Activity is to process kennel permit applications, inspect premises to ensure that they are in compliance with health and safety laws and ordinances and issue permits so that citizens can be free of animal related health and safety dangers.

Mandates: A.R.S. §11-1009 establishes that a person operating a kennel shall obtain a permit issued by the Board of Supervisors.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Output	Number of kennel permits issued.	36	36	38	2	5.6%
Demand	Number of kennel permit applications.	57	46	55	9	19.6%
Revenue						
	574 - ANIMAL CONTROL FIELD OPERATION	$ 19,175	$ 15,985	$ 15,985	$ -	0.0%
	TOTAL SOURCES	$ 19,175	$ 15,985	$ 15,985	$ -	0.0%

Activity Narrative: The FY 2009-10 budget reflects the revenue and permits expected to be issued for kenneling businesses within the County. These permits allow kennel owners to have multiple dogs without licensing each individual dog. Inspection of kennels are done in routing inspections by the Animal Control Officers in the field.

Pet Adoption Program

The purpose of the Pet Adoption Program is to provide healthy and treatable/ manageable animals to the people of Maricopa County so that there will be a reduction in euthanasia of sheltered animals and the creation of life-long human/ animal bonds.

Activities that comprise this program include:

- Cat Adoption
- Dog Adoption

Cat Adoption Activity

The purpose of the Cat Adoption Activity is to provide healthy, well-socialized cats to adopting individuals and families of Maricopa County so that the animals will not be euthanized and the adopters can experience long-term ownership.

Mandates: A.R.S. §11-1013 provides for the Board of Supervisors to impound stray dogs or cats for seventy-two hours, and if unclaimed, may allow any person to purchase such dog or cat upon expiration of the impoundment period.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Output	Number of healthy and treatable/manageable cats adopted to citizens/New Hope groups	4,813	4,790	6,386	1,596	33.3%
Demand	Number of healthy and treatable/manageable cats in shelter population	9,184	9,307	13,650	4,343	46.7%
Efficiency	Cost per healthy and treatable/manageable cats adopted	$ 98.29	$ 119.38	$ 101.37	$ 18.01	15.1%
Revenue						
	572 - ANIMAL CONTROL LICENSE SHELTER	$ 133,092	$ 128,012	$ 122,681	$ (5,331)	-4.2%
	573 - ANIMAL CONTROL GRANTS	2,782	-	900	900	0.0%
	TOTAL SOURCES	$ 135,874	$ 128,012	$ 123,581	$ (4,431)	-3.5%
Expenditure						
	572 - ANIMAL CONTROL LICENSE SHELTER	$ 464,672	$ 571,831	$ 647,375	$ (75,544)	-13.2%
	573 - ANIMAL CONTROL GRANTS	8,415	-	-	-	0.0%
	TOTAL USES	$ 473,087	$ 571,831	$ 647,375	$ (75,544)	-13.2%

Activity Narrative: The FY 2009-10 budget supports the Department in adopting 46.7% of the treatable or manageable cats in the shelter population. The percentage is down from the FY 2008-09 Revised budget of 51.5% due to the significant increase in the number of cats being introduced to the shelter population.

Dog Adoption Activity

The purpose of the Dog Adoption Activity is to provide healthy, well-socialized dogs to adopting individuals and families of Maricopa County so that the animals will not be euthanized and the adopters can experience long-term ownership.

Mandates: A.R.S. §11-1013 provides for the Board of Supervisors to impound stray dogs or cats for seventy-two hours, and if unclaimed, may allow any person to purchase such dog or cat upon expiration of the impoundment period.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Output	Number of healthy and treatable manageable dogs adopted to citizens/New Hope groups	14,658	12,870	16,710	3,840	29.8%
Demand	Number of healthy and treatable/manageable dogs in shelter population	23,598	27,432	29,555	2,123	7.7%
Efficiency	Cost per healthy and treatable dogs adopted	$ 79.31	$ 125.62	$ 95.25	$ 30.37	24.2%
Revenue						
	572 - ANIMAL CONTROL LICENSE SHELTER	$ 1,338,890	$ 1,020,540	$ 1,106,519	$ 85,979	8.4%
	573 - ANIMAL CONTROL GRANTS	101,943	87,912	87,500	(412)	-0.5%
	TOTAL SOURCES	$ 1,440,833	$ 1,108,452	$ 1,194,019	$ 85,567	7.7%
Expenditure						
	572 - ANIMAL CONTROL LICENSE SHELTER	$ 1,142,882	$ 1,616,682	$ 1,591,626	$ 25,056	1.5%
	573 - ANIMAL CONTROL GRANTS	19,629	-	-	-	0.0%
	TOTAL USES	$ 1,162,511	$ 1,616,682	$ 1,591,626	$ 25,056	1.5%

Activity Narrative: The FY 2009-10 budget supports the Department in adopting 56.5% of the treatable or manageable dogs in the shelter population. The percentage is up from the FY 2008-09 Revised budget to 51.5% due to continued good relations with fostering and New Hope programs.

Pet Licensing Program

The purpose of the Pet Licensing Program is to provide licensing services to the people of Maricopa County so that the spread of rabies can be controlled and that citizens can recover lost pets.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of dog licenses issued within two weeks of application/renewal	85.3%	94.0%	100.0%	6.0%	6.4%
Percent of dog licenses issued	86.9%	100.0%	87.7%	(12.3%)	-12.3%

Activities that comprise this program include:

- Dog Licensing

Dog Licensing Activity

The purpose of the Dog Licensing Activity is to provide dog licensing to the people of Maricopa County so that the spread of rabies can be controlled and that citizens can recover lost pets.

Mandates: A.R.S. §11-1008 establishes that the Board of Supervisors may set a license fee which shall be paid for each dog three months of age or over that is kept, harbored or maintained; A.R.S. §11-1010 establishes that no dog shall be licensed unless it is vaccinated.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of dog licenses issued within two weeks of application/renewal	85.3%	94.0%	100.0%	6.0%	6.4%
Result	Percent of dog licenses issued	86.9%	100.0%	87.7%	(12.3%)	-12.3%
Output	Number of dog licenses issued	297,267	280,766	331,424	50,658	18.0%
Demand	Population of dogs in Maricopa County	851,841	877,395	903,717	26,322	3.0%
Efficiency	Cost per dog license issued	$ 4.67	$ 4.82	$ 7.44	$ (2.62)	-54.3%
Revenue						
	572 - ANIMAL CONTROL LICENSE SHELTER	$ 6,631,011	$ 6,298,504	$ 8,689,805	$ 2,391,301	38.0%
	TOTAL SOURCES	$ 6,631,011	$ 6,298,504	$ 8,689,805	$ 2,391,301	38.0%
Expenditure						
	572 - ANIMAL CONTROL LICENSE SHELTER	$ 1,386,877	$ 1,353,632	$ 2,464,920	$ (1,111,288)	-82.1%
	TOTAL USES	$ 1,386,877	$ 1,353,632	$ 2,464,920	$ (1,111,288)	-82.1%

Activity Narrative: The FY 2009-10 budget supports the Department in increasing the number of dogs that are licensed in Maricopa County. The Department has instituted an automated system for processing the information that comes in from veterinarians, allowing the Department to notify dog owners of their legal responsibility to license their dog. The additional licenses that are processed along with the additional cost of processing and mailing the license information is reflected in the FY 2009-10 revenue and expenditures.

Animal Sheltering Program

The purpose of the Animal Sheltering Program is to provide shelter and care to animals that are brought into Animal Care and Control shelter facilities so that they can be held for final disposition.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percnet of number of adoptable shelter animals needing foster care	17.2%	53.0%	75.5%	22.5%	42.5%

Activities that comprise this program include:

- Fostering
- Impoundment
- Quarantine

Fostering Activity

The purpose of the Fostering Activity is to extend the care of animals through foster homes so that they can gain the strength and immunity necessary for maintaining their health to be put up for adoption.

Mandates: A.R.S. §11-1021 establishes that any animal impounded in a county pound shall be given proper and humane care and maintenance.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of adoptable shelter animals needing foster care	17.2%	53.0%	75.5%	22.5%	42.5%
Output	Number of animals fostered	3,901	1,570	4,681	3,111	198.2%
Demand	Number of adoptable shelter animals needing foster care	19,296	17,198	29,631	12,433	72.3%
Efficiency	Cost per animal fostered	$ 15.54	$ 61.17	$ 21.05	$ 40.12	65.6%
Expenditure						
	573 - ANIMAL CONTROL GRANTS	$ 60,626	$ 96,037	$ 98,543	$ (2,506)	-2.6%
	TOTAL USES	$ 60,626	$ 96,037	$ 98,543	$ (2,506)	-2.6%

Activity Narrative: The FY 2009-10 budget supports the Department in continuing fostering services to animals that require an extra measure of care in order to become adoptable. The number of animals requiring foster care is expected to increase due to the general increase in shelter population as well as the trend in animal abandonment which, in most cases, requires the animals to regain health before being adopted.

Impoundment Activity

The purpose of the Impoundment Activity is to receive animals from Animal Care and Control Field Services, other animal control agencies and the public so that these animals can be sheltered and cared for.

Mandates: A.R.S. §11-1013 provides for the Board of Supervisors to impound stray dogs or cats for seventy-two hours; A.R.S. §11-1021 establishes that any animal impounded in a county pound shall be given proper and humane care and maintenance.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Output	Number of animals impounded at MCACC facilities	56,086	56,563	57,000	437	0.8%
Demand	Population of dogs and cats in Maricopa County	1,777,198	1,885,428	1,941,990	56,562	3.0%
Efficiency	Cost per animal impounded	$ 38.03	$ 38.98	$ 46.36	$ (7.38)	-18.9%
Revenue						
	572 - ANIMAL CONTROL LICENSE SHELTER	$ 861,317	$ 803,291	$ 730,382	$ (72,909)	-9.1%
	TOTAL SOURCES	$ 861,317	$ 803,291	$ 730,382	$ (72,909)	-9.1%
Expenditure						
	572 - ANIMAL CONTROL LICENSE SHELTER	$ 2,132,931	$ 2,204,927	$ 2,642,375	$ (437,448)	-19.8%
	TOTAL USES	$ 2,132,931	$ 2,204,927	$ 2,642,375	$ (437,448)	-19.8%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand for impounding animals with a slight increase in need for impoundment services.

Quarantine Activity

The purpose of the Quarantine Activity is to monitor the health of animals so that determinations may be made as to whether the animals are asymptomatic for rabies or not.

Mandates: A.R.S. § 11-1014 establishes the quarantine requirements of biting animals.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Output	Number of animals quarantined at MCACC facilities	1,755	2,100	1,236	(864)	-41.1%
Demand	Total number of animals that need to be quarantined	5,128	5,400	5,367	(33)	-0.6%
Efficiency	Cost per animal quarantined	$ 58.53	$ 43.61	$ 122.94	$ (79.34)	-181.9%
Expenditure						
	572 - ANIMAL CONTROL LICENSE SHELTER	$ 102,720	$ 91,572	$ 151,958	$ (60,386)	-65.9%
	TOTAL USES	$ 102,720	$ 91,572	$ 151,958	$ (60,386)	-65.9%

Activity Narrative: The FY 2009-10 supports the Department in quarantining all animals that need to be quarantined at Maricopa County facilities. Many animals are quarantined in homes or in veterinarian offices.

Animal Welfare Safety Net Program

The purpose of the Animal Welfare Safety Net Program is to provide low-cost medical, behavioral, and animal care services to the people of Maricopa County so that there may be a decrease in animal overpopulation, an increase in life-long relationships with people and their pets, and an increased knowledge as to the benefits of the human/animal period.

Activities that comprise this program include:

- Low-Cost Spay/Neuter

Low-Cost Spay/Neuter Activity

The purpose of the Low-Cost Spay/Neuter Activity is to provide assistance to low-income residents for the spay/neuter of their pets so that the pet population will not increase and owners will not have to surrender pet offspring to our facilities.

Mandates: Not a mandated activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Output	Number of animals sterilized	11,777	10,260	17,436	7,176	69.9%
Demand	Number of dogs and cats owned within low income population	640,680	622,271	248,575	(373,696)	-60.1%
Efficiency	Cost per animal sterilized	$ 76.95	$ 82.39	$ 81.76	$ 0.63	0.8%
Revenue						
	573 - ANIMAL CONTROL GRANTS	$ 957,328	$ 817,424	$ 1,484,385	$ 666,961	81.6%
	TOTAL SOURCES	$ 957,328	$ 817,424	$ 1,484,385	$ 666,961	81.6%
Expenditure						
	573 - ANIMAL CONTROL GRANTS	$ 906,200	$ 845,312	$ 1,425,539	$ (580,227)	-68.6%
	TOTAL USES	$ 906,200	$ 845,312	$ 1,425,539	$ (580,227)	-68.6%

Activity Narrative: The FY 2009-10 budget supports the Department in providing no cost spay/neuter services to low-income residents. The increase in revenue and expenditures is reflective of the increased donations that fund the vouchers and the increase in the number of vouchers provided.

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 322,919**	**$ -**
BUDGET BALANCING ADJUSTMENTS:		
Service Reduction		
Eliminate Low Priority Area Checks	$ (21,672)	$ -
Subtotal	$ (21,672)	$ -
FY 2008-09 REVISED BUDGET	**$ 301,247**	**$ -**
FY 2009-10 BUDGET TARGET	**$ 301,247**	**$ -**
BASE ADJUSTMENTS:		
BUDGET BALANCING		
Service Reduction		
Eliminate Low Priority Area Checks	$ (43,344)	$ -
Subtotal	$ (43,344)	$ -
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 257,903**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 257,903**	**$ -**

Animal Control License/Shelter Fund (572)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 8,156,441**	**$ 8,207,427**
MID-YEAR ADJUSTMENTS:			
Salt River Indian Community IGA - Shelter (C-79-09-003-3-00)		$ 42,920	$ 42,920
	Subtotal	$ 42,920	$ 42,920
FY 2008-09 REVISED BUDGET		**$ 8,199,361**	**$ 8,250,347**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 422,743	$ -
FY 2009-10 BUDGET TARGET		**$ 8,622,104**	**$ 8,250,347**
BASE ADJUSTMENTS:			
BUDGET BALANCING			
Revenue			
Billing Notice Copies Automation Licensing		$ 1,155,420	$ 1,100,791
	Subtotal	$ 1,155,420	$ 1,100,791
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 9,777,524**	**$ 10,649,387**
NON-RECURRING			
NON-RECURRING 0001			
Vehicle Purchase		$ 187,750	$ -
	Subtotal	$ 187,750	$ -
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 187,750**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 9,965,274**	**$ 10,649,387**

Animal Control License/Shelter Fund (572) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 2,214,280	$ 3,175,841	$ 3,175,841	$ 3,576,701	$ 3,855,068
Beginning Unreserved/Undesignated Fund Balance	$ 2,214,280	$ 3,175,841	$ 3,175,841	$ 3,576,701	$ 3,855,068
Sources:					
Operating	$ 8,964,310	$ 8,207,427	$ 8,250,347	$ 9,057,993	$ 10,649,387
Total Sources:	$ 8,964,310	$ 8,207,427	$ 8,250,347	$ 9,057,993	$ 10,649,387
Uses:					
Operating	$ 7,601,909	$ 8,156,441	$ 8,199,361	$ 8,779,626	$ 9,777,524
Non Recurring Non Project	-	51,000	51,000	-	187,750
Total Uses:	$ 7,601,909	$ 8,207,441	$ 8,250,361	$ 8,779,626	$ 9,965,274
Operating Balance	$ 1,362,401	$ 50,986	$ 50,986	$ 278,367	$ 871,863
Accounting Adjustments	$ 20	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 3,576,701	$ 3,175,827	$ 3,175,827	$ 3,855,068	$ 4,539,181
Ending Unreserved Fund Balance	$ 3,576,701	$ 3,175,827	$ 3,175,827	$ 3,855,068	$ 4,539,181

Animal Control Donations Fund (573)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 879,460**	**$ 905,336**
FY 2008-09 REVISED BUDGET	**$ 879,460**	**$ 905,336**
FY 2009-10 BUDGET TARGET	**$ 879,460**	**$ 905,336**
BASE ADJUSTMENTS:		
OTHER BASE ADJUSTMENTS:		
Increased Donations	$ 693,325	$ 667,449
Subtotal	$ 693,325	$ 667,449
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 1,572,785**	**$ 1,572,785**
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 1,572,785**	**$ 1,572,785**

Animal Control Donations Fund (573) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 519,718	$ 558,461	$ 558,461	$ 526,078	$ 700,699
Beginning Unreserved/Undesignated Fund Balance	$ 519,718	$ 558,461	$ 558,461	$ 526,078	$ 700,699
Sources:					
Operating	$ 1,062,053	$ 905,336	$ 905,336	$ 1,647,374	$ 1,572,785
Total Sources:	$ 1,062,053	$ 905,336	$ 905,336	$ 1,647,374	$ 1,572,785
Uses:					
Operating	$ 1,055,697	$ 879,460	$ 879,460	$ 1,472,753	$ 1,572,785
Non Recurring Non Project	-	-	150,000	-	-
Total Uses:	$ 1,055,697	$ 879,460	$ 1,029,460	$ 1,472,753	$ 1,572,785
Operating Balance	$ 6,356	$ 25,876	$ 25,876	$ 174,621	$ -
Accounting Adjustments	$ 4	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 526,078	$ 584,337	$ 434,337	$ 700,699	$ 700,699
Ending Unreserved Fund Balance	$ 526,078	$ 584,337	$ 434,337	$ 700,699	$ 700,699

Animal Control Field Operations Fund (574)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 2,962,071**	**$ 3,154,071**
MID-YEAR ADJUSTMENTS:			
Salt River Indian Community IGA - Field (C-79-09-004-3-00)		$ 15,564	$ 15,564
Buckeye Animal Field Control IGA (C-79-09-004-3-00)		56,000	56,000
Tolleson Animal Field Control IGA (C-79-09-016-3-00)		16,800	16,800
	Subtotal	$ 88,364	$ 88,364
FY 2008-09 REVISED BUDGET		**$ 3,050,435**	**$ 3,242,435**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 203,771	$ -
FY 2009-10 BUDGET TARGET		**$ 3,254,206**	**$ 3,242,435**
BASE ADJUSTMENTS:			
BUDGET BALANCING			
Revenue			
Intergovernmental Agreements Increase		$ 53,267	$ 53,267
	Subtotal	$ 53,267	$ 53,267
OTHER BASE ADJUSTMENTS			
Structural Balance		$ (11,771)	$ -
	Subtotal	$ (11,771)	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 3,295,702**	**$ 3,295,702**
NON-RECURRING			
NON-RECURRING 0001			
Vehicle Purchases		$ 225,000	$ -
	Subtotal	$ 225,000	$ -
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 225,000**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 3,520,702**	**$ 3,295,702**

Animal Control Field Operations Fund (574) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 984,725	$ 749,813	$ 749,813	$ 803,608	$ 870,393
Beginning Unreserved/Undesignated Fund Balance	$ 984,725	$ 749,813	$ 749,813	$ 803,608	$ 870,393
Sources:					
Operating	$ 3,275,734	$ 3,154,071	$ 3,242,435	$ 3,247,531	$ 3,295,702
Total Sources:	$ 3,275,734	$ 3,154,071	$ 3,242,435	$ 3,247,531	$ 3,295,702
Uses:					
Operating	$ 3,456,880	$ 2,962,071	$ 3,050,435	$ 3,180,746	$ 3,295,702
Non Recurring Non Project	-	192,000	192,000	-	225,000
Total Uses:	$ 3,456,880	$ 3,154,071	$ 3,242,435	$ 3,180,746	$ 3,520,702
Operating Balance	$ (181,146)	$ 192,000	$ 192,000	$ 66,785	$ -
Accounting Adjustments	$ 29	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 803,608	$ 749,813	$ 749,813	$ 870,393	$ 645,393
Ending Unreserved Fund Balance	$ 803,608	$ 749,813	$ 749,813	$ 870,393	$ 645,393

Assessor

Analysis by Angie Flick, Management & Budget Analyst

Summary

Mission

The Mission of the Maricopa County Assessor's Office is to administer equitably all laws and regulations so that all ad valorem properties, both real and personal in Maricopa County are appropriately valued.

Vision

To efficiently and to effectively serve the citizens of Maricopa County. Furthermore, to foster the growth of our employees through education, training, and opportunities.

Strategic Goals

- **By March 30, 2009, operate with new office Computer Assisted Mass Appraisal software with improved GIS functionality and improved sketch programs.**

  Status: The Department implemented the Appeals module of the system in FY 2008-09. The remaining modules are being researched and are planned to move forward in 2009-10.

- **By June 30, 2010, complete document scanning of 50% of the existing permanent files (based upon December 2008 paper dependency levels) through implementation of Electronic Data Management workflow.**

  Status: The reduction of paper documents is tied closely to the implementation of the Computer Assisted Mass Appraisal software. The Appeals module has already had a significant impact on the increase in electronic files and reduction in paper files. The Draw Client, when implemented, will have the largest impact on paper document storage.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
12PA - PROPERTY ASSESSMENT	$ 199,809	$ 150,000	$ 150,000	$ 97,472	$ 150,000	$ -	0.0%
CUST - CUSTOMER SERVICE	199,809	150,000	150,000	97,472	150,000	-	0.0%
TOTAL PROGRAMS	$ 199,809	$ 150,000	$ 150,000	$ 97,472	$ 150,000	$ -	0.0%
USES							
12PA - PROPERTY ASSESSMENT	$ 20,005,368	$ 20,827,453	$ 19,986,069	$ 19,666,715	$ 18,879,774	$ 1,106,295	5.5%
CUST - CUSTOMER SERVICE	2,510,732	2,641,877	2,527,049	2,507,913	2,360,993	166,056	6.6%
MOBI - MOBILE HOMES	732,123	707,052	692,460	701,192	691,279	1,181	0.2%
PERS - PERSONAL PROP CHARACTERISTICS	1,468,063	1,587,851	1,587,851	1,453,598	1,317,037	270,814	17.1%
REAL - REAL PROPERTY CHARACTERISTICS	15,294,450	15,890,673	15,178,709	15,004,012	14,510,465	668,244	4.4%
99AS - ADMINISTRATIVE SERVICES	$ 1,233,992	$ 1,129,812	$ 1,112,172	$ 1,160,257	$ 1,122,975	$ (10,803)	-1.0%
BDGT - BUDGETING	64,382	38,519	38,519	40,603	37,597	922	2.4%
ODIR - EXECUTIVE MANAGEMENT	681,979	624,810	624,810	647,573	646,351	(21,541)	-3.4%
FSAC - FINANCIAL SERVICES	63,212	38,519	38,519	41,160	37,597	922	2.4%
HRAC - HUMAN RESOURCES	345,774	354,052	336,412	356,544	334,080	2,332	0.7%
PROC - PROCUREMENT	77,847	70,712	70,712	74,377	67,350	3,362	4.8%
RMGT - RISK MANAGEMENT	798	3,200	3,200	-	-	3,200	100.0%
99GV - GENERAL GOVERNMENT	$ 95,400	$ 95,400	$ 95,400	$ 78,376	$ 51,085	$ 44,315	46.5%
ISFC - INTERNAL SERVICE FUND CHARGES	95,400	95,400	95,400	78,376	51,085	44,315	46.5%
99IT - INFORMATION TECHNOLOGY	$ 2,958,062	$ 2,870,637	$ 2,870,637	$ 2,978,534	$ 2,762,709	$ 107,928	3.8%
BUAS - BUSINESS APPLICATION DEV SUPP	1,368,300	1,208,836	1,208,836	1,378,967	1,336,421	(127,585)	-10.6%
DACR - DATA CENTER	585,546	460,031	460,031	451,311	520,617	(60,586)	-13.2%
DESK - DESKTOP SUPPORT	472,690	590,052	590,052	578,415	410,484	179,568	30.4%
GISA - GIS APPLICATION DEV AND SUPP	531,526	611,718	611,718	569,841	495,187	116,531	19.0%
TOTAL PROGRAMS	**$ 24,292,822**	**$ 24,923,302**	**$ 24,064,278**	**$ 23,883,882**	**$ 22,816,543**	**$ 1,247,735**	**5.2%**

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 199,809	$ 150,000	$ 150,000	$ 97,472	$ 150,000	$ -	0.0%
SUBTOTAL	$ 199,809	$ 150,000	$ 150,000	$ 97,472	$ 150,000	$ -	0.0%
TOTAL SOURCES	**$ 199,809**	**$ 150,000**	**$ 150,000**	**$ 97,472**	**$ 150,000**	**$ -**	**0.0%**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 15,772,381	$ 16,554,320	$ 15,695,296	$ 15,659,754	$ 15,183,876	$ 511,420	3.3%
0705 - TEMPORARY PAY	155,934	60,768	60,768	63,665	28,042	32,726	53.9%
0710 - OVERTIME	112,472	94,522	94,522	102,241	36,152	58,370	61.8%
0750 - FRINGE BENEFITS	5,176,285	5,369,354	5,369,354	5,234,556	4,986,161	383,193	7.1%
0790 - OTHER PERSONNEL SERVICES	139,332	145,000	145,000	46,400	29,896	115,104	79.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(21,030)	(258,096)	(258,096)	(106,707)	-	(258,096)	100.0%
SUBTOTAL	$ 21,335,374	$ 21,965,868	$ 21,106,844	$ 20,999,909	$ 20,264,127	$ 842,717	4.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 606,666	$ 573,495	$ 573,495	$ 572,562	$ 549,883	$ 23,612	4.1%
0802 - MEDICAL SUPPLIES	-	1,200	1,200	-	-	1,200	100.0%
0803 - FUEL	5,645	5,800	5,800	6,199	6,000	(200)	-3.4%
SUBTOTAL	$ 612,311	$ 580,495	$ 580,495	$ 578,761	$ 555,883	$ 24,612	4.2%
SERVICES							
0810 - LEGAL SERVICES	$ 4,223	$ 9,100	$ 9,100	$ 42,727	$ 4,500	$ 4,600	50.5%
0812 - OTHER SERVICES	576,433	510,905	510,905	477,260	479,700	31,205	6.1%
0820 - RENT & OPERATING LEASES	710,673	687,600	687,600	682,974	577,127	110,473	16.1%
0825 - REPAIRS AND MAINTENANCE	54,044	51,600	51,600	51,586	51,900	(300)	-0.6%
0839 - INTERNAL SERVICE CHARGES	42,479	35,200	35,200	33,769	59,200	(24,000)	-68.2%
0841 - TRAVEL	207,227	223,640	223,640	213,829	209,543	14,097	6.3%
0842 - EDUCATION AND TRAINING	66,675	53,920	53,920	51,548	47,700	6,220	11.5%
0843 - POSTAGE/FREIGHT/SHIPPING	524,820	487,796	487,796	512,963	505,000	(17,204)	-3.5%
0850 - UTILITIES	37,953	40,000	40,000	41,503	34,000	6,000	15.0%
SUBTOTAL	$ 2,224,527	$ 2,099,761	$ 2,099,761	$ 2,108,159	$ 1,968,670	$ 131,091	6.2%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 7,067	$ -	$ -	$ 8,600	$ -	$ -	0.0%
0950 - DEBT SERVICE	113,543	277,178	277,178	188,453	27,863	249,315	89.9%
SUBTOTAL	$ 120,610	$ 277,178	$ 277,178	$ 197,053	$ 27,863	$ 249,315	89.9%
TOTAL USES	**$ 24,292,822**	**$ 24,923,302**	**$ 24,064,278**	**$ 23,883,882**	**$ 22,816,543**	**$ 1,247,735**	**5.2%**

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 199,809	$ 150,000	$ 150,000	$ 97,472	$ 150,000	$ -	0.0%
FUND TOTAL SOURCES	$ 199,809	$ 150,000	$ 150,000	$ 97,472	$ 150,000	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 199,809	$ 150,000	$ 150,000	$ 97,472	$ 150,000	$ -	0.0%
DEPARTMENT TOTAL SOURCES	$ 199,809	$ 150,000	$ 150,000	$ 97,472	$ 150,000	$ -	0.0%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 24,292,822	$ 24,923,302	$ 24,064,278	$ 23,883,882	$ 22,816,543	$ 1,247,735	5.2%
FUND TOTAL USES	$ 24,292,822	$ 24,923,302	$ 24,064,278	$ 23,883,882	$ 22,816,543	$ 1,247,735	5.2%
DEPARTMENT OPERATING TOTAL USES	$ 24,292,822	$ 24,923,302	$ 24,064,278	$ 23,883,882	$ 22,816,543	$ 1,247,735	5.2%
DEPARTMENT TOTAL USES	$ 24,292,822	$ 24,923,302	$ 24,064,278	$ 23,883,882	$ 22,816,543	$ 1,247,735	5.2%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
120 - ASSESSOR								
ADMINISTRATIVE SERVICES								
BUDGETING	0.50	0.50	0.50	0.50	-	0.00%	-	0.00%
EXECUTIVE MANAGEMENT	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
FINANCIAL SERVICES	0.50	0.50	0.50	0.50	-	0.00%	-	0.00%
HUMAN RESOURCES	5.00	5.00	5.00	4.00	(1.00)	-20.00%	(1.00)	-20.00%
PROCUREMENT	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
PROGRAM TOTAL	12.00	12.00	12.00	11.00	(1.00)	-8.33%	(1.00)	-8.33%
INFORMATION TECHNOLOGY								
BUSINESS APPLICATION DEV SUPP	13.50	13.50	13.50	13.50	-	0.00%	-	0.00%
DATA CENTER	5.50	5.50	5.50	6.50	1.00	18.18%	1.00	18.18%
DESKTOP SUPPORT	4.50	4.50	4.50	4.50	-	0.00%	-	0.00%
GIS APPLICATION DEV AND SUPP	5.00	5.00	5.00	4.00	(1.00)	-20.00%	(1.00)	-20.00%
PROGRAM TOTAL	28.50	28.50	28.50	28.50	-	0.00%	-	0.00%
PROPERTY ASSESSMENT								
CUSTOMER SERVICE	51.50	51.50	51.50	46.50	(5.00)	-9.71%	(5.00)	-9.71%
MOBILE HOMES	13.00	13.00	13.00	12.00	(1.00)	-7.69%	(1.00)	-7.69%
PERSONAL PROP CHARACTERISTICS	23.00	23.00	22.00	20.00	(3.00)	-13.04%	(2.00)	-9.09%
REAL PROPERTY CHARACTERISTICS	233.00	233.00	232.00	204.00	(29.00)	-12.45%	(28.00)	-12.07%
PROGRAM TOTAL	320.50	320.50	318.50	282.50	(38.00)	-11.86%	(36.00)	-11.30%
DEPARTMENT TOTAL	**361.00**	**361.00**	**359.00**	**322.00**	**(39.00)**	**-10.80%**	**(37.00)**	**-10.31%**

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
120 - ASSESSOR								
Accountant	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
Applications Development Mgr	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Appraiser	148.00	148.00	147.00	127.00	(21.00)	-14.19%	(20.00)	-13.61%
Appraiser Manager	9.00	9.00	6.00	8.00	(1.00)	-11.11%	2.00	33.33%
Appraiser Supervisor	19.00	19.00	20.00	18.00	(1.00)	-5.26%	(2.00)	-10.00%
Business/Systems Analyst	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
CAMA Manager	2.00	2.00	1.00	1.00	(1.00)	-50.00%	-	0.00%
Chief Deputy - Assessor	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Computer Operator	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Computer Operator - Sr/Ld	-	-	-	1.00	1.00	0.00%	1.00	0.00%
Database Administrator	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Development Svcs Specialist	8.00	8.00	8.00	8.00	-	0.00%	-	0.00%
Development Svcs Supervisor	6.00	6.00	6.00	6.00	-	0.00%	-	0.00%
Development Svcs Technician	84.00	84.00	84.00	76.00	(8.00)	-9.52%	(8.00)	-9.52%
Director	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Elected	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Executive Assistant	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Financial Support Supv - Dept	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
GIS Programmer/Analyst	3.00	3.00	3.00	2.00	(1.00)	-33.33%	(1.00)	-33.33%
GIS Technician	27.00	27.00	23.00	18.00	(9.00)	-33.33%	(5.00)	-21.74%
Human Resources Analyst	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Human Resources Specialist	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Human Resources Supervisor	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
IT Senior Manager	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Management Analyst	1.00	1.00	2.00	2.00	1.00	100.00%	-	0.00%
Office Assistant	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Office Assistant Specialized	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Operations Support Analyst	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Operations/Program Manager	-	-	2.00	-	-	0.00%	(2.00)	-100.00%
Operations/Program Supervisor	1.00	1.00	2.00	2.00	1.00	100.00%	-	0.00%
PC/LAN Tech Support	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Procurement Specialist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Programmer/Analyst	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
Programmer/Analyst - Sr/Ld	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
Project Manager	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Regression Modeler	7.00	7.00	7.00	7.00	-	0.00%	-	0.00%
Risk Mgmt Supervisor	-	-	2.00	1.00	1.00	0.00%	(1.00)	-50.00%
Systems Admin & Analysis Supv	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Technical Support Mgr	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Web Designer/Developer-Sr/Ld	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Department Total	**361.00**	**361.00**	**359.00**	**322.00**	**(39.00)**	**-10.80%**	**(37.00)**	**-10.31%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
120 - ASSESSOR								
100 - GENERAL	361.00	361.00	359.00	322.00	(39.00)	-10.80%	(37.00)	-10.31%
DEPARTMENT TOTAL	**361.00**	**361.00**	**359.00**	**322.00**	**(39.00)**	**-10.80%**	**(37.00)**	**-10.31%**

General Adjustments

Budget Balancing: Thirty-five vacant positions are eliminated.

Post-Retirement Health Enhancement Program: Reduction of $177,214 including one vacant position due to retirements.

Debt Service: The County is applying a one-time payment to reduce the annualized debt service expense for equipment purchased via the Technology Financing Program. This is resulting in an operating savings of $160,261.

Programs and Activities

Property Assessment and Valuation Program

The purpose of the Property Assessment and Valuation Program is to provide ownership, mapping, property characteristics, and valuation information to external and internal customers to ensure valuations comply with Arizona Revised Statues.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of public and other government agencies that rate our quality customer service as "satisfied" or better.	100.0%	99.5%	100.0%	0.5%	0.5%
Percent of mobile home assessments completed.	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Business Personal Property accounts where taxpayers E-Filed.	30.0%	7.0%	32.0%	25.0%	357.2%
Percent of Business Personal Property accounts valued fairly and equitably.	98.0%	100.0%	99.0%	(1.0%)	-1.0%
Percent of Real Property valued fairly and equitably.	99.5%	98.8%	97.4%	(1.4%)	-1.4%

Activities that comprise this program include:

- Customer Service
- Business Personal Property Assessment
- Mobile Home Property Assessment
- Real Property Inspection and Collection Characteristics

Customer Service Activity

The purpose of the Customer Service Activity is to provide quality, timely customer service to the public and government agencies so that they can be better informed.

Mandates: A.R.S. §42-11009 requires public access to valuation and assessment information.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of public and other government agencies that rate our quality customer service as "satisfied" or better.	100.0%	99.5%	100.0%	0.5%	0.5%
Output	Number of property owners served	609,036	690,550	550,000	(140,550)	-25.6%
Demand	Number of property owners demanding service	609,036	690,550	550,000	(140,550)	-25.6%
Efficiency	Cost per customer served	$ 4.12	$ 3.66	$ 4.29	$ (0.63)	-17.3%
Revenue						
	100 - GENERAL	$ 199,809	$ 150,000	$ 150,000	$ -	0.0%
	TOTAL SOURCES	$ 199,809	$ 150,000	$ 150,000	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 2,510,732	$ 2,527,049	$ 2,360,993	$ 166,056	6.6%
	TOTAL USES	$ 2,510,732	$ 2,527,049	$ 2,360,993	$ 166,056	6.6%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. Demand is expected to decrease as the downturn in the economy continues resulting in fewer property owners demanding services of the Assessor. The expenditure decrease is due to the reduction of positions in this activity.

Mobile Home Property Assessment Activity

The purpose of the Mobile Home Property Assessment Activity is to provide accurate valuations for customers to ensure mobile home owners are fairly and equitably taxed.

Mandates: A.R.S. §42-13303 establishes property value limits of mobile homes; A.R.S. §42-15053 requires on or before February 1 of each year, the assessor shall mail a form, notice or demand to each person who owns or has charge or control of taxable personal property in the state.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of mobile home assessments completed	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of mobile homes assessed	120,484	121,811	121,000	(811)	-0.7%
Demand	Number of mobile homes to be assessed	120,484	121,811	121,000	(811)	-0.7%
Efficiency	Cost per mobile home assessment	$ 6.08	$ 5.68	$ 5.71	$ (0.03)	-0.5%
Expenditure						
	100 - GENERAL	$ 732,123	$ 692,460	$ 691,279	$ 1,181	0.2%
	TOTAL USES	$ 732,123	$ 692,460	$ 691,279	$ 1,181	0.2%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. Demand for mobile homes assessments is expected to be similar to the demand experienced in FY 2007-08.

Business Personal Property Assessment Activity

The purpose of the Business Personal Property Assessment Activity is to provide accurate valuations for businesses so that they are fairly and equitably taxed.

Mandates: A.R.S. §42-15053 requires on or before February 1 of each year, the Assessor shall mail a form, notice or demand to each person who owns or has charge or control of taxable personal property in the state.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Business Personal Property accounts valued fairly and equitably.	98.0%	100.0%	99.0%	(1.0%)	-1.0%
Result	Percent of Business Personal Property accounts where taxpayers E-Filed.	30.0%	7.0%	32.0%	25.0%	78.1%
Output	Number of Notices of Value processed	55,315	51,660	51,600	(60)	-0.1%
Demand	Number of Notices of Value to be processed	55,313	51,660	51,600	(60)	-0.1%
Efficiency	Cost per Business Personal Property Notice of Value processed	$ 26.54	$ 30.74	$ 25.52	$ 5.21	17.0%
Expenditure						
	100 - GENERAL	$ 1,468,063	$ 1,587,851	$ 1,317,037	$ 270,814	17.1%
	TOTAL USES	$ 1,468,063	$ 1,587,851	$ 1,317,037	$ 270,814	17.1%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. Demand is expected to decrease slightly as the downturn in the economy continues. The expenditure decrease is reflective of a reduction in personnel services.

Real Property Inspection and Collection Characteristics Activity

The purpose of the Real Property Inspection and Collection Activity is to provide accurate data on each parcel for the tax roll.

Mandates: A.R.S. §42-13051 requires that no later than December 15 of each year the County Assessor shall identify by diligent inquiry and examination all real property in the county that is subject to taxation; A.R.S. §42-15052 requires that demand from each person, firm, or from the president, cashier, treasurer or managing agent of each corporation or association that owns, claims, controls or possesses property in the County a correct report or affirmation of all property in the County that the person, firm, corporation or association owns, claims, possesses or controls; A.R.S. §42-15057 requires each city, town, county or other governmental entity that requires that a building permit be issued to construct or add to residential or commercial buildings notify the County Assessor in writing; A.R.S. §42-15151 requires the County Assessor to prepare the assessment roll in the form and containing the information prescribed by the department; A.R.S. §42-15101 except as provided by section 42-13254, requires that before March 1 of each year the County Assessor notify each owner of record, or purchaser under a deed of trust or an agreement of sale, of property that is valued by the Assessor as to the property's full cash value and the limited property value, if applicable, to be used for assessment purposes; A.R.S. §42-16054 establishes that at the petitioner's written request, the Assessor will meet with the petitioner at a time and place designated at least ten working days in advance by the Assessor; A.R.S.§42-19051 establishes that the owner of property that is valued by the Assessor may appeal to the Assessor's Office within twenty days after the date of the notice was delivered; A.R.S. §42-16252 establishes if the County Assessor or the department determines that any real or personal property has been assessed improperly as a result of a property tax error, the County Assessor or department will send the taxpayer a notice of error; A.R.S. §42-16254 establishes that the taxpayer can file a notice of claim if they believe that the property was assessed improperly; A.R.S. §42-16255 establishes in any hearing before the County Board, State Board or court either party may present any evidence regarding property tax errors regardless of whether a notice of error or notice of claim was filed; A.R.S. § 42-16258 establishes that after receiving the tax roll, if the County Treasurer determines that any property is omitted from the roll the Treasurer shall immediately list and request the Assessor to determine the valuation of property.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Real Property valued fairly and equitably.	99.5%	98.8%	97.4%	(1.4%)	-1.5%
Output	Number of Real Property service requests completed	1,509,545	1,552,716	1,630,154	77,438	4.8%
Demand	Number of Real Property service requests received	1,525,245	1,576,285	1,678,847	102,562	6.1%
Efficiency	Cost per real property service requests completed	$ 10.13	$ 9.78	$ 8.90	$ 0.87	8.9%
Expenditure						
	100 - GENERAL	$ 15,294,450	$ 15,178,709	$ 14,510,465	$ 668,244	4.4%
	TOTAL USES	$ 15,294,450	$ 15,178,709	$ 14,510,465	$ 668,244	4.4%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 97% of the demand. Demand is expected to increase because the assessed value of property lags behind the market value of property by approximately two years. The dramatic downturn in the market prices of property combined with the lag in assessed valuation will increase the number of appeals handled in this activity. The decrease in the percentage of properties valued is due to a significant in crease in demand coupled with reduced resources. However, the department will be valuating more properties (output increase) than previous years with fewer resources. The department will utilize temporary staff to assist in handling the expected increase in demand. Expenditure decrease is due to the inactivation of vacant positions in this activity.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 24,923,302**	**$**	**150,000**
BUDGET BALANCING				
Vacancies				
Eliminate 21 Vacant Real Property Positions		$ (522,145)	$	-
Eliminate 7 Vacant GIS Positions		(139,121)		-
Eliminate 1 Vacant Human Resources Position		(17,642)		-
Eliminate 3 Vacant Customer Service Positions		(114,829)		-
Eliminate 1 Vacant Mobile Home Position		(14,590)		-
Eliminate 1 Vacant Appraiser		(15,239)		-
Eliminate 1 Vacant CAMA Manager Position		(35,458)		-
	Subtotal	$ (859,024)	$	-
FY 2008-09 REVISED BUDGET		**$ 24,064,278**	**$**	**150,000**
TARGET ADJUSTMENTS:				
PERSONNEL SAVINGS ADJUSTMENT		$ 381,225	$	-
MANDATED CHANGES TO EXPENDITURES				
Elected Official Pay Increase		$ 5,626	$	-
	Subtotal	$ 5,626	$	-
FY 2009-10 BUDGET TARGET		**$ 24,451,129**	**$**	**150,000**
BASE ADJUSTMENTS:				
BUDGET BALANCING				
Vacancies				
Eliminate 21 Vacant Real Property Positions		$ (854,815)	$	-
Eliminate 7 Vacant GIS Positions		(278,243)		-
Eliminate 1 Vacant Human Resources Position		(35,284)		-
Eliminate 3 Vacant Customer Service Positions		(47,981)		-
Eliminate 1 Vacant Mobile Home Position		(29,180)		-
Eliminate 1 Vacant Appraiser		(35,557)		-
Eliminate 1 Vacant CAMA Manager Position		(82,736)		-
	Subtotal	$ (1,363,796)	$	-
Pay Off Capital Leases and Other Debt				
08-Desktop Refresh Program		$ (150,610)	$	-
08-Laptop Refresh Program		(9,651)		-
	Subtotal	$ (160,261)	$	-
OTHER BASE ADJUSTMENTS				
Post-Retirement Health Enhancement Savings		$ (177,214)	$	-
Personnel Savings to 3%		66,685		-
	Subtotal	$ (110,529)	$	-
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 22,816,543**	**$**	**150,000**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 22,816,543**	**$**	**150,000**

Board of Supervisors, District 1

Analysis by Marc Kuffner, Management & Budget Supervisor

Summary

Mission

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

Vision

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

Strategic Goals

Not Applicable

Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
99AS - ADMINISTRATIVE SERVICES	$ 360,165	$ 372,646	$ 372,646	$ 356,784	$ 346,428	$ 26,218	7.0%
ODIR - EXECUTIVE MANAGEMENT	360,165	372,646	372,646	356,784	346,428	26,218	7.0%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ 1,560	$ -	$ -	0.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	-	-	1,560	-	-	0.0%
TOTAL PROGRAMS	**$ 360,165**	**$ 372,646**	**$ 372,646**	**$ 358,344**	**$ 346,428**	**$ 26,218**	**7.0%**

Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 256,883	$ 259,991	$ 259,991	$ 255,992	$ 258,869	$ 1,122	0.4%
0750 - FRINGE BENEFITS	77,096	83,886	83,886	79,334	78,379	5,507	6.6%
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	-	5,252	(5,252)	0.0%
SUBTOTAL	$ 333,979	$ 343,877	$ 343,877	$ 335,326	$ 342,500	$ 1,377	0.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 3,551	$ 5,988	$ 5,988	$ 4,061	$ 1,838	$ 4,150	69.3%
SUBTOTAL	$ 3,551	$ 5,988	$ 5,988	$ 4,061	$ 1,838	$ 4,150	69.3%
SERVICES							
0812 - OTHER SERVICES	$ 10,076	$ 2,178	$ 2,178	$ 3,364	$ 770	$ 1,408	64.6%
0839 - INTERNAL SERVICE CHARGES	3,059	10,441	10,441	5,083	1,200	9,241	88.5%
0841 - TRAVEL	404	7,738	7,738	1,846	-	7,738	100.0%
0842 - EDUCATION AND TRAINING	8,686	-	-	7,051	-	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	158	1,200	1,200	413	120	1,080	90.0%
SUBTOTAL	$ 22,383	$ 21,557	$ 21,557	$ 17,757	$ 2,090	$ 19,467	90.3%
CAPITAL							
0950 - DEBT SERVICE	$ 252	$ 1,224	$ 1,224	$ 1,200	$ -	$ 1,224	100.0%
SUBTOTAL	$ 252	$ 1,224	$ 1,224	$ 1,200	$ -	$ 1,224	100.0%
TOTAL USES	**$ 360,165**	**$ 372,646**	**$ 372,646**	**$ 358,344**	**$ 346,428**	**$ 26,218**	**7.0%**

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 360,165	$ 372,646	$ 372,646	$ 358,344	$ 346,428	$ 26,218	7.0%
FUND TOTAL USES	$ 360,165	$ 372,646	$ 372,646	$ 358,344	$ 346,428	$ 26,218	7.0%
DEPARTMENT OPERATING TOTAL USES	$ 360,165	$ 372,646	$ 372,646	$ 358,344	$ 346,428	$ 26,218	7.0%
DEPARTMENT TOTAL USES	$ 360,165	$ 372,646	$ 372,646	$ 358,344	$ 346,428	$ 26,218	7.0%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
010 - BOARD OF SUPERVISORS DIST 1								
ADMINISTRATIVE SERVICES								
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
PROGRAM TOTAL	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
DEPARTMENT TOTAL	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.00%**	**-**	**0.00%**

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
010 - BOARD OF SUPERVISORS DIST 1								
Chief Administrator - Bos	**1.00**	**1.00**	**1.00**	**1.00**	**-**	0.00%	**-**	0.00%
Deputy Administrator - Bos	**1.00**	**1.00**	**1.00**	**1.00**	**-**	0.00%	**-**	0.00%
Elected	**1.00**	**1.00**	**1.00**	**1.00**	**-**	0.00%	**-**	0.00%
Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.00%**	**-**	**0.00%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
010 - BOARD OF SUPERVISORS DIST 1								
100 - GENERAL	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
DEPARTMENT TOTAL	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.00%**	**-**	**0.00%**

General Adjustments

Budget Balancing: Reduce General Fund by $34,658 in supplies and services.

Debt Service: The County is applying a one-time payment to reduce the annualized debt service expense for equipment purchased through the Technology Financing Program. This results in an operating savings of $1,189 in the General Fund.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 372,646**	**$ -**
FY 2008-09 REVISED BUDGET		**$ 372,646**	**$ -**
TARGET ADJUSTMENTS:			
MANDATED CHANGES TO EXPENDITURES			
Elected Official Pay Increase		$ 5,626	$ -
	Subtotal	$ 5,626	$ -
TECHNICAL ADJUSTMENTS			
Miscellaneous Adjustment		$ 3	$ -
Chairmans Fund Allocation		4,000	-
	Subtotal	$ 4,003	$ -
FY 2009-10 BUDGET TARGET		**$ 382,275**	**$ -**
BASE ADJUSTMENTS:			
RECOMMENDED BUDGET BALANCING ADJUSTMENTS			
Administrative Reduction			
Reduction to Chairman's Fund		$ (4,000)	$ -
Reduction of Supplies/Services		(30,658)	-
	Subtotal	$ (34,658)	$ -
Debt Reduction			
Pay off Capital Leases - 08 Desktop Refresh		$ (1,189)	$ -
	Subtotal	$ (1,189)	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 346,428**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 346,428**	**$ -**

Board of Supervisors, District 2

Analysis by Marc Kuffner, Management & Budget Supervisor

Summary

Mission

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

Vision

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

Strategic Goals

Not Applicable

Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
99AS - ADMINISTRATIVE SERVICES	$ 361,785	$ 372,649	$ 372,649	$ 363,564	$ 346,428	$ 26,221	7.0%
ODIR - EXECUTIVE MANAGEMENT	361,785	372,649	372,649	363,564	346,428	26,221	7.0%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ 80	$ -	$ -	0.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	-	-	80	-	-	0.0%
TOTAL PROGRAMS	**$ 361,785**	**$ 372,649**	**$ 372,649**	**$ 363,644**	**$ 346,428**	**$ 26,221**	**7.0%**

Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 261,287	$ 265,190	$ 265,190	$ 263,720	$ 266,766	$ (1,576)	-0.6%
0750 - FRINGE BENEFITS	82,006	88,484	88,484	86,030	87,273	1,211	1.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	-	(9,868)	9,868	0.0%
SUBTOTAL	$ 343,293	$ 353,674	$ 353,674	$ 349,750	$ 344,171	$ 9,503	2.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 2,460	$ 3,600	$ 3,600	$ 2,715	$ 350	$ 3,250	90.3%
SUBTOTAL	$ 2,460	$ 3,600	$ 3,600	$ 2,715	$ 350	$ 3,250	90.3%
SERVICES							
0812 - OTHER SERVICES	$ 168	$ 2,124	$ 2,124	$ 1,913	$ 376	$ 1,748	82.3%
0839 - INTERNAL SERVICE CHARGES	3,057	2,400	2,400	2,844	300	2,100	87.5%
0841 - TRAVEL	2,184	8,451	8,451	478	-	8,451	100.0%
0842 - EDUCATION AND TRAINING	9,359	-	-	4,386	-	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	159	240	240	214	120	120	50.0%
SUBTOTAL	$ 14,927	$ 13,215	$ 13,215	$ 9,835	$ 796	$ 12,419	94.0%
CAPITAL							
0950 - DEBT SERVICE	$ 1,105	$ 2,160	$ 2,160	$ 1,344	$ 1,111	$ 1,049	48.6%
SUBTOTAL	$ 1,105	$ 2,160	$ 2,160	$ 1,344	$ 1,111	$ 1,049	48.6%
TOTAL USES	**$ 361,785**	**$ 372,649**	**$ 372,649**	**$ 363,644**	**$ 346,428**	**$ 26,221**	**7.0%**

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 361,785	$ 372,649	$ 372,649	$ 363,644	$ 346,428	$ 26,221	7.0%
FUND TOTAL USES	$ 361,785	$ 372,649	$ 372,649	$ 363,644	$ 346,428	$ 26,221	7.0%
DEPARTMENT OPERATING TOTAL USES	$ 361,785	$ 372,649	$ 372,649	$ 363,644	$ 346,428	$ 26,221	7.0%
DEPARTMENT TOTAL USES	$ 361,785	$ 372,649	$ 372,649	$ 363,644	$ 346,428	$ 26,221	7.0%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
020 - BOARD OF SUPERVISORS DIST 2								
ADMINISTRATIVE SERVICES								
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
PROGRAM TOTAL	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
DEPARTMENT TOTAL	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.00%**	**-**	**0.00%**

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
020 - BOARD OF SUPERVISORS DIST 2								
Chief Administrator - Bos	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Deputy Administrator - Bos	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Elected	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.00%**	**-**	**0.00%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
020 - BOARD OF SUPERVISORS DIST 2								
100 - GENERAL	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
DEPARTMENT TOTAL	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.00%**	**-**	**0.00%**

General Adjustments

Budget Balancing: Reduce General Fund by $35,614 in supplies and services.

Debt Service: The County is applying a one-time payment to reduce the annualized debt service expense for equipment purchased through the Technology Financing Program. This results in an operating savings of $233 in the General Fund.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE	
OPERATING					
FY 2008-09 ADOPTED BUDGET		**$**	**372,649**	**$**	**-**
FY 2008-09 REVISED BUDGET		**$**	**372,649**	**$**	**-**
TARGET ADJUSTMENTS:					
MANDATED CHANGES TO EXPENDITURES					
Elected Official Pay Increase		$	5,626	$	-
	Subtotal	$	5,626	$	-
TECHNICAL ADJUSTMENTS					
Chairmans Fund Allocation			4,000		-
	Subtotal	$	4,000	$	-
FY 2009-10 BUDGET TARGET		**$**	**382,275**	**$**	**-**
BASE ADJUSTMENTS:					
RECOMMENDED BUDGET BALANCING ADJUSTMENTS					
Administrative Reduction					
Reduction to Chairman's Fund		$	(4,000)	$	-
Reduction of Supplies/Services			(31,614)		-
	Subtotal	$	(35,614)	$	-
Debt Reduction					
Pay off Capital Leases - 08 Desktop Refresh		$	(233)	$	-
	Subtotal	$	(233)	$	-
FY 2009-10 RECOMMENDED OPERATING BUDGET		**$**	**346,428**	**$**	**-**
FY 2009-10 TOTAL ADOPTED BUDGET		**$**	**346,428**	**$**	**-**

Board of Supervisors, District 3

Analysis by Marc Kuffner, Management & Budget Supervisor

Summary

Mission

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

Vision

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Strategic Goals

Not Applicable

Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
99AS - ADMINISTRATIVE SERVICES	$ 332,767	$ 372,649	$ 372,649	$ 340,835	$ 346,428	$ 26,221	7.0%
ODIR - EXECUTIVE MANAGEMENT	332,767	372,649	372,649	340,835	346,428	26,221	7.0%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ 80	$ -	$ -	0.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	-	-	80	-	-	0.0%
TOTAL PROGRAMS	**$ 332,767**	**$ 372,649**	**$ 372,649**	**$ 340,915**	**$ 346,428**	**$ 26,221**	**7.0%**

Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 250,603	$ 267,589	$ 267,589	$ 253,147	$ 256,175	$ 11,414	4.3%
0750 - FRINGE BENEFITS	65,644	72,429	72,429	70,067	69,291	3,138	4.3%
SUBTOTAL	$ 316,247	$ 340,018	$ 340,018	$ 323,214	$ 325,466	$ 14,552	4.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 345	$ 5,618	$ 5,618	$ 2,532	$ 6,058	$ (440)	-7.8%
SUBTOTAL	$ 345	$ 5,618	$ 5,618	$ 2,532	$ 6,058	$ (440)	-7.8%
SERVICES							
0812 - OTHER SERVICES	$ -	$ 6,000	$ 6,000	$ 2,533	$ 6,000	$ -	0.0%
0839 - INTERNAL SERVICE CHARGES	1,547	3,000	3,000	2,078	1,200	1,800	60.0%
0841 - TRAVEL	11,715	12,000	12,000	6,592	3,600	8,400	70.0%
0842 - EDUCATION AND TRAINING	1,379	3,000	3,000	1,260	3,000	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	753	1,320	1,320	818	240	1,080	81.8%
SUBTOTAL	$ 15,394	$ 25,320	$ 25,320	$ 13,281	$ 14,040	$ 11,280	44.5%
CAPITAL							
0950 - DEBT SERVICE	$ 781	$ 1,693	$ 1,693	$ 1,888	$ 864	$ 829	49.0%
SUBTOTAL	$ 781	$ 1,693	$ 1,693	$ 1,888	$ 864	$ 829	49.0%
TOTAL USES	**$ 332,767**	**$ 372,649**	**$ 372,649**	**$ 340,915**	**$ 346,428**	**$ 26,221**	**7.0%**

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 332,767	$ 372,649	$ 372,649	$ 340,915	$ 346,428	$ 26,221	7.0%
FUND TOTAL USES	$ 332,767	$ 372,649	$ 372,649	$ 340,915	$ 346,428	$ 26,221	7.0%
DEPARTMENT OPERATING TOTAL USES	$ 332,767	$ 372,649	$ 372,649	$ 340,915	$ 346,428	$ 26,221	7.0%
DEPARTMENT TOTAL USES	$ 332,767	$ 372,649	$ 372,649	$ 340,915	$ 346,428	$ 26,221	7.0%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
030 - BOARD OF SUPERVISORS DIST 3								
ADMINISTRATIVE SERVICES								
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
PROGRAM TOTAL	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
DEPARTMENT TOTAL	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.00%**	**-**	**0.00%**

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
030 - BOARD OF SUPERVISORS DIST 3								
Chief Administrator - Bos	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Deputy Administrator - Bos	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Elected	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.00%**	**-**	**0.00%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
030 - BOARD OF SUPERVISORS DIST 3								
100 - GENERAL	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
DEPARTMENT TOTAL	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.00%**	**-**	**0.00%**

General Adjustments

Budget Balancing: Reduce General Fund by $34,891 in supplies and services.

Debt Service: The County is applying a one-time payment to reduce the annualized debt service expense for equipment purchased through the Technology Financing Program. This results in an operating savings of $956 in the General Fund.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE	
OPERATING					
FY 2008-09 ADOPTED BUDGET		**$**	**372,649**	**$**	**-**
FY 2008-09 REVISED BUDGET		**$**	**372,649**	**$**	**-**
TARGET ADJUSTMENTS:					
MANDATED CHANGES TO EXPENDITURES					
Elected Official Pay Increase		$	5,626	$	-
	Subtotal	$	5,626	$	-
TECHNICAL ADJUSTMENTS					
Chairmans Fund Allocation			4,000		-
	Subtotal	$	4,000	$	-
FY 2009-10 BUDGET TARGET		**$**	**382,275**	**$**	**-**
BASE ADJUSTMENTS:					
RECOMMENDED BUDGET BALANCING ADJUSTMENTS					
Administrative Reduction					
Reduction to Chairman's Fund		$	(4,000)	$	-
Reduction of Supplies/Services			(30,891)		-
	Subtotal	$	(34,891)	$	-
Debt Reduction					
Pay off Capital Leases - 08 Desktop Refresh		$	(956)	$	-
	Subtotal	$	(956)	$	-
FY 2009-10 ADOPTED OPERATING BUDGET		**$**	**346,428**	**$**	**-**
FY 2009-10 TOTAL ADOPTED BUDGET		**$**	**346,428**	**$**	**-**

Board of Supervisors, District 4

Analysis by Marc Kuffner, Management & Budget Supervisor

Summary

Mission

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Vision

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

Strategic Goals

Not Applicable

Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
99AS - ADMINISTRATIVE SERVICES	$ 322,750	$ 372,648	$ 372,648	$ 337,895	$ 346,428	$ 26,220	7.0%
ODIR - EXECUTIVE MANAGEMENT	322,750	372,648	372,648	337,895	346,428	26,220	7.0%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ 72	$ -	$ -	0.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	-	-	72	-	-	0.0%
TOTAL PROGRAMS	**$ 322,750**	**$ 372,648**	**$ 372,648**	**$ 337,967**	**$ 346,428**	**$ 26,220**	**7.0%**

Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 246,939	$ 275,712	$ 275,712	$ 250,455	$ 252,921	$ 22,791	8.3%
0750 - FRINGE BENEFITS	73,536	76,718	76,718	79,702	78,156	(1,438)	-1.9%
SUBTOTAL	$ 320,475	$ 352,430	$ 352,430	$ 330,157	$ 331,077	$ 21,353	6.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,061	$ 8,085	$ 8,085	$ 2,871	$ 8,085	$ -	0.0%
SUBTOTAL	$ 1,061	$ 8,085	$ 8,085	$ 2,871	$ 8,085	$ -	0.0%
SERVICES							
0810 - LEGAL SERVICES	$ 210	$ -	$ -	$ -	$ -	$ -	0.0%
0812 - OTHER SERVICES	223	1,200	1,200	475	1,200	-	0.0%
0839 - INTERNAL SERVICE CHARGES	15	876	876	337	876	-	0.0%
0841 - TRAVEL	447	-	-	356	4,090	(4,090)	0.0%
0842 - EDUCATION AND TRAINING	260	7,265	7,265	2,420	-	7,265	100.0%
0843 - POSTAGE/FREIGHT/SHIPPING	59	1,100	1,100	391	1,100	-	0.0%
SUBTOTAL	$ 1,214	$ 10,441	$ 10,441	$ 3,979	$ 7,266	$ 3,175	30.4%
CAPITAL							
0950 - DEBT SERVICE	$ -	$ 1,692	$ 1,692	$ 960	$ -	$ 1,692	100.0%
SUBTOTAL	$ -	$ 1,692	$ 1,692	$ 960	$ -	$ 1,692	100.0%
TOTAL USES	**$ 322,750**	**$ 372,648**	**$ 372,648**	**$ 337,967**	**$ 346,428**	**$ 26,220**	**7.0%**

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 322,750	$ 372,648	$ 372,648	$ 337,967	$ 346,428	$ 26,220	7.0%
FUND TOTAL USES	$ 322,750	$ 372,648	$ 372,648	$ 337,967	$ 346,428	$ 26,220	7.0%
DEPARTMENT OPERATING TOTAL USES	$ 322,750	$ 372,648	$ 372,648	$ 337,967	$ 346,428	$ 26,220	7.0%
DEPARTMENT TOTAL USES	$ 322,750	$ 372,648	$ 372,648	$ 337,967	$ 346,428	$ 26,220	7.0%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
040 - BOARD OF SUPERVISORS DIST 4								
ADMINISTRATIVE SERVICES								
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
PROGRAM TOTAL	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
DEPARTMENT TOTAL	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.00%**	**-**	**0.00%**

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
040 - BOARD OF SUPERVISORS DIST 4								
Chief Administrator - Bos	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Deputy Administrator - Bos	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Elected	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.00%**	**-**	**0.00%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
040 - BOARD OF SUPERVISORS DIST 4								
100 - GENERAL	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
DEPARTMENT TOTAL	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.00%**	**-**	**0.00%**

General Adjustments

Budget Balancing: Reduce General Fund by $34,891 in supplies and services.

Debt Service: The County is applying a one-time payment to reduce the annualized debt service expense for equipment purchased through the Technology Financing Program. This results in an operating savings of $956 in the General Fund.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 372,648**	**$ -**
FY 2008-09 REVISED BUDGET		**$ 372,648**	**$ -**
TARGET ADJUSTMENTS:			
MANDATED CHANGES TO EXPENDITURES			
Elected Official Pay Increase		$ 5,626	$ -
	Subtotal	$ 5,626	$ -
TECHNICAL ADJUSTMENTS			
Miscellaneous Adjustment		$ 1	$ -
Chairmans Fund Allocation		4,000	-
	Subtotal	$ 4,001	$ -
FY 2009-10 BUDGET TARGET		**$ 382,275**	**$ -**
BASE ADJUSTMENTS:			
RECOMMENDED BUDGET BALANCING ADJUSTMENTS			
Administrative Reduction			
Reduction to Chairman's Fund		$ (4,000)	$ -
Reduction of Supplies/Services		(30,891)	-
	Subtotal	$ (34,891)	$ -
Debt Reduction			
Pay off Capital Leases - 08 Desktop Refresh		$ (956)	$ -
	Subtotal	$ (956)	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 346,428**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 346,428**	**$ -**

Board of Supervisors, District 5

Analysis by Marc Kuffner, Management & Budget Supervisor

Summary

Mission

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

Vision

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

Strategic Goals

Not Applicable

Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
99AS - ADMINISTRATIVE SERVICES	$ 370,925	$ 372,643	$ 372,643	$ 357,241	$ 346,428	$ 26,215	7.0%
ODIR - EXECUTIVE MANAGEMENT	370,925	372,643	372,643	357,241	346,428	26,215	7.0%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ 80	$ -	$ -	0.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	-	-	80	-	-	0.0%
TOTAL PROGRAMS	**$ 370,925**	**$ 372,643**	**$ 372,643**	**$ 357,321**	**$ 346,428**	**$ 26,215**	**7.0%**

Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 250,176	$ 254,583	$ 254,583	$ 253,129	$ 256,156	$ (1,573)	-0.6%
0705 - TEMPORARY PAY	2,640	6,599	6,599	-	-	6,599	100.0%
0750 - FRINGE BENEFITS	76,294	83,079	83,079	80,934	81,119	1,960	2.4%
0790 - OTHER PERSONNEL SERVICES	(400)	-	-	-	-	-	0.0%
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	-	4,616	(4,616)	0.0%
SUBTOTAL	$ 328,710	$ 344,261	$ 344,261	$ 334,063	$ 341,891	$ 2,370	0.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 12,945	$ 6,704	$ 6,704	$ 4,406	$ 1,288	$ 5,416	80.8%
SUBTOTAL	$ 12,945	$ 6,704	$ 6,704	$ 4,406	$ 1,288	$ 5,416	80.8%
SERVICES							
0812 - OTHER SERVICES	$ 9,376	$ 5,595	$ 5,595	$ 7,930	$ -	$ 5,595	100.0%
0839 - INTERNAL SERVICE CHARGES	1,869	4,456	4,456	2,216	1,200	3,256	73.1%
0841 - TRAVEL	12,523	7,714	7,714	5,893	1,200	6,514	84.4%
0842 - EDUCATION AND TRAINING	4,705	-	-	325	-	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	197	1,750	1,750	612	240	1,510	86.3%
SUBTOTAL	$ 28,670	$ 19,515	$ 19,515	$ 16,976	$ 2,640	$ 16,875	86.5%
CAPITAL							
0950 - DEBT SERVICE	$ 600	$ 2,163	$ 2,163	$ 1,876	$ 609	$ 1,554	71.8%
SUBTOTAL	$ 600	$ 2,163	$ 2,163	$ 1,876	$ 609	$ 1,554	71.8%
TOTAL USES	**$ 370,925**	**$ 372,643**	**$ 372,643**	**$ 357,321**	**$ 346,428**	**$ 26,215**	**7.0%**

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 370,925	$ 372,643	$ 372,643	$ 357,321	$ 346,428	$ 26,215	7.0%
FUND TOTAL USES	$ 370,925	$ 372,643	$ 372,643	$ 357,321	$ 346,428	$ 26,215	7.0%
DEPARTMENT OPERATING TOTAL USES	$ 370,925	$ 372,643	$ 372,643	$ 357,321	$ 346,428	$ 26,215	7.0%
DEPARTMENT TOTAL USES	$ 370,925	$ 372,643	$ 372,643	$ 357,321	$ 346,428	$ 26,215	7.0%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
050 - BOARD OF SUPERVISORS DIST 5								
ADMINISTRATIVE SERVICES								
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
PROGRAM TOTAL	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
DEPARTMENT TOTAL	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.00%**	**-**	**0.00%**

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
050 - BOARD OF SUPERVISORS DIST 5								
Chief Administrator - Bos	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Deputy Administrator - Bos	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Elected	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.00%**	**-**	**0.00%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
050 - BOARD OF SUPERVISORS DIST 5								
100 - GENERAL	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
DEPARTMENT TOTAL	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.00%**	**-**	**0.00%**

General Adjustments

Budget Balancing: Reduce General Fund by $34,572 in supplies and services.

Debt Service: The County is applying a one-time payment to reduce the annualized debt service expense for equipment purchased through the Technology Financing Program. This results in an operating savings of $1,275 in the General Fund.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE	
OPERATING					
FY 2008-09 ADOPTED BUDGET		**$**	**372,643**	**$**	**-**
FY 2008-09 REVISED BUDGET		**$**	**372,643**	**$**	**-**
TARGET ADJUSTMENTS:					
MANDATED CHANGES TO EXPENDITURES					
Elected Official Pay Increase		$	5,626	$	-
	Subtotal	$	5,626	$	-
TECHNICAL ADJUSTMENTS					
Miscellaneous Adjustment		$	6	$	-
Chairmans Fund Allocation			4,000		-
	Subtotal	$	4,006	$	-
FY 2009-10 BUDGET TARGET		**$**	**382,275**	**$**	**-**
BASE ADJUSTMENTS:					
RECOMMENDED BUDGET BALANCING ADJUSTMENTS					
Administrative Reduction					
Reduction to Chairman's Fund		$	(4,000)	$	-
Reduction of Supplies/Services			(30,572)		-
	Subtotal	$	(34,572)	$	-
Debt Reduction					
Pay off Capital Leases - 08 Desktop Refresh		$	(1,275)	$	-
	Subtotal	$	(1,275)	$	-
FY 2009-10 ADOPTED OPERATING BUDGET		**$**	**346,428**	**$**	**-**
FY 2009-10 TOTAL ADOPTED BUDGET		**$**	**346,428**	**$**	**-**

Call Center

Analysis by Julia Smith, Management & Budget Analyst

Summary

Mission

The Mission of the Call Center is to provide information with accuracy and courtesy to callers of the Treasurer, Assessor, Recorder, Elections and the Clerk of the Superior Court offices so they can conduct their business with the County confidently and conveniently.

Vision

The vision of the Call Center is to increase efficiency by expanding the information available on the 24-hr automated system.

Strategic Goals

- **Annually, the Call Center will maintain customer service at above the 90% composite level of customer service satisfaction as measured by Research and Reporting.**

  Status: The 2008 Customer Satisfaction Survey Composite measure was 92%.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
14SC - STAR CENTER	$ 1,700,485	$ 1,627,271	$ 1,605,450	$ 1,584,918	$ 1,362,671	$ 242,779	15.1%
TELE - CUSTOMER SERVICE TELEPHONE	1,700,485	1,627,271	1,605,450	1,584,918	1,362,671	242,779	15.1%
99AS - ADMINISTRATIVE SERVICES	$ 914	$ 919	$ 919	$ 2,451	$ 919	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	-	419	419	2,287	419	-	0.0%
HRAC - HUMAN RESOURCES	914	500	500	164	500	-	0.0%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ 3,912	$ -	$ -	
ISFC - INTERNAL SERVICE FUND CHARGES	-	-	-	3,912	-	-	
TOTAL PROGRAMS	**$ 1,701,399**	**$ 1,628,190**	**$ 1,606,369**	**$ 1,591,281**	**$ 1,363,590**	**$ 242,779**	**15.1%**

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
0701 - REGULAR PAY	$ 1,103,524	$ 1,096,642	$ 1,074,821	$ 1,083,202	$ 950,123	$ 124,698	11.6%
0705 - TEMPORARY PAY	40,565	11,307	11,307	9,784	24,504	(13,197)	0.0%
0710 - OVERTIME	15,129	5,000	5,000	5,173	5,000	-	0.0%
0750 - FRINGE BENEFITS	408,207	404,201	404,201	415,404	346,929	57,272	14.2%
0790 - OTHER PERSONNEL SERVICES	7,087	-	-	5,686	3,557	(3,557)	0.0%
SUBTOTAL	$ 1,574,512	$ 1,517,150	$ 1,495,329	$ 1,519,249	$ 1,330,113	$ 165,216	11.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 9,809	$ 9,463	$ 9,463	$ 6,199	$ 9,463	$ -	0.0%
SUBTOTAL	$ 9,809	$ 9,463	$ 9,463	$ 6,199	$ 9,463	$ -	0.0%
SERVICES							
0812 - OTHER SERVICES	108,385	29,971	29,971	4,876	-	29,971	100.0%
0820 - RENT & OPERATING LEASES	1,692	1,692	1,692	564	3,396	(1,704)	0.0%
0825 - REPAIRS AND MAINTENANCE	-	1,296	1,296	432	1,296	-	0.0%
0839 - INTERNAL SERVICE CHARGES	3,669	7,149	7,149	4,788	6,902	247	3.5%
0841 - TRAVEL	102	-	-	112	-	-	0.0%
0842 - EDUCATION AND TRAINING	337	700	700	228	700	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	73	156	156	58	156	-	-
SUBTOTAL	$ 114,258	$ 40,964	$ 40,964	$ 11,058	$ 12,450	$ 28,514	69.6%
CAPITAL							
0950 - DEBT SERVICE	2,820	60,613	60,613	54,775	11,564	49,049	-
SUBTOTAL	$ 2,820	$ 60,613	$ 60,613	$ 54,775	$ 11,564	$ 49,049	0.0%
TOTAL USES	**$ 1,701,399**	**$ 1,628,190**	**$ 1,606,369**	**$ 1,591,281**	**$ 1,363,590**	**$ 242,779**	**15.1%**

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 1,701,399	$ 1,628,190	$ 1,606,369	$ 1,591,281	$ 1,363,590	$ 242,779	15.1%
FUND TOTAL USES	$ 1,701,399	$ 1,628,190	$ 1,606,369	$ 1,591,281	$ 1,363,590	$ 242,779	15.1%
DEPARTMENT TOTAL USES	**$ 1,701,399**	**$ 1,628,190**	**$ 1,606,369**	**$ 1,591,281**	**$ 1,363,590**	**$ 242,779**	**15.1%**

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
140 - CALL CENTER								
STAR CENTER								
CUSTOMER SERVICE TELEPHONE	33.00	33.00	31.00	27.00	(6.00)	-18.18%	(4.00)	-12.90%
PROGRAM TOTAL	33.00	33.00	31.00	27.00	(6.00)	-18.18%	(4.00)	-12.90%
DEPARTMENT TOTAL	**33.00**	**33.00**	**31.00**	**27.00**	**(6.00)**	**-18.18%**	**(4.00)**	**-12.90%**

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
140 - CALL CENTER	-	-	-	-	-			
Call Ctr Representative	27.00	27.00	25.00	22.00	(5.00)	-18.52%	(3.00)	-12.00%
Admin/Operations Specialist	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Director - STAR Call Center	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Administrative Supervisor	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Management Analyst	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Systems/Network Administrator	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
DEPARTMENT TOTAL	**33.00**	**33.00**	**31.00**	**27.00**	**(6.00)**	**-18.18%**	**(4.00)**	**-12.90%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
140 - CALL CENTER								
100 - GENERAL	33.00	33.00	31.00	27.00	(6.00)	-18.18%	(4.00)	-12.90%
DEPARTMENT TOTAL	**33.00**	**33.00**	**31.00**	**27.00**	**(6.00)**	**-18.18%**	**(4.00)**	**-12.90%**

Significant Variance Analysis

The Call Center is eliminating six (6) Call Center Representatives in the Telephone Activity. Two of the positions are vacant, three of the positions are Reductions in Force and one elimination is due to a retirement. This reduction in staff represents 18.2% of the department's employees.

General Adjustments

Debt Service: The County is applying a one-time payment to reduce the annualized debt service expense for equipment purchased via the Technology Financing Program. This is resulting in an operating savings of $49,039.

Programs and Activities

Call Center Program

The purpose of the Call Center is to provide an immediate information bridge for the residents of Maricopa County so that the caller and the customer agent can identify and define the issue or problem and either solve the problem or recommend a course of action in a single telephone call.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of calls answered within 30 seconds	Not Reported	80.4%	63.1%	(17.3%)	-21.6%

Activities that comprise this program include:

- Customer Service Telephone

Customer Service Telephone Activity

The purpose of the Customer Service Telephone activity is to provide information to residents of Maricopa County so they can make accurate, timely, and informed decisions with a single telephone call.

Mandates: Activity not mandated.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of calls answered within 30 seconds	Not Reported	80.4%	63.1%	(17.3%)	-21.6%
Output	Number of calls answered	944,986	1,100,000	922,100	(177,900)	-16.2%
Output	Total calls	944,986	1,100,000	922,100	(177,900)	-16.2%
Output	Number of calls answered within 30 seconds	Not Reported	884,457	581,537	(302,920)	-34.2%
Demand	Number of calls projected to be offered	944,986	1,105,592	922,100	(183,492)	-16.6%
Efficiency	Average cost of a call answered	$ 1.80	$ 1.46	$ 1.48	$ (0.02)	1.3%
Expenditure						
	100 - GENERAL	$ 1,700,485	$ 1,605,450	$ 1,362,671	$ (242,779)	-15.1%
	TOTAL USES	$ 1,700,485	$ 1,605,450	$ 1,362,671	$ (242,779)	-15.1%

Activity Narrative: Customer service levels will be negatively impacted because an estimated 63% of calls will be answered within 30 seconds during FY 2009-10 compared to 80% in FY 2008-09.

Vacancies and Service Reductions: General Fund expenditures are being reduced by eliminating two (2) vacant Call Center Representative positions, enacting Reductions in Force for three (3) filled Call Center Representative positions, and eliminating one position due to a retirement. Additional impacts on customer service levels include reducing budgeted costs for temporary pay and contracted temporary services.

Cost Reductions: Due to a reorganization within the department, one (1) filled Training Specialist position is being eliminated. This will be a significant cost reduction, but the training duties will need to be absorbed among the existing staff.

Budget Balancing: Administrative costs are being reduced by $3,000; these include charges for Internal Services, Postage and Supplies while Personnel Savings are being increased by $6,659 (to 3% of budgeted salaries).

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 1,628,190**	**$ -**
MID-YEAR ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS			
Vacancies			
Eliminate 2 Vacant Call Center Reps		$ (21,821)	$ -
	Subtotal	$ (21,821)	$ -
FY 2008-09 REVISED BUDGET		**$ 1,606,369**	**$ -**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 44,038	$ -
FY 2009-10 BUDGET TARGET		**$ 1,650,407**	**$ -**
BASE ADJUSTMENTS:			
RECOMMENDED BUDGET BALANCING ADJUSTMENTS			
Administrative Reduction			
Reduce ISC's, General Supplies and Postage		$ (3,000)	$ -
	Subtotal	$ (3,000)	$ -
Cost Reduction			
Eliminate 1 Training Specialist due to Reorganization (RIF)		$ (46,365)	$ -
	Subtotal	$ (46,365)	$ -
Service Reduction			
Eliminate 1 Call Center Rep due to Retirement		$ (43,098)	$ -
Eliminate 2 Call Center Reps (RIF)		(67,042)	-
Eliminate Contract Temp Service		(29,972)	-
Eliminate Temporary Pay		(11,307)	-
	Subtotal	$ (151,419)	$ -
Vacancies			
Eliminate 2 Vacant Call Center Reps		$ (43,653)	$ -
	Subtotal	$ (43,653)	$ -
Debt Reduction			
Pay off Capital Leases - 08 Desktop Refresh		(49,039)	-
	Subtotal	$ (49,039)	$ -
OTHER BASE ADJUSTMENTS:			
Personnel Savings to 3%		$ 6,659	$ -
	Subtotal	$ 6,659	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 1,363,590**	**$ -**

Clerk of the Board

Analysis by Lauren M. Cochran, Management & Budget Analyst

Summary

Mission

The mission of the Office of the Clerk of the Board is to provide official record keeping and other statutory and policy-related services for the Board of Supervisors, other County Agencies, Special Districts, and the general public, so they can make informed decisions and conduct business affairs.

Vision

The vision of the Office of the Clerk of the Board is to be recognized as a leader in the field of statutory and policy record keeping and procedures for the Maricopa County Board of Supervisors.

Strategic Goals

- The Department will update their goals during the Strategic Business Plan Update process.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
06IS - INFORMATION SERVICES	$ 113,792	$ 142,749	$ 142,749	$ 122,127	$ 386,528	$ (243,779)	-170.8%
RCRD - RECORDS MANAGEMENT	113,792	142,749	142,749	122,127	386,528	(243,779)	-170.8%
06MM - MEETING MANAGEMENT	$ 319,876	$ 227,619	$ 227,619	$ 248,591	$ 634,959	$ (407,340)	-179.0%
MTNG - MEETING MANAGEMENT	319,876	227,619	227,619	248,591	634,959	(407,340)	-179.0%
06SD - SPECIAL DISTRICTS	$ 58,339	$ 68,942	$ 68,942	$ 61,739	$ 68,303	$ 639	0.9%
SDIS - SPECIAL DISTRICTS	58,339	68,942	68,942	61,739	68,303	639	0.9%
06SS - STATUTORY SERVICES	$ 26,494	$ 45,029	$ 45,029	$ 33,790	$ 44,217	$ 812	1.8%
BORD - BOARDS AND COMMISSIONS	17,565	33,915	33,915	24,076	33,528	387	1.1%
LICP - LICENSES AND PERMITS	8,929	11,114	11,114	9,714	10,689	425	3.8%
99AS - ADMINISTRATIVE SERVICES	$ 204,608	$ 228,482	$ 228,482	$ 220,066	$ 211,826	$ 16,656	7.3%
ODIR - EXECUTIVE MANAGEMENT	157,280	200,726	200,726	178,556	173,232	27,494	13.7%
FSAC - FINANCIAL SERVICES	47,328	27,756	27,756	41,510	38,594	(10,838)	-39.0%
99GV - GENERAL GOVERNMENT	$ 2,001	$ 3,600	$ 3,600	$ 3,520	$ 358	$ 3,242	90.1%
ISFC - INTERNAL SERVICE FUND CHARGES	2,001	3,600	3,600	3,520	358	3,242	90.1%
TOTAL PROGRAMS	$ 725,110	$ 716,421	$ 716,421	$ 689,833	$ 1,346,191	$ (629,770)	-87.9%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 564,380	$ 466,379	$ 466,379	$ 533,445	$ 491,592	$ (25,213)	-5.4%
0705 - TEMPORARY PAY	98	31,320	31,320	4,630	-	31,320	100.0%
0710 - OVERTIME	(380)	1,500	1,500	613	600	900	60.0%
0750 - FRINGE BENEFITS	180,070	158,768	158,768	163,468	151,692	7,076	4.5%
0790 - OTHER PERSONNEL SERVICES	4,392	-	-	726	-	-	
0795 - PERSONNEL SERVICES ALLOC-OUT	(75,751)	(6,328)	(6,328)	(68,513)	(42,581)	36,253	-572.9%
SUBTOTAL	$ 672,809	$ 651,639	$ 651,639	$ 634,369	$ 643,884	$ 7,755	1.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 5,806	$ 8,296	$ 8,296	$ 8,621	$ 8,296	$ -	0.0%
SUBTOTAL	$ 5,806	$ 8,296	$ 8,296	$ 8,621	$ 8,296	$ -	0.0%
SERVICES							
0810 - LEGAL SERVICES	$ 9,124	$ 2,807	$ 2,807	$ 2,482	$ 2,807	$ -	0.0%
0812 - OTHER SERVICES	14,309	10,105	10,105	10,105	663,580	(653,475)	-6466.8%
0820 - RENT & OPERATING LEASES	10,870	12,180	12,180	12,180	12,186	(6)	0.0%
0825 - REPAIRS AND MAINTENANCE	45	-	-	-	-	-	
0839 - INTERNAL SERVICE CHARGES	1,171	6,860	6,860	5,820	4,422	2,438	35.5%
0841 - TRAVEL	980	2,000	2,000	702	-	2,000	100.0%
0842 - EDUCATION AND TRAINING	310	1,834	1,834	862	-	1,834	100.0%
0843 - POSTAGE/FREIGHT/SHIPPING	1,048	900	900	900	900	-	0.0%
SUBTOTAL	$ 37,857	$ 36,686	$ 36,686	$ 33,051	$ 683,895	$ (647,209)	-1764.2%
CAPITAL							
0950 - DEBT SERVICE	$ 8,638	$ 19,800	$ 19,800	$ 13,792	$ 10,116	$ 9,684	48.9%
SUBTOTAL	$ 8,638	$ 19,800	$ 19,800	$ 13,792	$ 10,116	$ 9,684	48.9%
TOTAL USES	$ 725,110	$ 716,421	$ 716,421	$ 689,833	$ 1,346,191	$ (629,770)	-87.9%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 725,110	$ 716,421	$ 716,421	$ 689,833	$ 650,135	$ 66,286	9.3%
NON-RECURRING	-	-	-	-	696,056	(696,056)	
FUND TOTAL USES	$ 725,110	$ 716,421	$ 716,421	$ 689,833	$ 1,346,191	$ (629,770)	-87.9%
DEPARTMENT OPERATING TOTAL USES	$ 725,110	$ 716,421	$ 716,421	$ 689,833	$ 650,135	$ 66,286	9.3%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ -	$ -	$ -	$ 696,056	$ (696,056)	
DEPARTMENT TOTAL USES	$ 725,110	$ 716,421	$ 716,421	$ 689,833	$ 1,346,191	$ (629,770)	-87.9%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
ADMINISTRATIVE SERVICES								
EXECUTIVE MANAGEMENT	1.75	1.75	1.25	1.25	(0.50)	(28.57%)	-	0.00%
FINANCIAL SERVICES	0.50	0.50	0.75	0.75	0.25	50.00%	-	0.00%
PROGRAM TOTAL	2.25	2.25	2.00	2.00	(0.25)	(11.11%)	-	0.00%
INFORMATION SERVICES								
RECORDS MANAGEMENT	2.45	2.45	2.45	2.45	-	0.00%	-	0.00%
PROGRAM TOTAL	2.45	2.45	2.45	2.45	-	0.00%	-	0.00%
MEETING MANAGEMENT								
MEETING MANAGEMENT	4.35	4.35	4.60	3.60	(0.75)	(17.24%)	(1.00)	(21.74%)
PROGRAM TOTAL	4.35	4.35	4.60	3.60	(0.75)	(17.24%)	(1.00)	(21.74%)
SPECIAL DISTRICTS								
SPECIAL DISTRICTS	0.75	0.75	0.75	0.75	-	0.00%	-	0.00%
PROGRAM TOTAL	0.75	0.75	0.75	0.75	-	0.00%	-	0.00%
STATUTORY SERVICES								
BOARDS AND COMMISSIONS	0.50	0.50	0.50	0.50	-	0.00%	-	0.00%
LICENSES AND PERMITS	0.20	0.20	0.20	0.20	-	0.00%	-	0.00%
PROGRAM TOTAL	0.70	0.70	0.70	0.70	-	0.00%	-	0.00%
DEPARTMENT TOTAL	10.50	10.50	10.50	9.50	(1.00)	(9.52%)	(1.00)	(9.52%)

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Executive Assistant	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Office Assistant	0.50	0.50	0.50	0.50	-	0.00%	.00	0.00%
Office Assistant Specialized	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Admin/Operations Specialist	2.00	2.00	1.00	1.00	(1.00)	-50.00%	.00	0.00%
Director - Clerk of the Board	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Administrator	2.00	2.00	2.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Management Analyst	1.00	1.00	1.00	2.00	1.00	100.00%	1.00	100.00%
Management Assistant	-	-	1.00	1.00	1.00		.00	0.00%
Finan/Business Analyst - Dept	-	-	1.00	-	-		(1.00)	-100.00%
Department Total	10.50	10.50	10.50	9.50	(1.00)	-9.52%	(1.00)	-9.52%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
100 - GENERAL	10.50	10.50	10.50	9.50	(1.00)	-9.52%	(1.00)	-9.52%
DEPARTMENT TOTAL	10.50	10.50	10.50	9.50	(1.00)	-9.52%	(1.00)	-9.52%

Significant Variance Analysis

There are no significant changes in FTE overall or per activity.

General Adjustments

Budget Balancing Adjustments:

Administrative Reduction

- Various administrative reductions totaling $27,893.

Cost Reduction

- Reductions to personnel, supplies and services resulting in an operational savings of $7,981.

Debt Reduction

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce operating expenses for equipment. This results in an operating savings of $3,030.

None of the budget balancing adjustments will have an effect on service levels.

Programs and Activities

Information Services Program

The purpose of the Information Services Program is to ensure the accuracy of recorded documents and provide official records to the public, County departments and districts upon request. This program ensures accurate reports are maintained so that official records are available to the public, County departments and districts.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of responses received from public/departments who expressed an opinion that were satisfied with research	Not Reported	95.0%	94.6%	(0.4%)	-0.4%

Activities that comprise this program include:

- Records Management

Records Management Activity

The Purpose of the Records Management Activity is to ensure accurate records are kept regarding Board actions.

Mandates: A.R.S. §11-221 provides custody and inspection of records that all accounts of the Board of Supervisors should be kept at the office of the Clerk of the Board, and in his care, and shall be open to public inspection. A.R.S. §39-101 clarifies what a permanent public record is as well as the storage and quality of the document.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of responses received from public/departments who expressed an opinion that were satisfied with research	Not Reported	95.0%	94.6%	(0.4%)	-0.4%
Output	Number of record requests processed	Not Reported	498	445	-53	-10.6%
Demand	Number of record requests received	Not Reported	525	450	-75	-14.3%
Efficiency	Average cost per records research request processed	Not Reported	$286.64	$868.60	-$581.96	-203.0%
Expenditure						
	100- GENERAL	$ 113,792	$ 142,749	$ 386,528	$ (243,779)	-170.8%
	TOTAL USES	$ 113,792	$ 142,749	$ 386,528	$ (243,779)	-170.8%

Budget Balancing Adjustment:

Administrative Reduction

- Reduce the Operating budget by allocating out of $21,291 to the department's Non-Recurring/Non-Project budget for the salary and benefits of Electronic Document Management Coordinator.

The budget balancing adjustments will not have an effect on service levels.

Non-Recurring Base Adjustments:

- Increase the department's Non-Recurring/Non-Project budget to fund the allocation in of the salary and benefits of the Electronic Document Management Coordinator in the amount of $21,291.
- Reallocate $248,525 from Non-Departmental (470) to the department's Non-Recurring/Non-Project budget for the Imaging project.

Activity Narrative: The Records Management Activity has received a one-time reallocation from Non-Departmental (470). This gives the false impression that efficiency is being reduced. Despite budget reductions, the department will be able to maintain service levels in this activity.

Meeting Management Program

The purpose of the Meeting Management Program is to ensure appropriate actions are presented to the Board of Supervisors in order to continue County business as required by constitutional and statutory requirements. This program ensures that appropriate actions are presented to the Board and Board-related documentation is completed.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of responses received from public/departments who expressed an opinion that were satisfied with research	Not Reported	84.9%	100.0%	15.1%	17.8%
Percent of agenda items processed as an exception	Not Reported	24.7%	5.2%	(19.5%)	-79.0%
Percent of minutes completed	Not Reported	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Meeting Management Activity

Meeting Management Activity

The Purpose of the Meeting Management Activity is to ensure proper completion of meeting functions including posting notices, agendas, minutes, facilitation and processing statutory items.

Mandates: A.R.S. §11-214 provides regular meetings of the board shall be help in the County on a working day or days of each month designated by the board. The board shall notify the public of the location and the day or days designated. Special meeting may be called by a majority of the board, or by the chairman.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of requested meetings held	Not Reported	84.9%	100.0%	15.1%	17.8%
Result	Percent of minutes completed	Not Reported	100.0%	100.0%	0.0%	0.0%
Result	Percent of agenda items processed as an exception	Not Reported	24.7%	5.2%	(19.5%)	-79.0%
Output	Number of meetings held	Not Reported	225	200	-25	-11.1%
Demand	Number of meetings requested	Not Reported	275	229	-46	-16.7%
Efficiency	Average cost per meeting held	Not Reported	$1,011.64	$3,174.80	-$2,163.16	-213.8%
Expenditure						
	100- GENERAL	$ 319,876	$ 227,619	$ 634,959	$ (407,340)	-179.0%
	TOTAL USES	$ 319,876	$ 227,619	$ 634,959	$ (407,340)	-179.0%

Budget Balancing Adjustments:

Administrative Reduction

- Reduce the Operating budget for the allocation out of $21,290 to the department's Non-Recurring/Non-Project budget for the salary and benefits of the Electronic Document Management Coordinator.
  The budget balancing adjustments will have an impact on service levels.

Non-Recurring Base Adjustments:

- Increase the department's Non-Recurring/Non-Project budget for the allocation in of the salary and benefits of Electronic Document Management Coordinator in the amount of $21,290.
- Reallocate $404,950 from Non-Departmental (470) to the department's Non-Recurring/Non-Project for the SOLAR Project.

Activity Narrative: The Meeting Management Activity has received a one-time reallocation from Non-Departmental (470). This gives the false impression that efficiency is being reduced. Despite budget reductions, the department will be able to maintain service levels in this activity. The result "Percent of items processed as an exception" has been improved due to the implementation of SOLAR.

Special Districts Program

The purpose of the Special Districts Program includes managing the formation, dissolution, annexation and special actions related to Special Districts so that the needs of the Community are met. This program also includes ensuring all statutory requirements of annual reports are met and all records are updated and complete.

Program Results

The department will be developing Program Result Measures as part of the strategic business plan update process.

Activities that comprise this program include:

- Special Districts

Special Districts Activity

The purpose of the Special Districts Activity is to provide information and assistance to the Special Districts.

Mandates: A.R.S. §48-3602 provides that each county shall organize a county flood control district to include and govern its area of jurisdiction. A.R.S. §48-3901 provides the Board of Supervisors may establish at the county seat a county free library district for the county. A.R.S. §48-4202 through A.R.S. §48-6287 provides details on all other special districts that the Board of Supervisors can organize.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	Number of special districts projects/actions completed, denied or withdrawn	Not Reported	139	165	26	18.7%
Demand	Number of requests for creation, annexation, dissolutions, and special actions for special districts	Not Reported	146	190	44	30.1%
Efficiency	Average cost to process special districts/actions	Not Reported	$495.99	$413.96	$82.03	16.5%
Expenditure						
	100- GENERAL	$ 58,339	$ 68,942	$ 68,303	$ 639	0.9%
	TOTAL USES	$ 58,339	$ 68,942	$ 68,303	$ 639	0.9%

The department will be developing a new result measures as part of the strategic business plan update process.

Activity Narrative: Despite budget cuts, the department will be able to increase efficiency in the Special Districts Activity.

Statutory Services Program

The purpose of the Statutory Services Program is to provide applications processing and assistance for statutorily mandated procedures to applicants and/or requestors so they can conduct or maintain community related activities as needs arise.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of responses received from public/departments who expressed an opinion that were satisfied with research	Not Reported	90.0%	100.0%	10.0%	11.1%

Activities that comprise this program include:

- Licenses and Permits
- Boards and Commissions

Licenses and Permits Activity

The purpose of the Licenses Activity is to provide applications, application information, and coordinate the review and recommendation process so applicants can operate a licensed activity or function.

Mandates: A.R.S. §4-201 provides the governing body of the city, town or county shall then enter an order recommending approval or disapproval within sixty days after filing of the application and shall file a certified copy of the order with the director.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	Number of Licenses and Permits processed	Not Reported	144	80	-64	-44.4%
Demand	Number of Licenses and Permits requested	Not Reported	160	85	-75	-46.9%
Efficiency	Average cost of processing permits	Not Reported	$77.18	$133.61	-$56.43	-73.1%
Expenditure						
	100- GENERAL	$ 8,929	$ 11,114	$ 10,689	$ 425	3.8%
	TOTAL USES	$ 8,929	$ 11,114	$ 10,689	$ 425	3.8%

The department will be developing a new result measures as part of the strategic business plan update process.

Activity Narrative: Despite budget cuts, the department will continue to be able to meet demand at the same level, thereby increasing efficiency.

Boards and Commissions Activity

The purpose of the Boards and Commissions Activity is to provide information regarding vacancies on Boards and Commissions and to deliver open meeting law information and oath packets to appointees.

Mandates: Administratively mandated by the Board of Supervisors

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of appointees who received OML/oath information within five days of appointment	Not Reported	90.0%	100.0%	10.0%	11.1%
Output	Number of appointments	Not Reported	170	160	-10	-5.9%
Demand	Number of Boards and Commissions vacancies	Not Reported	189	118	-71	-37.6%
Efficiency	Average cost per appointment	Not Reported	$199.50	$209.55	-$10.05	-5.0%
Expenditure						
	100- GENERAL	$ 17,565	$ 33,915	$ 33,528	$ 387	1.1%
	TOTAL USES	$ 17,565	$ 33,915	$ 33,528	$ 387	1.1%

Activity Narrative: Despite budget cuts, the department will be able to maintain service levels in the Boards and Commissions Activity.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 716,421**	**$ -**
FY 2008-09 REVISED BUDGET		**$ 716,421**	**$ -**
FY 2008-09 REVISED RESTATED BUDGET		**$ 716,421**	**$ -**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 15,199	$ -
FY 2009-10 BUDGET TARGET		**$ 731,620**	**$ -**
BASE ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Administrative Reduction			
Reduction to Offset Personnel Savings		$ (15,199)	$ -
Elimination of Travel Expenses		(2,002)	-
Elimination of Education and Training Expenses		(1,834)	-
Reduce Vacant Deputy Clerk Position to Midpoint		(5,870)	-
Move Electronic Document Management Coordinator to Non-Recurring		(42,581)	-
Reduce Debt Service to Actual		(2,988)	-
	Subtotal	$ (70,474)	$ -
Cost Reduction			
Reduce Overtime		$ (1,061)	$ -
Eliminate Other Pay		(4,272)	-
TFP Expiration		(648)	-
Reduce Reprographics Charges		(2,000)	-
	Subtotal	$ (7,981)	$ -
Debt Reduction			
Pay Off Capital Lease - 08 Desktop Refresh		$ (2,383)	$ -
Pay Off Capital Lease - 08 Laptop Refresh		(647)	-
	Subtotal	$ (3,030)	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 650,135**	**$ -**
		EXPENDITURES	**REVENUE**
NON-RECURRING			
NON-PROJECT (0001)			
Move Electronic Document Management Coordinator to Non-Recurring		$ 42,581	$ -
Reallocation of Imaging Funding from Non-departmental		248,525	-
Reallocation of SOLAR Funding from Non-departmental		404,950	-
	Subtotal	$ 696,056	$ -
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 696,056**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 1,346,191**	**$ -**

Clerk of the Superior Court

Analysis by Scott Rothe, Principal Management & Budget Analyst

Summary

Mission

The mission of the Clerk of the Superior Court is to provide court-related records management, financial and family support services to the public, the legal community, and the Superior Court so they can have effective access to the legal process.

Vision

The vision of the Clerk of the Superior Court is to anticipate, meet, and exceed the expectations of our customers.

Strategic Goals

By December 31, 2010, Clerk's Office employees will be offered services and work related choices designed to facilitate continuity of their employment, and candidates for employment with the Clerk's Office will have access to information regarding the services and options offered to our employees so they can make an informed decision that the Clerk's Office is an employer of choice.

Status: This is a new goal established for FY 2009-10.

By January 1, 2011, the Clerk of Superior Court will adopt and maintain the Electronic Court Record (ECR) as the official court record for all Juvenile case types filed on and after January 1, 2011, to provide improved security, management and access to court records for juvenile court stakeholders.

Status: This is a new goal established for FY 2009-10.

By June 30, 2011, all (qualifying) parties who eFile documents in a Superior Court case will, at the time of eFiling, receive information regarding any fees assessed against their filing(s) and be provided with an electronic payment method so they can eFile all court documents, not just ones that do not have an associated filing fee, and satisfy statutory requirements to pay for services upon delivery.

Status: This is a new goal established for FY 2009-10.

By June 30, 2012, all parties (100%) who file documents in an adult Superior Court case will have access to electronic filing services so they can submit documents as soon as they are prepared and have filed documents available to the court within eight business hours, rather than wait four or more business days for the court to receive non-electronic filings.

Status: This is a new goal established for FY 2009-10.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
16CR - COURT RECORDS	$ 8,471,653	$ 8,846,172	$ 8,846,172	$ 9,466,208	$ 9,612,286	$ 766,114	8.7%
CASE - CASE ESTABLISHMENT	-	360,000	360,000	280,743	396,000	36,000	10.0%
EDOC - ELECTRONIC DOCUMENT	4,238,727	4,050,243	4,050,243	4,686,409	4,559,100	508,857	12.6%
COUR - MEMORIALIZE COURT PROCEEDINGS	4,232,926	4,435,929	4,435,929	4,499,056	4,657,186	221,257	5.0%
16FS - COURT CLERK FIDUCIARY SERVICES	$ 8,944,592	$ 9,236,980	$ 9,236,980	$ 9,898,646	$ 10,730,200	$ 1,493,220	16.2%
COCL - COURT ORDERED RECEIVABLES	8,944,592	9,236,980	9,236,980	9,898,646	10,730,200	1,493,220	16.2%
16PR - PUBLIC RECORDS	$ 1,649,616	$ 1,430,292	$ 1,430,292	$ 1,039,788	$ 1,104,000	$ (326,292)	-22.8%
PURE - PUBLIC REGISTRATIONS	1,649,616	1,430,292	1,430,292	1,039,788	1,104,000	(326,292)	-22.8%
99GV - GENERAL GOVERNMENT	$ (87,861)	$ -	$ -	$ 92,371	$ 50,000	$ 50,000	
GGOV - GENERAL GOVERNMENT	(87,861)	-	-	92,371	50,000	50,000	
99IT - INFORMATION TECHNOLOGY	$ 189,384	$ 180,200	$ 180,200	$ 209,798	$ 204,000	$ 23,800	13.2%
BUAS - BUSINESS APPLICATION DEV SUPP	189,384	180,200	180,200	209,798	204,000	23,800	13.2%
TOTAL PROGRAMS	$ 19,167,384	$ 19,693,644	$ 19,693,644	$ 20,706,811	$ 21,700,486	$ 2,006,842	10.2%
USES							
16CR - COURT RECORDS	$ 25,984,177	$ 25,610,745	$ 25,013,414	$ 24,614,074	$ 25,478,016	$ (464,602)	-1.9%
APLS - APPELLATE RECORDS	659,117	434,277	401,922	404,561	320,543	81,379	20.2%
CASE - CASE ESTABLISHMENT	3,789,288	3,377,069	3,305,901	3,189,558	3,211,435	94,466	2.9%
DRPT - DISPOSITION REPORT	318,444	319,411	319,411	309,343	338,019	(18,608)	-5.8%
DIST - DISTRIBUTION	448,347	488,458	488,458	254,700	219,649	268,809	55.0%
EDOC - ELECTRONIC DOCUMENT	4,901,190	5,023,835	4,820,791	5,250,563	5,922,144	(1,101,353)	-22.8%
EXCC - EXHIBIT CUSTODY	882,454	931,970	920,350	730,673	734,047	186,303	20.2%
JDOC - JUVENILE SUBSEQUENT DOCUMENT	278,604	449,182	449,182	434,702	415,584	33,598	7.5%
COUR - MEMORIALIZE COURT PROCEEDINGS	13,913,032	13,869,254	13,590,110	13,450,701	13,840,082	(249,972)	-1.8%
COFR - COURT ORDERED FIN RECORDS	793,701	717,289	717,289	589,273	476,513	240,776	33.6%
16FS - COURT CLERK FIDUCIARY SERVICES	$ 2,002,744	$ 2,196,418	$ 2,190,818	$ 2,217,289	$ 2,174,853	$ 15,965	0.7%
CODS - COURT ORDERED DISBURSEMENT	1,590,034	1,662,656	1,657,056	1,678,218	1,501,636	155,420	9.4%
COCL - COURT ORDERED RECEIVABLES	412,710	533,762	533,762	539,071	497,245	36,517	6.8%
CFID - COURT CLERK FIDUCIARY	-	-	-	-	175,972	(175,972)	
16PR - PUBLIC RECORDS	$ 3,601,783	$ 3,302,152	$ 3,200,292	$ 3,178,616	$ 2,845,673	$ 354,619	11.1%
CDOC - COURT DOCUMENT COPY	1,388,991	1,476,163	1,458,347	1,446,832	1,306,928	151,419	10.4%
CTFD - COURT FILE DELIVERY	1,347,905	916,484	837,040	800,896	639,833	197,207	23.6%
PURE - PUBLIC REGISTRATIONS	864,887	909,505	904,905	930,888	898,912	5,993	0.7%
99AS - ADMINISTRATIVE SERVICES	$ 4,584,373	$ 4,774,586	$ 4,506,681	$ 4,230,623	$ 4,144,271	$ 362,410	8.0%
BDGT - BUDGETING	131,538	95,132	95,132	49,273	29,755	65,377	68.7%
ODIR - EXECUTIVE MANAGEMENT	3,293,074	3,547,714	3,339,765	3,108,241	3,009,344	330,421	9.9%
FSAC - FINANCIAL SERVICES	186,279	174,753	174,753	172,535	200,838	(26,085)	-14.9%
HRAC - HUMAN RESOURCES	683,967	668,022	608,066	661,413	636,358	(28,292)	-4.7%
PROC - PROCUREMENT	289,515	288,965	288,965	239,161	267,976	20,989	7.3%
99GV - GENERAL GOVERNMENT	$ 145,964	$ -	$ 390,500	$ 507,401	$ 61,100	$ 329,400	84.4%
GGOV - GENERAL GOVERNMENT	-	-	390,500	390,500	-	390,500	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	145,964	-	-	116,901	61,100	(61,100)	
99IT - INFORMATION TECHNOLOGY	$ 5,308,379	$ 6,497,091	$ 6,418,974	$ 5,605,527	$ 6,241,094	$ 177,880	2.8%
BUAS - BUSINESS APPLICATION DEV SUPP	3,258,950	4,594,274	4,538,080	3,683,884	4,846,230	(308,150)	-6.8%
DACR - DATA CENTER	704,077	637,630	637,630	624,299	645,774	(8,144)	-1.3%
DESK - DESKTOP SUPPORT	1,177,711	1,171,362	1,149,439	1,203,695	652,248	497,191	43.3%
HDSP - HELP DESK SUPPORT	167,641	93,825	93,825	93,649	96,842	(3,017)	-3.2%
TOTAL PROGRAMS	$ 41,627,420	$ 42,380,992	$ 41,720,679	$ 40,353,530	$ 40,945,007	$ 775,672	1.9%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 362,068	$ 348,660	$ 348,660	$ 437,924	$ 444,000	$ 95,340	27.3%
SUBTOTAL	$ 362,068	$ 348,660	$ 348,660	$ 437,924	$ 444,000	$ 95,340	27.3%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,442,564	$ 1,635,834	$ 1,635,834	$ 1,508,255	$ 1,615,346	$ (20,488)	-1.3%
SUBTOTAL	$ 1,442,564	$ 1,635,834	$ 1,635,834	$ 1,508,255	$ 1,615,346	$ (20,488)	-1.3%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 954,108	$ 954,108	$ 954,108	$ 892,452	$ 954,000	$ (108)	0.0%
0635 - OTHER CHARGES FOR SERVICES	11,275,227	11,329,900	11,329,900	13,261,609	13,683,140	2,353,240	20.8%
SUBTOTAL	$ 12,229,335	$ 12,284,008	$ 12,284,008	$ 14,154,061	$ 14,637,140	$ 2,353,132	19.2%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 4,425,060	$ 5,126,292	$ 5,126,292	$ 4,444,299	$ 4,800,000	$ (326,292)	-6.4%
SUBTOTAL	$ 4,425,060	$ 5,126,292	$ 5,126,292	$ 4,444,299	$ 4,800,000	$ (326,292)	-6.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 110,188	$ 48,850	$ 48,850	$ 92,371	$ 74,000	$ 25,150	51.5%
0650 - MISCELLANEOUS REVENUE	598,169	250,000	250,000	69,901	130,000	(120,000)	-48.0%
SUBTOTAL	$ 708,357	$ 298,850	$ 298,850	$ 162,272	$ 204,000	$ (94,850)	-31.7%
ALL REVENUES	$ 19,167,384	$ 19,693,644	$ 19,693,644	$ 20,706,811	$ 21,700,486	$ 2,006,842	10.2%
TOTAL SOURCES	$ 19,167,384	$ 19,693,644	$ 19,693,644	$ 20,706,811	$ 21,700,486	$ 2,006,842	10.2%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 27,145,678	$ 26,714,678	$ 25,993,881	$ 25,519,488	$ 25,963,064	$ 30,817	0.1%
0705 - TEMPORARY PAY	276,602	447,866	447,866	285,483	336,140	111,726	24.9%
0710 - OVERTIME	111,274	147,880	111,080	23,828	68,561	42,519	38.3%
0750 - FRINGE BENEFITS	9,947,856	9,644,269	9,372,976	9,563,532	9,527,181	(154,205)	-1.6%
0790 - OTHER PERSONNEL SERVICES	237,351	51,550	51,550	91,280	10,800	40,750	79.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,573,376)	(1,442,090)	(1,442,090)	(1,448,744)	(1,656,034)	213,944	-14.8%
0796 - PERSONNEL SERVICES ALLOC-IN	1,573,376	1,442,090	1,442,090	1,403,744	1,611,034	(168,944)	-11.7%
SUBTOTAL	$ 37,718,761	$ 37,006,243	$ 35,977,353	$ 35,438,611	$ 35,860,746	$ 116,607	0.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 736,181	$ 734,588	$ 734,588	$ 674,103	$ 790,722	$ (56,134)	-7.6%
0803 - FUEL	32,477	30,811	30,811	19,876	22,200	8,611	27.9%
0804 - NON-CAPITAL EQUIPMENT	213,862	187,150	187,150	114,150	416,498	(229,348)	-122.5%
0805 - SUPPLIES-ALLOCATION OUT	(795,652)	7,500	7,500	-	-	7,500	100.0%
0806 - SUPPLIES-ALLOCATION IN	692,751	-	-	908	-	-	
SUBTOTAL	$ 879,619	$ 960,049	$ 960,049	$ 809,037	$ 1,229,420	$ (269,371)	-28.1%
SERVICES							
0810 - LEGAL SERVICES	$ 7,496	$ 7,097	$ 7,097	$ 9,085	$ 7,097	$ -	0.0%
0812 - OTHER SERVICES	666,784	1,833,839	1,833,839	1,075,614	1,940,582	(106,743)	-5.8%
0820 - RENT & OPERATING LEASES	111,335	173,902	173,902	166,225	161,407	12,495	7.2%
0825 - REPAIRS AND MAINTENANCE	627,335	620,474	620,474	576,147	684,864	(64,390)	-10.4%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	390,500	390,500	-	390,500	100.0%
0839 - INTERNAL SERVICE CHARGES	83,717	93,500	93,500	77,592	74,128	19,372	20.7%
0841 - TRAVEL	45,253	63,225	63,225	45,041	53,290	9,935	15.7%
0842 - EDUCATION AND TRAINING	46,453	146,388	146,388	51,469	60,651	85,737	58.6%
0843 - POSTAGE/FREIGHT/SHIPPING	537,796	552,300	552,300	537,953	425,728	126,572	22.9%
SUBTOTAL	$ 2,126,169	$ 3,490,725	$ 3,881,225	$ 2,929,626	$ 3,407,747	$ 473,478	12.2%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ -	$ -	$ 36,834	$ 50,000	$ (50,000)	
0920 - CAPITAL EQUIPMENT	232,233	290,000	290,000	538,715	285,000	5,000	1.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	-	-	26,653	-	-	
0950 - DEBT SERVICE	670,638	633,975	612,052	574,054	112,094	499,958	81.7%
SUBTOTAL	$ 902,871	$ 923,975	$ 902,052	$ 1,176,256	$ 447,094	$ 454,958	50.4%
TOTAL USES	$ 41,627,420	$ 42,380,992	$ 41,720,679	$ 40,353,530	$ 40,945,007	$ 775,672	1.9%

Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 10,559,781	$ 11,009,272	$ 11,009,272	$ 11,219,177	$ 12,206,200	$ 1,196,928	10.9%
FUND TOTAL SOURCES	$ 10,559,781	$ 11,009,272	$ 11,009,272	$ 11,219,177	$ 12,206,200	$ 1,196,928	10.9%
205 COURT DOCUMENT RETRIEVAL							
OPERATING	$ 1,166,490	$ 1,150,243	$ 1,150,243	$ 1,287,752	$ 1,229,100	$ 78,857	6.9%
FUND TOTAL SOURCES	$ 1,166,490	$ 1,150,243	$ 1,150,243	$ 1,287,752	$ 1,229,100	$ 78,857	6.9%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 792,657	$ 744,450	$ 744,450	$ 1,022,515	$ 954,840	$ 210,390	28.3%
FUND TOTAL SOURCES	$ 792,657	$ 744,450	$ 744,450	$ 1,022,515	$ 954,840	$ 210,390	28.3%
216 CLERK OF THE COURT GRANTS							
OPERATING	$ 1,442,565	$ 1,635,834	$ 1,635,834	$ 1,506,300	$ 1,615,346	$ (20,488)	-1.3%
FUND TOTAL SOURCES	$ 1,442,565	$ 1,635,834	$ 1,635,834	$ 1,506,300	$ 1,615,346	$ (20,488)	-1.3%
218 CLERK OF COURT FILL THE GAP							
OPERATING	$ 1,988,545	$ 2,155,845	$ 2,155,845	$ 2,093,850	$ 2,206,000	$ 50,155	2.3%
FUND TOTAL SOURCES	$ 1,988,545	$ 2,155,845	$ 2,155,845	$ 2,093,850	$ 2,206,000	$ 50,155	2.3%
270 CHILD SUPPORT ENHANCEMENT							
OPERATING	$ 110,682	$ 80,000	$ 80,000	$ 102,425	$ 95,000	$ 15,000	18.8%
FUND TOTAL SOURCES	$ 110,682	$ 80,000	$ 80,000	$ 102,425	$ 95,000	$ 15,000	18.8%
273 VICTIM LOCATION							
OPERATING	$ 34,427	$ 18,000	$ 18,000	$ 25,478	$ 24,000	$ 6,000	33.3%
FUND TOTAL SOURCES	$ 34,427	$ 18,000	$ 18,000	$ 25,478	$ 24,000	$ 6,000	33.3%
274 CLERK OF THE COURT EDMS							
OPERATING	$ 3,072,237	$ 2,900,000	$ 2,900,000	$ 3,449,314	$ 3,370,000	$ 470,000	16.2%
FUND TOTAL SOURCES	$ 3,072,237	$ 2,900,000	$ 2,900,000	$ 3,449,314	$ 3,370,000	$ 470,000	16.2%
DEPARTMENT OPERATING TOTAL SOURCES	$ 19,167,384	$ 19,693,644	$ 19,693,644	$ 20,706,811	$ 21,700,486	$ 2,006,842	10.2%
DEPARTMENT TOTAL SOURCES	$ 19,167,384	$ 19,693,644	$ 19,693,644	$ 20,706,811	$ 21,700,486	$ 2,006,842	10.2%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 32,973,970	$ 32,343,816	$ 31,293,003	$ 30,987,830	$ 30,056,139	$ 1,236,864	4.0%
FUND TOTAL USES	$ 32,973,970	$ 32,343,816	$ 31,293,003	$ 30,987,830	$ 30,056,139	$ 1,236,864	4.0%
205 COURT DOCUMENT RETRIEVAL							
OPERATING	$ 1,097,877	$ 1,150,236	$ 1,150,236	$ 912,764	$ 1,229,100	$ (78,864)	-6.9%
NON-RECURRING	-	-	44,001	44,001	200,000	(155,999)	-354.5%
FUND TOTAL USES	$ 1,097,877	$ 1,150,236	$ 1,194,237	$ 956,765	$ 1,429,100	$ (234,863)	-19.7%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 777,583	$ 744,438	$ 744,438	$ 744,320	$ 954,840	$ (210,402)	-28.3%
NON-RECURRING	-	415,000	415,000	412,398	255,000	160,000	38.6%
FUND TOTAL USES	$ 777,583	$ 1,159,438	$ 1,159,438	$ 1,156,718	$ 1,209,840	$ (50,402)	-4.3%
216 CLERK OF THE COURT GRANTS							
OPERATING	$ 1,504,211	$ 1,635,833	$ 1,635,833	$ 1,486,225	$ 1,615,346	$ 20,487	1.3%
FUND TOTAL USES	$ 1,504,211	$ 1,635,833	$ 1,635,833	$ 1,486,225	$ 1,615,346	$ 20,487	1.3%
218 CLERK OF COURT FILL THE GAP							
OPERATING	$ 2,167,646	$ 2,155,862	$ 2,155,862	$ 2,093,850	$ 2,206,000	$ (50,138)	-2.3%
NON-RECURRING	-	275,000	467,722	400,849	40,000	427,722	91.4%
FUND TOTAL USES	$ 2,167,646	$ 2,430,862	$ 2,623,584	$ 2,494,699	$ 2,246,000	$ 377,584	14.4%
270 CHILD SUPPORT ENHANCEMENT							
OPERATING	$ 74,000	$ 80,000	$ 80,000	$ 45,600	$ -	$ 80,000	100.0%
NON-RECURRING	-	77,500	77,500	56,805	75,000	2,500	3.2%
FUND TOTAL USES	$ 74,000	$ 157,500	$ 157,500	$ 102,405	$ 75,000	$ 82,500	52.4%
273 VICTIM LOCATION							
OPERATING	$ -	$ 3,302	$ 3,302	$ -	$ 10,000	$ (6,698)	-202.8%
NON-RECURRING	-	50,000	50,000	-	-	50,000	100.0%
FUND TOTAL USES	$ -	$ 53,302	$ 53,302	$ -	$ 10,000	$ 43,302	81.2%
274 CLERK OF THE COURT EDMS							
OPERATING	$ 3,032,133	$ 2,900,005	$ 2,900,005	$ 2,702,278	$ 3,370,000	$ (469,995)	-16.2%
NON-RECURRING	-	550,000	703,777	466,610	933,582	(229,805)	-32.7%
FUND TOTAL USES	$ 3,032,133	$ 3,450,005	$ 3,603,782	$ 3,168,888	$ 4,303,582	$ (699,800)	-19.4%
DEPARTMENT OPERATING TOTAL USES	$ 41,627,420	$ 41,013,492	$ 39,962,679	$ 38,972,867	$ 39,441,425	$ 521,254	1.3%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 1,367,500	$ 1,758,000	$ 1,380,663	$ 1,503,582	$ 254,418	14.5%
DEPARTMENT TOTAL USES	$ 41,627,420	$ 42,380,992	$ 41,720,679	$ 40,353,530	$ 40,945,007	$ 775,672	1.9%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
ADMINISTRATIVE SERVICES								
BUDGETING	0.85	0.85	1.00	0.15	(0.70)	(82.35%)	(0.85)	(85.00%)
EXECUTIVE MANAGEMENT	42.00	42.00	27.50	34.50	(7.50)	(17.86%)	7.00	25.45%
FINANCIAL SERVICES	2.00	2.00	2.00	2.25	0.25	12.50%	0.25	12.50%
HUMAN RESOURCES	10.00	10.00	9.00	9.00	(1.00)	(10.00%)	-	
PROCUREMENT	6.15	6.15	1.00	4.60	(1.55)	(25.20%)	3.60	360.00%
PROGRAM TOTAL	61.00	61.00	40.50	50.50	(10.50)	(17.21%)	10.00	24.69%
COURT CLERK FIDUCIARY SERVICES								
COURT CLERK FIDUCIARY	-	-	-	3.00	3.00		3.00	
COURT ORDERED DISBURSEMENT	33.90	33.90	34.15	30.15	(3.75)	(11.06%)	(4.00)	(11.71%)
COURT ORDERED FIN RECORDS	23.00	23.00	24.00	19.00	(4.00)	(17.39%)	(5.00)	(20.83%)
COURT ORDERED RECEIVABLES	9.70	9.70	9.95	8.95	(0.75)	(7.73%)	(1.00)	(10.05%)
PROGRAM TOTAL	66.60	66.60	68.10	61.10	(5.50)	(8.26%)	(7.00)	(10.28%)
COURT RECORDS								
APPELLATE RECORDS	11.20	11.20	8.95	6.90	(4.30)	(38.39%)	(2.05)	(22.91%)
CASE ESTABLISHMENT	78.25	78.25	72.35	68.35	(9.90)	(12.65%)	(4.00)	(5.53%)
DISPOSITION REPORT	7.10	7.10	7.10	7.10	-		-	
DISTRIBUTION	10.90	10.90	4.05	3.95	(6.95)	(63.76%)	(0.10)	(2.47%)
ELECTRONIC DOCUMENT	131.20	131.20	133.50	120.65	(10.55)	(8.04%)	(12.85)	(9.63%)
EXHIBIT CUSTODY	20.80	20.80	16.85	15.35	(5.45)	(26.20%)	(1.50)	(8.90%)
JUVENILE SUBSEQUENT DOCUMENT	10.00	10.00	8.95	8.45	(1.55)	(15.50%)	(0.50)	(5.59%)
MEMORIALIZE COURT PROCEEDINGS	253.40	253.40	251.90	238.90	(14.50)	(5.72%)	(13.00)	(5.16%)
PROGRAM TOTAL	522.85	522.85	503.65	469.65	(53.20)	(10.18%)	(34.00)	(6.75%)
INFORMATION TECHNOLOGY								
BUSINESS APPLICATION DEV SUPP	25.00	25.00	24.00	23.00	(2.00)	(8.00%)	(1.00)	(4.17%)
DATA CENTER	6.50	6.50	6.50	6.50	-		-	
DESKTOP SUPPORT	7.00	7.00	6.00	6.00	(1.00)	(14.29%)	-	
HELP DESK SUPPORT	2.00	2.00	2.00	2.00	-		-	
PROGRAM TOTAL	40.50	40.50	38.50	37.50	(3.00)	(7.41%)	(1.00)	(2.60%)
PUBLIC RECORDS								
COURT DOCUMENT COPY	33.75	33.75	33.67	28.59	(5.16)	(15.29%)	(5.08)	(15.09%)
COURT FILE DELIVERY	22.60	22.60	19.75	13.40	(9.20)	(40.71%)	(6.35)	(32.15%)
PUBLIC REGISTRATIONS	20.20	20.20	19.33	18.26	(1.94)	(9.60%)	(1.07)	(5.54%)
PROGRAM TOTAL	76.55	76.55	72.75	60.25	(16.30)	(21.29%)	(12.50)	(17.18%)
DEPARTMENT TOTAL	767.50	767.50	723.50	679.00	(88.50)	(11.53%)	(44.50)	(6.15%)

Staffing by Market Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Executive Assistant	1.00	1.00	-	-	(1.00)	-100.00%	-	
Accounting Specialist	4.00	4.00	4.00	4.00	-		-	
Human Resources Specialist	3.00	3.00	3.00	2.00	(1.00)	-33.33%	(1.00)	-33.33%
Justice System Clerk	347.50	347.50	326.50	290.00	(57.50)	-16.55%	(36.50)	-11.18%
Justice System Clerk Lead	23.00	23.00	23.00	23.00	-		-	
Courtroom Clerk	230.50	230.50	230.50	217.50	(13.00)	-5.64%	(13.00)	-5.64%
Office Assistant	4.00	4.00	1.00	3.00	(1.00)	-25.00%	2.00	200.00%
Office Assistant Specialized	1.00	1.00	1.00	1.00	-		-	
Admin/Operations Specialist	4.00	4.00	3.00	3.00	(1.00)	-25.00%	-	
Deputy Director	4.00	4.00	4.00	4.00	-		-	
Elected	1.00	1.00	1.00	1.00	-		-	
Chief Deputy - Clk of Crt	1.00	1.00	1.00	1.00	-		-	
Admin/Operations Supv	17.00	17.00	16.00	16.00	(1.00)	-5.88%	-	
Human Resources Supervisor	1.00	1.00	1.00	1.00	-		-	
Justice System Clerk Supv	24.00	24.00	23.00	21.00	(3.00)	-12.50%	(2.00)	-8.70%
Administrative Staff Supv	2.00	2.00	-	2.00	-		2.00	
IT Services Supv	1.00	1.00	1.00	1.00	-		-	
Administrator	2.00	2.00	2.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Admin & Operations Mgr	19.00	19.00	19.00	19.00	-		-	
Applications Development Mgr	1.00	1.00	1.00	1.00	-		-	
IS Project Management Mgr	1.00	1.00	1.00	1.00	-		-	
Systems Admin & Analysis Mgr	1.00	1.00	-	-	(1.00)	-100.00%	-	
Technical Support Mgr	1.00	1.00	1.00	1.00	-		-	
IT Division Manager	1.00	1.00	1.00	1.00	-		-	
Management Analyst	3.00	3.00	3.00	3.00	-		-	
Accountant	3.00	3.00	3.00	3.00	-		-	
Finan/Business Analyst - Dept	1.00	1.00	1.00	1.00	-		-	
Procurement Specialist	1.00	1.00	1.00	1.00	-		-	
IS Project Manager	5.00	5.00	4.00	3.00	(2.00)	-40.00%	(1.00)	-25.00%
Project Manager	1.00	1.00	1.00	1.00	-		-	
Human Resources Analyst	1.00	1.00	1.00	1.00	-		-	
Trainer	4.00	4.00	4.00	4.00	-		-	
Business/Systems Analyst	5.00	5.00	5.00	5.00	-		-	
Business/Systems Analyst-Sr/Ld	1.00	1.00	1.00	1.00	-		-	
Database Administrator	1.00	1.00	1.00	1.00	-		-	
Database Report Writer Analyst	1.00	1.00	1.00	1.00	-		-	
IS Project Manager - Sr/Ld	2.00	2.00	3.00	3.00	1.00	50.00%	-	
Programmer/Analyst	5.00	5.00	5.00	5.00	-		-	
Programmer/Analyst - Sr/Ld	2.00	2.00	2.00	2.00	-		-	
Quality Assurance Analyst	3.00	3.00	3.00	3.00	-		-	
Quality Assurance Anlyst-Sr/Ld	1.00	1.00	1.00	1.00	-		-	
Systems/Network Administrator	3.00	3.00	3.00	3.00	-		-	
Systems/Network Admin-Sr/Ld	1.00	1.00	1.00	1.00	-		-	
Web Designer/Developer	1.00	1.00	1.00	1.00	-		-	
Web Designer/Developer-Sr/Ld	2.00	2.00	2.00	2.00	-		-	
General Laborer	12.00	12.00	-	7.00	(5.00)	-41.67%	7.00	
Trades Generalist	3.00	3.00	3.00	2.00	(1.00)	-33.33%	(1.00)	-33.33%
Help Desk Coordinator	2.00	2.00	2.00	2.00	-		-	
PC/LAN Tech Support	7.50	7.50	6.50	6.50	(1.00)	-13.33%	-	
Media Specialist	1.00	1.00	1.00	1.00	-		-	
DEPARTMENT TOTAL	767.50	767.50	723.50	679.00	(88.50)	-11.53%	(44.50)	-6.15%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
100 - GENERAL	645.50	645.50	602.50	558.00	(87.50)	-13.56%	(44.50)	-7.39%
205 - COURT DOCUMENT RETRIEVAL	23.00	23.00	22.00	22.00	(1.00)	-4.35%	-	
208 - JUDICIAL ENHANCEMENT	4.00	4.00	4.00	4.00	-		-	
216 - CLERK OF THE COURT GRANTS	5.00	5.00	5.00	5.00	-		-	
218 - CLERK OF COURT FILL THE GAP	48.00	48.00	48.00	48.00	-		-	
274 - CLERK OF THE COURT EDMS	42.00	42.00	42.00	42.00	-		-	
DEPARTMENT TOTAL	767.50	767.50	723.50	679.00	(88.50)	-11.53%	(44.50)	-6.15%

General Adjustments

Budget Balancing Adjustments:

General Fund (100)

Administrative Reduction

- Reduce the FY 2009-10 General Fund operating budget by $272,565 in Personal Services. Associated FY 2008-09 mid-year reductions of $264,686 bring the annualized FY 2009-10 reduction to $537,251. The FY 2009-10 reductions include the deletion of Other Pay and Other Personnel Services ($32,600), the elimination of a vacant temporary intern ($23,064), a vacant Office Assistant ($36,509), a vacant Administrator ($75,935) and a vacant Information Systems Project Manager ($104,457).

Cost Reduction

- Reduce the FY 2009-10 General Fund operating budget by $1,768,395 in Personal Services ($1,639,767), and Supplies, Services and Capital ($128,628). Associated FY 2008-09 mid-year reductions of $656,414 bring the annualized FY 2009-10 budget reduction to $2,424,809. FY 2009-10 reductions include the elimination of 37.5 FTE vacant Justice System Clerks ($1,203,144), 1.0 FTE vacant Justice System Clerk Supervisor ($54,382), 13.0 FTE vacant Courtroom Clerks ($382,241), a reduction in postage due to a decrease in mailed minute entries ($123,000), and a reduction in other supplies, services and capital ($5,628).

Fund Shifts

- Shift $289,150 from the General Fund operating budget to the Electronic Document Management System Fund (274) operating budget. Shifts include supplies and services ($39,150) and project-associated information technology Personal Services ($250,000).

Revenue

- Increase General Fund revenue by $1,196,928, including $226,200 from a new $26 fee to be assessed to maintain fee-deferral accounts, and $970,728 from a 44% court fee increase approved by the 2008 Arizona Legislature (in effect as of September 26, 2008).

Debt Reduction

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce operating expenses for equipment. This results in General Fund operating savings of $325,573.

Other Base Adjustments:

General Fund (100)

- Reduce the General Fund operating budget by $1,128,601 to right-size savings. In association with the deletion of vacant positions, Personal Services were able to be reduced by $1,077,857 -- providing for a 3.0% salary and benefit savings rate. The risk management charge to the Clerk of the Superior Court was reduced for FY 2009-10, providing for budget savings of $50,744. A $10,000 Personnel Services allocation from the General Fund to the Electronic Document Management System Fund (274) is offset by a $10,000 increase in General Fund Other Pay.

Court Document Retrieval Fund (205)

- (Operating): Increased filing fee revenue and associated operating expenditures of $78,857 are anticipated for FY 2009-10. A $13,286 reduction in Personal Services expenditures would be offset by an increase of $92,143 in supplies, services and capital equipment.
- (Non-Recurring): The FY 2009-10 non-recurring budget includes a one-time expenditure of $200,000 from fund balance to convert pre-2002 paper files to the Electronic Court Record. No non-recurring expenditures were authorized for FY 2008-09.

Judicial Enhancement Fund (208)

- (Operating): Increased filing fee revenue and associated expenditures of $210,390 are anticipated for FY 2009-10. A $61,193 reduction in service expenditures would be offset by increases of $66,451 in Personal Services and $205,132 in supplies.
- (Non-Recurring): The FY 2009-10 non-recurring budget includes a one-time expenditure of $255,000 from fund balance for a UNIX Administrator project ($135,000), an ICIS Financials/RFR Data Conversion project ($50,000) and an Enterprise Project Management project ($70,000). The FY 2008-09 non-recurring budget authorized $415,000 in expenditures from fund balance.

Clerk of the Court Grants Fund (216)

- (Operating): The Clerk of the Superior Court reports a net decline in grant revenue of $20,488 for FY 2009-10, including reductions of $22,429 in the Byrne/JAG Drug Enforcement Grant and $31,666 in the CPAF Court Improvement Grant, and an increase of $33,607 in the IV-D Child Support Enforcement Grants. An associated expenditure reduction of $20,488 for FY 2009-10 includes reductions of $48,020 in Personal Services and a net increase of $27,532 in supplies and services.

Clerk of the Court Fill the Gap Fund (218)

- (Operating): Increased Fill the Gap revenue of $50,155 includes an increase of $50,263 in local revenue and a decline of $108 in state revenue. An associated expenditure increase of $50,155 is allocated almost entirely for Personal Services.
- (Non-Recurring): The FY 2009-10 non-recurring budget includes a one-time expenditure of $40,000 from fund balance for a Cash Receipting project. The FY 2008-09 non-recurring budget authorized $275,000 in expenditures from fund balance.

Child Support Enhancement Fund (270)

- (Operating): The project-oriented Child Support Enhancement Fund restricts expenditures to improving support programs and services. FY 2009-10 revenue is anticipated to increase by $15,000 to $95,000. Although no operating expenditures are requested from the fund in FY 2009-10, the Clerk of the Superior Court requests the authority for a one-time expenditure from fund balance of $75,000 (see Non-Recurring Budget, below).
- (Non-Recurring): The FY 2009-10 non-recurring budget includes a one-time expenditure of $75,000 from fund balance for an IV-D Data Exchange project to improve data sharing between the Department of Economic Security and the Clerk of the Superior Court. The FY 2008-09 non-recurring budget authorized $77,500 in expenditures from fund balance.

Victim Location Fund (273)

- (Operating): The Clerk of the Superior Court anticipates FY 2009-10 interest revenue of $24,000, an increase of $6,000. Expenditures in this fund are restricted to determining the location of crime victims, and vary from year to year. The FY 2009-10 operating budget

includes a $10,000 Personnel Services allocation-in from the General Fund. Although $10,000 is budgeted, no expenditures are forecast for FY 2008-09 from this fund.

- (Non-Recurring): No FY 2009-10 expenditures from fund balance are included in the non-recurring budget. The FY 2008-09 non-recurring budget authorized $50,000 in expenditures from fund balance.

Electronic Document Management Fund (274)

- (Operating): Local filing fee revenues are expected to increase by $470,000 in FY 2009-10. The Clerk of the Superior Court, in response to a request for budget balancing initiatives, agreed to shift $289,150 from General Fund expenditures to the EDMS operating budget, including a $250,000 increase in personnel allocations for I.T. project positions, and $39,150 for supplies and services. In total, FY 2009-10 operating expenditures are increasing by $270,296 for Personal Services, and $199,704 for supplies, services and capital costs.
- (Non-Recurring): The FY 2009-10 non-recurring budget includes a one-time expenditure of $933,582 from fund balance for an eFiling Foundation project ($626,960), an Electronic Court Record – Juvenile project ($56,622) and an eFiling Enhancement project ($250,000). The FY 2008-09 non-recurring budget authorized $550,000 in expenditures from fund balance.

Strategic Business Plan Update

The Clerk of the Superior Court initiated and successfully completed a systematic and facilitated review and update of the departmental strategic business plan; the changes are reflected in this document. All of the department's activities and performance measures were validated and reworded with a renewed customer focus and clarification of the measures.

The Court Records Program retains eight of its nine activities. Although the bulk of services remains essentially unchanged, the department has appropriately identified its customers, and created sets of measures which will account for timeliness and efficiency in the provision of services.

The Fiduciary Services Program has added a fourth activity (Fiduciary), providing for the measurement of daily cash and credit reconciliations.

The Public Records Program retains three of its four activities, with an increased emphasis on providing records in a timely manner.

Programs and Activities

Court Records Program

The purpose of the Court Records Program is to provide court records management and notification services to courts, litigants, agencies and the public so they can have timely access to court records and timely notification of court proceedings and decisions.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of records on appeal transmitted to an Appellate Court per mandated timeframes	New Measure	114.0%	100.0%	-14.0%	-12.3%
% of Adult records on appeal transmitted to an Appellate Court per mandated timeframes	New Measure	New Measure	100.0%		
% of Juvenile records on appeal transmitted to an Appellate Court per mandated timeframe	New Measure	New Measure	100.0%		
% of new cases established within stated timeframes	New Measure	98.0%	99.7%	1.7%	1.8%
% of Adult cases established within stated timeframes	New Measure	New Measure	99.7%		
% of Juvenile cases established within stated timeframes	New Measure	New Measure	100.0%		
% of minute entries created within three days from date of hearing to date of creation	New Measure	100.0%	96.8%	-3.2%	-3.2%
% of Adult minute entries created within three days from date of hearing to date of creation	New Measure	New Measure	96.5%		
% of Juvenile minute entries created within three days from date of hearing to date of creation	New Measure	New Measure	98.9%		
% of accurate Adult minute entries in a statistical sample of completed minute entries	New Measure	New Measure	99.5%		
% of accurate Juvenile minute entries in a statistical sample of completed minute entries	New Measure	New Measure	98.9%		
% of received court created documents that were distributed	New Measure	99.6%	100.0%	0.4%	0.4%
% of needed Disposition Reports / Abstracts prepared that are transmitted within established timeframes	New Measure	69.0%	100.0%	31.0%	44.9%
% of Adult sentencings resulting in a Disposition Report that have the Report transmitted within 40 days of sentencing	New Measure	New Measure	100.0%		
% of Adult sentencings resulting in an Abstract that have the Abstract transmitted within ten days of sentencing	New Measure	New Measure	100.0%		
% of Juvenile disposition minute entries resulting in an Abstract that have the Abstract transmitted within ten days from the date of the disposition minute entry	New Measure	New Measure	100.0%		
% of eFiled court documents available within the next business day after the day of receipt	New Measure	98.6%	100.0%	1.4%	1.4%
% of scanned court documents available within three business days after the day of receipt	New Measure	89.8%	83.0%	-6.8%	-7.6%
% of incomplete or inaccurate electronic documents in a statistical sample of eFiled and scanned electronic court documents after the initial audit	0.3%	0.3%	0.1%	-0.2%	-54.2%
% of electronic documents available within established timeframes	New Measure	New Measure	84.0%		
% of exhibits received for intake that are available for access within established timeframes	New Measure	84.0%	100.0%	16.0%	19.0%
% of Adult exhibits received for intake that are available for access within one business day of receipt for storage	New Measure	New Measure	100.0%		
% of Juvenile exhibits received for intake that are available for access within three business days of receipt for storage	New Measure	New Measure	99.9%		
% of Juvenile subsequent documents docketed within established timeframes	New Measure	100.0%	100.0%	0.0%	0.0%
% of financial records available within established timeframes	New Measure	New Measure	99.9%		
% of accurate Billing financial records in a statistical sample of deferral orders	New Measure	New Measure	95.7%		
% of accurate Trust financial records in a statistical sample of trust orders	New Measure	New Measure	99.6%		
% of accurate Criminal Obligation financial records in a statistical sample of criminal obligation orders	New Measure	New Measure	98.4%		
% of Billing financial records available within one business day of the file stamp date	New Measure	New Measure	100.0%		
% of Trust financial records available within two business days	New Measure	New Measure	98.0%		
% of Support Orders financial records available within established timeframes	New Measure	New Measure	100.0%		
% of Criminal Obligation financial records available within thirty days from the docketed date	New Measure	New Measure	100.0%		
% of Juvenile financial records available within (TBD)	New Measure	New Measure	98.4%		
% of Support Orders financial record inquiry resolutions completed within two business days	New Measure	New Measure	100.0%		
% of Criminal Obligation financial record inquiry resolutions completed within two business days	New Measure	New Measure	95.0%		
% of Support Orders financial reports available within established timeframes	New Measure	New Measure	100.0%		

Activities that comprise this program include:

- Appellate
- Case Establishment
- Disposition Report
- Distribution
- Electronic Document
- Exhibits Custody
- Juvenile Subsequent Document
- Memorialize Court Proceedings

Appellate Activity

The purpose of the Appellate Activity is to provide the record on appeal to the Court of Appeals or Arizona Supreme Court so they can receive the record within mandated timeframes to further the judicial process.

Mandates: The Clerk's Office transmits the court record of an appealed case to the Appellate Court in accordance with Arizona Rules for Criminal Procedure 31 (Adult Criminal) and 32 (Post-Conviction Relief), Juvenile Rules of Procedure 88, Civil Rules of Procedure 76 and Rules of Appellate Procedure 11.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Adult records on appeal transmitted to an Appellate Court per mandated timeframes	New Measure	New Measure	100.0%		
Result	% of Juvenile records on appeal transmitted to an Appellate Court per mandated timeframe	New Measure	New Measure	100.0%		
Result	% of records on appeal transmitted to an Appellate Court per mandated timeframes	New Measure	114.0%	100.0%	-14.0%	-12.3%
Output	# of Adult records transmitted to an Appellate Court	New Measure	New Measure	1,486		
Output	# of Juvenile records transmitted to an Appellate Court	New Measure	New Measure	141		
Output	# of records transmitted to an Appellate Court	1,581	1,876	1,611	-265	-14.1%
Demand	# of records to be transmitted to an Appellate Court	1,554	1,650	1,611	-39	-2.4%
Efficiency	$ Cost per record transmitted to an Appellate Court	$416.90	$214.24	$198.97	$15.27	-7.1%
Expenditure						
	100 - GENERAL	$ 535,256	$ 367,212	$ 303,738	$ 63,474	17.3%
	218 - CLERK OF COURT FILL THE GAP	123,861	34,710	16,805	17,905	51.6%
	TOTAL USES	$ 659,117	$ 401,922	$ 320,543	$ 81,379	20.2%

Case Establishment Activity

The purpose of the Case Establishment Activity is to provide a Superior Court case number or notification of filing to litigants, process servers, agencies, and other jurisdictions so they can have confirmation of commencement of a Superior Court case within established timeframes of request.

Mandates: The process for initiating complaints, petitions, and submission of subsequent documents are set out in Arizona Rules of Civil Procedure (Rules 3 and 4), Rules of Family Law Procedure (Rule 24), and Rules of Criminal Procedure (Rule 2). Case initiation regarding juveniles: A.R.S. §8-105 and §8-109 (adoption certification and petition), §8-108 (child custody), §8-301 (transfer of juvenile delinquency case), §8-533 (terminating parent-child relationship), §8-841 (dependency), and §14-5207 (appointment of guardianship). Filing fees collected for case initiation (A.R.S. §12-284). The Clerk's Office also completes various mandated processes to support ongoing litigation, including providing

proof of process service (Rules of Civil Procedure, Rule 45), transcript preparation for appeals (A.R.S. §22-261 through §22-265), issuance of preliminary injunction pursuant to the dissolution of marriage (A.R.S. §25-315), issuance of change of venue orders and copies of associated transcripts (A.R.S. §12-407), issuance of warrants or summons (Rules of Criminal Procedure, Rule 3), and providing conditions of release bonds (Rules of Criminal Procedure, Rule 7).

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Adult cases established within stated timeframes	New Measure	New Measure	99.7%		
Result	% of Juvenile cases established within stated timeframes	New Measure	New Measure	100.0%		
Result	% of new cases established within stated timeframes	New Measure	98.0%	99.7%	1.7%	1.8%
Output	# of Adult cases established	New Measure	New Measure	124,810		
Output	# of Juvenile cases established	New Measure	New Measure	19,845		
Output	# of new cases established	143,979	141,948	144,655	2,707	1.9%
Demand	# of new cases to be established	145,021	144,410	144,909	499	0.3%
Efficiency	$ Cost per new case established	$26.32	$23.29	$22.20	$1.09	-4.7%
Revenue						
	100 - GENERAL	$ -	$ 360,000	$ 396,000	$ 36,000	10.0%
	TOTAL SOURCES	$ -	$ 360,000	$ 396,000	$ 36,000	10.0%
Expenditure						
	100 - GENERAL	$ 3,110,017	$ 2,596,512	$ 2,653,859	$ (57,347)	-2.2%
	218 - CLERK OF COURT FILL THE GAP	528,964	561,511	490,083	71,428	12.7%
	274 - CLERK OF THE COURT EDMS	150,307	147,878	67,493	80,385	54.4%
	TOTAL USES	$ 3,789,288	$ 3,305,901	$ 3,211,435	$ 94,466	2.9%

Disposition Report Activity

The purpose of the Disposition Report Activity is to provide disposition reports and abstracts to the Department of Public Safety and the Department of Motor Vehicles so they can have timely access to case disposition information.

Mandates: Arizona Rules of Criminal Procedure (Rule 37) sets out the mandated procedures for the Clerk complete a disposition form and file or forward the disposition of a case. A.R.S. §41-1751 mandates that the Clerk provide records of all dispositions of specified crimes to the Arizona Department of Public Safety. A.R.S. §28-1559 mandates that the Clerk provide records regarding traffic violations and criminal activity involving a vehicle to the Arizona Department of Transportation within 10 days of case resolution.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Adult sentencings resulting in a Disposition Report that have the Disposition Report transmitted within 40 days of sentencing	New Measure	New Measure	100.0%		
Result	% of Adult sentencings resulting in an Abstract that have the Abstract transmitted within ten days of sentencing	New Measure	New Measure	100.0%		
Result	% of Juvenile disposition minute entries resulting in an Abstract that have the Abstract transmitted within ten days from the date of the disposition minute entry	New Measure	New Measure	100.0%		
Result	% of needed Disposition Reports / Abstracts prepared that are transmitted within established timeframes	New Measure	69.0%	100.0%	31.0%	44.9%
Output	# of Disposition Reports transmitted	New Measure	New Measure	53,822		
Output	# of Adult Abstracts transmitted	New Measure	New Measure	6,014		
Output	# of Juvenile Abstracts transmitted	New Measure	New Measure	2,890		
Output	# of Disposition Reports / Abstracts transmitted	55,246	54,582	62,726	8,144	14.9%
Demand	# of Disposition Reports / Abstracts to be transmitted	76,904	78,650	78,948	298	0.4%
Efficiency	$ Cost per Disposition Report / Abstract transmitted	$5.76	$5.85	$5.39	$0.46	-7.9%
Expenditure						
	100 - GENERAL	$ 240,576	$ 281,374	$ 299,577	$ (18,203)	-6.5%
	274 - CLERK OF THE COURT EDMS	77,868	38,037	38,442	(405)	-1.1%
	TOTAL USES	$ 318,444	$ 319,411	$ 338,019	$ (18,608)	-5.8%

Distribution Activity

The purpose of the Distribution Activity is to provide electronic or paper copies of court documents to litigants, court personnel and government entities so they can have timely notification of court proceedings and decisions.

Mandates: Arizona Rules of Civil Procedure (Rule 58E) and Rules of Procedure for Juvenile Proceedings (Rule 1(D) 5) mandate the distribution of minute entries.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of received court created documents that were distributed	Not Reported	99.6%	100.0%	0.4%	0.4%
Output	# of court created documents distributed	716,636	706,928	810,171	103,243	14.6%
Demand	# of court created documents received for distribution	719,861	709,980	811,493	101,513	14.3%
Efficiency	$ Cost per court created document distributed	$0.63	$0.69	$0.27	$0.42	-60.8%
Expenditure						
	100 - GENERAL	$ 448,347	$ 488,458	$ 219,649	$ 268,809	55.0%
	TOTAL USES	$ 448,347	$ 488,458	$ 219,649	$ 268,809	55.0%

Electronic Document Activity

The purpose of the Electronic Document Activity is to provide electronic court documents to judicial officers and other users so they can access reliable electronic court documents within established timeframes.

Mandates: Superior Court Local Rule for Maricopa County (Rule 2.16) mandates that each document which is separately filed by the Clerk in a particular case shall be sequentially numbered and docketed by that number. A.R.S. §12-282 mandates the rules required by the Clerk in the control and disposition of specified records. A.R.S. §39-101 mandates the quality of records required by the Clerk.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of eFiled court documents available within the next business day after the day of receipt	New Measure	98.6%	100.0%	1.4%	1.4%
Result	% of scanned court documents available within three business days after the day of receipt	New Measure	89.8%	83.0%	-6.8%	-7.6%
Result	% of incomplete or inaccurate electronic documents in a statistical sample of eFiled and scanned electronic court documents after the initial audit	0.3%	0.3%	0.1%	-0.2%	-54.2%
Result	% of electronic documents available within established timeframes	New Measure	New Measure	84.0%		
Output	# of eFiled documents added to the Electronic Court Record (ECR) repository	116,305	147,089	158,717	11,628	7.9%
Output	# of scanned documents added to the ECR repository	2,475,556	2,509,295	2,533,248	23,953	1.0%
Output	# of electronic documents in a statistical sample of eFiled and scanned electronic court documents after the initial audit	436,217	436,217	461,061	24,844	5.7%
Output	# of electronic documents added to the ECR Repository	New Measure	New Measure	2,691,965		
Demand	# of eFiled documents submitted	117,855	149,208	159,518	10,310	6.9%
Demand	# of documents available for scanning	2,600,795	2,636,123	2,664,204	28,081	1.1%
Efficiency	$ Cost per electronic document added to the ECR Repository	New Measure	New Measure	$2.20		
Revenue						
	205 - COURT DOCUMENT RETRIEVAL	$ 1,166,490	$ 1,150,243	$ 1,229,100	$ 78,857	6.9%
	274 - CLERK OF THE COURT EDMS	3,072,237	2,900,000	3,330,000	430,000	14.8%
	TOTAL SOURCES	$ 4,238,727	$ 4,050,243	$ 4,559,100	$ 508,857	12.6%
Expenditure						
	100 - GENERAL	$ 2,836,441	$ 2,800,857	$ 2,884,313	$ (83,456)	-3.0%
	205 - COURT DOCUMENT RETRIEVAL	699,002	330,699	1,036,556	(705,857)	-213.4%
	208 - JUDICIAL ENHANCEMENT	-	4,497	4,497	-	0.0%
	218 - CLERK OF COURT FILL THE GAP	174,938	347,360	461,883	(114,523)	-33.0%
	274 - CLERK OF THE COURT EDMS	1,190,809	1,337,378	1,534,895	(197,517)	-14.8%
	TOTAL USES	$ 4,901,190	$ 4,820,791	$ 5,922,144	$ (1,101,353)	-22.8%

Exhibits Custody Activity

The purpose of the Exhibits Custody Activity is to provide for the storage and access of exhibits to the courts and parties of record so they can have timely access to the exhibits.

Mandates: A.R.S §12-282 mandates rules required by the Clerk in the control and disposition of specified records. A.R.S. §39-101 mandates the quality of records required by the Clerk.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Adult exhibits received for intake that are available for access within one business day of receipt for storage	New Measure	New Measure	100.0%		
Result	% of Juvenile exhibits received for intake that are available for access within three business days of receipt for storage	New Measure	New Measure	99.9%		
Result	% of exhibits received for intake that are available for access within established timeframes	New Measure	84.0%	100.0%	16.0%	19.0%
Output	# of Adult exhibits processed for intake	New Measure	New Measure	93,091		
Output	# of Juvenile exhibits processed for intake	New Measure	New Measure	12,391		
Output	# of exhibits processed for intake	97,825	89,566	105,482	15,916	17.8%
Demand	# of exhibits received for intake	113,769	106,474	110,179	3,705	3.5%
Efficiency	$ Cost per exhibit processed for intake	$9.02	$10.28	$6.96	$3.32	-32.3%
Expenditure						
	100 - GENERAL	$ 858,261	$ 843,902	$ 677,815	$ 166,087	19.7%
	218 - CLERK OF COURT FILL THE GAP	24,193	76,448	56,232	20,216	26.4%
	TOTAL USES	$ 882,454	$ 920,350	$ 734,047	$ 186,303	20.2%

Juvenile Subsequent Documents Activity

The purpose of the Juvenile Subsequent Document Activity is to provide an electronic chronological record of pleadings, actions and decisions filed in a Juvenile court case for Juvenile Court stakeholders so they can access court case information within established timeframes.

Mandates: Superior Court Local Rule for Maricopa County (Rule 2.16) mandates that each document which is separately filed by the Clerk in a particular case shall be sequentially numbered and docketed by that number. A.R.S §12-283 mandates that the Clerk shall maintain and provide access to court records in accordance with applicable law or rule of court, and shall keep a docket in the form and style as prescribed by the Supreme Court.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Juvenile subsequent documents docketed within established timeframes	New Meaure	100.0%	100.0%	0.0%	0.0%
Output	# of Juvenile subsequent documents docketed	225,184	236,248	230,045	-6,203	-2.6%
Demand	# of Juvenile subsequent documents to be docketed	225,184	236,248	230,050	-6,198	-2.6%
Efficiency	$ Cost per Juvenile subsequent document docketed	$1.24	$1.90	$1.81	$0.09	-5.0%
Expenditure						
	100 - GENERAL	$ 278,604	$ 449,182	$ 415,584	$ 33,598	7.5%
	TOTAL USES	$ 278,604	$ 449,182	$ 415,584	$ 33,598	7.5%

Memorialize Court Proceedings Activity

The purpose of the Memorialization of Court Proceedings Activity is to provide documentation of court proceedings and decisions to courts and contractor agencies, litigants, and government agencies so they can have timely access to accurate court records.

Mandates: A.R.S. §12-283 mandates that the Clerk attend all sessions of court, maintain and to allow access to all court records. A.R.S. §12-282 mandates that the Clerk take custody and safely keep all court records, ensure the proper disposition of all records, allow the state archives access to all records prior to destruction, and provide parental and child information to the child support case registry. A.R.S. §25-681 mandates that the Clerk issue child support arrest warrants. A.R.S. §14-5701 mandates that the Clerk issue fiduciary arrest warrants upon order of the court. The Rules of Civil Procedure (Rule 64.1C) mandates that the Clerk issue civil arrest warrants upon order of the court. A.R.S. §12-284.01 requires the Presiding Judge to assess a filing fee or appearance fee, and requires the Clerk to utilize the fee to convert and maintain the court's document storage and retrieval system to micrographics or computer automation to improve access to court records.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Adult minute entries created within three days from date of hearing to date of creation	New Measure	New Measure	96.5%		
Result	% of Juvenile minute entries created within three days from date of hearing to date of creation	New Measure	New Measure	98.9%		
Result	% of accurate Adult minute entries in a statistical sample of completed minute entries	New Measure	New Measure	99.5%		
Result	% of accurate Juvenile minute entries in a statistical sample of completed minute entries	New Measure	New Measure	98.9%		
Result	% of minute entries created within three days from date of hearing to date of creation	New Measure	100.0%	96.8%	-3.2%	-3.2%
Output	# of Adult minute entries created	New Measure	New Measure	552,351		
Output	# of Juvenile minute entries created	New Measure	New Measure	79,956		
Output	# of Adult minute entries in a statistical sample of completed minute entries	New Measure	New Measure	552,351		
Output	# of Juvenile minute entries in a statistical sample of completed minute entries	New Measure	New Measure	79,956		
Output	# of minute entries created	620,565	609,472	632,307	22,835	3.7%
Demand	# of minute entries to be created	620,565	609,472	632,638	23,166	3.8%
Efficiency	$ Cost per minute entry created	$22.42	$22.30	$21.89	$0.41	-1.8%
Revenue						
	208 - JUDICIAL ENHANCEMENT	$ 603,273	$ 564,250	$ 750,840	$ 186,590	33.1%
	216 - CLERK OF THE COURT GRANTS	1,530,426	1,635,834	1,615,346	(20,488)	-1.3%
	218 - CLERK OF COURT FILL THE GAP	1,988,545	2,155,845	2,204,000	48,155	2.2%
	270 - CHILD SUPPORT ENHANCEMENT	110,682	80,000	87,000	7,000	8.8%
	TOTAL SOURCES	$ 4,232,926	$ 4,435,929	$ 4,657,186	$ 221,257	5.0%
Expenditure						
	100 - GENERAL	$ 11,416,378	$ 10,843,494	$ 11,073,142	$ (229,648)	-2.1%
	216 - CLERK OF THE COURT GRANTS	1,470,051	1,611,033	1,590,135	20,898	1.3%
	218 - CLERK OF COURT FILL THE GAP	1,026,603	1,135,583	1,176,805	(41,222)	-3.6%
	TOTAL USES	$ 13,913,032	$ 13,590,110	$ 13,840,082	$ (249,972)	-1.8%

Fiduciary Services Program

The purpose of the Fiduciary Services Program is to provide payment receipting, checks and financial account records related to Superior Court cases to litigants, crime victims and government entities so they can have timely access to financial obligation information and funds due to them.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of payments posted within established timeframes	New Measure	98.0%	98.7%	0.7%	0.7%
% of checks issued within established timeframes	New Measure	80.0%	100.0%	20.0%	25.0%
% of restitution checks issued within established timeframes	New Measure	New Measure	100.0%		
% of bond checks issued within established timeframes	New Measure	New Measure	100.0%		
% of reconciliations completed within established timeframes	New Measure	New Measure	100.0%		

Activities that comprise this program include:

- Court Ordered Disbursement
- Court Ordered Financial Records
- Court Ordered Receivables
- Fiduciary

Court Ordered Disbursement Activity

The purpose of the Court Ordered Disbursement Activity is to provide checks to crime victims and litigants pursuant to court order and to government entities pursuant to statute and court rule so they can access funds due them in a timely manner.

Mandates: A.R.S. §13-804 mandates that the court ensure that each legal entity required to pay restitution do so in a prompt manner, and do so subject to specified procedures and requirements. A.R.S. §8-344 mandates that the Clerk act as a pass-through entity for the payment of all restitution payments due from a juvenile ordered by the court to make payments to a victim.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of restitution checks issued within established timeframes	New Measure	New Measure	100.0%		
Result	% of bond checks issued within established timeframes	New Measure	New Measure	100.0%		
Result	% of checks issued within established timeframes	New Measure	80.0%	100.0%	20.0%	25.0%
Output	# of restitution checks issued	New Measure	New Measure	74,131		
Output	# of bond checks issued	New Measure	New Measure	6,177		
Output	# of checks issued	85,876	85,236	80,307	-4,929	-5.8%
Demand	# of checks to be issued	103,020	106,545	88,855	-17,690	-16.6%
Efficiency	$ cost per check issued	$18.52	$19.44	$18.70	$0.74	-3.8%
Expenditure						
	100 - GENERAL	$ 1,590,034	$ 1,657,054	$ 1,491,636	$ 165,418	10.0%
	273 - VICTIM LOCATION	-	2	10,000	(9,998)	
	TOTAL USES	$ 1,590,034	$ 1,657,056	$ 1,501,636	$ 155,420	9.4%

Court Ordered Financial Records Activity

The purpose of the Court Ordered Financial Records activity is to provide financial obligation records to crime victims, litigants, government entities and Clerk's Office work units so they can have timely access to accurate financial information.

Mandates: A.R.S. §25-502 mandates the processes and procedures for the Clerk in regards to the transfer of paternal support cases to or from another county. A.R.S. §25-503 mandates that the court receive surety of payment of child support in the event that previous efforts to collect have not been successful, and also sets forth other requirements for the payment of child support and the conditions of payment that the court must verify under special circumstances. A.R.S.§25-504 mandates that the Clerk issue ex parte orders of assignment upon request and sets forth the procedures, requirements, conditions of appeal, and conditions of repeal. A.R.S. §25-505 mandates that the Clerk transfer all receipts of withholdings pursuant to an order of assignment to the support payment clearinghouse. A.R.S. §25-510 mandates the time frames and fees associated with the duties of the Clerk in depositing any support payments with the support payment clearinghouse. A.R.S §25-510 mandates that the Clerk shall use electronically-accessed data provided by the Arizona Department of Economic Security to provide payment histories to all litigants, attorneys and interested persons and the court, and shall load new orders, modify order amounts, respond to payment inquiries, research payment related issues, release payments pursuant to court orders, and update demographic and new employer information. Further, the Clerk shall provide to the department any new address, order of assignment or employment information the Clerk receives regarding any support order.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of financial records available within established timeframes	New Measure	New Measure	99.9%		
Result	% of Billing financial records available within one business day of the file stamp date	New Measure	New Measure	100.0%		
Result	% of Trust financial records available within two business days	New Measure	New Measure	98.0%		
Result	% of Criminal Obligation financial records available within thirty days from the docketed date	New Measure	New Measure	100.0%		
Result	% of Support Orders financial records available within established timeframes	New Measure	New Measure	100.0%		
Result	% of Juvenile financial records available within (TBD)	New Measure	New Measure	98.4%		
Result	% of Support Orders financial record inquiry resolutions completed within two business days	New Measure	New Measure	100.0%		
Result	% of Criminal Obligation financial record inquiry resolutions completed within two business days	New Measure	New Measure	95.0%		
Result	% of Support Orders financial reports available within established timeframes	New Measure	New Measure	100.0%		
Result	% of accurate Billing financial records in a statistical sample of deferral orders	New Measure	New Measure	95.7%		
Result	% of accurate Criminal Obligation financial records in a statistical sample of criminal obligation orders	New Measure	New Measure	98.4%		
Result	% of accurate Trust financial records in a statistical sample of trust orders	New Measure	New Measure	99.6%		
Output	# of financial record orders processed	New Measure	New Measure	289,932		
Output	# of Billing Unit financial record orders processed	New Measure	New Measure	18,300		
Output	# of Trust financial record orders processed	New Measure	New Measure	7,293		
Output	# of Criminal Obligation financial record orders processed	New Measure	New Measure	228,716		
Output	# of Support Orders financial record orders processed	New Measure	New Measure	30,291		
Output	# of Juvenile financial record orders processed	New Measure	New Measure	5,340		
Output	# of Support Orders financial record customer inquiries resolved	New Measure	New Measure	17,370		
Output	# of Criminal Obligation financial record customer inquiries resolved	New Measure	New Measure	30,959		
Output	# of Support Orders financial reports prepared	New Measure	New Measure	5,691		
Output	# of Billing Unit's financial record orders audited	New Measure	New Measure	18,300		
Output	# of Criminal Obligation's financial record orders audited	New Measure	New Measure	34,503		
Output	# of Trust's financial record orders audited	New Measure	New Measure	6,177		
Demand	# of financial record orders to be processed	New Measure	New Measure	295,059		
Efficiency	$ Cost per financial record processed	New Measure	New Measure	$1.64		
Expenditure						
	100 - GENERAL	$ 793,701	$ 717,289	$ 476,513	$ 240,776	33.6%
	TOTAL USES	$ 793,701	$ 717,289	$ 476,513	$ 240,776	33.6%

Court Ordered Receivables Activity

The purpose of the Court Ordered Receivables Activity is to provide payment receipting and posting of deferred fees and fines to funding recipients identified in statutes so they can have timely access to monies due to them.

Mandates: A.R.S §12-302 establishes the procedures and requirements for the deferral and waiver of fees and the establishment of a time payment program. A.R.S. §12-332 mandates that jury fees be paid to the Clerk and that the Clerk distribute the payments for this fee to the County Treasurer. A.R.S.

§12-322b requires the Clerk to notify an appellee when an index of record is filed. A.R.S. §7-101 through §7-110 mandate the bond requirements that the Clerk must verify in execution of all bonds mandated between the court and any legal entities for conditions of bail. A.R.S. §12-284(A)e mandates the fees that the Clerk must charge for filings and other miscellaneous duties.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of payments posted within established timeframes	New Measure	98.0%	98.7%	0.7%	0.7%
Output	# of payments posted	35,136	33,836	20,187	-13,649	-40.3%
Demand	# of payments to be posted	37,730	34,566	20,775	-13,791	-39.9%
Efficiency	$ Cost per payment posted	$11.75	$15.77	$24.63	-$8.86	56.1%
Revenue						
	100 - GENERAL	$ 8,910,165	$ 9,218,980	$ 10,706,200	$ 1,487,220	16.1%
	273 - VICTIM LOCATION	34,427	18,000	24,000	6,000	33.3%
	TOTAL SOURCES	$ 8,944,592	$ 9,236,980	$ 10,730,200	$ 1,493,220	16.2%
Expenditure						
	100 - GENERAL	$ 412,710	$ 533,762	$ 497,245	$ 36,517	6.8%
	TOTAL USES	$ 412,710	$ 533,762	$ 497,245	$ 36,517	6.8%

Fiduciary Activity

The purpose of the Fiduciary activity is to provide reconciled accountings to Superior Court and government entities so they can have timely access to funds due them.

Mandates: Reconciliation of the monthly transmittal is part of the "Reconciled Accountings" Service. A.R.S. §12-284 "Fees" addresses the monthly transmittal of funds to the County Treasurer. It also includes a fee schedule indicating what monies are to be collected by cashiers, and reconciliation of cash drawer and credit card transactions is part of the service. A.R.S. §12-284.03 "Distribution of Fees" addresses how the County Treasurer is to distribute the funds received from the Clerk of the Superior Court. Administrative Order 2006-121 "Arizona Code of Judicial Administration" Part 1, Ch. 4, §1-401. Minimum Accounting Standards" applies to reconciliations, among other accounting events.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of reconciliations completed within established timeframes	New Measure	New Measure	100.0%		
Output	# of reconciliations completed	New Measure	New Measure	94,482		
Demand	# of reconciliations to be completed	New Measure	New Measure	94,482		
Efficiency	$ Cost per reconciliation completed	New Measure	New Measure	$1.86		
Expenditure						
	100 - GENERAL	$ -	$ -	$ 175,972	$ (175,972)	
	TOTAL USES	$ -	$ -	$ 175,972	$ (175,972)	

Public Records Program

The purpose of the Public Records Program is to provide marriage licenses, processed passport applications, and documentation of court records to the public, court, legal community and agencies so they can have timely access to public records services.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of page reproductions completed within established timeframes	New Measure	100.0%	100.0%	0.0%	0.0%
% of Adult page reproductions completed within established timeframes	New Measure	New Measure	100.0%		
% of Juvenile page reproductions completed within established timeframes	New Measure	New Measure	100.0%		
% of files delivered within established timeframes	New Measure	99.0%	99.5%	0.5%	0.5%
% of Adult files delivered within two business days from time of request	New Measure	New Measure	98.8%		
% of Juvenile files delivered the same day the pull list requesting the file is received	New Measure	New Measure	100.0%		
% of applications processed the same day as requested by the applicant	New Measure	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Court Document Copy
- Court File Delivery
- Public Registrations

Court Document Copy Activity

The purpose of the Court Document Copy Activity is to provide copies of electronic or paper court record documents upon request to the public, court, legal community and agencies so they can have timely access to reproductions of case file information.

Mandates: A.R.S. §12-283 mandates that the Clerk attend all sessions of court and maintain and allow access to all court records. A.R.S. §12-282 mandates that the Clerk safely keep all court records and ensure the proper disposition of all records, and provide parental and child information to the child support case registry. A.R.S. §8-208 requires the Clerk to censure juvenile records as mandated by law. A.R.S. §8-134 mandates the Clerk receive actual and reasonable fees for participation in the confidential intermediary program, and requires the Clerk to provide all receipts to the County Treasurer for deposit into the Juvenile Probation Services Fund.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Adult page reproductions completed within established timeframes	New Measure	New Measure	100.0%		
Result	% of Juvenile page reproductions completed within established timeframes	New Measure	New Measure	100.0%		
Result	% of page reproductions completed within established timeframes	New Measure	100.0%	100.0%	0.0%	0.0%
Output	# of Adult pages reproduced	New Measure	New Measure	1,352,115		
Output	# of Juvenile pages reproduced	New Measure	New Measure	120,938		
Output	# of pages reproduced	1,544,424	1,459,024	1,473,053	14,029	1.0%
Demand	# of pages to be reproduced	1,544,426	1,459,024	1,473,053	14,029	1.0%
Efficiency	$ Cost per page reproduced	$0.90	$1.00	$0.89	$0.11	-11.2%
Expenditure						
	100 - GENERAL	$ 1,340,662	$ 1,267,905	$ 1,117,127	$ 150,778	11.9%
	205 - COURT DOCUMENT RETRIEVAL	48,329	190,442	189,801	641	0.3%
	TOTAL USES	$ 1,388,991	$ 1,458,347	$ 1,306,928	$ 151,419	10.4%

Court File Delivery Activity

The purpose of the Court File Delivery Activity is to provide hard copy court file delivery upon request to the public, court, legal community and agencies so they can have timely access to case file information contained in the court files.

Mandates: A.R.S. §12-283 mandates that the Clerk attend all sessions of court and maintain and allow access to all court records. A.R.S. §12-282 mandates that the Clerk safely keep all court records and ensure the proper disposition of all records, and provide parental and child information to the child support case registry. A.R.S. §12-202 mandates the Clerk to issue writs and processes, enter all judgments of the court, keep records as specified by the court, and provide certified copies of court records after receipt of all pertinent court fees. A.R.S. §8-208 mandates the Clerk to censure juvenile records as mandated by law. A.R.S. §8-121 mandates the Clerk to transmit all adoption records older than 100 years to the state archives, maintain confidential information on adoption records and allow individuals to access non-confidential information pertaining to adoption records.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Adult files delivered within two business days from time of request	New Measure	New Measure	98.8%		
Result	% of Juvenile files delivered the same day the pull list requesting the file is received	New Measure	New Measure	100.0%		
Result	% of files delivered within established timeframes	New Measure	99.0%	99.5%	0.5%	0.5%
Output	# of Adult files delivered	New Measure	New Measure	62,657		
Output	# of Juvenile files delivered	New Measure	New Measure	78,874		
Output	# of files delivered	172,397	184,694	141,531	-43,163	-23.4%
Demand	# of files requested	173,769	186,252	142,433	-43,819	-23.5%
Efficiency	$ Cost per file delivered	$7.82	$4.53	$4.52	$0.01	-0.2%
Expenditure						
	100 - GENERAL	$ 1,074,614	$ 233,312	$ 464,694	$ (231,382)	-99.2%
	205 - COURT DOCUMENT RETRIEVAL	273,291	603,728	175,139	428,589	71.0%
	TOTAL USES	$ 1,347,905	$ 837,040	$ 639,833	$ 197,207	23.6%

Public Registrations Activity

The purpose of the Public Registrations Activity is to provide marriage licenses and processed passport applications to qualifying applicants so they can have timely access to documentation required for a marriage ceremony and recording of the marriage or for obtaining a passport.

Mandates: A.R.S. §25-121 requires the Clerk to issue a marriage license to authorized applicants and to collect a fee. A.R.S. §25-123 mandates the Clerk to maintain a record of all marriage licenses issued.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of applications processed the same day as requested by the applicant	New Measure	100.0%	100.0%	0.0%	0.0%
Output	# of applications processed	64,443	55,896	43,377	-12,519	-22.4%
Demand	# of applications requested	64,443	55,896	43,377	-12,519	-22.4%
Efficiency	$ cost per application processed	$13.42	$16.19	$20.72	-$4.53	28.0%
Revenue						
	100 - GENERAL	$ 1,649,616	$ 1,430,292	$ 1,104,000	$ (326,292)	-22.8%
	TOTAL SOURCES	$ 1,649,616	$ 1,430,292	$ 1,104,000	$ (326,292)	-22.8%
Expenditure						
	100 - GENERAL	$ 790,488	$ 879,538	$ 873,115	$ 6,423	0.7%
	205 - COURT DOCUMENT RETRIEVA	74,399	25,367	25,797	(430)	-1.7%
	TOTAL USES	$ 864,887	$ 904,905	$ 898,912	$ 5,993	0.7%

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 32,343,816**	**$ 11,009,272**
MID-YEAR ADJUSTMENTS:			
General Laborer (Courier) Position (C-16-09-001-M-00)		$ (129,713)	$ -
	Subtotal	$ (129,713)	$ -
BUDGET BALANCING ADJUSTMENTS:			
Administrative Reduction			
Eliminate 6.5 Admin Positions, Other Pay & Other Pers. Serv. (partial)		$ (264,686)	$ -
	Subtotal	$ (264,686)	$ -
Cost Reduction			
Eliminate 50.5 Positions & Non-Pers. Serv. due to Efficiencies (partial)		$ (656,414)	$ -
	Subtotal	$ (656,414)	$ -
FY 2008-09 REVISED RESTATED BUDGET		**$ 31,293,003**	**$ 11,009,272**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 2,547,420	$ -
FY 2009-10 BUDGET TARGET		**$ 33,840,423**	**$ 11,009,272**
BASE ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Administrative Reduction			
Delete Other Pay & Other Personnel Services (annualization)		$ (32,600)	$ -
Eliminate 1.0 Vacant Temp Intern & Reduce by half a Temp I.T. Programmer		(23,064)	-
Eliminate 5.0 FTE Vacant Positions (HR Specialist, Trades Generalist, Office Asst, Administrator, & Info Services Project Mngr) (annualization)		(216,901)	-
	Subtotal	$ (272,565)	$ -
Cost Reduction			
Eliminate 37.5 FTE Vacant JS Clerks due to Efficiencies (annualization)		$ (1,203,144)	$ -
Eliminate 1.0 FTE Vacant JS Clerk Supv due to Efficiencies		(54,382)	-
Eliminate 13.0 FTE Vacant Ct-Room Clerks due to Efficiencies (annualization)		(382,241)	-
Reduce Mailed Minute Entries		(123,000)	-
Reduce Supplies, Services & Capital Equipment (annualization)		(5,628)	-
	Subtotal	$ (1,768,395)	$ -
Fund Shift			
Shift Supplies & Services to Electronic Document Mngt Fund (274)		$ (39,150)	$ -
Allocate Associated I. T. Expenses to Electronic Doc Mngt Fund (274)		(250,000)	-
	Subtotal	$ (289,150)	$ -
Revenue			
Assess a $26 Fee to Establish & Maintain Fee-Deferral Accounts		$ -	$ 226,200
Increase Court Fees by 44% (A.R.S. 12-284) as of 9-26-08		-	970,728
	Subtotal	$ -	$ 1,196,928
Debt Reduction			
TFP Debt Service Payoff Savings		$ (325,573)	$ -
	Subtotal	$ (325,573)	$ -
OTHER BASE ADJUSTMENTS			
Rightsize Personal Services Savings to 3.0%		$ (1,077,857)	$ -
Risk Management Charge Savings		(50,744)	-
	Subtotal	$ (1,128,601)	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 30,056,139**	**$ 12,206,200**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 30,056,139**	**$ 12,206,200**

Court Document Retrieval Fund (205)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 1,150,236**	**$ 1,150,243**
FY 2008-09 REVISED RESTATED BUDGET		**$ 1,150,236**	**$ 1,150,243**
TARGET ADJUSTMENTS:			
TECHNICAL ADJUSTMENTS			
Structural Balance		$ 7	$ -
	Subtotal	$ 7	$ -
FY 2009-10 BUDGET TARGET		**$ 1,150,243**	**$ 1,150,243**
OTHER BASE ADJUSTMENTS			
Increase Court Document Retrieval Revenue & Associated Expenditures		$ 78,857	$ 78,857
	Subtotal	$ 78,857	$ 78,857
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 1,229,100**	**$ 1,229,100**
NON-RECURRING			
NON-PROJECT (0001)			
Electronic Court Reports -- Pre-2002 Files		$ 200,000	$ -
	Subtotal	$ 200,000	$ -
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 200,000**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 1,429,100**	**$ 1,229,100**

Court Document Retrieval Fund (205) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 55,877	$ 68,689	$ 68,689	$ 124,505	$ 455,492
Sources:					
Operating	$ 1,166,490	$ 1,150,243	$ 1,150,243	$ 1,287,752	$ 1,229,100
Total Sources:	$ 1,166,490	$ 1,150,243	$ 1,150,243	$ 1,287,752	$ 1,229,100
Uses:					
Operating	$ 1,097,877	$ 1,150,236	$ 1,150,236	$ 912,764	$ 1,229,100
Non-Recurring	-	-	44,001	44,001	200,000
Total Uses:	$ 1,097,877	$ 1,150,236	$ 1,194,237	$ 956,765	$ 1,429,100
Operating Balance	$ 68,613	$ 7	$ 7	$ 374,988	$ -
Accounting Adjustments	$ 15	$ -	$ -	$ -	$ -
Ending Unreserved Fund Balance	$ 124,505	$ 68,696	$ 24,695	$ 455,492	$ 255,492

Judicial Enhancement Fund (208)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 744,438**	**$ 744,450**
FY 2008-09 REVISED RESTATED BUDGET		**$ 744,438**	**$ 744,450**
TARGET ADJUSTMENTS:			
TECHNICAL ADJUSTMENTS			
Structural Balance		$ 12	$ -
	Subtotal	$ 12	$ -
FY 2009-10 BUDGET TARGET		**$ 744,450**	**$ 744,450**
OTHER BASE ADJUSTMENTS			
Increase Judicial Enhancement Revenue & Associated I.T. Expenditures		$ 210,390	$ 210,390
	Subtotal	$ 210,390	$ 210,390
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 954,840**	**$ 954,840**
NON-RECURRING			
NON-PROJECT (0001)			
UNIX System Administrator - Contractor		$ 135,000	$ -
iCIS Financials / RFR Data		50,000	-
Enterprise Project Management		70,000	-
	Subtotal	$ 255,000	$ -
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 255,000**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 1,209,840**	**$ 954,840**

Judicial Enhancement Fund (208) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 1,238,110	$ 1,011,957	$ 1,011,957	$ 1,125,804	$ 407,896
Sources:					
Clerk of the Superior Court (160)	$ 792,657	$ 744,450	$ 744,450	$ 1,022,515	$ 954,840
Superior Court (800)	471,872	433,277	433,277	496,120	433,277
Operating	$ 1,264,529	$ 1,177,727	$ 1,177,727	$ 1,518,635	$ 1,388,117
Total Sources:	$ 1,264,529	$ 1,177,727	$ 1,177,727	$ 1,518,635	$ 1,388,117
Uses:					
Clerk of the Superior Court (160)	$ 777,583	$ 744,438	$ 744,438	$ 744,320	$ 954,840
Superior Court (800)	599,249	433,286	433,286	421,876	433,277
Operating	$ 1,376,832	$ 1,177,724	$ 1,177,724	$ 1,166,196	$ 1,388,117
Clerk of the Superior Court (160)	$ -	$ 415,000	$ 415,000	$ 412,398	$ 255,000
Superior Court (800)	-	-	677,777	657,949	-
Non-Recurring	$ -	$ 415,000	$ 1,092,777	$ 1,070,347	$ 255,000
Total Uses:	$ 1,376,832	$ 1,592,724	$ 2,270,501	$ 2,236,543	$ 1,643,117
Operating Balance	$ (112,303)	$ 3	$ 3	$ 352,439	$ -
Accounting Adjustments	$ (3)	$ -	$ -	$ -	$ -
Ending Unreserved Fund Balance	$ 1,125,804	$ 596,960	$ (80,817)	$ 407,896	$ 152,896

Clerk of the Superior Court Grants Fund (216)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 1,635,833**	**$ 1,635,834**
FY 2008-09 REVISED RESTATED BUDGET		**$ 1,635,833**	**$ 1,635,834**
TARGET ADJUSTMENTS:			
TECHNICAL ADJUSTMENTS			
Structural Balance		$ 1	$ -
	Subtotal	$ 1	$ -
FY 2009-10 BUDGET TARGET		**$ 1,635,834**	**$ 1,635,834**
OTHER BASE ADJUSTMENTS			
Reduce Grant Revenue & Associated Expenditures		$ (20,488)	$ (20,488)
	Subtotal	$ (20,488)	$ (20,488)
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 1,615,346**	**$ 1,615,346**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 1,615,346**	**$ 1,615,346**

Clerk of the Superior Court Grants Fund (216) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ -	$ (57,926)	$ (57,926)	$ (61,643)	$ (41,568)
Sources:					
Operating	$ 1,442,565	$ 1,635,834	$ 1,635,834	$ 1,506,300	$ 1,615,346
Total Sources:	$ 1,442,565	$ 1,635,834	$ 1,635,834	$ 1,506,300	$ 1,615,346
Uses:					
Operating	$ 1,504,211	$ 1,635,833	$ 1,635,833	$ 1,486,225	$ 1,615,346
Total Uses:	$ 1,504,211	$ 1,635,833	$ 1,635,833	$ 1,486,225	$ 1,615,346
Operating Balance	$ (61,646)	$ 1	$ 1	$ 20,075	$ -
Accounting Adjustments	$ 3	$ -	$ -	$ -	$ -
Ending Unreserved Fund Balance	$ (61,643)	$ (57,925)	$ (57,925)	$ (41,568)	$ (41,568)

Clerk of the Superior Court Fill the Gap Fund (218)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 2,155,862**	**$**	**2,155,845**
FY 2008-09 REVISED RESTATED BUDGET		**$ 2,155,862**	**$**	**2,155,845**
TARGET ADJUSTMENTS:				
PERSONNEL SAVINGS ADJUSTMENT		$ 22,071	$	-
TECHNICAL ADJUSTMENTS				
Structural Balance		$ (22,088)	$	-
	Subtotal	$ (22,088)	$	-
FY 2009-10 BUDGET TARGET		**$ 2,155,845**	**$**	**2,155,845**
OTHER BASE ADJUSTMENTS				
Increase Fill the Gap Revenue & Associated Expenditures		$ 50,155	$	50,155
	Subtotal	$ 50,155	$	50,155
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 2,206,000**	**$**	**2,206,000**
NON-RECURRING				
NON-PROJECT (0001)				
Cash Receipting		$ 40,000	$	-
	Subtotal	$ 40,000	$	-
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 40,000**	**$**	**-**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 2,246,000**	**$**	**2,206,000**

Clerk of the Superior Court Fill the Gap Fund (218) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 660,164	$ 286,029	$ 286,029	$ 481,063	$ 80,214
Sources:					
Operating	$ 1,988,545	$ 2,155,845	$ 2,155,845	$ 2,093,850	$ 2,206,000
Total Sources:	$ 1,988,545	$ 2,155,845	$ 2,155,845	$ 2,093,850	$ 2,206,000
Uses:					
Operating	$ 2,167,646	$ 2,155,862	$ 2,155,862	$ 2,093,850	$ 2,206,000
Non-Recurring	-	275,000	467,722	400,849	40,000
Total Uses:	$ 2,167,646	$ 2,430,862	$ 2,623,584	$ 2,494,699	$ 2,246,000
Operating Balance	$ (179,101)	$ (17)	$ (17)	$ -	$ -
Ending Unreserved Fund Balance	$ 481,063	$ 11,012	$ (181,710)	$ 80,214	$ 40,214

Child Support Enhancement Fund (270)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 80,000**	**$ 80,000**
FY 2008-09 REVISED RESTATED BUDGET		**$ 80,000**	**$ 80,000**
FY 2009-10 BUDGET TARGET		**$ 80,000**	**$ 80,000**
OTHER BASE ADJUSTMENTS			
Increase Memorialize Court Proceedings Activity Revenue		$ -	$ 15,000
Reduce Business Application Development Activity Expenditures		(80,000)	-
	Subtotal	$ (80,000)	$ 15,000
FY 2009-10 ADOPTED OPERATING BUDGET		**$ -**	**$ 95,000**
NON-RECURRING			
NON-PROJECT (0001)			
Data Exchange for IV-D		$ 75,000	$ -
	Subtotal	$ 75,000	$ -
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 75,000**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 75,000**	**$ 95,000**

Child Support Enhancement Fund (270) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 316,683	$ 310,401	$ 310,401	$ 353,363	$ 353,383
Sources:					
Operating	$ 110,682	$ 80,000	$ 80,000	$ 102,425	$ 95,000
Total Sources:	$ 110,682	$ 80,000	$ 80,000	$ 102,425	$ 95,000
Uses:					
Operating	$ 74,000	$ 80,000	$ 80,000	$ 45,600	$ -
Non-Recurring	-	77,500	77,500	56,805	75,000
Total Uses:	$ 74,000	$ 157,500	$ 157,500	$ 102,405	$ 75,000
Operating Balance	$ 36,682	$ -	$ -	$ 56,825	$ 95,000
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Unreserved Fund Balance	$ 353,363	$ 232,901	$ 232,901	$ 353,383	$ 373,383

Victim Location Fund (273)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 3,302**	**$ 18,000**
FY 2008-09 REVISED RESTATED BUDGET		**$ 3,302**	**$ 18,000**
TARGET ADJUSTMENTS:			
TECHNICAL ADJUSTMENTS			
Structural Balance		$ (2)	$ -
	Subtotal	$ (2)	$ -
FY 2009-10 BUDGET TARGET		**$ 3,300**	**$ 18,000**
OTHER BASE ADJUSTMENTS			
Increase Interest Earnings (Court-Ordered Receivables Activity)		$ -	$ 6,000
Reduce Business Application Development Activity Expenditures		(3,300)	-
Allocate Personal Services from General Fund (100)		10,000	-
	Subtotal	$ 6,700	$ 6,000
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 10,000**	**$ 24,000**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 10,000**	**$ 24,000**

Victim Location Fund (273) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 115,438	$ 135,438	$ 135,438	$ 149,866	$ 175,344
Sources:					
Operating	$ 34,427	$ 18,000	$ 18,000	$ 25,478	$ 24,000
Total Sources:	$ 34,427	$ 18,000	$ 18,000	$ 25,478	$ 24,000
Uses:					
Operating	$ -	$ 3,302	$ 3,302	$ -	$ 10,000
Non-Recurring	-	50,000	50,000	-	-
Total Uses:	$ -	$ 53,302	$ 53,302	$ -	$ 10,000
Operating Balance	$ 34,427	$ 14,698	$ 14,698	$ 25,478	$ 14,000
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Unreserved Fund Balance	$ 149,866	$ 100,136	$ 100,136	$ 175,344	$ 189,344

Electronic Document Management System Fund (274)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 2,900,005**	**$ 2,900,000**
FY 2008-09 REVISED RESTATED BUDGET	**$ 2,900,005**	**$ 2,900,000**
TARGET ADJUSTMENTS:		
TECHNICAL ADJUSTMENTS		
Structural Balance	$ (5)	$ -
Subtotal	$ (5)	$ -
FY 2009-10 BUDGET TARGET	**$ 2,900,000**	**$ 2,900,000**
BASE ADJUSTMENTS:		
BUDGET BALANCING ADJUSTMENTS:		
Fund Shift		
Shift Supplies & Services from General Fund	$ 39,150	$ -
Allocate Associated Info. Tech. Expenses ($250,000) from General Fund (Net)	250,000	-
Subtotal	$ 289,150	$ -
OTHER BASE ADJUSTMENTS		
Increase Electronic Document Revenue & Associated Expenditures	$ 180,850	$ 470,000
Subtotal	$ 180,850	$ 470,000
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 3,370,000**	**$ 3,370,000**
NON-RECURRING		
NON-PROJECT (0001)		
eFiling Foundation	$ 626,960	$ -
Electronic Court Reports - Juvenile	56,622	-
eFiling Enhancements	250,000	-
Subtotal	$ 933,582	$ -
FY 2009-10 ADOPTED NON-RECURRING BUDGET	**$ 933,582**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 4,303,582**	**$ 3,370,000**

Electronic Document Management System Fund (274) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 945,054	$ 884,800	$ 884,800	$ 985,162	$ 1,265,588
Sources:					
Operating	$ 3,072,237	$ 2,900,000	$ 2,900,000	$ 3,449,314	$ 3,370,000
Total Sources:	$ 3,072,237	$ 2,900,000	$ 2,900,000	$ 3,449,314	$ 3,370,000
Uses:					
Operating	$ 3,032,133	$ 2,900,005	$ 2,900,005	$ 2,702,278	$ 3,370,000
Non-Recurring	-	550,000	703,777	466,610	933,582
Total Uses:	$ 3,032,133	$ 3,450,005	$ 3,603,782	$ 3,168,888	$ 4,303,582
Operating Balance	$ 40,104	$ (5)	$ (5)	$ 747,036	$ -
Accounting Adjustments	$ 4	$ -	$ -	$ -	$ -
Ending Unreserved Fund Balance	$ 985,162	$ 334,795	$ 181,018	$ 1,265,588	$ 332,006

Constables

Analysis by Bradley Kendrex, Senior Management & Budget Analyst

Summary

Mission

The mission of the Constables is to provide execution of mandated civil and criminal process to citizens of Maricopa County so they can receive timely, cost effective and professional service.

Vision

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

Strategic Goals

The Department strategic goals are outdated and new goals will be developed during the strategic planning update process.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
25PS - SERVICE OF PROCESS	$ 1,603,775	$ 1,843,000	$ 1,881,327	$ 1,703,114	$ 1,638,556	$ (242,771)	-12.9%
SERV - SERVICE OF PROCESS	1,603,775	1,843,000	1,881,327	1,703,114	1,638,556	(242,771)	-12.9%
TOTAL PROGRAMS	$ 1,603,775	$ 1,843,000	$ 1,881,327	$ 1,703,114	$ 1,638,556	$ (242,771)	-12.9%
USES							
25PS - SERVICE OF PROCESS	$ 2,225,197	$ 2,359,057	$ 2,397,384	$ 2,262,391	$ 2,396,627	$ 757	0.0%
SERV - SERVICE OF PROCESS	2,225,197	2,359,057	2,397,384	2,262,391	2,396,627	757	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 79,142	$ 2,160	$ 2,160	$ 2,715	$ 2,160	$ -	0.0%
BDGT - BUDGETING	66,338	1,425	1,425	2,476	1,425	-	0.0%
ODIR - EXECUTIVE MANAGEMENT	12,804	-	-	-	-	-	
FSAC - FINANCIAL SERVICES	-	735	735	239	735	-	0.0%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ 3,024	$ 4,530	$ (4,530)	
ISFC - INTERNAL SERVICE FUND CHARGES	-	-	-	3,024	4,530	(4,530)	
TOTAL PROGRAMS	$ 2,304,339	$ 2,361,217	$ 2,399,544	$ 2,268,130	$ 2,403,317	$ (3,773)	-0.2%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ -	$ -	$ 38,327	$ 23,422	$ -	$ (38,327)	-100.0%
SUBTOTAL	$ -	$ -	$ 38,327	$ 23,422	$ -	$ (38,327)	-100.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 1,603,775	$ 1,843,000	$ 1,843,000	$ 1,679,692	$ 1,638,556	$ (204,444)	-11.1%
SUBTOTAL	$ 1,603,775	$ 1,843,000	$ 1,843,000	$ 1,679,692	$ 1,638,556	$ (204,444)	-11.1%
ALL REVENUES	$ 1,603,775	$ 1,843,000	$ 1,881,327	$ 1,703,114	$ 1,638,556	$ (242,771)	-12.9%
TOTAL SOURCES	$ 1,603,775	$ 1,843,000	$ 1,881,327	$ 1,703,114	$ 1,638,556	$ (242,771)	-12.9%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,611,512	$ 1,571,370	$ 1,571,370	$ 1,528,384	$ 1,558,827	$ 12,543	0.8%
0750 - FRINGE BENEFITS	591,755	684,962	684,962	600,962	607,560	77,402	11.3%
0790 - OTHER PERSONNEL SERVICES	24	-	-	-	125,070	(125,070)	
0795 - PERSONNEL SERVICES ALLOC-OUT	-	(48,297)	(48,297)	-	(33,408)	(14,889)	30.8%
SUBTOTAL	$ 2,203,291	$ 2,208,035	$ 2,208,035	$ 2,129,346	$ 2,258,049	$ (50,014)	-2.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 6,361	$ 5,499	$ 36,162	$ 21,659	$ 5,885	$ 30,277	83.7%
0803 - FUEL	54,853	74,050	74,050	47,563	56,785	17,265	23.3%
SUBTOTAL	$ 61,214	$ 79,549	$ 110,212	$ 69,222	$ 62,670	$ 47,542	43.1%
SERVICES							
0812 - OTHER SERVICES	$ 4,983	$ 2,643	$ 2,643	$ 2,511	$ 5,503	$ (2,860)	-108.2%
0825 - REPAIRS AND MAINTENANCE	-	590	590	112	350	240	40.7%
0839 - INTERNAL SERVICE CHARGES	21,575	30,901	30,901	25,867	43,119	(12,218)	-39.5%
0841 - TRAVEL	1,101	1,808	1,808	1,856	1,080	728	40.3%
0842 - EDUCATION AND TRAINING	3,520	5,981	13,645	12,656	4,250	9,395	68.9%
0843 - POSTAGE/FREIGHT/SHIPPING	55	120	120	69	120	-	0.0%
SUBTOTAL	$ 31,234	$ 42,043	$ 49,707	$ 43,071	$ 54,422	$ (4,715)	-9.5%
CAPITAL							
0950 - DEBT SERVICE	$ 8,600	$ 31,590	$ 31,590	$ 26,491	$ 28,176	$ 3,414	10.8%
SUBTOTAL	$ 8,600	$ 31,590	$ 31,590	$ 26,491	$ 28,176	$ 3,414	10.8%
TOTAL USES	$ 2,304,339	$ 2,361,217	$ 2,399,544	$ 2,268,130	$ 2,403,317	$ (3,773)	-0.2%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 1,603,775	$ 1,843,000	$ 1,843,000	$ 1,679,692	$ 1,638,556	$ (204,444)	-11.1%
NON-RECURRING	-	-	38,327	23,422	-	(38,327)	-100.0%
FUND TOTAL SOURCES	$ 1,603,775	$ 1,843,000	$ 1,881,327	$ 1,703,114	$ 1,638,556	$ (242,771)	-12.9%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,603,775	$ 1,843,000	$ 1,843,000	$ 1,679,692	$ 1,638,556	$ (204,444)	-11.1%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ -	$ 38,327	$ 23,422	$ -	$ (38,327)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 1,603,775	$ 1,843,000	$ 1,881,327	$ 1,703,114	$ 1,638,556	$ (242,771)	-12.9%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 2,304,339	$ 2,361,217	$ 2,361,217	$ 2,244,708	$ 2,403,317	$ (42,100)	-1.8%
NON-RECURRING	-	-	38,327	23,422	-	38,327	100.0%
FUND TOTAL USES	$ 2,304,339	$ 2,361,217	$ 2,399,544	$ 2,268,130	$ 2,403,317	$ (3,773)	-0.2%
DEPARTMENT OPERATING TOTAL USES	$ 2,304,339	$ 2,361,217	$ 2,361,217	$ 2,244,708	$ 2,403,317	$ (42,100)	-1.8%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ -	$ 38,327	$ 23,422	$ -	$ 38,327	100.0%
DEPARTMENT TOTAL USES	$ 2,304,339	$ 2,361,217	$ 2,399,544	$ 2,268,130	$ 2,403,317	$ (3,773)	-0.2%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
SERVICE OF PROCESS								
SERVICE OF PROCESS	30.00	30.00	31.00	30.00	-	0.00%	(1.00)	(3.23%)
PROGRAM TOTAL	30.00	30.00	31.00	30.00	-	0.00%	(1.00)	(3.23%)
DEPARTMENT TOTAL	30.00	30.00	31.00	30.00	-	0.00%	(1.00)	(3.23%)

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
Elected	23.00	23.00	25.00	25.00	2.00	8.70%	.00	0.00%
Legal Order Server	7.00	7.00	6.00	5.00	(2.00)	-28.57%	(1.00)	-16.67%
DEPARTMENT TOTAL	30.00	30.00	31.00	30.00	-	0.00%	(1.00)	-3.23%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
100 - GENERAL	30.00	30.00	31.00	30.00	-	0.00%	(1.00)	-3.23%
DEPARTMENT TOTAL	30.00	30.00	31.00	30.00	-	0.00%	(1.00)	-3.23%

Significant Variance Analysis

FY 2008-09 saw the addition of two Constable positions with the creation of two new Constable Precincts. One Deputy Constable (Legal Order Server) position is funded in Non-Departmental (470) in FY 2009-10.

General Adjustments

Budget Balancing Adjustments:

Administrative Reduction

- Reduce the Constables budget by $31,002 in salary and benefits. Two first-term constables took office in 2009 and, per the current stepped salary schedule for constables, the salaries for these two positions will revert to the minimum from the previous incumbents' rates.

Debt Reduction

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce operating expenses for equipment. This results in an operating savings of $7,541.

Revenue

- Increase revenue by $174,632 to account for the collection of an $8 document preparation fee for various process that is served by the Constables.

Other Base Adjustments:

- Reduce expenditures by $13,674 due to reduced FY 2009-10 Telecom and Risk Management charges.
- Reduce revenue by $379,076 to align with revenue trends.

Programs and Activities

Service of Process Program

The purpose of the Service of Process Program is to provide for the distribution of court documents to the public so that they can proceed with litigation, the service of writs and summons issued by the court and governmental agencies.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of writs served within five working days	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Service of Process

Service of Process Activity

The purpose of the Service of Process Activity is to provide timely, professional service of court process to the public and governmental agencies so they can proceed with litigation.

Mandates: A.R.S. §22-131 establishes the Constables' duty to execute, serve and return all processes and notices directed or delivered to them by the justice of the peace of their Maricopa County precinct.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of writs served within five working days	100.0%	100.0%	100.0%	0.0%	0.0%
Output	# Of Writs of Restitution	19,794	19,799	20,097	298	1.5%
Demand	# of Writs of Restitution required	19,794	19,799	20,097	298	1.5%
Efficiency	$ Cost per Writ served	$112.42	$121.09	$119.25	$1.83	1.5%
Revenue						
	General Fund	$ 1,603,775	$ 1,881,327	$ 1,638,556	$ (242,771)	-12.9%
	TOTAL SOURCES	$ 1,603,775	$ 1,881,327	$ 1,638,556	$ (242,771)	-12.9%
Expenditure						
	General Fund	$ 2,225,197	$ 2,397,384	$ 2,396,627	$ 757	0.0%
	TOTAL USES	$ 2,225,197	$ 2,397,384	$ 2,396,627	$ 757	0.0%

Activity Narrative: Despite slow reported growth in caseloads, revenues have been slowly declining. With the addition of a new document preparation fee in FY 2008-09, revenues are expected to hold steady at FY 2009-10 budget levels.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 2,361,217**	**$ 1,843,000**
FY 2008-09 REVISED BUDGET		**$ 2,361,217**	**$ 1,843,000**
FY 2008-09 REVISED RESTATED BUDGET		**$ 2,361,217**	**$ 1,843,000**
TARGET ADJUSTMENTS:			
ANNUALIZATION OF OTHER ITEMS			
Annualization of adding two additional constable precincts		$ 94,317	$ -
	Subtotal	$ 94,317	$ -
FY 2009-10 BUDGET TARGET		**$ 2,455,534**	**$ 1,843,000**
BASE ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Debt Reduction			
TFP debt service payoff		$ (7,541)	$ -
	Subtotal	$ (7,541)	$ -
Cost Reduction			
Reduce personnel costs due to shift to stepped salary schedule (FY09/10)		$ (31,002)	$ -
	Subtotal	$ (31,002)	$ -
Revenue			
Addition of document preparation fee		$ -	$ 174,632
	Subtotal	$ -	$ 174,632
OTHER BASE ADJUSTMENTS			
Right-size service of process revenue		$ -	$ (379,076)
Risk Management savings		(595)	-
Telecom savings		(13,079)	-
	Subtotal	$ (13,674)	$ (379,076)
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 2,403,317**	**$ 1,638,556**

Correctional Health

Analysis by Lauren M. Cochran, Management & Budget Analyst

Summary

Mission

The mission of the Correctional Health Services Department is to provide cost effective healthcare to jail inmates so that their constitutional rights are maintained.

Vision

By fiscal year 2010, CHS will be a nationally recognized leader in providing constitutionally mandated health care to jail inmates in an efficient and cost effective manner.

Strategic Goals

- **By 2011, CHS will take the appropriate actions to address legal judgments.**

  Status: Correctional Health Services is looking to partner with MIHS to develop an Electronic Medical Records system to address legal judgments.

- **By 2012, the vacancy rate for specialized staff will be no greater than 15%, which will benefit client care. This will allow for a more consistent treatment staff by reducing the amount of per diem shifts.**

  Status: Correctional Health Services is developing a more comprehensive training program for nurses and will continue to improve recruiting efforts. The department has experienced increased interest from RN's and LPN's. As of March 15, 2009, the vacancy rate is 12.5%.

- **By 2015, CHS will seek lower health care cost per inmate for the department as compared to other comparable national health care providers.**

  Status: Correctional Health Services is establishing changes in the utilization management protocols to decrease outside referrals. The department will continue to manage the medication formulary to ensure the most cost effective method and therapeutic treatment is being used. The Electronic Medical Records system will also help lower per inmate costs. Correctional Health Services is also working with Magellan to reimburse for the cost of medications for Magellan clients in the care of Correctional Health Services.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
80RE - RESTORATION TO COMPETENCY	$ 156,525	$ -	$ -	$ -	$ -	$ -	
CURE - CUSTODY RESTORATION AND EVAL	156,525	-	-	-	-	-	
26SS - CORRECTIONAL HEALTH SUPP SVCS	$ 357,713	$ 39,318	$ 39,318	$ 39,110	$ 49,318	$ 10,000	25.4%
CLSP - CLINICAL SUPPORT	357,713	39,318	39,318	39,110	49,318	10,000	25.4%
99GV - GENERAL GOVERNMENT	$ 8,119	$ -	$ -	$ (25)	$ -	$ -	
GGOV - GENERAL GOVERNMENT	8,119	-	-	(25)	-	-	
TOTAL PROGRAMS	$ 522,357	$ 39,318	$ 39,318	$ 39,085	$ 49,318	$ 10,000	25.4%
USES							
26AR - ADULT REMAND JUV INMATE TRTMT	$ 17,293,240	$ 14,374,804	$ 14,374,804	$ 14,719,869	$ -	$ 14,374,804	100.0%
EHCC - EXTERNAL HLTH CARE COSTS	8,748,376	6,998,476	6,998,476	6,882,853	-	6,998,476	100.0%
MEDD - MED DISP AND DISTRIBUTION	8,544,864	7,376,328	7,376,328	7,837,016	-	7,376,328	100.0%
80RE - RESTORATION TO COMPETENCY	$ 3,723,432	$ 3,563,279	$ 3,405,584	$ 3,192,847	$ 3,036,038	$ 369,546	10.9%
EVAL - ADULT COMPETENCY EVALUATIONS	1,346,995	1,331,853	1,231,853	1,073,851	1,187,781	44,072	3.6%
JVAL - JUVENILE COMPETENCY EVALUATION	321,750	275,000	275,000	276,764	275,000	-	0.0%
CURE - CUSTODY RESTORATION AND EVAL	2,054,687	1,956,426	1,898,731	1,842,232	1,573,257	325,474	17.1%
26IP - INPATIENT	$ 6,010,316	$ 6,662,283	$ 6,662,283	$ 6,654,312	$ 11,455,404	$ (4,793,121)	-71.9%
IPMD - INPATIENT MEDICAL	1,699,268	1,934,777	1,934,777	2,014,112	5,468,704	(3,533,927)	-182.7%
IPMH - INPATIENT MENTAL HEALTH	4,311,048	4,727,506	4,727,506	4,640,200	5,986,700	(1,259,194)	-26.6%
26OP - OUTPATIENT	$ 17,386,841	$ 18,686,313	$ 18,686,313	$ 18,160,343	$ 27,967,753	$ (9,281,440)	-49.7%
INHA - INITIAL HEALTH ASSESSMENT	2,813,812	3,091,341	3,091,341	2,768,893	2,325,809	765,532	24.8%
OPTE - OUTPATIENT TREATMENT AND EVAL	13,450,238	14,573,132	14,573,132	14,463,407	24,976,708	(10,403,576)	-71.4%
PBHS - PRE BOOKING HEALTH SCREENING	1,122,791	1,021,840	1,021,840	928,043	665,236	356,604	34.9%
26SS - CORRECTIONAL HEALTH SUPP SVCS	$ 2,442,633	$ 1,923,082	$ 1,923,082	$ 2,050,236	$ 2,839,124	$ (916,042)	-47.6%
CLSP - CLINICAL SUPPORT	2,442,633	1,923,082	1,923,082	2,050,236	2,839,124	(916,042)	-47.6%
99AS - ADMINISTRATIVE SERVICES	$ 2,155,798	$ 3,000,889	$ 2,874,671	$ 2,818,408	$ 2,145,223	$ 729,448	25.4%
BDGT - BUDGETING	99,896	77,064	77,064	99,950	100,368	(23,304)	-30.2%
ODIR - EXECUTIVE MANAGEMENT	582,650	512,011	454,808	510,469	983,194	(528,386)	-116.2%
FSAC - FINANCIAL SERVICES	324,061	300,074	300,074	266,192	413,101	(113,027)	-37.7%
HRAC - HUMAN RESOURCES	691,112	696,448	627,433	673,473	358,517	268,916	42.9%
PROC - PROCUREMENT	142,110	1,097,693	1,097,693	938,021	290,043	807,650	73.6%
RMGT - RISK MANAGEMENT	315,969	317,599	317,599	330,303	-	317,599	100.0%
99GV - GENERAL GOVERNMENT	$ 3,001,272	$ 4,277,747	$ 4,277,747	$ 4,270,689	$ 4,088,699	$ 189,048	4.4%
ISFC - INTERNAL SERVICE FUND CHARGES	3,001,272	4,277,747	4,277,747	4,270,689	4,088,699	189,048	4.4%
99IT - INFORMATION TECHNOLOGY	$ 554,494	$ 355,827	$ 355,827	$ 321,237	$ 365,112	$ (9,285)	-2.6%
BUAS - BUSINESS APPLICATION DEV SUPP	217,994	-	-	-	-	-	
DESK - DESKTOP SUPPORT	336,500	355,827	355,827	321,237	365,112	(9,285)	-2.6%
TOTAL PROGRAMS	$ 52,568,026	$ 52,844,224	$ 52,560,311	$ 52,187,941	$ 51,897,353	$ 662,958	1.3%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 361,604	$ 32,818	$ 32,818	$ 34,501	$ 42,818	$ 10,000	30.5%
SUBTOTAL	$ 361,604	$ 32,818	$ 32,818	$ 34,501	$ 42,818	$ 10,000	30.5%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 4,228	$ 6,500	$ 6,500	$ 4,609	$ 6,500	$ -	0.0%
SUBTOTAL	$ 4,228	$ 6,500	$ 6,500	$ 4,609	$ 6,500	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ -	$ -	$ -	$ (25)	$ -	$ -	
0650 - MISCELLANEOUS REVENUE	156,525	-	-	-	-	-	
SUBTOTAL	$ 156,525	$ -	$ -	$ (25)	$ -	$ -	
ALL REVENUES	$ 522,357	$ 39,318	$ 39,318	$ 39,085	$ 49,318	$ 10,000	25.4%
TOTAL SOURCES	$ 522,357	$ 39,318	$ 39,318	$ 39,085	$ 49,318	$ 10,000	25.4%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 19,286,112	$ 20,853,817	$ 20,656,122	$ 21,323,103	$ 22,347,059	$ (1,690,937)	-8.2%
0705 - TEMPORARY PAY	27,793	68,317	68,317	81,033	22,968	45,349	66.4%
0710 - OVERTIME	1,483,223	1,411,847	1,411,847	1,460,279	1,395,455	16,392	1.2%
0750 - FRINGE BENEFITS	6,313,069	6,557,065	6,557,065	6,720,809	6,887,589	(330,524)	-5.0%
0790 - OTHER PERSONNEL SERVICES	992,961	798,286	732,286	809,651	361,611	370,675	50.6%
0795 - PERSONNEL SERVICES ALLOC-OUT	(410,211)	(393,268)	(348,268)	(336,027)	(218,855)	(129,413)	37.2%
0796 - PERSONNEL SERVICES ALLOC-IN	930,100	855,337	810,337	771,328	576,638	233,699	28.8%
SUBTOTAL	$ 28,623,047	$ 30,151,401	$ 29,887,706	$ 30,830,176	$ 31,372,465	$ (1,484,759)	-5.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 141,748	$ 177,867	$ 165,664	$ 105,474	$ 126,601	$ 39,063	23.6%
0802 - MEDICAL SUPPLIES	4,352,583	3,972,752	3,972,752	3,969,193	4,114,940	(142,188)	-3.6%
0803 - FUEL	7,049	5,808	5,808	6,364	8,172	(2,364)	-40.7%
0804 - NON-CAPITAL EQUIPMENT	20,097	-	-	-	-	-	
SUBTOTAL	$ 4,521,477	$ 4,156,427	$ 4,144,224	$ 4,081,031	$ 4,249,713	$ (105,489)	-2.5%
SERVICES							
0810 - LEGAL SERVICES	$ 1,264,963	$ 1,149,354	$ 1,149,354	$ 1,408,270	$ 1,435,824	$ (286,470)	-24.9%
0811 - HEALTH CARE SERVICES	14,168,711	12,650,804	12,650,804	11,138,137	10,232,705	2,418,099	19.1%
0812 - OTHER SERVICES	390,206	259,923	256,908	239,211	258,996	(2,088)	-0.8%
0820 - RENT & OPERATING LEASES	117,642	100,807	100,807	95,792	92,937	7,870	7.8%
0825 - REPAIRS AND MAINTENANCE	18,933	26,821	26,821	46,618	40,111	(13,290)	-49.6%
0830 - INTERGOVERNMENTAL PAYMENTS	59,293	-	-	-	-	-	
0839 - INTERNAL SERVICE CHARGES	2,889,791	4,160,509	4,160,509	4,166,043	4,047,412	113,097	2.7%
0841 - TRAVEL	44,601	51,874	46,874	38,983	40,844	6,030	12.9%
0842 - EDUCATION AND TRAINING	31,320	22,075	22,075	25,149	23,500	(1,425)	-6.5%
0843 - POSTAGE/FREIGHT/SHIPPING	10,044	8,714	8,714	9,883	10,971	(2,257)	-25.9%
0850 - UTILITIES	7,943	12,242	12,242	13,134	14,100	(1,858)	-15.2%
0872 - SERVICES-ALLOCATION OUT	(146,975)	(145,045)	(145,045)	(95,325)	(61,192)	(83,853)	57.8%
0873 - SERVICES-ALLOCATION IN	179,247	145,045	145,045	109,525	61,192	83,853	57.8%
SUBTOTAL	$ 19,035,719	$ 18,443,123	$ 18,435,108	$ 17,195,420	$ 16,197,400	$ 2,237,708	12.1%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 286,107	$ -	$ -	$ -	$ -	$ -	
0950 - DEBT SERVICE	101,676	93,273	93,273	81,314	77,775	15,498	16.6%
SUBTOTAL	$ 387,783	$ 93,273	$ 93,273	$ 81,314	$ 77,775	$ 15,498	16.6%
TOTAL USES	$ 52,568,026	$ 52,844,224	$ 52,560,311	$ 52,187,941	$ 51,897,353	$ 662,958	1.3%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 156,525	$ -	$ -	$ -	$ -	$ -	
FUND TOTAL SOURCES	$ 156,525	$ -	$ -	$ -	$ -	$ -	
255 DETENTION OPERATIONS							
OPERATING	$ 4,228	$ 6,500	$ 6,500	$ 4,609	$ 6,500	$ -	0.0%
FUND TOTAL SOURCES	$ 4,228	$ 6,500	$ 6,500	$ 4,609	$ 6,500	$ -	0.0%
292 CORRECTIONAL HEALTH GRANT							
OPERATING	$ 361,604	$ 32,818	$ 32,818	$ 34,476	$ 42,818	$ 10,000	30.5%
FUND TOTAL SOURCES	$ 361,604	$ 32,818	$ 32,818	$ 34,476	$ 42,818	$ 10,000	30.5%
DEPARTMENT OPERATING TOTAL SOURCES	$ 522,357	$ 39,318	$ 39,318	$ 39,085	$ 49,318	$ 10,000	25.4%
DEPARTMENT TOTAL SOURCES	$ 522,357	$ 39,318	$ 39,318	$ 39,085	$ 49,318	$ 10,000	25.4%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 3,731,743	$ 3,581,457	$ 3,423,762	$ 3,211,035	$ 3,049,876	$ 373,886	10.9%
FUND TOTAL USES	$ 3,731,743	$ 3,581,457	$ 3,423,762	$ 3,211,035	$ 3,049,876	$ 373,886	10.9%
255 DETENTION OPERATIONS							
OPERATING	$ 48,474,679	$ 49,084,489	$ 48,958,271	$ 48,795,864	$ 48,804,659	$ 153,612	0.3%
NON-RECURRING	-	145,460	145,460	145,460	-	145,460	100.0%
FUND TOTAL USES	$ 48,474,679	$ 49,229,949	$ 49,103,731	$ 48,941,324	$ 48,804,659	$ 299,072	0.6%
292 CORRECTIONAL HEALTH GRANT							
OPERATING	$ 361,604	$ 32,818	$ 32,818	$ 35,582	$ 42,818	$ (10,000)	-30.5%
FUND TOTAL USES	$ 361,604	$ 32,818	$ 32,818	$ 35,582	$ 42,818	$ (10,000)	-30.5%
DEPARTMENT OPERATING TOTAL USES	$ 52,568,026	$ 52,698,764	$ 52,414,851	$ 52,042,481	$ 51,897,353	$ 517,498	1.0%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 145,460	$ 145,460	$ 145,460	$ -	$ 145,460	100.0%
DEPARTMENT TOTAL USES	$ 52,568,026	$ 52,844,224	$ 52,560,311	$ 52,187,941	$ 51,897,353	$ 662,958	1.3%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
ADMINISTRATIVE SERVICES								
BUDGETING	1.15	1.15	1.15	1.20	0.05	4.35%	0.05	4.35%
EXECUTIVE MANAGEMENT	5.54	5.54	5.54	3.60	(1.94)	(35.02%)	(1.94)	(35.02%)
FINANCIAL SERVICES	4.25	4.25	4.25	6.70	2.45	57.65%	2.45	57.65%
HUMAN RESOURCES	6.33	6.33	6.33	5.00	(1.33)	(21.01%)	(1.33)	(21.01%)
PROCUREMENT	15.00	15.00	18.00	2.00	(13.00)	(86.67%)	(16.00)	(88.89%)
RISK MANAGEMENT	4.87	4.87	4.87	-	(4.87)	(100.00%)	(4.87)	(100.00%)
PROGRAM TOTAL	37.14	37.14	40.14	18.50	(18.64)	(50.19%)	(21.64)	(53.91%)
ADULT REMAND JUV INMATE TRTMT								
MED DISP AND DISTRIBUTION	65.17	65.17	66.80	-	(65.17)	(100.00%)	(66.80)	(100.00%)
PROGRAM TOTAL	65.17	65.17	66.80	-	(65.17)	(100.00%)	(66.80)	(100.00%)
CORRECTIONAL HEALTH SUPP SVCS								
CLINICAL SUPPORT	37.02	37.02	37.02	46.70	9.68	26.15%	9.68	26.15%
PROGRAM TOTAL	37.02	37.02	37.02	46.70	9.68	26.15%	9.68	26.15%
INPATIENT								
INPATIENT MEDICAL	17.87	17.87	18.87	19.85	1.98	11.08%	0.98	5.19%
INPATIENT MENTAL HEALTH	41.14	41.14	44.04	51.55	10.41	25.30%	7.51	17.05%
PROGRAM TOTAL	59.01	59.01	62.91	71.40	12.39	20.99%	8.49	13.49%
OUTPATIENT								
INITIAL HEALTH ASSESSMENT	45.30	45.30	42.20	22.80	(22.51)	(49.68%)	(19.41)	(45.99%)
OUTPATIENT TREATMENT AND EVAL	163.52	163.52	164.49	219.68	56.16	34.35%	55.19	33.55%
PRE BOOKING HEALTH SCREENING	19.64	19.64	16.99	7.18	(12.46)	(63.45%)	(9.81)	(57.75%)
PROGRAM TOTAL	228.46	228.46	223.68	249.65	21.19	9.28%	25.97	11.61%
RESTORATION TO COMPETENCY								
ADULT COMPETENCY EVALUATIONS	6.00	6.00	6.00	4.00	(2.00)	(33.33%)	(2.00)	(33.33%)
CUSTODY RESTORATION AND EVAL	19.00	19.00	17.00	14.00	(5.00)	(26.32%)	(3.00)	(17.65%)
PROGRAM TOTAL	25.00	25.00	23.00	18.00	(7.00)	(28.00%)	(5.00)	(21.74%)
DEPARTMENT TOTAL	451.80	451.80	453.55	404.25	(47.55)	(10.52%)	(49.30)	(10.87%)

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Executive Assistant	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Accounting Specialist	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Legal Support Specialist	1.00	1.00	5.00	1.00	-	0.00%	(4.00)	-80.00%
Human Resources Specialist	3.00	3.00	3.00	2.00	(1.00)	-33.33%	(1.00)	-33.33%
Office Assistant	83.00	83.00	80.00	68.65	(14.35)	-17.29%	(11.35)	-14.19%
Medical Transcriber	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Office Assistant Specialized	3.00	3.00	5.00	5.00	2.00	66.67%	.00	0.00%
Admin/Operations Specialist	6.00	6.00	7.00	5.00	(1.00)	-16.67%	(2.00)	-28.57%
Deputy Director	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Director - Correctional Health	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Nursing Supervisor	12.00	12.00	12.00	12.00	-	0.00%	.00	0.00%
Human Resources Supervisor	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Counseling Supervisor	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Administrative Staff Supv	2.00	2.00	2.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Field Operations Supervisor	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Financial Manager - County	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Nursing Manager	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Nursing Director	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Investigator Chief - MCAO	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Operations/Program Manager	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Management Analyst	3.00	3.00	3.00	2.00	(1.00)	-33.33%	(1.00)	-33.33%
Accountant	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Grant-Contract Administrator	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Finan/Business Analyst - Dept	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Procurement Specialist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Attorney	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Dentist	2.00	2.00	2.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Nurse Pract/Phys Asst	13.00	13.00	13.00	14.00	1.00	7.69%	1.00	7.69%
Program Coordinator - RN	2.00	2.00	-	-	(2.00)	-100.00%	.00	
Physician	12.00	12.00	10.00	10.00	(2.00)	-16.67%	.00	0.00%
Psychologist	13.00	13.00	10.00	10.00	(3.00)	-23.08%	.00	0.00%
Human Resources Analyst	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Trainer	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Counselor	31.00	31.00	26.00	25.50	(5.50)	-17.74%	(.50)	-1.92%
Social Worker	1.00	1.00	6.00	8.00	7.00	700.00%	2.00	33.33%
Business/Systems Analyst	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Programmer/Analyst - Sr/Ld	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
General Laborer	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Medical Assistant	67.90	67.90	67.90	58.15	(9.75)	-14.36%	(9.75)	-14.36%
Materials Handling Worker	6.00	6.00	6.00	5.00	(1.00)	-16.67%	(1.00)	-16.67%
Dental Assistant	4.00	4.00	4.00	4.00	-	0.00%	.00	0.00%
Radiologic Technologist	2.00	2.00	2.00	1.50	(0.50)	-25.00%	(.50)	-25.00%
Licensed Practical Nurse	53.00	53.00	53.75	49.15	(3.85)	-7.26%	(4.60)	-8.56%
Psychiatrist	8.00	8.00	9.00	7.00	(1.00)	-12.50%	(2.00)	-22.22%
Nurse - Correctional	93.90	93.90	95.90	86.30	(7.60)	-8.09%	(9.60)	-10.01%
Consultant	-	-	1.00	1.00	1.00		.00	0.00%
Psychometrist	-	-	2.00	1.00	1.00		(1.00)	-50.00%
Department Total	451.80	451.80	453.55	404.25	(47.55)	-10.52%	(49.30)	-10.87%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
100 - GENERAL	25.00	25.00	23.00	18.00	(7.00)	-28.00%	(5.00)	-21.74%
255 - DETENTION OPERATIONS	426.80	426.80	430.55	386.25	(40.55)	-9.50%	(44.30)	-10.29%
DEPARTMENT TOTAL	451.80	451.80	453.55	404.25	(47.55)	-10.52%	(49.30)	-10.87%

Significant Variance Analysis

Of the 47.55 FTE reduction, only 30 are positions of which twenty-three are vacant and seven are filled. The remaining 17.55 FTE are related to proposed hour reductions at several clinics. These are not actual staff or position reductions but are reflective of a change in the staffing patterns. The impact of reduction in FTEs will be felt across several activities including Custody Restoration and Evaluation, Adult Competency Evaluations, Outpatient Treatment and Evaluation, Clinical Support, Initial Health Assessment, and Pre-Booking Health Screening.

General Adjustments

Base Adjustment:

General Fund (100)

- Reduce Internal Service Fund Charges by $4,340 to meet actual charges for Workers Compensation and Unemployment.

Budget Balancing Adjustments:

Detention Operations Fund (255)

Administrative Reduction

- Various administrative reductions in the amount of $39,597 of which $15,218 was implemented in FY 2008-09.
- Reduce Other Personnel Services by $239,000 due to the deletion of the Loan Repayment Program. Patient service levels will not be impacted.
- Reduce Other Personnel Services by $66,000 due to the deletion of the Grow Your Own Nurse Program. Patient service levels will not be impacted. This reduction was implemented in FY 2008-09.

Cost Reduction

- Reduce Personal Services by $1,145,281 for a reduction in hours at six clinics. Service levels will not be impacted and emergency care will be available to inmates.
- Reduce Personal Services $212,224 by reducing overtime of clinical staff. Patient service levels will not be impacted.
- Reduce Personal Services $25,847 by reducing overtime of non-clinical staff. Patient service levels will not be impacted.
- Reduce Personal Services $90,000 by reducing Temporary Pay and Salary Transfer In/Out. Half of this reduction was implemented in FY 2008-09.
- Reduce Personal Services $294,218 by changing the pay differential practice. Services will not be affected.
- Reduce Health Care Services $228,790 by utilizing more aggressive management of outside referrals. This reduction will focus on more appropriately identifying the urgency of care needed based on medical judgment. Patient service levels will not be affected.
- Reduce Personal Services $124,724 through reorganization of the Inpatient Program and the Outpatient Program.
- Reduce Personal Services $699,143. The reduction results from a total FTE reduction of sixteen (16). Thirteen (13) of the positions are vacant and three (3) are filled.
- Reduce Health Care Services $1,062,303 by reducing registry costs.
- Increase Personnel Savings $812,006. This will bring savings to an appropriate level reflective of historical information.

Vacancies

- Reduce Personal Services $573,233 by eliminating vacant positions. Nine (9) FTE are eliminated over three (3) activities.

Debt Reduction

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce the operating expenses for equipment. This results in an operating savings of $4,080.

Strategic Business Plan Update

Correctional Health Services went through a systematic and facilitated review and update of their strategic business plan; the changes are reflected in this document. The services provided were reorganized to align with the department's business processes.

Acute Infirmary is now the Inpatient Medical Activity. Also included are parts of External Health Care Costs and Medication Dispensing and Distribution.

Adult Inpatient Psych Unit is now the Inpatient Mental Health Activity. Also included in this Activity is part of the Medication Dispensing and Distribution Activity.

Clinical Education and Training, Health Records, Health Risk Management, Infection Control and Utilization Management are now the Clinical Support Staff Activity.

Sick Call Treatment and the remainder of External Health Care Costs and Medication Dispensing and Distribution are now the Outpatient Treatment and Evaluation Activity.

Fourteen Day Health Assessment is now the Initial Health Assessment Activity.

Receiving Screening is now the Pre-Booking Screening Activity.

The ASH Payment Activity was absorbed into Rule 11 Custody Restoration.

The changes made in the Activity structure enable the department to better measure performance. New measures were developed for each Activity allowing for meaningful data collection. There was an attempt to restate all data but there were some instances where a one on one relationship was not possible. Therefore, a year over year comparison is not meaningful.

Programs and Activities

Inpatient Program

The purpose of the Inpatient Program is to provide medically necessary mental health and medical services to patients housed in the inpatient units so they can return to lower levels of treatment.

Mandates: Arizona Constitution, Article 12, Sections 3 and 4, and its implementation in A.R.S. §11-441, require the county sheriff to take charge and keep the county jail. The U.S. Supreme Court in 1976, Estelle v Gamble, 429 U.S. 97, 97 S.Ct 285 (1976), established that prisoners have a right to be free from "deliberate indifference to their serious health care needs", setting the basic standard for the county to provide 'medically necessary' health care for serious medical needs. Two Arizona class actions also mandate provision of specific health and mental health services to inmates: Hart v. Hill (U.S. District Court of Arizona, CIV1977-00479 PHX EHC) and Arnold v. Sarn (Maricopa County Superior Court CV000-432355). Arnold v Sarn mandates the county with regard to services for seriously mentally ill inmates.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of patients discharged within 16 calendar days	N/A	N/A	100.0%	N/A	N/A
Percent of patients discharged within 25 calendar days	N/A	N/A	100.0%	N/A	N/A

The Inpatient Program is new to the strategic business plan this fiscal year not allowing for historical comparison.

Activities that comprise this program include:

- Inpatient Medical
- Inpatient Mental Health

Inpatient Medical Activity

The purpose of the Inpatient Medical Activity is to provide medically necessary services to patients admitted to an inpatient setting so they can return to lower levels of treatment.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of patients discharged within 16 calendar days	N/A	N/A	100.0%	N/A	N/A
Output	Number of bed days received	N/A	N/A	15,115	N/A	N/A
Demand	Number of patients reffered to an inpatient medical setting	N/A	N/A	1,639	N/A	N/A
Efficiency	Cost per bed day received	N/A	N/A	$361.81	N/A	N/A
Expenditure						
	255 - DETENTION OPERATIONS	$ 1,699,268	$ 1,934,777	$ 5,468,704	$ (3,533,927)	-182.7%
	TOTAL USES	$ 1,699,268	$ 1,934,777	$ 5,468,704	$ (3,533,927)	-182.7%

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Activity Narrative: This activity is new this fiscal year, thus not allowing for a historical comparison of measures. However, increased efficiencies should be gained due to changes in protocol for outside referrals. Reductions in differential pay and overtime may lead to employee dissatisfaction leading to increased staff turnover. Patient service levels will be maintained.

Inpatient Mental Health Activity

The purpose of the Inpatient Mental Health Activity is to provide medically necessary mental health services to patients with mental illness housed in the psychiatric units so they can return to lower levels of treatment.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of patients discharged within 25 calendar days	N/A	N/A	100.0%	N/A	N/A
Output	Number of mental health bed days received	N/A	N/A	60,823	N/A	N/A
Demand	Number of patients referred to an inpatient mental health setting	N/A	N/A	2,498	N/A	N/A
Efficiency	Cost per mental health bed days received	N/A	N/A	$98.43	N/A	N/A
Expenditure						
	255 - DETENTION OPERATIONS	$ 4,311,048	$ 4,727,506	$ 5,986,700	$ (1,259,194)	-26.6%
	TOTAL USES	$ 4,311,048	$ 4,727,506	$ 5,986,700	$ (1,259,194)	-26.6%

Activity Narrative: This activity is new this fiscal year, thus not allowing for a historical comparison of measures. Patient service levels will not affected by budget reduction, however reduced overtime and differential pay may lead to employee dissatisfaction. This could cause increased turnover.

Outpatient Program

The purpose of the Outpatient Program is to provide medical, mental health, and dental services to patients booked into county jails so they can maintain their health.

Mandates: Arizona Constitution, Article 12, Sections 3 and 4, and its implementation in A.R.S. §11-441, require the county sheriff to take charge and keep the county jail. The U.S. Supreme Court in 1976, Estelle v Gamble, 429 U.S. 97, 97 S.Ct 285 (1976), established that prisoners have a right to be free from “deliberate indifference to their serious health care needs”, setting the basic standard for the county to provide ‘medically necessary’ health care for serious medical needs. Two Arizona class actions also mandate provision of specific health and mental health services to inmates: Hart v. Hill (U.S. District Court of Arizona, CIV1977-00479 PHX EHC) and Arnold v. Sarn (Maricopa County Superior Court CV000-432355). Arnold v Sarn mandates the county with regard to services for seriously mentally ill inmates.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of patients triaged within 24 hours	N/A	N/A	100.0%	N/A	N/A
Percent of scheduled appointments kept	N/A	N/A	100.0%	N/A	N/A
Percent of prescriptions written that are given within three days	N/A	N/A	100.0%	N/A	N/A
Percent of initial health assessments completed within 14 calendar days	N/A	N/A	100.0%	N/A	N/A
Percent of booked inmates screened	N/A	N/A	100.0%	N/A	N/A

The Outpatient Program is new to the strategic business plan this fiscal year not allowing for historical comparison.

Activities that comprise this program include:

- Outpatient Treatment and Evaluation
- Pre-Booking Health Screening
- Initial Health Assessment

Outpatient Treatment and Evaluation Activity

The purpose of the Outpatient Treatment and Evaluation Activity is to provide medically necessary medical, mental health, and dental services to patients booked into county jails so they can maintain their health.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of patients triaged within 24 hours	N/A	N/A	100.0%	N/A	N/A
Result	Percent of prescriptions written that are given within three days	N/A	N/A	100.0%	N/A	N/A
Result	Percent of scheduled appointments kept	N/A	N/A	100.0%	N/A	N/A
Output	Number of health service requests triaged within 24 hours	N/A	N/A	66,454	N/A	N/A
Demand	Number of health service requests	N/A	N/A	66,454	N/A	N/A
Demand	Number of scheduled appointments	N/A	N/A	396,815	N/A	N/A
Demand	Number of outpatient prescription orders written	N/A	N/A	254,155	N/A	N/A
Efficiency	Cost per appointment kept	N/A	N/A	$63.50	N/A	N/A
Expenditure						
	255 - DETENTION OPERATIONS	$ 13,450,238	$ 14,573,132	$ 24,976,708	$ (10,403,576)	-71.4%
	TOTAL USES	$ 13,450,238	$ 14,573,132	$ 24,976,708	$ (10,403,576)	-71.4%

Budget Balancing Adjustments:

Detention Operations Fund (255)

Cost Reduction

- Reduce Personnel Services $94,712 by eliminating one vacant Dentist (1 FTE) and increasing Health Care Services.
- Reduce Health Care Services by $15,088. This reduction will be realized by having ultrasound available at two locations once a month instead of one location twice a month. Service levels will not be impacted.
- Decrease Service Allocation In $60,420 due to the reduced need to contract for the treatment of Restoration to Competency patients. The related Allocation Out from the General Fund was also eliminated as well as a reduction in the General Fund Health Care Services.
- Reduce Health Care Services $114,000 by reducing the volume of ER runs. This will be accomplished by a change in protocol. Patient care will not be affected.

Vacancies

- Reduce Personnel Services $20,800. This reduction is due to changing 1 Radiology Tech from 1 FTE to .5 FTE. Due to increased productivity standards, this position can be reduced while patient service levels remain the same.

Activity Narrative: This activity is new this fiscal year, thus not allowing for a historical comparison of measures. However, the department should gain efficiencies from closing the clinics from midnight to 5:00 a.m. without reducing patient service levels. Further efficiency can be gained by changing protocols for ER runs and outside referrals. Implementation of all reductions will not limit the level of demand the department can meet. Patient service levels will not be affected.

Pre-Booking Health Screening Activity

The purpose of the Pre-Booking Health Screening activity is to provide health screening services to arrestees brought to county jails or remote sites so they can have their emergent and urgent health care needs identified before booking.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of booked inmates screened	N/A	N/A	100.5%	N/A	N/A
Output	Number of pre-booking screenings completed and inmate subsequently booked	N/A	N/A	130,599	N/A	N/A
Output	Number of pre-booking screenings completed	N/A	N/A	131,257	N/A	N/A
Demand	Number of inmates presented at booking sites	N/A	N/A	131,257	N/A	N/A
Efficiency	Cost per Pre-booking screening completed	N/A	N/A	$5.07	N/A	N/A
Expenditure						
	255 - DETENTION OPERATIONS	$ 1,122,791	$ 1,021,840	$ 665,236	$ 356,604	34.9%
	TOTAL USES	$ 1,122,791	$ 1,021,840	$ 665,236	$ 356,604	34.9%

Activity Narrative: This activity is new this fiscal year, thus not allowing for a historical comparison of measures. However, efficiency will be gained by eliminating unneeded positions. Reducing overtime and pay differential may lead to employee dissatisfaction causing increased turnover.

Initial Health Assessment Activity

The purpose of the Initial Health Assessment Activity is to provide medical, dental, and mental health needs assessments to patients booked into county jails so they can receive necessary care.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of initial health assessments completed within 14 calendar days	N/A	N/A	100.0%	N/A	N/A
Output	Number of initial health assessments completed within 14 days	N/A	N/A	32,304	N/A	N/A
Demand	Number of initial health assessments required	N/A	N/A	32,216	N/A	N/A
Efficiency	Cost per initial health assessment completed	N/A	N/A	$72.00	N/A	N/A
Expenditure						
	255 - DETENTION OPERATIONS	$ 2,813,812	$ 3,091,341	$ 2,325,809	$ 765,532	24.8%
	TOTAL USES	$ 2,813,812	$ 3,091,341	$ 2,325,809	$ 765,532	24.8%

Activity Narrative: This activity is new this fiscal year, thus not allowing for a historical comparison of measures. However, the department should gain efficiencies from closing the clinics from midnight to 5:00 a.m. without reducing patient service levels. Further efficiency can be gained from reorganization. Implementation of all reductions will not limit the level of demand the department can meet and Correctional Health will therefore meet expected output levels. Patient service levels will not be affected.

Support Services Program

The purpose of the Support Services Program is to provide data and support to the clinical employees and patients so they can receive information to help provide quality and continuous care.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of complete medical records provided to external requestors	N/A	N/A	100.0%	N/A	N/A
Percent of filed grievances resolved without adverse outcomes	N/A	N/A	100.0%	N/A	N/A

The Support Services Program is new to the strategic business plan this fiscal year not allowing for historical comparison.

Activities that comprise this program include:

- Clinical Support

Clinical Support Activity

The purpose of the Clinical Support Activity is to provide support and useful data to the clinical employees and patients so they can provide/receive quality and continuous patient care.

Mandates: Arizona Constitution, Article 12, Sections 3 and 4, and its implementation in A.R.S. §11-441, require the county sheriff to take charge and keep the county jail. The U.S. Supreme Court in 1976, Estelle v Gamble, 429 U.S. 97, 97 S.Ct 285 (1976), established that prisoners have a right to be free from "deliberate indifference to their serious health care needs", setting the basic standard for the county to provide 'medically necessary' health care for serious medical needs. Two Arizona class actions also mandate provision of specific health and mental health services to inmates: Hart v. Hill (U.S. District Court of Arizona, CIV1977-00479 PHX EHC) and Arnold v. Sarn (Maricopa County Superior Court CV000-432355). Arnold v Sarn mandates the county with regard to services for seriously mentally ill inmates.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of complete medical records provided to external requestors	N/A	N/A	100.0%	N/A	N/A
Result	Percent of filed grievances resolved without adverse outcomes	N/A	N/A	100.0%	N/A	N/A
Output	Number of complete medical records provided	N/A	N/A	4,654	N/A	N/A
Output	Number of grievances resolved without adverse outcomes	N/A	N/A	3,578	N/A	N/A
Demand	Number of external medical records requested	N/A	N/A	4,654	N/A	N/A
Demand	Number of grievances filed	N/A	N/A	3,578	N/A	N/A
Efficiency	Cost per medical record provided	N/A	N/A	$610.04	N/A	N/A
Revenue						
	255 - DETENTION OPERATIONS	$ 4,228	$ 6,500	$ 6,500	$ -	0.0%
	292 - CORRECTIONAL HEALTH GRANT	353,485	32,818	42,818	10,000	30.5%
	TOTAL SOURCES	$ 357,713	$ 39,318	$ 49,318	$ 10,000	25.4%
Expenditure						
	255 - DETENTION OPERATIONS	$ 2,081,029	$ 1,890,264	$ 2,796,306	$ (906,042)	-47.9%
	292 - CORRECTIONAL HEALTH GRANT	361,604	32,818	42,818	(10,000)	-30.5%
	TOTAL USES	$ 2,442,633	$ 1,923,082	$ 2,839,124	$ (916,042)	-47.6%

Base Adjustment:

Correctional Health Services Grant Fund (292)

- Increase Revenues and Expenditures by $10,000 due to increased grant revenue.

Activity Narrative: This activity is new this fiscal year, thus not allowing for a historical comparison of measures. However, efficiencies will be gained due to the elimination of unneeded positions. The

reduction in overtime and differential pay may lead to employee dissatisfaction causing increased turnover. The level of demand the department is able to meet will not change due to these reductions.

Restoration to Competency and Evaluation Program

The purpose of the Rule 11 Custody Restoration Program is to provide timely treatment to incompetent criminal defendants so they become able to understand the nature and object of the criminal proceedings against them or to assist in their legal defense or are found not restorable.

Mandates: A.R.S § 13-4512 gives the County Board of Supervisors the authority to designate a treatment program for court ordered competency restoration treatment. A County treatment program can provide competency restoration treatment to a defendant in the county jail, including inpatient and obtain court orders to transport the defendant to other providers, including the Arizona State Hospital.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of competency determinations performed within 78 days	61.1%	60.8%	65.9%	5.1%	8.4%
Percent of inmates found not restorable within 15 months of the determination of incompetency	21.2%	20.3%	20.1%	-0.2%	-1.1%
Percent of Rule 11 evaluations performed within 21 days	N/A	N/A	49.8%	N/A	N/A
Percent of rule 11 juvenile evaluation performed within 21 days	N/A	N/A	49.7%	N/A	N/A

The restoration to Competency and Evaluation program has two new results measures not allowing for historical comparison.

Activities that comprise this program include:

- Custody Restoration and Evaluation
- Adult Competency Evaluations
- Juvenile Competency Evaluation

Custody Restoration and Evaluation Activity

The purpose of the Rule 11 Custody Restoration Activity is to provide timely treatment to incompetent criminal defendants so they become able to understand the nature and object of the criminal proceedings against them or to assist in their legal defense or are found not restorable.

Mandates: A.R.S § 13-4512F and G state that if the court finds the defendant is unable to pay all or a portion on the costs of inpatient, in custody treatment, the state shall pay the costs of inpatient, in custody competency restoration treatment at the Arizona State Hospital that are incurred until seven days after the hospital submits a report to the court stating that the defendant has regained competency or there is no substantial probability that the defendant will regain competency within twenty-one months after the date of the original finding of incompetency, the treatment order expires, or seven days after the charges are dismissed. The County shall pay the hospital costs that are incurred after the period and time designated above and shall also pay for the costs of inpatient, in custody restoration treatment in court approved programs that are not programs at the Arizona State Hospital.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of competency determinations performed within 78 days	61.1%	60.8%	65.9%	5.1%	8.4%
Result	Percent of inmates found not restorable within 15 months of the determination of incompetency	20.5%	20.3%	20.1%	-0.2%	-1.1%
Output	Number of inmates restored or found not restorable	251	344	492	148	43.0%
Demand	Number of inmates under orders of restoration delivered to CHS	461	713	492	-221	-31.0%
Efficiency	Cost per inmate evaluated	$8,186.00	$5,687.28	$3,197.68	$2,489.61	43.8%
Revenue						
	100 - GENERAL	$ 156,525	$ -	$ -	$ -	0.0%
	TOTAL SOURCES	$ 156,525	$ -	$ -	$ -	0.00%
Expenditure						
	100 - GENERAL	$ 2,054,687	$ 1,956,426	$ 1,573,257	$ 383,169	19.6%
	TOTAL USES	$ 2,054,687	$ 1,956,426	$ 1,573,257	$ 383,169	19.6%

Budget Balancing Adjustments:

General Fund (100)

Administrative Reduction

- Reduce Travel by $10,000. Half of this reduction was implemented in FY 2008-09.

Cost Reduction

- Reduce Personnel Services Allocation-in $120,490 by reducing the number of Power Squad members needed by two FTE. This reduction will not have an effect on service levels.
- Eliminate one filled Psychometrist position (1 FTE) for a savings of $59,615 in Personnel Services. Elimination of this will not reduce the number of determinations that are completed, but the length of time it takes will increase.

Vacancies

- Eliminate one vacant Attorney position (1 FTE) for a savings of $106,616. This position has been vacant for a considerable amount of time. This reduction will not have an impact on service levels. This reduction was implemented in FY 2008-09.

Activity Narrative: Despite budget reductions, service levels in the Custody Restoration and Evaluation Activity will increase. Result and efficiency measures should see improvement over previous years taking into account increased demand.

Adult Competency Evaluations Activity

The purpose of the Rule 11 Evaluation Activity is to provide testing for criminal defendants so they can be evaluated for mental competency.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Rule 11 evaluations performed within 21 days	N/A	N/A	49.8%	N/A	N/A
Output	Number of inmates found competent or incompetent	429	1,716	1,854	138	8.0%
Output	Number of incompetent inmates found not restorable	7	15	51	36	240.0%
Output	Number of Rule 11 competency evaluations completed	429	1,716	1,854	138	8.0%
Demand	Number of Rule 11 competency evaulations ordered	433	1,843	1,854	11	0.6%
Efficiency	Cost per inmate competency evaluation	$3,139.85	$776.14	$640.66	$135.48	17.5%
Expenditure						
	100 - GENERAL	$ 1,346,995	$ 1,331,853	$ 1,187,781	$ 144,072	10.8%
	TOTAL USES	$ 1,346,995	$ 1,331,853	$ 1,187,781	$ 144,072	10.8%

Budget Balancing Adjustments:

General Fund (100)

Vacancies

- Eliminate two vacant Psychiatrist positions (2 FTE) and increase Health Care Services for a net savings of $299,996. The department has found that contracting out for Psychiatrists is more cost effective. This change will have no impact on service levels. This reduction was implemented in FY 2008-09.

Activity Narrative: The results measure is new this fiscal year, thus not allowing for historical comparison of measures. However, output will be increasing. Despite budget reductions, demand will be met but only half will be met within 21 days.

Juvenile Competency Evaluations Activity

The purpose of the Rule 11- Juvenile Evaluation Activity is to provide testing for Juvenile criminal defendants so they can be evaluated for mental competency.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of rule 11 juvenile evaluation performed within 21 days	N/A	N/A	49.7%	N/A	N/A
Output	Number of juveniles found competent or incompetent	465	427	483	56	13.1%
Output	Number of incompetent juveniles found not restorable	0	0	69	69	
Output	Number of juvenile evaluations completed	465	427	483	56	13.1%
Demand	Number of Rule 11 juvenile competency evaluations ordered	465	427	483	56	13.1%
Efficiency	Cost per juvenile competency evaluation	$691.94	$644.03	$569.36	$74.67	11.6%
Expenditure						
	100 - GENERAL	$ 321,750	$ 275,000	$ 275,000	$ -	0.0%
	TOTAL USES	$ 321,750	$ 275,000	$ 275,000	$ -	0.0%

Activity Narrative: The results measure is new this fiscal year, thus not allowing for historical comparison of measures. However, output will be increasing. Despite budget reductions, demand will be met but only half will be met within 21 days.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 3,581,457**	**$ -**
MID-YEAR ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Administrative Reduction			
Reduce travel		$ (5,000)	$ -
	Subtotal	$ (5,000)	$ -
Vacancies			
Miscellaneous Personnel Cuts		$ (100,000)	$ -
Miscellaneous Personnel Cuts		(52,695)	-
	Subtotal	$ (152,695)	$ -
FY 2008-09 REVISED BUDGET		**$ 3,423,762**	**$ -**
FY 2008-09 REVISED RESTATED BUDGET		**$ 3,423,762**	**$ -**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 69,476	$ -
FY 2009-10 BUDGET TARGET		**$ 3,493,238**	**$ -**
BASE ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Administrative Reduction			
Reduce travel		$ (5,000)	$ -
	Subtotal	$ (5,000)	$ -
Cost Reduction			
Reduce Power Squad		$ (60,245)	$ -
Miscellaneous Personnel Cuts		(59,615)	-
Reduce Power Squad		(60,245)	-
	Subtotal	$ (180,105)	$ -
Vacancies			
Miscellaneous Personnel Cuts		$ (199,996)	$ -
Miscellaneous Personnel Cuts		(53,921)	-
	Subtotal	$ (253,917)	$ -
OTHER BASE ADJUSTMENTS			
Reduce Unemployment and Worker's Comp. Charges to Actual		$ (4,340)	$ -
	Subtotal	$ (4,340)	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 3,049,876**	**$ -**

Detention Operations Fund (255)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 49,084,489**	**$ 6,500**
MID-YEAR ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Administrative Reduction			
Advertising Costs		$ (3,015)	$ -
Reduce Supply Expense		(12,203)	-
Delete Grow Your Own Program		(66,000)	-
	Subtotal	$ (81,218)	$ -
Cost Reduction			
Temporary Pay and Salary Transfer In/Out		$ (45,000)	$ -
	Subtotal	$ (45,000)	$ -
FY 2008-09 REVISED BUDGET		**$ 48,958,271**	**$ 6,500**
FY 2008-09 REVISED RESTATED BUDGET		**$ 48,958,271**	**$ 6,500**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 5,641,636	$ -
FY 2009-10 BUDGET TARGET		**$ 54,599,907**	**$ 6,500**
BASE ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Administrative Reduction			
Reduce Travel/Education by 50%		$ (9,163)	$ -
Advertising Costs		(3,014)	-
Reduce Supply Expense		(12,202)	-
Delete Loan Repayment Program		(239,000)	-
	Subtotal	$ (263,379)	$ -
Cost Reduction			
Close Clinic Hours: 4th OP change to 5a-12a		$ (320,086)	$ -
Close Clinic Hours: Towers change to 5a-12a		(88,775)	-
Close Clinic hours: Durango change to 5a-12a		(283,329)	-
Close Clinic Hours: LBJ OP change to 5a-12a		(176,386)	-
Close Clinic Hours: Estrella OP change to 5a-12a		(235,286)	-
Close Clinic Hours: Tents change from 5a-12a		(41,419)	-
Reduce Dental by 20%		(94,712)	-
Reduce Ultrasound Utilization		(15,088)	-
Reduce Clinical Overtime		(212,224)	-
Reduce Non-Clinical Overtime		(25,847)	-
Temporary Pay and Salary Transfer In/Out		(45,000)	-
Reduce Services Allocation in From RTC/MH Contract		(60,420)	-
Change Pay Differential Practice on RN/LPN/HUC		(294,218)	-
Decrease Volume of ER Runs 15%		(114,000)	-
More Aggressive Utilization Management of Referrals to Outside Services		(228,790)	-
Reorganization in Inpatient Mental Health Activity		(99,533)	-
Reorganization in Outpatient Program		(25,191)	-
Miscellaneous Personnel Cuts		(699,143)	-
Reduce Registry		(1,062,303)	-
Increase Vacancy Savings Factor		(812,006)	-
	Subtotal	$ (4,933,756)	$ -
Vacancies			
Reduce Radiology 0.5 FTE		$ (20,800)	$ -
Delete refunded "frozen" positions		(573,233)	-
	Subtotal	$ (594,033)	$ -
Debt Reduction			
Pay Off Capital Lease - 08 Desktop Refresh		$ (4,080)	$ -
	Subtotal	$ (4,080)	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 48,804,659**	**$ 6,500**

Correctional Health Grant Fund (292)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 32,818**	**$ 32,818**
FY 2008-09 REVISED BUDGET	**$ 32,818**	**$ 32,818**
FY 2008-09 REVISED RESTATED BUDGET	**$ 32,818**	**$ 32,818**
FY 2009-10 BUDGET TARGET	**$ 32,818**	**$ 32,818**
BASE ADJUSTMENTS:		
OTHER BASE ADJUSTMENTS		
Increased Grant Funding and Associated Expenditures	$ 10,000	$ 10,000
Subtotal	$ 10,000	$ 10,000
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 42,818**	**$ 42,818**

Correctional Health Grant Fund (292) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ -	$ (117)	$ (117)	$ -	$ (1,106)
Beginning Unreserved/Undesignated Fund Balance	$ -	$ (117)	$ (117)	$ -	$ (1,106)
Sources:					
Operating	$ 361,604	$ 32,818	$ 32,818	$ 34,476	$ 42,818
Total Sources:	$ 361,604	$ 32,818	$ 32,818	$ 34,476	$ 42,818
Uses:					
Operating	$ 361,604	$ 32,818	$ 32,818	$ 35,582	$ 42,818
Total Uses:	$ 361,604	$ 32,818	$ 32,818	$ 35,582	$ 42,818
Operating Balance	$ -	$ -	$ -	$ (1,106)	$ -
Ending Unreserved/Undesignated Fund Balance	$ -	$ (117)	$ (117)	$ (1,106)	$ (1,106)
Ending Unreserved Fund Balance	$ -	$ (117)	$ (117)	$ (1,106)	$ (1,106)

County Attorney

Analysis by Bradley Kendrex, Senior Management & Budget Analyst

Summary

Mission

The mission of the Maricopa County Attorney's Office is to provide quality prosecution, victim services, crime prevention and legal counsel for county government on behalf of the people of Maricopa County so that they can live in a safe and well-governed community.

Vision

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

Strategic Goals

- **Identify and implement strategies that provide market appropriate salaries for employees, salary advancements commensurate with performance and experience, training and other employee benefits and work/personal life balance issues to reduce turnover.**

  Status: The County Attorney's Office has established additional flexible scheduling and telecommuting programs for employees. This includes 9/80 scheduling options as well as multiple telecommuting days and flexible lunch schedules.

- **In order to incorporate the following information into future strategic plans, annually assess crime distribution trends, rule changes, new case law, grant funding levels, and legislative changes to determine if additional enforcement initiatives and/or prosecution programs are needed, if staffing resources and facilities are required, if changes to state statutes or court rules are needed, and analyze the need for enhanced victim services and community interaction.**

  Status: MCAO completed white papers regarding crime statistics and prosecution for their 11 identified crime areas, which are regularly updated to include recent statistics, case updates, and milestones. These whitepapers, as well as other information, are available online. Beyond the County Attorney websites, MCAO also publishes information for citizens via the online *Facebook* and *Twitter* portals.

- **Reduce the percentage of non-complex criminal cases open longer than 180 days each year over the next five years while adhering to MCAO policies and procedures, quality standards, and attorney ethics.**

  Status: MCAO continues to develop meaningful benchmarks for intake, case review and charging processes, the timing and acceptance of plea offers after case charging, and the resulting case flow using internal statistical tracking tools in order to reduce the time cases remain open. As a result, they continue to report a reduction in average case days for the typical case.

- **Implement computer applications that will integrate existing applications internal to MCAO in order to reduce redundant data entry, ensure data integrity, improve the MCAO's ability to adhere to statutory and county mandated deadlines, and enhance management processes and reports. This includes further enhancements to CAIS and VNS.**

  Status: MCAO has consolidated their multiple crime prevention external websites into a single site, allowing information to be published timely and making access more user-friendly.

- **Implement designated projects in accordance with the Maricopa County Integrated Criminal Justice Information System (ICJIS) strategic business plan to share case information data with other criminal justice agencies in a timely, secured manner in order to increase data integrity and reduce redundant data entry.**

  Status: The County Attorney's Office has continued to participate in the ongoing maintenance of the ICJIS-developed projects as necessary.

- **By 2010, reduce violent crime rate in Maricopa County by establishing a crime prevention strategy that targets prohibited possessors of firearms and domestic violence offenders; and a cold case unit to increase the number of solved homicide cases and incarcerate killers.**

  Status: Since 2005, MCAO cites that the violent crime rate in Maricopa County has fallen by 8%. One of the notable changes in 2008 was that MCAO no longer offered plea bargains to known gang members, thus increasing the number of incarcerated repeat offenders.

- **By 2010, reduce the property crime rate in Maricopa County by establishing a crime prevention strategy that targets auto theft repeat offenders and identify theft repeat offenders.**

  Status: Since 2005, MCAO cites that the property crime rate in Maricopa County has fallen by 20%. During the past few years the MCAO has focused on crime reduction by partnering with Valley law enforcement, strengthening internal policies, and lobbying for legislative reform that impacts crime.

- **By 2010, reduce the violent crime rate and property crime rate in Maricopa County by implementing an advanced crime scene investigation strategy that encompasses evidence based practices, to increase the numbers of identified suspects and resulting prosecutions; implement a methamphetamine crime prevention strategy; and create partnerships with local, state, and federal law enforcement to increase apprehension and subsequent prosecution of felons with outstanding warrants for serious crimes.**

  Status: The violent and property crime rates in Maricopa County have fallen 8% and 20%, respectively, since 2005, partially due to MCAO programs. As an example, the education campaign regarding teen use of prescription drugs that was launched in 2008 was completed this year. The program resulted in a prescription drugs public service announcements campaign – facilitated by the *drugfreeaz* website. The campaign ultimately received a NACo Achievement Award.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
19CS - COMMUNITY SERVICES	$ 2,451,689	$ 2,313,001	$ 2,313,001	$ 1,563,715	$ 2,331,540	$ 18,539	0.8%
VCAC - VICTIM COMPENSATION	2,451,689	2,313,001	2,313,001	1,563,715	2,331,540	18,539	0.8%
19PP - PROSECUTION	$ 11,082,205	$ 10,440,166	$ 10,440,166	$ 12,455,671	$ 12,586,984	$ 2,146,818	20.6%
AUTO - AUTO THEFT PROSECUTION	253,900	230,450	230,450	252,491	336,655	106,205	46.1%
CHAC - CHARGING ACTIVITY	669,028	774,381	774,381	678,581	793,600	19,219	2.5%
CHCK - CHECK ENFORCEMENT	393,676	600,000	600,000	342,635	346,000	(254,000)	-42.3%
METH - METH MAJOR DRUGS PROSECUTION	1,214,976	-	-	1,475,817	1,300,223	1,300,223	
TRLA - TRIAL	7,795,236	8,728,969	8,728,969	8,840,586	9,069,122	340,153	3.9%
VTAA - VICTIM ASSISTANCE	755,389	106,366	106,366	865,561	741,384	635,018	597.0%
99AS - ADMINISTRATIVE SERVICES	$ 1,254,015	$ 3,758,810	$ 3,758,810	$ 1,067,835	$ 1,116,810	$ (2,642,000)	-70.3%
ODIR - EXECUTIVE MANAGEMENT	1,252,049	3,758,810	3,758,810	1,067,835	1,116,810	(2,642,000)	-70.3%
FSAC - FINANCIAL SERVICES	1,966	-	-	-	-	-	
99GV - GENERAL GOVERNMENT	$ (989,015)	$ -	$ -	$ 50,391	$ -	$ -	
GGOV - GENERAL GOVERNMENT	(989,015)	-	-	50,391	-	-	
99IT - INFORMATION TECHNOLOGY	$ 28,736	$ -	$ -	$ 72,587	$ -	$ -	
DACR - DATA CENTER	28,736	-	-	72,587	-	-	
TOTAL PROGRAMS	$ 13,827,630	$ 16,511,977	$ 16,511,977	$ 15,210,199	$ 16,035,334	$ (476,643)	-2.9%
USES							
19CS - COMMUNITY SERVICES	$ 2,048,863	$ 3,073,071	$ 3,073,071	$ 2,184,065	$ 2,387,511	$ 685,560	22.3%
VCAC - VICTIM COMPENSATION	2,048,863	3,073,071	3,073,071	2,184,065	2,387,511	685,560	22.3%
19PP - PROSECUTION	$ 66,409,065	$ 68,705,369	$ 68,705,369	$ 66,833,630	$ 63,873,598	$ 4,831,771	7.0%
AUTO - AUTO THEFT PROSECUTION	1,795,425	2,118,114	2,118,114	1,754,767	1,882,974	235,140	11.1%
CHAC - CHARGING ACTIVITY	8,768,147	8,805,107	8,805,107	8,833,451	8,321,807	483,300	5.5%
CHCK - CHECK ENFORCEMENT	447,809	599,997	599,997	452,840	431,395	168,602	28.1%
IVAC - COUNTY ATTORNEY INITIATED INV	5,157,872	5,316,233	5,316,233	5,369,572	4,888,481	427,752	8.0%
IDNT - IDENTITY THEFT PROSECUTION	1,645,735	1,591,887	1,591,887	1,563,834	1,495,735	96,152	6.0%
METH - METH MAJOR DRUGS PROSECUTION	3,511,061	3,463,582	3,463,582	3,118,372	2,739,166	724,416	20.9%
TRLA - TRIAL	40,323,271	41,920,378	41,920,378	40,951,454	39,575,295	2,345,083	5.6%
VTAA - VICTIM ASSISTANCE	4,759,745	4,890,071	4,890,071	4,789,340	4,538,745	351,326	7.2%
99AS - ADMINISTRATIVE SERVICES	$ 5,530,621	$ 5,708,636	$ 5,708,636	$ 4,510,656	$ 5,132,961	$ 575,675	10.1%
BDGT - BUDGETING	109,030	101,924	101,924	91,420	95,193	6,731	6.6%
ODIR - EXECUTIVE MANAGEMENT	4,448,315	4,749,210	4,749,210	3,699,872	4,364,543	384,667	8.1%
FSAC - FINANCIAL SERVICES	558,502	456,215	456,215	332,912	394,032	62,183	13.6%
HRAC - HUMAN RESOURCES	323,176	347,404	347,404	291,833	221,120	126,284	36.4%
PROC - PROCUREMENT	91,598	53,883	53,883	94,619	58,073	(4,190)	-7.8%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ 1,874,753	$ 1,968,953	$ 63,792	$ 1,810,961	96.6%
GGOV - GENERAL GOVERNMENT	-	-	1,874,753	1,874,753	-	1,874,753	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	-	-	94,200	63,792	(63,792)	
99IT - INFORMATION TECHNOLOGY	$ 4,193,147	$ 3,695,416	$ 3,695,416	$ 4,395,698	$ 3,788,243	$ (92,827)	-2.5%
BUAS - BUSINESS APPLICATION DEV SUPP	1,033,602	995,762	995,762	1,133,405	1,091,231	(95,469)	-9.6%
DACR - DATA CENTER	1,485,395	1,183,078	1,183,078	1,729,946	1,299,790	(116,712)	-9.9%
DESK - DESKTOP SUPPORT	1,105,564	988,850	988,850	979,718	847,367	141,483	14.3%
HDSP - HELP DESK SUPPORT	568,586	527,726	527,726	552,629	549,855	(22,129)	-4.2%
TOTAL PROGRAMS	$ 78,181,696	$ 81,182,492	$ 83,057,245	$ 79,893,002	$ 75,246,105	$ 7,811,140	9.4%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 6,615,145	$ 8,347,333	$ 8,347,333	$ 7,349,907	$ 7,743,875	$ (603,458)	-7.2%
0620 - OTHER INTERGOVERNMENTAL	2,460,793	2,545,627	2,545,627	2,307,698	2,623,346	77,719	3.1%
SUBTOTAL	$ 9,075,938	$ 10,892,960	$ 10,892,960	$ 9,657,605	$ 10,367,221	$ (525,739)	-4.8%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 941,488	$ 1,007,307	$ 1,007,307	$ 939,449	$ 1,116,788	$ 109,481	10.9%
SUBTOTAL	$ 941,488	$ 1,007,307	$ 1,007,307	$ 939,449	$ 1,116,788	$ 109,481	10.9%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 3,389,536	$ 4,459,010	$ 4,459,010	$ 4,167,803	$ 4,150,710	$ (308,300)	-6.9%
SUBTOTAL	$ 3,389,536	$ 4,459,010	$ 4,459,010	$ 4,167,803	$ 4,150,710	$ (308,300)	-6.9%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 354,256	$ 101,000	$ 101,000	$ 413,334	$ 376,315	$ 275,315	272.6%
0650 - MISCELLANEOUS REVENUE	66,412	51,700	51,700	32,008	24,300	(27,400)	-53.0%
SUBTOTAL	$ 420,668	$ 152,700	$ 152,700	$ 445,342	$ 400,615	$ 247,915	162.4%
ALL REVENUES	$ 13,827,630	$ 16,511,977	$ 16,511,977	$ 15,210,199	$ 16,035,334	$ (476,643)	-2.9%
TOTAL SOURCES	$ 13,827,630	$ 16,511,977	$ 16,511,977	$ 15,210,199	$ 16,035,334	$ (476,643)	-2.9%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 49,440,513	$ 48,909,881	$ 48,909,881	$ 48,785,114	$ 46,342,759	$ 2,567,122	5.2%
0705 - TEMPORARY PAY	582,492	2,418,075	2,418,075	1,323,854	356,512	2,061,563	85.3%
0710 - OVERTIME	240,837	156,348	156,348	150,408	281,168	(124,820)	-79.8%
0750 - FRINGE BENEFITS	14,661,749	14,959,974	14,959,974	15,101,190	13,690,642	1,269,332	8.5%
0790 - OTHER PERSONNEL SERVICES	1,063,972	980,170	980,170	789,995	616,792	363,378	37.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(959,712)	(959,712)	(959,712)	(891,539)	(1,233,759)	274,047	-28.6%
0796 - PERSONNEL SERVICES ALLOC-IN	318,348	318,348	318,348	647,136	1,166,899	(848,551)	-266.5%
SUBTOTAL	$ 65,348,199	$ 66,783,084	$ 66,783,084	$ 65,906,158	$ 61,221,013	$ 5,562,071	8.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,193,999	$ 1,155,036	$ 1,155,036	$ 1,014,085	$ 1,003,929	$ 151,107	13.1%
0803 - FUEL	93,711	88,100	88,100	90,885	114,588	(26,488)	-30.1%
0804 - NON-CAPITAL EQUIPMENT	34,694	-	-	128,291	49,800	(49,800)	
0806 - SUPPLIES-ALLOCATION IN	-	-	-	8,381	25,500	(25,500)	
SUBTOTAL	$ 1,322,404	$ 1,243,136	$ 1,243,136	$ 1,241,642	$ 1,193,817	$ 49,319	4.0%
SERVICES							
0810 - LEGAL SERVICES	$ 1,155,124	$ 1,345,711	$ 1,345,711	$ 605,932	$ 1,958,640	$ (612,929)	-45.5%
0811 - HEALTH CARE SERVICES	1,935,799	3,074,155	3,074,155	1,859,056	1,842,416	1,231,739	40.1%
0812 - OTHER SERVICES	3,504,796	3,187,398	3,187,398	3,666,679	4,608,241	(1,420,843)	-44.6%
0820 - RENT & OPERATING LEASES	1,249,981	1,238,467	1,238,467	1,378,310	1,372,515	(134,048)	-10.8%
0825 - REPAIRS AND MAINTENANCE	789,521	857,095	857,095	347,513	308,100	548,995	64.1%
0830 - INTERGOVERNMENTAL PAYMENTS	571,019	1,494,910	3,369,663	2,351,353	435,440	2,934,223	87.1%
0839 - INTERNAL SERVICE CHARGES	501,447	384,966	384,966	499,256	528,044	(143,078)	-37.2%
0841 - TRAVEL	309,976	413,500	413,500	217,605	202,604	210,896	51.0%
0842 - EDUCATION AND TRAINING	240,266	348,470	348,470	201,737	215,564	132,906	38.1%
0843 - POSTAGE/FREIGHT/SHIPPING	239,635	212,400	212,400	200,641	227,791	(15,391)	-7.2%
0845 - SUPPORT AND CARE OF PERSONS	738,425	-	-	746,041	1,039,305	(1,039,305)	
0850 - UTILITIES	23,878	5,200	5,200	15,683	14,820	(9,620)	-185.0%
0873 - SERVICES-ALLOCATION IN	-	-	-	21,701	70,622	(70,622)	
SUBTOTAL	$ 11,259,867	$ 12,562,272	$ 14,437,025	$ 12,111,507	$ 12,824,102	$ 1,612,923	11.2%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 83,559	$ -	$ -	$ 40,484	$ -	$ -	
0930 - VEHICLES & CONSTRUCTION EQUIP	-	-	-	133,527	-	-	
0950 - DEBT SERVICE	167,667	594,000	594,000	459,684	7,173	586,827	98.8%
SUBTOTAL	$ 251,226	$ 594,000	$ 594,000	$ 633,695	$ 7,173	$ 586,827	98.8%
TOTAL USES	$ 78,181,696	$ 81,182,492	$ 83,057,245	$ 79,893,002	$ 75,246,105	$ 7,811,140	9.4%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 1,151,123,752	$ 1,166,652,302	$ 1,166,570,425	$ 1,095,411,719	$ 1,090,162,676	$ (76,407,749)	-6.5%
FUND TOTAL SOURCES	$ 1,151,123,752	$ 1,168,533,450	$ 1,168,744,471	$ 1,097,593,538	$ 1,090,162,676	$ (78,581,795)	-6.7%
213 COUNTY ATTORNEY RICO							
OPERATING	$ 1,843,458	$ 2,750,000	$ 2,750,000	$ 2,762,859	$ 2,750,000	$ -	0.0%
FUND TOTAL SOURCES	$ 1,843,458	$ 2,750,000	$ 2,750,000	$ 2,762,859	$ 2,750,000	$ -	0.0%
219 COUNTY ATTORNEY GRANTS							
OPERATING	$ 6,662,540	$ 8,347,333	$ 8,347,333	$ 7,389,325	$ 7,792,090	$ (555,243)	-6.7%
FUND TOTAL SOURCES	$ 6,662,540	$ 8,347,333	$ 8,347,333	$ 7,389,325	$ 7,792,090	$ (555,243)	-6.7%
220 DIVERSION							
OPERATING	$ 1,052,756	$ 1,008,810	$ 1,008,810	$ 1,069,552	$ 1,108,810	$ 100,000	9.9%
FUND TOTAL SOURCES	$ 1,052,756	$ 1,008,810	$ 1,008,810	$ 1,069,552	$ 1,108,810	$ 100,000	9.9%
221 COUNTY ATTORNEY FILL THE GAP							
OPERATING	$ 1,696,640	$ 1,814,388	$ 1,814,388	$ 1,661,603	$ 1,964,388	$ 150,000	8.3%
FUND TOTAL SOURCES	$ 1,696,640	$ 1,814,388	$ 1,814,388	$ 1,661,603	$ 1,964,388	$ 150,000	8.3%
266 CHECK ENFORCEMENT PROGRAM							
OPERATING	$ 393,676	$ 600,000	$ 600,000	$ 345,646	$ 346,000	$ (254,000)	-42.3%
FUND TOTAL SOURCES	$ 393,676	$ 600,000	$ 600,000	$ 345,646	$ 346,000	$ (254,000)	-42.3%
267 CRIM JUSTICE ENHANCEMENT							
OPERATING	$ 1,888,460	$ 1,799,746	$ 1,799,746	$ 1,722,129	$ 1,909,746	$ 110,000	6.1%
FUND TOTAL SOURCES	$ 1,888,460	$ 1,799,746	$ 1,799,746	$ 1,722,129	$ 1,909,746	$ 110,000	6.1%
268 VICTIM COMP AND ASSISTANCE							
OPERATING	$ 108,041	$ 100,000	$ 100,000	$ 124,409	$ 100,000	$ -	0.0%
FUND TOTAL SOURCES	$ 108,041	$ 100,000	$ 100,000	$ 124,409	$ 100,000	$ -	0.0%
269 VICTIM COMP RESTITUTION INT							
OPERATING	$ 115,647	$ 40,000	$ 40,000	$ 102,668	$ 40,000	$ -	0.0%
FUND TOTAL SOURCES	$ 115,647	$ 40,000	$ 40,000	$ 102,668	$ 40,000	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,825,928,717	$ 1,921,694,541	$ 1,934,620,506	$ 1,577,529,583	$ 1,786,884,084	$ (147,736,422)	-7.6%
DEPARTMENT TOTAL SOURCES	$ 1,954,968,685	$ 1,972,657,795	$ 1,988,865,982	$ 1,815,721,800	$ 1,843,282,992	$ (145,582,990)	-7.3%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 64,866,489	$ 62,837,039	$ 62,837,039	$ 61,882,173	$ 56,599,487	$ 6,237,552	9.9%
FUND TOTAL USES	$ 64,866,489	$ 62,837,039	$ 62,837,039	$ 61,882,173	$ 56,599,487	$ 6,237,552	9.9%
213 COUNTY ATTORNEY RICO							
OPERATING	$ 2,316,248	$ 2,750,000	$ 2,750,000	$ 2,397,892	$ 2,750,000	$ -	0.0%
NON-RECURRING	-	-	600,768	600,768	750,000	(149,232)	-24.8%
FUND TOTAL USES	$ 2,316,248	$ 2,750,000	$ 3,350,768	$ 2,998,660	$ 3,500,000	$ (149,232)	-4.5%
219 COUNTY ATTORNEY GRANTS							
OPERATING	$ 6,761,658	$ 8,347,330	$ 8,347,330	$ 7,342,807	$ 7,792,090	$ 555,240	6.7%
FUND TOTAL USES	$ 6,761,658	$ 8,347,330	$ 8,347,330	$ 7,342,807	$ 7,792,090	$ 555,240	6.7%
220 DIVERSION							
OPERATING	$ 722,414	$ 1,008,810	$ 1,008,810	$ 1,201,968	$ 1,108,810	$ (100,000)	-9.9%
NON-RECURRING	-	-	-	-	1,000,000	(1,000,000)	
FUND TOTAL USES	$ 722,414	$ 1,008,810	$ 1,008,810	$ 1,201,968	$ 2,108,810	$ (1,100,000)	-109.0%
221 COUNTY ATTORNEY FILL THE GAP							
OPERATING	$ 1,528,857	$ 2,314,388	$ 2,314,388	$ 2,210,403	$ 1,964,388	$ 350,000	15.1%
NON-RECURRING	-	-	717,657	717,657	-	717,657	100.0%
FUND TOTAL USES	$ 1,528,857	$ 2,314,388	$ 3,032,045	$ 2,928,060	$ 1,964,388	$ 1,067,657	35.2%
266 CHECK ENFORCEMENT PROGRAM							
OPERATING	$ 447,809	$ 599,997	$ 599,997	$ 454,264	$ 431,584	$ 168,413	28.1%
FUND TOTAL USES	$ 447,809	$ 599,997	$ 599,997	$ 454,264	$ 431,584	$ 168,413	28.1%
267 CRIM JUSTICE ENHANCEMENT							
OPERATING	$ 1,535,466	$ 2,384,928	$ 2,384,928	$ 2,253,626	$ 1,909,746	$ 475,182	19.9%
NON-RECURRING	-	-	556,328	556,328	800,000	(243,672)	-43.8%
FUND TOTAL USES	$ 1,535,466	$ 2,384,928	$ 2,941,256	$ 2,809,954	$ 2,709,746	$ 231,510	7.9%
268 VICTIM COMP AND ASSISTANCE							
OPERATING	$ 1,296	$ 100,000	$ 100,000	$ 182	$ 100,000	$ -	0.0%
NON-RECURRING	-	400,000	400,000	133,328	-	400,000	100.0%
FUND TOTAL USES	$ 1,296	$ 500,000	$ 500,000	$ 133,510	$ 100,000	$ 400,000	80.0%
269 VICTIM COMP RESTITUTION INT							
OPERATING	$ 1,459	$ 40,000	$ 40,000	$ 8,278	$ 40,000	$ -	0.0%
NON-RECURRING	-	400,000	400,000	133,328	-	400,000	100.0%
FUND TOTAL USES	$ 1,459	$ 440,000	$ 440,000	$ 141,606	$ 40,000	$ 400,000	90.9%
DEPARTMENT OPERATING TOTAL USES	$ 78,181,696	$ 80,382,492	$ 80,382,492	$ 77,751,593	$ 72,696,105	$ 7,686,387	9.6%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 800,000	$ 2,674,753	$ 2,141,409	$ 2,550,000	$ 124,753	4.7%
DEPARTMENT TOTAL USES	$ 78,181,696	$ 81,182,492	$ 83,057,245	$ 79,893,002	$ 75,246,105	$ 7,811,140	9.4%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
ADMINISTRATIVE SERVICES								
BUDGETING	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
EXECUTIVE MANAGEMENT	39.50	39.50	36.00	32.50	(7.00)	(17.72%)	(3.50)	(9.72%)
FINANCIAL SERVICES	7.00	7.00	7.00	6.00	(1.00)	(14.29%)	(1.00)	(14.29%)
HUMAN RESOURCES	7.00	7.00	7.00	4.00	(3.00)	(42.86%)	(3.00)	(42.86%)
PROCUREMENT	1.00	1.00	2.00	1.00	-	0.00%	(1.00)	(50.00%)
PROGRAM TOTAL	55.50	55.50	53.00	44.50	(11.00)	(19.82%)	(8.50)	(16.04%)
COMMUNITY SERVICES								
VICTIM COMPENSATION	7.00	7.00	7.00	7.00	-	0.00%	-	0.00%
PROGRAM TOTAL	7.00	7.00	7.00	7.00	-	0.00%	-	0.00%
INFORMATION TECHNOLOGY								
BUSINESS APPLICATION DEV SUPP	10.00	10.00	12.00	11.00	1.00	10.00%	(1.00)	(8.33%)
DATA CENTER	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
DESKTOP SUPPORT	11.00	11.00	10.00	11.00	-	0.00%	1.00	10.00%
HELP DESK SUPPORT	9.00	9.00	9.00	9.00	-	0.00%	-	0.00%
PROGRAM TOTAL	32.00	32.00	33.00	33.00	1.00	3.13%	-	0.00%
PROSECUTION								
AUTO THEFT PROSECUTION	27.00	27.00	23.00	24.00	(3.00)	(11.11%)	1.00	4.35%
CHARGING ACTIVITY	118.00	118.00	119.00	118.50	0.50	0.42%	(0.50)	(0.42%)
CHECK ENFORCEMENT	12.60	12.60	12.60	12.60	-	0.00%	-	0.00%
COUNTY ATTORNEY INITIATED INV	68.00	68.00	69.00	64.00	(4.00)	(5.88%)	(5.00)	(7.25%)
IDENTITY THEFT PROSECUTION	25.00	25.00	25.00	22.00	(3.00)	(12.00%)	(3.00)	(12.00%)
METH MAJOR DRUGS PROSECUTION	39.00	39.00	34.00	34.00	(5.00)	(12.82%)	-	0.00%
TRIAL	472.00	472.00	478.50	449.00	(23.00)	(4.87%)	(29.50)	(6.17%)
VICTIM ASSISTANCE	84.00	84.00	84.00	81.00	(3.00)	(3.57%)	(3.00)	(3.57%)
PROGRAM TOTAL	845.60	845.60	845.10	805.10	(40.50)	(4.79%)	(40.00)	(4.73%)
DEPARTMENT TOTAL	940.10	940.10	938.10	889.60	(50.50)	(5.37%)	(48.50)	(5.17%)

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Executive Assistant	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Accounting Specialist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Legal Support Specialist	100.00	100.00	100.00	97.00	(3.00)	-3.00%	(3.00)	-3.00%
Human Resources Specialist	2.00	2.00	2.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Intern	3.60	3.60	3.60	2.60	(1.00)	-27.78%	(1.00)	-27.78%
Office Assistant	150.50	150.50	149.50	128.00	(22.50)	-14.95%	(21.50)	-14.38%
Office Assistant Specialized	10.00	10.00	11.00	9.00	(1.00)	-10.00%	(2.00)	-18.18%
Admin/Operations Specialist	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Deputy Director	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Elected	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Chief Deputy - County Attorney	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Financial Supervisor - Dept	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Legal Assistant Supv	5.00	5.00	5.00	5.00	-	0.00%	.00	0.00%
Legal Support Supervisor	42.00	42.00	42.00	42.00	-	0.00%	.00	0.00%
Attorney Supervisor	28.00	28.00	26.00	26.00	(2.00)	-7.14%	.00	0.00%
Administrative Staff Supv	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Investigations Supv - MCAO	4.00	4.00	5.00	5.00	1.00	25.00%	.00	0.00%
Investigation Commander - MCAO	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Human Resources Support Supv	2.00	2.00	2.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Financial Support Supv - Dept	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Social Worker Supervisor	9.00	9.00	8.00	8.00	(1.00)	-11.11%	.00	0.00%
Attorney Manager	7.00	7.00	7.00	6.00	(1.00)	-14.29%	(1.00)	-14.29%
Applications Development Mgr	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Systems Admin & Analysis Mgr	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Technical Support Mgr	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
IT Division Manager	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Investigator Chief - MCAO	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Operations/Program Manager	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Management Analyst	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Program Coordinator	4.00	4.00	3.00	2.00	(2.00)	-50.00%	(1.00)	-33.33%
Accountant	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Internal Auditor	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Grant-Contract Administrator	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Procurement Specialist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Planner	1.00	1.00	-	1.00	-	0.00%	1.00	0.00%
Trainer	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Social Worker	56.00	56.00	57.00	55.00	(1.00)	-1.79%	(2.00)	-3.51%
Attorney - Associate	146.00	146.00	155.00	151.00	5.00	3.42%	(4.00)	-2.58%
Attorney - Senior Associate	59.50	59.50	61.00	59.00	(0.50)	-0.84%	(2.00)	-3.28%
Attorney - Senior	61.50	61.50	54.00	53.00	(8.50)	-13.82%	(1.00)	-1.85%
Business/Systems Analyst	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Data Security Analyst Sr/Ld	2.00	2.00	1.00	2.00	-	0.00%	1.00	100.00%
Database Administrator	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
IS Architect	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Programmer/Analyst	3.00	3.00	4.00	3.00	-	0.00%	(1.00)	-25.00%
Programmer/Analyst - Sr/Ld	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Systems/Network Administrator	4.00	4.00	4.00	4.00	-	0.00%	.00	0.00%
Systems/Network Admin-Sr/Ld	4.00	4.00	4.00	4.00	-	0.00%	.00	0.00%
Web Designer/Developer	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Attorney -Capital Co-Counsel	21.00	21.00	20.00	20.00	(1.00)	-4.76%	.00	0.00%
Attorney -Capital Lead Counsel	18.00	18.00	18.00	17.00	(1.00)	-5.56%	(1.00)	-5.56%
Legal Assistant	96.00	96.00	95.00	93.00	(3.00)	-3.13%	(2.00)	-2.11%
Investigator	43.00	43.00	41.00	39.00	(4.00)	-9.30%	(2.00)	-4.88%
Help Desk Coordinator	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
PC/LAN Tech Support	5.00	5.00	5.00	5.00	-	0.00%	.00	0.00%
Investigator - MCAO	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Media Specialist	2.00	2.00	3.00	2.00	-	0.00%	(1.00)	-33.33%
Communicatn Ofcr/Govt Liaison	6.00	6.00	6.00	5.00	(1.00)	-16.67%	(1.00)	-16.67%
Planner - Facilities	-	-	1.00	-	-		(1.00)	-100.00%
Deptartment Total	940.10	940.10	938.10	889.60	(50.50)	-5.37%	(48.50)	-5.17%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
100 - GENERAL	794.50	794.50	793.50	744.00	(50.50)	-6.36%	(49.50)	-6.24%
219 - COUNTY ATTORNEY GRANTS	71.00	71.00	70.00	71.00	-	0.00%	1.00	1.43%
220 - DIVERSION	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
221 - COUNTY ATTORNEY FILL THE GAP	31.00	31.00	31.00	31.00	-	0.00%	-	0.00%
266 - CHECK ENFORCEMENT PROGRAM	12.60	12.60	12.60	12.60	-	0.00%	-	0.00%
267 - CRIM JUSTICE ENHANCEMENT	28.00	28.00	28.00	28.00	-	0.00%	-	0.00%
DEPARTMENT TOTAL	940.10	940.10	938.10	889.60	(50.50)	-5.37%	(48.50)	-5.17%

Significant Variance Analysis

The County Attorney's Office is eliminating 48.5 FTE vacant positions from a variety of programs as part of the FY 2009-10 budget balancing initiative. Most of these positions are administrative in nature.

General Adjustments

Budget Balancing Adjustments:

General Fund (100)

Vacancies

- Eliminate regular vacant positions in the amount of $2,299,502.
- Eliminate temporary vacant positions in the amount of $2,270,074.
- Eliminate positions vacated through retirement in the amount of $779,094.

Fund Shift

- Shift personnel costs from the General Fund (100) to the Diversion Fund (220) in the amount of $100,000.
- Shift personnel costs from the General Fund (100) to the Fill the Gap Fund (221) in the amount of $150,000.
- Shift personnel costs from the General Fund (100) to the Criminal Justice Enhancement Fund (267) in the amount of $110,000.

Debt Reduction

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce operating expenses for equipment. This results in an operating savings of $446,345

Other Personnel Reductions

- Reduce expenditures via reductions in force, elimination of vacant positions, or employee furloughs in the amount of $3,337,441 in accordance with Board policies.

Other Base Adjustments:

General Fund (100)

- Increase expenditures in the amount of $481,840 in order to right-size personnel savings to 3%.
- Reduce expenditures in the amount of $79,270 due to savings on copiers due to the print management program.
- Reduce expenditures in the amount of $68,538 due to reduced FY 2009-10 Risk Management charges.

Grant Fund (219)

- (Operating) Reduce revenues and expenditures in the amount of $370,740 due to reduced anticipated grant receipts.

Diversion Fund (220)

- (Operating) Increase revenue in the amount of $100,000 to reflect forecasted revenue.
- (Non-Recurring) Increase non-recurring/non-project expenditures in the amount of $1,000,000 to fund a multi-jurisdiction warrant round-up and a pilot of a paperless police report submission process.

Fill the Gap Fund (221)

- (Operating) Increase revenue in the amount of $150,000 to reflect forecasted revenue.

Criminal Justice Enhancement Fund (267)

- (Operating) Increase revenue in the amount of $110,000 to reflect expected FY 2009-10 revenues.

Programs and Activities

Community Services Program

The purpose of the Community Services Program is to provide a variety of special services and assistance to people in Maricopa County so that the office fulfills its statutory mandates.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
TBD	Not Reported	Not Reported	Not Reported		

Activities that comprise this program include:

- Victim Compensation

Victim Compensation Activity

The purpose of the Victim Compensation Activity is to provide financial reimbursement to victims of violent crimes so that they can recover eligible crime related financial loss.

Mandates: A.R.S. §11-538 establishes that the County Attorney's Office shall, if a victim compensation fund has been established, use such funds to assist "eligible victims of crime" with medical, counseling, funeral expenses and lost wages according to the eligibility rules established by the Arizona Criminal Justice Commission.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	# of victim compensation claims completed	750	800	584	-216	-27.0%
Output	TBD	Not Reported	Not Reported	Not Reported		
Demand	# of victim compensation claims received	705	800	928	128	16.0%
Efficiency	Cost to process each victim compensation claim completed	$2,732	$3,841	$4,088	-$247	6.4%
Revenue						
	219 - COUNTY ATTORNEY GRANTS	$ 2,228,001	$ 2,173,001	$ 2,191,540	$ 18,539	0.9%
	268 - VICTIM COMP AND ASSISTANCE	108,041	100,000	100,000	-	0.0%
	269 - VICTIM COMP RESTITUTION INT	115,647	40,000	40,000	-	0.0%
	TOTAL SOURCES	$ 2,451,689	$ 2,313,001	$ 2,331,540	$ 18,539	0.8%
Expenditure						
	100 - GENERAL	$ 162,062	$ 167,059	$ 180,452	$ (13,393)	-8.0%
	219 - COUNTY ATTORNEY GRANTS	1,884,046	1,966,012	2,067,059	(101,047)	-5.1%
	268 - VICTIM COMP AND ASSISTANCE	1,296	500,000	100,000	400,000	80.0%
	269 - VICTIM COMP RESTITUTION INT	1,459	440,000	40,000	400,000	90.9%
	TOTAL USES	$ 2,048,863	$ 3,073,071	$ 2,387,511	$ 685,560	22.3%

Prosecution Program

The purpose of the Prosecution Program is to provide comprehensive felony, misdemeanor, delinquency and incorrigibility prosecution in the adult and juvenile courts on behalf of the people of Maricopa County so that they can be assured that justice has been served and offenders are held accountable for their criminal or delinquent acts.

Mandates: A.R.S. §11-532 establishes that the County Attorney's Office shall conduct all prosecutions in the Superior Court for public offenses committed within the county on behalf of the state.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Rate of conviction	26.5%	0.0%	97.9%	97.9%	
Percent of vehicle theft prosecutions completed within 90 days of arraignment	37.7%	85.0%	0.0%	(85.0%)	-100.0%
Percent of vehicle theft prosecutions completed within 180 days of arraignment	Not Reported	50.0%	21.0%	(29.0%)	-58.0%
% of adult criminal cases filed within deadlines.	Not Reported	Not Reported	Not Reported		
% of juvenile cases filed within deadlines.	Not Reported	Not Reported	Not Reported		
Percent of bad check cases diverted	Not Reported	85.0%	Not Reported		
Rate of conviction	44.2%	85.0%	98.7%	13.7%	16.2%
Percent of identity theft prosecutions completed within 90 days of arraignment	15.7%	50.0%	0.0%	(50.0%)	-100.0%
Percent of identity theft prosecutions completed within 180 days of arraignment	Not Reported	85.0%	0.0%	(85.0%)	-100.0%
TBD	Not Reported	Not Reported	Not Reported		
Rate of conviction	55.2%	85.0%	94.8%	9.8%	11.5%
Percent of meth and major drug offenses completed within 90 days of arraignment	26.3%	50.0%	Not Reported		
Percent of meth and major drug offenses completed within 180 days of arraignment	Not Reported	85.0%	Not Reported		
% of adult criminal cases completed within 180 days.	9.2%	95.0%	Not Reported		
% of juvenile cases completed within expected timeframes.	100.0%	Not Reported	Not Reported		
% of victims satisfied as determined by a satisfaction survey	91.7%	Not Reported	90.7%		

Activities that comprise this program include:

- Auto Theft Prosecution
- Charging
- Check Enforcement Program
- Identity Theft Prosecution
- County Attorney Initiated Investigations
- Meth & Major Drug Prosecution
- Trial
- Victim Assistance

Auto Theft Prosecution Activity

The purpose of the Vehicle Theft Prosecution Activity is to prosecute persons accused of theft of motor vehicles for crime victims and the public so that offenders will receive just punishment and crime will be prevented.

Mandates: This Activity supports overall Prosecution Program mandates.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Rate of conviction	26.5%	Not Reported	32.5%		
Result	Percent of vehicle theft prosecutions completed within 90 days of arraignment	37.7%	85.0%	Not Reported		
Result	Percent of vehicle theft prosecutions completed within 180 days of arraignment	Not Reported	50.0%	Not Reported		
Output	Number of vehicle thefts prosecuted	4,385	4,504	4,594	90	2.0%
Demand	Number of vehicle thefts submitted by law enforcement	7,049	7,708	8,401	693	9.0%
Efficiency	Cost per vehicle theft prosecuted	$ 409.45	$ 470.27	$ 409.88	$ 60.40	-12.8%
Revenue						
	219 - COUNTY ATTORNEY GRANTS	$ 253,900	$ 230,450	$ 336,655	$ 106,205	46.1%
	TOTAL SOURCES	$ 253,900	$ 230,450	$ 336,655	$ 106,205	46.1%
Expenditure						
	100 - GENERAL	$ 1,484,639	$ 1,819,017	$ 1,545,275	$ 273,742	15.0%
	219 - COUNTY ATTORNEY GRANTS	310,786	299,097	337,699	(38,602)	-12.9%
	TOTAL USES	$ 1,795,425	$ 2,118,114	$ 1,882,974	$ 235,140	11.1%

Charging Activity

The purpose of the Vehicle Theft Prosecution Activity is to prosecute persons accused of theft of motor vehicles for crime victims and the public so that offenders will receive just punishment and crime will be prevented.

Mandates: This Activity supports overall Prosecution Program mandates.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of adult criminal cases filed within deadlines	Not Reported	Not Reported	Not Reported		
Result	% of juvenile cases filed within deadlines	Not Reported	Not Reported	Not Reported		
Output	# of adult criminal cases filed	40,763	40,800	40,320	-480	-1.2%
Output	# of juvenile cases filed	12,169	0	12,904	12,904	
Demand	# of adult criminal cases submitted	53,600	55,121	49,320	-5,801	-10.5%
Efficiency	Cost of adult criminal case filed	$ 215.10	$ 215.81	$ 206.39	$ 9.42	-4.4%
Revenue						
	221 - COUNTY ATTORNEY FILL THE GAP	$ 669,028	$ 774,381	$ 793,600	$ 19,219	2.5%
	TOTAL SOURCES	$ 669,028	$ 774,381	$ 793,600	$ 19,219	2.5%
Expenditure						
	100 - GENERAL	$ 8,104,938	$ 7,841,706	$ 7,126,323	$ 715,383	9.1%
	219 - COUNTY ATTORNEY GRANTS	14,390	-	139,581	(139,581)	
	221 - COUNTY ATTORNEY FILL THE GAP	498,416	737,511	748,042	(10,531)	-1.4%
	267 - CRIM JUSTICE ENHANCEMENT	150,403	225,890	307,861	(81,971)	-36.3%
	TOTAL USES	$ 8,768,147	$ 8,805,107	$ 8,321,807	$ 483,300	5.5%

Check Enforcement Diversion Activity

The purpose of the Check Enforcement Diversion activity is to provide recovery of monies from bad check writers and to deter the writing of bad checks through prosecution, education and the assessment of fines, so that Maricopa County residents and businesses will see successful recovery of lost monies and that offenders are held accountable.

Mandates: Recovery of damages from bad check writers is not a mandated duty of the County Attorney's Office. A.R.S. §13-1807 establishes the circumstances under which bad check issuance is

considered a crime. Prosecution of criminal fraudulent check writers – a mandated duty – is not included in this Activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of bad check cases diverted	Not Reported	85.0%	Not Reported		
Output	# of checks resolved through collection of restitution	Not Reported	8,330	8,496	166	2.0%
Demand	# of checks received into the Check Enforcement Program	7,506	6,333	7,340	1,007	15.9%
Efficiency	Cost per check resolved through collection of restitution	Not Reported	$ 72.03	$ 50.78	$ 21.25	-29.5%
Revenue						
	266 - CHECK ENFORCEMENT PROGRAM	$ 393,676	$ 600,000	$ 346,000	$ (254,000)	-42.3%
	TOTAL SOURCES	$ 393,676	$ 600,000	$ 346,000	$ (254,000)	-42.3%
Expenditure						
	266 - CHECK ENFORCEMENT PROGRAM	$ 447,809	$ 599,997	$ 431,395	$ 168,602	28.1%
	TOTAL USES	$ 447,809	$ 599,997	$ 431,395	$ 168,602	28.1%

Other Base Adjustments:

Check Enforcement Fund (266)

- (Operating) Reduce revenue in the amount of $254,000 to align with projected trends.
- (Operating) Reduce expenditures in the amount of $168,416 so that the amount of expenditures exceeding revenues does not exceed available Check Enforcement Fund balance.

Identity Theft Prosecution Activity

The purpose of the Identity Theft Prosecution Activity is to provide prosecution of persons who commit ID Theft to crime victims and the public so that they can be assured that offenders will receive just punishment and crime will be prevented.

Mandates: This Activity supports overall Prosecution Program mandates.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Rate of conviction	44.2%	85.0%	98.7%	13.7%	16.2%
Result	Percent of identity theft prosecutions completed within 90 days of arraignment	15.7%	50.0%	Not Reported		
Result	Percent of identity theft prosecutions completed within 180 days of arraignment	Not Reported	85.0%	Not Reported		
Output	Number of identity thefts prosecuted	2,216	2,759	3,421	662	24.0%
Demand	Number of identity thefts submitted by law enforcement	4,294	5,300	5,534	234	4.4%
Efficiency	Cost per identity theft prosecuted	$ 742.66	$ 576.98	$ 437.22	$ 139.76	-24.2%
Expenditure						
	100 - GENERAL	$ 1,645,735	$ 1,591,887	$ 1,495,735	$ 96,152	6.0%
	TOTAL USES	$ 1,645,735	$ 1,591,887	$ 1,495,735	$ 96,152	6.0%

County Attorney Initiated Investigations Activity

The purpose of the County Attorney Initiated Investigations Activity is to provide original investigative and surveillance findings to the County Attorney and Chief Deputy so that they can determine if further legal action is needed.

Mandates: This Activity supports overall Prosecution Program mandates.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	Number of County Attorney pre-filing initiated investigative inquiries completed	20,269	21,574	22,396	822	3.8%
Output	TBD	Not Reported	Not Reported	Not Reported		
Demand	Number of County Attorney pre-filing initiated investigative inquiries requested	18,417	19,717	20,848	1,131	5.7%
Efficiency	Cost per investigative services request completed	$ 254.47	$ 246.42	$ 218.27	$ 28.14	-11.4%
Expenditure						
	100 - GENERAL	$ 5,043,027	$ 5,038,381	$ 4,617,150	$ 421,231	8.4%
	219 - COUNTY ATTORNEY GRANTS	76,749	239,023	233,250	5,773	2.4%
	221 - COUNTY ATTORNEY FILL THE GAP	38,096	38,829	38,081	748	1.9%
	TOTAL USES	$ 5,157,872	$ 5,316,233	$ 4,888,481	$ 427,752	8.0%

Meth and Major Drug Prosecution Activity

The purpose of the Meth and Major Drug Prosecution Activity is to provide prosecution of persons who commit meth and drug crimes to crime victims and the public so they can be assured that offenders will receive just punishment and crime will be prevented.

Mandates: This Activity supports overall Prosecution Program mandates.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Rate of conviction	55.2%	85.0%	94.8%	9.8%	11.5%
Result	Percent of meth and major drug offenses completed within 90 days of arraignment	26.3%	50.0%	Not Reported		
Result	Percent of meth and major drug offenses completed within 180 days of arraignment	Not Reported	85.0%	Not Reported		
Output	Number of meth and major drug offenses prosecuted	6,458	4,504	4,937	433	9.6%
Demand	Number of meth and major drug offenses submitted by law enforcement	7,811	8,723	8,839	116	1.3%
Efficiency	Cost per meth and major drug offense prosecuted	$ 543.68	$ 769.00	$ 554.82	$ 214.18	-27.9%
Revenue						
	219 - COUNTY ATTORNEY GRANTS	$ 1,214,976	$ -	$ 1,300,223	$ 1,300,223	
	TOTAL SOURCES	$ 1,214,976	$ -	$ 1,300,223	$ 1,300,223	
Expenditure						
	100 - GENERAL	$ 2,155,901	$ 2,011,626	$ 1,316,068	$ 695,558	34.6%
	219 - COUNTY ATTORNEY GRANTS	1,355,160	1,451,956	1,423,098	28,858	2.0%
	TOTAL USES	$ 3,511,061	$ 3,463,582	$ 2,739,166	$ 724,416	20.9%

Trial Activity

The purpose of the Trial Activity is to provide criminal and juvenile prosecution of offenders to the people of Maricopa County so that they can live in a safer community.

Mandates: This Activity supports overall Prosecution Program mandates.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of adult criminal cases completed within 180 days	9.2%	95.0%	Not Reported		
Result	% of juvenile cases completed within expected timeframes	100.0%	Not Reported	Not Reported		
Output	# of adult criminal cases completed	28,377	31,600	37,196	5,596	17.7%
Output	# of juvenile cases completed	14,905	Not Reported	13,112		
Demand	# of adult criminal cases filed	40,541	40,800	40,320	-480	-1.2%
Efficiency	Cost per adult criminal case completed	$ 1,420.98	$ 1,326.59	$ 1,063.97	$ 262.63	-19.8%
Revenue						
	100 - GENERAL	$ 64,446	$ 51,700	$ 24,300	$ (27,400)	-53.0%
	213 - COUNTY ATTORNEY RICO	1,843,458	-	2,750,000	2,750,000	
	219 - COUNTY ATTORNEY GRANTS	2,971,260	5,837,516	3,214,288	(2,623,228)	-44.9%
	221 - COUNTY ATTORNEY FILL THE GAP	1,027,612	1,040,007	1,170,788	130,781	12.6%
	267 - CRIM JUSTICE ENHANCEMENT	1,888,460	1,799,746	1,909,746	110,000	6.1%
	TOTAL SOURCES	$ 7,795,236	$ 8,728,969	$ 9,069,122	$ 340,153	3.9%
Expenditure						
	100 - GENERAL	$ 34,228,955	$ 33,425,209	$ 30,242,304	$ 3,182,905	9.5%
	213 - COUNTY ATTORNEY RICO	2,316,248	2,000,000	3,500,000	(1,500,000)	-75.0%
	219 - COUNTY ATTORNEY GRANTS	1,717,043	3,136,860	2,590,358	546,502	17.4%
	221 - COUNTY ATTORNEY FILL THE GAP	936,079	1,487,621	1,126,988	360,633	24.2%
	267 - CRIM JUSTICE ENHANCEMENT	1,124,946	1,870,688	2,115,645	(244,957)	-13.1%
	TOTAL USES	$ 40,323,271	$ 41,920,378	$ 39,575,295	$ 2,345,083	5.6%

Budget Balancing Adjustments:

General Fund (100)

Service Reduction

- Eliminate attorney positions in Post-Disposition Therapeutic Court in the amount of $289,420.

Other Base Adjustments:

General Fund (100)

- Increase revenue in the amount of $27,000 in order to right-size revenue from discovery.

County Attorney RICO Fund (213)

- (Non-Recurring) Increase one-time funding in the amount of $750,000 for multijurisdictional conspiracy, anti-drug, and anti-gang efforts.

Criminal Justice Enhancement Fund (267)

- (Operating) Increase revenue in the amount of $110,000 to reflect forecasted revenue.
- (Non-Recurring) Increase non-recurring/non-project expenditures in the amount of $800,000 to purchase equipment for a multi-jurisdictional fraud taskforce.

Victim Assistance Activity

The purpose of the Victim Assistance Activity is to provide victims' rights and victim assistance services to victims of crimes committed in Maricopa County so that they can experience a reduction in trauma, strive to feel whole again, and be informed of criminal or juvenile justice proceedings.

Mandates: This Activity supports overall Prosecution Program mandates.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of victims satisfied as determined by a satisfaction survey	91.7%	Not Reported	90.7%		
Output	# of victims receiving services	72,841	41,289	42,000	711	1.7%
Output	# of victims participating in satisfaction survey	599	Not Reported	644		
Demand	# of victims entitled to receive victim services	72,841	41,289	42,000	711	1.7%
Efficiency	Cost per victim who received services	$ 65.34	$ 118.44	$ 108.07	$ 10.37	-8.8%
Revenue						
	219 - COUNTY ATTORNEY GRANTS	$ 755,389	$ 106,366	$ 741,384	$ 635,018	597.0%
	TOTAL SOURCES	$ 755,389	$ 106,366	$ 741,384	$ 635,018	597.0%
Expenditure						
	100 - GENERAL	$ 3,847,515	$ 3,862,073	$ 3,574,568	$ 287,505	7.4%
	219 - COUNTY ATTORNEY GRANTS	813,476	922,271	860,797	61,474	6.7%
	267 - CRIM JUSTICE ENHANCEMENT	98,754	105,727	103,380	2,347	2.2%
	TOTAL USES	$ 4,759,745	$ 4,890,071	$ 4,538,745	$ 351,326	7.2%

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 62,837,039**	**$ 51,700**
FY 2008-09 REVISED BUDGET		**$ 62,837,039**	**$ 51,700**
FY 2008-09 REVISED RESTATED BUDGET		**$ 62,837,039**	**$ 51,700**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 4,171,990	$ -
ANNUALIZATION OF FY 2008-09 MID-YEAR ADJUSTMENTS			
Elected Official Salary Increase		$ 1,982	$ -
	Subtotal	$ 1,982	$ -
FY 2009-10 BUDGET TARGET		**$ 67,011,011**	**$ 51,700**
BASE ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Service Reduction			
Eliminate Attorney Positions in Post Disposition Therapeutic Court		$ (289,420)	$ -
	Subtotal	$ (289,420)	$ -
Vacancies			
Eliminate Regular Vacant Positions		$ (2,299,502)	$ -
Eliminate Temporary Vacant Positions		(2,270,074)	-
Eliminate Positions Vacated Through Retirement		(779,094)	-
	Subtotal	$ (5,348,670)	$ -
Fund Shift			
Shift personnel costs to Diversion Fund		$ (100,000)	$ -
Shift personnel costs to Fill-the-Gap Fund		(150,000)	-
Shift personnel costs to Criminal Justice Enhancement Fund		(110,000)	-
	Subtotal	$ (360,000)	$ -
Debt Reduction			
TFP debt service payoff		$ (446,345)	$ -
	Subtotal	$ (446,345)	$ -
Other Personnel Reductions			
Reduction in expenditures in accordance with Board policies		$ (3,337,441)	$ -
	Subtotal	$ (3,337,441)	$ -
OTHER BASE ADJUSTMENTS			
Right-size revenue from discovery		$ -	$ (27,400)
Right-size Personnel Savings to 3%		(481,840)	-
Print management program copier savings		(79,270)	-
Risk Management savings		(68,538)	-
	Subtotal	$ (629,648)	$ (27,400)
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 56,599,487**	**$ 24,300**

County Attorney RICO Fund (213)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 2,750,000**	**$ 2,750,000**
FY 2008-09 REVISED BUDGET	**$ 2,750,000**	**$ 2,750,000**
FY 2008-09 REVISED RESTATED BUDGET	**$ 2,750,000**	**$ 2,750,000**
FY 2009-10 BUDGET TARGET	**$ 2,750,000**	**$ 2,750,000**
FY 2009-10 RECOMMENDED OPERATING BUDGET	**$ 2,750,000**	**$ 2,750,000**
NON-RECURRING		
NON-PROJECT 0001		
Mutijurisdictional conspiracy, anti-drug, and anti-gang efforts	$ 750,000	$ -
Subtotal	$ 750,000	$ -
FY 2009-10 RECOMMENDED NON-RECURRING BUDGET	**$ 750,000**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 3,500,000**	**$ 2,750,000**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 2,720,835	$ 1,823,757	$ 1,823,757	$ 2,248,044	$ 2,012,243
Beginning Unreserved/Undesignated Fund Balance	$ 2,720,835	$ 1,823,757	$ 1,823,757	$ 2,248,044	$ 2,012,243
Sources:					
Operating	$ 1,843,458	$ 2,750,000	$ 2,750,000	$ 2,762,859	$ 2,750,000
Total Sources:	$ 1,843,458	$ 2,750,000	$ 2,750,000	$ 2,762,859	$ 2,750,000
Uses:					
Operating	$ 2,316,248	$ 2,750,000	$ 2,750,000	$ 2,397,892	$ 2,750,000
Non-Recurring	-	-	600,768	600,768	750,000
Total Uses:	$ 2,316,248	$ 2,750,000	$ 3,350,768	$ 2,998,660	$ 3,500,000
Operating Balance	$ (472,790)	$ -	$ -	$ 364,967	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 2,248,044	$ 1,823,757	$ 1,222,989	$ 2,012,243	$ 1,262,243
Ending Unreserved Fund Balance	$ 2,248,044	$ 1,823,757	$ 1,222,989	$ 2,012,243	$ 1,262,243

County Attorney Grants Fund (219)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 8,347,330**	**$**	**8,347,333**
FY 2008-09 REVISED BUDGET		**$ 8,347,330**	**$**	**8,347,333**
FY 2008-09 REVISED RESTATED BUDGET		**$ 8,347,330**	**$**	**8,347,333**
FY 2009-10 BUDGET TARGET		**$ 8,347,330**	**$**	**8,347,333**
OTHER BASE ADJUSTMENTS				
Request anticipated grants below target		$ (462,990)	$	(462,993)
	Subtotal	$ (462,990)	$	(462,993)
FY 2009-10 RECOMMENDED OPERATING BUDGET		**$ 7,884,340**	**$**	**7,884,340**
FY 2009-10 TENTATIVE OPERATING BUDGET		**$ 7,884,340**	**$**	**7,884,340**
TENTATIVE TO FINAL ADJUSTMENTS				
Reduce revenue		$ -	$	(92,250)
Structural balance		(92,250)		-
	Subtotal	$ (92,250)	$	(92,250)
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 7,792,090**	**$**	**7,792,090**

Diversion Fund (220)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 1,008,810**	**$ 1,008,810**
FY 2008-09 REVISED BUDGET	**$ 1,008,810**	**$ 1,008,810**
FY 2008-09 REVISED RESTATED BUDGET	**$ 1,008,810**	**$ 1,008,810**
FY 2009-10 BUDGET TARGET	**$ 1,008,810**	**$ 1,008,810**
BASE ADJUSTMENTS:		
BUDGET BALANCING ADJUSTMENTS:		
Fund Shift		
Transfer personnel from General Fund	$ 100,000	$ -
Subtotal	$ 100,000	$ -
OTHER BASE ADJUSTMENTS		
Increase drug diversion fee revenue	$ -	$ 100,000
Subtotal	$ -	$ 100,000
FY 2009-10 RECOMMENDED OPERATING BUDGET	**$ 1,108,810**	**$ 1,108,810**
NON-RECURRING		
NON-PROJECT 0001		
Multi-jurisdiction warrant round-up; Paperless police report submission pilot	$ 1,000,000	$ -
Subtotal	$ 1,000,000	$ -
FY 2009-10 RECOMMENDED NON-RECURRING BUDGET	**$ 1,000,000**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 2,108,810**	**$ 1,108,810**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 842,719	$ 1,042,920	$ 1,042,920	$ 1,173,058	$ 1,040,642
Beginning Unreserved/Undesignated Fund Balance	$ 842,719	$ 1,042,920	$ 1,042,920	$ 1,173,058	$ 1,040,642
Sources:					
Operating	$ 1,052,756	$ 1,008,810	$ 1,008,810	$ 1,069,552	$ 1,108,810
Total Sources:	$ 1,052,756	$ 1,008,810	$ 1,008,810	$ 1,069,552	$ 1,108,810
Uses:					
Operating	$ 722,414	$ 1,008,810	$ 1,008,810	$ 1,201,968	$ 1,108,810
Non-Recurring	-	-	-	-	1,000,000
Total Uses:	$ 722,414	$ 1,008,810	$ 1,008,810	$ 1,201,968	$ 2,108,810
Operating Balance	$ 330,342	$ -	$ -	$ (132,416)	$ -
Accounting Adjustments	$ (3)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 1,173,058	$ 1,042,920	$ 1,042,920	$ 1,040,642	$ 40,642
Ending Unreserved Fund Balance	$ 1,173,058	$ 1,042,920	$ 1,042,920	$ 1,040,642	$ 40,642

County Attorney Fill-the-Gap Fund (221)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 2,314,388**	**$ 1,814,388**
FY 2008-09 REVISED BUDGET		**$ 2,314,388**	**$ 1,814,388**
FY 2008-09 REVISED RESTATED BUDGET		**$ 2,314,388**	**$ 1,814,388**
TARGET ADJUSTMENTS:			
TECHNICAL ADJUSTMENTS			
Structural Balance		$ (500,000)	$ -
	Subtotal	$ (500,000)	$ -
FY 2009-10 BUDGET TARGET		**$ 1,814,388**	**$ 1,814,388**
BASE ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Fund Shift			
Transfer personnel from General Fund		$ 150,000	$ -
	Subtotal	$ 150,000	$ -
OTHER BASE ADJUSTMENTS			
Increase fill-the-gap revenue		$ -	$ 150,000
	Subtotal	$ -	$ 150,000
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 1,964,388**	**$ 1,964,388**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 1,099,478	$ 1,237,394	$ 1,237,394	$ 1,267,270	$ 813
Beginning Unreserved/Undesignated Fund Balance	$ 1,099,478	$ 1,237,394	$ 1,237,394	$ 1,267,270	$ 813
Sources:					
Operating	$ 1,696,640	$ 1,814,388	$ 1,814,388	$ 1,661,603	$ 1,964,388
Total Sources:	$ 1,696,640	$ 1,814,388	$ 1,814,388	$ 1,661,603	$ 1,964,388
Uses:					
Operating	$ 1,528,857	$ 2,314,388	$ 2,314,388	$ 2,210,403	$ 1,964,388
Non-Recurring	-	-	717,657	717,657	-
Total Uses:	$ 1,528,857	$ 2,314,388	$ 3,032,045	$ 2,928,060	$ 1,964,388
Operating Balance	$ 167,783	$ (500,000)	$ (500,000)	$ (548,800)	$ -
Accounting Adjustments	$ 9	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 1,267,270	$ 737,394	$ 19,737	$ 813	$ 813
Ending Unreserved Fund Balance	$ 1,267,270	$ 737,394	$ 19,737	$ 813	$ 813

Check Enforcement Fund (266)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 599,997**	**$ 600,000**
FY 2008-09 REVISED BUDGET	**$ 599,997**	**$ 600,000**
FY 2008-09 REVISED RESTATED BUDGET	**$ 599,997**	**$ 600,000**
TARGET ADJUSTMENTS:		
TECHNICAL ADJUSTMENTS		
Structural Balance	$ 3	$ -
Subtotal	$ 3	$ -
FY 2009-10 BUDGET TARGET	**$ 600,000**	**$ 600,000**
OTHER BASE ADJUSTMENTS		
Expenditure request under target	$ (98,142)	$ -
Right-size check enforcement program revenue	-	(254,000)
Reduce check enforcement program expenditures for remaining fund balance	(70,274)	-
Subtotal	$ (168,416)	$ (254,000)
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 431,584**	**$ 346,000**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 248,334	$ 218,336	$ 218,336	$ 194,202	$ 85,584
Beginning Unreserved/Undesignated Fund Balance	$ 248,334	$ 218,336	$ 218,336	$ 194,202	$ 85,584
Sources:					
Operating	$ 393,676	$ 600,000	$ 600,000	$ 345,646	$ 346,000
Total Sources:	$ 393,676	$ 600,000	$ 600,000	$ 345,646	$ 346,000
Uses:					
Operating	$ 447,809	$ 599,997	$ 599,997	$ 454,264	$ 431,584
Total Uses:	$ 447,809	$ 599,997	$ 599,997	$ 454,264	$ 431,584
Operating Balance	$ (54,133)	$ 3	$ 3	$ (108,618)	$ (85,584)
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 194,202	$ 218,339	$ 218,339	$ 85,584	$ -
Ending Unreserved Fund Balance	$ 194,202	$ 218,339	$ 218,339	$ 85,584	$ -

Victim Compensation & Assistance Fund (267)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 2,384,928**	**$ 1,799,746**
FY 2008-09 REVISED BUDGET		**$ 2,384,928**	**$ 1,799,746**
FY 2008-09 REVISED RESTATED BUDGET		**$ 2,384,928**	**$ 1,799,746**
TARGET ADJUSTMENTS:			
TECHNICAL ADJUSTMENTS			
Structural Balance		$ (585,182)	$ -
	Subtotal	$ (585,182)	$ -
FY 2009-10 BUDGET TARGET		**$ 1,799,746**	**$ 1,799,746**
BASE ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Fund Shift			
Transfer personnel from the General Fund		$ 110,000	$ -
	Subtotal	$ 110,000	$ -
OTHER BASE ADJUSTMENTS			
Increase CJEF revenue		$ -	$ 110,000
	Subtotal	$ -	$ 110,000
FY 2009-10 RECOMMENDED OPERATING BUDGET		**$ 1,909,746**	**$ 1,909,746**
		EXPENDITURES	**REVENUE**
NON-RECURRING			
NON-PROJECT 0001			
Equipment for multi-jurisdictional fraud taskforce		$ 800,000	$ -
	Subtotal	$ 800,000	$ -
FY 2009-10 RECOMMENDED NON-RECURRING BUDGET		**$ 800,000**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 2,709,746**	**$ 1,909,746**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 1,806,483	$ 2,097,087	$ 2,097,087	$ 2,159,471	$ 1,071,646
Beginning Unreserved/Undesignated Fund Balance	$ 1,806,483	$ 2,097,087	$ 2,097,087	$ 2,159,471	$ 1,071,646
Sources:					
Operating	$ 1,888,460	$ 1,799,746	$ 1,799,746	$ 1,722,129	$ 1,909,746
Total Sources:	$ 1,888,460	$ 1,799,746	$ 1,799,746	$ 1,722,129	$ 1,909,746
Uses:					
Operating	$ 1,535,466	$ 2,384,928	$ 2,384,928	$ 2,253,626	$ 1,909,746
Non-Recurring	-	-	556,328	556,328	800,000
Total Uses:	$ 1,535,466	$ 2,384,928	$ 2,941,256	$ 2,809,954	$ 2,709,746
Operating Balance	$ 352,994	$ (585,182)	$ (585,182)	$ (531,497)	$ -
Accounting Adjustments	$ (6)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 2,159,471	$ 1,511,905	$ 955,577	$ 1,071,646	$ 271,646
Ending Unreserved Fund Balance	$ 2,159,471	$ 1,511,905	$ 955,577	$ 1,071,646	$ 271,646

Victim Compensation and Assistance Fund (268)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 100,000**	**$ 100,000**
FY 2008-09 REVISED BUDGET	**$ 100,000**	**$ 100,000**
FY 2008-09 REVISED RESTATED BUDGET	**$ 100,000**	**$ 100,000**
FY 2009-10 BUDGET TARGET	**$ 100,000**	**$ 100,000**
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 100,000**	**$ 100,000**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 557,830	$ 664,191	$ 664,191	$ 664,574	$ 655,473
Beginning Unreserved/Undesignated Fund Balance	$ 557,830	$ 664,191	$ 664,191	$ 664,574	$ 655,473
Sources:					
Operating	$ 108,041	$ 100,000	$ 100,000	$ 124,409	$ 100,000
Total Sources:	$ 108,041	$ 100,000	$ 100,000	$ 124,409	$ 100,000
Uses:					
Operating	$ 1,296	$ 100,000	$ 100,000	$ 182	$ 100,000
Non-Recurring	-	400,000	400,000	133,328	-
Total Uses:	$ 1,296	$ 500,000	$ 500,000	$ 133,510	$ 100,000
Operating Balance	$ 106,745	$ -	$ -	$ 124,227	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 664,574	$ 264,191	$ 264,191	$ 655,473	$ 655,473
Ending Unreserved Fund Balance	$ 664,574	$ 264,191	$ 264,191	$ 655,473	$ 655,473

Victim Compensation Restitution Interest Fund (269)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 40,000**	**$ 40,000**
FY 2008-09 REVISED BUDGET	**$ 40,000**	**$ 40,000**
FY 2008-09 REVISED RESTATED BUDGET	**$ 40,000**	**$ 40,000**
FY 2009-10 BUDGET TARGET	**$ 40,000**	**$ 40,000**
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 40,000**	**$ 40,000**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 537,688	$ 641,938	$ 641,938	$ 651,876	$ 612,938
Beginning Unreserved/Undesignated Fund Balance	$ 537,688	$ 641,938	$ 641,938	$ 651,876	$ 612,938
Sources:					
Operating	$ 115,647	$ 40,000	$ 40,000	$ 102,668	$ 40,000
Total Sources:	$ 115,647	$ 40,000	$ 40,000	$ 102,668	$ 40,000
Uses:					
Operating	$ 1,459	$ 40,000	$ 40,000	$ 8,278	$ 40,000
Non-Recurring	-	400,000	400,000	133,328	-
Total Uses:	$ 1,459	$ 440,000	$ 440,000	$ 141,606	$ 40,000
Operating Balance	$ 114,188	$ -	$ -	$ 94,390	$ -
Ending Unreserved/Undesignated Fund Balance	$ 651,876	$ 241,938	$ 241,938	$ 612,938	$ 612,938
Ending Unreserved Fund Balance	$ 651,876	$ 241,938	$ 241,938	$ 612,938	$ 612,938

County Attorney Civil

Analysis by Bradley Kendrex, Senior Management & Budget Analyst

Summary

Mission

Since the creation of this department in FY 2008-09, the department has not yet created a mission statement.

Vision

Since the creation of this department in FY 2008-09, the department has not yet created a vision statement.

Strategic Goals

Since the creation of this department in FY 2008-09, the department has not yet created strategic goals.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
19CL - CIVIL LEGAL SERVICES	$ 4,543,759	$ 2,869,451	$ 3,093,654	$ 3,969,473	$ 919,121	$ (2,174,533)	-70.3%
LAAC - LEGAL ADVICE	4,543,759	2,869,451	3,093,654	3,969,473	919,121	(2,174,533)	-70.3%
TOTAL PROGRAMS	$ 4,543,759	$ 2,869,451	$ 3,093,654	$ 3,969,473	$ 919,121	$ (2,174,533)	-70.3%
USES							
19CL - CIVIL LEGAL SERVICES	$ 11,566,207	$ 15,915,927	$ 11,112,600	$ 11,755,092	$ 4,013,122	$ 7,099,478	63.9%
LAAC - LEGAL ADVICE	11,566,207	15,915,927	11,112,600	11,755,092	4,013,122	7,099,478	63.9%
12PA - PROPERTY ASSESSMENT	$ 3,202,665	$ -	$ -	$ -	$ -	$ -	
REAL - REAL PROPERTY CHARACTERISTICS	3,202,665	-	-	-	-	-	
TOTAL PROGRAMS	$ 14,768,872	$ 15,915,927	$ 11,112,600	$ 11,755,092	$ 4,013,122	$ 7,099,478	63.9%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 RECOMM	RECOMM VS REVISED	%
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ 130,443	$ 529,076	$ 529,076	$ 36,377	$ -	$ (529,076)	-100.0%
SUBTOTAL	$ 130,443	$ 529,076	$ 529,076	$ 36,377	$ -	$ (529,076)	-100.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ -	$ -	$ -	$ 478,178	$ 478,178	
0636 - INTERNAL SERVICE CHARGES	4,413,316	2,340,375	2,564,578	3,933,096	2,615,476	50,898	2.0%
SUBTOTAL	$ 4,413,316	$ 2,340,375	$ 2,564,578	$ 3,933,096	$ 3,093,654	$ 529,076	20.6%
ALL REVENUES	$ 4,543,759	$ 2,869,451	$ 3,093,654	$ 3,969,473	$ 3,093,654	$ -	0.0%
TOTAL SOURCES	$ 4,543,759	$ 2,869,451	$ 3,093,654	$ 3,969,473	$ 3,093,654	$ -	0.0%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 4,623,907	$ 4,958,259	$ 4,734,056	$ 4,846,365	$ 2,057,040	$ 2,677,016	56.5%
0705 - TEMPORARY PAY	26,462	-	-	11,399	38,402	(38,402)	
0710 - OVERTIME	59	-	-	-	-	-	
0750 - FRINGE BENEFITS	1,293,750	1,386,550	1,386,550	1,353,533	576,275	810,275	58.4%
0790 - OTHER PERSONNEL SERVICES	76,014	8,988	8,988	13,204	4,805	4,183	46.5%
0796 - PERSONNEL SERVICES ALLOC-IN	641,364	641,364	641,364	555,409	222,613	418,751	65.3%
SUBTOTAL	$ 6,661,556	$ 6,995,161	$ 6,770,958	$ 6,779,910	$ 2,899,135	$ 3,871,823	57.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 161,823	$ 117,996	$ 117,996	$ 136,083	$ 66,133	$ 51,863	44.0%
0803 - FUEL	-	-	-	46	385	(385)	
0804 - NON-CAPITAL EQUIPMENT	-	-	-	28,304	8,016	(8,016)	
SUBTOTAL	$ 161,823	$ 117,996	$ 117,996	$ 164,433	$ 74,534	$ 43,462	36.8%
SERVICES							
0810 - LEGAL SERVICES	$ 6,093,171	$ 8,718,008	$ 4,138,884	$ 4,689,610	$ 970,394	$ 3,168,490	76.6%
0812 - OTHER SERVICES	93,956	4,014	4,014	82,196	38,477	(34,463)	-858.6%
0820 - RENT & OPERATING LEASES	120,574	47,748	47,748	13,989	6,734	41,014	85.9%
0825 - REPAIRS AND MAINTENANCE	10,971	4,000	4,000	1,982	4,008	(8)	-0.2%
0839 - INTERNAL SERVICE CHARGES	1,586,988	-	-	-	-	-	
0841 - TRAVEL	6,827	-	-	5,936	6,012	(6,012)	
0842 - EDUCATION AND TRAINING	18,935	15,000	15,000	4,989	8,016	6,984	46.6%
0843 - POSTAGE/FREIGHT/SHIPPING	14,071	14,000	14,000	12,047	5,812	8,188	58.5%
SUBTOTAL	$ 7,945,493	$ 8,802,770	$ 4,223,646	$ 4,810,749	$ 1,039,453	$ 3,184,193	75.4%
TOTAL USES	$ 14,768,872	$ 15,915,927	$ 11,112,600	$ 11,755,092	$ 4,013,122	$ 7,099,478	63.9%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 4,543,759	$ 2,869,451	$ 3,093,654	$ 3,969,473	$ 919,121	$ (2,174,533)	-70.3%
FUND TOTAL SOURCES	$ 4,543,759	$ 2,869,451	$ 3,093,654	$ 3,969,473	$ 919,121	$ (2,174,533)	-70.3%
DEPARTMENT OPERATING TOTAL SOURCES	$ 4,543,759	$ 2,869,451	$ 3,093,654	$ 3,969,473	$ 919,121	$ (2,174,533)	-70.3%
DEPARTMENT TOTAL SOURCES	$ 4,543,759	$ 2,869,451	$ 3,093,654	$ 3,969,473	$ 919,121	$ (2,174,533)	-70.3%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 14,768,872	$ 15,915,927	$ 10,012,600	$ 10,793,578	$ 4,013,122	$ 5,999,478	59.9%
NON-RECURRING	-	-	1,100,000	961,514	-	1,100,000	100.0%
FUND TOTAL USES	$ 14,768,872	$ 15,915,927	$ 11,112,600	$ 11,755,092	$ 4,013,122	$ 7,099,478	63.9%
DEPARTMENT OPERATING TOTAL USES	$ 14,768,872	$ 15,915,927	$ 10,012,600	$ 10,793,578	$ 4,013,122	$ 5,999,478	59.9%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ -	$ 1,100,000	$ 961,514	$ -	$ 1,100,000	100.0%
DEPARTMENT TOTAL USES	$ 14,768,872	$ 15,915,927	$ 11,112,600	$ 11,755,092	$ 4,013,122	$ 7,099,478	63.9%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
CIVIL LEGAL SERVICES								
LEGAL ADVICE	83.00	83.00	83.00	83.00	-	0.00%	-	0.00%
PROGRAM TOTAL	83.00	83.00	83.00	83.00	-	0.00%	-	0.00%
DEPARTMENT TOTAL	83.00	83.00	83.00	83.00	-	0.00%	-	0.00%

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
Legal Support Specialist	11.00	11.00	11.00	11.00	-	0.00%	.00	0.00%
Intern	1.50	1.50	1.50	1.50	-	0.00%	.00	0.00%
Office Assistant	13.00	13.00	13.00	13.00	-	0.00%	.00	0.00%
Legal Assistant Supv	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Legal Support Supervisor	5.00	5.00	5.00	5.00	-	0.00%	.00	0.00%
Attorney Supervisor	1.00	1.00	-	-	(1.00)	-100.00%	.00	0.00%
Attorney Manager	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Attorney - Associate	1.00	1.00	2.00	2.00	1.00	100.00%	.00	0.00%
Attorney - Senior Associate	9.50	9.50	7.50	7.50	(2.00)	-21.05%	.00	0.00%
Attorney - Senior	16.00	16.00	17.00	17.00	1.00	6.25%	.00	0.00%
Legal Assistant	17.00	17.00	17.00	17.00	-	0.00%	.00	0.00%
Attorney - General Counsel	6.00	6.00	7.00	7.00	1.00	16.67%	.00	0.00%
DEPARTMENT TOTAL	83.00	83.00	83.00	83.00	-	0.00%	.00	0.00%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
100 - GENERAL	83.00	83.00	83.00	83.00	-	0.00%	-	0.00%
DEPARTMENT TOTAL	83.00	83.00	83.00	83.00	-	0.00%	-	0.00%

General Adjustments

Tentative-to-Final Adjustments:

- Revenues ($2,174,533) and expenditures ($5,999,478) associated with reassigned caseloads are reallocated from County Attorney Civil to General Litigation.

Programs and Activities

Civil Legal Services Program

The purpose of the Civil Legal Services Program is to provide legal advice and representation to County officers, administrators and managers so that they can manage the affairs of the County with the benefit of timely and responsive legal advice and representation.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of clients satisfied with legal advice provided as determined by a customer satisfaction survey.	Not Reported	100.0%	Not Reported		

Activities that comprise this program include:

- Legal Advice Activity

Legal Advice Activity

The purpose of the Legal Advice Activity is to provide legal advice to county officers, administrators and managers so that they can have timely and quality advice to manage the affairs of county government.

Mandates: A.R.S. §11-532 establishes that the County Attorney's Office will provide written opinions to County officers regarding the duties of their offices. Further, the County Attorney's Office will act as legal advisor to the Board of Supervisors and represent the County in legal affairs.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of clients satisfied with legal advice provided as determined by a customer satisfaction survey.	Not Reported	100.0%	Not Reported		
Output	# of claims, protests, lawsuits, appeals, and responses to requests for legal advice completed	3,990	4,025	Not Reported		
Demand	# of claims, protests, lawsuits, appeals, and requests for legal advice opened.	3,933	3,737	Not Reported		
Efficiency	Cost per claim, protest, lawsuit, appeal, and response to request for legal advice	Not Reported	$ 2,760.89	Not Reported		
Revenue						
	100 - GENERAL	$ 4,543,759	$ 3,093,654	$ 919,121	$ (2,174,533)	-70.3%
	TOTAL SOURCES	$ 4,543,759	$ 3,093,654	$ 919,121	$ (2,174,533)	-70.3%
Expenditure						
	100 - GENERAL	$ 11,566,207	$ 11,112,600	$ 4,013,122	$ 7,099,478	63.9%
	TOTAL USES	$ 11,566,207	$ 11,112,600	$ 4,013,122	$ 7,099,478	63.9%

Activity Narrative: The FY 2009-10 budget includes funding for statutorily mandated legal advice and certain civil litigation functions of the County Attorney's Office. New performance measures for this activity will be developed during the strategic planning update process.

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 15,915,927**	**$ 2,869,451**
MID-YEAR ADJUSTMENTS:		
Correction of Civil Overfunding	$ (5,600,000)	$ -
Transfer to General Litigation (330) Department	(527,530)	-
Correction to Retainer (*C-19-09-048-2-00*)	224,203	224,203
Subtotal	$ (5,903,327)	$ 224,203
FY 2008-09 REVISED BUDGET	**$ 10,012,600**	**$ 3,093,654**
FY 2009-10 REVISED RESTATED BUDGET	**$ 10,012,600**	**$ 3,093,654**
FY 2009-10 BUDGET TARGET	**$ 10,012,600**	**$ 3,093,654**
FY 2009-10 RECOMMENDED OPERATING BUDGET	**$ 10,012,600**	**$ 3,093,654**
FY 2009-10 TENTATIVE OPERATING BUDGET	**$ 10,012,600**	**$ 3,093,654**
TENTATIVE TO FINAL ADJUSTMENTS:		
Reallocation to General Litigation	$ (5,999,478)	$ (2,174,533)
Subtotal	$ (5,999,478)	$ (2,174,533)
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 4,013,122**	**$ 919,121**

County Manager's Office

Analysis by Tara Acuña, Management & Budget Analyst

Summary

Mission

The mission of the County Manager's Office is to provide leadership and direction for county departments and agencies so that they can deliver services countywide to residents of Maricopa County.

Vision

To manage, lead, and direct countywide services. This includes managing the continued financial stabilization plan, responding to citizenry and meeting public needs, providing leadership for county initiatives, initiating program development, and implementation in response to policy direction set by the Board of Supervisors, coordinating county issues which have regional impact, providing leadership related to county legislative initiatives and intergovernmental issues, and providing information to employees and the public concerning county activities. To assist the Board of Supervisors in every way possible in meeting the challenges facing the county in the years ahead. These include the efficient responsive provision of services, sound financial planning, growth management, and insightful policy recommendations.

Strategic Goals

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

  Status: The County Manager's Office continues to work toward this goal.

- **By July 2010, the ICJIS Agency will provide and maintain the primary pathways for criminal justice agency data exchanges, by continuing to develop and implement secure and reliable web-enabled services, so that all Maricopa County justice and law enforcement agencies have the means to share common data, eliminate redundant data entry, and efficiently manage operations.**

  Status: ICJIS is continuing to maintain its production Data Exchanges as well as completing the design, development, and implementation of Data Exchanges that were near completion as of FY09. The five primary ICJIS stakeholders (Maricopa County Sheriff, County Attorney, Superior Court, Clerk of Superior Court, and Indigent Representation Agencies) rely on ICJIS systems in their daily criminal justice operations.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
42JS - JUSTICE SYSTEM PLANNING	$ -	$ -	$ -	$ -	$ 9,158,935	$ 9,158,935	
RSPL - CRIM JUST RESEARCH AND PLANNING	-	-	-	-	9,158,935	9,158,935	
71CM - COMMUNICATIONS	$ -	$ -	$ -	$ 1,228	$ 600	$ 600	
MEDA - MEDIA COMMUNITY RELATIONS	-	-	-	1,228	-	-	
MPRD - MEDIA PRODUCTION	-	-	-	-	600	600	
71CT - COMMUTE OPTIONS	$ -	$ 500	$ 500	$ 920	$ 500	$ -	0.0%
COMM - COMMUTE OPTIONS	-	500	500	920	500	-	0.0%
71EV - EVENTS CENTER	$ 81,175	$ 75,000	$ 75,000	$ 62,500	$ -	$ (75,000)	-100.0%
EVNT - EVENTS CENTER	81,175	75,000	75,000	62,500	-	(75,000)	-100.0%
99AS - ADMINISTRATIVE SERVICES	$ -	$ -	$ 390,000	$ 415,000	$ -	$ (390,000)	-100.0%
ODIR - EXECUTIVE MANAGEMENT	-	-	390,000	415,000	-	(390,000)	-100.0%
99GV - GENERAL GOVERNMENT	$ 507,999	$ -	$ 25,000	$ 967	$ -	$ (25,000)	-100.0%
GGOV - GENERAL GOVERNMENT	507,999	-	25,000	967	-	(25,000)	-100.0%
TOTAL PROGRAMS	$ 589,174	$ 75,500	$ 490,500	$ 480,615	$ 9,160,035	$ 8,669,535	1767.5%
USES							
42JS - JUSTICE SYSTEM PLANNING	$ -	$ -	$ -	$ -	$ 100,000	$ (100,000)	
RSPL - CRIM JUST RESEARCH AND PLANNING	-	-	-	-	100,000	(100,000)	
71CM - COMMUNICATIONS	$ -	$ 809,298	$ 726,837	$ 555,809	$ 633,161	$ 93,676	12.9%
INCO - INTERNAL COMMUNICATIONS	-	125,800	100,800	68,903	84,128	16,672	16.5%
MEDA - MEDIA COMMUNITY RELATIONS	-	353,845	296,384	229,923	260,365	36,019	12.2%
MPRD - MEDIA PRODUCTION	-	329,653	329,653	256,983	288,668	40,985	12.4%
71CT - COMMUTE OPTIONS	$ -	$ 49,894	$ 49,894	$ 43,792	$ 52,073	$ (2,179)	-4.4%
COMM - COMMUTE OPTIONS	-	49,894	49,894	43,792	52,073	(2,179)	-4.4%
71EV - EVENTS CENTER	$ 77,034	$ 75,000	$ 75,000	$ 60,745	$ -	$ 75,000	100.0%
EVNT - EVENTS CENTER	77,034	75,000	75,000	60,745	-	75,000	100.0%
99AS - ADMINISTRATIVE SERVICES	$ 2,791,348	$ 1,922,213	$ 2,149,002	$ 2,341,501	$ 1,897,606	$ 251,396	11.7%
ODIR - EXECUTIVE MANAGEMENT	2,791,348	1,885,334	2,112,123	2,303,049	1,860,107	252,016	11.9%
FSAC - FINANCIAL SERVICES	-	36,879	36,879	38,452	37,499	(620)	-1.7%
99GV - GENERAL GOVERNMENT	$ 521,052	$ 17,099	$ 62,680	$ 39,793	$ 9,071,442	$ (9,008,762)	-14372.6%
GGOV - GENERAL GOVERNMENT	508,000	-	45,581	20,581	9,058,935	(9,013,354)	-19774.4%
ISFC - INTERNAL SERVICE FUND CHARGES	13,052	17,099	17,099	19,212	12,507	4,592	26.9%
99IT - INFORMATION TECHNOLOGY	$ 1,440,617	$ 1,801,416	$ 1,681,200	$ 1,369,546	$ 1,298,201	$ 382,999	22.8%
BUAS - BUSINESS APPLICATION DEV SUPP	1,440,617	1,801,416	1,681,200	1,369,546	1,298,201	382,999	22.8%
TOTAL PROGRAMS	$ 4,830,051	$ 4,674,920	$ 4,744,613	$ 4,411,186	$ 13,052,483	$ (8,307,870)	-175.1%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 508,000	$ -	$ 415,000	$ 415,000	$ 9,158,935	$ 8,743,935	2107.0%
SUBTOTAL	$ 508,000	$ -	$ 415,000	$ 415,000	$ 9,158,935	$ 8,743,935	2107.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 6,174	$ -	$ -	$ 967	$ -	$ -	
0650 - MISCELLANEOUS REVENUE	75,000	75,500	75,500	64,648	1,100	(74,400)	-98.5%
SUBTOTAL	$ 81,174	$ 75,500	$ 75,500	$ 65,615	$ 1,100	$ (74,400)	-98.5%
TOTAL SOURCES	$ 589,174	$ 75,500	$ 490,500	$ 480,615	$ 9,160,035	$ 8,669,535	1767.5%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 3,141,352	$ 2,432,214	$ 2,140,663	$ 2,298,050	$ 2,093,670	$ 46,993	2.2%
0705 - TEMPORARY PAY	8,616	17,748	17,748	(14)	-	17,748	100.0%
0710 - OVERTIME	102	-	-	64	-	-	
0750 - FRINGE BENEFITS	763,772	664,263	664,263	618,120	603,230	61,033	9.2%
0790 - OTHER PERSONNEL SERVICES	9,247	-	-	504	-	-	
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,358,228)	(69,625)	(69,625)	(118,769)	-	(69,625)	100.0%
0796 - PERSONNEL SERVICES ALLOC-IN	83,215	69,625	69,625	54,366	100,000	(30,375)	-43.6%
SUBTOTAL	$ 2,648,076	$ 3,114,225	$ 2,822,674	$ 2,852,321	$ 2,796,900	$ 25,774	0.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 336,795	$ 462,676	$ 462,676	$ 225,383	$ 391,058	$ 71,618	15.5%
0803 - FUEL	767	1,500	1,500	736	1,500	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	-	6,200	6,200	3,500	6,200	-	0.0%
SUBTOTAL	$ 337,562	$ 470,376	$ 470,376	$ 229,619	$ 398,758	$ 71,618	15.2%
SERVICES							
0812 - OTHER SERVICES	$ 1,452,759	$ 480,053	$ 820,716	$ 844,801	$ 430,608	390,108	47.5%
0820 - RENT & OPERATING LEASES	1,247	4,528	4,528	263	11,952	(7,424)	-164.0%
0825 - REPAIRS AND MAINTENANCE	64,445	77,454	77,454	14,049	27,454	50,000	64.6%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	20,581	20,581	9,058,935	(9,038,354)	-43916.0%
0839 - INTERNAL SERVICE CHARGES	25,968	29,333	29,333	64,851	56,756	(27,423)	-93.5%
0841 - TRAVEL	4,459	33,718	33,718	7,049	21,073	12,645	37.5%
0842 - EDUCATION AND TRAINING	2,400	16,650	16,650	1,711	30,795	(14,145)	-85.0%
0843 - POSTAGE/FREIGHT/SHIPPING	1,914	3,768	3,768	1,616	3,768	-	0.0%
SUBTOTAL	$ 1,553,192	$ 645,504	$ 1,006,748	$ 954,921	$ 9,641,341	$ (8,634,593)	-857.7%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 24,050	$ -	$ -	$ -	$ -	$ -	
SUBTOTAL	$ 24,050	$ -	$ -	$ -	$ -	$ -	
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 14,600	$ 14,600	$ -	$ -	14,600	100.0%
0950 - DEBT SERVICE	267,171	430,215	430,215	374,325	215,484	214,731	49.9%
SUBTOTAL	$ 267,171	$ 444,815	$ 444,815	$ 374,325	$ 215,484	$ 229,331	51.6%
TOTAL USES	$ 4,830,051	$ 4,674,920	$ 4,744,613	$ 4,411,186	$ 13,052,483	$ (8,307,870)	-175.1%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ -	$ 500	$ 500	$ 2,148	$ 1,100	$ 600	120.0%
FUND TOTAL SOURCES	$ -	$ 500	$ 500	$ 2,148	$ 1,100	$ 600	120.0%
249 NON DEPARTMENTAL GRANT							
OPERATING	$ 507,999	$ -	$ -	$ -	$ -	$ -	
NON-RECURRING	-	-	415,000	415,000	9,158,935	8,743,935	2107.0%
FUND TOTAL SOURCES	$ 507,999	$ -	$ 415,000	$ 415,000	$ 9,158,935	$ 8,743,935	2107.0%
376 EVENTS CENTER OPERATIONS							
OPERATING	$ 81,175	$ 75,000	$ 75,000	$ 63,467	$ -	$ (75,000)	-100.0%
FUND TOTAL SOURCES	$ 81,175	$ 75,000	$ 75,000	$ 63,467	$ -	$ (75,000)	-100.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 589,174	$ 75,500	$ 75,500	$ 65,615	$ 1,100	$ (74,400)	-98.5%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ -	$ 415,000	$ 415,000	$ 9,158,935	$ 8,743,935	2107.0%
DEPARTMENT TOTAL SOURCES	$ 589,174	$ 75,500	$ 490,500	$ 480,615	$ 9,160,035	$ 8,669,535	1767.5%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 2,795,446	$ 2,904,116	$ 2,538,228	$ 2,331,236	$ 2,434,692	$ 103,536	4.1%
FUND TOTAL USES	$ 2,795,446	$ 2,904,116	$ 2,538,228	$ 2,331,236	$ 2,434,692	$ 103,536	4.1%
249 NON DEPARTMENTAL GRANT							
OPERATING	$ 508,000	$ -	$ -	$ -	$ -	$ -	
NON-RECURRING	-	-	415,000	415,000	9,158,935	(8,743,935)	-2107.0%
FUND TOTAL USES	$ 508,000	$ -	$ 415,000	$ 415,000	$ 9,158,935	$ (8,743,935)	-2107.0%
255 DETENTION OPERATIONS							
OPERATING	$ 1,449,571	$ 1,695,804	$ 1,695,804	$ 1,583,624	$ 1,458,856	$ 236,948	14.0%
FUND TOTAL USES	$ 1,449,571	$ 1,695,804	$ 1,695,804	$ 1,583,624	$ 1,458,856	$ 236,948	14.0%
376 EVENTS CENTER OPERATIONS							
OPERATING	$ 77,034	$ 75,000	$ 75,000	$ 60,745	$ -	$ 75,000	100.0%
NON-RECURRING	-	-	20,581	20,581	-	20,581	100.0%
FUND TOTAL USES	$ 77,034	$ 75,000	$ 95,581	$ 81,326	$ -	$ 95,581	100.0%
DEPARTMENT OPERATING TOTAL USES	$ 4,830,051	$ 4,674,920	$ 4,309,032	$ 3,975,605	$ 3,893,548	$ 415,484	9.6%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ -	$ 435,581	$ 435,581	$ 9,158,935	$ (8,723,354)	-2002.7%
DEPARTMENT TOTAL USES	$ 4,830,051	$ 4,674,920	$ 4,744,613	$ 4,411,186	$ 13,052,483	$ (8,307,870)	-175.1%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS VARIANCE	%	FORECAST VS VARIANCE	%
ADMINISTRATIVE SERVICES								
EXECUTIVE MANAGEMENT	24.05	24.05	18.28	17.40	(6.65)	(27.65%)	(0.88)	(4.81%)
FINANCIAL SERVICES	0.50	0.50	0.50	0.50	-	0.00%	-	0.00%
PROGRAM TOTAL	24.55	24.55	18.78	17.90	(6.65)	(27.09%)	(0.88)	(4.69%)
COMMUNICATIONS								
INTERNAL COMMUNICATIONS	0.84	0.84	0.90	0.90	0.06	7.46%	-	0.00%
MEDIA COMMUNITY RELATIONS	3.06	3.06	2.25	2.25	(0.81)	(26.53%)	-	0.00%
MEDIA PRODUCTION	2.85	2.85	2.85	2.85	-	0.00%	-	0.00%
PROGRAM TOTAL	6.75	6.75	6.00	6.00	(0.75)	(11.11%)	-	0.00%
COMMUTE OPTIONS								
COMMUTE OPTIONS	0.50	0.50	0.50	0.50	-	0.00%	-	0.00%
PROGRAM TOTAL	0.50	0.50	0.50	0.50	-	0.00%	-	0.00%
INFORMATION TECHNOLOGY								
BUSINESS APPLICATION DEV SUPP	11.00	11.00	3.00	3.00	(8.00)	(72.73%)	-	0.00%
PROGRAM TOTAL	11.00	11.00	3.00	3.00	(8.00)	(72.73%)	-	0.00%
DEPARTMENT TOTAL	42.80	42.80	28.28	27.40	(15.40)	(35.98%)	(0.88)	(3.11%)

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
Executive Assistant	2.80	2.80	1.00	1.80	(1.00)	-35.71%	.80	80.00%
Office Assistant	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Admin/Operations Specialist	3.50	3.50	3.50	3.00	(0.50)	-14.29%	(.50)	-14.29%
Assistant County Manager	0.75	0.75	-	-	(0.75)	-100.00%	.00	
County Manager	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Director - Govt Relations	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Director - Information Tech	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Admin Svcs Director - County	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Communicatn Officer Supervisor	2.00	2.00	1.00	2.00	-	0.00%	1.00	100.00%
IT Operations Manager	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Operations/Program Manager	1.75	1.75	2.49	1.60	(0.15)	-8.57%	(.89)	-35.74%
Events Operation Manager	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Communications Manager-County	-	-	1.00	-	-		(1.00)	-100.00%
Management Analyst	-	-	1.00	1.00	1.00		.00	0.00%
Management Assistant	-	-	0.80	-	-		(.80)	-100.00%
Program Coordinator	-	-	1.00	-	-		(1.00)	-100.00%
Grant-Contract Administrator	-	-	-	-	-		.00	
Finan/Business Analyst - Dept	1.00	1.00	-	-	(1.00)	-100.00%	.00	
IT Consultant	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Project Manager	4.00	4.00	1.00	1.00	(3.00)	-75.00%	.00	0.00%
Business/Systems Analyst	1.00	1.00	-	-	(1.00)	-100.00%	.00	
IS Project Manager - Sr/Ld	2.00	2.00	-	-	(2.00)	-100.00%	.00	
IS Architect	2.00	2.00	1.00	1.00	(1.00)	-50.00%	.00	0.00%
Programmer/Analyst	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Programmer/Analyst - Sr/Ld	2.00	2.00	1.00	1.00	(1.00)	-50.00%	.00	0.00%
Software Sys Engineer - Sr/Ld	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Systems/Network Administrator	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Systems/Network Admin-Sr/Ld	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Project Manager	-	-	3.00	3.00	3.00		.00	0.00%
Operations Support Analyst	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Media Specialist	4.00	4.00	3.00	3.00	(1.00)	-25.00%	.00	0.00%
Human Resources Associate	1.00	1.00	-	1.00	-	0.00%	1.00	
Government Relations Liaison	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Consultant	-	-	0.49	2.00	2.00		1.51	308.16%
BOS Press Secretary	-	-	1.00	-	-		(1.00)	-100.00%
Deptartment Total	42.80	42.80	28.28	27.40	(15.40)	-35.98%	(.88)	-3.11%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
100 - GENERAL	26.80	26.80	24.28	23.40	(3.40)	-12.69%	(0.88)	-3.62%
255 - DETENTION OPERATIONS	16.00	16.00	4.00	4.00	(12.00)	-75.00%	-	0.00%
DEPARTMENT TOTAL	42.80	42.80	28.28	27.40	(15.40)	-35.98%	(0.88)	-3.11%

Significant Variance Analysis

In FY 2008-09, funding for ICJIS was reduced to only provide for current and ongoing maintenance of existing systems and programs. The FY 2008-09 Adopted budget included 12 positions that were due

to be eliminated because of the change in the scope of the ICJIS organization but these budgeted positions were offset by budgeted salary savings. In addition, the following positions are being deleted in the County Manager's Office in FY 2009-10 due to budget reductions:

- 1 FTE in the Communications Program.
- .50 FTE in the Administrative Program.
- 2 FTE in the Crime and Delinquency Prevention Program.

General Adjustments

Budget Balancing:

General Fund Reductions

Administrative Reduction

- Reduce Supplies and Services (801/812) across several Activities for a total impact of $35,674 (this reduction was implemented in FY 2008-09).
- Eliminate one vacant Intern position in the Executive Management Activity (ODIR) for a total reduction of $19,106.
- Eliminate part-time (.50 FTE) Admin/Operations Specialist position in the Executive Management Activity (ODIR) for a total reduction of $40,151.

Non-Mandated Service

- Eliminate Urban Fellow Funding in the Executive Management Activity (ODIR) for a total reduction of $31,500 (this reduction was implemented in FY 2008-09).

Vacancies

- Eliminate two vacant Systems/Network Administration positions in the Business Application Development Activity (BUAS) for a total reduction of $161,593 (this reduction was implemented in FY 2008-09).

Debt Service

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) to reduce operating expenses for equipment. This results in an operating savings of $22,870.

Detention Fund Reductions

Cost Reduction

- Reduce number of IMB Software Licenses in the Business Application Development Support Activity (BUAS) for a total reduction of $70,157 (this reduction was implemented in FY 2008-09).
- Eliminate funding for support contract for Smart Warrants by rewriting in-house in the Business Application Development Support Activity (BUAS) for a total reduction of $50,000.
- Eliminate Adobe Form Server License maintenance in the Business Application Development Support Activity (BUAS) for a total reduction of $25,355 (this reduction was implemented in FY 2008-09).
- Discontinue Hardware Support for IMB XML Appliances in the Business Application Development Support Activity (BUAS) for a total reduction of $13,159 (this reduction was implemented in FY 2008-09).
- Cancel Purchase of 10 Gig Network in the Business Application Development Support Activity (BUAS) for a total reduction of $56,677.
- Reduce Software to current employee levels in the Business Application Development Support Activity (BUAS) for a total reduction of $21,600.

Strategic Business Plan Update

The Justice System Planning and Information (ICJIS) and the Communications Departments will merge into the County Manager's Office in FY 2009-10. The Department will need to undergo facilitation of a new strategic plan and review all of their Programs, Activities, Goals, and Performance Measures.

Programs and Activities

Communications Program

The purpose of the Communications Program is to provide internal and external communications and media relations services to Maricopa County residents and Maricopa County employees so they can be informed about County services, events, and achievements.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Rate of stories generated per press releases or initiated press contact	not reported	11.5%	33.3%	21.8%	189.9%
Rate of stories generated per press conference	not reported	100.0%	100.0%	0.0%	0.0%
Percent of County employees who believe they are being well informed about employee-related issues	not reported	100.0%	62.5%	-37.5%	-37.5%
Percent of County respondents who have become more informed about Maricopa County through television shows, videos, and internet websites	not reported	38.0%	62.5%	24.5%	64.5%

Activities that comprise this program include:

- Media/Community Relations
- Internal Communications
- Media Production

Media/Community Relations Activity

The purpose of the Media/Community Relations Activity is to provide information and public education services on behalf of Maricopa County government to the media and the public so they can increase their awareness of the programs and services available to the community.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Rate of stories generated per press releases or initiated press contact	not reported	11.5%	33.3%	21.8%	189.9%
Result	Rate of stories generated per press conference	not reported	100.0%	100.0%	0.0%	0.0%
Output	Number of press releases sent	not reported	100	120	20	20.0%
Output	Number of press conferences organized	not reported	12	12	0	0.0%
Demand	Number of press releases requested	not reported	120	120	0	0.0%
Demand	Number of press conferences requested	not reported	12	12	0	0.0%
Efficiency	Expenditure per press release sent out	not reported	$3,538.45	$2,169.71	1,369	38.7%
Efficiency	Expenditure per press conference organized	not reported	$29,487.08	$21,697.08	7,790	26.4%
Expenditure						
	100 - GENERAL	$ -	$ 296,384	$ 260,365	$ 36,019	12.2%
	TOTAL USES	$ -	$ 296,384	$ 260,365	$ 36,019	12.2%

Budget Balancing:

Administrative Reduction

Reorganize the Communications Division as follows:

- Eliminate one vacant Communications Officer Supervisor position in the Media/Community Relations Activity for a total reduction of $110,188 (this reduction was implemented in FY 2008-09 in the Communications Department).
- Eliminate one vacant Communications Director position in the Media/Community Relations Activity for a total reduction of $158,821 (this reduction was implemented in FY 2008-09 in the Communications Department).
- Create one Communications Manager position and one Press Secretary position in the Media/Community Relations Activity $233,173 (this reduction was implemented in FY 2008-09 in the Communications Department).

Vacancies

- Eliminate one vacant Media Specialist position in the Media/Community Relations Activity for a total reduction of $52,821 (this reduction was implemented in FY 2008-09 in the Communications Department).

Activity Narrative: The Department has reorganized the Communications Program and will realize efficiencies with a new business process.

Internal Communications Activity

The purpose of the Internal Communications Activity is to provide employee communications services to Maricopa County employees so they can increase their awareness about employee-related services, events and achievements.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of County employees who believe they are being well informed about employee-related issues	not reported	100.0%	62.5%	-37.5%	-37.5%
Output	Number of employee newsletters produced	not reported	12	12	0	0.0%
Output	Number of employee events organized	not reported	0	12	12	
Output	Total number of employees surveyed	not reported	12,000	12,000	0	0.0%
Demand	Number of employee newsletter requested	not reported	12	12	0	0.0%
Demand	Number of employee events requested	not reported	12	12	0	0.0%
Efficiency	Expenditure per newsletter produced	$0.00	$1,178.00	$7,010.67	-$5,832.67	-495.1%
Efficiency	Expenditure per event organized	$0.00	$0.00	$7,010.67	-$7,010.67	
Expenditure						
	100 - GENERAL	$ -	$ 100,800	$ 84,128	$ 16,672	16.5%
	TOTAL USES	$ -	$ 100,800	$ 84,128	$ 16,672	16.5%

Budget Balancing:

Administrative Reduction

- Eliminate funding for Newsline $25,000 (this reduction was implemented in FY 2008-09 in the Communications Department).

Activity Narrative: The Department has reorganized the Communications Program and will realize efficiencies with a new business process.

Media Production Activity

The purpose of the Media Production Activity is to provide videos, still photography, and internet websites to County residents so they can learn more about the programs and services available to them through Maricopa County government.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of County respondents who have become more informed about Maricopa County through television shows, videos, and internet websites	not reported	38.0%	62.5%	24.5%	64.5%
Output	Number of times County television shows produced	not reported	250	360	110	44.0%
Output	Number of times Board of Supervisor meetings taped	not reported	50	72	22	44.0%
Demand	Number of County television shows requested to be produced	not reported	350	360	10	2.9%
Demand	Number of Board of Supervisor meetings requested to be taped	not reported	50	72	22	44.0%
Efficiency	Expenditure per television show produced	not reported	$1,318.61	$842.41	$476.20	36.1%
Efficiency	Expenditure per Board of Supervisor meeting taped	not reported	$6,593.06	$4,212.06	$2,381.00	36.1%
Revenue						
	100 - GENERAL	$ -	$ -	$ 600	$ 600	-100.0%
	TOTAL SOURCES	$ -	$ -	$ 600	$ 600	-100.0%
Expenditure						
	100 - GENERAL	$ -	$ 329,653	$ 288,668	$ 40,985	12.4%
	TOTAL USES	$ -	$ 329,653	$ 288,668	$ 40,985	12.4%

Base Adjustments:

- Increase revenue in the Media Productions Activity for public records requests $600.

Activity Narrative: The Department has reorganized the Communications Program and will realize efficiencies with a new business process.

Commute Options Program

The purpose of the Commute Options program is to provide trip reduction services to Maricopa County employees so they can have choices regarding alternative forms of transportation to work to reduce single occupancy vehicle rates.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% Of County employees who use an alternative mode of transportation.	not reported	58.7%	75.0%	16.3%	27.7%

Activities that comprise this program include:

- Commute Options

Commute Options Activity

The purpose of the Commute Options Activity is to provide administrative support and coordination services of the trip reduction program to Maricopa County employees so they can have information about commute options and select alternative forms of transportation to work.

Mandates: A.R.S. §11-251 (53) establishes the powers of the board including the responsibility to make and enforce ordinances to provide for the reimbursement of up to one hundred per cent of the cost to County employees of public bus or van pool transportation to and from their place of employment; ARS §49-581 thru 49-593 establishes the travel reductions guidelines program including definitions, duties of the regional task force, voluntary participation, requirements for major employers, exemptions, appeal, fines and penalties. A.R.S. §49-542 establishes emissions inspection program;

powers and duties of director; administration; periodic inspection; minimum standards and rules; exception.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% Of County employees who use an alternative mode of transportation.	not reported	58.7%	75.0%	16.3%	27.7%
Output	# Of employees who use alternative modes of transportation to work.	not reported	8,500	5,600	-2,900	-34.1%
Output	Number of employees who receive commute options subsidies	not reported	6,000	5,600	-400	-6.7%
Demand	Number ofemployees eligible for commute options.	not reported	14,477	14,000	-477	-3.3%
Efficiency	Expenditure per commute options participant	not reported	$8.32	$9.30	-$0.98	-11.8%
Revenue						
	100 - GENERAL	$ -	$ 500	$ 500	$ -	0.0%
	TOTAL SOURCES	$ -	$ 500	$ 500	$ -	0.0%
Expenditure						
	100 - GENERAL	$ -	$ 49,894	$ 52,073	$ (2,179)	-4.4%
	TOTAL USES	$ -	$ 49,894	$ 52,073	$ (2,179)	-4.4%

Activity Narrative: The output for this Activity is collected from an outside source and based on survey data. After reviewing the output numbers and consulting with the survey administrators it was determined that there were technical difficulties in the reporting process. The entire department will be developing a new strategic plan in FY 2009-10 where new and improved measures will be developed.

Crime and Delinquency Prevention Program

The purpose of the Crime and Delinquency Prevention Program is to provide technical assistance, analytical support, and professional services to County agencies, state and local governments, and community groups so they can implement community and evidence-based prevention strategies.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of recommended crime and delinquency strategies implemented	not reported	not reported	71.4%		
% of community partners who report that technical assistance was effective	not reported	not reported	80.0%		
% of adults testing positive for Meth use via workplace testing	not reported	not reported	not reported		
% of teens reporting Meth Use	not reported	not reported	not reported		

Activities that comprise this program include:

- Crime and Delinquency
- AZ Meth Project

Crime and Delinquency Activity

The purpose of the Crime and Delinquency Prevention Activity is to provide technical assistance, analytical support, and professional services to County agencies, state and local governments, and community groups so they can implement evidence-based strategies.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of recommended crime and delinquency strategies implemented	not reported	not reported	71.4%		
Result	% of community partners who report that technical assistance was effective	not reported	not reported	80.0%		
Output	# of reports provided	13	13	15	2	15.4%
Output	# of crime and delinquency prevention strategies recommended	1	1	7	6	600.0%
Output	# of meetings facilitated	150	150	250	100	66.7%
Output	# of communtity partners reporting on technical assistance	not reported	not reported	5		
Demand	# of reports requested	1	1	3	2	200.0%
Demand	# of strategies requested	0	0	16	16	
Demand	# of meetings requested	150	150	250	100	66.7%
Efficiency	Cost per report provided	$0.00	$0.00	$0.00	$0.00	
Efficiency	Cost per crime and delinquency prevention strategy recommended	$0.00	$0.00	$0.00	$0.00	
Efficiency	Cost per meeting facilitated	$0.00	$0.00	$0.00	$0.00	

AZ Meth Project Activity

The purpose of the AZ METH PROJECT Activity is to provide a Meth use prevention advertising campaign and community outreach services to citizens within the State of Arizona so they can reduce first-time Meth use.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of adults testing positive for Meth use via workplace testing	not reported	not reported	not reported		
Result	% of teens reporting Meth Use	not reported	not reported	not reported		
Output	# of ads (television, billboards, radio, etc.) shown	20,000	23,000	40	-22,960	-99.8%
Output	# of meetings facilities/presentations made	125	154	200	46	29.9%
Output	# of materials mailed	60,000	71,390	80,000	8,610	12.1%
Output	# of contacts (web comments, phone calls) returned	525	800	200	-600	-75.0%
Demand	# of materials requested	60,000	71,410	80,000	8,590	12.0%
Demand	# of meetings/presentations requested	125	170	400	230	135.3%
Demand	# of contacts received	525	800	200	-600	-75.0%
Efficiency	Cost per ad shown	$0.00	$0.00	$0.00	$0.00	
Efficiency	Cost per meeting/presentation facilitated	$0.00	$0.00	$0.00	$0.00	
Efficiency	Cost per materials mailed	$0.00	$0.00	$0.00	$0.00	

Funding related to the Meth Project will be transferred to a non-profit in FY 2009-10.

Justice System Planning and Analysis Program

The purpose of the Justice System Planning and Analysis Program is to provide research, planning, and analytical support to County management and justice agencies so they can administer the justice system cost effectively and implement justice policies to address operational problems in the justice system.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of research reports utilized in decision making	not reported	not reported	58.3%		
% of policy analyses and recommendations adopted	not reported	not reported	75.0%		
% of County management and justice agencies who report that JSPA's reports, analyses, recommendations, and projections provide information useful for policy development	not reported	not reported	71.4%		

Activities that comprise this program include:

- Research and Planning

Research and Planning Activity

The purpose of the Research and Planning Activity is to provide research, analytical support, and planning information services to County management and justice agencies so they can address justice system operational problems, future growth, demands, and needs to more cost-effectively administer the system.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of research reports utilized in decision making	not reported	0.0%	58.3%	58.3%	
Result	% of policy analyses and recommendations adopted	not reported	0.0%	75.0%	75.0%	
Result	% of County management and justice agencies who report that JSPA's reports, analyses, recommendations, and projections provide information useful for policy development	not reported	not reported	50.0%		
Output	# of reports provided	not reported	26	24	-2	-7.7%
Output	# of data analyses provided	not reported	not reported	4		
Output	# of policy analyses and recommendations provided	not reported	6	6	0	0.0%
Output	# of projections provided	not reported	not reported	6		
Output	# of meetings facilitated	not reported	not reported	48		
Output	# of managers surveyed about whether reports, analysis, recommendations, and projections provide useful information	not reported	not reported	30		
Demand	# of reports requested	not reported	not reported	24		
Demand	# of data analyses requested	not reported	not reported	4		
Demand	# of policy analyses and recommendations requested	not reported	not reported	6		
Demand	# of projections requested	not reported	not reported	6		
Demand	# of meetings requested	not reported	not reported	48		
Efficiency	Cost per report provided	not reported	not reported	$4,167		
Efficiency	Cost per data analysis provided	not reported	not reported	$25,000		
Efficiency	Cost per policy analysis and recommendations provided	not reported	not reported	$16,667		
Efficiency	Cost per projection provided	not reported	not reported	$16,667		
Efficiency	Cost per meeting facilitated	not reported	not reported	$2,083		
Revenue						
	249 - NON DEPARTMENTAL GRANT	$ -	$ -	$ 9,158,935	$ 9,158,935	100.0%
	TOTAL SOURCES	$ -	$ -	$ 9,158,935	$ 9,158,935	100.0%
Expenditure						
	249 - NON DEPARTMENTAL GRANT	$ -	$ -	$ 9,158,935	$ (9,158,935)	-100.0%
	TOTAL USES	$ -	$ -	$ 9,158,935	$ (9,158,935)	-100.0%

Base Adjustments:

- A grant from the Edward Bryne Memorial Justice Assistance Grant (JAG) was accepted for research and planning in the amount of $9,158,935 in the Non-Recurring, Non-Project Budget.

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 1,429,968**	**$ -**
MID-YEAR ADJUSTMENTS:		
BUDGET BALANCING ADJUSTMENTS:		
Cost Reduction		
Reduction in Supplies & Services	$ (17,837)	$ -
Subtotal	$ (17,837)	$ -
Non-Mandated Service		
Eliminate Urban Fellow Funding	$ (31,500)	$ -
Subtotal	$ (31,500)	$ -
FY 2008-09 REVISED BUDGET	**$ 1,380,631**	**$ -**
RESTATEMENTS		
Restatement from Justice System Planning and Information		
Net of budget balancing reductions ($154,679)	$ 387,378	$ -
Restatement from Communications		
Net of budget balancing reductions ($161,872)	770,219	500
Subtotal	$ 1,157,597	$ 500
FY 2008-09 REVISED RESTATED BUDGET	**$ 2,538,228**	**$ 500**
TARGET ADJUSTMENTS:		
Reallocate PCN 01623 from Communications (710)/County Manager (200) to OMB (490)	$ (44,873)	*$* -
FY 2009-10 BUDGET TARGET	**$ 2,493,355**	**$ 500**
BASE ADJUSTMENTS:		
BUDGET BALANCING ADJUSTMENTS:		
Administrative Reduction		
Eliminate Vacant Intern Position	$ (19,106)	$ -
Eliminate Vacant Communications Officer Supervisor	(55,094)	-
Eliminate Vacant Communications Director	(79,410)	-
Create Communications Manager & Press Secretary	182,719	-
Delete Vacant (.50 FTE) Admin/Operations Specialist	(40,151)	-
Reduction in Supplies & Services	(17,837)	-
Subtotal	$ (28,879)	$ -
Vacancies		
Eliminate 2 Vacant Positions in Justice System Planning and Information	$ (6,914)	$ -
Subtotal	$ (6,914)	$ -
Debt Reduction		
Pay Off Capital Lease - 08 Desktop Refresh	$ (7,768)	$ -
Pay Off Capital Lease - Studio Equipment	(15,102)	-
	$ (22,870)	$ -
OTHER BASE ADJUSTMENTS		
Increased Revenue for Public Records Requests in the Media Production Activity	$ -	$ 600
Subtotal	$ -	$ 600
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 2,434,692**	**$ 1,100**

Non Departmental Grant Fund (249)

	EXPENDITURES	REVENUE
NON-RECURRING		
NON-PROJECT 0001		
American Recovery and Reinvestment Act (ARRA): Edward Bryne Memorial Justice Assistance Grant (JAG)	$ 9,158,935	$ 9,158,935
Subtotal	$ 9,158,935	$ 9,158,935
FY 2009-10 ADOPTED NON-RECURRING BUDGET	**$ 9,158,935**	**$ 9,158,935**

Detention Fund (255)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ -**	**$ -**
FY 2008-09 REVISED BUDGET	**$ -**	**$ -**
RESTATEMENTS		
Restatement from Justice System Planning and Information	$ 1,695,804	$ -
Subtotal	$ 1,695,804	$ -
FY 2009-10 REVISED RESTATED BUDGET	**$ 1,695,804**	**$ -**
FY 2009-10 BUDGET TARGET	**$ 1,695,804**	**$ -**
BASE ADJUSTMENTS:		
BUDGET BALANCING ADJUSTMENTS:		
Cost Reduction		
Reduce Number of IBM Software Licenses	$ (70,157)	$ -
Eliminate Support Contract for Smart Warrants by Rewriting In-House	(50,000)	-
Eliminate Adobe Form Server License Maintenance	(25,355)	-
Discontinue Hardware Support for IBM SML Appliances	(13,159)	-
Cancel Purchase of 10 Gig Networking	(56,677)	-
Reduce Software (Office and Tools) to Current Employee Levels	(21,600)	-
Subtotal	$ (236,948)	$ -
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 1,458,856**	**$ -**

Elections

Analysis by Julia Smith, Management & Budget Analyst

Summary

Mission

The mission of the Elections Department is to provide access to the electoral process for citizens and candidates so they have equal access and may readily participate in elections.

Vision

The vision of the Elections Department is a County in which citizens may vote, initiate petitions, and run for office confident that every effort was made to: educate them about election laws and procedures, remove barriers to participation, provide equal access, and assure the integrity of elections.

Strategic Goals

The Elections Department is currently undergoing a Strategic Plan Review and will have updated goals established for FY 2010-11.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
21EL - ELECTIONS	$ 3,897,052	$ 3,317,089	$ 3,317,089	$ 4,322,039	$ 1,014,804	$ (2,302,285)	-69.4%
CAND - CANDIDATE FILING CAMPAIGN FIN	7,054	12,001	12,001	21,409	15,601	3,600	30.0%
VOTE - EARLY VOTING	6,802	896	896	881	1,001	105	11.7%
ELEC - ELECTION PROCESSING	3,878,466	2,461,491	2,461,491	2,125,323	993,601	(1,467,890)	-59.6%
GEOG - GEOGRAPHICAL SERVICES	4,730	2,701	2,701	4,536	4,601	1,900	70.3%
TECH - TECH STAFF BALLOT TABULATION	-	840,000	840,000	2,169,890	-	(840,000)	-100.0%
21VR - VOTER REGISTRATION	$ 12,587	$ 604	$ 604	$ 130,680	$ 1,404	$ 800	132.5%
VREG - VOTER REGISTRATION	12,587	604	604	130,680	1,404	800	132.5%
99AS - ADMINISTRATIVE SERVICES	$ 100	$ 2	$ 2	$ -	$ 55,002	$ 55,000	2750000.0%
ODIR - EXECUTIVE MANAGEMENT	100	2	2	-	55,002	55,000	2750000.0%
99GV - GENERAL GOVERNMENT	$ 750	$ -	$ -	$ (3,511)	$ -	$ -	0.0%
GGOV - GENERAL GOVERNMENT	750	-	-	(3,511)	-	-	0.0%
TOTAL PROGRAMS	**$ 3,910,489**	**$ 3,317,695**	**$ 3,317,695**	**$ 4,449,208**	**$ 1,071,210**	**$ (2,246,485)**	**-67.7%**
USES							
21EL - ELECTIONS	$ 10,107,590	$ 17,508,564	$ 17,508,564	$ 16,824,031	$ 4,909,695	$ 12,598,869	72.0%
CAND - CANDIDATE FILING CAMPAIGN FIN	137,182	135,604	135,604	130,823	149,509	(13,905)	-10.3%
VOTE - EARLY VOTING	2,706,181	4,180,887	4,180,887	4,400,049	1,177,600	3,003,287	71.8%
ELEC - ELECTION PROCESSING	3,586,551	6,192,237	6,192,237	5,666,051	942,975	5,249,262	84.8%
GEOG - GEOGRAPHICAL SERVICES	305,133	330,880	330,880	330,578	272,208	58,672	17.7%
POLL - POLL STAFFING	541,949	690,394	690,394	647,184	503,548	186,846	27.1%
SITE - POLLING SITE SERVICES	243,028	364,314	364,314	345,546	249,385	114,929	31.5%
PINF - PUBLIC INFORMATION	58,144	183,148	183,148	78,574	8,510	174,638	95.4%
TECH - TECH STAFF BALLOT TABULATION	1,942,732	4,335,874	4,335,874	4,385,016	1,256,426	3,079,448	71.0%
WHSE - WAREHOUSE	586,690	1,095,226	1,095,226	840,210	349,534	745,692	68.1%
21VR - VOTER REGISTRATION	$ 2,042,596	$ 1,448,684	$ 1,448,684	$ 1,448,497	$ 2,164,164	$ (715,480)	-49.4%
VREG - VOTER REGISTRATION	1,747,088	1,249,647	1,249,647	1,269,330	2,031,955	(782,308)	-62.6%
SCAN - VOTER REGISTRATION SCANNING	295,508	199,037	199,037	179,167	132,209	66,828	33.6%
99AS - ADMINISTRATIVE SERVICES	$ 1,111,572	$ 1,122,836	$ 1,122,836	$ 1,148,202	$ 1,165,722	$ (42,886)	-3.8%
BDGT - BUDGETING	122,201	122,610	122,610	122,521	122,435	175	0.1%
ODIR - EXECUTIVE MANAGEMENT	721,693	752,464	752,464	742,321	819,381	(66,917)	-8.9%
FSAC - FINANCIAL SERVICES	192,770	185,637	185,637	196,116	152,726	32,911	17.7%
HRAC - HUMAN RESOURCES	74,908	62,125	62,125	87,244	71,180	(9,055)	-14.6%
99GV - GENERAL GOVERNMENT	$ 46,344	$ 46,344	$ 46,344	$ 61,432	$ 57,240	$ (10,896)	-23.5%
ISFC - INTERNAL SERVICE FUND CHARGES	46,344	46,344	46,344	61,432	57,240	(10,896)	-23.5%
TOTAL PROGRAMS	**$ 13,308,102**	**$ 20,126,428**	**$ 20,126,428**	**$ 19,482,162**	**$ 8,296,821**	**$ 11,829,607**	**58.8%**

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 750	$ -	$ -	$ -	$ 55,000	$ 55,000	0.0%
0620 - OTHER INTERGOVERNMENTAL	3,873,670	3,301,490	3,301,490	4,418,890	993,600	(2,307,890)	-69.9%
SUBTOTAL	$ 3,874,420	$ 3,301,490	$ 3,301,490	$ 4,418,890	$ 1,048,600	$ (2,252,890)	-68.2%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 8,455	$ 702	$ 702	$ 5,126	$ 1,602	$ 900	128.2%
SUBTOTAL	$ 8,455	$ 702	$ 702	$ 5,126	$ 1,602	$ 900	128.2%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 4,985	$ 12,000	$ 12,000	$ 20,882	$ 15,600	$ 3,600	30.0%
SUBTOTAL	$ 4,985	$ 12,000	$ 12,000	$ 20,882	$ 15,600	$ 3,600	30.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 3,512	$ -	$ -	$ (3,511)	$ -	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	19,117	3,503	3,503	7,821	5,408	1,905	54.4%
SUBTOTAL	$ 22,629	$ 3,503	$ 3,503	$ 4,310	$ 5,408	$ 1,905	54.4%
ALL REVENUES	$ 3,910,489	$ 3,317,695	$ 3,317,695	$ 4,449,208	$ 1,071,210	$ (2,246,485)	-67.7%
TOTAL SOURCES	**$ 3,910,489**	**$ 3,317,695**	**$ 3,317,695**	**$ 4,449,208**	**$ 1,071,210**	**$ (2,246,485)**	**-67.7%**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,455,855	$ 2,441,563	$ 2,441,563	$ 2,328,319	$ 2,259,770	$ 181,793	7.4%
0705 - TEMPORARY PAY	348,008	1,769,772	1,769,772	1,049,371	232,579	1,537,193	86.9%
0710 - OVERTIME	313,277	740,482	740,482	758,572	124,259	616,223	83.2%
0750 - FRINGE BENEFITS	980,962	1,115,625	1,115,625	1,140,573	841,615	274,010	24.6%
0790 - OTHER PERSONNEL SERVICES	44,641	46,344	46,344	45,446	92,440	(46,096)	-99.5%
SUBTOTAL	$ 4,142,743	$ 6,113,786	$ 6,113,786	$ 5,322,281	$ 3,550,663	$ 2,563,123	41.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 264,814	$ 215,900	$ 215,900	$ 228,861	$ 99,184	$ 116,716	54.1%
0803 - FUEL	11,310	26,000	26,000	25,569	11,300	14,700	56.5%
0804 - NON-CAPITAL EQUIPMENT	-	150,000	150,000	-	5,000	145,000	96.7%
SUBTOTAL	$ 276,124	$ 391,900	$ 391,900	$ 254,430	$ 115,484	$ 276,416	70.5%
SERVICES							
0810 - LEGAL SERVICES	$ 8,778	$ 26,499	$ 26,499	$ 13,356	$ 9,000	$ 17,499	66.0%
0811 - HEALTH CARE SERVICES	67	-	-	-	-	-	0.0%
0812 - OTHER SERVICES	6,224,706	10,852,077	10,852,077	10,947,708	3,513,024	7,339,053	67.6%
0820 - RENT & OPERATING LEASES	82,661	381,800	381,800	246,752	104,275	277,525	72.7%
0825 - REPAIRS AND MAINTENANCE	30,226	9,000	9,000	7,109	16,210	(7,210)	-80.1%
0839 - INTERNAL SERVICE CHARGES	80,649	20,000	20,000	74,000	25,000	(5,000)	-25.0%
0841 - TRAVEL	61,826	84,450	84,450	97,595	26,595	57,855	68.5%
0842 - EDUCATION AND TRAINING	9,751	29,750	29,750	13,149	21,500	8,250	27.7%
0843 - POSTAGE/FREIGHT/SHIPPING	961,432	853,770	853,770	1,113,414	892,570	(38,800)	-4.5%
0850 - UTILITIES	71,424	5,686	5,686	34,657	22,500	(16,814)	-295.7%
SUBTOTAL	$ 7,531,520	$ 12,263,032	$ 12,263,032	$ 12,547,740	$ 4,630,674	$ 7,632,358	62.2%
CAPITAL							
0950 - DEBT SERVICE	1,357,715	1,357,710	1,357,710	1,357,711	-	1,357,710	100.0%
SUBTOTAL	$ 1,357,715	$ 1,357,710	$ 1,357,710	$ 1,357,711	$ -	$ 1,357,710	100.0%
TOTAL USES	**$ 13,308,102**	**$ 20,126,428**	**$ 20,126,428**	**$ 19,482,162**	**$ 8,296,821**	**$ 11,829,607**	**58.8%**

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 3,906,227	$ 3,317,695	$ 3,317,695	$ 4,452,719	$ 1,016,210	$ (2,301,485)	-69.4%
FUND TOTAL	$ 3,906,227	$ 3,317,695	$ 3,317,695	$ 4,452,719	$ 1,016,210	$ (2,301,485)	-69.4%
248 ELECTIONS GRANT							
OPERATING	$ 4,262	$ -	$ -	$ (3,511)	$ -	$ -	
NON-RECURRING	-	-	-	-	55,000	55,000	
FUND TOTAL	$ 4,262	$ -	$ -	$ (3,511)	$ 55,000	$ 55,000	
DEPARTMENT OPERATING TOTAL	$ 3,910,489	$ 3,317,695	$ 3,317,695	$ 4,449,208	$ 1,016,210	$ (2,301,485)	-69.4%
DEPARTMENT NON-RECURRING TOTAL	$ -	$ -	$ -	$ -	$ 55,000	$ 55,000	
DEPARTMENT TOTAL	$ 3,910,489	$ 3,317,695	$ 3,317,695	$ 4,449,208	$ 1,071,210	$ (2,246,485)	-67.7%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 13,303,841	$ 20,096,904	$ 20,096,904	$ 19,454,352	$ 8,212,297	$ 11,884,607	59.1%
FUND TOTAL USES	$ 13,303,841	$ 20,096,904	$ 20,096,904	$ 19,454,352	$ 8,212,297	$ 11,884,607	59.1%
248 ELECTIONS GRANT							
OPERATING	$ 4,261	$ 29,524	$ 29,524	$ 27,810	$ -	$ 29,524	100.0%
NON-RECURRING	-	-	-	-	84,524	(84,524)	
FUND TOTAL USES	$ 4,261	$ 29,524	$ 29,524	$ 27,810	$ 84,524	$ (55,000)	-186.3%
DEPARTMENT OPERATING TOTAL USES	$ 13,308,102	$ 20,126,428	$ 20,126,428	$ 19,482,162	$ 8,212,297	$ 11,914,131	59.2%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ -	$ -	$ -	$ 84,524	$ (84,524)	
DEPARTMENT TOTAL USES	$ 13,308,102	$ 20,126,428	$ 20,126,428	$ 19,482,162	$ 8,296,821	$ 11,829,607	58.8%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
210 - ELECTIONS								
ADMINISTRATIVE SERVICES								
BUDGETING	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
EXECUTIVE MANAGEMENT	8.00	8.00	8.00	8.00	-	0.00%	-	0.00%
FINANCIAL SERVICES	2.50	2.50	2.50	2.50	-	0.00%	-	0.00%
HUMAN RESOURCES	1.50	1.50	1.50	1.50	-	0.00%	-	0.00%
PROGRAM TOTAL	13.00	13.00	13.00	13.00	-	0.00%	-	0.00%
ELECTIONS								
CANDIDATE FILING CAMPAIGN FIN	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
EARLY VOTING	4.00	4.00	4.00	2.00	(2.00)	-50.00%	(2.00)	-50.00%
GEOGRAPHICAL SERVICES	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
POLL STAFFING	6.00	6.00	6.00	6.00	-	0.00%	-	0.00%
POLLING SITE SERVICES	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
TECH STAFF BALLOT TABULATION	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
WAREHOUSE	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
PROGRAM TOTAL	26.00	26.00	26.00	24.00	(2.00)	-7.69%	(2.00)	-7.69%
VOTER REGISTRATION								
VOTER REGISTRATION	15.00	15.00	15.00	14.00	(1.00)	-6.67%	(1.00)	-6.67%
VOTER REGISTRATION SCANNING	4.00	4.00	4.00	3.00	(1.00)	-25.00%	(1.00)	-25.00%
PROGRAM TOTAL	19.00	19.00	19.00	17.00	(2.00)	-10.53%	(2.00)	-10.53%
DEPARTMENT TOTAL	**58.00**	**58.00**	**58.00**	**54.00**	**(4.00)**	**-6.90%**	**(4.00)**	**-6.90%**

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
210 - ELECTIONS								
Executive Assistant	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Human Resources Specialist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Office Assistant	25.00	25.00	25.00	24.00	(1.00)	-4.00%	(1.00)	-4.00%
Office Assistant Specialized	7.00	7.00	7.00	6.00	(1.00)	-14.29%	(1.00)	-14.29%
Admin/Operations Specialist	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Deputy Director	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Director - Elections	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Administrative Supervisor	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Administrative Staff Supv	4.00	4.00	4.00	2.00	(2.00)	-50.00%	(2.00)	-50.00%
Field Operations Supervisor	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Administrator	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Operations/Program Manager	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Finan/Business Analyst - Dept	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
GIS Programmer/Analyst	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Business/Systems Analyst	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Database Report Writer Analyst	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
General Maintenance Worker	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
GIS Technician	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
GIS Programmer/Analyst - Ld	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Consultant	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
DEPARTMENT TOTAL	**58.00**	**58.00**	**58.00**	**54.00**	**(4.00)**	**-6.90%**	**(4.00)**	**-6.90%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
210 - ELECTIONS								
100 - GENERAL	58.00	58.00	58.00	54.00	(4.00)	-6.90%	(4.00)	-6.90%
DEPARTMENT TOTAL	**58.00**	**58.00**	**58.00**	**54.00**	**(4.00)**	**-6.90%**	**(4.00)**	**-6.90%**

General Adjustments

Cost Reductions: By reducing administrative costs, such as seminar trainings and other various discretionary expenditures, $39,810 will be saved in the General Fund operating budget.

Debt Service: The County is applying a one-time payment to reduce the annualized debt service expense for election voting equipment purchased through the Technology Financing Program. This results in an operating savings of $1,357,710 in the General Fund.

Programs and Activities

Elections Program

The purpose of the Elections Program is to provide access to the electoral process for citizens, jurisdictions, candidates, the legislature and special interest groups so that they have equal access and may readily participate in elections.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Fines levied as a percentage of active political committees	2.5%	15.0%	15.0%	0.0%	0.0%
The percentage of special ballots processed in time to meet the statutory deadline	100.0%	100.0%	100.0%	0.0%	0.0%
Percentage of elections not postponed because of improper boundaries	100.0%	100.0%	100.0%	0.0%	0.0%
Percentage reduction in complaints about board workers	12.0%	40.0%	12.0%	(28.0%)	-70.0%
Percent of board worker positions filled one week out from election	95.0%	95.0%	95.0%	0.0%	0.0%
The number of complaints about polls per vote cast at polls	0.6%	0.6%	0.6%	(0.0%)	-7.0%
Percentage of deliveries of supplies and equipment delivered to the correct precinct	99.8%	99.8%	100.0%	0.2%	0.2%

Activities that comprise this program include:

- Candidate Filing/Campaign Finance
- Election Processing
- Geographical Services
- Public Information
- Poll Staffing
- Polling Site Services
- Tech Staff/Ballot Tabulation
- Early Voting
- Warehouse

Candidate Filing/Campaign Finance Activity

The purpose of the Candidate Filing/Campaign Finance Activity is to provide the necessary knowledge to special interest groups and prospective candidates so that they may comply with Federal and State Regulations.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Office.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Fines levied as a percentage of active political committees	2.5%	15.0%	15.0%	0.0%	0.0%
Output	Number of candidate filings and active committees	1,678	3,000	999	(2,001)	-66.7%
Output	Number of candidates trained, precinct committeemen processed and filings processed	1,678	3,000	999	(2,001)	-66.7%
Demand	Number of candidates running for office, precinct committeemen processed and filings	1,678	3,000	999	(2,001)	-66.7%
Efficiency	Cost per candidate trained	$ 4.20	$ 25.00	$ 15.62	$ 9.38	-37.5%
Revenue						
	100 - GENERAL	$ 7,054	$ 12,001	$ 15,601	$ 3,600	30.0%
	TOTAL SOURCES	$ 7,054	$ 12,001	$ 15,601	$ 3,600	30.0%
Expenditure						
	100 - GENERAL	$ 137,182	$ 135,604	$ 149,509	$ 13,905	10.3%
	TOTAL USES	$ 137,182	$ 135,604	$ 149,509	$ 13,905	10.3%

Activity Narrative: The Campaign Filings/Campaign Finance Activity funding is being reduced by $13,905 when compared to FY 2008-09. A reduced need for campaign materials is due to the reduced number of elections that will be held during FY 2009-10.

Election Processing Activity

The purpose of the Elections Processing Activity is to process ballots for voters to ensure the security of the ballot and to provide special processing for ballots not handled by the normal ballot tabulation process.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Office.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	The percentage of special ballots processed in time to meet the statutory deadline	100.0%	100.0%	100.0%	0.0%	0.0%
Output	The total number of ballots requiring special handling	859,014	1,350,000	1,100,000	(250,000)	-18.5%
Demand	The number of ballots requiring special handling	859,014	1,350,000	1,100,000	(250,000)	-18.5%
Efficiency	Cost in cents per ballot requiring special handling	$ 4.18	$ 4.59	$ 0.86	$ 3.73	-81.3%
Revenue						
	100 - GENERAL	$ 3,874,954.00	$ 2,461,491.00	$ 993,601.00	$ (1,467,890.00)	-59.6%
	248 - ELECTIONS GRANT	3,512	-	-	-	0.0%
	TOTAL SOURCES	$ 3,878,466.00	$ 2,461,491.00	$ 993,601.00	$ (1,467,890.00)	-59.6%
Expenditure						
	100 - GENERAL	$ 3,582,290.00	$ 6,162,713.00	$ 913,451.00	$ (5,249,262.00)	-85.2%
	248 - ELECTIONS GRANT	4,261	29,524	29,524	-	0.0%
	TOTAL USES	$ 3,586,551.00	$ 6,192,237.00	$ 942,975.00	$ (5,249,262.00)	-84.8%

Activity Narrative: The FY 2009-10 revenue budget for the Election Processing Activity is reduced by $2,301,485 as compared to FY 2008-09. This decrease is due to the change in the election cycle. In FY 2008-09, the Presidential Election was held, and this year, the Jurisdictional Elections will be held.

Geographical Services Activity

The purpose of the Geographical Services Activity is to provide information for the County Elections Department, State and underlying jurisdictions so that votes tallied in their elections are from residents of the jurisdiction.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Office.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percentage of elections not postponed because of improper boundaries	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of jurisdictional boundary changes processed	1,010	1,553	1,253	(300)	-19.3%
Output	Number of elections	42	4	75	71	1775.0%
Demand	Number of jurisdictional boundary changes	1,010	1,553	1,253	(300)	-19.3%
Efficiency	Cost per boundary change	$ 302.11	$ 213.06	$ 217.25	$ (4.19)	2.0%
Revenue						
	100 - GENERAL	$ 4,730	$ 2,701	$ 4,601	$ 1,900	70.3%
	TOTAL SOURCES	$ 4,730	$ 2,701	$ 4,601	$ 1,900	70.3%
Expenditure						
	100 - GENERAL	$ 305,133	$ 330,880	$ 272,208	$ (58,672)	-17.7%
	TOTAL USES	$ 305,133	$ 330,880	$ 272,208	$ (58,672)	-17.7%

Public Information Activity

The purpose of the Public Information Activity is to provide information for residents of the County so they can be exposed to honest and accurate information about elections so they can participate in the election process.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Office.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Expenditure						
	100 - GENERAL	$ 58,144	$ 183,148	$ 8,510	$ (174,638)	-95.4%
	TOTAL USES	$ 58,144	$ 183,148	$ 8,510	$ (174,638)	-95.4%

Poll Staffing Activity

The purpose of the Poll Staffing Activity is to provide staffing for polling places for residents of the County so they can cast their ballot aided by a well-informed, courteous staff with the assurance that the integrity of their ballot will be maintained.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Office.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of board worker positions filled one week out from election	95.0%	95.0%	95.0%	0.0%	0.0%
Result	Percentage reduction in complaints about board workers	12.0%	40.0%	12.0%	(28.0%)	-70.0%
Output	Number of board workers hired	8,543	14,604	7,950	(6,654)	-45.6%
Output	Base number of complaints about board workers	37	25	25	-	0.0%
Demand	Number of board workers required by law	8,543	14,604	7,950	(6,654)	-45.6%
Efficiency	Cost per board worker hired	$ 0.02	$ 0.02	$ 0.02	$ 0.01	-25.4%
Expenditure						
	100 - GENERAL	$ 541,949	$ 690,394	$ 503,548	$ (186,846)	-27.1%
	TOTAL USES	$ 541,949	$ 690,394	$ 503,548	$ (186,846)	-27.1%

Activity Narrative: The FY 2009-10 expenditure budget for the Poll Staffing Activity is reduced by $67,017, by reducing Election Troubleshooter duties.

Polling Site Services Activity

The purpose of the Polling Site Services Activity is to provide facilities for voters so they can cast their votes quickly and conveniently.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers, duties, as well as functions of the Elections Office.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	The number of complaints about polls per vote cast at polls	0.6%	0.6%	0.6%	0.0%	0.0%
Result	Percentage of polls co-located	0.0%	0.0%	0.0%	0.0%	0.0%
Output	Number of votes cast at polls	1,200,000	1,550,000	1,550,000	-	0.0%
Output	Number of polls used	1,270	2,550	1,270	(1,280)	-50.2%
Demand	Number of polls required by law	1,270	2,550	1,270	(1,280)	-50.2%
Efficiency	Cost per poll used	$ 191.36	$ 142.87	$ 196.37	$ (53.50)	37.4%
Expenditure						
	100 - GENERAL	$ 243,028	$ 364,314	$ 249,385	$ (114,929)	-31.5%
	TOTAL USES	$ 243,028	$ 364,314	$ 249,385	$ (114,929)	-31.5%

Activity Narrative: A reduction in the number of Polling Site locations during FY 2009-10 will create a savings of $34,600 in the operating budget. This is due to a reduced demand for services based on the local elections being held.

Tech Staff/Ballot Tabulation Activity

The purpose of the Technical Staff/Ballot Tabulation Activity is to provide data services for the County, State and underlying jurisdictions to insure that they are accurately and quickly informed of elections results.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Office.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percentage of cost for ballots reprinted	3.5%	3.5%	0.0%	(3.5%)	-100.0%
Output	Number of ballot versions prepared	1,534	1,534	1,534	-	0.0%
Output	Cost of printing ballots	640,000	2,100,000	640,000	(1,460,000)	-69.5%
Demand	Number of ballot versions required	1,534	1,534	1,534	-	0.0%
Efficiency	Cost per ballot version	$ 1,266	$ 2,827	$ 819	$ 2,007	-71.0%
Revenue						
	100 - GENERAL	$ -	$ 840,000	$ -	$ (840,000)	-100.0%
	TOTAL SOURCES	$ -	$ 840,000	$ -	$ (840,000)	-100.0%
Expenditure						
	100 - GENERAL	$ 1,942,732	$ 4,335,874	$ 1,256,426	$ (3,079,448)	-71.0%
	TOTAL USES	$ 1,942,732	$ 4,335,874	$ 1,256,426	$ (3,079,448)	-71.0%

Early Voting Activity

The purpose of the Early Voting Activity is to provide early voting services to registered voters so they can request ballots and vote by mail or by dropping off their ballot at the poll.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Office.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	The percentage of ballots returned for which a correct ballot selection was issued	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of early ballot requests	723,623	750,000	750,000	-	0.0%
Output	The Number of ballots returned	562,500	562,500	562,500	-	0.0%
Demand	Number of early ballot requests	723,623	750,000	750,000	-	0.0%
Efficiency	Cost in cents per early ballot request	$ 3.74	$ 5.57	$ 1.57	$ 4.00	-71.8%
Revenue						
	100 - GENERAL	$ 6,802	$ 896	$ 1,001	$ 105	11.7%
	TOTAL SOURCES	$ 6,802	$ 896	$ 1,001	$ 105	11.7%
Expenditure						
	100 - GENERAL	$ 2,706,181	$ 4,180,887	$ 1,177,600	$ (3,003,287)	-71.8%
	TOTAL USES	$ 2,706,181	$ 4,180,887	$ 1,177,600	$ (3,003,287)	-71.8%

Activity Narrative: The Early Voting Activity is being reduced by two full-time positions. In the future, these positions could be reinstated if the demand for early voting services increases along with the four-year cycle of elections.

Warehouse Activity

The purpose of the Warehouse Activity is to provide storage and delivery of election equipment and supplies for the Election Department so that adequate resources are delivered to hold elections.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Office.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percentage of deliveries of supplies and equipment delivered to the correct precinct	99.8%	99.8%	99.8%	(0.0%)	0.0%
Output	Number of precincts supplied	1,270	1,891	1,270	(621)	-32.8%
Demand	Number of precincts to be supplied	1,270	1,891	1,270	(621)	-32.8%
Efficiency	Cost per precinct supplied	$ 461.96	$ 579.18	$ 275.22	$304	-52.5%
Expenditure						
	100 - GENERAL	$ 586,690	$ 1,095,226	$ 349,534	$ (745,692)	-68.1%
	TOTAL USES	$ 586,690	$ 1,095,226	$ 349,534	$ (745,692)	-68.1%

Activity Narrative: The FY 2009-10 supplies budget for the Warehouse Activity will be reduced by $270,410 because fewer elections will be held; thus, less supplies will be needed.

Voter Registration Program

The purpose of the Voter Registration Program is to provide registration services to eligible citizens who maintain residency in the County so they may readily express their preferences through the electoral process.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percentage of all valid registrations processed in time to meet election deadlines	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Voter Registration
- Voter Registration Scanning

Voter Registration Activity

The purpose of the Voter Registration Activity is to provide registration services to eligible citizens who maintain residency in the County so they may readily express their preferences through the electoral process.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Office.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percentage of all valid registrations processed in time to meet election deadlines	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of registrations processed	482,494	391,603	320,000	(71,603)	-18.3%
Demand	Number of registrations to be processed	487,494	391,603	310,000	(81,603)	-20.8%
Efficiency	Cost per registration processed	$ 3.62	$ 3.19	$ 6.35	$ (3.16)	99.0%
Revenue						
	100 - GENERAL	$ 12,587	$ 604	$ 1,404	$ 800	132.5%
	TOTAL SOURCES	$ 12,587	$ 604	$ 1,404	$ 800	132.5%
Expenditure						
	100 - GENERAL	$ 1,747,088	$ 1,249,647	$ 2,031,955	$ 782,308	62.6%
	TOTAL USES	$ 1,747,088	$ 1,249,647	$ 2,031,955	$ 782,308	62.6%

Activity Narrative: The FY 2009-10 supplies and services budget within the Voter Registration Activity is being reduced by $534,716. This reduction is due to the change in the election cycle (going from a Presidential election year to a Jurisdictional election year). This Activity is also eliminating two full-time positions totaling $126,273. If the demand for voter registration services increases as the four-year election cycle continues, these two positions could be reinstated at a future date.

Voter Registration Scanning Activity

The purpose of the Voter Registration Scanning Activity is to scan registrations for the voter registration program employees so they can readily access the data to process registrations and to distribute that data to the public.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Office.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	The percentage of valid registrations scanned and indexed in time to meet election deadlines	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of registrations scanned	623,375	623,375	623,375	-	0.0%
Demand	Number of registrations processed	623,375	623,375	623,375	-	0.0%
Efficiency	Cost in cents per registration scanned	$ 0.47	$ 0.32	$ 0.21	$ 0.11	-33.6%
Expenditure						
	100 - GENERAL	$ 295,508	$ 199,037	$ 132,209	$ (66,828)	-33.6%
	TOTAL USES	$ 295,508	$ 199,037	$ 132,209	$ (66,828)	-33.6%

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 20,096,904**	**$**	**3,317,695**
FY 2008-09 REVISED BUDGET		**$ 20,096,904**	**$**	**3,317,695**
TARGET ADJUSTMENTS:				
PERSONNEL SAVINGS ADJUSTMENT		$ 117,925	$	-
TECHNICAL ADJUSTMENTS				
Primary and General Election		$ (6,742,544)	$	-
	Subtotal	$ (6,742,544)	$	-
FY 2009-10 BUDGET TARGET		**$ 13,472,285**	**$**	**3,317,695**
REQUESTED BUDGET ADJUSTMENTS				
Revenue				
Election Year Cycle Variation		$ -	$	(2,301,485)
	Subtotal	$ -	$	(2,301,485)
BASE ADJUSTMENTS:				
BUDGET BALANCING				
Cost Reduction				
Reduction for Election Cycle		$ (2,694,457)	$	(2,301,485)
Eliminate Seminar Trainings		(17,000)		-
Reduce Discretionary Costs		(22,810)		-
Reduce Warehouse Supplies		(270,410)		-
Eliminate Election Troubleshooter Funding		(67,017)		-
Reduce Promotional Materials		(4,500)		-
Reduce Campaign Filings/Campaign Finance Materials		(12,700)		-
	Subtotal	$ (3,088,894)	$	(2,301,485)
Service Reduction				
Reduce the number of Polling Sites		$ (34,600)	$	-
	Subtotal	$ (34,600)	$	-
Vacancies				
Eliminate 1 Voter Registration Scanner		$ (64,142)	$	-
Eliminate 2 Early Voting Positions		(117,795)		-
Eliminate 1 Voter Registration Position		(62,131)		-
Eliminate Voter Registration Supplies/Services Costs		(534,716)		-
	Subtotal	$ (778,784)	$	-
Pay Off Capital Leases and Other Debt				
Elections' Voting Equipment		$ (1,357,710)	$	-
	Subtotal	$ (1,357,710)	$	-
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 8,212,297**	**$**	**1,016,210**

Elections Grant (248)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ -**	**$ -**
FY 2008-09 REVISED BUDGET	**$ -**	**$ -**
FY 2009-10 BUDGET TARGET	**$ -**	**$ -**
NON-RECURRING		
NON-RECURRING 0001		
HAVA Grant	$ 55,000	$ 55,000
FY 2008-09 Carryover	29,524	-
Subtotal	$ 84,524	$ 55,000
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 84,524**	**$ 55,000**

Elections Grant Fund (248) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ -	$ 71,493	$ 71,493	$ -	$ (31,321)
Beginning Unreserved/Undesignated Fund Balance	$ -	$ 71,493	$ 71,493	$ -	$ (31,321)
Sources:					
Operating	$ 4,262	$ -	$ -	$ (3,511)	$ -
Total Sources:	$ 4,262	$ -	$ -	$ (3,511)	$ 55,000
Uses:					
Operating	$ 4,261	$ 29,524	$ 29,524	$ 27,810	$ -
Total Uses:	$ 4,261	$ 29,524	$ 29,524	$ 27,810	$ 84,524
Operating Balance	$ 1	$ (29,524)	$ (29,524)	$ (31,321)	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ -	$ 41,969	$ 41,969	$ (31,321)	$ (60,845)
Ending Unreserved Fund Balance	$ -	$ 41,969	$ 41,969	$ (31,321)	$ (60,845)

The Elections Grant Fund receives grant revenue. Grant revenue is received as a reimbursement which results in a deficit balance at the close of fiscal year-end.

Emergency Management

Analysis by Mary Driessen, Management & Budget Analyst

Summary

Mission

The mission of the Maricopa County Department of Emergency Management is to provide community-wide education, planning, coordination, and continuity of government for the people of Maricopa County in order to protect lives, property and the environment in the event of a major emergency.

Vision

We will be a respected and effective leader in providing all aspects of a comprehensive emergency management program, including mitigation, preparedness, response, and recovery, in a proactive manner.

Strategic Goals

- **By June 30, 2009, establish Citizen Corps councils in all three tribal communities and in at least 20 of the 24 cities and towns in Maricopa County.**

  Status: Thirteen city/town and one tribal Citizen Corps councils have been formed. All Citizen Corps programs in Maricopa County are under the umbrella of either a local council or the Arizona Central Region Citizen Corps Council as of June 30, 2009. These actions represent 60% of the entities within Maricopa County completed to date. Staff has assisted with the creation of one tribal citizen corps council, representing 33% of the tribal communities. State Citizens Corp Council is currently addressing the appropriate number of councils per region with regard to current and future Federal grant funding. Since Maricopa County is the Central Region, Emergency Management is working with the State and Central Region Advisory Council for future direction. This goal is expected to be met by June 30, 2010.

- **By December 31, 2010, enhance the County's ability to respond to an emergency of catastrophic proportions by securing a new emergency management facility containing an emergency operations center (EOC) capable of accommodating the personnel, infrastructure, and technology required to deal with the event.**

  Status: This project is not funded at this time.

- **By June 30, 2010, fully integrate National Incident Management Systems (NIMS) best practices into a consistent approach to disaster and emergency management throughout Maricopa County at all jurisdictional levels and across all related functional disciplines.**

  Status: The NIMS requirements change annually. To date, 40 of 43 partner entities (cities, tribes, fire districts, etc.) are NIMS compliant representing a 93% completion. Meetings with the remaining entities are currently scheduled. This goal is expected to be met by June 30, 2010.

- **Annually, realize a gain of at least 3% in the number of County residents who have a family preparedness plan to ensure their safety in order to respond to an emergency event. This will be measured by the number of "agree" or "strongly agree" answers in the Maricopa County Customer Satisfaction Survey. (Baseline will be the result of the 2006 survey).**

  Status: The 2007 survey indicated that 53% of respondents agree or strongly agree that they have a plan in place. According to the 2008 survey, 60% of respondents agree or strongly agree that they have a plan in place. This represents a total sample increase of 7%. Accordingly, the department has fully achieved its goal for this year.

- **Annually, realize a gain of at least 3% in the number of County residents who feel that the County has taken adequate steps to ensure public safety during an emergency event. This will be measured by the number of "agree" or "strongly agree" answers in the Maricopa County Customer Satisfaction Survey. (Baseline will be the result of the 2006 survey).**

  Status: Currently 90% are satisfied or very satisfied that the county has taken adequate steps. Public outreach includes the distribution of preparedness pamphlets, presentations, and media stories have assisted the department in communicating the department's responsibilities and achievements. Steps planned to continue improvement of the level of resident satisfaction will include continued partnerships with various entities in responding to power outages and other events, working with them to continue branding, public awareness and comprehensive response.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
15PR - PREPAREDNESS	$ 971,491	$ 1,124,278	$ 1,199,396	$ 1,302,259	$ 1,332,467	$ 133,071	11.1%
PLAN - PLANNING	856,337	810,698	901,482	1,119,000	947,950	46,468	5.2%
PUBL - PUBLIC INFORMATION	115,154	148,520	132,854	163,744	182,287	49,433	37.2%
EXER - TRAINING AND EXERCISE	-	165,060	165,060	19,515	202,230	37,170	22.5%
15RR - RESPONSE AND RECOVERY	$ -	$ 35,254	$ 35,254	$ 8,189	$ -	$ (35,254)	-100.0%
EMER - EMERGENCY OPERATIONS MGMT	-	35,254	35,254	8,189	-	(35,254)	-100.0%
99GV - GENERAL GOVERNMENT	$ (59,935)	$ -	$ -	$ 14,299	$ -	$ -	0.0%
GGOV - GENERAL GOVERNMENT	(59,935)	-	-	14,299	-	-	0.0%
TOTAL PROGRAMS	**$ 911,556**	**$ 1,159,532**	**$ 1,234,650**	**$ 1,324,747**	**$ 1,332,467**	**$ 97,817**	**7.9%**
USES							
15PR - PREPAREDNESS	$ 1,101,409	$ 1,256,279	$ 1,315,731	$ 1,263,836	$ 1,378,944	$ (63,213)	-4.8%
PLAN - PLANNING	981,346	790,048	856,734	889,033	864,979	(8,245)	-1.0%
PUBL - PUBLIC INFORMATION	108,390	186,093	181,561	173,286	189,176	(7,615)	-4.2%
EXER - TRAINING AND EXERCISE	11,673	280,138	277,436	201,517	324,789	(47,353)	-17.1%
15RR - RESPONSE AND RECOVERY	$ 19,590	$ 63,549	$ 92,349	$ 39,612	$ 49,775	$ 42,574	46.1%
EMER - EMERGENCY OPERATIONS MGMT	19,590	63,549	92,349	39,612	49,775	42,574	46.1%
99GV - GENERAL GOVERNMENT	$ 64,906	$ 74,702	$ 74,702	$ 74,355	$ 77,629	$ (2,927)	-3.9%
CSCA - CENTRAL SERVICE COST ALLOC	64,906	73,659	73,659	73,659	76,632	(2,973)	-4.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	1,043	1,043	696	997	46	4.4%
TOTAL PROGRAMS	**$ 1,185,905**	**$ 1,394,530**	**$ 1,482,782**	**$ 1,377,803**	**$ 1,506,348**	**$ (23,566)**	**-1.6%**

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 629,756	$ 924,532	$ 1,015,316	$ 1,097,134	$ 1,157,622	$ 142,306	14.0%
SUBTOTAL	$ 629,756	$ 924,532	$ 1,015,316	$ 1,097,134	$ 1,157,622	$ 142,306	14.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 269,712	$ 235,000	$ 219,334	$ 213,314	$ 174,845	$ (44,489)	-20.3%
SUBTOTAL	$ 269,712	$ 235,000	$ 219,334	$ 213,314	$ 174,845	$ (44,489)	-20.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 11,838	$ -	$ -	$ 14,299	$ -	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	250	-	-	-	-	-	1.0%
SUBTOTAL	$ 12,088	$ -	$ -	$ 14,299	$ -	$ -	0.0%
TOTAL SOURCES	**$ 911,556**	**$ 1,159,532**	**$ 1,234,650**	**$ 1,324,747**	**$ 1,332,467**	**$ 97,817**	**7.9%**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 689,819	$ 681,302	$ 677,136	$ 654,263	$ 666,980	$ 10,156	1.5%
0710 - OVERTIME	2,333	5,300	5,300	1,767	-	5,300	0.0%
0750 - FRINGE BENEFITS	201,822	201,990	201,990	197,029	197,939	4,051	2.0%
0790 - OTHER PERSONNEL SERVICES	17,294	21,800	21,800	12,310	8,600	13,200	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(89,364)	(15,000)	(15,000)	(7,500)	(29,007)	14,007	-93.4%
0796 - PERSONNEL SERVICES ALLOC-IN	145,081	129,357	129,357	123,526	176,622	(47,265)	-36.5%
SUBTOTAL	$ 966,985	$ 1,024,749	$ 1,020,583	$ 981,395	$ 1,021,134	$ (551)	-0.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 16,252	$ 45,138	$ 35,970	$ 21,019	$ 12,061	$ 23,909	66.5%
0803 - FUEL	1,642	3,502	3,502	1,221	2,000	1,502	42.9%
0804 - NON-CAPITAL EQUIPMENT	38	10,000	10,000	4,300	21,100	(11,100)	-111.0%
0806 - SUPPLIES-ALLOCATION IN	568	771	771	1,383	515	256	33.2%
SUBTOTAL	$ 18,500	$ 59,411	$ 50,243	$ 27,923	$ 35,676	$ 14,567	29.0%
SERVICES							
0812 - OTHER SERVICES	87,476	155,022	259,608	192,739	264,459	(4,851)	-1.9%
0820 - RENT & OPERATING LEASES	2,463	-	-	-	1,800	(1,800)	0.0%
0825 - REPAIRS AND MAINTENANCE	2,088	15,498	15,498	49,065	17,301	(1,803)	-11.6%
0839 - INTERNAL SERVICE CHARGES	83,305	13,504	13,504	13,301	23,999	(10,495)	-77.7%
0841 - TRAVEL	14,023	13,660	11,660	10,590	19,400	(7,740)	0.0%
0842 - EDUCATION AND TRAINING	4,677	7,140	6,140	5,969	6,700	(560)	-9.1%
0843 - POSTAGE/FREIGHT/SHIPPING	943	1,600	1,600	369	800	800	50.0%
0850 - UTILITIES	900	5,701	5,701	3,986	600	5,101	89.5%
0873 - SERVICES-ALLOCATION IN	1,445	6,659	6,659	4,265	5,743	916	13.8%
SUBTOTAL	$ 197,320	$ 218,784	$ 320,370	$ 280,284	$ 340,802	$ (20,432)	-6.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ 73,659	$ 73,659	$ 73,659	$ 76,632	$ (2,973)	-4.0%
SUBTOTAL	$ -	$ 73,659	$ 73,659	$ 73,659	$ 76,632	$ (2,973)	-4.0%
CAPITAL							
0920 - CAPITAL EQUIPMENT	-	-	-	-	19,500	(19,500)	0.0%
0950 - DEBT SERVICE	2,851	17,525	17,525	14,228	12,357	5,168	0.0%
0956 - CAPITAL-ALLOCATION IN	249	402	402	314	247	155	38.6%
SUBTOTAL	$ 3,100	$ 17,927	$ 17,927	$ 14,542	$ 32,104	$ (14,177)	0.0%
TOTAL USES	**$ 1,185,905**	**$ 1,394,530**	**$ 1,482,782**	**$ 1,377,803**	**$ 1,506,348**	**$ (23,566)**	**-1.6%**

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
207 PALO VERDE							
OPERATING	$ 345,455	$ 354,558	$ 354,558	$ 368,859	$ 404,459	$ 49,901	14.1%
FUND TOTAL	$ 345,455	$ 354,558	$ 354,558	$ 368,859	$ 404,459	$ 49,901	14.1%
215 EMERGENCY MANAGEMENT							
OPERATING	$ 566,101	$ 804,974	$ 819,308	$ 955,888	$ 908,008	$ 88,700	10.8%
NON-RECURRING	-	-	60,784	-	20,000	(40,784)	-67.1%
FUND TOTAL	$ 566,101	$ 804,974	$ 880,092	$ 955,888	$ 928,008	$ 47,916	5.4%
DEPARTMENT OPERATING TOTAL	$ 911,556	$ 1,159,532	$ 1,173,866	$ 1,324,747	$ 1,312,467	$ 138,601	11.8%
DEPARTMENT NON-RECURRING TOTAL	$ -	$ -	$ 60,784	$ -	$ 20,000	$ (40,784)	-67.1%
DEPARTMENT TOTAL	$ 911,556	$ 1,159,532	$ 1,234,650	$ 1,324,747	$ 1,332,467	$ 97,817	7.9%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	OPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 268,218	$ 234,996	$ 219,330	$ 207,252	$ 173,881	$ 45,449	20.7%
FUND TOTAL	$ 268,218	$ 234,996	$ 219,330	$ 207,252	$ 173,881	$ 45,449	20.7%
207 PALO VERDE							
OPERATING	$ 221,799	$ 354,560	$ 354,560	$ 316,401	$ 404,459	$ (49,899)	-14.1%
FUND TOTAL	$ 221,799	$ 354,560	$ 354,560	$ 316,401	$ 404,459	$ (49,899)	-14.1%
215 EMERGENCY MANAGEMENT							
OPERATING	$ 695,888	$ 804,974	$ 819,308	$ 817,922	$ 908,008	$ (88,700)	-10.8%
NON-RECURRING	-	-	89,584	36,228	20,000	69,584	77.7%
FUND TOTAL	$ 695,888	$ 804,974	$ 908,892	$ 854,150	$ 928,008	$ (19,116)	-2.1%
DEPARTMENT OPERATING TOTAL	$ 1,185,905	$ 1,394,530	$ 1,393,198	$ 1,341,575	$ 1,486,348	$ (93,150)	-6.7%
DEPARTMENT NON-RECURRING TOTAL	$ -	$ -	$ 89,584	$ 36,228	$ 20,000	$ 69,584	77.7%
DEPARTMENT TOTAL	$ 1,185,905	$ 1,394,530	$ 1,482,782	$ 1,377,803	$ 1,506,348	$ (23,566)	-1.6%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
150 - EMERGENCY MANAGEMENT								
PREPAREDNESS	-	-	-	-	-	0.00%	-	0.00%
PLANNING	8.75	8.75	9.05	8.75	-	0.00%	**(.30)**	-3.31%
PUBLIC INFORMATION	1.63	1.63	1.58	1.63	-	0.00%	**.05**	3.17%
TRAINING AND EXERCISE	2.50	2.50	2.30	2.50	-	0.00%	**.20**	8.70%
PROGRAM TOTAL	12.88	12.88	12.93	12.88	-	0.00%	**(.05)**	-0.39%
RESPONSE AND RECOVERY								
EMERGENCY OPERATIONS MGMT	0.63	0.63	0.58	0.63	-	0.00%	**.05**	8.70%
PROGRAM TOTAL	0.63	0.63	0.58	0.63	-	0.00%	**.05**	8.70%
DEPARTMENT TOTAL	**13.50**	**13.50**	**13.50**	**13.50**	**-**	**0.00%**	**-**	**0.00%**

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
150 - EMERGENCY MANAGEMENT								
Admin/Operations Specialist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Emergency Mgt	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Financial Support Supv - Dept	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Office Assistant	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Office Assistant Specialized	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Planner	6.50	6.50	1.00	7.50	1.00	15.38%	6.50	650.00%
Planner - Emergency Services	-	-	6.50	-	-	0.00%	(6.50)	-100.00%
Planning Supervisor	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Program Coordinator	1.00	1.00	-	-	(1.00)	-100.00%	-	0.00%
DEPARTMENT TOTAL	**13.50**	**13.50**	**13.50**	**13.50**	**-**	**0.00%**	**-**	**0.00%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
150 - EMERGENCY MANAGEMENT								
100 - GENERAL	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
207 - PALO VERDE	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
215 - EMERGENCY MANAGEMENT	8.50	8.50	8.50	8.50	-	0.00%	-	0.00%
DEPARTMENT TOTAL	**13.50**	**13.50**	**13.50**	**13.50**	**-**	**0.00%**	**-**	**0.00%**

Significant Variance Analysis

Emergency Management is receiving a revenue increase of $45,449 for the Palo Verde Grant and an additional $47,916 in revenue via the Emergency Management Performance Grant (EMPG) and the Emergency Management Wildfire Protection Grant.

General Adjustments

Budget Balancing: Reduction of $88,978 for supplies and services.

Debt Service: The County is applying a one-time payment to reduce the annualized debt service expense for equipment purchased via the Technology Financing Program. This results in an operating savings of $960.

Programs and Activities

Preparedness Program

The purpose of the Mitigation and Preparedness Program is to provide plans and programs that will reduce or eliminate the effects of disasters and enable political subdivisions and the population to respond when they occur.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of cities/towns that have participated in at least one disaster exercise.	100.0%	87.5%	45.8%	(41.7%)	(47.7%)
Percent of items evaluated in Palo Verde Nuclear Generating Station exercise that meet or exceed Federal Emergency Management Agency (FEMA) standards	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of cities/towns with population of 100,000 or more that have participated in at least one disaster exercise within the fiscal year, and cities/towns with a population under 100,000 that have participated in at least one disaster exercise within the past two fiscal years.	Not Reported	100.0%	75.0%	(25.0%)	(25.0%)
Percent of County and City/Town emergency operations plans that meet State of Arizona guidelines for NIMS compliance	96.0%	100.0%	100.0%	0.0%	0.0%
Percent of governments (County, city, and town) that have an emergency operations plan.	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent increase from 2006 baseline in number of Maricopa County residents who have a family preparedness plan to ensure their safety in the event of a disaster or terrorist attack, as measured in the Maricopa County Customer Satisfaction Survey.	Not Reported	13.7%	16.7%	3.0%	21.7%
Percent of Maricopa County residents who have a family preparedness plan to ensure their safety in the event of a disaster or terrorist attack, as measured in the Maricopa County Customer Satisfaction Survey.	Not Reported	58.0%	58.0%	0.0%	0.0%
Percent of tribal communities, cities, and towns in Maricopa County that have a Citizen Corps council.	Not Reported	51.9%	77.8%	25.9%	50.0%

Activities that comprise this program include:

- Training and Exercise
- Public Information
- Planning

Training and Exercise Activity

The purpose of the Training and Exercise Activity is to provide training and disaster simulations for public and private entities within Maricopa County so they can gain the knowledge and practical experience needed to respond to an actual emergency.

Mandates: Activity mandated by Federal Regulation 0654 (both Federal Emergency Management Agency and Nuclear Regulation Commission). Funding appropriated according to A.R.S. §26.306 under the State Director of Emergency Management.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of cities/towns that have participated in at least one disaster exercise.	100.0%	87.5%	45.8%	(41.7%)	-47.7%
Result	Percent of cities/towns with population of 100,000 or more that have participated in at least one disaster exercise within the fiscal year, and cities/towns with a population under 100,000 that have participated in at least one disaster exercise within the past two fiscal years.	Not Reported	100.0%	75.0%	(25.0%)	(25.0%)
Result	Percent of items evaluated in Palo Verde Nuclear Generating Station exercise that meet or exceed Federal Emergency Management Agency (FEMA) standards	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of cities or towns assisted in participating in a disaster exercise.	Not Reported	21	11	(10)	(47.6%)
Output	Number of Palo Verde Nuclear Generating Station exercises conducted	2	4	4	-	0.0%
Output	Number of cities/towns with population of 100,000 or more that have participated in at least one disaster exercise within the fiscal year, and cities/towns with a population under 100,000 that have participated in at least one disaster exercise within the past two fiscal years.	Not Reported	21	3	(18)	(85.7%)
Output	Number of cities and towns	24	24	24	-	0.0%
Output	Number of cities/towns with population of 100,000 or more	Not Reported	8	8	-	0.0%
Output	Number of items evaluated in Palo Verde Nuclear Generating Station exercise	Not Reported	50	50	-	0.0%
Demand	Number of Palo Verde Nuclear Generation Station exercises required to be conducted during the upcoming year	Not Reported	2	4	2	100.0%
Demand	Number of cities/towns with population of 100,000 or more that have not participated in at least one disaster exercise within the fiscal year, and cities/towns with a population under 100,000 that have not participated in at least one disaster exercise within the past two fiscal years	Not Reported	3	3	-	0.0%
Efficiency	Average cost per Palo Verde Nuclear Generation Station exercise conducted	$5,836.50	$69,359.00	$81,197.25	($11,838.25)	(17.1%)
Revenue						
	207 - PALO VERDE	$ -	$ -	$ 202,230	$ 202,230	0.0%
	215 - EMERGENCY MANAGEMENT	-	165,060	-	$ (165,060)	(100.0%)
	TOTAL SOURCES	$ -	$ 165,060	$ 202,230	$ 37,170	22.5%
Expenditure						
	100 - GENERAL	$ 285	$ 50,606	$ 29,809	$ 20,797	41.1%
	207 - PALO VERDE	8,592	131,869	159,587	(27,718)	(21.0%)
	215 - EMERGENCY MANAGEMENT	2,796	94,961	135,393	(40,432)	-42.6%
	TOTAL USES	$ 11,673	$ 277,436	$ 324,789	$ (47,353)	(17.1%)

Activity Narrative: It is anticipated that there will be less city and town participation in disaster exercises, other than Palo Verde exercises. The Coyote Crisis, Flood Control and Top Off are expected to be held in FY 2010-11. The FY 2009-10 budget has increased compared to the FY 2008-09 due to the elevated number of Palo Verde Nuclear Generation Station exercises that are expected to be conducted this fiscal year.

Planning Activity

The purpose of the Planning Activity is to provide emergency plans and guidance for public and private entities within Maricopa County so that they can react in an informed and consistent manner to disasters.

Mandates: Activity not mandated.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of governments (County, city, and town) that have an emergency operations plan.	Not Reported	100.0%	100.0%	0.0%	0.0%
Result	Percent of County and City/Town emergency operations plans that meet State of Arizona guidelines for NIMS compliance	96.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of governments (County, city, and town)	25	25	25	-	0.0%
Output	Number of County and City/Town emergency operations plans	25	25	25	-	0.0%
Output	Number of County and city/town emergency operations plans that were updated to meet State of Arizona guidelines for NIMS compliance	Not Reported	25	25	-	0.0%
Demand	Number of County and city/town emergency operations plans not meeting State of Arizona guidelines for NIMS compliance	Not Reported	-	-	-	0.0%
Efficiency	Average cost per emergency operations plan updated to meet State of Arizona guidelines for NIMS compliance	Not Reported	$34,033.28	$34,599.16	($565.88)	(1.7%)
Revenue						
	207 - PALO VERDE	$ 345,455	$ 354,558	$ 202,229	$ (152,329)	(43.0%)
	215 - EMERGENCY MANAGEMENT	510,882	546,924	745,721	198,797	36.3%
	TOTAL SOURCES	$ 856,337	$ 901,482	$ 947,950	$ 46,468	5.2%
Expenditure						
	100 - GENERAL	$ 249,104	$ 150,833	$ 131,412	$ 19,421	12.9%
	207 - PALO VERDE	197,256	176,282	207,053	(30,771)	(17.5%)
	215 - EMERGENCY MANAGEMENT	534,986	529,619	526,514	3,105	0.6%
	TOTAL USES	$ 981,346	$ 856,734	$ 864,979	$ (8,245)	(1.0%)

Activity Narrative: The FY 2009-10 budget for the Planning Activity meets projected demand of all county, cities and towns having National Incident Management Systems (NIMS) compliant emergency operation plans. This activity anticipates that all plans would be in NIMS compliance.

Public Information Activity

The purpose of the Public Information Activity is to provide emergency awareness information to the people of Maricopa County so they can prepare for and respond to a disaster.

Mandates: Activity not mandated.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent increase from 2006 baseline in number of Maricopa County residents who have a family preparedness plan to ensure their safety in the event of a disaster or terrorist attack, as measured in the Maricopa County Customer Satisfaction Survey.	Not Reported	13.7%	16.7%	3.0%	21.7%
Result	Percentage of Citizen Corps programs in Maricopa County that are formed under a parent Citizen Corps council or under the Arizona Central Region Citizen Corps Council.	Not Reported	100.0%	11.6%	(88.4%)	(88.4%)
Result	Percent of Maricopa County residents who have a family preparedness plan to ensure their safety in the event of a disaster or terrorist attack, as measured in the Maricopa County Customer Satisfaction Survey.	Not Reported	58.0%	58.0%	0.0%	0.0%
Result	Percent of tribal communities, cities, and towns in Maricopa County that have a Citizen Corps council.	Not Reported	51.9%	77.8%	25.9%	50.0%
Output	Number of residents	3,600,000	3,600,000	3,600,000	-	0.0%
Output	Number of Citizen Corps councils established or sustained	14	16	21	5	31.3%
Output	Number of Maricopa County residents who have a family preparedness plan to ensure their safety in the event of a disaster or terrorist attack, as measured in the Maricopa County Customer Satisfaction Survey. (Note: prorate from sample population to the entire county population)	1,836,000	2,088,000	2,088,000	-	0.0%
Output	Number of tribal communities, cities, and towns in Maricopa County that have a Citizen Corps council.	14	14	21	7	50.0%
Output	Number of Citizen Corps programs in Maricopa County that were formed under a parent Citizen Corps Council or under the Arizona Central Region Citizen Corps Council	14	14	1	(13)	(92.9%)
Output	2006 baseline number of Maricopa County residents who have a family preparedness plan to ensure their safety in the event of a disaster or terrorist attack, as measured in the Maricopa County Customer Satisfaction Survey.	1,836,000	1,836,000	1,836,000	-	0.0%
Output	Number of Citizen Corps programs in Maricopa County	14	14	181	167	1192.9%
Output	Number of Maricopa County residents	3,600,000	3,600,000	3,600,000	-	0.0%
Output	Number of tribal communities, cities, and towns in Maricopa County	27	27	14	(14)	(50.0%)
Demand	Number of Maricopa County residents who do not have a family preparedness plan to ensure their safety in the event of a disaster or terrorist attack, as measured in the Maricopa County Customer Satisfaction Survey. (Note: prorate from sample population to the entire county population)	1,584,000	1,584,000	1,584,000	-	0.0%

Demand	Number of tribal communities, cities, and towns in Maricopa County that do not have a Citizen Corps council	13	13	6	(7)	(53.8%)
Efficiency	Average cost per Citizen Corps council established or sustained	$7,742.14	$2,836.89	$2,252.10	$584.80	20.6%
Efficiency	Average cost per resident of public education to encourage county residents to develop a family preparedness plan. (Note: prorate from sample population to the entire county population)	$0.03	$0.05	$0.05	$0.00	(1.7%)
Revenue						
	215 - EMERGENCY MANAGEMENT	$ 115,154	$ 132,854	$ 182,287	$ 49,433	37.2%
	TOTAL SOURCES	$ 115,154	$ 132,854	$ 182,287	$ 49,433	37.2%
Expenditure						
	100 - GENERAL	$ -	$ 5,848	$ 5,856	$ (8)	(0.1%)
	207 - PALO VERDE	-	8,300	8,007	293	3.5%
	215 - EMERGENCY MANAGEMENT	108,390	167,413	175,313	(7,900)	(4.7%)
	TOTAL USES	$ 108,390	$ 181,561	$ 189,176	$ (7,615)	(4.2%)

Activity Narrative: Emergency Management's FY 2009-10 budget is aimed to achieve the demand of reducing the number of tribal communities, cities, and towns in Maricopa County by 7 or 53.8% that do not have a Citizen Corps council. While working to achieve this reduction, Emergency Management will assist in the development of these councils since there are Citizen Corp procedures that require that each community establish these councils under their own jurisdictions. The resulting percentage of Citizen Corps programs in Maricopa County that are formed under a parent Citizen Corps council or under the Arizona Central Region Citizen Corp Council should decrease by 88.4%

Citizen Corps program output has increased by 167 or 1192.9% due to the rise in the number of programs such as Community Emergency Response Teams (CERT), Volunteers in Police Services (VIPS), USA on Watch and Fire Corps. These are newly introduced programs to Citizen Corp for FY 2009-10. Councils may only have one of these programs while other councils having multiple programs.

Response and Recovery Program

The purpose of the Response and Recovery Program is to provide a coordinated disaster response capability for the people of Maricopa County in order to protect their lives and property and allow them to recover from a disaster.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Recomm.	Variance Revised - Recomm.	% Variance Revised - Recomm.
Percent of emergency notifications made within 15 minutes of receipt	Not Reported	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Emergency Operations Management

Emergency Operations Activity

The purpose of the Emergency Operations Management Activity is to provide a coordinated disaster response and recovery effort for the people of Maricopa County to protect their lives, their property, and the environment.

Mandates: A.R.S. §26-308 establishes that each county and incorporated city and town of the state shall establish and provide for emergency management within its jurisdiction in accordance with state emergency plans and programs.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of emergency notifications made within 15 minutes of receipt	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Total days in which 24-hour-a-day response and recovery function capable of responding within 15 minutes are maintained	366	365	365	-	0.0%
Output	Number of emergency notifications made within 15 minutes of receipt.	Not Reported	250	375	125	50.0%
Output	Number of emergency notifications made	Not Reported	250	375	125	50.0%
Demand	Number of emergency notifications required	Not Reported	250	375	125	50.0%
Efficiency	Cost per day of maintaining 24-hour-a-day response and recovery function capable of responding within 15 minutes	$53.52	$253.01	$136.74	$116.27	46.0%
Revenue						
	215 - EMERGENCY MANAGEMENT	$ -	$ 35,254	$ -	$ (35,254)	(100.0%)
	TOTAL SOURCES	$ -	$ 35,254	$ -	$ (35,254)	(100.0%)
Expenditure						
	100 - GENERAL	$ 18,829	$ 11,899	$ 6,656	$ 5,243	44.1%
	207 - PALO VERDE	761	16,996	14,197	2,799	16.5%
	215 - EMERGENCY MANAGEMENT	-	63,454	28,922	34,532	54.4%
	TOTAL USES	$ 19,590	$ 92,349	$ 49,775	$ 42,574	46.1%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the increasing demand for emergency notifications. Notifications are anticipated to increase by 50% with the National Weather Service's forecast of an increase in excessive heat callouts and a bad fire season due to the expected lack of rain.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 234,996**	**$**	**-**
MID-YEAR ADJUSTMENTS:				
BUDGET BALANCING ADJUSTMENT				
Cost Reduction				
General Fund Supplies and Services Reduction		$ (15,666)	$	-
	Subtotal	$ (15,666)	$	-
FY 2008-09 REVISED BUDGET		**$ 219,330**	**$**	**-**
FY 2009-10 BUDGET TARGET		**$ 219,330**	**$**	**-**
BASE ADJUSTMENTS:				
RECOMMENDED BUDGET BALANCING ADJUSTMENTS				
Cost Reduction				
General Fund Supplies and Services Reduction		$ (31,333)	$	-
	Subtotal	$ (31,333)	$	-
Fund Shift				
Exercise Activity Cost Shift		$ (13,156)	$	-
	Subtotal	$ (13,156)	$	-
Debt Reduction				
08-DRP Loan		$ (960)	$	-
	Subtotal	$ (960)	$	-
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 173,881**	**$**	**-**

Palo Verde Fund (207)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 354,560**	**$**	**354,558**
FY 2008-09 REVISED BUDGET		**$ 354,560**	**$**	**354,558**
FY 2009-10 BUDGET TARGET		**$ 354,560**	**$**	**354,558**
BASE ADJUSTMENTS:				
OTHER BASE ADJUSTMENTS:				
Increase in Palo Verde Grant		$ 49,899	$	49,901
	Subtotal	$ 49,899	$	49,901
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 404,459**	**$**	**404,459**

Palo Verde Fund (207) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 244,303	$ 218,905	$ 218,905	$ 367,957	$ 420,415
Beginning Unreserved/Undesignated Fund Balance	$ 244,303	$ 218,905	$ 218,905	$ 367,957	$ 420,415
Sources:					
Operating	$ 345,455	$ 354,558	$ 354,558	$ 368,859	$ 404,459
Total Sources:	$ 345,455	$ 354,558	$ 354,558	$ 368,859	$ 404,459
Uses:					
Operating	$ 221,799	$ 354,560	$ 354,560	$ 316,401	$ 404,459
Total Uses:	$ 221,799	$ 354,560	$ 354,560	$ 316,401	$ 404,459
Operating Balance	$ 123,656	$ (2)	$ (2)	$ 52,458	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 367,957	$ 218,903	$ 218,903	$ 420,415	$ 420,415
Ending Unreserved Fund Balance	$ 367,957	$ 218,903	$ 218,903	$ 420,415	$ 420,415

Emergency Management Fund (215)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 804,974**	**$ 804,974**
BUDGET BALANCING			
Cost Reduction			
IGA Personnel Services Reduction		$ (919)	$ -
IGA Supplies and Services Reduction		(14,747)	-
	Subtotal	$ (15,666)	$ -
Revenue			
IGA Revenue Decrease		$ -	$ (15,666)
Emergency Management Wildfire Protection Grant (C-15-09-013-G-00)		30,000	30,000
	Subtotal	$ 30,000	$ 14,334
FY 2008-09 REVISED BUDGET		**$ 819,308**	**$ 819,308**
FY 2009-10 BUDGET TARGET		**$ 819,308**	**$ 819,308**
BASE ADJUSTMENTS:			
BUDGET BALANCING			
Cost Reduction			
IGA Personnel Services Reduction		$ (1,838)	$ -
IGA Supplies and Services Reduction		(42,651)	-
	Subtotal	$ (44,489)	$ -
OTHER BASE ADJUSTMENTS			
IGA Revenue Decrease		$ -	$ (44,489)
Expected Increase in Grants Revenue and Expenditures		133,189	133,189
	Subtotal	$ 133,189	$ 88,700
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 908,008**	**$ 908,008**
NON-OPERATING			
NON-OPERATING 0001			
Emergency Management Wildfire Protection Grant (C-15-09-013-G-00)		20,000	20,000
	Subtotal	$ 20,000	$ 20,000
FY 2009-10 ADOPTED NON-OPERATING BUDGET		**$ 20,000**	**$ 20,000**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 928,008**	**$ 928,008**

Emergency Management Fund (215) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ (66,185)	$ 53,882	$ 53,882	$ (195,971)	$ (94,233)
Beginning Unreserved/Undesignated Fund Balance	$ (66,185)	$ 53,882	$ 53,882	$ (195,971)	$ (94,233)
Sources:					
Operating	$ 566,101	$ 804,974	$ 819,308	$ 955,888	$ 908,008
Non Recurring Non Project	-	-	60,784	-	20,000
Total Sources:	$ 566,101	$ 804,974	$ 880,092	$ 955,888	$ 928,008
Uses:					
Operating	$ 695,888	$ 804,974	$ 819,308	$ 817,922	$ 908,008
Non Recurring Non Project	-	-	89,584	36,228	20,000
Total Uses:	$ 695,888	$ 804,974	$ 908,892	$ 854,150	$ 928,008
Operating Balance	$ (129,787)	$ -	$ -	$ 137,966	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ (195,971)	$ 53,882	$ 25,082	$ (94,233)	$ (94,233)
Ending Unreserved Fund Balance	$ (195,971)	$ 53,882	$ 25,082	$ (94,233)	$ (94,233)

The Emergency Management Grant Fund receives grant and intergovernmental revenue. Grant revenue is received as a reimbursement which results in a deficit balance at the close of fiscal year-end.

Employee Benefits

Analysis by Maria Tutelman, Management & Budget Analyst

Summary

Mission

The mission of the Employee Benefits Department is to provide competitive benefit programs and promote healthy lifestyle and wellness for employees so that Maricopa County can have a healthy and productive workforce.

Vision

The vision of the Employee Benefits Department is for employees to enjoy a healthy lifestyle so that they can live “well” into the future.

Strategic Goals

The Department is currently in the process of updating its strategic goals.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
35EP - EMPLOYEE PROGRAMS	$ 5,189,695	$ 6,392,639	$ 6,392,639	$ 6,064,420	$ 6,060,951	$ (331,688)	-5.2%
STDD - ABSENCE MANAGEMENT	4,327,002	4,510,266	4,510,266	4,021,078	3,718,488	(791,778)	-17.6%
WBEG - EMPLOYEE WELLNESS	510,882	1,490,342	1,490,342	1,681,560	2,083,172	592,830	39.8%
ERGO - ERGONOMICS	351,811	392,031	392,031	361,782	259,291	(132,740)	-33.9%
35HB - HEALTH BENEFITS	$ 109,069,854	$ 127,932,676	$ 127,932,676	$ 115,511,841	$ 115,999,265	$ (11,933,411)	-9.3%
SIDE - DENTAL	8,650,153	9,966,507	9,966,507	9,137,209	9,400,914	(565,593)	-5.7%
SFMD - MEDICAL	80,398,829	94,980,769	94,980,769	85,793,643	86,260,648	(8,720,121)	-9.2%
SFBH - MENTAL HEALTH	2,311,607	2,896,960	2,896,960	2,610,725	2,647,140	(249,820)	-8.6%
SFRX - PHARMACY	16,351,971	18,495,164	18,495,164	16,588,970	16,362,894	(2,132,270)	-11.5%
VISN - VISION	1,357,294	1,593,276	1,593,276	1,381,294	1,327,669	(265,607)	-16.7%
35VB - VOLUNTARY BENEFITS PROGRAMS	$ 7,708,648	$ 8,835,378	$ 8,835,378	$ 8,782,389	$ 8,402,854	$ (432,524)	-4.9%
FSAA - FLEXIBLE SPENDING ACCOUNT	2,600,944	2,741,460	2,741,460	3,472,600	2,904,791	163,331	6.0%
FIBP - LIFE INSURANCE	4,877,844	5,586,600	5,586,600	4,991,142	5,241,779	(344,821)	-6.2%
OTHR - OTHER BENEFITS	229,860	507,318	507,318	318,647	256,284	(251,034)	-49.5%
99AS - ADMINISTRATIVE SERVICES	$ 3,564,906	$ 1,440,861	$ 1,440,861	$ 1,505,072	$ 759,537	$ (681,324)	-47.3%
BDGT - BUDGETING	140,796	123,116	123,116	112,795	35,304	(87,812)	-71.3%
ODIR - EXECUTIVE MANAGEMENT	246,268	561,317	561,317	687,582	381,970	(179,347)	-32.0%
FSAC - FINANCIAL SERVICES	3,045,386	666,505	666,505	626,077	317,749	(348,756)	-52.3%
HRAC - HUMAN RESOURCES	132,456	83,955	83,955	76,630	19,063	(64,892)	-77.3%
PROC - PROCUREMENT	-	5,968	5,968	1,988	5,451	(517)	-8.7%
99GV - GENERAL GOVERNMENT	$ (125,893)	$ -	$ -	$ 1,110,271	$ -	$ -	
GGOV - GENERAL GOVERNMENT	-	-	-	1,106,690	-	-	
POOL - POOLED COSTS	(125,893)	-	-	3,581	-	-	
TOTAL PROGRAMS	$ 125,407,210	$ 144,601,554	$ 144,601,554	$ 132,973,993	$ 131,222,607	$ (13,378,947)	-9.3%
USES							
35EP - EMPLOYEE PROGRAMS	$ 2,802,564	$ 5,828,997	$ 5,828,997	$ 3,919,581	$ 5,308,671	$ 520,326	8.9%
STDD - ABSENCE MANAGEMENT	2,306,469	4,490,255	4,490,255	2,702,399	3,718,488	771,767	17.2%
WBEG - EMPLOYEE WELLNESS	132,717	986,349	986,349	891,699	1,330,892	(344,543)	-34.9%
ERGO - ERGONOMICS	363,378	352,393	352,393	325,483	259,291	93,102	26.4%
35HB - HEALTH BENEFITS	$ 108,052,312	$ 128,087,875	$ 128,087,875	$ 114,003,488	$ 129,066,083	$ (978,208)	-0.8%
SIDE - DENTAL	8,064,554	9,961,958	9,961,958	8,708,843	9,562,770	399,188	4.0%
SFMD - MEDICAL	83,622,149	95,205,513	95,205,513	87,235,537	96,607,886	(1,402,373)	-1.5%
SFBH - MENTAL HEALTH	1,595,257	2,895,931	2,895,931	2,067,173	5,095,568	(2,199,637)	-76.0%
SFRX - PHARMACY	13,552,188	18,432,251	18,432,251	14,547,512	16,411,796	2,020,455	11.0%
VISN - VISION	1,218,164	1,592,222	1,592,222	1,444,423	1,388,063	204,159	12.8%
35VB - VOLUNTARY BENEFITS PROGRAMS	$ 7,353,678	$ 8,833,699	$ 8,833,699	$ 8,363,509	$ 8,402,854	$ 430,845	4.9%
FSAA - FLEXIBLE SPENDING ACCOUNT	2,397,492	2,740,621	2,740,621	3,093,133	2,904,791	(164,170)	-6.0%
FIBP - LIFE INSURANCE	4,726,464	5,585,760	5,585,760	4,951,483	5,241,779	343,981	6.2%
OTHR - OTHER BENEFITS	229,722	507,318	507,318	318,893	256,284	251,034	49.5%
99AS - ADMINISTRATIVE SERVICES	$ 4,061,373	$ 1,335,265	$ 1,335,265	$ 1,035,482	$ 759,537	$ 575,728	43.1%
BDGT - BUDGETING	64,724	115,732	115,732	62,501	35,304	80,428	69.5%
ODIR - EXECUTIVE MANAGEMENT	463,083	520,171	520,171	439,439	381,970	138,201	26.6%
FSAC - FINANCIAL SERVICES	3,465,142	614,737	614,737	468,794	317,749	296,988	48.3%
HRAC - HUMAN RESOURCES	66,276	79,280	79,280	61,987	19,063	60,217	76.0%
PROC - PROCUREMENT	2,148	5,345	5,345	2,761	5,451	(106)	-2.0%
99GV - GENERAL GOVERNMENT	$ 164,901	$ 653	$ 653	$ 281,055	$ 19,033	$ (18,380)	-2814.7%
CSCA - CENTRAL SERVICE COST ALLOC	-	-	-	172,936	(4)	4	
GGOV - GENERAL GOVERNMENT	-	-	-	-	19,033	(19,033)	
ISFC - INTERNAL SERVICE FUND CHARGES	-	652	652	652	-	652	100.0%
POOL - POOLED COSTS	164,901	1	1	107,467	4	(3)	-300.0%
TOTAL PROGRAMS	$ 122,434,828	$ 144,086,489	$ 144,086,489	$ 127,603,115	$ 143,556,178	$ 530,311	0.4%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 2,828,736	$ 2,974,184	$ 2,974,184	$ 1,767,355	$ 1,987,523	$ (986,661)	-33.2%
0635 - OTHER CHARGES FOR SERVICES	26,513,370	31,634,534	31,634,534	29,855,543	31,291,957	(342,577)	-1.1%
0636 - INTERNAL SERVICE CHARGES	93,362,073	109,992,836	109,992,836	100,152,053	97,943,127	(12,049,709)	-11.0%
SUBTOTAL	$ 122,704,179	$ 144,601,554	$ 144,601,554	$ 131,774,951	$ 131,222,607	$ (13,378,947)	-9.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 2,587,106	$ -	$ -	$ 1,106,690	$ -	$ -	
0650 - MISCELLANEOUS REVENUE	101,677	-	-	92,352	-	-	
SUBTOTAL	$ 2,688,783	$ -	$ -	$ 1,199,042	$ -	$ -	
ALL REVENUES	$ 125,392,962	$ 144,601,554	$ 144,601,554	$ 132,973,993	$ 131,222,607	$ (13,378,947)	-9.3%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 14,248	$ -	$ -	$ -	$ -	$ -	
ALL OTHER FINANCING SOURCES	$ 14,248	$ -	$ -	$ -	$ -	$ -	
TOTAL SOURCES	$ 125,407,210	$ 144,601,554	$ 144,601,554	$ 132,973,993	$ 131,222,607	$ (13,378,947)	-9.3%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,491,861	$ 1,595,406	$ 1,595,406	$ 1,447,127	$ 1,376,290	$ 219,116	13.7%
0705 - TEMPORARY PAY	-	12,528	12,528	4,176	-	12,528	100.0%
0710 - OVERTIME	2,072	2,496	2,496	4,103	-	2,496	100.0%
0750 - FRINGE BENEFITS	444,238	463,788	463,788	439,286	428,553	35,235	7.6%
0790 - OTHER PERSONNEL SERVICES	16,209	-	-	4,934	-	-	
0795 - PERSONNEL SERVICES ALLOC-OUT	(847,710)	(1,132,553)	(1,132,553)	(936,189)	(814,453)	(318,100)	28.1%
0796 - PERSONNEL SERVICES ALLOC-IN	945,221	1,300,421	1,300,421	931,004	986,069	314,352	24.2%
SUBTOTAL	$ 2,051,891	$ 2,242,086	$ 2,242,086	$ 1,894,441	$ 1,976,459	$ 265,627	11.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 19,038	$ 31,872	$ 31,872	$ 26,070	$ 29,927	$ 1,945	6.1%
0803 - FUEL	1,594	2,060	2,060	1,807	2,060	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	7,610	6,200	6,200	4,160	6,200	-	0.0%
0805 - SUPPLIES-ALLOCATION OUT	(23,051)	(23,624)	(23,624)	(23,748)	(21,678)	(1,946)	8.2%
0806 - SUPPLIES-ALLOCATION IN	23,050	23,625	23,625	23,749	21,678	1,947	8.2%
SUBTOTAL	$ 28,241	$ 40,133	$ 40,133	$ 32,038	$ 38,187	$ 1,946	4.8%
SERVICES							
0811 - HEALTH CARE SERVICES	$ 109,583,730	$ 128,700,170	$ 128,700,170	$ 114,624,878	$ 128,364,902	$ 335,268	0.3%
0812 - OTHER SERVICES	7,714,725	12,672,628	12,672,628	10,790,867	12,773,453	(100,825)	-0.8%
0820 - RENT & OPERATING LEASES	7,243	11,665	11,665	5,202	11,665	-	0.0%
0825 - REPAIRS AND MAINTENANCE	5,018	5,404	5,404	18,239	5,404	-	0.0%
0839 - INTERNAL SERVICE CHARGES	18,514	156,453	156,453	26,669	12,488	143,965	92.0%
0841 - TRAVEL	2,754	11,555	11,555	2,943	3,872	7,683	66.5%
0842 - EDUCATION AND TRAINING	7,845	18,996	18,996	7,783	16,017	2,979	15.7%
0843 - POSTAGE/FREIGHT/SHIPPING	14,866	35,157	35,157	12,627	34,550	607	1.7%
0872 - SERVICES-ALLOCATION OUT	(169,332)	(843,655)	(843,655)	(371,210)	(1,051,138)	207,483	-24.6%
0873 - SERVICES-ALLOCATION IN	169,336	1,016,571	1,016,571	371,194	1,051,137	(34,566)	-3.4%
SUBTOTAL	$ 117,354,699	$ 141,784,944	$ 141,784,944	$ 125,489,192	$ 141,222,350	$ 562,594	0.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 3,000,000	$ 172,936	$ 172,936	$ 172,936	$ 295,856	$ (122,920)	-71.1%
SUBTOTAL	$ 3,000,000	$ 172,936	$ 172,936	$ 172,936	$ 295,856	$ (122,920)	-71.1%
CAPITAL							
0950 - DEBT SERVICE	$ 1	$ 19,326	$ 19,326	$ 14,507	$ 23,326	$ (4,000)	-20.7%
0955 - CAPITAL-ALLOCATION OUT	(7,363)	(192,262)	(192,262)	(15,250)	(4,293)	(187,969)	97.8%
0956 - CAPITAL-ALLOCATION IN	7,359	19,326	19,326	15,251	4,293	15,033	77.8%
SUBTOTAL	$ (3)	$ (153,610)	$ (153,610)	$ 14,508	$ 23,326	$ (176,936)	115.2%
TOTAL USES	$ 122,434,828	$ 144,086,489	$ 144,086,489	$ 127,603,115	$ 143,556,178	$ 530,311	0.4%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
601 CMG HIGH OPTION							
OPERATING	$ 32,650,974	$ 38,871,668	$ 38,871,668	$ 34,926,810	$ 34,499,958	$ (4,371,710)	-11.2%
FUND TOTAL SOURCES	$ 32,650,974	$ 38,871,668	$ 38,871,668	$ 34,926,810	$ 34,499,958	$ (4,371,710)	-11.2%
602 CMG LOW OPTION							
OPERATING	$ 1,575,836	$ 1,765,916	$ 1,765,916	$ 1,257,149	$ 1,230,506	$ (535,410)	-30.3%
FUND TOTAL SOURCES	$ 1,575,836	$ 1,765,916	$ 1,765,916	$ 1,257,149	$ 1,230,506	$ (535,410)	-30.3%
603 OAP IN							
OPERATING	$ 15,539,904	$ 18,364,277	$ 18,364,277	$ 17,149,295	$ 17,737,642	$ (626,635)	-3.4%
FUND TOTAL SOURCES	$ 15,539,904	$ 18,364,277	$ 18,364,277	$ 17,149,295	$ 17,737,642	$ (626,635)	-3.4%
604 OAP HIGH OPTION							
OPERATING	$ 27,281,589	$ 32,607,094	$ 32,607,094	$ 28,901,390	$ 28,880,575	$ (3,726,519)	-11.4%
FUND TOTAL SOURCES	$ 27,281,589	$ 32,607,094	$ 32,607,094	$ 28,901,390	$ 28,880,575	$ (3,726,519)	-11.4%
605 OAP LOW OPTION							
OPERATING	$ 1,376,374	$ 1,655,844	$ 1,655,844	$ 1,857,386	$ 1,886,671	$ 230,827	13.9%
FUND TOTAL SOURCES	$ 1,376,374	$ 1,655,844	$ 1,655,844	$ 1,857,386	$ 1,886,671	$ 230,827	13.9%
606 CHOICE FUND H.S.A.							
OPERATING	$ 442,488	$ 466,262	$ 466,262	$ 801,867	$ 719,447	$ 253,185	54.3%
FUND TOTAL SOURCES	$ 442,488	$ 466,262	$ 466,262	$ 801,867	$ 719,447	$ 253,185	54.3%
607 FI DENTAL PPO							
OPERATING	$ 5,118,507	$ 5,943,115	$ 5,943,115	$ 5,318,510	$ 5,468,592	$ (474,523)	-8.0%
FUND TOTAL SOURCES	$ 5,118,507	$ 5,943,115	$ 5,943,115	$ 5,318,510	$ 5,468,592	$ (474,523)	-8.0%
608 COINSURANCE							
OPERATING	$ 14,506,989	$ 15,599,854	$ 15,599,854	$ 14,260,908	$ 13,683,010	$ (1,916,844)	-12.3%
FUND TOTAL SOURCES	$ 14,506,989	$ 15,599,854	$ 15,599,854	$ 14,260,908	$ 13,683,010	$ (1,916,844)	-12.3%
609 CONSUMER CHOICE							
OPERATING	$ 2,353,947	$ 2,593,364	$ 2,593,364	$ 2,408,226	$ 2,355,443	$ (237,921)	-9.2%
FUND TOTAL SOURCES	$ 2,353,947	$ 2,593,364	$ 2,593,364	$ 2,408,226	$ 2,355,443	$ (237,921)	-9.2%
610 70 PERCENT STD							
OPERATING	$ 2,634,343	$ 2,069,203	$ 2,069,203	$ 2,278,596	$ 1,749,290	$ (319,913)	-15.5%
FUND TOTAL SOURCES	$ 2,634,343	$ 2,069,203	$ 2,069,203	$ 2,278,596	$ 1,749,290	$ (319,913)	-15.5%
611 60 PERCENT STD							
OPERATING	$ 561,090	$ 651,142	$ 651,142	$ 568,668	$ 576,713	$ (74,429)	-11.4%
FUND TOTAL SOURCES	$ 561,090	$ 651,142	$ 651,142	$ 568,668	$ 576,713	$ (74,429)	-11.4%
612 50 PERCENT STD							
OPERATING	$ 434,358	$ 768,661	$ 768,661	$ 546,170	$ 722,524	$ (46,137)	-6.0%
FUND TOTAL SOURCES	$ 434,358	$ 768,661	$ 768,661	$ 546,170	$ 722,524	$ (46,137)	-6.0%
613 40 PERCENT STD							
OPERATING	$ 218,886	$ 594,994	$ 594,994	$ 325,517	$ 541,457	$ (53,537)	-9.0%
FUND TOTAL SOURCES	$ 218,886	$ 594,994	$ 594,994	$ 325,517	$ 541,457	$ (53,537)	-9.0%
614 BEHAVIORAL HEALTH							
OPERATING	$ 2,135,852	$ 2,658,708	$ 2,658,708	$ 2,413,899	$ 2,408,542	$ (250,166)	-9.4%
FUND TOTAL SOURCES	$ 2,135,852	$ 2,658,708	$ 2,658,708	$ 2,413,899	$ 2,408,542	$ (250,166)	-9.4%
615 WELLNESS							
OPERATING	$ 412,883	$ 1,296,888	$ 1,296,888	$ 1,528,359	$ 1,845,120	$ 548,232	42.3%
FUND TOTAL SOURCES	$ 412,883	$ 1,296,888	$ 1,296,888	$ 1,528,359	$ 1,845,120	$ 548,232	42.3%
616 CONTRACT ADMINISTRATION							
OPERATING	$ 439,421	$ 456,516	$ 456,516	$ 419,525	$ 462,416	$ 5,900	1.3%
FUND TOTAL SOURCES	$ 439,421	$ 456,516	$ 456,516	$ 419,525	$ 462,416	$ 5,900	1.3%
617 MED INCENTIVE AND PENALTIES							
OPERATING	$ 1,007,300	$ -	$ -	$ 43,996	$ -	$ -	
FUND TOTAL SOURCES	$ 1,007,300	$ -	$ -	$ 43,996	$ -	$ -	
618 BENEFIT ADMINISTRATION							
OPERATING	$ 3,051,814	$ 3,228,886	$ 3,228,886	$ 3,284,683	$ 2,426,506	$ (802,380)	-24.9%
FUND TOTAL SOURCES	$ 3,051,814	$ 3,228,886	$ 3,228,886	$ 3,284,683	$ 2,426,506	$ (802,380)	-24.9%
621 FLEX SPENDING HEALTH							
OPERATING	$ 1,908,079	$ 1,994,563	$ 1,994,563	$ 2,486,119	$ 2,019,833	$ 25,270	1.3%
FUND TOTAL SOURCES	$ 1,908,079	$ 1,994,563	$ 1,994,563	$ 2,486,119	$ 2,019,833	$ 25,270	1.3%
622 FLEX SPENDING DEP CARE							
OPERATING	$ 723,122	$ 725,872	$ 725,872	$ 973,499	$ 791,577	$ 65,705	9.1%
FUND TOTAL SOURCES	$ 723,122	$ 725,872	$ 725,872	$ 973,499	$ 791,577	$ 65,705	9.1%
623 VISION							
OPERATING	$ 1,346,588	$ 1,478,152	$ 1,478,152	$ 1,334,806	$ 1,263,399	$ (214,753)	-14.5%
FUND TOTAL SOURCES	$ 1,346,588	$ 1,478,152	$ 1,478,152	$ 1,334,806	$ 1,263,399	$ (214,753)	-14.5%
624 STAND ALONE VISION							
OPERATING	$ -	$ 94,098	$ 94,098	$ 27,172	$ 40,744	$ (53,354)	-56.7%
FUND TOTAL SOURCES	$ -	$ 94,098	$ 94,098	$ 27,172	$ 40,744	$ (53,354)	-56.7%
625 FI PREPAID DENTAL							
OPERATING	$ 639,784	$ 658,705	$ 658,705	$ 523,450	$ 517,592	$ (141,113)	-21.4%
FUND TOTAL SOURCES	$ 639,784	$ 658,705	$ 658,705	$ 523,450	$ 517,592	$ (141,113)	-21.4%
626 FI LIFE AND AD AND D							
OPERATING	$ 963,495	$ 1,065,588	$ 1,065,588	$ 946,474	$ 1,043,794	$ (21,794)	-2.0%
FUND TOTAL SOURCES	$ 963,495	$ 1,065,588	$ 1,065,588	$ 946,474	$ 1,043,794	$ (21,794)	-2.0%
627 SUPPLEMENTAL LIFE							
OPERATING	$ 3,504,601	$ 4,105,572	$ 4,105,572	$ 3,601,415	$ 3,766,274	$ (339,298)	-8.3%
FUND TOTAL SOURCES	$ 3,504,601	$ 4,105,572	$ 4,105,572	$ 3,601,415	$ 3,766,274	$ (339,298)	-8.3%

628 EMPLOYEE ASSISTANCE								
OPERATING	$ 188,932	$ 217,226	$ 217,226	$ 194,339	$ 198,058	$ (19,168)	-8.8%
FUND TOTAL SOURCES	$ 188,932	$ 217,226	$ 217,226	$ 194,339	$ 198,058	$ (19,168)	-8.8%
629 SI DENTAL							
OPERATING	$ 3,000,745	$ 3,280,574	$ 3,280,574	$ 3,316,599	$ 3,258,138	$ (22,436)	-0.7%
FUND TOTAL SOURCES	$ 3,000,745	$ 3,280,574	$ 3,280,574	$ 3,316,599	$ 3,258,138	$ (22,436)	-0.7%
630 DEPENDENT LIFE							
OPERATING	$ 407,949	$ 394,414	$ 394,414	$ 425,582	$ 399,282	$ 4,868	1.2%
FUND TOTAL SOURCES	$ 407,949	$ 394,414	$ 394,414	$ 425,582	$ 399,282	$ 4,868	1.2%
631 VOLUNTARY BENEFITS							
OPERATING	$ 231,298	$ 507,318	$ 507,318	$ 319,612	$ 256,284	$ (251,034)	-49.5%
FUND TOTAL SOURCES	$ 231,298	$ 507,318	$ 507,318	$ 319,612	$ 256,284	$ (251,034)	-49.5%
632 CIGNA FOR SENIORS							
OPERATING	$ 611,679	$ 487,080	$ 487,080	$ 479,944	$ 473,220	$ (13,860)	-2.8%
FUND TOTAL SOURCES	$ 611,679	$ 487,080	$ 487,080	$ 479,944	$ 473,220	$ (13,860)	-2.8%
652 HEALTH SELECT SI TRUST							
OPERATING	$ 138,383	$ -	$ -	$ 54,028	$ -	$ -	
FUND TOTAL SOURCES	$ 138,383	$ -	$ -	$ 54,028	$ -	$ -	
DEPARTMENT OPERATING TOTAL SOURCES	$ 125,407,210	$ 144,601,554	$ 144,601,554	$ 132,973,993	$ 131,222,607	$ (13,378,947)	-9.3%
DEPARTMENT TOTAL SOURCES	$ 125,407,210	$ 144,601,554	$ 144,601,554	$ 132,973,993	$ 131,222,607	$ (13,378,947)	-9.3%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
601 CMG HIGH OPTION							
OPERATING	$ 34,467,709	$ 38,565,052	$ 38,565,052	$ 35,353,190	$ 37,373,246	$ 1,191,806	3.1%
FUND TOTAL USES	$ 34,467,709	$ 38,565,052	$ 38,565,052	$ 35,353,190	$ 37,373,246	$ 1,191,806	3.1%
602 CMG LOW OPTION							
OPERATING	$ 1,184,005	$ 1,736,357	$ 1,736,357	$ 1,023,584	$ 1,166,616	$ 569,741	32.8%
FUND TOTAL USES	$ 1,184,005	$ 1,736,357	$ 1,736,357	$ 1,023,584	$ 1,166,616	$ 569,741	32.8%
603 OAP IN							
OPERATING	$ 18,547,446	$ 18,217,871	$ 18,217,871	$ 18,591,388	$ 21,753,998	$ (3,536,127)	-19.4%
FUND TOTAL USES	$ 18,547,446	$ 18,217,871	$ 18,217,871	$ 18,591,388	$ 21,753,998	$ (3,536,127)	-19.4%
604 OAP HIGH OPTION							
OPERATING	$ 26,632,709	$ 32,384,265	$ 32,384,265	$ 28,241,903	$ 31,459,236	$ 925,029	2.9%
FUND TOTAL USES	$ 26,632,709	$ 32,384,265	$ 32,384,265	$ 28,241,903	$ 31,459,236	$ 925,029	2.9%
605 OAP LOW OPTION							
OPERATING	$ 1,052,625	$ 1,640,272	$ 1,640,272	$ 1,542,304	$ 1,756,417	$ (116,145)	-7.1%
FUND TOTAL USES	$ 1,052,625	$ 1,640,272	$ 1,640,272	$ 1,542,304	$ 1,756,417	$ (116,145)	-7.1%
606 CHOICE FUND H.S.A.							
OPERATING	$ 892,960	$ 460,207	$ 460,207	$ 752,254	$ 792,524	$ (332,317)	-72.2%
FUND TOTAL USES	$ 892,960	$ 460,207	$ 460,207	$ 752,254	$ 792,524	$ (332,317)	-72.2%
607 FI DENTAL PPO							
OPERATING	$ 5,086,498	$ 5,942,253	$ 5,942,253	$ 5,303,207	$ 5,560,052	$ 382,201	6.4%
FUND TOTAL USES	$ 5,086,498	$ 5,942,253	$ 5,942,253	$ 5,303,207	$ 5,560,052	$ 382,201	6.4%
608 COINSURANCE							
OPERATING	$ 11,698,828	$ 15,586,712	$ 15,586,712	$ 12,596,883	$ 13,713,239	$ 1,873,473	12.0%
FUND TOTAL USES	$ 11,698,828	$ 15,586,712	$ 15,586,712	$ 12,596,883	$ 13,713,239	$ 1,873,473	12.0%
609 CONSUMER CHOICE							
OPERATING	$ 1,754,269	$ 2,550,358	$ 2,550,358	$ 1,805,684	$ 2,374,116	$ 176,242	6.9%
FUND TOTAL USES	$ 1,754,269	$ 2,550,358	$ 2,550,358	$ 1,805,684	$ 2,374,116	$ 176,242	6.9%
610 70 PERCENT STD							
OPERATING	$ 1,532,949	$ 2,069,203	$ 2,069,203	$ 1,495,317	$ 1,749,290	$ 319,913	15.5%
FUND TOTAL USES	$ 1,532,949	$ 2,069,203	$ 2,069,203	$ 1,495,317	$ 1,749,290	$ 319,913	15.5%
611 60 PERCENT STD							
OPERATING	$ 262,909	$ 651,142	$ 651,142	$ 321,940	$ 576,713	$ 74,429	11.4%
FUND TOTAL USES	$ 262,909	$ 651,142	$ 651,142	$ 321,940	$ 576,713	$ 74,429	11.4%
612 50 PERCENT STD							
OPERATING	$ 133,541	$ 768,660	$ 768,660	$ 402,084	$ 722,524	$ 46,136	6.0%
FUND TOTAL USES	$ 133,541	$ 768,660	$ 768,660	$ 402,084	$ 722,524	$ 46,136	6.0%
613 40 PERCENT STD							
OPERATING	$ 89,261	$ 594,994	$ 594,994	$ 216,329	$ 541,457	$ 53,537	9.0%
FUND TOTAL USES	$ 89,261	$ 594,994	$ 594,994	$ 216,329	$ 541,457	$ 53,537	9.0%
614 BEHAVIORAL HEALTH							
OPERATING	$ 1,387,915	$ 2,658,521	$ 2,658,521	$ 1,862,011	$ 4,856,970	$ (2,198,449)	-82.7%
FUND TOTAL USES	$ 1,387,915	$ 2,658,521	$ 2,658,521	$ 1,862,011	$ 4,856,970	$ (2,198,449)	-82.7%
615 WELLNESS							
OPERATING	$ 89,982	$ 806,304	$ 806,304	$ 753,804	$ 1,092,840	$ (286,536)	-35.5%
FUND TOTAL USES	$ 89,982	$ 806,304	$ 806,304	$ 753,804	$ 1,092,840	$ (286,536)	-35.5%
616 CONTRACT ADMINISTRATION							
OPERATING	$ 173,468	$ 419,092	$ 419,092	$ 332,901	$ 462,416	$ (43,324)	-10.3%
FUND TOTAL USES	$ 173,468	$ 419,092	$ 419,092	$ 332,901	$ 462,416	$ (43,324)	-10.3%
617 MED INCENTIVE AND PENALTIES							
OPERATING	$ 3,202	$ -	$ -	$ -	$ -	$ -	
NON-RECURRING	-	1,000,000	1,000,000	1,000,000	1,000,000	-	0.0%
FUND TOTAL USES	$ 3,202	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ -	0.0%
618 BENEFIT ADMINISTRATION							
OPERATING	$ 2,176,723	$ 3,026,622	$ 3,026,622	$ 2,201,047	$ 2,426,506	$ 600,116	19.8%
NON-RECURRING	-	-	-	-	19,033	(19,033)	
FUND TOTAL USES	$ 2,176,723	$ 3,026,622	$ 3,026,622	$ 2,201,047	$ 2,445,539	$ 581,083	19.2%

621 FLEX SPENDING HEALTH								
OPERATING	$ 1,677,060	$ 1,994,563	$ 1,994,563	$ 2,283,389	$ 2,019,833	$ (25,270)	-1.3%
FUND TOTAL USES	$ 1,677,060	$ 1,994,563	$ 1,994,563	$ 2,283,389	$ 2,019,833	$ (25,270)	-1.3%
622 FLEX SPENDING DEP CARE							
OPERATING	$ 719,873	$ 725,872	$ 725,872	$ 804,086	$ 791,577	$ (65,705)	-9.1%
FUND TOTAL USES	$ 719,873	$ 725,872	$ 725,872	$ 804,086	$ 791,577	$ (65,705)	-9.1%
623 VISION							
OPERATING	$ 1,206,345	$ 1,477,962	$ 1,477,962	$ 1,405,443	$ 1,323,793	$ 154,169	10.4%
FUND TOTAL USES	$ 1,206,345	$ 1,477,962	$ 1,477,962	$ 1,405,443	$ 1,323,793	$ 154,169	10.4%
624 STAND ALONE VISION							
OPERATING	$ -	$ 94,074	$ 94,074	$ 27,343	$ 40,744	$ 53,330	56.7%
FUND TOTAL USES	$ -	$ 94,074	$ 94,074	$ 27,343	$ 40,744	$ 53,330	56.7%
625 FI PREPAID DENTAL							
OPERATING	$ 576,171	$ 658,626	$ 658,626	$ 511,802	$ 517,592	$ 141,034	21.4%
FUND TOTAL USES	$ 576,171	$ 658,626	$ 658,626	$ 511,802	$ 517,592	$ 141,034	21.4%
626 FI LIFE AND AD AND D							
OPERATING	$ 957,224	$ 1,065,588	$ 1,065,588	$ 944,973	$ 1,043,794	$ 21,794	2.0%
FUND TOTAL USES	$ 957,224	$ 1,065,588	$ 1,065,588	$ 944,973	$ 1,043,794	$ 21,794	2.0%
627 SUPPLEMENTAL LIFE							
OPERATING	$ 3,353,725	$ 4,105,572	$ 4,105,572	$ 3,572,916	$ 3,766,274	$ 339,298	8.3%
FUND TOTAL USES	$ 3,353,725	$ 4,105,572	$ 4,105,572	$ 3,572,916	$ 3,766,274	$ 339,298	8.3%
628 EMPLOYEE ASSISTANCE							
OPERATING	$ 187,219	$ 217,224	$ 217,224	$ 193,432	$ 198,058	$ 19,166	8.8%
FUND TOTAL USES	$ 187,219	$ 217,224	$ 217,224	$ 193,432	$ 198,058	$ 19,166	8.8%
629 SI DENTAL							
OPERATING	$ 2,356,902	$ 3,280,311	$ 3,280,311	$ 2,849,247	$ 3,328,534	$ (48,223)	-1.5%
FUND TOTAL USES	$ 2,356,902	$ 3,280,311	$ 3,280,311	$ 2,849,247	$ 3,328,534	$ (48,223)	-1.5%
630 DEPENDENT LIFE							
OPERATING	$ 405,036	$ 394,414	$ 394,414	$ 422,583	$ 399,282	$ (4,868)	-1.2%
FUND TOTAL USES	$ 405,036	$ 394,414	$ 394,414	$ 422,583	$ 399,282	$ (4,868)	-1.2%
631 VOLUNTARY BENEFITS							
OPERATING	$ 229,722	$ 507,318	$ 507,318	$ 318,893	$ 256,284	$ 251,034	49.5%
FUND TOTAL USES	$ 229,722	$ 507,318	$ 507,318	$ 318,893	$ 256,284	$ 251,034	49.5%
632 CIGNA FOR SENIORS							
OPERATING	$ 598,552	$ 487,080	$ 487,080	$ 473,178	$ 473,220	$ 13,860	2.8%
FUND TOTAL USES	$ 598,552	$ 487,080	$ 487,080	$ 473,178	$ 473,220	$ 13,860	2.8%
652 HEALTH SELECT SI TRUST							
OPERATING	$ 3,000,000	$ -	$ -	$ -	$ -	$ -	
FUND TOTAL USES	$ 3,000,000	$ -	$ -	$ -	$ -	$ -	
DEPARTMENT OPERATING TOTAL USES	$ 122,434,828	$ 143,086,489	$ 143,086,489	$ 126,603,115	$ 142,537,145	$ 549,344	0.4%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,019,033	$ (19,033)	-1.9%
DEPARTMENT TOTAL USES	$ 122,434,828	$ 144,086,489	$ 144,086,489	$ 127,603,115	$ 143,556,178	$ 530,311	0.4%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
ADMINISTRATIVE SERVICES								
BUDGETING	0.35	0.35	0.35	0.35	-	0.00%	-	0.00%
EXECUTIVE MANAGEMENT	2.55	2.55	2.55	2.55	-	0.00%	-	0.00%
FINANCIAL SERVICES	5.70	5.70	5.70	4.80	(0.90)	(15.79%)	(0.90)	(15.79%)
HUMAN RESOURCES	0.35	0.35	0.35	0.35	-	0.00%	-	0.00%
PROCUREMENT	0.10	0.10	0.10	0.10	-	0.00%	-	0.00%
PROGRAM TOTAL	9.05	9.05	9.05	8.15	(0.90)	(9.94%)	(0.90)	(9.94%)
EMPLOYEE PROGRAMS								
ABSENCE MANAGEMENT	0.60	0.60	0.60	0.60	-	0.00%	-	0.00%
EMPLOYEE WELLNESS	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
ERGONOMICS	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
PROGRAM TOTAL	4.60	4.60	4.60	4.60	-	0.00%	-	0.00%
GENERAL GOVERNMENT								
POOLED COSTS	14.35	14.35	14.35	11.25	(3.10)	(21.60%)	(3.10)	(21.60%)
PROGRAM TOTAL	14.35	14.35	14.35	11.25	(3.10)	(21.60%)	(3.10)	(21.60%)
DEPARTMENT TOTAL	28.00	28.00	28.00	24.00	(4.00)	(14.29%)	(4.00)	(14.29%)

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Accounting Specialist	3.00	3.00	3.00	2.00	(1.00)	-33.33%	(1.00)	-33.33%
Office Assistant	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Office Assistant Specialized	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Benefits Specialist - County	6.00	6.00	6.00	4.00	(2.00)	-33.33%	(2.00)	-33.33%
Admin/Operations Specialist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Director - EHI	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Financial Supervisor - Dept	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Human Resources Support Supv	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Human Resources Mngr - County	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Management Analyst	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Accountant	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Grant-Contract Administrator	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Nurse - Public Health	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Health Educator	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Ergonomist - County	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Media Specialist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Consultant	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Department Total	28.00	28.00	28.00	24.00	(4.00)	-14.29%	(4.00)	-14.29%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
618 - BENEFIT ADMINISTRATION	28.00	28.00	28.00	24.00	(4.00)	-14.29%	(4.00)	-14.29%
DEPARTMENT TOTAL	28.00	28.00	28.00	24.00	(4.00)	-14.29%	(4.00)	-14.29%

Significant Variance Analysis

Effective FY 2009-10, as part of the County's Budget Balancing efforts, staffing is reduced as follows:

- Reductions in Force –2 FTE Benefit Specialists.
- Vacancies – 1 FTE Nurse position; 1 FTE Accounting Specialist position; and .50 FTE Temporary Office Assistant position.

The elimination of these positions may affect customer satisfaction in several Activities including, Medical, Dental, Pharmacy, Vision, Mental Health, Employee Wellness, Life Insurance, and Flexible Spending Account.

General Adjustments

Budget Balancing Adjustments:

Benefit Administration Fund (618)

Cost Reduction

- Eliminate 2 FTE Benefits Specialists for a reduction of $135,196.
- Reduce Supplies for open enrollment by a total of $1,946.
- Reduce Capital by a total of $4,577 to right-size to the remaining Technology Finance schedule.
- Reduce Services by a total of $296,469 as follows:
    - Eliminate consulting services budget for a reduction of $250,000;
    - Eliminate non-electronic means to disseminate information on vendor changes for a savings of $25,000;
    - Reduce budget for employee wellness fairs for a cost impact of $5,024;
    - Reduce budget for various services for a cost impact of $5,807;
    - Reduce budget for employee travel training and certification for a cost impact of $10,638.

Vacancies

- Eliminate 1 FTE Nurse position for a savings of $93,100.
- Eliminate 1 FTE Accounting Specialist position for a reduction of $45,531.
- Eliminate .50 FTE Office Assistant position for a savings of $13,486.

Debt Reduction

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce operating expenses for equipment. This results in an operating savings of $9,811 and a one-time expenditure in the Non-Recurring/Non-Project budget of $19,033.

Base Adjustments:

- Adjust expenditures for various activities and funds by a total of $50,772 for rate changes as determined by the Department's actuary and volume changes based on current County-wide staff levels. Prior years' budgeted expenditures were based on the County's current staff and vacant positions, and assumed staffing levels would grow each year. Given the current economic conditions, growth has not been budgeted. Additionally, due to the hiring freeze and pending budget reductions, vacant positions were not included in the expenditure calculations.
- Reduce revenue for various activities and funds by a total of $12,576,567 for a planned spend down of the Trust Fund balance. This keeps the employer contribution from current departmental budgets flat in FY 2009-10.

Strategic Business Plan Update

The Employee Benefits Department will undergo a facilitated review and update of its strategic business plan in FY 2009-10. Changes to the Strategic Business Plan will go into effect in FY 2010-11.

Programs and Activities

Health Benefits Program

The purpose of the Health Benefits Program is to provide Board approved, cost-effective and competitive benefit plans and related services so that qualified employees can be attracted and retained to achieve the County business goals.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of active employees, retirees, NPGs, and COBRA beneficiaries who received the benefit coverage who are satisfied with the benefit	94.0%	98.0%	95.0%	(3.0%)	-3.1%
Percent of active employees who received the benefit coverage who are satisfied with the benefit	93.9%	93.9%	93.9%	0.0%	0.0%
Percent of voluntary departures who reported benefits as the primary reason for departure	1.0%	0.9%	0.9%	0.0%	0.0%
Percent increase in enrollment in disease management programs	2.5%	2.0%	1.0%	(1.0%)	-50.0%
Percent increase in enrollment in Choice Fund HSA Plan	457.9%	14.8%	44.3%	29.5%	199.3%
Percent of active employees who received the benefit coverage who are satisfied with the benefit	85.7%	85.7%	85.7%	0.0%	0.0%
Percent increase in enrollment in the Consumer Choice Benefit	10.0%	7.0%	(2.7%)	(9.7%)	-138.6%
Percent of active employees who received the benefit coverage who are satisfied with the benefit	87.0%	87.0%	87.0%	0.0%	0.0%
Percent of active employees who received the benefit coverage who are satisfied with the benefit	83.9%	83.9%	83.9%	0.0%	0.0%

Activities that comprise this program include:

- Medical
- Pharmacy

- Vision
- Dental
- Mental Health

Medical Activity

The purpose of the Medical Activity is to provide cost-effective, satisfactory medical benefit plans to benefit eligible Maricopa County active employees, retirees, non-payroll groups (NPGs) and Cobra beneficiaries, so they can meet their needs.

Mandates: Administrative mandate as required by County governance.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of active employees who received the benefit coverage who are satisfied with the benefit	93.9%	93.9%	93.9%	0.0%	0.0%
Result	Percent of voluntary departures who reported benefits as the primary reason for departure	1.0%	0.9%	0.9%	0.0%	0.0%
Result	Percent increase in enrollment in Choice Fund HSA Plan	457.9%	14.8%	44.3%	29.5%	199.3%
Result	Percent increase in enrollment in disease management programs	2.5%	2.0%	1.0%	(1.0%)	-50.0%
Output	Number of active employees, retirees, NPGs and Cobra beneficiaries who received Medical Benefits	12,280	12,084	11,319	-765	-6.3%
Demand	Number of active employees, retirees, NPGs and Cobra beneficiaries who elected Medical Benefit coverage	12,280	12,084	11,319	-765	-6.3%
Efficiency	Cost per average monthly per person who received medical benefit coverage	$6,809.62	$7,878.64	$8,535.02	-$656.38	8.3%
Revenue						
	601 - CMG HIGH OPTION	$ 32,337,530	$ 38,871,668	$ 34,499,958	$ (4,371,710)	-11.2%
	602 - CMG LOW OPTION	1,548,621	1,765,916	1,230,506	(535,410)	-30.3%
	603 - OAP IN	15,422,089	18,364,277	17,737,642	(626,635)	-3.4%
	604 - OAP HIGH OPTION	26,938,751	32,607,094	28,880,575	(3,726,519)	-11.4%
	605 - OAP LOW OPTION	1,352,981	1,655,844	1,886,671	230,827	13.9%
	606 - CHOICE FUND H.S.A.	443,099	466,262	719,447	253,185	54.3%
	616 - CONTRACT ADMINISTRATION	113,672	104,998	201,957	96,959	92.3%
	617 - MED INCENTIVE AND PENALTIES	908,433	-	-	-	0.0%
	618 - BENEFIT ADMINISTRATION	724,234	657,630	630,672	(26,958)	-4.1%
	632 - CIGNA FOR SENIORS	609,419	487,080	473,220	(13,860)	-2.8%
	TOTAL SOURCES	$ 80,398,829	$ 94,980,769	$ 86,260,648	$ (8,720,121)	-9.2%
Expenditure						
	601 - CMG HIGH OPTION	$ 34,467,709	$ 35,353,190	$ 37,373,246	$ (2,020,056)	-5.7%
	602 - CMG LOW OPTION	1,184,005	1,023,584	1,166,616	(143,032)	-14.0%
	603 - OAP IN	18,547,446	18,591,388	21,753,998	(3,162,610)	-17.0%
	604 - OAP HIGH OPTION	26,632,709	28,241,903	31,459,236	(3,217,333)	-11.4%
	605 - OAP LOW OPTION	1,052,625	1,542,304	1,756,417	(214,113)	-13.9%
	606 - CHOICE FUND H.S.A.	892,960	752,254	792,524	(40,270)	-5.4%
	616 - CONTRACT ADMINISTRATION	33,721	29,449	201,957	(172,508)	-585.8%
	617 - MED INCENTIVE AND PENALTIES	-	1,000,000	1,000,000	-	0.0%
	618 - BENEFIT ADMINISTRATION	212,422	228,287	630,672	(402,385)	-176.3%
	632 - CIGNA FOR SENIORS	598,552	473,178	473,220	(42)	0.0%
	TOTAL USES	$ 83,622,149	$ 87,235,537	$ 96,607,886	$ (9,372,349)	-10.7%

Base Adjustments:

Medical Incentive Fund (617)

- Increase Medical Incentive Fund (617) Non-Recurring/Non-Project budget by $1,000,000, budgeting medical contract penalties as non-recurring expenses. The FY 2009-10 premium does not include any revenue to support this expenditure. Historically, the vendor has earned little or no incentive payments.

Activity Narrative: The Department does not anticipate that the FY 2009-10 budget reductions will cause a decline in employee satisfaction with medical benefit coverage. The budgeted expenditures are based on the rates developed by the actuary for the current enrollment with no growth. Budgeted revenue is based on the approved increases to employee contributions and no change to departmental charges (employer contributions) in FY 2009-10 based on a planned spend down of fund balance.

Dental Activity

The purpose of the Dental Activity is to provide cost-effective satisfactory dental benefit plans to benefit eligible Maricopa County active employees, retirees, NPGs and Cobra beneficiaries so they can meet their needs.

Mandates: Administrative mandate as required by County governance.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of active employees who received the benefit coverage who are satisfied with the benefit	85.7%	85.7%	85.7%	0.0%	0.0%
Output	Number of active employees, retirees, NPGs and Cobra Beneficiaries who received Dental Benefit coverage.	12,291	12,137	11,844	-293	-2.4%
Demand	Number of active employees, retirees, NPGs and Cobra Beneficiaries who elected Dental Benefit coverage.	12,291	12,137	11,844	-293	-2.4%
Efficiency	Cost per average monthly number of employees who receive Dental Benefit Coverage	$656.13	$820.79	$807.39	$13.40	-1.6%
Revenue						
	607 - FI DENTAL PPO	$ 5,091,656	$ 5,943,115	$ 5,468,592	$ (474,523)	-8.0%
	616 - CONTRACT ADMINISTRATION	15,913	18,260	37,978	19,718	108.0%
	618 - BENEFIT ADMINISTRATION	119,869	65,853	118,614	52,761	80.1%
	625 - FI PREPAID DENTAL	632,608	658,705	517,592	(141,113)	-21.4%
	629 - SI DENTAL	2,790,107	3,280,574	3,258,138	(22,436)	-0.7%
	TOTAL SOURCES	$ 8,650,153	$ 9,966,507	$ 9,400,914	$ (565,593)	-5.7%
Expenditure						
	607 - FI DENTAL PPO	$ 5,086,498	$ 5,942,253	$ 5,560,052	$ 382,201	6.4%
	616 - CONTRACT ADMINISTRATION	5,866	16,764	37,978	(21,214)	-126.5%
	618 - BENEFIT ADMINISTRATION	39,117	64,004	118,614	(54,610)	-85.3%
	625 - FI PREPAID DENTAL	576,171	658,626	517,592	141,034	21.4%
	629 - SI DENTAL	2,356,902	3,280,311	3,328,534	(48,223)	-1.5%
	TOTAL USES	$ 8,064,554	$ 9,961,958	$ 9,562,770	$ 399,188	4.0%

Activity Narrative: The Department does not anticipate that the FY 2009-10 budget reductions will cause a decline in employee satisfaction with dental benefit coverage. The budgeted expenditures are based on the rates developed by the actuary for the current enrollment with no growth. Budgeted revenue is based on the approved increases to employee contributions and no change to departmental charges (employer contributions) in FY 2009-10 based on a planned spend down of fund balance.

Pharmacy Activity

The purpose of the Pharmacy Activity is to provide cost-effective satisfactory pharmacy benefit plans to benefit eligible Maricopa County active employees, retirees, NPGs and Cobra beneficiaries so they can meet their needs.

Mandates: Administrative mandate as required by County governance.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of active employees who received the benefit coverage who are satisfied with the benefit	87.0%	87.0%	87.0%	0.0%	0.0%
Result	Percent increase in enrollment in the Consumer Choice Benefit	10.0%	7.4%	(2.7%)	(10.1%)	-136.5%
Output	Number of active employees, retirees, NPGs and Cobra beneficiaries who received Pharmacy Benefit coverage	11,981	11,785	11,509	-276	-2.3%
Demand	Number of active employees, retirees, NPGs and Cobra beneficiaries who elected Pharmacy Benefit coverage	11,981	11,785	11,509	-276	-2.3%
Efficiency	Cost per average monthly person who received Pharmacy Benefit coverage	$1,131.33	$1,564.04	$1,426.00	$138.05	-8.8%
Revenue						
	608 - COINSURANCE	$ 13,795,785	$ 15,599,854	$ 13,683,010	$ (1,916,844)	-12.3%
	609 - CONSUMER CHOICE	2,234,635	2,593,364	2,355,443	(237,921)	-9.2%
	616 - CONTRACT ADMINISTRATION	35,859	41,086	78,693	37,607	91.5%
	618 - BENEFIT ADMINISTRATION	285,692	260,860	245,748	(15,112)	-5.8%
	TOTAL SOURCES	$ 16,351,971	$ 18,495,164	$ 16,362,894	$ (2,132,270)	-11.5%
Expenditure						
	608 - COINSURANCE	$ 11,698,828	$ 15,586,712	$ 13,713,239	$ 1,873,473	12.0%
	609 - CONSUMER CHOICE	1,754,269	2,550,358	2,374,116	176,242	6.9%
	616 - CONTRACT ADMINISTRATION	13,216	37,716	78,693	(40,977)	-108.6%
	618 - BENEFIT ADMINISTRATION	85,875	257,465	245,748	11,717	4.6%
	TOTAL USES	$ 13,552,188	$ 18,432,251	$ 16,411,796	$ 2,020,455	11.0%

Activity Narrative: The Department does not anticipate that the FY 2009-10 budget reductions will cause a decline in employee satisfaction with pharmacy benefit coverage. The budgeted expenditures are based on the rates developed by the actuary for the current enrollment with no growth. Budgeted revenue is based on the approved increases to employee contributions and no change to departmental charges (employer contributions) in FY 2009-10 based on a planned spend down of fund balance.

Vision Activity

The purpose of the Vision Activity is to provide a cost-effective satisfactory vision benefit plans to benefit eligible Maricopa County active employees, retirees, NPGs and Cobra beneficiaries so they can meet their needs. The vision benefit is available to benefit eligible employees whether or not they enroll in medical benefits.

Mandates: Administrative mandate as required by County governance.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of active employees who received the benefit coverage who are satisfied with the benefit	83.9%	83.9%	83.9%	0.0%	0.0%
Output	Number of active employees, retirees, NPGs and Cobra Beneficiaries who received Vision Benefit coverage	12,413	12,220	11,943	-277	-2.3%
Demand	Number of active employees, retirees, NPGs and Cobra Beneficiaries who elected Vision Benefit coverage.	12,413	12,220	11,943	-277	-2.3%
Efficiency	Cost per average monthly number of persons who receive Vision Benefit coverage	$98.23	$130.30	$116.22	$14.07	-10.8%
Revenue						
	616 - CONTRACT ADMINISTRATION	$ 3,988	$ 4,566	$ 5,706	$ 1,140	25.0%
	618 - BENEFIT ADMINISTRATION	31,195	16,460	17,820	1,360	8.3%
	623 - VISION	1,322,111	1,478,152	1,263,399	(214,753)	-14.5%
	624 - STAND ALONE VISION		94,098	40,744	(53,354)	-56.7%
	TOTAL SOURCES	$ 1,357,294	$ 1,593,276	$ 1,327,669	$ (265,607)	-16.7%
Expenditure						
	616 - CONTRACT ADMINISTRATION	$ 1,464	$ 4,188	$ 5,706	$ (1,518)	-36.2%
	618 - BENEFIT ADMINISTRATION	10,355	15,998	17,820	(1,822)	-11.4%
	623 - VISION	1,206,345	1,477,962	1,323,793	154,169	10.4%
	624 - STAND ALONE VISION		94,074	40,744	53,330	56.7%
	TOTAL USES	$ 1,218,164	$ 1,592,222	$ 1,388,063	$ 204,159	12.8%

Activity Narrative: The Department does not anticipate that the FY 2009-10 budget reductions will cause a decline in employee satisfaction with vision benefit coverage. The budgeted expenditures are based on the rates developed by the actuary for the current enrollment with no growth. Budgeted revenue is based on the approved increases to employee contributions and no change to departmental charges (employer contributions) in FY 2009-10 based on a planned spend down of fund balance.

Mental Health Activity

The purpose of the Mental Health Activity is to provide a cost-effective, satisfactory benefit plan to benefit eligible Maricopa County active employees, retirees, NPGs and Cobra beneficiaries so they can access external confidential counseling when faced with personal challenges to help them live and work well.

Mandates: Administrative mandate as required by County governance.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of active employees, retirees, NPGs, and COBRA beneficiaries who received the benefit coverage who are satisfied with the benefit	94.0%	98.0%	95.0%	(3.0%)	-3.1%
Output	Number of active employees, retirees, NPGs and Cobra beneficiaries who receive Mental Health Benefit coverage	11,982	25,748	11,518	-14,230	-55.3%
Demand	Number of active employees, retirees, NPGs and Cobra beneficiaries who elected Mental Health Benefit coverage	11,982	25,748	11,518	-14,230	-55.3%
Efficiency	Cost per average monthly person receiving Mental Health benefit	$133.14	$112.47	$442.40	-$329.93	293.3%
Revenue						
	614 - BEHAVIORAL HEALTH	$ 2,086,493	$ 2,658,708	$ 2,408,542	$ (250,166)	-9.4%
	616 - CONTRACT ADMINISTRATION	3,985	4,566	9,832	5,266	115.3%
	617 - MED INCENTIVE AND PENALTIES	1,303			-	0.0%
	618 - BENEFIT ADMINISTRATION	31,845	16,460	30,708	14,248	86.6%
	628 - EMPLOYEE ASSISTANCE	187,981	217,226	198,058	(19,168)	-8.8%
	TOTAL SOURCES	$ 2,311,607	$ 2,896,960	$ 2,647,140	$ (249,820)	-8.6%
Expenditure						
	614 - BEHAVIORAL HEALTH	$ 1,387,915	$ 2,658,521	$ 4,856,970	$ (2,198,449)	-82.7%
	616 - CONTRACT ADMINISTRATION	1,464	4,188	9,832	(5,644)	-134.8%
	617 - MED INCENTIVE AND PENALTIES	3,202			-	0.0%
	618 - BENEFIT ADMINISTRATION	15,457	15,998	30,708	(14,710)	-91.9%
	628 - EMPLOYEE ASSISTANCE	187,219	217,224	198,058	19,166	8.8%
	TOTAL USES	$ 1,595,257	$ 2,895,931	$ 5,095,568	$ (2,199,637)	-76.0%

Activity Narrative: The Department does not anticipate that the FY 2009-10 budget reductions will cause a decline in employee satisfaction with mental health benefit coverage. The budgeted expenditures are based on the rates developed by the actuary for the current enrollment with no growth. Budgeted revenue is based on the approved increases to employee contributions and no change to departmental charges (employer contributions) in FY 2009-10 based on a planned spend down of fund balance. The FY 2008-09 Output and Demand measures are overstated due to a data reporting issue. Budgeted Demand and Output were closer to 12,000, thus there is a slight decline anticipated in FY 2009-10 based on current enrollment.

Employee Programs

The purpose of the Employee Programs is to provide Board-approved, cost-effective education and consulting services so that qualified employees can be attracted and retained to achieve the County business goals.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of active employees who received services who are satisfied with the Ergonomic Program	61.9%	61.9%	61.9%	0.0%	0.0%
Percent of active employees who received the services who are satisfied with the services	79.3%	79.3%	79.3%	0.0%	0.0%
Percent of active employees who received the benefit coverage who are satisfied with the benefit	Not Reported	78.4%	77.9%	(0.4%)	-0.5%

Activities that comprise this program include:

- Ergonomics
- Absence Management
- Employee Wellness

Ergonomics Activity

The purpose of the Ergonomic Activity is to provide direction, education, consulting and Ergonomic services that reduce risk, improve effectiveness and efficiency of the workplace, promote a safe working environment and assist in medical cost containment so that Maricopa County active employees can do their jobs safely and well.

Mandates: Administrative mandate as required by County governance.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of active employees who received services who are satisfied with the Ergonomic Program	61.9%	61.9%	61.9%	0.0%	0.0%
Output	Number of service requests completed.	1,842	2,400	2,400	0	0.0%
Demand	Number of service requests received from departments within the County.	1,980	2,400	2,400	0	0.0%
Efficiency	Cost per service request completed	$197.27	$146.83	$108.04	$38.79	26.4%
Revenue						
	616 - CONTRACT ADMINISTRATION	$ 39,842	$ 45,651	$ -	$ (45,651)	-100.0%
	618 - BENEFIT ADMINISTRATION	311,969	346,380	259,291	(87,089)	-25.1%
	TOTAL SOURCES	$ 351,811	$ 392,031	$ 259,291	$ (132,740)	-33.9%
Expenditure						
	616 - CONTRACT ADMINISTRATION	$ 14,670	$ 41,910	$ -	$ 41,910	100.0%
	618 - BENEFIT ADMINISTRATION	348,708	310,483	259,291	51,192	16.5%
	TOTAL USES	$ 363,378	$ 352,393	$ 259,291	$ 93,102	26.4%

Activity Narrative: The Department does not anticipate that the FY 2009-10 budget reductions will cause a decline in employee satisfaction with ergonomics services. Services levels will not be impacted.

Absence Management Activity

The purpose of the Absence Management Activity is to provide direction, education, consulting and health services for Maricopa County active employees and Managers/Supervisors of the County so Managers and Employees can manage absences and return to work issues effectively.

Mandates: Administrative mandate as required by County governance.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of active employees who received the services who are satisfied with the services	79.3%	79.3%	79.3%	0.0%	0.0%
Output	Number of service requests completed	Not Reported	Not Reported	Not Reported		
Demand	Number of serves requested by employees or departmental management	Not Reported	Not Reported	Not Reported		
Efficiency	Cost per service request completed	Not Reported	Not Reported	Not Reported		
Revenue						
	610 - 70 PERCENT STD	$ 2,502,817	$ 2,069,203	$ 1,749,290	$ (319,913)	-15.5%
	611 - 60 PERCENT STD	533,511	651,142	576,713	(74,429)	-11.4%
	612 - 50 PERCENT STD	413,567	768,661	722,524	(46,137)	-6.0%
	613 - 40 PERCENT STD	208,665	594,994	541,457	(53,537)	-9.0%
	616 - CONTRACT ADMINISTRATION	75,700	82,173	-	(82,173)	-100.0%
	618 - BENEFIT ADMINISTRATION	592,742	344,093	128,504	(215,589)	-62.7%
	TOTAL SOURCES	$ 4,327,002	$ 4,510,266	$ 3,718,488	$ (791,778)	-17.6%
Expenditure						
	610 - 70 PERCENT STD	$ 1,532,949	$ 2,069,203	$ 1,749,290	$ 319,913	15.5%
	611 - 60 PERCENT STD	262,909	651,142	576,713	74,429	11.4%
	612 - 50 PERCENT STD	133,541	768,660	722,524	46,136	6.0%
	613 - 40 PERCENT STD	89,261	594,994	541,457	53,537	9.0%
	616 - CONTRACT ADMINISTRATION	28,005	75,444	-	75,444	100.0%
	618 - BENEFIT ADMINISTRATION	259,804	330,812	128,504	202,308	61.2%
	TOTAL USES	$ 2,306,469	$ 4,490,255	$ 3,718,488	$ 771,767	17.2%

Activity Narrative: The Department does not anticipate that the FY 2009-10 budget reductions will cause a decline in employee satisfaction with absence management services. The Department will review the measures for this activity during the Strategic Business Plan update process in FY 2009-10.

Employee Wellness Activity

The purpose of the Employee Wellness Activity is to provide direction, education, consulting and health services for Maricopa County active employees, retirees, NPG's and COBRA beneficiaries, so they can have the tools and information to improve their health and to be more productive in the workforce.

Mandates: Administrative mandate as required by County governance.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of active employees who received the benefit coverage who are satisfied with the benefit	Not Reported	78.4%	77.9%	(0.5%)	-0.6%
Output	Number of active employees who received the benefit coverage	11,982	11,793	11,319	-474	-4.0%
Demand	Number of active employees who elected the benefit coverage	11,982	11,793	11,319	-474	-4.0%
Efficiency	Employee Wellness Program cost per employee enrolled	$11.08	$83.64	$117.58	-$33.94	40.6%
Revenue						
	615 - WELLNESS	$ 355,908	$ 1,296,888	$ 1,845,120	$ 548,232	42.3%
	616 - CONTRACT ADMINISTRATION	15,937	22,826	39,520	16,694	73.1%
	618 - BENEFIT ADMINISTRATION	139,037	170,628	198,532	27,904	16.4%
	TOTAL SOURCES	$ 510,882	$ 1,490,342	$ 2,083,172	$ 592,830	39.8%
Expenditure						
	615 - WELLNESS	$ 89,982	$ 806,304	$ 1,092,840	$ (286,536)	-35.5%
	616 - CONTRACT ADMINISTRATION	5,866	20,956	39,520	(18,564)	-88.6%
	618 - BENEFIT ADMINISTRATION	36,869	159,089	198,532	(39,443)	-24.8%
	TOTAL USES	$ 132,717	$ 986,349	$ 1,330,892	$ (344,543)	-34.9%

Activity Narrative: The Department does not anticipate that the FY 2009-10 budget reductions will cause a decline in employee satisfaction with wellness services.

Voluntary Benefits Program

The purpose of the Voluntary Benefits Program is to provide Board-approved, cost-effective, satisfactory optional benefits and services so that qualified employees can be attracted and retained to achieve the County business goals.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of active employees who received the benefit coverage who are satisfied with the benefit	94.0%	94.0%	94.0%	0.0%	0.0%
Percent of active employees who received the benefit coverage who are satisfied with the benefit	90.7%	90.7%	90.7%	0.0%	0.0%
Percent increase in enrollment in flexible spending from 07.01.07	18.9%	19.7%	36.0%	16.3%	82.8%
Percent of active employees who received the benefit coverage who are satisfied with the benefit	Not Reported	Not Reported	Not Reported		

Activities that comprise this program include:

- Flexible Spending Account
- Life Insurance
- Other Benefits

Flexible Spending Account Activity

The purpose of the Flexible Spending Account Activity is to provide a cost effective elective reimbursement benefit for Maricopa County active employees so that they can contribute pre-tax money to pay for health care expenses that are not covered by their insurance program and to pay for dependent care expenses as defined by the Internal Revenue Code Section 213.

Mandates: Administrative mandate as required by County governance.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of active employees who received the benefit coverage who are satisfied with the benefit	90.7%	90.7%	90.7%	0.0%	0.0%
Result	Percent increase in enrollment in flexible spending from 07.01.07	18.9%	19.7%	36.0%	16.3%	82.8%
Output	Total number of employees who received the Flexible Spending Account benefit plan	1,624	1,886	1,826	-60	-3.2%
Demand	The number of employees who elected the Flexible Spending Account benefit plan.	1,624	1,886	1,826	-60	-3.2%
Efficiency	Flexible Spending Account benefit plan cost per employee enrolled.	$1,481.76	$1,453.14	$1,590.79	-$137.66	9.5%
Revenue						
	616 - CONTRACT ADMINISTRATION	$ -	$ 4,566	$ 80,865	$ 76,299	1671.0%
	618 - BENEFIT ADMINISTRATION	29	16,459	12,516	(3,943)	-24.0%
	621 - FLEX SPENDING HEALTH	1,884,917	1,994,563	2,019,833	25,270	1.3%
	622 - FLEX SPENDING DEP CARE	715,998	725,872	791,577	65,705	9.1%
	TOTAL SOURCES	$ 2,600,944	$ 2,741,460	$ 2,904,791	$ 163,331	6.0%
Expenditure						
	616 - CONTRACT ADMINISTRATION		$ 4,188	$ 80,865	$ (76,677)	-1830.9%
	618 - BENEFIT ADMINISTRATION	559	15,998	12,516	3,482	21.8%
	621 - FLEX SPENDING HEALTH	1,677,060	1,994,563	2,019,833	(25,270)	-1.3%
	622 - FLEX SPENDING DEP CARE	719,873	725,872	791,577	(65,705)	-9.1%
	TOTAL USES	$ 2,397,492	$ 2,740,621	$ 2,904,791	$ (164,170)	-6.0%

Activity Narrative: The Department does not anticipate that the FY 2009-10 budget reductions will cause a decline in employee satisfaction with flexible spending account services.

Life Insurance Activity

The purpose of the Life Insurance Benefits activity is to provide cost-effective, satisfactory benefits & services to Maricopa County active employees, so they can meet their needs.

Mandates: Administrative mandate as required by County governance.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of active employees who received the benefit coverage who are satisfied with the benefit	94.0%	94.0%	94.0%	0.0%	0.0%
Output	Number of active employees who received coverage in these plans, Basic Life, Supplemental Life or Dependent Life	29,745	30,118	29,662	-456	-1.5%
Demand	Number of active employees who enrolled in these plans, Basic Life, Supplemental Life, or Dependent Life	29,745	30,118	29,662	-456	-1.5%
Efficiency	Cost per output	$158.90	$185.46	$176.72	$8.75	-4.7%
Revenue						
	616 - CONTRACT ADMINISTRATION	$ 3,987	$ 4,566	$ 7,865	$ 3,299	72.3%
	618 - BENEFIT ADMINISTRATION	31,166	16,460	24,564	8,104	49.2%
	626 - FI LIFE AND AD AND D	958,436	1,065,588	1,043,794	(21,794)	-2.0%
	627 - SUPPLEMENTAL LIFE	3,478,399	4,105,572	3,766,274	(339,298)	-8.3%
	630 - DEPENDENT LIFE	405,856	394,414	399,282	4,868	1.2%
	TOTAL SOURCES	$ 4,877,844	$ 5,586,600	$ 5,241,779	$ (344,821)	-6.2%
Expenditure						
	616 - CONTRACT ADMINISTRATION	$ 1,464	$ 4,188	$ 7,865	$ (3,677)	-87.8%
	618 - BENEFIT ADMINISTRATION	9,015	15,998	24,564	(8,566)	-53.5%
	626 - FI LIFE AND AD AND D	957,224	1,065,588	1,043,794	21,794	2.0%
	627 - SUPPLEMENTAL LIFE	3,353,725	4,105,572	3,766,274	339,298	8.3%
	630 - DEPENDENT LIFE	405,036	394,414	399,282	(4,868)	-1.2%
	TOTAL USES	$ 4,726,464	$ 5,585,760	$ 5,241,779	$ 343,981	6.2%

Activity Narrative: The Department does not anticipate that the FY 2009-10 budget reductions will cause a decline in employee satisfaction with life insurance benefit services received.

Other Benefits Activity

The purpose of the Other Benefits activity is to provide cost-effective, satisfactory optional benefits at group rates to Maricopa County active employees, so they can meet their needs.

Mandates: Administrative mandate.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of active employees who received the benefit coverage who are satisfied with the benefit	Not Reported	Not Reported	Not Reported		
Output	Number of active employees who received coverage in these plans	1,229	1,376	1,365	-11	-0.8%
Demand	Number of active employees who elected these plans	1,229	1,376	1,365	-11	-0.8%
Efficiency	Cost per average monthly person receiving coverage	$186.92	$368.69	$187.75	$180.94	-49.1%
Revenue						
	631 - VOLUNTARY BENEFITS	$ 229,860	$ 256,284	$ 256,284	$ -	0.0%
	TOTAL SOURCES	$ 229,860	$ 256,284	$ 256,284	$ -	0.0%
Expenditure						
	631 - VOLUNTARY BENEFITS	$ 229,722	$ 507,318	$ 256,284	$ 251,034	49.5%
	TOTAL USES	$ 229,722	$ 507,318	$ 256,284	$ 251,034	49.5%

Activity Narrative: The Department does not anticipate that the FY 2009-10 budget reductions will cause a decline in employee satisfaction with other benefits (prepaid legal services).

Appropriated Budget Reconciliations

Benefit Administration Fund (618)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 3,026,622**	**$**	**3,228,886**
FY 2008-09 REVISED BUDGET		**$ 3,026,622**	**$**	**3,228,886**
FY 2008-09 REVISED RESTATED BUDGET		**$ 3,026,622**	**$**	**3,228,886**
TECHNICAL ADJUSTMENTS				
Structural Balance		$ -	$	(202,264)
	Subtotal	$ -	$	(202,264)
FY 2009-10 BUDGET TARGET		**$ 3,026,622**	**$**	**3,026,622**
BASE ADJUSTMENTS:				
BUDGET BALANCING ADJUSTMENTS:				
Cost Reduction				
Eliminate 1 Benefits Specialist Position allocated to various activities		$ (75,471)	$	(75,471)
Eliminate 1 Benefits Specialist Position allocated to various activities		(59,725)		(59,725)
Eliminate services budget allocated to various activities		(296,469)		(296,469)
Eliminate supplies budget allocated to various activities		(1,946)		(1,946)
Eliminate capital budget allocated to various activities		(4,577)		(4,577)
	Subtotal	$ (438,188)	$	(438,188)
Vacancies				
Eliminate 1 Vacant Nurse Position allocated to various activities		$ (93,100)	$	(93,100)
Eliminate 1 Vacant Accounting Specialist Position allocated to various activities		(45,531)		(45,531)
Eliminate a .50 FTE Office Assistant Position allocated to various activities		(13,486)		(13,486)
	Subtotal	$ (152,117)	$	(152,117)
Debt Reduction				
Pay Off Capital Leases and Other Debt		$ (9,811)	$	(9,811)
	Subtotal	$ (9,811)	$	(9,811)
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 2,426,506**	**$**	**2,426,506**
		EXPENDITURES		**REVENUE**
NON-RECURRING				
NON-PROJECT (0001)				
One-time Debt Service Payment for Debt Payoff (08-DRP Loan)		$ 19,033	$	-
	Subtotal	$ 19,033	$	-
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 19,033**	**$**	**-**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 2,445,539**	**$**	**2,426,506**

Benefits Trust Funds

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET	**$**	**143,086,489**	**$**	**144,601,554**
FY 2008-09 REVISED BUDGET	**$**	**143,086,489**	**$**	**144,601,554**
FY 2008-09 REVISED RESTATED BUDGET	**$**	**143,086,489**	**$**	**144,601,554**
TARGET ADJUSTMENTS:				
TECHNICAL ADJUSTMENTS				
Structural Balance Adjustment - Benefits Administration Fund (618)	$	-	$	(202,264)
Subtotal	$	-	$	(202,264)
FY 2009-10 BUDGET TARGET	**$**	**143,086,489**	**$**	**144,399,290**
BASE ADJUSTMENTS:				
BUDGET BALANCING ADJUSTMENTS:				
Cost Reduction				
Eliminate 1 Benefits Specialist Position allocated to various activities	$	(75,471)	$	(75,471)
Eliminate 1 Benefits Specialist Position allocated to various activities		(59,725)		(59,725)
Eliminate services budget allocated to various activities		(296,469)		(296,469)
Eliminate supplies budget allocated to various activities		(1,946)		(1,946)
Eliminate capital budget allocated to various activities		(4,577)		(4,577)
Subtotal	$	(438,188)	$	(438,188)
Vacancies				
Eliminate 1 Vacant Nurse Position allocated to various activities	$	(93,100)	$	(93,100)
Eliminate 1 Vacant Accounting Specialist Position allocated to various activities		(45,531)		(45,531)
Eliminate a .50 FTE Office Assistant Position allocated to various activities		(13,486)		(13,486)
Subtotal	$	(152,117)	$	(152,117)
Debt Reduction				
Pay Off Capital Lease - 08 Desktop Refresh	$	(8,531)	$	(8,531)
Pay Off Capital Lease - 08 Laptop Refresh		(1,280)		(1,280)
Subtotal	$	(9,811)	$	(9,811)
OTHER BASE ADJUSTMENTS				
Adjust various activities and funds for rate and volume changes	$	50,772	$	-
Adjust various activities and funds for planned spend down of Trust Fund balance		-		(12,576,567)
Subtotal	$	50,772	$	(12,576,567)
FY 2009-10 ADOPTED OPERATING BUDGET	**$**	**142,537,145**	**$**	**131,222,607**
		EXPENDITURES		**REVENUE**
NON-RECURRING				
NON-PROJECT (0001)				
Adjust Medical Incentive Fund (617) for potential incentive payment	$	1,000,000	$	-
Debt Reduction				
Pay Off Capital Lease - 08 Desktop Refresh		17,061		-
Pay Off Capital Lease - 08 Laptop Refresh		1,972		-
Subtotal	$	1,019,033	$	-
FY 2009-10 ADOPTED NON-RECURRING BUDGET	**$**	**1,019,033**	**$**	**-**
FY 2009-10 TOTAL ADOPTED BUDGET	**$**	**143,556,178**	**$**	**131,222,607**

Benefits Trust Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 32,154,226	$ 42,283,128	$ 42,283,128	$ 37,973,975	$ 43,290,825
Beginning Unreserved/Undesignated Fund Balance	$ 32,154,226	$ 42,283,128	$ 42,283,128	$ 37,973,975	$ 43,290,825
Sources:					
Operating	$ 125,268,827	$ 144,601,554	$ 144,601,554	$ 132,919,965	$ 131,222,607
Total Sources:	$ 125,268,827	$ 144,601,554	$ 144,601,554	$ 132,919,965	$ 131,222,607
Uses:					
Operating	$ 119,434,828	$ 143,086,489	$ 143,086,489	$ 126,603,115	$ 142,537,145
Non-Recurring	-	1,000,000	1,000,000	1,000,000	1,019,033
Total Uses:	$ 119,434,828	$ 144,086,489	$ 144,086,489	$ 127,603,115	$ 143,556,178
Operating Balance	$ 5,833,999	$ 1,515,065	$ 1,515,065	$ 6,316,850	$ (11,314,538)
Accounting Adjustments	$ (14,250)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 37,973,975	$ 42,798,193	$ 42,798,193	$ 43,290,825	$ 30,957,254
Ending Unreserved Fund Balance	$ 37,973,975	$ 42,798,193	$ 42,798,193	$ 43,290,825	$ 30,957,254

Enterprise Technology

Analysis by Angie Flick, Management & Budget Analyst

Summary

Mission

The mission of the Office of Enterprise Technology (OET) is to provide an information technology (IT) service and support framework for elected and appointed departments so that the County can successfully mobilize sound, strategic IT investments.

Vision

Adaptive Innovation by Design

Strategic Goals

- **By June 30, 2009, implement Phase I of the telecom assessment recommendation.**

  Status: The Telecommunications Expenses Management System (TEMS) was expected to be deployed by February 2009. There are currently contract disputes between the vendor and the County which are close to resolution. The new anticipated deployment date cannot be ascertained until after the contract dispute has been resolved.

- **By June 30, 2009, implement a new voice mail replacement system.**

  Status: The voice mail replacement system is being planned for deployment by June 30, 2010.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
41IF - INFO TECHNOLOGY INFRASTRUCTURE	$ 20,326,072	$ 16,557,997	$ 16,557,997	$ 20,155,627	$ 15,920,669	$ (637,328)	-3.8%
DTNW - DATA NETWORK	5,738,786	4,367,267	4,367,267	5,582,001	4,048,603	(318,664)	-7.3%
PLCD - PERSONAL COMMUNICATION DEVICES	3,238,915	2,400,135	2,400,135	3,263,122	2,400,135	-	0.0%
RDNW - RADIO NETWORK	3,441,869	3,258,262	3,258,262	3,439,898	3,258,262	-	0.0%
RMAC - REMOTE ACCESS	154,344	156,192	156,192	162,416	156,192	-	0.0%
VCST - VOICE SYSTEMS	7,752,158	6,376,141	6,376,141	7,708,190	6,057,477	(318,664)	-5.0%
99AS - ADMINISTRATIVE SERVICES	$ 293,998	$ -	$ -	$ -	$ -	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	293,998	-	-	-	-	-	0.0%
99GV - GENERAL GOVERNMENT	$ 37,606	$ -	$ -	$ 221,872	$ -	$ -	0.0%
CSCA - CENTRAL SERVICE COST ALLOC	37,606	-	-	-	-	-	0.0%
GGOV - GENERAL GOVERNMENT	-	-	-	221,872	-	-	0.0%
TOTAL PROGRAMS	**$ 20,657,676**	**$ 16,557,997**	**$ 16,557,997**	**$ 20,377,499**	**$ 15,920,669**	**$ (637,328)**	**-3.8%**
USES							
41IF - INFO TECHNOLOGY INFRASTRUCTURE	$ 18,725,040	$ 16,867,048	$ 17,867,048	$ 16,963,600	$ 14,951,716	$ 2,915,332	16.3%
DTNW - DATA NETWORK	7,079,257	5,830,919	6,830,919	5,658,561	4,994,511	1,836,408	26.9%
NWPT - NETWORK PROTECTION	102,760	30,788	30,788	75,241	106,033	(75,245)	-244.4%
PLCD - PERSONAL COMMUNICATION DEVICES	2,285,740	2,035,404	2,035,404	2,419,758	2,000,004	35,400	1.7%
RDNW - RADIO NETWORK	2,818,095	2,687,526	2,687,526	2,952,667	2,450,743	236,783	8.8%
RMAC - REMOTE ACCESS	16,276	35,400	35,400	5,986	-	35,400	100.0%
VCST - VOICE SYSTEMS	6,422,912	6,247,011	6,247,011	5,851,387	5,400,425	846,586	13.6%
41MG - INFO TECHNOLOGY MANAGEMENT	$ 876,286	$ 1,214,698	$ 1,097,230	$ 962,149	$ 455,216	$ 642,014	58.5%
EPMG - ENTERPRISE MANAGEMENT	876,286	1,214,698	1,097,230	962,149	455,216	642,014	58.5%
99AS - ADMINISTRATIVE SERVICES	$ 2,648,416	$ 1,226,713	$ 1,209,804	$ 1,396,344	$ 2,246,887	$ (1,037,083)	-85.7%
BDGT - BUDGETING	12,703	-	-	8,731	-	-	0.0%
ODIR - EXECUTIVE MANAGEMENT	2,530,029	1,009,788	992,879	1,056,174	1,958,134	(965,255)	-97.2%
FSAC - FINANCIAL SERVICES	22,701	179,339	179,339	293,775	227,773	(48,434)	-27.0%
HRAC - HUMAN RESOURCES	54,156	37,586	37,586	37,664	60,980	(23,394)	-62.2%
PROC - PROCUREMENT	28,827	-	-	-	-	-	0.0%
99GV - GENERAL GOVERNMENT	$ 329,552	$ 422,470	$ 422,470	$ 431,230	$ 351,195	$ 71,275	16.9%
CSCA - CENTRAL SERVICE COST ALLOC	328,024	422,470	422,470	422,470	343,857	78,613	18.6%
ISFC - INTERNAL SERVICE FUND CHARGES	1,528	-	-	8,760	7,338	(7,338)	0.0%
99IT - INFORMATION TECHNOLOGY	$ 8,874,125	$ 8,955,641	$ 8,645,127	$ 8,113,533	$ 6,612,112	$ 2,033,015	23.5%
BUAS - BUSINESS APPLICATION DEV SUPP	5,303,618	4,859,849	4,723,897	4,399,540	2,821,726	1,902,171	40.3%
DACR - DATA CENTER	182,654	839,951	785,039	623,437	540,935	244,104	31.1%
DESK - DESKTOP SUPPORT	1,151,663	1,008,478	956,501	928,395	952,608	3,893	0.4%
HDSP - HELP DESK SUPPORT	328,241	362,362	342,019	403,342	329,624	12,395	3.6%
VANS - INFRASTRUCTURE NETWORK SVCS	1,907,949	1,885,001	1,837,671	1,758,819	1,967,219	(129,548)	-7.0%
TOTAL PROGRAMS	**$ 31,453,419**	**$ 28,686,570**	**$ 29,241,679**	**$ 27,866,856**	**$ 24,617,126**	**$ 4,624,553**	**15.8%**

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 686,822	$ 685,264	$ 685,264	$ 765,264	$ 685,264	$ -	0.0%
0636 - INTERNAL SERVICE CHARGES	19,308,098	15,861,733	15,861,733	19,383,076	15,224,405	(637,328)	-4.0%
SUBTOTAL	$ 19,994,920	$ 16,546,997	$ 16,546,997	$ 20,148,340	$ 15,909,669	$ (637,328)	-3.9%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 293,998	$ -	$ -	$ 221,872	$ -	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	28,976	11,000	11,000	7,287	11,000	-	0.0%
SUBTOTAL	$ 322,974	$ 11,000	$ 11,000	$ 229,159	$ 11,000	$ -	0.0%
ALL REVENUES	$ 20,317,894	$ 16,557,997	$ 16,557,997	$ 20,377,499	$ 15,920,669	$ (637,328)	-3.8%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 339,782	$ -	$ -	$ -	$ -	$ -	0.0%
ALL OTHER FINANCING SOURCES	$ 339,782	$ -	$ -	$ -	$ -	$ -	0.0%
TOTAL SOURCES	**$ 20,657,676**	**$ 16,557,997**	**$ 16,557,997**	**$ 20,377,499**	**$ 15,920,669**	**$ (637,328)**	**-3.8%**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 7,240,639	$ 9,410,392	$ 8,976,801	$ 7,693,534	$ 7,898,790	$ 1,078,011	12.0%
0705 - TEMPORARY PAY	6,785	-	-	3,158	-	-	0.0%
0710 - OVERTIME	92,044	22,978	22,978	83,980	70,397	(47,419)	-206.4%
0750 - FRINGE BENEFITS	2,030,825	2,575,473	2,575,473	2,271,411	2,309,938	265,535	10.3%
0790 - OTHER PERSONNEL SERVICES	93,781	113,955	113,955	53,533	17,004	96,951	85.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,429,788)	(2,041,641)	(2,041,641)	(1,531,850)	(2,659,479)	617,838	-30.3%
0796 - PERSONNEL SERVICES ALLOC-IN	368,622	283,185	283,185	402,601	1,086,319	(803,134)	-283.6%
SUBTOTAL	$ 8,402,908	$ 10,364,342	$ 9,930,751	$ 8,976,367	$ 8,722,969	$ 1,207,782	12.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 2,643,044	$ 2,511,735	$ 2,511,735	$ 1,829,008	$ 555,724	$ 1,956,011	77.9%
0803 - FUEL	26,666	26,783	26,783	29,887	33,768	(6,985)	-26.1%
0804 - NON-CAPITAL EQUIPMENT	507,517	-	-	6,819	-	-	0.0%
0805 - SUPPLIES-ALLOCATION OUT	-	(15,000)	(15,000)	(32,522)	(28,873)	13,873	-92.5%
0806 - SUPPLIES-ALLOCATION IN	-	-	-	-	12,678	(12,678)	0.0%
SUBTOTAL	$ 3,177,227	$ 2,523,518	$ 2,523,518	$ 1,833,192	$ 573,297	$ 1,950,221	77.3%
SERVICES							
0812 - OTHER SERVICES	$ 3,986,269	$ 1,000,572	$ 1,989,272	$ 3,095,571	$ 1,733,378	$ 255,894	12.9%
0820 - RENT & OPERATING LEASES	1,074,863	10,020	10,020	9,195	11,520	(1,500)	-15.0%
0825 - REPAIRS AND MAINTENANCE	3,592,719	3,376,769	3,376,769	3,097,908	4,045,294	(668,525)	-19.8%
0830 - INTERGOVERNMENTAL PAYMENTS	11,819	-	-	-	8,000	(8,000)	0.0%
0839 - INTERNAL SERVICE CHARGES	1,045,313	166,504	166,504	155,664	175,065	(8,561)	-5.1%
0841 - TRAVEL	39,792	19,464	19,464	14,902	10,464	9,000	46.2%
0842 - EDUCATION AND TRAINING	64,062	88,041	88,041	78,658	103,041	(15,000)	-17.0%
0843 - POSTAGE/FREIGHT/SHIPPING	5,156	3,420	3,420	2,355	3,456	(36)	-1.1%
0850 - UTILITIES	7,543,539	7,933,248	7,933,248	7,955,378	7,237,709	695,539	8.8%
0872 - SERVICES-ALLOCATION OUT	-	(216,221)	(216,221)	(203,668)	(839,574)	623,353	-288.3%
0873 - SERVICES-ALLOCATION IN	-	-	-	-	107,834	(107,834)	0.0%
SUBTOTAL	$ 17,363,532	$ 12,381,817	$ 13,370,517	$ 14,205,963	$ 12,596,187	$ 774,330	5.8%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 683,363	$ 422,470	$ 422,470	$ 422,470	$ 343,857	$ 78,613	18.6%
SUBTOTAL	$ 683,363	$ 422,470	$ 422,470	$ 422,470	$ 343,857	$ 78,613	18.6%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 34,912	$ -	$ -	$ -	$ -	$ -	0.0%
0920 - CAPITAL EQUIPMENT	109,013	-	-	70,069	-	-	0.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	-	-	8,398	74,000	(74,000)	0.0%
0950 - DEBT SERVICE	1,682,464	3,119,608	3,119,608	2,350,353	2,378,954	740,654	23.7%
0955 - CAPITAL-ALLOCATION OUT	-	(125,185)	(125,185)	(104,228)	(247,951)	122,766	-98.1%
0956 - CAPITAL-ALLOCATION IN	-	-	-	104,272	175,813	(175,813)	0.0%
SUBTOTAL	$ 1,826,389	$ 2,994,423	$ 2,994,423	$ 2,428,864	$ 2,380,816	$ 613,607	20.5%
TOTAL USES	**$ 31,453,419**	**$ 28,686,570**	**$ 29,241,679**	**$ 27,866,856**	**$ 24,617,126**	**$ 4,624,553**	**15.8%**

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
681 TELECOMMUNICATIONS							
OPERATING	$ 20,657,676	$ 16,557,997	$ 16,557,997	$ 20,377,499	$ 15,920,669	$ (637,328)	-3.8%
FUND TOTAL SOURCES	$ 20,657,676	$ 16,557,997	$ 16,557,997	$ 20,377,499	$ 15,920,669	$ (637,328)	-3.8%
DEPARTMENT OPERATING TOTAL SOURCES	$ 20,657,676	$ 16,557,997	$ 16,557,997	$ 20,377,499	$ 15,920,669	$ (637,328)	-3.8%
DEPARTMENT TOTAL SOURCES	$ 20,657,676	$ 16,557,997	$ 16,557,997	$ 20,377,499	$ 15,920,669	$ (637,328)	-3.8%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 10,550,573	$ 10,785,417	$ 10,340,526	$ 9,652,436	$ 7,614,262	$ 2,726,264	26.4%
FUND TOTAL USES	$ 10,550,573	$ 10,785,417	$ 10,340,526	$ 9,652,436	$ 7,614,262	$ 2,726,264	26.4%
681 TELECOMMUNICATIONS							
OPERATING	$ 20,902,846	$ 16,101,153	$ 16,101,153	$ 15,650,028	$ 15,900,559	$ 200,594	1.2%
NON-RECURRING	-	1,800,000	2,800,000	2,564,392	1,102,305	1,697,695	60.6%
FUND TOTAL USES	$ 20,902,846	$ 17,901,153	$ 18,901,153	$ 18,214,420	$ 17,002,864	$ 1,898,289	10.0%
DEPARTMENT OPERATING TOTAL USES	$ 31,453,419	$ 26,886,570	$ 26,441,679	$ 25,302,464	$ 23,514,821	$ 2,926,858	11.1%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 1,800,000	$ 2,800,000	$ 2,564,392	$ 1,102,305	$ 1,697,695	60.6%
DEPARTMENT TOTAL USES	$ 31,453,419	$ 28,686,570	$ 29,241,679	$ 27,866,856	$ 24,617,126	$ 4,624,553	15.8%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
410 - ENTERPRISE TECHNOLOGY								
ADMINISTRATIVE SERVICES								
BUDGETING				1.00	1.00		1.00	
EXECUTIVE MANAGEMENT	7.00	7.00	12.00	6.00	(1.00)	-14.29%	(6.00)	-50.00%
FINANCIAL SERVICES	5.00	5.00	5.00	6.00	1.00	20.00%	1.00	20.00%
HUMAN RESOURCES	1.00	1.00	2.00	2.00	1.00	100.00%	-	0.00%
PROGRAM TOTAL	13.00	13.00	19.00	15.00	2.00	15.38%	(4.00)	-21.05%
INFO TECHNOLOGY INFRASTRUCTURE								
DATA NETWORK	15.00	15.00	16.00	13.00	(2.00)	-13.33%	(3.00)	-18.75%
RADIO NETWORK	16.00	16.00	16.00	16.00	-	0.00%	-	0.00%
VOICE SYSTEMS	10.00	10.00	9.00	8.00	(2.00)	-20.00%	(1.00)	-11.11%
PROGRAM TOTAL	41.00	41.00	41.00	37.00	(4.00)	-9.76%	(4.00)	-9.76%
INFO TECHNOLOGY MANAGEMENT								
ENTERPRISE MANAGEMENT	10.00	10.00	9.00	7.00	(3.00)	-30.00%	(2.00)	-22.22%
PROGRAM TOTAL	10.00	10.00	9.00	7.00	(3.00)	-30.00%	(2.00)	-22.22%
INFORMATION TECHNOLOGY								
BUSINESS APPLICATION DEV SUPP	43.00	43.00	48.00	33.00	(10.00)	-23.26%	(15.00)	-31.25%
DATA CENTER	10.00	10.00	10.00	7.00	(3.00)	-30.00%	(3.00)	-30.00%
DESKTOP SUPPORT	14.00	14.00	14.00	11.00	(3.00)	-21.43%	(3.00)	-21.43%
HELP DESK SUPPORT	6.00	6.00	6.00	5.00	(1.00)	-16.67%	(1.00)	-16.67%
INFRASTRUCTURE NETWORK SVCS	5.00	5.00	6.00	4.00	(1.00)	-20.00%	(2.00)	-33.33%
PROGRAM TOTAL	78.00	78.00	84.00	60.00	(18.00)	-23.08%	(24.00)	-28.57%
DEPARTMENT TOTAL	**142.00**	**142.00**	**153.00**	**119.00**	**(23.00)**	**-16.20%**	**(34.00)**	**-22.22%**

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
410 - ENTERPRISE TECHNOLOGY								
Accountant	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Accounting Specialist	4.00	4.00	5.00	4.00	-	0.00%	(1.00)	-20.00%
Admin/Operations Specialist	2.00	2.00	2.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Administrator	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Applications Development Mgr	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Applications Development Supv	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Business/Systems Analyst	5.00	5.00	5.00	4.00	(1.00)	-20.00%	(1.00)	-20.00%
Business/Systems Analyst-Sr/Ld	4.00	4.00	6.00	3.00	(1.00)	-25.00%	(3.00)	-50.00%
Chief Technology Officer	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Computer Operator	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Data Security Analyst	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Data Security Analyst Sr/Ld	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Database Administrator	5.00	5.00	6.00	4.00	(1.00)	-20.00%	(2.00)	-33.33%
Database Report Writer Analyst	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Events Operation Manager	-	-	1.00	1.00	1.00	0.00%	-	0.00%
Executive Assistant	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Financial Support Supv - Dept	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Help Desk Coordinator	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Help Desk Coordinator - Sr/Ld	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
HST Analyst	2.00	2.00	3.00	1.00	(1.00)	-50.00%	(2.00)	-66.67%
Human Resources Analyst	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Human Resources Specialist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
IS Architect	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
IS Project Manager	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
IS Project Manager - Sr/Ld	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
IT Consultant	7.00	7.00	8.00	6.00	(1.00)	-14.29%	(2.00)	-25.00%
IT Division Manager	2.00	2.00	3.00	2.00	-	0.00%	(1.00)	-33.33%
IT Senior Manager	6.00	6.00	5.00	4.00	(2.00)	-33.33%	(1.00)	-20.00%
IT Services Supv	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Management Analyst	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Network Engineer	2.00	2.00	2.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Network Engineer - Sr/Ld	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Office Assistant	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Operations Support Analyst	3.00	3.00	3.00	2.00	(1.00)	-33.33%	(1.00)	-33.33%
PC/LAN Analyst	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
PC/LAN Tech Support	9.00	9.00	9.00	7.00	(2.00)	-22.22%	(2.00)	-22.22%
Procurement Specialist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Programmer/Analyst	2.00	2.00	3.00	2.00	-	0.00%	(1.00)	-33.33%
Programmer/Analyst - Sr/Ld	11.00	11.00	12.00	8.00	(3.00)	-27.27%	(4.00)	-33.33%
Systems Admin & Analysis Mgr	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Systems Admin & Analysis Supv	4.00	4.00	5.00	2.00	(2.00)	-50.00%	(3.00)	-60.00%
Systems/Network Administrator	6.00	6.00	6.00	4.00	(2.00)	-33.33%	(2.00)	-33.33%
Systems/Network Admin-Sr/Ld	6.00	6.00	7.00	6.00	-	0.00%	(1.00)	-14.29%
Technical Support Mgr	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Telecomm Engineer	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
Telecomm Engineer - Sr/Ld	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Telecomm Prgrmr/Analyst	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Telecomm Prgrmr/Analyst-Sr/Ld	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Telecommunications Tech	6.00	6.00	6.00	6.00	-	0.00%	-	0.00%
Telecommunications Tech-Sr/Ld	8.00	8.00	8.00	7.00	(1.00)	-12.50%	(1.00)	-12.50%
Web Designer/Developer	3.00	3.00	3.00	2.00	(1.00)	-33.33%	(1.00)	-33.33%
Web Designer/Developer-Sr/Ld	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Department Total	**142.00**	**142.00**	**153.00**	**119.00**	**(23.00)**	**-16.20%**	**(34.00)**	**-22.22%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
410 - ENTERPRISE TECHNOLOGY								
100 - GENERAL	98.00	98.00	109.00	79.00	(19.00)	-19.39%	(30.00)	-27.52%
681 - TELECOMMUNICATIONS	44.00	44.00	44.00	40.00	(4.00)	-9.09%	(4.00)	-9.09%
DEPARTMENT TOTAL	**142.00**	**142.00**	**153.00**	**119.00**	**(23.00)**	**-16.20%**	**(34.00)**	**-22.22%**

Significant Variance Analysis

OET's staffing levels changed for several reasons. The County is changing human resource information systems and a net of two FTEs were reduced due to the new system implementation. The Department has gained efficiencies in provided IT services to specific County departments allowing the reduction of one FTE. The Department utilized three FTEs to balance the requested budget submittal. Additionally, eighteen vacant positions were eliminated as part of the Budget Balancing Initiative.

General Adjustments

Public Health IT Support: OET is achieving significant synergy with the consolidation of the Public Health IT support. This synergy has resulted in tangible savings of $192,185.

Debt Service: The County is applying a one-time payment to reduce the annualized debt service expense for equipment purchased via the Technology Financing Program. This results in an operating savings of $68,796 in the General Fund and $7,373 in the Telecommunications Fund.

Infrastructure: $1,000,000 is being carried over for the telecommunications closet build outs for the network infrastructure refresh project.

Vehicle Replacements: Funding for two vehicle replacements for telecommunication vehicles in the Non-Recurring/Non-Project Telecommunications Fund.

Baseline Telecommunication Rate Reduction: Baseline telecommunication rates for County departments are being reduced for FY 2010; which should result in a revenue reduction of over $2,000,000 annually. The revenue budget has typically been adjusted each year for actual revenue incurred based on departmental work requests. The revenue adjustment for the rate reduction is only shown as $637,328 which brings the revenue in line with expected annual revenue for FY 2010.

Service Audits: The implementation of the Telecommunications Expense Management System (TEMS) has created the opportunity to review current services and contract in great detail. The result is an expected recurring savings of $528,691 due to changes in the services received from outside vendors in wireless communication devices.

Programs and Activities

Information Technology Infrastructure Program

The purpose of the Information Technology Infrastructure (Telecommunications) program is to provide a common integrated, robust, electronic platform to County departments, participating jurisdictions and the public so that they can conveniently and dependably conduct business regardless of location.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of time Downtown Network is connected to host	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent cost per minute reduction of airtime on cell phones	Not Reported	5.0%	5.0%	0.0%	0.0%
Percent of time SmartZone system is operating at 100% of capacity during a quarter (24/7)	Not Reported	97.6%	95.0%	(2.5%)	(2.6%)
Percent of time remote access system (RAS) is fully operational during a quarter (24/7)	Not Reported	100.0%	99.0%	(1.0%)	(1.0%)
Percent of time Voice Systems are operational during a quarter 24/7	Not Reported	100.0%	99.0%	(1.0%)	(1.0%)

Activities that comprise this program include:

- Data Network
- Network Protection
- Personal Communication Devices
- Radio Network
- Remote Access
- Voice Systems

Data Network Activity

The purpose of the Data Network Activity is to provide a stable network with adequate bandwidth for County applications to County employees and the public so that they can transact business electronically.

Mandates: Not a mandated activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of time Downtown Network is connected to host	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of work orders completed.	Not Reported	900	3,420	2,520	73.7%
Demand	Number of work and repair orders anticipated	Not Reported	900	3,420	2,520	73.7%
Efficiency	Cost per work order completed	Not Reported	$ 7,589.91	$ 1,460.38	$ 6,129.53	80.8%
Revenue						
	681 - TELECOMMUNICATIONS	$ 5,738,786	$ 4,367,267	$ 4,048,603	$ (318,664)	-7.3%
	TOTAL SOURCES	$ 5,738,786	$ 4,367,267	$ 4,048,603	$ (318,664)	-7.3%
Expenditure						
	100 - GENERAL	$ 159,040	$ -	$ -	$ -	0.0%
	681 - TELECOMMUNICATIONS	6,920,217	6,830,919	4,994,511	1,836,408	26.9%
	TOTAL USES	$ 7,079,257	$ 6,830,919	$ 4,994,511	$ 1,836,408	26.9%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. The FY 2009-10 budget includes $1,000,000 that is being carried over for telecommunications closet build outs in conjunction with the network infrastructure refresh.

Network Protection Activity

The purpose of the Network Protection Activity is to proactively monitor each server accessible to the internet on the County network making sure that vulnerabilities are detected and appropriate patches deployed so that County employees and the public have un-interrupted access and have confidence in the integrity of resources and data.

Mandates: Not a mandated activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Output	Number of network protection products deployed.	Not Reported	24	432	408	94.4%
Demand	Number of network connected devices needing protection.	Not Reported	173,112	424,356	251,244	59.2%
Efficiency	Cost per network protection products deployed	Not Reported	$ 1,282.83	$ 245.45	$ 1,037.39	80.9%
Expenditure						
	681 - TELECOMMUNICATIONS	$ 102,760	$ 30,788	$ 106,033	$ (75,245)	-244.4%
	TOTAL USES	$ 102,760	$ 30,788	$ 106,033	$ (75,245)	-244.4%

Activity Narrative: The FY 2009-10 budget supports the Department in protecting 100% of the connected devices needing protection and is budgeted in line with the actual expenditures experienced in FY 2007-08.

Personal Communication Devices Activity

The purpose of the Personal Communication Devices Activity is to provide County employees with wireless communications devices obtained via approved vendors so that they can communicate from any location at any time.

Mandates: Not a mandated activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Cost per minute reduction of airtime on cell phones	Not Reported	5.0%	5.0%	0.0%	0.0%
Output	Number of cell phones in the County	Not Reported	3,541	4,907	1,366	27.8%
Demand	Number of new cell phones anticipated	Not Reported	3,541	80	(3,461)	-4326.3%
Efficiency	Cost per cell phone	Not Reported	$ 574.81	$ 407.58	$ 167.23	29.1%
Revenue						
	681 - TELECOMMUNICATIONS	$ 3,238,915	$ 2,400,135	$ 2,400,135	$ -	0.0%
	TOTAL SOURCES	$ 3,238,915	$ 2,400,135	$ 2,400,135	$ -	0.0%
Expenditure						
	681 - TELECOMMUNICATIONS	$ 2,285,740	$ 2,035,404	$ 2,000,004	$ 35,400	1.7%
	TOTAL USES	$ 2,285,740	$ 2,035,404	$ 2,000,004	$ 35,400	1.7%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. The number of wireless devices has grown significantly, however with the service audits and negotiations, total cost for wireless services is not increasing.

Radio Network Activity

The purpose of the Radio Network Activity is to provide robust and reliable wireless voice communications to public safety and public works customers, County and non-County, so that they can communicate throughout Maricopa County.

Mandates: Not a mandated activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of time SmartZone system is operating at 100% of capacity during a quarter (24/7)	Not Reported	97.6%	95.0%	(2.5%)	(2.7%)
Output	Number of work orders completed	3,633	3,012	3,030	18	0.6%
Demand	Number of work orders anticipated	3,633	3,012	3,200	188	5.9%
Efficiency	Average cost to complete a billable work order	$ 775.69	$ 892.39	$ 808.83	$ 83.57	9.4%
Revenue						
	681 - TELECOMMUNICATIONS	$ 3,441,869	$ 3,258,262	$ 3,258,262	$ -	0.0%
	TOTAL SOURCES	$ 3,441,869	$ 3,258,262	$ 3,258,262	$ -	0.0%
Expenditure						
	681 - TELECOMMUNICATIONS	$ 2,818,095	$ 2,687,526	$ 2,450,743	$ 236,783	8.8%
	TOTAL USES	$ 2,818,095	$ 2,687,526	$ 2,450,743	$ 236,783	8.8%

Activity Narrative: The FY 2009-10 budget supports the streamlined operations of the Radio Network Activity. The Department is implementing more cost effective methods of repairing radios resulting in a decreased expenditure budget for FY 2009-10.

Remote Access Activity

The purpose of the Remote Access Activity is to provide secure access from remote locations into the County network, regardless of mode of access so teleworkers can conduct business regardless of location.

Mandates: Not a mandated activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of time remote access system (RAS) is fully operational during a quarter (24/7)	Not Reported	100.0%	99.0%	(1.0%)	(1.0%)
Output	Number of remote access user accounts supported	Not Reported	966	1,627	661	40.6%
Demand	Number of remote access user accounts expected to be supported	Not Reported	966	1,627	661	40.6%
Demand	Number of new remote access user accounts anticipated.	Not Reported	100	60	(40)	(66.7%)
Efficiency	Cost per remote access account during a year	Not Reported	$ 36.65	$ -	$ 36.65	100.0%
Revenue						
	681 - TELECOMMUNICATIONS	$ 154,344	$ 156,192	$ 156,192	$ -	0.0%
	TOTAL SOURCES	$ 154,344	$ 156,192	$ 156,192	$ -	0.0%
Expenditure						
	681 - TELECOMMUNICATIONS	$ 16,276	$ 35,400	$ -	$ 35,400	100.0%
	TOTAL USES	$ 16,276	$ 35,400	$ -	$ 35,400	100.0%

Activity Narrative: The FY 2009-10 expenditure budget is zero because the costs associated with remote access are incurred along with the communication devices. This activity will be examined during the strategic business planning to determine if it needs to be tracked as a separate activity.

Voice Systems Activity

The purpose of the Voice Systems Activity is to provide stable telecommunication related services, analysis and repair to all County agencies so that the County employees and public can interact in a reliable and easy manner.

Mandates: Not a mandated activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of time Voice Systems are operational during a quarter 24/7	Not Reported	100.0%	99.0%	(1.0%)	(1.0%)
Output	Number of work orders completed	5,306	5,772	4,800	(972)	(20.2%)
Output	Number of ports	16,609	13,000	15,505	2,505	16.2%
Demand	Number of work orders anticipated	5,306	5,772	4,800	(972)	(20.2%)
Efficiency	Cost per port	$ 386.71	$ 480.54	$ 349.04	$ 131.50	27.4%
Revenue						
	681 - TELECOMMUNICATIONS	$ 7,752,158	$ 6,376,141	$ 6,057,477	$ (318,664)	(5.0%)
	TOTAL SOURCES	$ 7,752,158	$ 6,376,141	$ 6,057,477	$ (318,664)	(5.0%)
Expenditure						
	681 - TELECOMMUNICATIONS	$ 6,422,912	$ 6,247,011	$ 5,411,815	$ 835,196	13.4%
	TOTAL USES	$ 6,422,912	$ 6,247,011	$ 5,411,815	$ 835,196	13.4%

Activity Narrative: The FY 2009-10 budget supports the Department in providing voice/telephone services to the County. The revenue reduction is part of the baseline rate reductions implemented to reduce expenditures for County Departments. The expenditure reduction is related to the expected decrease in demand for services as County government reduces in size.

Information Technology Program

The purpose of the Information Technology Program is to provide IT leadership and services to the client departments so that management can obtain maximum benefit from the IT resource.

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of customers satisfied with Applications Development Service Request Outcome	70.0%	100.0%	100.0%	0.0%	0.0%
Percent of time data center system available 12/5	Not reported	100.0%	99.0%	(1.0%)	-1.0%
Percent of time system available 24/7	Not reported	99.8%	99.8%	0.0%	0.0%
Expenditure					
100 - GENERAL	$ 8,874,125	$ 8,645,127	$ 6,612,112	$ 2,033,015	23.5%
TOTAL USES	$ 8,874,125	$ 8,645,127	$ 6,612,112	$ 2,033,015	23.5%

Activities that comprise this program include:

- Business Application Development
- Data Center
- Data Entry
- Desktop Support
- Enterprise IT Collaboration
- GIS Application Development
- Help Desk Support
- Reporting/Technical Assistance
- Value Added Network Services

The FY 2009-10 budget reflects budget balancing initiatives which resulted in the reduction of eleven vacant positions ($1,262,673). Several costs are being removed from OET's budget. The General Ledger hardware maintenance costs of $395,092 per year is being removed as the new hardware maintenance cost has been prepaid for five years. The General Ledger software costs are being restated to Non-Departmental's budget in the amount of $153,798. PeopleSoft stabilization and personnel support are being reduced by $155,214. The CAMA project funding is being restated to Non-Departmental in the amount of $720,693.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 10,785,417**	**$**	**-**
FY 2008-09 RECOMMENDED BUDGET BALANCING ADJUSTMENTS:				
Administrative Reduction				
Reduce Desktop Support Software		$ (4,500)	$	-
Reduce Desktop Support Mileage		(6,800)		-
	Subtotal	$ (11,300)	$	-
Vacancies				
Eliminate 4 Vacant Business Applications Positions		$ (135,952)	$	-
Eliminate 2 Vacant Data Center Positions		(54,912)		-
Eliminate 2 Vacant Desktop Support Positions		(40,677)		-
Eliminate 3 Vacant Enterprise Programming Positions		(117,468)		-
Eliminate 1 Vacant Help Desk Position		(20,343)		-
Eliminate 1 Vacant Value Added Network Position		(47,330)		-
Eliminate 1 Vacant Executive Management Position		(16,909)		-
	Subtotal	$ (433,591)	$	-
FY 2008-09 REVISED BUDGET		**$ 10,340,526**	**$**	**-**
TARGET ADJUSTMENTS:				
PERSONNEL SAVINGS ADJUSTMENT		$ 186,628	$	-
TECHNICAL ADJUSTMENTS				
Restatement of Treasurer's Debt Service		$ (35,548)	$	-
Google Server		(30,000)		-
	Subtotal	$ (65,548)	$	-
FY 2009-10 BUDGET TARGET		**$ 10,461,606**	**$**	**-**

General Fund (100) – continued

		EXPENDITURES	REVENUE
OPERATING			
FY 2009-10 BUDGET TARGET		**$ 10,461,606**	**$ -**
BASE ADJUSTMENTS:			
BUDGET BALANCING			
Cost Reduction			
Reduction in Other Services		$ (41,000)	$ -
	Subtotal	$ (41,000)	$ -
Vacancies			
Eliminate 4 Vacant Business Applications Positions		$ (276,023)	$ -
Eliminate 2 Vacant Data Center Positions		(111,489)	-
Eliminate 2 Vacant Desktop Support Positions		(82,587)	-
Eliminate 3 Vacant Enterprise Programming Positions		(238,496)	-
Eliminate 1 Vacant Help Desk Position		(41,301)	-
Eliminate 1 Vacant Value Added Network Position		(96,095)	-
Eliminate 1 Vacant Executive Management Position		(34,330)	-
	Subtotal	$ (880,321)	$ -
Fund Shift			
Allocate 50% of Department Administration Costs to Telecommunications		$ (428,809)	$ -
	Subtotal	$ (428,809)	$ -
Pay Off Capital Leases and Other Debt			
08-Desktop Refresh Program		$ (68,796)	$ -
08-Laptop Refresh Program		(12,596)	-
Correctioni to Capital Lease Payoff		31,029	-
	Subtotal	$ (50,363)	$ -
OTHER BASE ADJUSTMENTS			
Personnel Savings to 3%		$ 39,417	$ -
Restatement of CAMA Budget to Non-Departmental		(720,693)	-
Public Health IT Synergy Savings		(192,185)	-
PeopleSoft - HST Analyst		(116,214)	-
Business Application Development Personnel Support		116,214	-
Reduction for PeopleSoft Stabilization (FY07 Addition)		(39,000)	-
General Ledger - Info Crossing		(395,092)	-
Restatement of General Ledger - Advantage Maintenance to Non-Departmental		(153,798)	-
Restatement of ReportWeb Maintenance from Finance		14,500	-
	Subtotal	$ (1,446,851)	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 7,614,262**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 7,614,262**	**$ -**

Telecommunication Fund (681)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 16,101,153**	**$**	**16,557,997**
FY 2008-09 REVISED BUDGET		**$ 16,101,153**	**$**	**16,557,997**
FY 2009-10 BUDGET TARGET		**$ 16,101,153**	**$**	**16,557,997**
BASE ADJUSTMENTS:				
RECOMMENDED BUDGET BALANCING ADJUSTMENTS				
Administrative Reduction				
Baseline Rate Reduction		$ -	$	(637,328)
Central Service Cost Allocation Reduction		(78,613)		-
Streamline Operations in Radio Repair and Battery Replacements		(82,871)		-
Reduce Maintenance Contracts		(38,536)		-
Reduction of Telecommunication Costs through Audit of Services		(528,691)		-
	Subtotal	$ (728,711)	$	(637,328)
Fund Shift				
Allocate 50% of Department Administration Costs to Telecommunications		$ 499,745	$	-
	Subtotal	$ 499,745	$	-
Debt Reduction				
Pay off Capital Leases - 08 Desktop Refresh		$ (7,373)	$	-
Pay off Capital Leases - 08 Laptop Refresh		(1,347)		-
Pay off Capital Leases - 08 Infrastructure Refresh		(11,390)		-
	Subtotal	$ (20,110)	$	-
OTHER BASE ADJUSTMENTS				
Structural Balance		$ 48,482	$	-
	Subtotal	$ 48,482	$	-
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 15,900,559**	**$**	**15,920,669**
NON-RECURRING				
NON-RECURRING 0001				
Telecom Infrastructure Upgrade Carryover		$ 1,000,000	$	-
Vehicle Replacements		74,000		-
Debt Service Payoff		28,305		-
	Subtotal	$ 1,102,305	$	-
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 1,102,305**	**$**	**-**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 17,002,864**	**$**	**15,920,669**

Telecommunication Fund (681) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 7,200,272	$ 6,116,606	$ 6,116,606	$ 6,453,664	$ 8,616,743
Beginning Unreserved/Undesignated Fund Balance	$ 7,200,272	$ 6,116,606	$ 6,116,606	$ 6,453,664	$ 8,616,743
Sources:					
Operating	$ 20,657,676	$ 16,557,997	$ 16,557,997	$ 20,377,499	$ 15,920,669
Total Sources:	$ 20,657,676	$ 16,557,997	$ 16,557,997	$ 20,377,499	$ 15,920,669
Uses:					
Operating	$ 20,902,846	$ 16,101,153	$ 16,101,153	$ 15,650,028	$ 15,900,559
Non Recurring Non Project	-	1,800,000	2,800,000	2,564,392	1,102,305
Total Uses:	$ 20,902,846	$ 17,901,153	$ 18,901,153	$ 18,214,420	$ 17,002,864
Operating Balance	$ (245,170)	$ 456,844	$ 456,844	$ 4,727,471	$ 20,110
Accounting Adjustments	$ (501,438)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 6,453,664	$ 4,773,450	$ 3,773,450	$ 8,616,743	$ 7,534,548
Ending Unreserved Fund Balance	$ 6,453,664	$ 4,773,450	$ 3,773,450	$ 8,616,743	$ 7,534,548

Environmental Services

Analysis by Angie Flick, Management & Budget Analyst

Summary

Mission

The mission of the Environmental Services Department is to provide safe food, water, waste disposal and vector borne disease reduction controls to the people of Maricopa County so they may enjoy living in a healthy and safe community.

Vision

As the recognized regional environmental leader, we will develop and foster innovative environmental health protection programs for the safety of our residents and their environment.

Strategic Goals

- **By June 30, 2015, 75% of customer requests will be processed online to address customer demands.**

  Status: Fifty years of septic system records have been imaged in preparation for customer self-service web based searches, which when implemented with Acella in the spring of 2010 will provide the customer the desired information within minutes in lieu of waiting a few days. Discussions between Environmental Services and Regional Development Services Administration's (RDSA's) Information Technology officials have transpired to implement a customer online credit card payment option. The procurement process has been initiated to purchase handheld credit card payment equipment for the utilization of fees to be charged at remote locations. This remote credit card option applies internet technology and computer uploads.

- **By June 30, 2015, reduce vector borne mosquito populations by 5% from 136 positive mosquitoes in fiscal year 2008 to 129 positive mosquitoes.**

  Status: Maricopa County has experienced a 75% rise in the number of green pools from FY 2007-08 to FY 2008-09 and an expansion of the mosquito season, which resulted in a 72% increase of West Nile virus positive mosquitoes trapped for the first 3 quarters of FY 2008-09 compared to the same time-frame in FY 2007-08. Breeding site escalation is attributed to the County's foreclosure upsurge and the time period expansion (11 months of active mosquitoes in FY 2008-09 compared to 8 in FY 2007-08) may be a result of last year's mild winter. To combat the increase in West Nile virus positive mosquitoes, Vector Control officials are treating pools with gambusia fish, granular larvicides or oils.

- **By June 30, 2013, 90% of qualified new employees will be retained for at least one year to meet customer demands for safe food, water, waste disposal and vector borne disease reduction controls.**

  Status: Data tracking for this goal began in FY 2008-09.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
88BP - BUSINESS SERVICES	$ 6,766	$ 2,400	$ 2,400	$ 4,345	$ 2,400	$ -	0.0%
HCPA - HEALTH CODE PERMITTING	6,766	2,400	2,400	4,345	2,400	-	0.0%
88EP - ENVIRONMENTAL ENFORCEMENT	$ 267,790	$ 356,511	$ 356,511	$ 479,389	$ 383,248	$ 26,737	7.5%
EHEN - ENV HEALTH ENFORCEMENT	267,790	356,511	356,511	479,389	382,248	25,737	7.2%
NPRC - NONPERMIT RELATED COMPLIANCE	-	-	-	-	1,000	1,000	0.0%
88EH - ENVIRONMENTAL HEALTH SERVICES	$ 14,385,488	$ 15,555,595	$ 15,555,595	$ 15,205,385	$ 12,841,584	$ (2,714,011)	-17.4%
EHPR - ENV HEALTH PLAN REVIEW	1,365,360	1,358,370	1,358,370	974,735	873,630	(484,740)	-35.7%
FSIA - FOOD NON FOOD INSPECTIONS	11,369,789	12,622,165	12,622,165	12,659,032	10,476,194	(2,145,971)	-17.0%
FSLC - FOOD SERVICE LICENSE	1,650,339	1,575,060	1,575,060	1,571,618	1,491,760	(83,300)	-5.3%
88WW - WATER AND WASTE MANAGEMENT	$ 4,694,263	$ 4,455,958	$ 4,455,958	$ 3,706,994	$ 5,202,336	$ 746,378	16.8%
PUBW - PUBLIC WATER PLAN REVIEW	1,630,614	913,704	913,704	846,664	592,285	(321,419)	-35.2%
WFIA - PUB WATER FACILITY INSPECTIONS	-	469,120	469,120	385,150	321,015	(148,105)	-31.6%
SOLW - SOLID WASTE INSPECTION	416,520	446,782	446,782	436,375	477,310	30,528	6.8%
SWPA - STORMWATER CONSTRUCTION	-	-	-	-	883,490	883,490	0.0%
SSFA - SUBDIV SANITARY FACILITIES	-	165,120	165,120	59,225	60,000	(105,120)	-63.7%
SPCI - SWIMMING POOL INSPECTIONS	-	-	-	196,825	1,299,908	1,299,908	0.0%
SPPR - SWIM POOL PLAN REV CONST INSP	585,288	527,904	527,904	390,612	421,488	(106,416)	-20.2%
WASW - WASTEWATER PLAN REVIEW	2,061,841	1,832,528	1,832,528	1,260,903	994,800	(837,728)	-45.7%
WWFI - WASTEWATER FACILITY INSPECTION	-	100,800	100,800	131,240	152,040	51,240	50.8%
99AS - ADMINISTRATIVE SERVICES	$ 278,466	$ 200,000	$ 200,000	$ 210,221	$ 620,379	$ 420,379	210.2%
ODIR - EXECUTIVE MANAGEMENT	278,466	200,000	200,000	210,221	620,379	420,379	210.2%
99GV - GENERAL GOVERNMENT	$ (13,721)	$ -	$ -	$ -	$ -	$ -	0.0%
GGOV - GENERAL GOVERNMENT	(13,721)	-	-	-	-	-	0.0%
TOTAL PROGRAMS	**$ 19,619,052**	**$ 20,570,464**	**$ 20,570,464**	**$ 19,606,334**	**$ 19,049,947**	**$ (1,520,517)**	**-7.4%**
USES							
88BP - BUSINESS SERVICES	$ 524,845	$ 715,013	$ 715,013	$ 573,527	$ 606,336	$ 108,677	15.2%
HCPA - HEALTH CODE PERMITTING	524,845	715,013	715,013	573,527	606,336	108,677	15.2%
88EP - ENVIRONMENTAL ENFORCEMENT	$ 828,970	$ 853,323	$ 870,985	$ 962,430	$ 734,784	$ 136,201	15.6%
EHEN - ENV HEALTH ENFORCEMENT	828,970	853,323	870,985	962,430	594,021	276,964	31.8%
NPRC - NONPERMIT RELATED COMPLIANCE	-	-	-	-	140,763	(140,763)	0.0%
88EH - ENVIRONMENTAL HEALTH SERVICES	$ 9,369,220	$ 10,260,841	$ 10,578,041	$ 9,895,413	$ 9,071,031	$ 1,507,010	14.2%
EHPR - ENV HEALTH PLAN REVIEW	638,633	639,449	636,024	613,083	612,864	23,160	3.6%
FSIA - FOOD NON FOOD INSPECTIONS	7,801,627	8,470,002	8,790,627	8,254,962	7,380,251	1,410,376	16.0%
FSLC - FOOD SERVICE LICENSE	786,116	1,001,177	1,001,177	856,778	876,067	125,110	12.5%
FWBI - ENV RELATED ILLNESS INVESTIG	142,844	150,213	150,213	170,590	201,849	(51,636)	-34.4%
88VC - VECTOR CONTROL	$ 3,441,657	$ 2,861,499	$ 2,811,703	$ 2,730,156	$ 2,597,480	$ 214,223	7.6%
VCCM - VECTOR CONTROL COMPLAINT MGMT	864,243	940,323	890,527	1,048,345	1,078,796	(188,269)	-21.1%
VECT - VECTOR CTRL PUB ED SURV TRTMNT	2,577,414	1,921,176	1,921,176	1,681,811	1,518,684	402,492	21.0%
88WW - WATER AND WASTE MANAGEMENT	$ 4,212,735	$ 4,863,492	$ 4,854,367	$ 4,023,735	$ 4,696,758	$ 157,609	3.2%
PUBW - PUBLIC WATER PLAN REVIEW	870,753	592,952	592,952	522,308	508,970	83,982	14.2%
WFIA - PUB WATER FACILITY INSPECTIONS	156,267	497,485	497,485	382,527	425,148	72,337	14.5%
SOLW - SOLID WASTE INSPECTION	308,014	302,858	293,733	371,354	298,939	(5,206)	-1.8%
SWIA - STORMWATER DISCHARGE	51,959	51,744	51,744	(2,633)	54,366	(2,622)	-5.1%
SWPA - STORMWATER CONSTRUCTION	114,974	167,886	167,886	151,914	935,335	(767,449)	-457.1%
SSFA - SUBDIV SANITARY FACILITIES	15,232	39,507	39,507	34,441	36,258	3,249	8.2%
SPCI - SWIMMING POOL INSPECTIONS	161,025	400,747	400,747	526,661	897,040	(496,293)	-123.8%
SPPR - SWIM POOL PLAN REV CONST INSP	389,477	181,820	181,820	332,141	303,740	(121,920)	-67.1%
WASW - WASTEWATER PLAN REVIEW	2,125,417	2,525,654	2,525,654	1,629,516	1,083,681	1,441,973	57.1%
WWFI - WASTEWATER FACILITY INSPECTION	19,617	102,839	102,839	75,506	133,281	(30,442)	-29.6%
SWCE - STORMWATER PUBLIC EDUCATION	-	-	-	-	20,000	(20,000)	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 2,284,339	$ 2,065,618	$ 2,019,171	$ 2,273,364	$ 3,109,503	$ (1,090,332)	-54.0%
BDGT - BUDGETING	109,373	94,935	94,935	94,987	63,874	31,061	32.7%
ODIR - EXECUTIVE MANAGEMENT	1,656,777	1,495,958	1,449,511	1,663,229	2,600,006	(1,150,495)	-79.4%
FSAC - FINANCIAL SERVICES	222,368	208,536	208,536	215,870	162,983	45,553	21.8%
HRAC - HUMAN RESOURCES	261,334	216,921	216,921	244,960	197,459	19,462	9.0%
PROC - PROCUREMENT	34,487	49,268	49,268	54,318	85,181	(35,913)	-72.9%
99GV - GENERAL GOVERNMENT	$ 611,595	$ 799,735	$ 799,735	$ 1,120,573	$ 700,529	$ 99,206	12.4%
CSCA - CENTRAL SERVICE COST ALLOC	324,951	481,622	481,622	481,622	589,349	(107,727)	-22.4%
ISFC - INTERNAL SERVICE FUND CHARGES	286,644	318,113	318,113	638,951	111,180	206,933	65.1%
99IT - INFORMATION TECHNOLOGY	$ 1,025,407	$ 4,006,002	$ 4,006,002	$ 3,335,560	$ 2,130,299	$ 1,875,703	46.8%
BUAS - BUSINESS APPLICATION DEV SUPP	668,708	3,767,125	3,767,125	3,149,903	2,130,299	1,636,826	43.5%
DACR - DATA CENTER	39,868	-	-	-	-	-	0.0%
DESK - DESKTOP SUPPORT	173,079	238,877	238,877	185,657	-	238,877	100.0%
GISA - GIS APPLICATION DEV AND SUPP	102,512	-	-	-	-	-	0.0%
HDSP - HELP DESK SUPPORT	39,186	-	-	-	-	-	0.0%
VANS - INFRASTRUCTURE NETWORK SVCS	2,054	-	-	-	-	-	0.0%
TOTAL PROGRAMS	**$ 22,298,768**	**$ 26,425,523**	**$ 26,655,017**	**$ 24,914,758**	**$ 23,646,720**	**$ 3,008,297**	**11.3%**

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 14,130,164	$ 12,966,378	$ 12,966,378	$ 13,138,326	$ 13,330,584	$ 364,206	2.8%
SUBTOTAL	$ 14,130,164	$ 12,966,378	$ 12,966,378	$ 13,138,326	$ 13,330,584	$ 364,206	2.8%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,320,292	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ -	0.0%
SUBTOTAL	$ 1,320,292	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ -	0.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 1,950,648	$ 6,372,686	$ 6,372,686	$ 5,103,757	$ 4,433,963	$ (1,938,723)	-30.4%
SUBTOTAL	$ 1,950,648	$ 6,372,686	$ 6,372,686	$ 5,103,757	$ 4,433,963	$ (1,938,723)	-30.4%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 267,790	$ 121,000	$ 121,000	$ 243,878	$ 181,000	$ 60,000	49.6%
SUBTOTAL	$ 267,790	$ 121,000	$ 121,000	$ 243,878	$ 181,000	$ 60,000	49.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 293,053	$ 208,000	$ 208,000	$ 216,028	$ 202,000	$ (6,000)	-2.9%
0650 - MISCELLANEOUS REVENUE	1,657,105	2,400	2,400	4,345	2,400	-	0.0%
SUBTOTAL	$ 1,950,158	$ 210,400	$ 210,400	$ 220,373	$ 204,400	$ (6,000)	-2.9%
TOTAL SOURCES	**$ 19,619,052**	**$ 20,570,464**	**$ 20,570,464**	**$ 19,606,334**	**$ 19,049,947**	**$ (1,520,517)**	**-7.4%**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 11,712,262	$ 12,171,592	$ 12,053,561	$ 12,121,799	$ 12,477,652	$ (424,091)	-3.5%
0705 - TEMPORARY PAY	110,719	-	-	-	-	-	0.0%
0710 - OVERTIME	316,340	260,974	260,974	247,162	175,396	85,578	32.8%
0750 - FRINGE BENEFITS	3,885,668	3,997,616	3,997,616	4,038,617	4,187,199	(189,583)	-4.7%
0790 - OTHER PERSONNEL SERVICES	125,271	875,520	875,520	316,343	235,147	640,373	73.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(844,167)	(214,892)	(214,892)	(464,187)	(820,353)	605,461	-281.8%
0796 - PERSONNEL SERVICES ALLOC-IN	1,617,423	1,113,930	1,113,930	1,343,286	1,685,407	(571,477)	-51.3%
SUBTOTAL	$ 16,923,516	$ 18,204,740	$ 18,086,709	$ 17,603,020	$ 17,940,448	$ 146,261	0.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,277,562	$ 973,112	$ 973,112	$ 591,071	$ 728,559	$ 244,553	25.1%
0802 - MEDICAL SUPPLIES	-	100	100	26	-	100	100.0%
0803 - FUEL	241,347	327,600	327,600	278,872	244,418	83,182	25.4%
0804 - NON-CAPITAL EQUIPMENT	79,331	8,000	328,000	349,642	131,800	196,200	59.8%
0805 - SUPPLIES-ALLOCATION OUT	(9,981)	(3,384)	(3,384)	(3,102)	(5,646)	2,262	-66.8%
0806 - SUPPLIES-ALLOCATION IN	33,580	18,495	18,495	39,841	14,686	3,809	20.6%
SUBTOTAL	$ 1,621,839	$ 1,323,923	$ 1,643,923	$ 1,256,350	$ 1,113,817	$ 530,106	32.2%
SERVICES							
0810 - LEGAL SERVICES	$ 57,244	$ 66,000	$ 66,000	$ 29,828	$ 30,500	$ 35,500	53.8%
0812 - OTHER SERVICES	585,957	2,998,181	2,998,181	2,523,440	1,330,386	1,667,795	55.6%
0820 - RENT & OPERATING LEASES	1,122,579	904,546	904,546	920,628	930,919	(26,373)	-2.9%
0825 - REPAIRS AND MAINTENANCE	13,294	9,000	9,000	14,742	84,930	(75,930)	-843.7%
0839 - INTERNAL SERVICE CHARGES	1,173,611	918,325	918,325	1,329,233	1,108,603	(190,278)	-20.7%
0841 - TRAVEL	128,534	109,945	109,945	122,602	127,166	(17,221)	-15.7%
0842 - EDUCATION AND TRAINING	52,558	114,115	114,115	70,810	26,210	87,905	77.0%
0843 - POSTAGE/FREIGHT/SHIPPING	99,660	137,198	137,198	111,089	105,684	31,514	23.0%
0872 - SERVICES-ALLOCATION OUT	(152,984)	(83,688)	(83,688)	(152,568)	(176,589)	92,901	-111.0%
0873 - SERVICES-ALLOCATION IN	231,191	341,933	341,933	214,473	197,877	144,056	42.1%
SUBTOTAL	$ 3,311,644	$ 5,515,555	$ 5,515,555	$ 5,184,277	$ 3,765,686	$ 1,749,869	31.7%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ 481,622	$ 564,672	$ 481,622	$ 589,349	$ (24,677)	-4.4%
SUBTOTAL	$ -	$ 481,622	$ 564,672	$ 481,622	$ 589,349	$ (24,677)	-4.4%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 425,000	$ 425,000	$ -	$ -	$ 425,000	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	194,913	56,000	475	-	48,000	(47,525)	-10005.3%
0950 - DEBT SERVICE	242,597	393,948	393,948	384,962	184,864	209,084	53.1%
0955 - CAPITAL-ALLOCATION OUT	(15,313)	(2,364)	(2,364)	(2,167)	-	(2,364)	100.0%
0956 - CAPITAL-ALLOCATION IN	19,572	27,099	27,099	6,694	4,556	22,543	83.2%
SUBTOTAL	$ 441,769	$ 899,683	$ 844,158	$ 389,489	$ 237,420	$ 606,738	71.9%
TOTAL USES	**$ 22,298,768**	**$ 26,425,523**	**$ 26,655,017**	**$ 24,914,758**	**$ 23,646,720**	**$ 3,008,297**	**11.3%**

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ -	$ 1,000	$ 1,000	$ 550	$ 1,000	$ -	0.0%
FUND TOTAL SOURCES	$ -	$ 1,000	$ 1,000	$ 550	$ 1,000	$ -	0.0%
505 ENVIRONMENTAL SERVICES GRANT							
OPERATING	$ 1,334,879	$ 908,000	$ 908,000	$ 905,807	$ 902,000	$ (6,000)	-0.7%
FUND TOTAL SOURCES	$ 1,334,879	$ 908,000	$ 908,000	$ 905,807	$ 902,000	$ (6,000)	-0.7%
506 ENVIRONMTL SVCS ENV HEALTH							
OPERATING	$ 18,284,173	$ 19,661,464	$ 19,661,464	$ 18,699,977	$ 18,146,947	$ (1,514,517)	-7.7%
FUND TOTAL SOURCES	$ 18,284,173	$ 19,661,464	$ 19,661,464	$ 18,699,977	$ 18,146,947	$ (1,514,517)	-7.7%
DEPARTMENT OPERATING TOTAL SOURCES	$ 19,619,052	$ 20,570,464	$ 20,570,464	$ 19,606,334	$ 19,049,947	$ (1,520,517)	-7.4%
DEPARTMENT TOTAL SOURCES	$ 19,619,052	$ 20,570,464	$ 20,570,464	$ 19,606,334	$ 19,049,947	$ (1,520,517)	-7.4%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 4,388,509	$ 3,687,644	$ 3,569,613	$ 3,557,034	$ 3,350,072	$ 219,541	6.2%
NON-RECURRING	-	-	-	-	70,000	(70,000)	0.0%
FUND TOTAL USES	$ 4,388,509	$ 3,687,644	$ 3,569,613	$ 3,557,034	$ 3,420,072	$ 149,541	4.2%
505 ENVIRONMENTAL SERVICES GRANT							
OPERATING	$ 1,334,882	$ 482,998	$ 482,998	$ 592,727	$ 902,000	$ (419,002)	-86.8%
NON-RECURRING	-	425,000	452,525	815	-	452,525	100.0%
FUND TOTAL USES	$ 1,334,882	$ 907,998	$ 935,523	$ 593,542	$ 902,000	$ 33,523	3.6%
506 ENVIRONMTL SVCS ENV HEALTH							
OPERATING	$ 16,575,377	$ 18,988,768	$ 18,988,768	$ 18,224,493	$ 18,053,147	$ 935,621	4.9%
NON-RECURRING	-	2,841,113	3,161,113	2,539,689	1,271,501	1,889,612	59.8%
FUND TOTAL USES	$ 16,575,377	$ 21,829,881	$ 22,149,881	$ 20,764,182	$ 19,324,648	$ 2,825,233	12.8%
DEPARTMENT OPERATING TOTAL USES	$ 22,298,768	$ 23,159,410	$ 23,041,379	$ 22,374,254	$ 22,305,219	$ 736,160	3.2%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 3,266,113	$ 3,613,638	$ 2,540,504	$ 1,341,501	$ 2,272,137	62.9%
DEPARTMENT TOTAL USES	$ 22,298,768	$ 26,425,523	$ 26,655,017	$ 24,914,758	$ 23,646,720	$ 3,008,297	11.3%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
880 - ENVIRONMENTAL SERVICES								
ADMINISTRATIVE SERVICES								
BUDGETING	1.50	1.50	1.50	1.00	(0.50)	-33.33%	(.50)	-33.33%
EXECUTIVE MANAGEMENT	5.00	5.00	6.00	13.00	8.00	160.00%	7.00	116.67%
FINANCIAL SERVICES	3.50	3.50	3.50	3.00	(0.50)	-14.29%	(.50)	-14.29%
HUMAN RESOURCES	3.00	3.00	3.00	2.00	(1.00)	-33.33%	(1.00)	-33.33%
PROCUREMENT	1.00	1.00	1.00	2.00	1.00	100.00%	1.00	100.00%
PROGRAM TOTAL	14.00	14.00	15.00	21.00	7.00	50.00%	6.00	40.00%
BUSINESS SERVICES								
HEALTH CODE PERMITTING	10.00	10.00	10.00	9.00	(1.00)	-10.00%	(1.00)	-10.00%
PROGRAM TOTAL	10.00	10.00	10.00	9.00	(1.00)	-10.00%	(1.00)	-10.00%
ENVIRONMENTAL ENFORCEMENT								
ENV HEALTH ENFORCEMENT	13.00	13.00	13.00	9.00	(4.00)	-30.77%	(4.00)	-30.77%
NONPERMIT RELATED COMPLIANCE				2.00	2.00		2.00	
PROGRAM TOTAL	13.00	13.00	13.00	11.00	(2.00)	-15.38%	(2.00)	-15.38%
ENVIRONMENTAL HEALTH SERVICES								
ENV HEALTH PLAN REVIEW	8.17	8.17	8.17	8.17	-	0.00%	-	0.00%
ENV RELATED ILLNESS INVESTIG	2.00	2.00	4.00	3.00	1.00	50.00%	(1.00)	-25.00%
FOOD NON FOOD INSPECTIONS	106.23	106.23	119.48	105.83	(0.40)	-0.38%	(13.65)	-11.42%
FOOD SERVICE LICENSE	13.35	13.35	12.35	12.00	(1.35)	-10.11%	(.35)	-2.83%
PROGRAM TOTAL	129.75	129.75	144.00	129.00	(0.75)	-0.58%	(15.00)	-10.42%
VECTOR CONTROL								
VECTOR CONTROL COMPLAINT MGMT	17.13	17.13	18.10	18.75	1.62	9.46%	.65	3.59%
VECTOR CTRL PUB ED SURV TRTMNT	22.87	22.87	20.90	17.25	(5.62)	-24.57%	(3.65)	-17.46%
PROGRAM TOTAL	40.00	40.00	39.00	36.00	(4.00)	-10.00%	(3.00)	-7.69%
WATER AND WASTE MANAGEMENT								
PUB WATER FACILITY INSPECTIONS	7.11	7.11	7.16	5.19	(1.92)	-27.00%	(1.97)	-27.51%
PUBLIC WATER PLAN REVIEW	7.49	7.49	7.55	6.42	(1.07)	-14.29%	(1.13)	-14.97%
SOLID WASTE INSPECTION	3.80	3.80	7.00	3.93	0.13	3.42%	(3.07)	-43.86%
STORMWATER CONSTRUCTION	0.50	0.50	0.50	8.50	8.00	1600.00%	8.00	1600.00%
STORMWATER DISCHARGE	0.50	0.50	3.50	3.50	3.00	600.00%	-	0.00%
SUBDIV SANITARY FACILITIES	0.70	0.70	0.50	0.50	(0.20)	-28.57%	-	0.00%
SWIM POOL PLAN REV CONST INSP	2.41	2.41	4.27	3.75	1.34	55.60%	(.52)	-12.18%
SWIMMING POOL INSPECTIONS	5.85	5.85	14.66	11.93	6.08	103.93%	(2.73)	-18.62%
WASTEWATER FACILITY INSPECTION	0.75	0.75	1.30	1.30	0.55	73.33%	-	0.00%
WASTEWATER PLAN REVIEW	34.89	34.89	20.56	13.98	(20.91)	-59.93%	(6.58)	-32.00%
PROGRAM TOTAL	64.00	64.00	67.00	59.00	(5.00)	-7.81%	(8.00)	-11.94%
DEPARTMENT TOTAL	**270.75**	**270.75**	**288.00**	**265.00**	**(5.75)**	**-2.12%**	**(23.00)**	**-7.99%**

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
880 - ENVIRONMENTAL SERVICES								
Accountant	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Admin/Operations Specialist	7.00	7.00	7.00	6.00	(1.00)	-14.29%	(1.00)	-14.29%
Administrative Manager	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Administrative Staff Supv	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
Chemical Applicatns Tech	27.00	27.00	27.00	25.00	(2.00)	-7.41%	(2.00)	-7.41%
Collector	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Deputy Director	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Development Svcs Supervisor	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Development Svcs Technician	19.00	19.00	20.00	18.00	(1.00)	-5.26%	(2.00)	-10.00%
Director - Environmental Svcs	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Engineer	10.00	10.00	10.00	10.00	-	0.00%	-	0.00%
Engineering Associate	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Engineering Manager	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Engineering Supervisor	3.00	3.00	3.00	4.00	1.00	33.33%	1.00	33.33%
Environmental Enforcement Spec	7.00	7.00	7.00	6.00	(1.00)	-14.29%	(1.00)	-14.29%
Environmental Spclst Supv	16.00	16.00	24.00	23.00	7.00	43.75%	(1.00)	-4.17%
Environmental Specialist	126.75	126.75	129.00	117.00	(9.75)	-7.69%	(12.00)	-9.30%
Executive Assistant	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Field Operations Supervisor	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Finan/Business Analyst - Dept	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Financial Supervisor - Dept	-	-	1.00	1.00	1.00	0.00%	-	0.00%
Financial Support Supv - Dept	1.00	1.00	-	-	(1.00)	-100.00%	-	0.00%
Human Resources Analyst	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Human Resources Specialist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Human Resources Supervisor	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Management Analyst	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Office Assistant	19.00	19.00	19.00	17.00	(2.00)	-10.53%	(2.00)	-10.53%
Office Assistant Specialized	8.00	8.00	8.00	8.00	-	0.00%	-	0.00%
Operations/Program Manager	2.00	2.00	3.00	2.00	-	0.00%	(1.00)	-33.33%
Operations/Program Supervisor	-	-	5.00	5.00	5.00	0.00%	-	0.00%
Procurement Specialist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Program Coordinator	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Department Total	**270.75**	**270.75**	**288.00**	**265.00**	**(5.75)**	**-2.12%**	**(23.00)**	**-7.99%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
880 - ENVIRONMENTAL SERVICES								
100 - GENERAL	44.00	44.00	46.00	42.00	(2.00)	-4.55%	(4.00)	-8.70%
505 - ENVIRONMENTAL SERVICES GRANT	6.00	6.00	6.00	6.00	-	0.00%	-	0.00%
506 - ENVIRONMTL SVCS ENV HEALTH	220.75	220.75	236.00	217.00	(3.75)	-1.70%	(19.00)	-8.05%
DEPARTMENT TOTAL	**270.75**	**270.75**	**288.00**	**265.00**	**(5.75)**	**-2.12%**	**(23.00)**	**-7.99%**

General Adjustments

Budget Balancing: Reduce General Fund by four vacant positions and for one position is moved to the Environmental Health Fund.

Revenue: Reduce the Environmental Health Fund operating revenue $2,398,007 for expected decrease in demand. Reduce the associated operating expenditures by $1,725,311 through vacant position reduction and cost shift to Grant Fund to maintain structural balance. Stormwater regulations and fees were adopted by the Board of Supervisors on May 6, 2009. $883,490 in revenue and expenditures have been added to the Stormwater Construction Activity due to the newly adopted regulations and fees.

Technology: Increase the Environmental Health Fund Non-Recurring/Non-Project budget by $1,177,701 for Acella technology and implementation. Increase the General Fund Non-Recurring/Non-Project budget by $70,000 for Vector Control Software. These are both carry-over from FY 2008-09.

Strategic Business Plan Update

Environmental Services went through a systematic and facilitated review and update of their strategic business plan; the changes are reflected in this document. Most of the Department's activities and performance measures were validated and reworded with a renewed customer focus and clarification of the measures.

The Enforcement Program brought the Enforcement Activity out from the Environmental Health Program into the Enforcement Program. The substance of the activity has not changed.

The Vector Control Program has focused their activities on the two results that the customer experiences: 1) reduced vector borne disease exposure; and 2) timely complaint resolution. This process focus has resulted in the program having two activities this year as opposed to the five in previous years.

The Water and Waste Program has taken on Swimming Pool Inspections as well as Swimming Pool Plan Review and Construction Inspections from the Environmental Health Program. Additionally, the set of activities involving stormwater have been revised to be four activities revolving around the results in this area: 1) helping property owners be in compliance with the Federal Clean Water Act; 2) increasing public awareness to help reduce or eliminate stormwater pollution; 3) increasing County Departments' awareness of the Federal Clean Water Act; and 4) timely complaint resolution. During the FY 2009-10 budget cycle, no resources have been allocated to the County Compliance Activity.

Programs and Activities

Business Operations Program

The purpose of the Business Operations Program is to provide permitting services to regulated businesses within Maricopa County so they can operate with a valid permit.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of environmental permit applications processed within 1 business day of invoice receipt or initial permit approval	Not Reported	Not Reported	58.7%		

Activities that comprise this program include:

- Health Code Permitting

Health Code Permitting Activity

The Purpose of the Environmental Health Code Permitting Activity is to provide permitting services to regulated businesses within Maricopa County so they can operate with a valid permit.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of environmental permit applications processed within 1 business day of invoice receipt or initial permit approval	Not Reported	Not Reported	95.0%		
Output	Number of environmental permit applications processed	41,864	40,686	40,686	-	0.0%
Output	Number of environmental permit applications processed within 1 day of invoice receipt or initial permit approval	Not Reported	Not Reported	38,652		
Demand	Number of environmental permit applications submitted	52,463	40,686	40,686	-	0.0%
Efficiency	Cost per environmental permit application processed	$ 12.54	$ 17.57	$ 14.90	$ 2.67	15.2%
Revenue						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 6,766	$ 2,400	$ 2,400	$ -	0.0%
	TOTAL SOURCES	$ 6,766	$ 2,400	$ 2,400	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 76,422	$ -	$ -	$ -	0.0%
	506 - ENVIRONMTL SVCS ENV HEALTH	448,423	715,013	606,336	(108,677)	-15.2%
	TOTAL USES	$ 524,845	$ 715,013	$ 606,336	$ (108,677)	-15.2%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, recognizing no growth in the demand for services.

Enforcement Program

The purpose of the Enforcement Program is to provide complaint intake, investigations and enforcement proceedings for violators/complainants of the Maricopa County Health Code so they can either receive due process in resolving non-compliance issues and/or an environmental problem solution.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of enforcement actions processed within 7 business days	100.0%	70.0%	75.0%	5.0%	7.2%
Percent of nuisance complaints investigated within 5 business days	Not Reported	28.3%	80.0%	51.7%	182.6%
Percent of nuisance complaints resolved within 30 business days	Not Reported	Not Reported	59.7%		

Activities that comprise this program include:

- Enforcement Activity
- Non-Permit Related Compliance

Enforcement Activity

The purpose of the Enforcement Activity is to provide enforcement proceedings for the regulated community of Maricopa County so they can receive due process in resolving non-compliance issues.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of enforcement actions processed within 7 business days	100.0%	70.0%	75.0%	5.0%	7.2%
Output	Number of enforcement actions processed within 7 business days	Not Reported	Not Reported	7,874		
Output	Number of enforcement actions processed	6,334	6,325	10,499	4,174	66.0%
Demand	Number of enforcement action requested	8,399	6,325	10,499	4,174	66.0%
Efficiency	Cost per enforcement action processed	$ 130.88	$ 139.34	$ 56.58	$ 82.76	59.4%
Revenue						
	100 - GENERAL	$ -	$ 1,000	$ -	$ (1,000)	-100.0%
	505 - ENVIRONMENTAL SERVICES GRANT	-	235,511	202,248	(33,263)	-14.1%
	506 - ENVIRONMTL SVCS ENV HEALTH	267,790	120,000	180,000	60,000	50.0%
	TOTAL SOURCES	$ 267,790	$ 356,511	$ 382,248	$ 25,737	7.2%
Expenditure						
	100 - GENERAL	$ 243,923	$ 217,327	$ -	$ 217,327	100.0%
	505 - ENVIRONMENTAL SERVICES GRANT	199,437	169,949	197,620	(27,671)	-16.3%
	506 - ENVIRONMTL SVCS ENV HEALTH	385,610	494,047	396,401	97,646	19.8%
	TOTAL USES	$ 828,970	$ 881,323	$ 594,021	$ 287,302	32.6%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. Demand and output for enforcement actions are expected to increase because of vacant homes and the pools at those homes as well as an increase in business related permitting issues as businesses struggle with the economy and keeping business profitable.

Non-Permit Related Compliance Activity

The purpose of the Non-Permit Related Compliance Activity is to provide nuisance complaint investigations and follow-up to complainants so they can receive the benefit of complaint resolution.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of nuisance complaints investigated within 5 business days	Not Reported	28.3%	80.0%	51.7%	182.6%
Result	Percent of nuisance complaints resolved within 30 business days	Not Reported	Not Reported	59.7%		
Output	Number of nuisance complaints investigated	Not Reported	3,622	2,233	(1,389)	-38.3%
Output	Number of nuisance complaints investigated within 5 business days	Not Reported	Not Reported	1,786		
Output	Number of nuisance complaints resolved within 30 business days	Not Reported	Not Reported	1,334		
Demand	Number of nuisance complaints received	2,233	4,116	2,233	(1,883)	-45.7%
Efficiency	Cost per nuisance complaint investigated		$ -	$ 63.04	$ (63.04)	
Revenue						
	100 - GENERAL	$ -	$ -	$ 1,000	$ 1,000	0.0%
	TOTAL SOURCES	$ -	$ -	$ 1,000	$ 1,000	0.0%
Expenditure						
	100 - GENERAL	$ -	$ -	$ 140,763	$ (140,763)	0.0%
	TOTAL USES	$ -	$ -	$ 140,763	$ (140,763)	0.0%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, recognizing no growth in the demand for services compared to FY 2007-08 actual demand. The Department has shifted resources to show those resources specifically working with non-permit related complaints and resolution. Prior years' resources were combined with the Enforcement Activity.

Environmental Health Services Program

The purpose of the Environmental Health Program is to provide environmental health review, investigative, permitting and licensing services for regulated facilities and the general population so that compliance is maintained with the Maricopa County Environmental Health Code, regulated businesses can operate with qualified staff and the public's exposure to environmental related illness is minimized.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of environmental health plans reviewed within 30 days	97.1%	89.0%	96.1%	7.1%	8.0%
Percent of environmental health construction permits approved with all construction inspections provided	Not Reported	Not Reported	75.1%		
Percent of comprehensive food inspections with critical violations	0.1%	67.1%	70.0%	2.9%	4.3%
Rate of weighted violations per comprehensive food inspection	Not Reported	1.6%	9.5%	7.9%	482.5%
Percent of non-food facility establishments with violations	Not Reported	Not Reported	0.0%		
Rate of violations per comprehensive non-food inspection provided	Not Reported	Not Reported	0.0%		
Percent of the food service employees with a food service license	Not Reported	Not Reported	85.0%		
Percent of environmental illness complaints investigated within 72 hours	84.8%	3.5%	75.0%	71.5%	2038.6%
Percent of environmental illness complaint responses initiated within 24 hours	Not Reported	Not Reported	100.0%		

Activities that comprise this program include:

- Environmental Health Plan Review
- Environmental Related Illness Investigations
- Food/Non-Food Inspection
- Food Service License

Environmental Health Plan Review Activity

The purpose of the Environmental Health Plan Review Activity is to provide plan review and construction inspection services to owners of regulated establishments so they can design and construct facilities compliant with Maricopa County Environmental Health Code and obtain a permit to operate their business.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of environmental health plans reviewed within 30 days	97.1%	89.0%	96.1%	7.1%	8.0%
Result	Percent of environmental health construction permits approved with all construction inspections provided	Not Reported	Not Reported	75.1%		
Output	Number of environmental health plans reviewed	Not Reported	Not Reported	1,520		
Output	Number of environmental health construction permits approved	Not Reported	Not Reported	1,480		
Demand	Number of environmental health plan reviews requested	1,977	1,794	1,520	(274)	-15.3%
Efficiency	Cost per environmental health plan review	Not Reported	Not Reported	$ 403.20		
Revenue						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 1,365,360	$ 1,358,370	$ 873,630	$ (484,740)	-35.7%
	TOTAL SOURCES	$ 1,365,360	$ 1,358,370	$ 873,630	$ (484,740)	-35.7%
Expenditure						
	505 - ENVIRONMENTAL SERVICES GRANT	$ 35,089	$ 40,665	$ 34,185	$ 6,480	15.9%
	506 - ENVIRONMTL SVCS ENV HEALTH	603,544	598,784	578,679	20,105	3.4%
	TOTAL USES	$ 638,633	$ 639,449	$ 612,864	$ 26,585	4.2%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, recognizing no growth in the demand for services. The number of plan reviews is expected to decrease with the continued unstable economic climate.

Environmental Related Illness Investigations Activity

The purpose of the Environmental Related Illness Investigations Activity is to provide environmental related illness investigations to Maricopa County residents, so they can mitigate exposure to contaminated food, water and/or environmental related illnesses.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of environmental illness complaints investigated within 72 hours	75.6%	72.9%	75.0%	2.1%	2.9%
Result	Percent of environmental illness complaint responses initiated within 24 hours	Not Reported	Not Reported	100.0%		
Output	Number of environmental illness complaints investigated	287	187	200	13	7.1%
Output	Number of environmental illness complaint responses initiated	1,057	865	1,072	207	23.9%
Demand	Number of environmental illness complaints received	1,057	865	1,072	207	23.9%
Demand	Number of environmental illness complaints requiring an investigation	217	136	200	64	47.1%
Efficiency	Cost per environmental illness complaint response initiated	$ 135.14	$ 173.59	$ 188.29	$ (14.70)	-8.5%
Expenditure						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 142,844	$ 150,213	$ 201,849	$ (51,636)	-34.4%
	TOTAL USES	$ 142,844	$ 150,213	$ 201,849	$ (51,636)	-34.4%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. Demand for services is expected to increase slightly as there have been more incidents of nation-wide salmonella issues and an increase in media coverage which raises awareness of and reporting of illnesses.

Food/Non-Food Inspection Activity

The purpose of the Food/Non-Food Inspection Activity is to provide inspections to regulated facility owners and operators so that they can maintain compliance with the Maricopa County Environmental Health Code and operate their business.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Rate of weighted violations per comprehensive food inspection	Not Reported	1.6%	9.5%	7.9%	482.5%
Result	Percent of comprehensive food inspections with critical violations	67.1%	67.1%	70.0%	2.9%	4.3%
Result	Percent of non-food facility establishments with violations	Not Reported	Not Reported	0.0%		
Result	Rate of violations per comprehensive non-food inspection provided	Not Reported	Not Reported	0.0%		
Output	Number of comprehensive and training food inspections provided	Not Reported	55,847	56,800	953	1.7%
Output	Number of non-food inspections provided	Not Reported	23,100	2,200	(20,900)	-90.5%
Demand	Number of comprehensive and training food inspections required	Not Reported	60,836	60,836	-	0.0%
Demand	Number of non-food inspections required	Not Reported	29,124	2,304	(26,820)	-92.1%
Efficiency	Expenditure per food and non-food inspection provided		$ 111.35	$ 110.75	$ 0.60	0.5%
Revenue						
	505 - ENVIRONMENTAL SERVICES GRANT	$ 1,348,600	$ 672,489	$ 279,373	$ (393,116)	-58.5%
	506 - ENVIRONMTL SVCS ENV HEALTH	10,021,189	11,949,676	10,196,821	(1,752,855)	-14.7%
	TOTAL SOURCES	$ 11,369,789	$ 12,622,165	$ 10,476,194	$ (2,145,971)	-17.0%
Expenditure						
	505 - ENVIRONMENTAL SERVICES GRANT	$ 905,915	$ 713,459	$ 584,571	$ (128,888)	-18.1%
	506 - ENVIRONMTL SVCS ENV HEALTH	6,895,712	8,077,168	6,795,680	(1,281,488)	-15.9%
	TOTAL USES	$ 7,801,627	$ 8,790,627	$ 7,380,251	$ (1,410,376)	-16.0%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 90% of the demand, recognizing no growth in the demand for services. Violations are expected to grow slightly as business search for ways to reduce expenditures and remain in compliance with the health code.

Non-food inspections in FY 2008-09 included inspections of operating swimming pools. In FY 2009-10 the operating swimming pool inspections will be captured in the Swimming Pool Inspections Activity. This shift of responsibility accounts for the dramatic drop in demand and output in the non-food inspections performance measures.

Food Service Licensing Activity

The purpose of Food Service Licensing Activity is to provide licensing services to the food service workforce so they can be employed in compliance with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of the food service employees with a food service license	57.9%	77.1%	85.0%	7.9%	10.3%
Output	Number of food service licenses issued	125,742	140,597	110,000	(30,597)	(21.8%)
Demand	Number of food service employees that are required to have a license	217,293	182,369	175,000	(7,369)	(4.0%)
Demand	Number of food service licenses requested	Not Reported	Not Reported	110,000		
Efficiency	Cost per food service license issued	$ 6.20	$ 7.03	$ 7.85	$ (0.82)	(11.6%)
Revenue						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 1,650,339	$ 1,575,060	$ 1,491,760	$ (83,300)	(5.3%)
	TOTAL SOURCES	$ 1,650,339	$ 1,575,060	$ 1,491,760	$ (83,300)	(5.3%)
Expenditure						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 780,066	$ 1,001,177	$ 876,067	$ 125,110	12.5%
	TOTAL USES	$ 780,066	$ 1,001,177	$ 876,067	$ 125,110	12.5%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. As the economy continues to decline, the number of employees at restaurants and grocery stores is reduced and the number of people requesting Food Service Licenses is expected to decrease.

Vector Control Program

The purpose of the Vector Control Program is to provide human disease carrying vector surveillance, investigative, treatment and education services to Maricopa County residents so they can benefit from reduced vector borne disease exposure.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of complaints investigated in one business day	9.5%	13.7%	2.0%	(11.7%)	(85.6%)
Percent of complaints investigated in five days	32.5%	44.1%	20.0%	(24.1%)	(54.6%)
Percent change of West Nile virus positive mosquitoes	Not Reported	Not Reported	12.2%		
Percent of surveillance tests completed within 48 hours	Not Reported	Not Reported	100.0%		
Percent of inspected acres treated for mosquito breeding	Not Reported	Not Reported	50.1%		

Activities that comprise this program include:

- Vector Control Complaint Management
- Vector Control Public Education, Surveillance and Treatment

The Department restructured the vector control activities as part of the Strategic Business Plan update process. Expenditure variations in the activities is due to this restructure. The Vector Control program has redistributed workload such that they will be able to provide the same level of service as they have in the past.

Vector Control Complaint Management Activity

The purpose of the Vector Complaint Management Activity is to provide response and investigative services to complainants so they can benefit from timely complaint resolution.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of complaints investigated in five days	32.5%	44.1%	20.0%	(24.1%)	(54.6%)
Result	Percent of complaints investigated in one business day	9.5%	13.7%	2.0%	(11.7%)	(85.6%)
Output	Number of complaints resolved	10,153	8,799	17,500	8,701	98.9%
Demand	Number of complaints received	11,180	9,056	17,500	8,444	93.2%
Efficiency	Cost per resolved complaint	$ 85.12	$ 101.21	$ 61.65	$ 39.56	39.1%
Expenditure						
	100 - GENERAL	$ 864,243	$ 890,527	$ 1,078,796	$ (188,269)	(21.1%)
	TOTAL USES	$ 864,243	$ 890,527	$ 1,078,796	$ (188,269)	(21.1%)

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. The demand is expected to increase due to the increase in the number of vacant homes with pools and the wet winter experienced in Maricopa County in 2008-09 which may lead to more complaints over the summer.

Vector Control Public Education, Surveillance and Treatment Activity

The purpose of the Vector Control Public Education, Surveillance and Treatment Activity is to provide surveillance, education and treatment to the residents of Maricopa County so they can benefit from reduced vector borne disease exposure.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of surveillance tests completed within 48 hours	Not Reported	Not Reported	100.0%		
Result	Percent of inspected acres treated for mosquito breeding	Not Reported	Not Reported	50.1%		
Result	Percent of acres treated with adulticide as a percent of total County acres	Not Reported	5.3%	3.8%	(1.4%)	(27.5%)
Result	Percent change of West Nile virus positive mosquitoes	Not Reported	Not Reported	12.2%		
Output	Number of surveillance tests completed	Not Reported	Not Reported	14,500		
Output	Number of surveillance tests completed within 48 hours	21,317	22,291	14,500	(7,791)	(35.0%)
Output	Number of acres inspected for mosquito breeding	Not Reported	Not Reported	775		
Output	Number of acres surveyed and treated	Not Reported	Not Reported	388		
Output	Number of acres treated with adulticide	Not Reported	310,490	225,000	(85,490)	(27.5%)
Demand	Number surveillance tests needed	37,514	40,745	14,500	(26,245)	(64.4%)
Demand	Number of acres to be treated with adulticide	Not Reported	310,490	157,500	(152,990)	(49.3%)
Efficiency	Cost per acre to provide Vector Control Public Education, Surveillance and Treatment Activity services			$ 1,987.63		
Expenditure						
	100 - GENERAL	$ 2,577,414	$ 1,921,176	$ 1,518,684	$ 402,492	0.0%
	TOTAL USES	$ 2,577,414	$ 1,921,176	$ 1,518,684	$ 402,492	0.0%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. The Department takes a pro-active approach to mosquito control and uses surveillance and larviciding as the preferred methods of control. Therefore, the adulticiding (spraying) service is expected to decrease as the disease carrying mosquitoes are controlled prior to being able to fly.

Water and Waste Management Program

The purpose of the Water and Waste Management Program is to provide construction plan review, construction inspection and facility compliance inspection services to individuals, entities and facility operators so they construct their facilities in a timely manner in compliance with current regulations or maintain compliance with those regulations.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of bathing facilities posted closed for compliance violations	Not Reported	Not Reported	9.0%		
Percent of bathing facility initial plan reviews provided within 30 business days	100.0%	100.0%	80.0%	(20.0%)	(20.0%)
Percent of bathing facility construction inspections provided within 5 business days of request	Not Reported	Not Reported	80.0%		
Percent of water distribution construction initial plan reviews provided within 30 business days	99.2%	99.0%	100.0%	1.0%	1.0%
Percent of water treatment plant initial plan reviews provided within 30 business days	Not Reported	104.2%	100.0%	(4.2%)	(4.1%)
Percent of inspected solid waste vehicles and facilities in compliance with the regulations	100.0%	100.0%	92.1%	(7.9%)	(7.9%)
Percent of solid waste vehicle and facility inspections provided	Not Reported	Not Reported	74.9%		
Percent of subdivision sanitary report approvals provided in 30 business days	Not Reported	95.1%	100.0%	4.9%	5.1%
Percent of stormwater complaint inspections provided within 5 business days	Not Reported	Not Reported	100.0%		
Percent of onsite facility initial plan reviews provided within 10 business days	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of wastewater treatment plant and reuse/recharge system initial plan reviews provided within 40 business days	10.8%	116.0%	100.0%	(16.0%)	(13.8%)
Percent of sewer collection system construction initial plan reviews provided within 30 business days	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of onsite facility inspections provided within 5 business days	Not Reported	Not Reported	90.0%		
Percent of public water facilities in compliance with Maricopa County Environmental Health Code	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of public water treatment facility operating inspections provided	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of public water facility sanitary surveys provided	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of inspected wastewater treatment plants in compliance with the Maricopa County Environmental Health Code	1217.1%	100.0%	100.0%	0.0%	0.0%
Percent of wastewater treatment plant inspections provided	Not Reported	Not Reported	100.0%		
Percent indicating stormwater awareness	Not Reported	Not Reported	61.0%		
Percent of County employee stormwater awareness	Not Reported	Not Reported	60.0%		

Activities that comprise this program include:

- Public Water Facility Inspections
- Public Water Plan Review
- Solid Waste Inspection
- Stormwater Construction
- Stormwater County Compliance
- Stormwater Discharge
- Stormwater Public Education
- Subdivision Sanitary Facilities
- Swimming Pool Inspections
- Swimming Pool Plan Review and Construction Inspection
- Wastewater Facility Inspections
- Wastewater Plan Review

Public Water Facility Inspections Activity

The purpose of the Public Water Facility Inspections Activity is to provide sanitary surveys and facility inspections to public drinking water facility operators so they can continue to operate their facility in compliance with regulations.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of public water facility sanitary surveys provided	Not Reported	100.0%	100.0%	0.0%	0.0%
Result	Percent of public water facilities in compliance with Maricopa County Environmental Health Code	Not Reported	100.0%	100.0%	0.0%	0.0%
Result	Percent of public water treatment facility operating inspections provided	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of public water facility sanitary surveys provided	Not Reported	322	64	(258)	(80.1%)
Output	Number of public water treatment facility operating inspections provided	Not Reported	875	130	(745)	(85.1%)
Demand	Number of public water facility sanitary surveys required	398	322	64	(258)	(80.1%)
Demand	Number of public water treatment facility operating inspections required	Not Reported	875	130	(745)	(85.1%)
Efficiency	Cost per public water facility sanitary survey and public water treatment facility operating inspection	$ 414.50	$ 1,625.77	$ 2,191.48	$ (565.72)	(34.8%)
Revenue						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ -	$ 469,120	$ 321,015	$ (148,105)	(31.6%)
	TOTAL SOURCES	$ -	$ 469,120	$ 321,015	$ (148,105)	(31.6%)
Expenditure						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 156,267	$ 497,485	$ 425,148	$ 72,337	14.5%
	TOTAL USES	$ 156,267	$ 497,485	$ 425,148	$ 72,337	14.5%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. The demand decrease is due to the drop off in construction and development in Maricopa County.

Public Water Plan Review Activity

The purpose of the Public Water Plan Review Activity is to provide construction plan review services to entities who submit plans to construct or remodel public water distribution systems and water treatment plants so they can construct their facilities in a timely manner in compliance with public water system regulations.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of water distribution construction initial plan reviews provided within 30 business days	99.2%	99.0%	100.0%	1.0%	1.0%
Result	Percent of water treatment plant initial plan reviews provided within 30 business days	Not Reported	104.2%	100.0%	(4.2%)	(4.1%)
Output	Number of water treatment plant construction initial plan reviews provided	Not Reported	68	64	(4)	(5.9%)
Output	Number of water treatment plant approvals to construct provided	Not Reported	45	64	19	42.2%
Output	Number of water distribution construction initial plan reviews provided	Not Reported	658	240	(418)	(63.5%)
Output	Number of water distribution approvals to construct provided	Not Reported	664	240	(424)	(63.9%)
Demand	Number of water distribution construction initial plan reviews requested	1,749	726	240	(486)	(66.9%)
Demand	Number of water treatment plant construction initial plan reviews requested	Not Reported	Not Reported	64		
Efficiency	Cost per approval to construct provided			$ 1,674.24		
Revenue						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 1,630,614	$ 913,704	$ 592,285	$ (321,419)	(35.2%)
	TOTAL SOURCES	$ 1,630,614	$ 913,704	$ 592,285	$ (321,419)	(35.2%)
Expenditure						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 870,753	$ 592,952	$ 508,970	$ 83,982	14.2%
	TOTAL USES	$ 870,753	$ 592,952	$ 508,970	$ 83,982	14.2%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. The demand decrease is due to the drop off in construction and development.

Solid Waste Inspection Activity

The purpose of the Solid Waste Inspection Activity is to provide solid waste inspection services to solid waste vehicle and facility operators so they can continue to operate their vehicles and facilities in compliance with the regulations.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of inspected solid waste vehicles and facilities in compliance with the regulations	100.0%	100.0%	71.5%	(28.5%)	(28.5%)
Result	Percent of solid waste vehicle and facility inspections provided	82.7%	82.7%	96.4%	13.7%	16.6%
Output	Number of solid waste vehicle and facility inspections provided	10,866	10,866	12,196	1,330	12.2%
Demand	Number of solid waste facility inspections required	13,140	13,140	12,651	(489)	(3.7%)
Efficiency	Cost per solid waste vehicle or facility inspection provided	$ 28.35	$ 27.87	$ 24.51	$ 3.36	12.1%
Revenue						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 416,520	$ 446,782	$ 477,310	$ 30,528	6.8%
	TOTAL SOURCES	$ 416,520	$ 446,782	$ 477,310	$ 30,528	6.8%
Expenditure						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 308,014	$ 302,858	$ 298,939	$ 3,919	1.3%
	TOTAL USES	$ 308,014	$ 302,858	$ 298,939	$ 3,919	1.3%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 96.4% of the demand.

Stormwater Construction Activity

The purpose of the Stormwater Construction Activity is to provide plan reviews to property owners so they can alter their property in compliance with the Federal Clean Water Act.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2010 Adopted
Output	Number of initial plan reviews provided	0
Demand	Number of initial plan reviews for construction projects required	1,000
Revenue		
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 883,490
	TOTAL SOURCES	$ 883,490
Expenditure		
	100 - GENERAL	$ 51,845
	506 - ENVIRONMTL SVCS ENV HEALTH	883,490
	TOTAL USES	$ 935,335

Activity Narrative: The Stormwater regulations and fees were passed by the Board of Supervisors on May 6, 2009 becoming effective on June 9, 2009. Plan reviews are expected to begin during FY 2009-10.

Stormwater Discharge Activity

The purpose of the Stormwater Discharge Activity is to provide response and investigative services to complainants so they can benefit from timely complaint resolution.

Mandates: The Stormwater Permit from Arizona Department of Environmental Quality mandates this activity.

Measure Type	Measure Description	FY 2010 Adopted
Result	Percent of stormwater complaint inspections provided within 5 business days	100.0%
Output	Number of stormwater complaints resolved	4
Output	Number of stormwater complaint inspections provided	4
Demand	Number of stormwater complaints reported	4
Efficiency	Cost per stormwater complaint inspection provided	$13,591.50
Expenditure		
	100 - GENERAL	$ 54,366
	TOTAL USES	$ 54,366

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of demand for this new activity.

Stormwater Public Education Activity

The purpose of the Stormwater Public Education Activity is to provide educational services to Maricopa County residents so they can increase their awareness to help reduce or eliminate stormwater pollution.

Mandates: The Stormwater Permit from Arizona Department of Environmental Quality mandates this activity.

Measure Type	Measure Description	FY 2010 Adopted
Result	Percent indicating stormwater awareness	61.0%
Output	Number of public educational opportunities conducted	20
Demand	Number of public educational opportunities required by the ADEQ permit	-
Efficiency	Cost per public educational opportunity	$1,000.00
Expenditure		
	100 - GENERAL	$ 20,000
	TOTAL USES	$ 20,000

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 20 public educational opportunities for this new activity. The number of public education opportunities required by the permit is still being negotiated with the State of Arizona.

Subdivision Sanitary Facilities Activity

The purpose of the Subdivision Sanitary Facilities Activity is to provide subdivision sanitary facility review services to subdivision owners so they can construct their facilities in a timely manner in compliance with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of subdivision sanitary report approvals provided in 30 business days	Not Reported	95.1%	100.0%	4.9%	5.1%
Output	Number of subdivision sanitary report approvals provided	150	150	35	(115)	(76.7%)
Demand	Number of subdivision sanitary report approvals requested	142	142	35	(107)	(75.4%)
Efficiency	Cost per subdivision sanitary report approval provided	$ 101.55	$ 263.38	$ 1,035.94	$ (772.56)	(293.3%)
Revenue						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ -	$ 165,120	$ 60,000	$ (105,120)	(63.7%)
	TOTAL SOURCES	$ -	$ 165,120	$ 60,000	$ (105,120)	(63.7%)
Expenditure						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 15,232	$ 39,507	$ 36,258	$ 3,249	8.2%
	TOTAL USES	$ 15,232	$ 39,507	$ 36,258	$ 3,249	8.2%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. The demand decrease is due to the drop off in construction and development in Maricopa County.

Swimming Pool Inspections Activity

The purpose of the Swimming Pool Inspections Activity is to provide operational and maintenance inspection services to facility owners so they can continue to operate their facility in compliance with regulations.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of bathing facilities posted closed for compliance violations	Not Reported	Not Reported	9.0%		
Output	Number of bathing facility inspections provided	Not Reported	Not Reported	10,000		
Demand	Number of bathing facility inspections required	Not Reported	Not Reported	26,900		
Efficiency	Cost per bathing facility inspection provided	Not Reported	Not Reported	$ 89.70		
Revenue						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ -	$ -	$ 1,299,908	$ 1,299,908	0.0%
	TOTAL SOURCES	$ -	$ -	$ 1,299,908	$ 1,299,908	0.0%
Expenditure						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 161,025	$ 400,747	$ 897,040	$ (496,293)	-123.8%
	TOTAL USES	$ 161,025	$ 400,747	$ 897,040	$ (496,293)	-123.8%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 37% of the demand. This activity was previously in the Environmental Health Program and revenue for it was collected under the Food/Non-Food Activity. Additionally, the required demand and output were included in the previous activity and were not broken out from other Non-Food inspections that will continue in the Food/Non-Food Activity. The expenditures in FY 2007-08 and FY 2008-09 are reflective of the construction inspections that were performed in prior years.

Swimming Pool Plan Review and Construction Inspection Activity

The purpose of the Swimming Pool Plan Review and Construction Inspection Activity is to provide is to provide plan review and construction inspection services to facility owners so they can construct their regulated bathing facility in a timely manner.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of bathing facility construction inspections provided within 5 business days of request	Not Reported	Not Reported	80.0%		
Result	Percent of bathing facility initial plan reviews provided within 30 business days	100.0%	100.0%	80.0%	(20.0%)	(20.0%)
Output	Number of bathing facility construction inspections provided	3,499	3,404	2,880	(524)	(15.4%)
Output	Number of bathing facility initial plan reviews provided	1,104	963	960	(3)	(0.3%)
Demand	Number of bathing facility construction inspections requested	1,318	1,356	2,880	1,524	112.4%
Demand	Number of bathing facility initial plan reviews requested	3,561	3,404	960	(2,444)	(71.8%)
Efficiency	Cost per bathing facility initial plan reviews provided	$ 352.79	$ 188.81	$ 316.40	$ (127.59)	(67.6%)
Revenue						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 585,288	$ 527,904	$ 421,488	$ (106,416)	(20.2%)
	TOTAL SOURCES	$ 585,288	$ 527,904	$ 421,488	$ (106,416)	(20.2%)
Expenditure						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 389,477	$ 181,820	$ 303,740	$ (121,920)	(67.1%)
	TOTAL USES	$ 389,477	$ 181,820	$ 303,740	$ (121,920)	(67.1%)

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. Demand for plan reviews is decreasing with the decline in the economy and its impact on the residential housing (apartments) and hospitality (hotels/resorts) industries. Demand for construction inspections is expected to increase as public and semi-public swimming pools are brought into compliance with the Virginia Graeme Baker Pool and Spa Safety Act which went into effect on December 19, 2008, requiring safety devices on pool drain and vacuum systems. Those plan reviews will be conducted in FY 2008-09; with the inspections being performed in FY 2009-10.

Wastewater Facility Inspections Activity

The purpose of the Wastewater Facility Inspections Activity is to provide annual wastewater treatment plant inspection services to plant operators so they can maintain compliance with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of inspected wastewater treatment plants in compliance with the Maricopa County Environmental Health Code	1217.1%	100.0%	100.0%	0.0%	0.0%
Result	Percent of wastewater treatment plant inspections provided	Not Reported	Not Reported	100.0%		
Output	Number of wastewater treatment plant inspections provided	42	68	51	(17)	(25.0%)
Demand	Number of wastewater treatment plant inspections required	73	92	51	(41)	(44.6%)
Efficiency	Cost per wastewater treatment plant inspection	$ 467.07	$ 1,512.34	$ 2,613.35	$ (1,101.01)	(72.8%)
Revenue						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ -	$ 100,800	$ 152,040	$ 51,240	50.8%
	TOTAL SOURCES	$ -	$ 100,800	$ 152,040	$ 51,240	50.8%
Expenditure						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 19,617	$ 102,839	$ 133,281	$ (30,442)	(29.6%)
	TOTAL USES	$ 19,617	$ 102,839	$ 133,281	$ (30,442)	(29.6%)

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. The demand decrease is due to the drop off in construction and development.

Wastewater Plan Review Activity

The purpose of the Wastewater Plan Review Activity is to provide wastewater construction plan review services to individuals or entities who submit plans to construct or remodel wastewater treatment facilities, wastewater reuse/recharge systems or sewer collection systems, so they construct their facilities in a timely manner in compliance with wastewater regulations.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of onsite facility initial plan reviews provided within 10 business days	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of sewer collection system construction initial plan reviews provided within 30 business days	Not Reported	100.0%	100.0%	0.0%	0.0%
Result	Percent of wastewater treatment plant and reuse/recharge system initial plan reviews provided within 40 business days	10.8%	116.0%	100.0%	(16.0%)	(13.8%)
Result	Percent of onsite facility inspections provided within 5 business days	Not Reported	Not Reported	90.0%		
Output	Number of onsite facility initial plan reviews provided	1,639	1,639	1,596	(43)	(2.6%)
Output	Number of onsite facility inspections provided	Not Reported	Not Reported	1,445		
Output	Number of wastewater treatment plant and reuse/recharge system construction authorizations (ATC) provided	Not Reported	Not Reported	120		
Output	Number of wastewater treatment plant and reuse/recharge system initial plan reviews provided	Not Reported	88	120	32	36.4%
Output	Number of wastewater initial plan review provided	Not Reported	Not Reported	1,920		
Output	Number of sewer collection system construction initial plan reviews provided	676	576	204	(372)	(64.6%)
Output	Number of sewer collection system construction authorizations (ATC) provided	Not Reported	Not Reported	204		
Demand	Number of onsite plan reviews requested	994	1,214	1,445	231	19.0%
Demand	Number of wastewater treatment plant and reuse/recharge system plan reviews requested	Not Reported	152	120	(32)	(21.1%)
Demand	Number of sewer collection system construction plan approvals requested	507	502	204	(298)	(59.4%)
Demand	Number of onsite facility inspections requested	Not Reported	Not Reported	1,445		
Efficiency	Cost per wastewater initial plan review provided			$ 564.42		
Revenue						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 2,061,841	$ 1,832,528	$ 994,800	$ (837,728)	(45.7%)
	TOTAL SOURCES	$ 2,061,841	$ 1,832,528	$ 994,800	$ (837,728)	(45.7%)
Expenditure						
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 2,125,417	$ 2,525,654	$ 1,083,681	$ 1,441,973	57.1%
	TOTAL USES	$ 2,125,417	$ 2,525,654	$ 1,083,681	$ 1,441,973	57.1%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. The demand decrease is due to the drop off in construction and development. The efficiency metric was updated as part of the Strategic Business Plan update process. Additionally expenditures related to construction were captured in the Wastewater Facility Inspections Activity in prior years; making FY 2009-10 a benchmark year from an expenditure and efficiency perspective.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 3,687,644**	**$**	**1,000**
FY 2008-09 REVISED BUDGET		**$ 3,687,644**	**$**	**1,000**
TARGET ADJUSTMENTS:				
PERSONNEL SAVINGS ADJUSTMENT		$ 52,174	$	-
TECHNICAL ADJUSTMENTS				
Restatement of Stormwater Funding (C-88-09-005-2-00)		$ 189,034	$	-
	Subtotal	$ 189,034	$	-
FY 2009-10 BUDGET TARGET		**$ 3,928,852**	**$**	**1,000**
BASE ADJUSTMENTS:				
BUDGET BALANCING				
Cost Reduction				
Capital Allocation Reduction		$ (48)	$	-
Enforcement Operational Costs Reduction		(12,141)		-
RDSA Allocation Reduction		(7,581)		-
Vector Control Other Personnel Services & Services (right-size)		(95,820)		-
Stormwater Legal Costs Reduction		(68,200)		-
Reduction in ESD Administrative Allocation		(43,629)		-
	Subtotal	$ (227,419)	$	-
Vacancies				
Eliminate 2 Vacant Vector Control Field Positions		$ (108,472)	$	-
Eliminate 1 Vacant Vector Control Administrative Position		(42,424)		-
Eliminate 1 Vacant Enforcement Specialist		(66,024)		-
	Subtotal	$ (216,920)	$	-
Fund Shift				
Move Public Information Aide to Env Serv Fee Fund (506)		$ (46,447)	$	-
	Subtotal	$ (46,447)	$	-
Pay Off Capital Leases and Other Debt				
08-Desktop Refresh Program		$ (5,109)	$	-
	Subtotal	$ (5,109)	$	-
OTHER BASE ADJUSTMENTS				
Personnel Savings to 3%		$ 7,901	$	-
RDSA IT Allocation		98,248		-
Restatement of Stormwater Funding (C-88-09-005-2-00)		(189,034)		-
	Subtotal	$ (82,885)	$	-
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 3,350,072**	**$**	**1,000**
NON-RECURRING				
NON-RECURRING 0001				
Vector Control Software		$ 70,000	$	-
	Subtotal	$ 70,000	$	-
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 70,000**	**$**	**-**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 3,420,072**	**$**	**1,000**

Environmental Services Grant Fund (505)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 482,998**	**$ 908,000**
FY 2008-09 REVISED BUDGET	**$ 482,998**	**$ 908,000**
FY 2009-10 BUDGET TARGET	**$ 482,998**	**$ 908,000**
BASE ADJUSTMENTS:		
OTHER BASE ADJUSTMENTS		
Structural Balance	$ 419,002	$ -
Interest Earnings Reduction	-	(6,000)
Subtotal	$ 419,002	$ (6,000)
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 902,000**	**$ 902,000**
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 902,000**	**$ 902,000**

Environmental Services Grant Fund (505) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ -	$ 58,995	$ 58,995	$ -	$ 312,265
Beginning Unreserved/Undesignated Fund Balance	$ -	$ 58,995	$ 58,995	$ -	$ 312,265
Sources:					
Operating	$ 1,334,879	$ 908,000	$ 908,000	$ 905,807	$ 902,000
Total Sources:	$ 1,334,879	$ 908,000	$ 908,000	$ 905,807	$ 902,000
Uses:					
Operating	$ 1,334,882	$ 482,998	$ 482,998	$ 592,727	$ 902,000
Non Recurring Non Project	-	425,000	452,525	815	-
Total Uses:	$ 1,334,882	$ 907,998	$ 935,523	$ 593,542	$ 902,000
Operating Balance	$ (3)	$ 425,002	$ 425,002	$ 313,080	$ -
Accounting Adjustments	$ 3	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ -	$ 58,997	$ 31,472	$ 312,265	$ 312,265
Ending Unreserved Fund Balance	$ -	$ 58,997	$ 31,472	$ 312,265	$ 312,265

Environmental Services Environmental Health Fund (506)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 18,988,768**	**$ 19,661,464**
FY 2008-09 REVISED BUDGET		**$ 18,988,768**	**$ 19,661,464**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 434,252	$ -
FY 2009-10 BUDGET TARGET		**$ 19,423,020**	**$ 19,661,464**
BASE ADJUSTMENTS:			
BUDGET BALANCING			
Fund Shift			
Move Public Information Aide to Env Serv Fee Fund (506)		$ 46,447	$ -
	Subtotal	$ 46,447	$ -
OTHER BASE ADJUSTMENTS			
Reduced demand for Water & Wastewater Services		$ -	$ (328,842)
Elimination of vacant positions		(328,842)	
Reduced demand for Environmental Health Services			(476,116)
Fund Shift (505) for Food/Non-Food Inspections		(298,946)	
Fund Shift (505) for Enforcement		(16,381)	
Cost Reduction in Supplies/Services		(160,789)	
Reduction of Vehicle Maintenance and Baseline Telecomm		(46,447)	-
Stormwater Regulations and Fees		789,690	883,490
	Subtotal	$ (61,715)	$ 78,532
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 18,053,147**	**$ 18,146,947**
NON-RECURRING			
NON-RECURRING 0001			
Accela Implementation - Carryover		$ 1,177,701	$ -
Stormwater Construction Activity Office Equipment and Vehicles		93,800	-
	Subtotal	$ 1,271,501	$ -
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 1,271,501**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 19,324,648**	**$ 18,146,947**

Environmental Services Environmental Health Fund (506) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 4,829,621	$ 5,419,748	$ 5,419,748	$ 6,538,413	$ 4,474,208
Beginning Unreserved/Undesignated Fund Balance	$ 4,829,621	$ 5,419,748	$ 5,419,748	$ 6,538,413	$ 4,474,208
Sources:					
Operating	$ 18,284,173	$ 19,661,464	$ 19,661,464	$ 18,699,977	$ 18,146,947
Non Recurring Non Project	-	-	-	-	-
Total Sources:	$ 18,284,173	$ 19,661,464	$ 19,661,464	$ 18,699,977	$ 18,146,947
Uses:					
Operating	$ 16,575,377	$ 18,988,768	$ 18,988,768	$ 18,224,493	$ 18,053,147
Non Recurring Non Project	-	2,841,113	3,161,113	2,539,689	1,271,501
Total Uses:	$ 16,575,377	$ 21,829,881	$ 22,149,881	$ 20,764,182	$ 19,324,648
Operating Balance	$ 1,708,796	$ 672,696	$ 672,696	$ 475,484	$ 93,800
Accounting Adjustments	$ (4)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 6,538,413	$ 3,251,331	$ 2,931,331	$ 4,474,208	$ 3,296,507
Ending Unreserved Fund Balance	$ 6,538,413	$ 3,251,331	$ 2,931,331	$ 4,474,208	$ 3,296,507

Equipment Services

Analysis by Angie Flick, Management & Budget Analyst

Summary

Mission

The mission of the Equipment Services Department is to provide vehicle, equipment, and fuel services to employees and departments of Maricopa County so they can have the transportation and equipment that is needed to perform their jobs.

Vision

To be recognized as a leader in providing professional, efficient, cost effective fleet management services.

Strategic Goals

- **By June 30, 2010, assist in increasing the preventative maintenance compliance rate of County departments by 2% per year through customer education, notification of needed services and policy revisions.**

  Status: Preventative Maintenance compliance for the County has increased from 67% in FY 2005-06 to 70% in FY 2006-07 to 72% in FY 2007-08. The FY 2008-09 compliance rate is 73%.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
74FM - FLEET MANAGEMENT	$ 17,357,051	$ 15,519,000	$ 15,457,832	$ 16,779,233	$ 13,839,815	$ (1,618,017)	-10.5%
FPRR - FLEET PROCUREMENT AND REMOVAL	122,089	66,860	66,860	66,860	122,060	55,200	82.6%
FUEL - FUEL FOR VEH AND EQUIPMENT	9,640,873	8,393,181	8,393,181	9,126,678	6,523,128	(1,870,053)	-22.3%
HDVR - HEAVY DUTY VEH AND EQUIP	2,323,774	2,135,494	2,135,494	2,217,025	1,927,883	(207,611)	-9.7%
LDVR - LIGHT DUTY VEH AND EQUIP	1,126,323	1,023,274	1,023,274	1,120,045	1,129,553	106,279	10.4%
PRTS - PARTS	3,230,276	3,099,993	3,038,825	3,270,034	3,167,899	129,074	4.2%
PMVR - PREVENTATIVE MAINTENANCE	844,007	739,018	739,018	911,823	899,828	160,810	21.8%
RENT - RENTAL POOL	69,709	61,180	61,180	66,768	69,464	8,284	13.5%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ 38,854	$ 44,000	$ 44,000	0.0%
GGOV - GENERAL GOVERNMENT	-	-	-	38,854	44,000	44,000	0.0%
TOTAL PROGRAMS	**$ 17,357,051**	**$ 15,519,000**	**$ 15,457,832**	**$ 16,818,087**	**$ 13,883,815**	**$ (1,574,017)**	**-10.2%**
USES							
74FM - FLEET MANAGEMENT	$ 14,825,535	$ 12,262,348	$ 12,247,194	$ 14,430,617	$ 11,770,250	$ 476,944	3.9%
FPRR - FLEET PROCUREMENT AND REMOVAL	133,385	133,860	133,860	140,946	134,626	(766)	-0.6%
FUEL - FUEL FOR VEH AND EQUIPMENT	9,098,356	6,421,763	6,421,763	8,818,030	5,774,128	647,635	10.1%
HDVR - HEAVY DUTY VEH AND EQUIP	1,220,572	1,173,429	1,173,429	1,287,004	1,440,472	(267,043)	-22.8%
LDVR - LIGHT DUTY VEH AND EQUIP	938,371	998,010	998,010	1,069,209	1,068,284	(70,274)	-7.0%
PRTS - PARTS	3,044,293	2,994,302	2,993,234	2,691,443	2,931,777	61,457	2.1%
PMVR - PREVENTATIVE MAINTENANCE	360,217	420,144	406,058	415,695	412,889	(6,831)	-1.7%
RENT - RENTAL POOL	30,618	120,840	120,840	8,290	8,074	112,766	93.3%
VEQM - VEHICLE AND EQUIP MAINT	(184)	-	-	-	-	-	0.0%
VEQR - VEHICLE AND EQUIPMENT REPAIR	(93)	-	-	-	-	-	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 1,078,557	$ 1,050,083	$ 1,004,069	$ 928,153	$ 954,781	$ 49,288	4.9%
ODIR - EXECUTIVE MANAGEMENT	895,438	791,087	745,073	660,960	629,724	115,349	15.5%
FSAC - FINANCIAL SERVICES	183,119	137,530	137,530	145,582	206,997	(69,467)	-50.5%
HRAC - HUMAN RESOURCES	-	54,905	54,905	56,250	53,382	1,523	2.8%
PROC - PROCUREMENT	-	66,561	66,561	65,361	64,678	1,883	2.8%
99GV - GENERAL GOVERNMENT	$ 428,336	$ 669,576	$ 669,576	$ 716,874	$ 700,275	$ (30,699)	-4.6%
CSCA - CENTRAL SERVICE COST ALLOC	428,336	669,576	669,576	667,146	608,074	61,502	9.2%
ISFC - INTERNAL SERVICE FUND CHARGES	-	-	-	49,728	92,201	(92,201)	0.0%
TOTAL PROGRAMS	**$ 16,332,430**	**$ 13,982,007**	**$ 13,920,839**	**$ 16,075,644**	**$ 13,425,306**	**$ 495,533**	**3.6%**

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 3,676,687	$ 3,303,988	$ 3,303,988	$ 3,768,796	$ 3,781,115	$ 477,127	14.4%
0636 - INTERNAL SERVICE CHARGES	13,676,178	12,211,512	12,150,344	12,999,919	10,055,200	(2,095,144)	-17.2%
SUBTOTAL	$ 17,352,865	$ 15,515,500	$ 15,454,332	$ 16,768,715	$ 13,836,315	$ (1,618,017)	-10.5%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ -	$ -	$ -	$ 38,854	$ 44,000	$ 44,000	0.0%
0650 - MISCELLANEOUS REVENUE	6,274	3,500	3,500	10,518	3,500	-	0.0%
SUBTOTAL	$ 6,274	$ 3,500	$ 3,500	$ 49,372	$ 47,500	$ 44,000	1257.1%
ALL REVENUES	$ 17,359,139	$ 15,519,000	$ 15,457,832	$ 16,818,087	$ 13,883,815	$ (1,574,017)	-10.2%
OTHER FINANCING SOURCES							
0652 - PROCEEEDS FROM FINANCING	$ (2,088)	$ -	$ -	$ -	$ -	$ -	0.0%
ALL OTHER FINANCING SOURCES	$ (2,088)	$ -	$ -	$ -	$ -	$ -	0.0%
TOTAL SOURCES	**$ 17,357,051**	**$ 15,519,000**	**$ 15,457,832**	**$ 16,818,087**	**$ 13,883,815**	**$ (1,574,017)**	**-10.2%**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,355,941	$ 2,336,301	$ 2,316,201	$ 2,379,252	$ 2,317,467	$ (1,266)	-0.1%
0710 - OVERTIME	103,413	75,000	75,000	114,972	103,442	(28,442)	-37.9%
0750 - FRINGE BENEFITS	844,812	806,228	806,228	851,950	857,245	(51,017)	-6.3%
0790 - OTHER PERSONNEL SERVICES	24,471	18,930	18,930	27,512	28,525	(9,595)	-50.7%
0796 - PERSONNEL SERVICES ALLOC-IN	94,902	121,537	121,537	112,833	112,825	8,712	7.2%
SUBTOTAL	$ 3,423,539	$ 3,357,996	$ 3,337,896	$ 3,486,519	$ 3,419,504	$ (81,608)	-2.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 2,551,091	$ 2,323,918	$ 2,322,850	$ 2,245,303	$ 2,613,472	$ (290,622)	-12.5%
0803 - FUEL	9,074,232	6,197,036	6,197,036	8,784,881	5,614,464	582,572	9.4%
0804 - NON-CAPITAL EQUIPMENT	15,267	27,675	27,675	11,278	21,275	6,400	23.1%
0806 - SUPPLIES-ALLOCATION IN	688	934	934	6,341	623	311	33.3%
SUBTOTAL	$ 11,641,278	$ 8,549,563	$ 8,548,495	$ 11,047,803	$ 8,249,834	$ 298,661	3.5%
SERVICES							
0812 - OTHER SERVICES	$ 106,547	$ 119,262	$ 119,262	$ 56,288	$ 122,314	$ (3,052)	-2.6%
0820 - RENT & OPERATING LEASES	5,958	22,570	22,570	16,546	22,570	-	0.0%
0825 - REPAIRS AND MAINTENANCE	467,200	473,530	473,530	471,233	473,530	-	0.0%
0839 - INTERNAL SERVICE CHARGES	509,191	93,211	93,211	60,656	89,561	3,650	3.9%
0841 - TRAVEL	1,776	5,605	5,605	6,400	8,872	(3,267)	-58.3%
0842 - EDUCATION AND TRAINING	4,289	6,000	6,000	4,763	12,185	(6,185)	-103.1%
0843 - POSTAGE/FREIGHT/SHIPPING	7,537	2,000	2,000	8,482	9,238	(7,238)	-361.9%
0850 - UTILITIES	142,016	130,000	130,000	152,453	149,394	(19,394)	-14.9%
0855 - INTEREST EXPENSE	17,410	40,000	-	-	-	-	0.0%
0873 - SERVICES-ALLOCATION IN	4,763	9,524	9,524	5,010	7,634	1,890	19.8%
SUBTOTAL	$ 1,266,687	$ 901,702	$ 861,702	$ 781,831	$ 895,298	$ (33,596)	-3.9%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ 667,146	$ 667,146	$ 667,146	$ 608,074	$ 59,072	8.9%
SUBTOTAL	$ -	$ 667,146	$ 667,146	$ 667,146	$ 608,074	$ 59,072	8.9%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 248,665	$ 248,665	$ 60,000	$ 96,665	$ 152,000	61.1%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	240,000	240,000	19,200	139,200	100,800	42.0%
0950 - DEBT SERVICE	(4)	16,330	16,330	12,718	16,330	-	0.0%
0956 - CAPITAL-ALLOCATION IN	930	605	605	427	401	204	33.7%
SUBTOTAL	$ 926	$ 505,600	$ 505,600	$ 92,345	$ 252,596	$ 253,004	50.0%
TOTAL USES	**$ 16,332,430**	**$ 13,982,007**	**$ 13,920,839**	**$ 16,075,644**	**$ 13,425,306**	**$ 495,533**	**3.6%**

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
654 EQUIPMENT SERVICES							
OPERATING	$ 17,357,051	$ 15,519,000	$ 15,457,832	$ 16,818,087	$ 13,883,815	$ (1,574,017)	-10.2%
FUND TOTAL SOURCES	$ 17,357,051	$ 15,519,000	$ 15,457,832	$ 16,818,087	$ 13,883,815	$ (1,574,017)	-10.2%
DEPARTMENT OPERATING TOTAL SOURCES	$ 17,357,051	$ 15,519,000	$ 15,457,832	$ 16,818,087	$ 13,883,815	$ (1,574,017)	-10.2%
DEPARTMENT TOTAL SOURCES	$ 17,357,051	$ 15,519,000	$ 15,457,832	$ 16,818,087	$ 13,883,815	$ (1,574,017)	-10.2%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
654 EQUIPMENT SERVICES							
OPERATING	$ 16,332,430	$ 13,522,007	$ 13,460,839	$ 15,986,444	$ 13,192,006	$ 268,833	2.0%
NON-RECURRING	-	460,000	460,000	89,200	233,300	226,700	49.3%
FUND TOTAL USES	$ 16,332,430	$ 13,982,007	$ 13,920,839	$ 16,075,644	$ 13,425,306	$ 495,533	3.6%
DEPARTMENT OPERATING TOTAL USES	$ 16,332,430	$ 13,522,007	$ 13,460,839	$ 15,986,444	$ 13,192,006	$ 268,833	2.0%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 460,000	$ 460,000	$ 89,200	$ 233,300	$ 226,700	49.3%
DEPARTMENT TOTAL USES	$ 16,332,430	$ 13,982,007	$ 13,920,839	$ 16,075,644	$ 13,425,306	$ 495,533	3.6%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
740 - EQUIPMENT SERVICES								
ADMINISTRATIVE SERVICES								
EXECUTIVE MANAGEMENT	3.20	3.20	3.20	2.20	(1.00)	-31.25%	(1.00)	-31.25%
FINANCIAL SERVICES	2.00	2.00	2.00	3.00	1.00	50.00%	1.00	50.00%
HUMAN RESOURCES	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
PROCUREMENT	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
PROGRAM TOTAL	7.20	7.20	7.20	7.20	-	0.00%	-	0.00%
FLEET MANAGEMENT								
FLEET PROCUREMENT AND REMOVAL	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
FUEL FOR VEH AND EQUIPMENT	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
HEAVY DUTY VEH AND EQUIP	15.80	15.80	15.80	15.80	-	0.00%	-	0.00%
LIGHT DUTY VEH AND EQUIP	16.10	16.10	16.10	15.10	(1.00)	-6.21%	(1.00)	-6.21%
PARTS	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
PREVENTATIVE MAINTENANCE	7.90	7.90	7.90	6.90	(1.00)	-12.66%	(1.00)	-12.66%
PROGRAM TOTAL	46.80	46.80	46.80	44.80	(1.00)	-2.14%	(1.00)	-2.14%
DEPARTMENT TOTAL	**54.00**	**54.00**	**54.00**	**52.00**	**(2.00)**	**-3.70%**	**(2.00)**	**-3.70%**

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
740 - EQUIPMENT SERVICES								
Accounting Specialist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Human Resources Specialist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Office Assistant Specialized	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Director - Equipment Services	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Administrative Supervisor	2.00	2.00	2.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Mechanic Supervisor	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Administrator	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Management Analyst	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Program Coordinator	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Grant-Contract Administrator	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Procurement Specialist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Materials Inventory Specialist	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Mechanic - Automotive	13.00	13.00	14.00	14.00	1.00	7.69%	-	0.00%
Trades Specialist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Mechanic Lead	3.00	3.00	-	-	(3.00)	-100.00%	-	0.00%
Preventive Maintenance Tech	8.00	8.00	8.00	7.00	(1.00)	-12.50%	(1.00)	-12.50%
Mechanic - Heavy Equipment	11.00	11.00	13.00	13.00	2.00	18.18%	-	0.00%
Department Total	**54.00**	**54.00**	**54.00**	**52.00**	**(2.00)**	**-3.70%**	**(2.00)**	**-3.70%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
740 - EQUIPMENT SERVICES								
654 - EQUIPMENT SERVICES	54.00	54.00	54.00	52.00	(2.00)	-3.70%	(2.00)	-3.70%
DEPARTMENT TOTAL	**54.00**	**54.00**	**54.00**	**52.00**	**(2.00)**	**-3.70%**	**(2.00)**	**-3.70%**

Significant Variance Analysis

The Preventative Maintenance Activity decreased by 1.0 FTE in FY 2009-10 due to the increase in miles in Preventative Maintenance cycles which requires less staff. The Executive Management Activity is decreasing by 1.0 FTE due to a retirement and re-assignment of duties.

General Adjustments

Interest Expense: The Department has eliminated the Equipment Services Fund (654) deficit and has accumulated a cash balance to provide cash flow reserves which earn interest rather than incurring interest expense. $40,000 of interest expense is being eliminated and revenue of $13,280 is included in the FY 2009-10 budget.

Allocations: The Central Service Cost Allocation and the Regional Development Services Allocation are both being reduced for FY 2009-10, allowing for a budget reduction of $76,953.

Technology: Increase Non-Recurring/Non-Project by $84,500 for upgrading the fuel key system which will provide for more accurate fuel and vehicle information collection.

Vehicle Replacements: Funding of $139,200 for the replacement of two vehicles is included in the Non-Recurring/Non-Project budget.

Sustainability: Increase Non-Recurring/Non-Project by $9,600 for the State Green Business Shop Program participation providing the County with current information and opportunity information on green fleets.

Programs and Activities

Fleet Management Program

The purpose of the Fleet Management Program is to provide operational vehicles and equipment to Maricopa County departments so they have reliable and cost-effective transportation for County activities.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of hybrid and alternative fuel vehicles in the on-road fleet	34.0%	34.2%	40.9%	6.7%	19.7%
Percent of fuel purchased that was sold	101.7%	101.7%	100.0%	(1.7%)	-1.7%
Percent of technicians producing at or above targeted maintenance & repair hours	70.7%	78.1%	72.6%	(5.5%)	-7.0%
Percent of vehicles presented for Preventative Maintenance	79.1%	77.7%	76.8%	(0.9%)	-1.2%
Percent of PMA services completed within 10% of Cycle Length	72.5%	72.0%	73.6%	1.6%	2.3%
Percent of parts issued from stock	53.2%	53.2%	60.0%	6.8%	12.8%

Activities that comprise this program include:

- Fleet Procurement and Removal
- Fuel for Vehicles and Equipment
- Heavy Duty Vehicles and Equipment Repair
- Light Duty Vehicles and Equipment Repair
- Parts
- Preventative Maintenance
- Rental Pool

Fleet Procurement and Removal Activity

The purpose of the Fleet Procurement and Removal Activity is to procure and dispose of County vehicles and equipment for Maricopa County departments so that they can have adequate transportation for County-related travel and minimize capital investment costs.

Mandates: Activity is not mandated.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Hybrid and Alt Fuel vehicles in the on-road fleet	34.0%	34.2%	40.9%	6.7%	19.7%
Output	Number of vehicles in the on-road fleet	1,841	1,839	1,930	91	4.9%
Output	Number of Hybrid and Alt Fuel vehicles in the on-road fleet	627	629	790	161	25.6%
Demand	Number of vehicles due or overdue for replacement	232	232	567	335	144.4%
Efficiency	Cost per vehicle replaced	$ 698.35	$ 669.30	$ 712.31	$ (43.01)	-6.4%
Revenue						
	654 - EQUIPMENT SERVICES	$ 122,089	$ 66,860	$ 122,060	$ 55,200	82.6%
	TOTAL SOURCES	$ 122,089	$ 66,860	$ 122,060	$ 55,200	82.6%
Expenditure						
	654 - EQUIPMENT SERVICES	$ 133,385	$ 133,860	$ 134,626	$ (766)	-0.6%
	TOTAL USES	$ 133,385	$ 133,860	$ 134,626	$ (766)	-0.6%

Activity Narrative: The FY 2009-10 budget supports the Department in continuing to provide analysis and procurement services to replace vehicles as needed. The County will replace fewer vehicles than in previous years due to the current recession and decrease in revenue; however the staff required to analyze and procure the necessary vehicles remains constant.

Fuel for Vehicles and Equipment Activity

The purpose of the Fuel for Vehicles and Equipment Activity is to provide fuel to keep vehicles and equipment operational for Maricopa County departments so they have reliable and cost-effective transportation for County activities.

Mandates: Activity is not mandated.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of fuel purchased that was sold	101.7%	101.7%	100.0%	(1.7%)	-1.7%
Output	Gallons of fuel purchased	3,106,838	3,106,838	3,000,000	(106,838)	-3.4%
Output	Number of gallons of fuel sold	3,159,817	3,159,817	3,000,000	(159,817)	-5.1%
Demand	Number of gallons of fuel purchased	3,106,838	3,106,838	3,000,000	(106,838)	-3.4%
Efficiency	Average cost to Equipment Services Department per gallon of fuel purchased	$ 2.93	$ 2.07	$ 1.92	$ 0.14	6.9%
Revenue						
	654 - EQUIPMENT SERVICES	$ 9,640,873	$ 8,393,181	$ 6,523,128	$ (1,870,053)	-22.3%
	TOTAL SOURCES	$ 9,640,873	$ 8,393,181	$ 6,523,128	$ (1,870,053)	-22.3%
Expenditure						
	654 - EQUIPMENT SERVICES	$ 9,098,356	$ 6,421,763	$ 5,774,128	$ 647,635	10.1%
	TOTAL USES	$ 9,098,356	$ 6,421,763	$ 5,774,128	$ 647,635	10.1%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. Fuel usage should decrease along with the reduction of the County Fleet. The revenue decrease is part of the budget balancing initiatives to reduce operating costs to County Departments. The administrative recovery charge on fuel has decreased for FY 2009-10.

Heavy Duty Vehicles and Equipment Repair Activity

The purpose of the Heavy Duty Vehicle and Equipment Repair Activity is to correct the operational and drivability problem(s) of the vehicles and equipment operated by employees and departments of Maricopa County so that they can have transportation to perform their duties.

Mandates: Activity is not mandated.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Output	Number of work orders completed	8,491	8,844	8,610	(234)	-2.6%
Demand	Number of heavy duty vehicles presented for repair.	4,904	4,904	4,904	-	0.0%
Efficiency	Cost per work order completed	$ 143.75	$ 132.68	$ 167.30	$ (34.62)	-26.1%
Revenue						
	654 - EQUIPMENT SERVICES	$ 2,323,774	$ 2,135,494	$ 1,927,883	$ (207,611)	-9.7%
	TOTAL SOURCES	$ 2,323,774	$ 2,135,494	$ 1,927,883	$ (207,611)	-9.7%
Expenditure						
	654 - EQUIPMENT SERVICES	$ 1,220,572	$ 1,173,429	$ 1,440,472	$ (267,043)	-22.8%
	TOTAL USES	$ 1,220,572	$ 1,173,429	$ 1,440,472	$ (267,043)	-22.8%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. As the County purchases fewer pieces of equipment, the number of work orders will diminish.

Light Duty Vehicles and Equipment Repair Activity

The purpose of the Light Duty Vehicle and Equipment Repair Activity is to correct the operational and drivability problem(s) of the vehicles and equipment operated by employees and departments of Maricopa County so that they can have transportation to perform their duties.

Mandates: Activity is not mandated.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of technicians producing at or above targeted maintenance & repair hours	70.7%	78.1%	72.6%	(5.5%)	-7.0%
Output	Number of average maintenance & repair hours charged per FTE technician	1,579	1,621	1,600	(21)	-1.3%
Output	Number of Light Duty repair work orders	11,521	11,521	11,020	(501)	-4.3%
Demand	Number of maintenance & repair hours targeted per FTE technician	1,398	1,392	1,416	24	1.7%
Efficiency	Average cost of light duty repair per repair work order	$ 81.45	$ 86.63	$ 96.94	$ (10.32)	-11.9%
Revenue						
	654 - EQUIPMENT SERVICES	$ 1,126,323	$ 1,023,274	$ 1,129,553	$ 106,279	10.4%
	TOTAL SOURCES	$ 1,126,323	$ 1,023,274	$ 1,129,553	$ 106,279	10.4%
Expenditure						
	654 - EQUIPMENT SERVICES	$ 938,371	$ 998,010	$ 1,068,284	$ (70,274)	-7.0%
	TOTAL USES	$ 938,371	$ 998,010	$ 1,068,284	$ (70,274)	-7.0%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand for repairs on light duty vehicles. The number of vehicles in the fleet is expected to decrease resulting in fewer work orders. The reduction in work orders due to reduced vehicles is predicted to outweigh the increase of work orders due to having the older vehicles in the fleet.

Parts Activity

The purpose of the Parts Activity is to provide parts necessary to correct the operational and drivability problems of the vehicles and equipment operated by employees and departments of Maricopa County so that they can have transportation to perform their duties.

Mandates: Activity is not mandated.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of parts issued from stock	53.2%	53.2%	60.0%	6.8%	12.8%
Output	Number of parts issued - stock and nonstock	240,031	240,031	211,900	(28,131)	-11.7%
Demand	Number of parts requested - stock and non-stock	240,031	240,031	211,900	(28,131)	-11.7%
Efficiency	Expenditure per part issued - stock and nonstock	$ 12.68	$ 12.47	$ 13.84	$ (1.36)	-10.9%
Revenue						
	654 - EQUIPMENT SERVICES	$ 3,230,276	$ 3,099,993	$ 3,167,899	$ 67,906	2.2%
	TOTAL SOURCES	$ 3,230,276	$ 3,099,993	$ 3,167,899	$ 67,906	2.2%
Expenditure						
	654 - EQUIPMENT SERVICES	$ 3,044,293	$ 2,994,302	$ 2,931,777	$ 62,525	2.1%
	TOTAL USES	$ 3,044,293	$ 2,994,302	$ 2,931,777	$ 62,525	2.1%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand of providing parts as needed to repair and maintain equipment. The Department is reducing the amount of inventory kept in stock. Additionally, the change in Preventative Maintenance Cycles will result in fewer parts being ordered.

Preventative Maintenance Activity

The purpose of the Preventative Maintenance Activity is to provide preventative maintenance at shop and field locations and to provide emission inspection of the vehicles and equipment operated by employees and departments of Maricopa County so that they can have transportation to perform their duties.

Mandates: Activity is not mandated.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of vehicles presented for PM	79.1%	26.0%	76.8%	50.8%	195.1%
Result	Percent of PMA services completed within 10% of Cycle Length.	72.5%	77.7%	73.6%	(4.0%)	-5.2%
Output	Number of work orders completed	8,156	8,156	8,110	(46)	-0.6%
Output	Number of PM "A" services performed	6,012	6,012	6,125	113	1.9%
Efficiency	Expenditure per PM "A" service performed	$ 59.92	$ 69.88	$ 67.41	$ 2.47	3.5%
Revenue						
	654 - EQUIPMENT SERVICES	$ 844,007	$ 739,018	$ 899,828	$ 160,810	21.8%
	TOTAL SOURCES	$ 844,007	$ 739,018	$ 899,828	$ 160,810	21.8%
Expenditure						
	654 - EQUIPMENT SERVICES	$ 360,217	$ 420,144	$ 412,889	$ 7,255	1.7%
	TOTAL USES	$ 360,217	$ 420,144	$ 412,889	$ 7,255	1.7%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. The preventative maintenance cycle is being expanded to allow for more miles to be driven between scheduled maintenance. This change results in decreased work orders and expense.

Rental Pool Activity

The purpose of the Rental Pool Activity is to provide operational vehicles to Maricopa County employees when departments do not have sufficient vehicles for employees to do their job.

Mandates: Activity is not mandated.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Output	Number of miles	54,205	2,591	43,400	40,809	1575.0%
Output	Number of rental request met	1,067	1,067	940	(127)	-11.9%
Demand	Number of rental requests received	1,105	1,105	1,065	(40)	-3.6%
Efficiency	Operating cost* (to Equipment Services Department) per mile *repairs, maintenance & fuel	$ 0.56	$ 46.64	$ 0.19	$ 46.45	99.6%
Revenue						
	654 - EQUIPMENT SERVICES	$ 69,709	$ 61,180	$ 69,464	$ 8,284	13.5%
	TOTAL SOURCES	$ 69,709	$ 61,180	$ 69,464	$ 8,284	13.5%
Expenditure						
	654 - EQUIPMENT SERVICES	$ 30,618	$ 120,840	$ 8,074	$ 112,766	93.3%
	TOTAL USES	$ 30,618	$ 120,840	$ 8,074	$ 112,766	93.3%

Activity Narrative: The FY 2009-10 budget supports the Department continuing to provide rental vehicles to County Departments. The expenditures in this activity reflect the fuel and maintenance costs of the rental pool.

Appropriated Budget Reconciliations

Equipment Services Fund (654)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 13,522,007**	**$ 15,519,000**
BUDGET BALANCING REDUCTIONS			
Administrative Reduction			
Interest Expense Reduction		$ (40,000)	$ -
Rate Reduction		-	(61,168)
	Subtotal	$ (40,000)	$ (61,168)
Cost Reduction			
Emergency Generator Preventative Maintenance		$ (1,068)	$ -
	Subtotal	$ (1,068)	$ -
Vacancies			
Eliminate 1 Vacant Executive Management Position		$ (6,014)	$ -
Eliminate 1 Vacant Preventative Maintenance Position		(14,086)	-
	Subtotal	$ (20,100)	$ -
FY 2008-09 REVISED BUDGET		**$ 13,460,839**	**$ 15,457,832**
FY 2009-10 BUDGET TARGET		**$ 13,460,839**	**$ 15,457,832**
BASE ADJUSTMENTS:			
BUDGET BALANCING			
Administrative Reduction			
Central Service Cost Allocation Reduction		$ (59,078)	$ -
RDSA Cost Allocation Reduction		(17,875)	-
Rate Reduction		(81,790)	(1,531,004)
	Subtotal	$ (158,743)	$ (1,531,004)
Cost Reduction			
Extend Preventative Maintenance Interval		$ (15,056)	$ (34,182)
Emergency Generator Preventative Maintenance		(2,493)	(8,831)
	Subtotal	$ (17,549)	$ (43,013)
Vacancies			
Eliminate 1 Vacant Executive Management Position		$ (66,154)	$ -
Eliminate 1 Vacant Preventative Maintenance Position		(32,866)	-
	Subtotal	$ (99,020)	$ -
OTHER BASE ADJUSTMENTS			
Personnel Savings to 3%		$ 3,574	$ -
Increase Fuel Purchases		2,905	-
	Subtotal	$ 6,479	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 13,192,006**	**$ 13,883,815**
NON-RECURRING			
NON-RECURRING 0001			
Fuel Key Sensor System		$ 84,500	$ -
Vehicle Replacements		139,200	-
State Green Business Shop Program		9,600	-
	Subtotal	$ 233,300	$ -
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 233,300**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 13,425,306**	**$ 13,883,815**

Equipment Services Fund (654) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ (271,197)	$ 823,302	$ 823,302	$ 656,612	$ 1,399,055
Beginning Unreserved/Undesignated Fund Balance	$ (271,197)	$ 823,302	$ 823,302	$ 656,612	$ 1,399,055
Sources:					
Operating	$ 17,357,051	$ 15,519,000	$ 15,457,832	$ 16,818,087	$ 13,883,815
Total Sources:	$ 17,357,051	$ 15,519,000	$ 15,457,832	$ 16,818,087	$ 13,883,815
Uses:					
Operating	$ 16,332,430	$ 13,522,007	$ 13,460,839	$ 15,986,444	$ 13,192,006
Non Recurring Non Project	-	460,000	460,000	89,200	233,300
Total Uses:	$ 16,332,430	$ 13,982,007	$ 13,920,839	$ 16,075,644	$ 13,425,306
Operating Balance	$ 1,024,621	$ 1,996,993	$ 1,996,993	$ 831,643	$ 691,809
Accounting Adjustments	$ (96,812)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 656,612	$ 2,360,295	$ 2,360,295	$ 1,399,055	$ 1,857,564
Ending Unreserved Fund Balance	$ 656,612	$ 2,360,295	$ 2,360,295	$ 1,399,055	$ 1,857,564

Finance

Analysis by Lauren M. Cochran, Management & Budget Analyst

Summary

Mission

The mission of the Department of Finance is to provide financial information and services to Maricopa County government so they can effectively manage their resources.

Vision

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

Strategic Goals

- The Department will develop new goals during the strategic plan update process.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
18CL - COLLECTIONS	$ -	$ 440,374	$ 440,374	$ 47,450	$ 34,800	$ (405,574)	-92.1%
CLCT - COLLECTIONS	-	440,374	440,374	47,450	34,800	(405,574)	-92.1%
18RE - REAL ESTATE	$ 929,488	$ 947,187	$ 947,187	$ 855,775	$ 777,288	$ (169,899)	-17.9%
RLST - REAL ESTATE MANAGEMENT	929,488	947,187	947,187	855,775	777,288	(169,899)	-17.9%
99AS - ADMINISTRATIVE SERVICES	$ 221,304	$ 222,282	$ 222,282	$ 221,017	$ 245,111	$ 22,829	10.3%
FSAC - FINANCIAL SERVICES	221,304	222,282	222,282	221,017	245,111	22,829	10.3%
TOTAL PROGRAMS	$ 1,150,792	$ 1,609,843	$ 1,609,843	$ 1,124,242	$ 1,057,199	$ (552,644)	-34.3%
USES							
18CL - COLLECTIONS	$ 313,593	$ 290,760	$ 290,760	$ 225,319	$ 160,223	$ 130,537	44.9%
CLCT - COLLECTIONS	313,593	290,760	290,760	225,319	160,223	130,537	44.9%
18RE - REAL ESTATE	$ 369,856	$ 337,615	$ 337,615	$ 311,792	$ 300,850	$ 36,765	10.9%
RLST - REAL ESTATE MANAGEMENT	369,856	337,615	337,615	311,792	300,850	36,765	10.9%
99AS - ADMINISTRATIVE SERVICES	$ 3,250,377	$ 3,157,195	$ 3,157,195	$ 3,177,823	$ 2,818,776	$ 338,419	10.7%
FSAC - FINANCIAL SERVICES	3,250,377	3,157,195	3,157,195	3,177,823	2,818,776	338,419	10.7%
99GV - GENERAL GOVERNMENT	$ 2,520	$ 1,467	$ 1,467	$ 1,467	$ 2,724	$ (1,257)	-85.7%
ISFC - INTERNAL SERVICE FUND CHARGES	2,520	1,467	1,467	1,467	2,724	(1,257)	-85.7%
TOTAL PROGRAMS	$ 3,936,346	$ 3,787,037	$ 3,787,037	$ 3,716,401	$ 3,282,573	$ 504,464	13.3%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 1,150,792	$ 222,282	$ 222,282	$ 221,017	$ 245,111	$ 22,829	10.3%
0635 - OTHER CHARGES FOR SERVICES	-	440,374	440,374	47,450	34,800	(405,574)	-92.1%
SUBTOTAL	$ 1,150,792	$ 662,656	$ 662,656	$ 268,467	$ 279,911	$ (382,745)	-57.8%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ -	$ 947,187	$ 947,187	$ 855,775	$ 777,288	$ (169,899)	-17.9%
SUBTOTAL	$ -	$ 947,187	$ 947,187	$ 855,775	$ 777,288	$ (169,899)	-17.9%
ALL REVENUES	$ 1,150,792	$ 1,609,843	$ 1,609,843	$ 1,124,242	$ 1,057,199	$ (552,644)	-34.3%
TOTAL SOURCES	$ 1,150,792	$ 1,609,843	$ 1,609,843	$ 1,124,242	$ 1,057,199	$ (552,644)	-34.3%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,845,226	$ 2,694,348	$ 2,694,348	$ 2,695,458	$ 2,420,757	$ 273,591	10.2%
0705 - TEMPORARY PAY	41,188	91,581	91,581	13,938	-	91,581	100.0%
0710 - OVERTIME	346	-	-	-	-	-	
0750 - FRINGE BENEFITS	835,742	769,099	769,099	794,852	711,577	57,522	7.5%
0790 - OTHER PERSONNEL SERVICES	17,825	8,426	8,426	3,896	-	8,426	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	(17,150)	(25,422)	25,422	
0796 - PERSONNEL SERVICES ALLOC-IN	147	-	-	-	-	-	
SUBTOTAL	$ 3,740,474	$ 3,563,454	$ 3,563,454	$ 3,490,994	$ 3,106,912	$ 456,542	12.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 29,285	$ 31,368	$ 31,368	$ 27,662	$ 30,500	$ 868	2.8%
0803 - FUEL	295	300	300	335	480	(180)	-60.0%
0805 - SUPPLIES-ALLOCATION OUT	-	-	-	(432)	-	-	
SUBTOTAL	$ 29,580	$ 31,668	$ 31,668	$ 27,565	$ 30,980	$ 688	2.2%
SERVICES							
0810 - LEGAL SERVICES	$ 594	$ 300	$ 300	$ 100	$ 800	$ (500)	-166.7%
0812 - OTHER SERVICES	22,214	36,650	36,650	37,437	19,820	16,830	45.9%
0820 - RENT & OPERATING LEASES	1,314	8,400	8,400	10,625	9,000	(600)	-7.1%
0825 - REPAIRS AND MAINTENANCE	19,696	15,000	15,000	29,938	11,000	4,000	26.7%
0830 - INTERGOVERNMENTAL PAYMENTS	4,000	4,000	4,000	4,500	4,500	(500)	-12.5%
0839 - INTERNAL SERVICE CHARGES	9,140	8,700	8,700	7,966	10,700	(2,000)	-23.0%
0841 - TRAVEL	1,739	-	-	1,633	-	-	
0842 - EDUCATION AND TRAINING	15,659	622	622	2,429	1,876	(1,254)	-201.6%
0843 - POSTAGE/FREIGHT/SHIPPING	49,902	47,954	47,954	35,650	48,792	(838)	-1.7%
0850 - UTILITIES	-	-	-	1,897	-	-	
SUBTOTAL	$ 124,258	$ 121,626	$ 121,626	$ 132,175	$ 105,845	$ 15,781	13.0%
CAPITAL							
0950 - DEBT SERVICE	$ 42,034	$ 70,289	$ 70,289	$ 65,907	$ 39,191	$ 31,098	44.2%
0955 - CAPITAL-ALLOCATION OUT	-	-	-	(240)	(355)	355	
SUBTOTAL	$ 42,034	$ 70,289	$ 70,289	$ 65,667	$ 38,836	$ 31,453	44.7%
TOTAL USES	$ 3,936,346	$ 3,787,037	$ 3,787,037	$ 3,716,401	$ 3,282,573	$ 504,464	13.3%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 1,150,792	$ 1,609,843	$ 1,609,843	$ 1,124,242	$ 1,057,199	$ (552,644)	-34.3%
FUND TOTAL SOURCES	$ 1,150,792	$ 1,609,843	$ 1,609,843	$ 1,124,242	$ 1,057,199	$ (552,644)	-34.3%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,150,792	$ 1,609,843	$ 1,609,843	$ 1,124,242	$ 1,057,199	$ (552,644)	-34.3%
DEPARTMENT TOTAL SOURCES	$ 1,150,792	$ 1,609,843	$ 1,609,843	$ 1,124,242	$ 1,057,199	$ (552,644)	-34.3%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 3,936,346	$ 3,787,037	$ 3,787,037	$ 3,716,401	$ 3,282,573	$ 504,464	13.3%
FUND TOTAL USES	$ 3,936,346	$ 3,787,037	$ 3,787,037	$ 3,716,401	$ 3,282,573	$ 504,464	13.3%
DEPARTMENT OPERATING TOTAL USES	$ 3,936,346	$ 3,787,037	$ 3,787,037	$ 3,716,401	$ 3,282,573	$ 504,464	13.3%
DEPARTMENT TOTAL USES	$ 3,936,346	$ 3,787,037	$ 3,787,037	$ 3,716,401	$ 3,282,573	$ 504,464	13.3%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
ADMINISTRATIVE SERVICES								
FINANCIAL SERVICES	41.00	41.00	40.29	34.29	(6.71)	(16.37%)	(6.00)	(14.89%)
PROGRAM TOTAL	41.00	41.00	40.29	34.29	(6.71)	(16.37%)	(6.00)	(14.89%)
COLLECTIONS								
COLLECTIONS	5.00	5.00	6.50	2.50	(2.50)	(50.00%)	(4.00)	(61.54%)
PROGRAM TOTAL	5.00	5.00	6.50	2.50	(2.50)	(50.00%)	(4.00)	(61.54%)
REAL ESTATE								
REAL ESTATE MANAGEMENT	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
PROGRAM TOTAL	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
DEPARTMENT TOTAL	49.00	49.00	49.79	39.79	(9.21)	(18.80%)	(10.00)	(20.08%)

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Executive Assistant	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Accounting Specialist	8.00	8.00	8.00	6.00	(2.00)	-25.00%	(2.00)	-25.00%
Justice System Clerk	2.00	2.00	2.00	-	(2.00)	-100.00%	(2.00)	-100.00%
Collector	2.00	2.00	3.50	1.50	(0.50)	-25.00%	(2.00)	-57.14%
Office Assistant	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Office Assistant Specialized	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Assistant County Manager	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Deputy Director - Budget/Fin	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Real Estate Manager - County	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Administrative Supervisor	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Financial Supervisor - County	5.00	5.00	5.00	5.00	-	0.00%	.00	0.00%
Collections Supervisor	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Financial Manager - County	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Management Analyst	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Finan/Business Analyst -County	15.00	15.00	14.00	13.00	(2.00)	-13.33%	(1.00)	-7.14%
Real Property Specialist	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Consultant	-	-	0.29	0.29	0.29		.00	0.00%
Department Total	49.00	49.00	49.79	39.79	(9.21)	-18.80%	(10.00)	-20.08%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
100 - GENERAL	49.00	49.00	49.79	39.79	(9.21)	-18.80%	(10.00)	-20.08%
DEPARTMENT TOTAL	49.00	49.00	49.79	39.79	(9.21)	-18.80%	(10.00)	-20.08%

Significant Variance Analysis

The Financial Services Activity is reduced by 6 FTE resulting from budget reductions. The Collections Activity and Real Estate Activity are reduced by 4 FTE and 0.8 temporary FTE respectively, also due to budget reductions.

General Adjustments

Budget Balancing Adjustments:

Administrative Reduction

- Reduce the General Fund Operating budget by $135,388 in salary and benefits associated with reorganizing. This savings results from inactivating the vacant Assistant County Manager position and allowing for salary adjustments for department reorganization. The reorganization will not affect service levels but may change the way in which services are delivered.

Service Reduction

- Reduce the General Fund Operating budget by $64,215 for the salary and benefits of one filled Financial Business Analyst position. While the work will be absorbed by other staff, financial reporting may be delayed.
- Reduce the General Fund Operating budget by $43,602 for the salary and benefits of one filled Accounting Specialist position. While this work will be absorbed by other staff in the department, processing time for documents will be negatively impacted.

Vacancies

- Reduce the General Fund Operating budget by $69,283. This reduction eliminates the vacant Electronic Document Management Supervisor position (1 FTE). This position has been vacant since January 2008. Work has been reallocated to remaining staff. These staff now report to the Financial Services Manager.
- Reduce the General Fund Operating budget by $39,929. This reduction eliminates a vacant Office Assistant position (1 FTE). The duties of this position have been absorbed by other employees allowing for service levels to be maintained.
- Reduce the General Fund Operating budget by $48,571. This reduction eliminates a vacant Accounting Specialist. Accounting Specialists are responsible for entering financial information into the Advantage Financial System. The duties of this position have been absorbed by other employees, resulting in increased turn around time. However, turn around is still within acceptable time frames.

Debt Service

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce operating expenses for equipment. This results in an operating savings of $20,721.

Base Adjustments:

- Increase revenue in the Financial Services Activity for Intergovernmental Charges for Service by $22,829. This increased revenue results from accurately charging out the cost of services provided to the Industrial Development Authority.
- Reallocate Report Web Maintenance in the Financial Services Activity to the Office of Enterprise Technology. This reallocation results in a reduction of $14,500.

Strategic Business Plan Update

Finance went through a systematic and facilitated review and update of their Collections Activity measures. These measures were updated to more accurately reflect the work of the division. The Strategic Business Plan for the entire department is due for review in the next fiscal year.

Programs and Activities

Collections Program

The purpose of the Collections Program is to provide collections services for the court, government agencies, victims and interested parties so they can hold the responsible parties accountable and the appropriate parties can realize financial restitution.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of collectible accounts that are paying	N/A	N/A	100.0%	N/A	N/A

The Collections Program went through a strategic business plan update process. All measures are new this year not allowing for a historical comparison.

Activities that comprise this program include:

- Collections

Collections Activity

The purpose of the Collections Activity is to provide collection services for the court, government agencies, victims and interested parties so they can hold the responsible parties accountable and the appropriate parties can realize financial restitution.

Mandates: Criminal Restitution Orders: A.R.S.§ 13.805 Jurisdiction; A.R.S.§ 13.806 Restitution Lien; A.R.S.§ 42.1122 Setoff for debts to state agencies and courts; revolving fund; definitions; A.R.S.§ 33.961 Filing judgments for payment of money; certified copy of judgment; recording copy to perfect lien against real property; information statement; A.R.S.§ 33.967 Money judgment: information statement; amendment to recorded judgments. Indigent Defense Reimbursement: A.R.S.§ 11.584 Public defender; duties; reimbursement; AZ ST RCRP Rule 6.4 Determination of indigency. Failure to Appear for Jury Duty: A.R.S.§ 21.223 Failure of juror to attend; fine. Complex Litigation Fee: Maricopa County Superior Court Administrative Order No. 2003-115.5. Jury Fee: A.R.S.§ 12.332 Taxable costs and jury fee in superior court. Deferral Filing Fees (Civil, Family, Probate and Juvenile): Maricopa County Superior Court Administrative Order No. 2002-119; A.R.S.§ 12.302 Extension of time for payment of fees and costs; relief from default for nonpayment; deferral or waiver of court fees and costs; definitions. Juvenile - A.R.S.§ 8.127 Financial hardship; deferral, waiver or reduction of fees; Family and Civil - A.R.S.§ 12.311 Filing, appearance, judgment and decree fees; A.R.S.§ 12.284 Fees; Probate - A.R.S.§ 12.313 Probate conservatorship, guardianship and fiduciary fees. Private Collection Agencies: A.R.S.§ 12.116.03 Collection agencies.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of collectible accounts that are paying	N/A	N/A	100.0%	N/A	N/A
Output	Total number of collectable accounts internal to CCU	N/A	N/A	1,832	N/A	N/A
Output	Number of accounts sent to Private Collections	N/A	N/A	10,540	N/A	N/A
Output	Total number of accounts at County Collections Unit	N/A	N/A	289,570	N/A	N/A
Demand	Number of accounts to County Collections Unit per Fiscal Year	N/A	N/A	6,636	N/A	N/A
Efficiency	Cost per collectible accounts internal to CCU	N/A	N/A	$21.86	N/A	N/A
Revenue						
	100 - GENERAL	$ -	$ 440,374	$ 34,800	$ (405,574)	-92.1%
	TOTAL SOURCES	$ -	$ 440,374	$ 34,800	$ (405,574)	-92.1%
Expenditure						
	100 - GENERAL	$ 313,593	$ 290,760	$ 160,223	$ 130,537	44.9%
	TOTAL USES	$ 313,593	$ 290,760	$ 160,223	$ 130,537	44.9%

The Collections Activity went through a strategic business plan update process. All measures are redefined or are new this year not allowing for a historical comparison.

Budget Balancing Adjustments:

Service Reduction

- Reduce the Collections Activity by $97,975 by eliminating one filled Collector and one filled Judicial Clerk for a total of two FTE. The reduction will modify the process and require most collections to be sent to a private company.
- Reduce Collection Activity Revenues by $55,322 due to the decreased staffing levels.

Vacancies

- Reduce the Collections Activity $97,608 by eliminating one vacant Collector and one vacant Judicial Clerk for a total of two FTE. These positions have been vacant for all of FY 2008-09. The workload has been absorbed by other staff.
- Reduce the Collections Activity Revenue by $51,955. Revenues will decrease with the elimination of the vacant positions.

Base Adjustments:

- Reduce revenues in the Collections Activity by $298,297. This reduction reflects reduced staff levels and the decreased ability to collect on the 11.2 % fee instituted last fiscal year.

Activity Narrative: The FY 2009-10 budget changes the functioning of the Collections Activity. While demand will remain the same, more accounts will be sent to an outside collections agency at no cost to the County. Minimal accounts will still be worked within the department. In FY 2008-09, the Collections Activity instituted an 11.2% fee to recover costs. FY 2008-09 revenues were adopted at $440,374. The forecast for FY 2008-09 is $46,933. For all of FY 2008-09, the Activity was understaffed due to the hiring freeze, resulting in lower than expected revenues. In FY 2009-10, revenues are forecasted to be $34,800. This revenue will come from current accounts and minimal new internal accounts that are being assessed the cost recovery fee.

Real Estate Program

The purpose of the Real Estate Program is to provide real estate services to appointed and elected departments so that County properties are managed in a professional manner.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of customers satisfied with the real estate services received.	Not Reported	96.6%	82.8%	-13.8%	-14.3%

Activities that comprise this program include:

- Real Estate Management

Real Estate Activity

The purpose of the Real Estate Management Activity is to protect the Real Property Rights of the County and to support the efficient utilization of the County's Real Estate Assets.

Mandates: Administrative mandate.

Performance Analysis:

Measure Type	Measure Description	FY 2008	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of customers satisfied with the real estate services received.	Not Reported	96.6%	82.8%	-13.8%	-14.3%
Output	Number of real estate actions completed	Not Reported	130	100	-30	-23.1%
Demand	Number of real estate actions requested.	Not Reported	130	120	-10	-7.7%
Efficiency	Cost per activity.	Not Reported	$2,597.04	$3,008.50	-$411.46	-15.8%
Revenue						
	100 - GENERAL	$ 929,488	$ 947,187	$ 777,288	$ (169,899)	-17.9%
	TOTAL SOURCES	$ 929,488	$ 947,187	$ 777,288	$ (169,899)	-17.9%
Expenditure						
	100 - GENERAL	$ 369,856	$ 337,615	$ 300,850	$ 36,765	10.9%
	TOTAL USES	$ 369,856	$ 337,615	$ 300,850	$ 36,765	10.9%

Budget Balancing Adjustments:

Service Reduction

- Reduce the Real Estate Management Activity $50,565 by eliminating 2 vacant temporary positions (2 positions at 0.4 FTE each). The workload has been absorbed by other Activity staff; however, this reduction decreases the amount of demand that can be met.

Base Adjustments:

- Reduce Real Estate Management Activity revenues by $169,899 due to cancelled and expired leases.

Activity Narrative: The reduction of staff in the Real Estate Management Activity may lead to increased turn around times for the processing of lease agreements or research into property, leading to decreased results. Budget reductions in this activity will lead to a decline in demand met.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 3,787,037**	**$**	**1,609,843**
FY 2008-09 REVISED BUDGET		**$ 3,787,037**	**$**	**1,609,843**
FY 2008-09 REVISED RESTATED BUDGET		**$ 3,787,037**	**$**	**1,609,843**
TARGET ADJUSTMENTS:				
PERSONNEL SAVINGS ADJUSTMENT		$ 177,893	$	-
FY 2009-10 BUDGET TARGET		**$ 3,964,930**	**$**	**1,609,843**
BASE ADJUSTMENTS:				
BUDGET BALANCING ADJUSTMENTS:				
Administrative Reduction				
Reorganization		$ (135,388)	$	-
	Subtotal	$ (135,388)	$	-
Service Reduction				
Reduce Collections Staff and Reduce Revenues		$ (97,975)	$	(55,322)
Elimination of Real Estate Temporary Staff		(50,565)		-
Eliminate Accounting Specialist		(43,602)		-
Eliminate Financial Business Analyst-County		(64,215)		-
	Subtotal	$ (256,357)	$	(55,322)
Vacancies				
Eliminate Vacant Collections Staff and Reduce Revenues		$ (97,608)	$	(51,955)
Eliminate Vacant EDM Supervisor		(69,283)		-
Eliminate Vacant Office Assistant		(39,929)		-
Eliminate Vacant Accounting Specialist		(48,571)		-
	Subtotal	$ (255,391)	$	(51,955)
Debt Reduction				
Pay Off Capital Lease - 08 Desktop Refresh		$ (20,721)	$	-
	Subtotal	$ (20,721)	$	-
OTHER BASE ADJUSTMENTS				
Reallocate Report Web Maintenance to the Office of Enterprise Technology		$ (14,500)	$	-
Increase IDA Revenue in Financial Services		-		22,829
Reduce Collections Activity Revenue		-		(298,297)
Reduce Real Estate Activity Revenue		-		(169,899)
	Subtotal	$ (14,500)	$	(445,367)
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 3,282,573**	**$**	**1,057,199**

General Litigation

Analysis by Lauren M. Cochran, Management & Budget Analyst

Summary

Mission

The Department will develop a mission during the strategic plan update process.

Vision

The Department will develop a vision during the strategic plan update process.

Strategic Goals

The Department will develop new goals during the strategic plan update process.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
33CL - CIVIL LITIGATION	$ -	$ -	$ -	$ -	$ 3,014,022	$ 3,014,022	
CVLD - CIVIL LITIGATION DEFENSE	-	-	-	-	2,561,910	2,561,910	
CVLP - CIVIL LITIGATION PROSECUTION	-	-	-	-	452,112	452,112	
TOTAL PROGRAMS	$ -	$ -	$ -	$ -	$ 3,014,022	$ 3,014,022	
USES							
33CL - CIVIL LITIGATION	$ -	$ -	$ -	$ -	$ 5,058,223	$ (5,058,223)	
CVLD - CIVIL LITIGATION DEFENSE	-	-	-	-	4,300,513	(4,300,513)	
CVLP - CIVIL LITIGATION PROSECUTION	-	-	-	-	757,710	(757,710)	
99AS - ADMINISTRATIVE SERVICES	$ -	$ -	$ 721,871	$ 721,871	$ 147,594	$ 574,277	79.6%
ODIR - EXECUTIVE MANAGEMENT	-	-	721,871	721,871	147,594	574,277	79.6%
TOTAL PROGRAMS	$ -	$ -	$ 721,871	$ 721,871	$ 5,205,817	$ (4,483,946)	-621.2%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CHARGES FOR SERVICE						
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ -	$ -	$ 287,436	$ 287,436	
0636 - INTERNAL SERVICE CHARGES	-	-	-	2,726,586	2,726,586	
SUBTOTAL	$ -	$ -	$ -	$ 3,014,022	$ 3,014,022	
ALL REVENUES	$ -	$ -	$ -	$ 3,014,022	$ 3,014,022	
TOTAL SOURCES	$ -	$ -	$ -	$ 3,014,022	$ 3,014,022	

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ -	$ -	$ 126,347	$ 126,347	$ 2,571,498	$ (2,445,151)	-1935.3%
0750 - FRINGE BENEFITS	-	-	30,298	30,298	672,046	(641,748)	-2118.1%
SUBTOTAL	$ -	$ -	$ 156,645	$ 156,645	$ 3,529,174	$ (3,372,529)	-2153.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ -	$ -	$ 35,380	$ 35,380	$ 101,203	$ (65,823)	-186.0%
SUBTOTAL	$ -	$ -	$ 35,380	$ 35,380	$ 111,203	$ (75,823)	-214.3%
SERVICES							
0810 - LEGAL SERVICES	$ -	$ -	$ 527,530	$ 527,530	$ 1,385,896	$ (858,366)	-162.7%
0820 - RENT & OPERATING LEASES	-	-	500	500	21,471	(20,971)	-4194.2%
0839 - INTERNAL SERVICE CHARGES	-	-	120	120	120	-	0.0%
0842 - EDUCATION AND TRAINING	-	-	729	729	7,317	(6,588)	-903.7%
0843 - POSTAGE/FREIGHT/SHIPPING	-	-	500	500	6,649	(6,149)	-1229.8%
SUBTOTAL	$ -	$ -	$ 529,379	$ 529,379	$ 1,564,973	$ (1,035,594)	-195.6%
CAPITAL							
0950 - DEBT SERVICE	$ -	$ -	$ 467	$ 467	$ 467	$ -	0.0%
SUBTOTAL	$ -	$ -	$ 467	$ 467	$ 467	$ -	0.0%
TOTAL USES	$ -	$ -	$ 721,871	$ 721,871	$ 5,205,817	$ (4,483,946)	-621.2%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ -	$ -	$ -	$ -	$ 3,014,022	$ 3,014,022	
FUND TOTAL SOURCES	$ -	$ -	$ -	$ -	$ 3,014,022	$ 3,014,022	
DEPARTMENT OPERATING TOTAL SOURCES	$ -	$ -	$ -	$ -	$ 3,014,022	$ 3,014,022	
DEPARTMENT TOTAL SOURCES	$ -	$ -	$ -	$ -	$ 3,014,022	$ 3,014,022	

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ -	$ -	$ 721,871	$ 721,871	$ 5,041,817	$ (4,319,946)	-598.4%
NON-RECURRING	-	-	-	-	164,000	(164,000)	
FUND TOTAL USES	$ -	$ -	$ 721,871	$ 721,871	$ 5,205,817	$ (4,483,946)	-621.2%
DEPARTMENT OPERATING TOTAL USES	$ -	$ -	$ 721,871	$ 721,871	$ 5,041,817	$ (4,319,946)	-598.4%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ -	$ -	$ -	$ 164,000	$ (164,000)	
DEPARTMENT TOTAL USES	$ -	$ -	$ 721,871	$ 721,871	$ 5,205,817	$ (4,483,946)	-621.2%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
ADMINISTRATIVE SERVICES								
EXECUTIVE MANAGEMENT	-	-	-	1.30	1.30		1.30	
PROGRAM TOTAL	-	-	-	1.30	1.30		1.30	
CIVIL LITIGATION								
CIVIL LITIGATION DEFENSE	-	-	-	2.30	2.30		2.30	
CIVIL LITIGATION PROSECUTION	-	-	-	0.40	0.40		0.40	
PROGRAM TOTAL	-	-	-	2.70	2.70		2.70	
DEPARTMENT TOTAL	-	-	-	4.00	4.00		4.00	

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
Legal Support Specialist	-	-	-	-	-		.00	
Office Assistant Specialized	-	-	-	-	-		.00	
Director - Litigation	-	-	-	1.00	1.00		1.00	
Administrative Manager	-	-	-	1.00	1.00		1.00	
Attorney - Senior Associate	-	-	-	-	-		.00	
Attorney - Senior	-	-	-	1.00	1.00		1.00	
Legal Assistant	-	-	-	1.00	1.00		1.00	
Attorney - Senior Counsel	-	-	-	-	-		.00	
Department Total	-	-	-	4.00	4.00		4.00	

Staffing By Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
100 - GENERAL	-	-	-	4.00	4.00		4.00	
DEPARTMENT TOTAL	-	-	-	4.00	4.00		4.00	

Significant Variance Analysis

General Litigation was developed as a department near the end of FY 2008-09. Once fully developed in FY 2009-10, the staffing compliment will be as follows:

Director- 1 FTE
Administrative Manager- 1 FTE
Attorney- Senior- 3 FTE
Attorney- Senior Associate- 2 FTE
Attorney- Senior Counsel- 5 FTE
Legal Assistant- 5 FTE
Legal Support Specialist- 5 FTE
Office Assistant Specialized- 4 FTE

General Operating Adjustments

Base Adjustment:

In December 2008, the Board of Supervisors took back its authority to direct and control the prosecution, defense and compromise of all civil legal actions to which the County is a party or has an interest. In March 2009, the Board of Supervisors established the General Litigation Department to provide these services. The following adjustments are associated with that action:

- Annualize salaries and benefits for an increase of $300,296.
- Increase expenditures in the amount of $3,372,529 for additional personnel.
- Increase expenditures by $947,417 for supplies and services for the increased staffing level and the full year needs of the department.
- Increase expenditures in the amount of $164,000 in Non-Recurring/Non-Project for purchases associated with development of the new department. Included in these costs are a case management system, office furniture, books, and copiers/printers.
- Increase revenue in the amount of $3,014,022 for retainers paid by other departments and districts to General Litigation.

Strategic Business Plan Update

The strategic business plan is currently being developed.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ -**	**$**	**-**
MID-YEAR ADJUSTMENTS:				
Create General Litigation Department C-49-09-051-M-00		$ 721,871	$	-
	Subtotal	$ 721,871	$	-
FY 2008-09 REVISED BUDGET		**$ 721,871**	**$**	**-**
FY 2008-09 REVISED RESTATED BUDGET		**$ 721,871**	**$**	**-**
FY 2009-10 BUDGET TARGET		**$ 721,871**	**$**	**-**
BASE ADJUSTMENTS:				
OTHER BASE ADJUSTMENTS				
Annualize Salaries for General Litigation		$ 300,296	$	-
	Subtotal	$ 300,296	$	-
FY 2009-10 TENTATIVE OPERATING BUDGET		**$ 1,022,167**	**$**	**-**
BASE ADJUSTMENTS:				
Create General Litigation Department		$ 4,019,650	$	2,174,533
Right-size General Litigation Retainers		-		839,489
	Subtotal	$ 4,019,650	$	3,014,022
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 5,041,817**	**$**	**3,014,022**
		EXPENDITURES		**REVENUE**
NON-OPERATING				
NON-OPERATING 0001				
Create General Litigation Department		$ 164,000	$	-
	Subtotal	$ 164,000	$	-
FY 2009-10 ADOPTED NON-OPERATING BUDGET		**$ 164,000**	**$**	**-**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 5,205,817**	**$**	**3,014,022**

Human Services

Analysis by Tara Acuña, Management & Budget Analyst

Mission

The mission of the Human Services Department is to provide education, employment and basic needs services to individuals, children and families, so that they can enhance their opportunities for economic, social and physical well-being.

Vision

All Maricopa County residents will have opportunities to achieve economic self-sufficiency and enjoy a high quality of life.

Strategic Goals

- **Meet the increasing demand for administrative services generated from population growth and any anticipated new HUD grant requirements, with a reduction in funding for such administrative services, by June 30, 2010.**

  Status: Adequate funding for administrative services continues to be a challenge for Community Development. The department continues to develop efficiencies in an effort to attain this goal. The merger with Human Services should help create synergies which promote administrative strength.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
22ED - CHILD DEVELOPMENT EDUCATION	$ 16,790,795	$ 18,387,052	$ 18,387,052	$ 18,256,776	$ 18,136,346	$ (250,706)	-1.4%
CDEV - CHILD DEVELOPMENT AND EDUC	15,582,741	16,408,928	16,408,928	16,278,651	16,343,572	(65,356)	-0.4%
CHLT - CHILD HEALTH SERVICES	233,392	319,994	319,994	319,994	349,261	29,267	9.1%
FAMI - FAMILY PARTNERSHIPS	974,662	1,658,130	1,658,130	1,658,131	1,443,513	(214,617)	-12.9%
17CD - COMMUNITY DEV BLOCK GRANT	$ 2,137,389	$ 4,466,601	$ 4,466,601	$ 2,671,549	$ 4,673,355	$ 206,754	4.6%
CDBG - CDBG ADMIN AND PROJECTS	2,137,389	4,466,601	4,466,601	2,671,549	4,673,355	206,754	4.6%
22CS - COMMUNITY SERVICES	$ 4,763,866	$ 4,715,305	$ 5,643,883	$ 8,598,960	$ 8,416,511	$ 2,772,628	49.1%
COAA - COMMUNITY ACTION AGENCY	1,838,979	2,263,465	2,263,465	2,492,675	1,955,597	(307,868)	-13.6%
FAST - FINANCIAL ASSISTANCE	2,924,887	2,451,840	3,380,418	6,106,285	6,460,914	3,080,496	91.1%
17HM - HOME	$ 5,676,967	$ 8,201,038	$ 8,201,038	$ 4,110,888	$ 8,160,552	$ (40,486)	-0.5%
HMAD - HOME ADMIN AND PROJECTS	5,676,967	8,201,038	8,201,038	4,110,888	8,160,552	(40,486)	-0.5%
HOME - HOMELESS ASSISTANCE	$ 71,945	$ 81,000	$ 81,000	$ 81,000	$ 81,000	$ -	0.0%
EHSN - EMERGENCY SHELTER NIGHTS	71,945	81,000	81,000	81,000	81,000	-	0.0%
22TS - SPECIAL TRANSPORTATION SERVICE	$ 3,113,429	$ 4,601,280	$ 5,050,743	$ 2,822,147	$ 138,172	$ (4,912,571)	-97.3%
ERLT - EMPLOYMENT RELATED TRANSP	278,321	3,081,600	3,531,063	2,140,831	138,172	(3,392,891)	-96.1%
SNTM - SPECIAL NEEDS TRANSP MEALS	333,193	-	-	-	-	-	
SNTT - SPECIAL NEEDS TRANSP TRIPS	2,501,915	1,519,680	1,519,680	681,316	-	(1,519,680)	-100.0%
39SA - SR ADULT INDEPENDENT LIVING	$ 1,653,123	$ 1,076,798	$ 1,076,798	$ 1,278,797	$ 1,506,614	$ 429,816	39.9%
SAIL - SR ADULT INDEPENDENT LIVING	1,653,123	1,076,798	1,076,798	1,278,797	1,506,614	429,816	39.9%
22WD - WORKFORCE DEVELOPMENT	$ 9,887,426	$ 9,914,397	$ 10,168,976	$ 9,933,459	$ 8,137,768	$ (2,031,208)	-20.0%
SEEK - JOB SEEKER SERVICES	7,039,521	7,726,755	7,850,084	6,337,359	5,694,337	(2,155,747)	-27.5%
TSKT - TECHNICAL SKILLS TRAINING	756,332	-	-	-	-	-	
YOUT - YOUTH SERVICES	2,091,573	2,187,642	2,318,892	3,596,100	2,443,431	124,539	5.4%
22NS - NEIGHBORHOOD STABILIZATION	$ -	$ -	$ 9,974,267	$ 1,698,700	$ 10,306,366	$ 332,099	3.3%
NBHD - NEIGHBORHOOD STABILIZATION	-	-	9,974,267	1,698,700	10,306,366	332,099	3.3%
99AS - ADMINISTRATIVE SERVICES	$ 1,387,020	$ 3,167,268	$ 3,167,268	$ 3,278,941	$ 2,908,550	$ (258,718)	-8.2%
ODIR - EXECUTIVE MANAGEMENT	1,387,020	3,167,268	3,167,268	3,278,941	2,908,550	(258,718)	-8.2%
99GV - GENERAL GOVERNMENT	$ 1,513,603	$ 41,637	$ 41,637	$ (196,238)	$ 62,340	$ 20,703	49.7%
CSCA - CENTRAL SERVICE COST ALLOC	-	39,292	39,292	26,192	60,609	21,317	54.3%
GGOV - GENERAL GOVERNMENT	1,513,603	-	-	(223,231)	-	-	
ISFC - INTERNAL SERVICE FUND CHARGES	-	2,345	2,345	801	1,731	(614)	-26.2%
TOTAL PROGRAMS	$ 46,995,563	$ 54,652,376	$ 66,259,263	$ 52,534,979	$ 62,527,574	$ (3,731,689)	-5.6%

Sources and Uses by Program and Activity (Continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
22ED - CHILD DEVELOPMENT EDUCATION	$ 17,562,704	$ 18,387,056	$ 18,387,056	$ 18,256,776	$ 18,136,346	$ 250,710	1.4%
CDEV - CHILD DEVELOPMENT AND EDUC	16,000,417	16,408,931	16,408,931	16,278,651	16,343,572	65,359	0.4%
CHLT - CHILD HEALTH SERVICES	260,314	319,994	319,994	319,994	349,261	(29,267)	-9.1%
FAMI - FAMILY PARTNERSHIPS	1,301,973	1,658,131	1,658,131	1,658,131	1,443,513	214,618	12.9%
17CD - COMMUNITY DEV BLOCK GRANT	$ 2,274,477	$ 4,466,605	$ 4,466,605	$ 2,334,908	$ 4,673,355	$ (206,750)	-4.6%
CDBG - CDBG ADMIN AND PROJECTS	2,274,477	4,466,605	4,466,605	2,334,908	4,673,355	(206,750)	-4.6%
22CS - COMMUNITY SERVICES	$ 6,008,665	$ 5,118,588	$ 6,047,166	$ 9,002,246	$ 8,728,679	$ (2,681,513)	-44.3%
COAA - COMMUNITY ACTION AGENCY	2,613,104	2,666,748	2,672,692	2,895,961	2,267,765	404,927	15.2%
FAST - FINANCIAL ASSISTANCE	3,395,561	2,451,840	3,374,474	6,106,285	6,460,914	(3,086,440)	-91.5%
17HM - HOME	$ 5,302,734	$ 8,201,038	$ 8,201,038	$ 3,947,784	$ 8,160,552	$ 40,486	0.5%
HMAD - HOME ADMIN AND PROJECTS	5,302,734	8,201,038	8,201,038	3,947,784	8,160,552	40,486	0.5%
HOME - HOMELESS ASSISTANCE	$ 806,000	$ 696,297	$ 696,297	$ 696,297	$ 883,698	(187,401)	-26.9%
EHSN - EMERGENCY SHELTER NIGHTS	306,000	196,297	196,297	256,000	443,401	(247,104)	-125.9%
HLDS - HOMELESS LOW DEMAND SHELTER	500,000	428,000	428,000	368,297	368,297	59,703	13.9%
HWDR - HOMELESS WEEKEND DAY RESOURCE	-	72,000	72,000	72,000	72,000	-	0.0%
22TS - SPECIAL TRANSPORTATION SERVICE	$ 4,254,738	$ 4,883,278	$ 5,332,741	$ 3,104,147	$ 138,172	$ 5,194,569	97.4%
ERLT - EMPLOYMENT RELATED TRANSP	1,162,445	3,081,597	3,531,060	2,140,831	138,172	3,392,888	96.1%
SNTM - SPECIAL NEEDS TRANSP MEALS	466,923	70,500	70,500	-	-	70,500	100.0%
SNTT - SPECIAL NEEDS TRANSP TRIPS	2,625,370	1,731,181	1,731,181	963,316	-	1,731,181	100.0%
39SA - SR ADULT INDEPENDENT LIVING	$ 2,395,004	$ 2,293,227	$ 2,293,227	$ 2,495,227	$ 2,578,083	$ (284,856)	-12.4%
SAIL - SR ADULT INDEPENDENT LIVING	2,395,004	2,293,227	2,293,227	2,495,227	2,578,083	(284,856)	-12.4%
22WD - WORKFORCE DEVELOPMENT	$ 8,847,666	$ 9,914,400	$ 10,168,979	$ 9,933,459	$ 8,137,768	$ 2,031,211	20.0%
SEEK - JOB SEEKER SERVICES	6,358,646	7,726,759	7,850,088	6,337,359	5,694,337	2,155,751	27.5%
TSKT - TECHNICAL SKILLS TRAINING	274,086	-	-	-	-	-	
YOUT - YOUTH SERVICES	2,214,934	2,187,641	2,318,891	3,596,100	2,443,431	(124,540)	-5.4%
22NS - NEIGHBORHOOD STABILIZATION	$ -	$ -	$ 9,974,267	$ 1,698,700	$ 10,306,366	$ (332,099)	-3.3%
NBHD - NEIGHBORHOOD STABILIZATION	-	-	9,974,267	1,698,700	10,306,366	(332,099)	-3.3%
99AS - ADMINISTRATIVE SERVICES	$ 2,662,268	$ 3,167,265	$ 3,167,265	$ 2,482,385	$ 3,035,825	$ 131,440	4.1%
ODIR - EXECUTIVE MANAGEMENT	2,705,357	3,167,271	3,167,271	2,176,361	3,035,825	131,446	4.2%
FSAC - FINANCIAL SERVICES	(20,319)	(3)	(3)	157,634	-	(3)	100.0%
HRAC - HUMAN RESOURCES	(13,603)	(2)	(2)	124,103	-	(2)	100.0%
PROC - PROCUREMENT	(9,167)	(1)	(1)	24,287	-	(1)	100.0%
99GV - GENERAL GOVERNMENT	$ 81,061	$ 41,637	$ 41,637	$ 424,381	$ 62,340	$ (20,703)	-49.7%
CSCA - CENTRAL SERVICE COST ALLOC	258,952	39,292	39,292	257,725	60,609	(21,317)	-54.3%
ISFC - INTERNAL SERVICE FUND CHARGES	(177,891)	2,345	2,345	166,656	1,731	614	26.2%
99IT - INFORMATION TECHNOLOGY	$ 39,050	$ -	$ -	$ 413,079	$ -	$ -	
BUAS - BUSINESS APPLICATION DEV SUPP	11,177	(1)	(1)	67,525	-	(1)	100.0%
DACR - DATA CENTER	4,973	4	4	91,304	-	4	100.0%
DESK - DESKTOP SUPPORT	22,900	(3)	(3)	254,250	-	(3)	100.0%
TOTAL PROGRAMS	$ 50,234,367	$ 57,169,391	$ 68,776,278	$ 54,789,389	$ 64,841,184	$ 3,935,094	5.7%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0615 - GRANTS	$ 46,989,637	$ 54,652,376	$ 66,259,263	$ 49,936,973	$ 62,527,574	$ (3,731,689)	-5.6%
SUBTOTAL	$ 46,989,637	$ 54,652,376	$ 66,259,263	$ 52,403,406	$ 62,527,574	$ (3,731,689)	-5.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ (1)	$ -	$ -	$ (223,231)	$ -	$ -	
0650 - MISCELLANEOUS REVENUE	5,927	-	-	354,804	-	-	
SUBTOTAL	$ 5,926	$ -	$ -	$ 131,573	$ -	$ -	
ALL REVENUES	$ 46,995,563	$ 54,652,376	$ 66,259,263	$ 52,534,979	$ 62,527,574	$ (3,731,689)	-5.6%
TOTAL SOURCES	$ 46,995,563	$ 54,652,376	$ 66,259,263	$ 52,534,979	$ 62,527,574	$ (3,731,689)	-5.6%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 12,861,807	$ 14,448,378	$ 14,448,378	$ 12,795,334	$ 12,539,703	$ 1,908,675	13.2%
0705 - TEMPORARY PAY	44,320	-	-	16,617	86,768	(86,768)	
0710 - OVERTIME	27,091	-	-	8,715	-	-	
0750 - FRINGE BENEFITS	4,962,664	5,415,906	5,415,906	4,877,790	4,844,425	571,481	10.6%
0790 - OTHER PERSONNEL SERVICES	308,723	323,393	323,393	206,482	96,427	226,966	70.2%
0795 - PERSONNEL SERVICES ALLOC-OUT	(6,824,876)	(4,753,940)	(4,753,940)	(2,400,039)	(4,057,285)	(696,655)	14.7%
0796 - PERSONNEL SERVICES ALLOC-IN	6,824,466	4,922,221	5,117,221	4,451,425	4,057,285	1,059,936	20.7%
SUBTOTAL	$ 18,204,195	$ 20,355,958	$ 20,550,958	$ 19,956,324	$ 17,567,323	$ 2,983,635	14.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,387,903	$ 597,328	$ 597,328	$ 935,665	$ 960,581	$ (363,253)	-60.8%
0802 - MEDICAL SUPPLIES	8,963	1,000	1,000	18,636	2,000	(1,000)	-100.0%
0803 - FUEL	347,687	527,394	527,394	297,721	23,000	504,394	95.6%
0804 - NON-CAPITAL EQUIPMENT	549,327	16,560	16,560	106,880	2,280	14,280	86.2%
0805 - SUPPLIES-ALLOCATION OUT	(76,641)	(33,192)	(33,192)	(732,915)	(72,128)	38,936	-117.3%
0806 - SUPPLIES-ALLOCATION IN	76,640	49,152	50,852	315,626	72,128	(21,276)	-41.8%
SUBTOTAL	$ 2,293,879	$ 1,158,242	$ 1,159,942	$ 941,613	$ 987,861	$ 172,081	14.8%
SERVICES							
0810 - LEGAL SERVICES	$ 4,276	$ 2,439	$ 2,439	$ 29,205	$ 5,000	$ (2,561)	-105.0%
0811 - HEALTH CARE SERVICES	74,269	76,822	76,822	87,288	52,500	24,322	31.7%
0812 - OTHER SERVICES	16,193,347	17,803,137	19,437,757	19,869,654	18,198,153	1,239,604	6.4%
0820 - RENT & OPERATING LEASES	1,468,610	1,538,102	1,538,102	1,747,496	1,606,866	(68,764)	-4.5%
0825 - REPAIRS AND MAINTENANCE	168,358	479,269	479,269	253,285	184,400	294,869	61.5%
0830 - INTERGOVERNMENTAL PAYMENTS	8,052,526	12,080,432	21,855,999	8,596,938	23,637,545	(1,781,546)	-8.2%
0839 - INTERNAL SERVICE CHARGES	2,095,336	562,016	562,016	767,425	506,358	55,658	9.9%
0841 - TRAVEL	202,554	197,158	197,158	220,620	224,129	(26,971)	-13.7%
0842 - EDUCATION AND TRAINING	116,849	132,573	132,573	93,709	94,633	37,940	28.6%
0843 - POSTAGE/FREIGHT/SHIPPING	28,063	17,240	17,240	20,319	19,465	(2,225)	-12.9%
0845 - SUPPORT AND CARE OF PERSONS	123,338	252,647	252,647	260,968	42,327	210,320	83.2%
0850 - UTILITIES	139,874	151,253	151,253	178,825	163,000	(11,747)	-7.8%
0872 - SERVICES-ALLOCATION OUT	(1,422,800)	(4,043,314)	(4,043,314)	(1,961,332)	(3,705,295)	(338,019)	8.4%
0873 - SERVICES-ALLOCATION IN	1,422,798	3,498,651	3,498,651	2,221,881	3,705,296	(206,645)	-5.9%
SUBTOTAL	$ 28,667,398	$ 32,748,425	$ 44,158,612	$ 32,386,281	$ 44,734,377	$ (575,765)	-1.3%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ 1,131,458	$ 1,131,458	$ 1,131,458	$ 1,246,438	$ (114,980)	-10.2%
SUBTOTAL	$ -	$ 1,131,458	$ 1,131,458	$ 1,131,458	$ 1,246,438	$ (114,980)	-10.2%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 29,907	$ 532	$ 532	$ -	$ -	$ 532	100.0%
0920 - CAPITAL EQUIPMENT	24,162	140,500	140,500	84,676	32,000	108,500	77.2%
0930 - VEHICLES & CONSTRUCTION EQUIP	867,825	1,573,728	1,573,728	-	-	1,573,728	100.0%
0950 - DEBT SERVICE	147,004	110,887	110,887	305,850	273,184	(162,297)	-146.4%
0955 - CAPITAL-ALLOCATION OUT	(37,197)	(28,104)	(28,104)	(16,813)	(176,754)	148,650	-528.9%
0956 - CAPITAL-ALLOCATION IN	37,194	(22,235)	(22,235)	-	176,755	(198,990)	894.9%
SUBTOTAL	$ 1,068,895	$ 1,775,308	$ 1,775,308	$ 373,713	$ 305,185	$ 1,470,123	82.8%
TOTAL USES	$ 50,234,367	$ 57,169,391	$ 68,776,278	$ 54,789,389	$ 64,841,184	$ 3,935,094	5.7%

Sources and Uses by Fund by Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
217 CDBG HOUSING TRUST							
OPERATING	$ 7,795,714	$ 12,709,276	$ 22,683,543	$ 8,505,799	$ 23,202,613	$ 519,070	2.3%
FUND TOTAL SOURCES	$ 7,795,714	$ 12,709,276	$ 22,683,543	$ 8,505,799	$ 23,202,613	$ 519,070	2.3%
222 HUMAN SERVICES GRANTS							
OPERATING	$ 39,199,849	$ 41,943,100	$ 43,575,720	$ 44,029,180	$ 39,324,961	$ (4,250,759)	-9.8%
FUND TOTAL SOURCES	$ 39,199,849	$ 41,943,100	$ 43,575,720	$ 44,029,180	$ 39,324,961	$ (4,250,759)	-9.8%
DEPARTMENT OPERATING TOTAL SOURCES	$ 46,995,563	$ 54,652,376	$ 66,259,263	$ 52,534,979	$ 62,527,574	$ (3,731,689)	-5.6%
DEPARTMENT TOTAL SOURCES	$ 46,995,563	$ 54,652,376	$ 66,259,263	$ 52,534,979	$ 62,527,574	$ (3,731,689)	-5.6%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 2,702,376	$ 2,517,013	$ 2,517,013	$ 2,517,013	$ 2,063,610	$ 453,403	18.0%
NON-RECURRING	-	-	-	-	250,000	(250,000)	
FUND TOTAL USES	$ 2,702,376	$ 2,517,013	$ 2,517,013	$ 2,517,013	$ 2,313,610	$ 203,403	8.1%
217 CDBG HOUSING TRUST							
OPERATING	$ 7,601,704	$ 12,709,280	$ 22,683,547	$ 8,022,296	$ 23,202,613	$ (519,066)	-2.3%
FUND TOTAL USES	$ 7,601,704	$ 12,709,280	$ 22,683,547	$ 8,022,296	$ 23,202,613	$ (519,066)	-2.3%
222 HUMAN SERVICES GRANTS							
OPERATING	$ 39,930,287	$ 41,943,098	$ 43,575,718	$ 44,250,080	$ 39,324,961	$ 4,250,757	9.8%
FUND TOTAL USES	$ 39,930,287	$ 41,943,098	$ 43,575,718	$ 44,250,080	$ 39,324,961	$ 4,250,757	9.8%
DEPARTMENT OPERATING TOTAL USES	$ 50,234,367	$ 57,169,391	$ 68,776,278	$ 54,789,389	$ 64,591,184	$ 4,185,094	6.1%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ -	$ -	$ -	$ 250,000	$ (250,000)	
DEPARTMENT TOTAL USES	$ 50,234,367	$ 57,169,391	$ 68,776,278	$ 54,789,389	$ 64,841,184	$ 3,935,094	5.7%

Staffing by Program/Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS VARIANCE	%	FORECAST VS VARIANCE	%
ADMINISTRATIVE SERVICES								
EXECUTIVE MANAGEMENT	3.00	3.00	4.00	4.00	1.00	33.33%	-	0.00%
FINANCIAL SERVICES	5.00	5.00	4.00	4.00	(1.00)	(20.00%)	-	0.00%
HUMAN RESOURCES	4.00	4.00	3.00	3.00	(1.00)	(25.00%)	-	0.00%
PROCUREMENT	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
PROGRAM TOTAL	13.00	13.00	12.00	12.00	(1.00)	(7.69%)	-	0.00%
CHILD DEVELOPMENT EDUCATION								
CHILD DEVELOPMENT AND EDUC	204.00	204.00	166.00	165.00	(39.00)	(19.12%)	(1.00)	(0.60%)
CHILD HEALTH SERVICES	6.00	6.00	5.00	5.00	(1.00)	(16.67%)	-	0.00%
FAMILY PARTNERSHIPS	26.00	26.00	22.00	22.00	(4.00)	(15.38%)	-	0.00%
PROGRAM TOTAL	236.00	236.00	193.00	192.00	(44.00)	(18.64%)	(1.00)	(0.52%)
COMMUNITY DEV BLOCK GRANT								
CDBG ADMIN AND PROJECTS	7.00	7.00	7.00	7.00	-	0.00%	-	0.00%
PROGRAM TOTAL	7.00	7.00	7.00	7.00	-	0.00%	-	0.00%
COMMUNITY SERVICES								
COMMUNITY ACTION AGENCY	8.50	8.50	9.00	9.00	0.50	5.88%	-	0.00%
PROGRAM TOTAL	8.50	8.50	9.00	9.00	0.50	5.88%	-	0.00%
INFORMATION TECHNOLOGY								
BUSINESS APPLICATION DEV SUPP	1.18	1.18	1.18	1.18	-	0.00%	-	0.00%
DATA CENTER	1.38	1.38	1.38	1.38	-	0.00%	-	0.00%
DESKTOP SUPPORT	2.44	2.44	4.44	4.44	2.00	81.97%	-	0.00%
PROGRAM TOTAL	5.00	5.00	7.00	7.00	2.00	40.00%	-	0.00%
SPECIAL TRANSPORTATION SERVICE								
EMPLOYMENT RELATED TRANSP	19.15	19.15	35.00	1.00	(18.15)	(94.78%)	(34.00)	(97.14%)
SPECIAL NEEDS TRANSP TRIPS	31.85	31.85	-	-	(31.85)	(100.00%)	-	
PROGRAM TOTAL	51.00	51.00	35.00	1.00	(50.00)	(98.04%)	(34.00)	(97.14%)
SR ADULT INDEPENDENT LIVING								
SR ADULT INDEPENDENT LIVING	40.50	40.50	36.00	36.00	(4.50)	(11.11%)	-	0.00%
PROGRAM TOTAL	40.50	40.50	36.00	36.00	(4.50)	(11.11%)	-	0.00%
WORKFORCE DEVELOPMENT								
JOB SEEKER SERVICES	77.00	77.00	70.82	72.50	(4.50)	(5.84%)	1.68	2.37%
YOUTH SERVICES	4.00	4.00	7.18	5.50	1.50	37.50%	(1.68)	(23.40%)
PROGRAM TOTAL	81.00	81.00	78.00	78.00	(3.00)	(3.70%)	-	0.00%
DEPARTMENT TOTAL	442.00	442.00	377.00	342.00	(100.00)	(22.62%)	(35.00)	(9.28%)

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Administrative Specialist	1.00	1.00	-	-	(1.00)	-100.00%	.00	0.00%
Executive Assistant	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Accounting Specialist	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Human Resources Specialist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Community Svcs Specialist	26.00	26.00	-	-	(26.00)	-100.00%	.00	0.00%
Educator Assistant	56.00	56.00	27.00	27.00	(29.00)	-51.79%	.00	0.00%
Office Assistant	20.00	20.00	19.00	19.00	(1.00)	-5.00%	.00	0.00%
Office Assistant Specialized	14.00	14.00	27.00	27.00	13.00	92.86%	.00	0.00%
Admin/Operations Specialist	14.00	14.00	13.00	13.00	(1.00)	-7.14%	.00	0.00%
Deputy Director	-	-	1.00	-	-		(1.00)	-100.00%
Director - Community Dev	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Director - Human Services	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Grant-Contract Admin Supv	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Financial Supervisor - Dept	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Human Resources Supervisor	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Administrative Supervisor	16.00	16.00	17.00	17.00	1.00	6.25%	.00	0.00%
Administrative Staff Supv	1.00	1.00	2.00	2.00	1.00	100.00%	.00	0.00%
IT Services Supv	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Field Operations Supervisor	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Financial Support Supv - Dept	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Operations/Program Supervisor	5.00	5.00	5.00	5.00	-	0.00%	.00	0.00%
Social Worker Supervisor	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Educator Coordinator	36.00	36.00	32.00	32.00	(4.00)	-11.11%	.00	0.00%
Administrator	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Administrative Manager	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
IT Operations Manager	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Operations/Program Manager	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Management Analyst	2.00	2.00	3.00	3.00	1.00	50.00%	.00	0.00%
Program Coordinator	13.00	13.00	13.00	13.00	-	0.00%	.00	0.00%
Accountant	5.00	5.00	6.00	6.00	1.00	20.00%	.00	0.00%
Grant-Contract Administrator	7.00	7.00	7.00	7.00	-	0.00%	.00	0.00%
Project Manager	4.00	4.00	4.00	4.00	-	0.00%	.00	0.00%
Dietitian/Nutritionist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Human Resources Analyst	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Trainer	5.00	5.00	5.00	5.00	-	0.00%	.00	0.00%
Educator	42.00	42.00	42.00	42.00	-	0.00%	.00	0.00%
Social Worker	37.00	37.00	32.00	32.00	(5.00)	-13.51%	.00	0.00%
Programmer/Analyst	1.00	1.00	-	-	(1.00)	-100.00%	.00	0.00%
Systems/Network Administrator	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Systems/Network Admin-Sr/Ld	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Workforce Development Spec	24.00	24.00	23.00	23.00	(1.00)	-4.17%	.00	0.00%
General Laborer	44.00	44.00	32.00	2.00	(42.00)	-95.45%	(30.00)	-93.75%
Dispatcher	6.00	6.00	4.00	-	(6.00)	-100.00%	(4.00)	-100.00%
PC/LAN Tech Support	1.00	1.00	3.00	3.00	2.00	200.00%	.00	0.00%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Educator Bachelor's	31.00	31.00	29.00	29.00	(2.00)	-6.45%	.00	0.00%
Deptartment Total	442.00	442.00	377.00	342.00	(100.00)	-22.62%	(35.00)	-9.28%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
217 - CDBG HOUSING TRUST	7.00	7.00	7.00	7.00	-	0.00%	-	0.00%
222 - HUMAN SERVICES GRANTS	435.00	435.00	370.00	335.00	(100.00)	-22.99%	(35.00)	-9.46%
DEPARTMENT TOTAL	442.00	442.00	377.00	342.00	(100.00)	-22.62%	(35.00)	-9.28%

Significant Variance Analysis

Throughout the year the Human Services Department made several changes to their staffing model based on ever changing grant funding and program needs. Two changes that had significant impact on staffing included the change in the Head Start staffing model which reduced the number of staff in the program by 44 FTE, and the elimination of the Special Transportation Program which reduced the staffing level by an additional 50 FTE.

Strategic Business Plan Update

The Human Services Department and the Community Development Department merged in FY 2009-10 and will need to participate in a comprehensive facilitated review and revision of their strategic business plan.

Programs and Activities

Homeless Assistance Program

The purpose of the Homeless Assistance Program is to provide day and weekend shelter services for homeless men, women and children so that they can sustain their health and safety.

Program Results

The department will be developing new measures as part of the strategic business plan update process.

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of requested low demand shelter nights provided	42.7%	70.3%	100.0%	29.7%	42.2%
% of requested days of operation provided	not reported	100.0%	100.0%	0.0%	0.0%
% of requested emergency shelter nights provided	4.4%	not reported	25.0%		

Activities that comprise this program include:

- Homeless Low Demand Shelter Activity
- Homeless Weekend Day Resource
- Emergency Homeless Shelter Nights

Homeless Low Demand Shelter Activity

The purpose of the Homeless Low Demand Shelter Activity is to provide shelter nights to homeless men so they can increase health and safety by avoiding risks associated with sleeping in open and unprotected environments.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of demanded shelter nights provided	42.7%	70.3%	40.0%	-30.3%	-75.9%
Output	Number of shelter nights provided	29,050	27,981	26,000	-1,981	-7.6%
Demand	Number of overflow shelter nights demanded	68,000	39,776	65,000	25,224	38.8%
Efficiency	$ Cost per shelter night provided	$17.21	$15.30	$14.17	$1.13	7.4%
Expenditure						
	100 - GENERAL	$ 500,000	$ 428,000	$ 368,297	$ 59,703	13.9%
	TOTAL USES	$ 500,000	$ 428,000	$ 368,297	$ 59,703	13.9%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 40% of the demand, due to a sharp increase in demand for services.

Homeless Weekend Day Resource Activity

The purpose of the Homeless Weekend Day Resource Activity is to provide weekend day resources and services to homeless individuals so that they can increase protection from extreme weather conditions during the weekends.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of requested days of operation provided	not reported	100.0%	100.0%	0.0%	0.0%
Output	Number of days of operation provided	not reported	100	100	0	0.0%
Demand	Number of days of operation demanded.	not reported	100	100	0	0.0%
Efficiency	$ Cost per day of operation provided.	not reported	$720.00	$720.00	$0.00	0.0%
Expenditure						
	100 - GENERAL	$ -	$ 72,000	$ 72,000	$ -	0.0%
	TOTAL USES	$ -	$ 72,000	$ 72,000	$ -	0.0%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, recognizing no growth in the demand for services.

Emergency Homeless Shelter Nights Activity

The purpose of the Emergency Homeless Shelter Nights Activity is to provide safe refuge to men, women and children so that they can increase health and safety as a result of not sleeping on the streets.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of requested shelter nights provided	35.1%	35.0%	25.0%	-10.0%	-40.2%
Output	Number of shelter nights provided	51,202	52,569	50,000	-2,569	-5.1%
Demand	Number of shelter nights demanded	146,000	150,000	200,000	50,000	25.0%
Efficiency	$ cost per emergency shelter night	$5.98	$3.73	$8.87	-$5.13	-137.5%
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 71,945	$ 81,000	$ 81,000	$ -	0.0%
	TOTAL SOURCES	$ 71,945	$ 81,000	$ 81,000	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 225,000	$ 115,297	$ 362,401	$ (247,104)	-214.3%
	222 - HUMAN SERVICES GRANTS	81,000	81,000	81,000	-	0.0%
	TOTAL USES	$ 306,000	$ 196,297	$ 443,401	$ (247,104)	-125.9%

Budget Balancing Adjustments (Operating):

Non-Mandated Service

- Reduce the General Fund contribution to the Emergency Homeless Shelter Nights Activity.

Budget Balancing Adjustments (Non-Recurring/Non-Project):

Non-Mandated Service

- Increase one-time funding in the amount of $250,000.

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 25% of the demand, recognizing increased demand for services. The $250,000 of funding is one-time funding to be used as a stop-gap while the Department seeks out alternate revenue sources for long-term viability.

Community Service Program

The purpose of Community Services Program is to provide an array of basic needs services for Maricopa County low-income individuals and families, so that they avoid becoming homeless and can maintain or achieve economic self-sufficiency.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of subcontracts monitored	100.0%	100.0%	100.0%	0.0%	0.0%
% of subcontractor agency participants who rate training as satisfactory or higher	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of low income households served	4.4%	not reported	17.0%		
Percent of low-income households provided eviction prevention or move-in cost assistance	1.9%	not reported	8.0%		

Activities that comprise this program include:

- Community Action Agency
- Financial Assistance

Community Action Agency Activity

The purpose of the Community Action Agency Activity is to provide a network of planning, development, administration and coordination of community services for low income and below poverty, families and individuals so that they can access services that will increase health, safety, and well being of the community.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of subcontractor agency participants who rate training as satisfactory or higher	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of subcontracts monitored	100.0%	100.0%	100.0%	0.0%	0.0%
Output	# of subcontractor agency participants who rate training	16	16	15	-1	-6.7%
Output	Number of subcontracts developed, administered, and monitored	16	16	15	-1	-6.7%
Demand	Number of Community Action Agency contracts for Human Services of Maricopa County	26	26	25	-1	-4.0%
Efficiency	$ average cost to develop, administer, and monitor contracts.	$100,504.00	$167,043.25	$151,184.00	$15,859.25	9.5%
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 1,838,979	$ 2,263,465	$ 1,955,597	$ (307,868)	-13.6%
	TOTAL SOURCES	$ 1,838,979	$ 2,263,465	$ 1,955,597	$ (307,868)	-13.6%
Expenditure						
	100 - GENERAL	$ 478,947	$ 403,286	$ 312,168	$ 91,118	22.6%
	222 - HUMAN SERVICES GRANTS	2,134,157	2,269,406	1,955,597	313,809	13.8%
	TOTAL USES	$ 2,613,104	$ 2,672,692	$ 2,267,765	$ 404,927	15.2%

Budget Balancing Adjustment

Non-Mandated Service

- Reduce the General Fund contribution to the Community Action Agency Activity by $62,954 and Olive Branch by $10,000.

Fund Shift

- Shift EASE Program funding to the Grant Fund for a savings of $18,164.

Activity Narrative: Because of the General Fund reductions, it may be necessary to close one Community Action Program Office making it more difficult for individuals to access necessary services.

Financial Assistance Activity

The purpose of the Financial Assistance Activity is to provide economic assistance to low income and below poverty families and individuals so that they can access food, clothing, and shelter.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of low income households served	4.4%	not reported	17.0%		
Result	Percent of low-income households provided eviction prevention or move-in cost assistance	1.9%	not reported	8.0%		
Output	Number of low-income households receiving financial assistance services.	287,220	5,000	12,000	7,000	58.3%
Output	Number of low income households in Maricopa County.	not reported	not reported	71,805		
Demand	Number of low-income households in Maricopa County	71,805	71,805	71,805	0	0.0%
Efficiency	Total Activity Expenditure per household	$ 11.82	$ 674.89	$ 538.41	$ 136.49	20.2%
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 2,924,887	$ 3,380,418	$ 6,460,914	$ 3,080,496	91.1%
	TOTAL SOURCES	$ 2,924,887	$ 3,380,418	$ 6,460,914	$ 3,080,496	91.1%
Expenditure						
	222 - HUMAN SERVICES GRANTS	$ 3,395,561	$ 3,374,474	$ 6,460,914	$ (3,086,440)	-91.5%
	TOTAL USES	$ 3,395,561	$ 3,374,474	$ 6,460,914	$ (3,086,440)	-91.5%

Activity Narrative: Because of the current economic situation and the sensitivity of this program, grant revenue is increasing, thus, assistance is available to more low-income individuals for homeless prevention. The demand is based on the number of low income families at or below 125% of the federal poverty level per the 2000 federal census. Since this is a federal formula grant, poverty is the only factor taken into account for funding allocation. The Community Services Block Grant (CSBG) plan will be revised to raise the income eligibility to 200% of the federal poverty level; however, the state plan has not yet been approved so income eligibility criteria must remain flat until approvals are made. The Department anticipates increased results up to 25% once the approvals are made.

Community Development Block Grant Program

The purpose of the Community Development Block Grant Program is to provide eligible community improvements to CDBG subrecipients so that low and moderate income residents are empowered to develop viable communities.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percentage of CDBG Entitlement Spent for Projects	87.0%	98.0%	92.0%	-6.0%	-6.1%
Percentage of CDBG Entitlement Spent on Administration	16.0%	20.0%	15.0%	-5.0%	-25.0%
Percentage of Dollars Spent vs. Dollars Allocated for CDBG Projects	105.0%	120.0%	100.0%	-20.0%	-16.7%
Percentage of total expenditures related to CDBG projects	85.0%	83.0%	86.0%	3.0%	3.6%

Activities that comprise this program include:

- Community Development Block Grant

Community Development Block Grant Activity

The purpose of the Community Development Block Grant Activity is to provide funding and grant administration to CDBG subrecipients so that community development activities are completed for low and moderate income residents.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percentage of CDBG Entitlement Spent for Projects	87.0%	98.0%	92.0%	(6.0%)	-6.5%
Result	Percentage of CDBG Entitlement Spent on Administration	16.0%	20.0%	15.0%	(5.0%)	-33.3%
Result	Percentage of Dollars Spent vs. Dollars Allocated for CDBG Projects	105.0%	120.0%	100.0%	(20.0%)	-20.0%
Result	Percentage of total expenditures related to CDBG projects	85.0%	83.0%	86.0%	3.0%	3.5%
Output	Total Dollars Spent for CDBG Projects	1,948,297	2,123,550	1,992,289	-131,261	-6.6%
Output	Total Dollars Spent on Administration	349,270	424,373	327,695	-96,678	-29.5%
Output	Total Allocated to CDBG Projects	1,863,651	1,769,625	1,992,289	222,664	11.2%
Output	Total CDBG Expenditures	2,297,567	2,547,923	2,319,984	-227,939	-9.8%
Demand	Annual CDBG Entitlement	2,240,162	2,167,757	2,167,757	0	0.0%
Efficiency	Cost to Distribute Dollars Spent for CDBG Projects	$ 1.18	$ 1.20	$ 1.16	$ 0.04	$ 0.03
Revenue						
	217 - CDBG HOUSING TRUST	$ 2,137,389	$ 4,466,601	$ 4,673,355	$ 206,754	4.6%
	TOTAL SOURCES	$ 2,137,389	$ 4,466,601	$ 4,673,355	$ 206,754	4.6%
Expenditure						
	217 - CDBG HOUSING TRUST	$ 2,274,477	$ 4,466,605	$ 4,673,355	$ (206,750)	-4.6%
	TOTAL USES	$ 2,274,477	$ 4,466,605	$ 4,673,355	$ (206,750)	-4.6%

HOME Program

The purpose of the HOME Program is to provide affordable housing opportunities to qualified HOME recipients, subrecipients, and Community Housing Development Organizations (CHDOs) so that suitable housing for low and moderate income residents is preserved and expanded.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percentage of HOME Allocation Spent for Projects	86.0%	107.8%	86.4%	-21.4%	-19.9%
Percentage of HOME Allocation Spent on Administration	5.0%	4.0%	5.0%	1.0%	25.0%
Percentage of Dollars Spent vs. Dollars Allocated for HOME Projects	90.9%	114.3%	91.9%	-22.4%	-19.6%
Percentage of Total Expenditures Related to HOME Projects	94.5%	96.4%	94.4%	-2.0%	-2.1%

Activities that comprise this program include:

- HOME Investment Partnerships Program

Home Investment Partnerships Program Activity

The purpose of the HOME Investment Partnerships Program Activity is to provide funding for affordable housing units to HOME recipients, subrecipients, and CHDOs so that housing stock for low and moderate income residents is preserved and expanded.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percentage of HOME Allocation Spent for Projects	86.0%	107.8%	86.4%	-21.4%	-24.8%
Result	Percentage of HOME Allocation Spent on Administration	5.0%	4.0%	5.0%	1.0%	20.0%
Result	Percentage of Dollars Spent vs. Dollars Allocated for HOME Projects	90.9%	114.3%	91.9%	-22.4%	-24.4%
Result	Percentage of Total Expenditures Related to HOME Projects	94.5%	96.4%	94.4%	(2.0%)	-2.2%
Output	Total Dollars Spent for HOME Projects	4,710,882	5,653,058	3,500,000	-2,153,058	-61.5%
Output	Annual HOME Allocation	5,182,437	4,943,857	4,072,941	-870,916	-21.4%
Output	Total Allocated to HOME Projects	5,182,437	4,943,857	3,807,678	-1,136,179	-29.8%
Output	Total HOME Expenditures	4,985,640	5,863,596	3,708,453	-2,155,143	-58.1%
Demand	Annual HOME Allocation	5,494,189	5,244,910	4,052,717	-1,192,193	-29.4%
Efficiency	Cost to Distribute Dollars Spent for HOME Projects	$1.06	$1.04	$1.06	-$0.02	-2.2%
Revenue						
	217 - CDBG HOUSING TRUST	$ 5,676,967	$ 8,201,038	$ 8,160,552	$ (40,486)	-0.5%
	TOTAL SOURCES	$ 5,676,967	$ 8,201,038	$ 8,160,552	$ (40,486)	-0.5%
Expenditure						
	217 - CDBG HOUSING TRUST	$ 5,302,734	$ 8,201,038	$ 8,160,552	$ 40,486	0.5%
	TOTAL USES	$ 5,302,734	$ 8,201,038	$ 8,160,552	$ 40,486	0.5%

Neighborhood Stabilization Program

The purpose of the Neighborhood Stabilization program is to provide for the acquisition, redevelopment and resale/rental of abandoned and foreclosed residential houses and properties to low, moderate and middle income residents so they can help stabilize neighborhoods.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percentage of Total Expenditures Related to NSP Projects	not reported	not reported	90.0%		
Percentage of NSP assisted owner-occupied households still in NSP assisted housing after three years	not reported	not reported	100.0%		
Percentage of NSP Allocation Spent on Administration	not reported	not reported	10.0%		
Percentage of Dollars Spent vs. Dollars Allocated for NSP Projects	not reported	not reported	100.0%		
Percentage of NSP Allocation Spent for Projects	not reported	not reported	90.0%		

Activities that comprise this program include:

- Neighborhood Stabilization

Neighborhood Stabilization Activity

The purpose of the Neighborhood Stabilization activity is to provide for the acquisition, redevelopment and resale/rental of abandoned and foreclosed residential houses and properties to low, moderate and middle income residents so they can help stabilize neighborhoods.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percentage of Total Expenditures Related to NSP Projects	not reported	not reported	90.0%		
Result	Percentage of NSP assisted owner-occupied households still in NSP assisted housing after three years	not reported	not reported	100.0%		
Result	Percentage of NSP Allocation Spent on Administration	not reported	not reported	10.0%		
Result	Percentage of Dollars Spent vs. Dollars Allocated for NSP Projects	not reported	not reported	100.0%		
Result	Percentage of NSP Allocation Spent for Projects	not reported	not reported	90.0%		
Output	Total Dollars Spent for NSP Projects	not reported	not reported	8,976,841		
Output	Total NSP Funds expended	not reported	not reported	9,974,267		
Output	Total number of owner-occupied households assisted	not reported	not reported	50		
Output	Total Allocated to Projects	not reported	not reported	8,976,841		
Demand	NSP Allocation	not reported	not reported	9,974,267		
Efficiency	Total activity expenditures per dollar spent for NSP projects	not reported	not reported	$1.11		
Revenue						
	217 - CDBG HOUSING TRUST	$ -	$ -	$ 10,306,366	$ 10,306,366	-100.0%
	TOTAL SOURCES	$ -	$ -	$ 10,306,366	$ 10,306,366	-100.0%
Expenditure						
	217 - CDBG HOUSING TRUST	$ -	$ -	$ 10,306,366	$ (10,306,366)	100.0%
	TOTAL USES	$ -	$ -	$ 10,306,366	$ (10,306,366)	100.0%

Activity Narrative: This new Activity, funded via federal grant funding, is to revitalize and rehabilitate homes in areas with high foreclosure rates and enable low to moderate income families to purchase homes that were once abandoned.

Child Development and Education Program

The purpose of the Child Development and Education Program is to provide federally funded Head Start services to at risk children (ages 0-5) and their families so that they can improve health and education skills.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of eligible children served	11.0%	10.0%	10.5%	0.5%	5.0%
Percent of children screened	1.0%	4.0%	4.5%	0.5%	12.5%
Percent of families referred for services	21.9%	20.3%	20.5%	0.2%	1.0%

Activities that comprise this program include:

- Child Development and Education
- Child Health Services
- Family Partnership

Child Development and Education Activity

The purpose of the Child Development and Education Activity is to provide health and education benefits to at-risk preschool aged children and their families so that they can increase preparedness for K-12 education.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of eligible children served	11.0%	10.0%	10.5%	0.5%	4.8%
Output	Number of children served by program	3,038	2,928	3,030	102	3.4%
Demand	Number of eligible children	28,722	28,722	28,722	0	0.0%
Efficiency	$ Cost per child served	$5,266.76	$5,604.14	$5,393.92	$210.22	3.8%
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 15,582,741	$ 16,408,928	$ 16,343,572	$ (65,356)	-0.4%
	TOTAL SOURCES	$ 15,582,741	$ 16,408,928	$ 16,343,572	$ (65,356)	-0.4%
Expenditure						
	222 - HUMAN SERVICES GRANTS	$ 16,000,417	$ 16,408,931	$ 16,343,572	$ 65,359	0.4%
	TOTAL USES	$ 16,000,417	$ 16,408,931	$ 16,343,572	$ 65,359	0.4%

Activity Narrative: Although funding will remain relatively flat, it is anticipated that 3.4% more children will be served as a result of improved efficiency.

Child Health Services Activity

The purpose of the Child Health Services Activity is to provide health referrals to at risk children so that they can access basic health services.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of children screened	1.0%	4.0%	4.5%	0.5%	10.5%
Output	Number of children screened	54	64	75	11	14.7%
Demand	Number of children enrolled in the program	5,575	1,582	1,660	78	4.7%
Efficiency	Average cost per child who received health services paid with Head Start funds	$4,820.63	$4,999.91	$4,656.81	$343.09	6.9%
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 233,392	$ 319,994	$ 349,261	$ 29,267	9.1%
	TOTAL SOURCES	$ 233,392	$ 319,994	$ 349,261	$ 29,267	9.1%
Expenditure						
	222 - HUMAN SERVICES GRANTS	$ 260,314	$ 319,994	$ 349,261	$ (29,267)	-9.1%
	TOTAL USES	$ 260,314	$ 319,994	$ 349,261	$ (29,267)	-9.1%

Activity Narrative: Funding is increasing by 9%, and improved efficiency in this Activity will allow for a 14.7% increase in the number of children receiving services.

Family Partnership Activity

The purpose of the Family Partnerships Activity is to provide community resource referrals to parents so that they can increase parental skills that aid child development.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of families referred for services	21.9%	20.3%	20.5%	0.2%	0.9%
Output	Number of families referred for social services	304	300	300	0	0.0%
Demand	Number of families enrolled during the program year	1,387	1,476	1,462	-14	-1.0%
Efficiency	Average cost per family referred for services	$4,282.81	$5,527.10	$4,811.71	$715.39	12.9%
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 974,662	$ 1,658,130	$ 1,443,513	$ (214,617)	-12.9%
	TOTAL SOURCES	$ 974,662	$ 1,658,130	$ 1,443,513	$ (214,617)	-12.9%
Expenditure						
	222 - HUMAN SERVICES GRANTS	$ 1,301,973	$ 1,658,131	$ 1,443,513	$ 214,618	12.9%
	TOTAL USES	$ 1,301,973	$ 1,658,131	$ 1,443,513	$ 214,618	12.9%

Activity Narrative: Although funding is slightly reduced, it is anticipated that the number of families referred for social services will remain the same as a result of improved efficiency.

Special Transportation Services Program

The purpose of the Special Transportation Services Program is to provide transportation assistance to low income and disabled individuals, so that they can enhance their health and well being.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of individuals for whom employment-related trips were made (of total demand).	100.0%	90.0%	not reported		
Percent of meals delivered	100.0%	not reported	not reported		
Percent of trips provided	100.0%	100.0%	not reported		

Activities that comprise this program include:

- Employment Related Transportation
- Special Needs Transportation Trips
- Special Needs Transportation Meals

Employment Related Transportation Activity

The purpose of the Employment Related Transportation Activity is to provide a short-term transportation option to eligible low-income individuals so that they may seek and maintain employment.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of individuals for whom employment-related trips were made (of total demand).	100.0%	90.0%	not reported		
Output	# of eligible clients served.	4,555	1,000	not reported		
Output	Number of eligible individuals who received transportation services for employment and/or employment-related training	4,555	1,000	not reported		
Demand	# of eligible individuals requesting transportation services for employment and training purposes.	4,555	1,000	not reported		
Efficiency	Average $ cost per individual served.	$255.20	$3,531.06	not reported		
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 278,321	$ 3,531,063	$ 138,172	$ (3,392,891)	-96.1%
	TOTAL SOURCES	$ 278,321	$ 3,531,063	$ 138,172	$ (3,392,891)	-96.1%
Expenditure						
	222 - HUMAN SERVICES GRANTS	$ 1,162,445	$ 3,531,060	$ 138,172	$ 3,392,888	96.1%
	TOTAL USES	$ 1,162,445	$ 3,531,060	$ 138,172	$ 3,392,888	96.1%

Activity Narrative: The FY 2009-10 budget no longer supports the Special Transportation Services Program. The Department is working directly with Cities and Towns to find alternate sources of transportation for each individual affected. The remaining expenditures in FY 2009-10 will support the costs associated with terminating the Program and providing services until other resources are established.

Special Needs Transportation Trips Activity

The purpose of the Special Needs Transportation Trips Activity is to provide transportation for elderly, low-income and disabled individuals so that they can improve participation in medical, personal and recreational appointments.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of satisfied passengers currently using STS	not reported	not reported	not reported		
Result	Percent of trips provided	100.0%	100.0%	not reported		
Output	Number of special needs trips provided to qualified individuals.	102,379	120,000	not reported		
Demand	# of trips demanded	108,217	120,000	not reported		
Efficiency	Average $ cost per trip provided	$25.64	$14.43	not reported		
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 2,501,915	$ 1,519,680	$ -	$ (1,519,680)	-100.0%
	TOTAL SOURCES	$ 2,501,915	$ 1,519,680	$ -	$ (1,519,680)	-100.0%
Expenditure						
	100 - GENERAL	$ 211,500	$ 211,500	$ -	$ 211,500	100.0%
	222 - HUMAN SERVICES GRANTS	2,413,870	1,519,681	-	1,519,681	100.0%
	TOTAL USES	$ 2,625,370	$ 1,731,181	$ -	$ 1,731,181	100.0%

Budget Balancing Adjustments:

- **Non-Mandated Service**
  Reduce the General Fund contribution to the Special Needs Transportation Trips Activity by $282,000.

Activity Narrative: The FY 2009-10 budget no longer supports the Special Transportation Services Program. Funding for the program was volatile and cost recovery was dependent on the volume of trips, which was unpredictable. Therefore, the program was no longer financially viable. The

Department is working directly with Cities and Towns to find alternate sources of transportation for each individual affected.

Special Needs Transportation Meals Activity

The purpose of the Special Needs Transportation Meals Activity is to provide home-delivered meals to elderly, low-income and disabled individuals so that they can meet nutritional needs.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of meals delivered	100.0%	not reported	not reported		
Output	Number of meals delivered	126,880	not reported	not reported		
Demand	Number of meals demanded	126,880	not reported	not reported		
Efficiency	Average $ cost per meal delivered.	$3.68	not reported	not reported		
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 333,193	$ -	$ -	$ -	0.0%
	TOTAL SOURCES	$ 333,193	$ -	$ -	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 70,500	$ 70,500	$ -	$ 70,500	100.0%
	222 - HUMAN SERVICES GRANTS	396,423	-	-	-	0.0%
	TOTAL USES	$ 466,923	$ 70,500	$ -	$ 70,500	100.0%

Activity Narrative: Special Needs Transportation Meals Activity was discontinued in FY 2008-09 as it was no longer financially viable to provide this service.

Workforce Development Program

The purpose of the Workforce Development Program is to provide knowledge, skills and abilities to adults and youths so they can increase employment opportunities.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of enrolled individuals who obtain unsubsidized employment placements	84.1%	80.5%	70.0%	-10.5%	-13.0%
% of unemployed individuals served	8.1%	3.9%	2.3%	-1.6%	-41.0%
Percent of individuals that successfully complete training resulting in certifications/credentials	32.0%	100.0%	not reported		
% of enrolled youth who are placed in one or more of the following: post-secondary education advanced training, employment, and military	17.6%	65.0%	65.0%	0.0%	0.0%
Percent of eligible youth served	1.2%	4.9%	6.3%	1.4%	28.6%

Activities that comprise this program include:

- Job Seeker
- Youth Services
- Technical Skills Training

Job Seeker Activity

The purpose of the Job Seeker Activity is to provide employment and training services to unemployed and underemployed individuals, so that they can increase employment opportunities.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of enrolled individuals who obtain unsubsidized employment placements	84.1%	80.5%	70.0%	-10.5%	-15.0%
Result	% of unemployed individuals served	8.1%	3.9%	2.3%	-1.6%	-67.1%
Output	# of eligible unemployed individuals served	5,435	4,324	3,500	-824	-23.5%
Demand	Measurement of unemployed individuals in Maricopa County	67,216	112,146	150,000	37,854	25.2%
Efficiency	$ Cost per placement	$1,169.94	$1,815.47	$1,626.95	$188.52	10.4%
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 7,039,521	$ 7,850,084	$ 5,694,337	$ (2,155,747)	-27.5%
	TOTAL SOURCES	$ 7,039,521	$ 7,850,084	$ 5,694,337	$ (2,155,747)	-27.5%
Expenditure						
	222 - HUMAN SERVICES GRANTS	$ 6,358,646	$ 7,850,088	$ 5,694,337	$ 2,155,751	27.5%
	TOTAL USES	$ 6,358,646	$ 7,850,088	$ 5,694,337	$ 2,155,751	27.5%

Activity Narrative: Grant funding in FY 2010 is being reduced which will negatively impact output and results.

Youth Services Activity

The purpose of the Youth Services Activity is to provide educational and employment skills to eligible youth, ages 14-21, so that they can improve employment opportunities.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of eligible youth served	1.2%	4.9%	6.3%	1.4%	22.2%
Result	% of enrolled youth who are placed in one or more of the following: post-secondary education advanced training, employment, and military	17.6%	65.0%	65.0%	0.0%	0.0%
Output	Number of youth served who obtain employment.	239	240	250	10	4.0%
Output	Number of youth served	368	1,554	2,000	446	22.3%
Demand	Number of eligible youth (ages 14-21) in Maricopa County	31,876	31,876	31,876	0	0.0%
Efficiency	$ cost per placement	$9,267.51	$9,662.05	$9,773.72	-$111.68	-1.2%
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 2,091,573	$ 2,318,892	$ 2,443,431	$ 124,539	5.4%
	TOTAL SOURCES	$ 2,091,573	$ 2,318,892	$ 2,443,431	$ 124,539	5.4%
Expenditure						
	222 - HUMAN SERVICES GRANTS	$ 2,214,934	$ 2,318,891	$ 2,443,431	$ (124,540)	-5.4%
	TOTAL USES	$ 2,214,934	$ 2,318,891	$ 2,443,431	$ (124,540)	-5.4%

Activity Narrative: Funding in this Activity is increased by 5.4% and demand is staying flat. The Department plans to be more efficient and slightly increase output and results.

Technical Skills Training Activity

The purpose of the Technical Skills Training Activity is to provide specialized career training to professionals with experience in technology and engineering referred by an employer so that they can advance employment opportunities.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of individuals that successfully complete training resulting in certifications/credentials	32.0%	100.0%	not reported		
Output	Number of individuals that successfully complete training resulting in certifications/credentials	200	200	not reported		
Demand	Number of individuals eligible for technical skills training	200	200	not reported		
Efficiency	Average cost of individual per completed training	$1,370.43	$0.00	not reported		
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 756,332	$ -	$ -	$ -	
	TOTAL SOURCES	$ 756,332	$ -	$ -	$ -	
Expenditure						
	222 - HUMAN SERVICES GRANTS	$ 274,086	$ -	$ -	$ -	
	TOTAL USES	$ 274,086	$ -	$ -	$ -	

Activity Narrative: Funding for this Activity was eliminated in the FY 2008-09 budget year.

Senior Adult Independent Living Program

The purpose of the Senior Adult Independent Living Program is to provide case management services to elderly and disabled individuals so that they can live self-sufficiently at home.

Program Results

The department will be developing new measures as part of the strategic business plan update process.

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of eligible persons provided case management services	4.6%	5.2%	5.8%	0.6%	10.7%

Activities that comprise this program include:

- Senior Adult Independent Living

Senior Adult Independent Living Activity

The purpose of the Senior Adult Independent Living Activity (S.A.I.L.) is to provide persons over 60 years of age and/or persons 18-59 years of age with a diagnosed disability and receiving or eligible for SSI disability payments, case management services so that they can live independently and avoid the more costly Arizona Long Term Care System (A.L.T.C.S.).

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of eligible persons provided case management services	4.6%	5.2%	5.8%	0.6%	10.7%
Output	Number of persons provided case management services	3,938	4,502	5,000	498	10.0%
Demand	Number of eligible persons in Maricopa County	85,865	86,000	85,865	-135	-0.2%
Efficiency	$ cost per client provided case management	$152.06	$352.80	$515.62	-$162.81	-46.1%
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 1,653,123	$ 1,076,798	$ 1,506,614	$ 429,816	39.9%
	TOTAL SOURCES	$ 1,653,123	$ 1,076,798	$ 1,506,614	$ 429,816	39.9%
Expenditure						
	100 - GENERAL	$ 1,216,429	$ 1,216,430	$ 1,071,469	$ 144,961	11.9%
	222 - HUMAN SERVICES GRANTS	1,178,575	1,076,797	1,506,614	(429,817)	-39.9%
	TOTAL USES	$ 2,395,004	$ 2,293,227	$ 2,578,083	$ (284,856)	-12.4%

Budget Balancing Adjustment

Non-Mandated Service

- Reduce the General Fund contribution to Senior Adult Independent Living by $17,686.

Activity Narrative: The General Fund reduction in this Activity is offset by the increase in grant funding, so the impact to services associated with the reduction will be minimal.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET	**$**	**2,517,013**	**$**	**-**
FY 2008-09 REVISED BUDGET	**$**	**2,517,013**	**$**	**-**
RESTATEMENTS				
Restate General Fund CASS Contribution from Non-Departmental (470)	$	50,000	$	-
FY 2008-09 REVISED RESTATED BUDGET	**$**	**2,567,013**	**$**	**-**
FY 2009-10 BUDGET TARGET	**$**	**2,567,013**	**$**	**-**
BASE ADJUSTMENTS:				
BUDGET BALANCING ADJUSTMENTS:				
Non-Mandated Service				
Olive Branch Pass-through Reduction	$	(10,000)	$	-
Community Action Agency Pass-through Reduction		(62,954)		-
Special Transportation Services Reduction		(282,000)		-
Senior Adult Independent Living Reduction		(17,686)		-
CASS Emergency Homeless Shelter Nights Reduction		(112,599)		-
Subtotal	$	(485,239)	$	-
Fund Shift				
EASE Case Management Services Shifted to Grant Fund	$	(18,164)	$	-
Subtotal	$	(18,164)	$	-
FY 2009-10 RECOMMENDED OPERATING BUDGET	**$**	**2,063,610**	**$**	**-**
	EXPENDITURES		**REVENUE**	
NON-RECURRING				
NON-PROJECT (0001)				
CASS	$	250,000	$	-
Subtotal	$	250,000	$	-
FY 2009-10 RECOMMENDED NON-RECURRING BUDGET	**$**	**250,000**	**$**	**-**
FY 2009-10 TOTAL ADOPTED BUDGET	**$**	**2,313,610**	**$**	**-**

Human Services Grant Fund (222)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 41,943,098**	**$ 41,943,100**
MID-YEAR ADJUSTMENTS:		
Arizona Community Action Association	$ 270,310	$ 270,310
Arizona Department of Economic Services	123,329	123,329
DES Workforce Development Summer Youth Program	449,463	449,463
LTAF Special Needs and Work Links Transportation Programs	131,250	131,250
AZ Dept. of Commerce Low-Income Weatherization Assistance Program	658,268	658,268
Subtotal	$ 1,632,620	$ 1,632,620
FY 2008-09 REVISED BUDGET	**$ 43,575,718**	**$ 43,575,720**
FY 2009-10 BUDGET TARGET	**$ 43,575,718**	**$ 43,575,720**
BASE ADJUSTMENTS:		
OTHER BASE ADJUSTMENTS		
Grant Reconciliation	$ (4,250,757)	$ (4,250,759)
Subtotal	$ (4,250,757)	$ (4,250,759)
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 39,324,961**	**$ 39,324,961**

Human Services Grant Fund (222) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ (3,260,828)	$ (3,423,123)	$ (3,423,123)	$ (3,991,262)	$ (4,212,162)
Beginning Unreserved/Undesignated Fund Balance	$ (3,260,828)	$ (3,423,123)	$ (3,423,123)	$ (3,991,262)	$ (4,212,162)
Sources:					
Operating	$ 39,199,849	$ 41,943,100	$ 43,575,720	$ 44,029,180	$ 39,324,961
Total Sources:	$ 39,199,849	$ 41,943,100	$ 43,575,720	$ 44,029,180	$ 39,324,961
Uses:					
Operating	$ 39,930,287	$ 41,943,098	$ 43,575,718	$ 44,250,080	$ 39,324,961
Total Uses:	$ 39,930,287	$ 41,943,098	$ 43,575,718	$ 44,250,080	$ 39,324,961
Operating Balance	$ (730,438)	$ 2	$ 2	$ (220,900)	$ -
Accounting Adjustments	$ 4	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ (3,991,262)	$ (3,423,121)	$ (3,423,121)	$ (4,212,162)	$ (4,212,162)
Ending Unreserved Fund Balance	$ (3,991,262)	$ (3,423,121)	$ (3,423,121)	$ (4,212,162)	$ (4,212,162)

CDBG Housing Trust Fund (217)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ -**	**$ -**
FY 2008-09 REVISED BUDGET		**$ -**	**$ -**
RESTATEMENTS			
Community Development to Human Services		$ 22,683,547	$ 22,683,543
	Subtotal	$ 22,683,547	$ 22,683,543
FY 2008-09 REVISED RESTATED BUDGET		**$ 22,683,547**	**$ 22,683,543**
TARGET ADJUSTMENTS:			
TECHNICAL ADJUSTMENTS			
Target Adjustment for Structural Balance		$ (4)	$ -
	Subtotal	$ (4)	$ -
FY 2009-10 BUDGET TARGET		**$ 22,683,543**	**$ 22,683,543**
BASE ADJUSTMENTS:			
OTHER BASE ADJUSTMENTS			
Grant Reconciliation		$ 519,070	$ 519,070
	Subtotal	$ 519,070	$ 519,070
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 23,202,613**	**$ 23,202,613**

CDBG Housing Trust Fund (217) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ (194,014)	$ (731,287)	$ (731,287)	$ -	$ 483,503
Beginning Unreserved/Undesignated Fund Balance	$ (194,014)	$ (731,287)	$ (731,287)	$ -	$ 483,503
Sources:					
Operating	$ 7,795,714	$ 12,709,276	$ 22,683,543	$ 8,505,799	$ 23,202,613
Total Sources:	$ 7,795,714	$ 12,709,276	$ 22,683,543	$ 8,505,799	$ 23,202,613
Uses:					
Operating	$ 7,601,704	$ 12,709,280	$ 22,683,547	$ 8,022,296	$ 23,202,613
Total Uses:	$ 7,601,704	$ 12,709,280	$ 22,683,547	$ 8,022,296	$ 23,202,613
Operating Balance	$ 194,010	$ (4)	$ (4)	$ 483,503	$ -
Accounting Adjustments	$ 4	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ -	$ (731,291)	$ (731,291)	$ 483,503	$ 483,503
Ending Unreserved Fund Balance	$ -	$ (731,291)	$ (731,291)	$ 483,503	$ 483,503

Internal Audit

Analysis by Maria Tutelman, Management & Budget Analyst

Summary

Mission

The mission of the Internal Audit Department is to provide assistance to the Board of Supervisors so they can ensure Maricopa County government is accountable to its citizens.

Vision

To promote positive change throughout County operations while ensuring that public resources are used effectively, efficiently, economically, and ethically.

Strategic Goals

- **By September 30, 2013, Internal Audit will maintain a 100% customer satisfaction rating from our primary customers, the Board of Supervisors, so they can ensure Maricopa County government is accountable to its citizens.**

  Status: In FY 2009-10, the Internal Audit Department is striving for 100% customer satisfaction from the Board of Supervisors.

- **By September 30, 2014, Internal Audit will maintain a 100% completion rate on the Board of Supervisors' approved Audit Plan and report this information to the Board so they can ensure Maricopa County government is accountable to its citizens.**

  Status: By the end of FY 2009-10, the Internal Audit Department is expecting a 100% completion rate on the Board of Supervisors' approved Audit Plan.

- **By September 30, 2015, Internal Audit will facilitate the implementation of 95% of the audit recommendations within three years of being reported so the Board of Supervisors can ensure Maricopa County government is accountable to its citizens.**

  Status: In FY 2009-10, the Internal Audit Department is expecting to continue to meet its goal of 95% implementation of audit recommendations made within the past three years.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
23MS - MANAGEMENT SERVICES	$ 1,993	$ -	$ -	$ -	$ -	$ -	
LRMS - LOW RISK MANAGEMENT SERVICES	1,993	-	-	-	-	-	
TOTAL PROGRAMS	$ 1,993	$ -	$ -	$ -	$ -	$ -	
USES							
23AS - AUDIT SERVICES	$ 1,396,574	$ 1,588,487	$ 1,588,487	$ 1,572,259	$ 1,315,724	$ 272,763	17.2%
HRSK - HIGH RISK AUDITS	881,623	1,588,487	1,588,487	1,572,236	1,315,724	272,763	17.2%
LRSK - LOW RISK AUDITS	128,170	-	-	-	-	-	
MRSK - MEDIUM RISK AUDITS	386,781	-	-	23	-	-	
23MS - MANAGEMENT SERVICES	$ 245,938	$ -	$ -	$ 2,487	$ -	$ -	
HRMS - HIGH RISK MANAGEMENT SERVICES	58,922	-	-	2,487	-	-	
LRMS - LOW RISK MANAGEMENT SERVICES	30,875	-	-	-	-	-	
MRMS - MEDIUM RISK MANAGEMENT SVCS	156,141	-	-	-	-	-	
99AS - ADMINISTRATIVE SERVICES	$ 201,830	$ 254,531	$ 254,531	$ 261,188	$ 237,270	$ 17,261	6.8%
BDGT - BUDGETING	10,283	15,975	15,975	13,854	23,948	(7,973)	-49.9%
ODIR - EXECUTIVE MANAGEMENT	179,293	203,594	203,594	224,297	178,364	25,230	12.4%
FSAC - FINANCIAL SERVICES	1,608	10,755	10,755	5,079	10,755	-	0.0%
HRAC - HUMAN RESOURCES	8,578	13,452	13,452	12,606	13,448	4	0.0%
PROC - PROCUREMENT	2,068	10,755	10,755	5,352	10,755	-	0.0%
99GV - GENERAL GOVERNMENT	$ 711	$ 768	$ 768	$ 765	$ 500	$ 268	34.9%
ISFC - INTERNAL SERVICE FUND CHARGES	711	768	768	765	500	268	34.9%
TOTAL PROGRAMS	$ 1,845,053	$ 1,843,786	$ 1,843,786	$ 1,836,699	$ 1,553,494	$ 290,292	15.7%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 1,993	$ -	$ -	$ -	$ -	$ -	
SUBTOTAL	$ 1,993	$ -	$ -	$ -	$ -	$ -	
TOTAL SOURCES	$ 1,993	$ -	$ -	$ -	$ -	$ -	

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 1,346,789	$ 1,326,264	$ 1,326,264	$ 1,375,946	$ 1,118,705	$ 207,559	15.6%
0705 - TEMPORARY PAY	11,577	50,112	50,112	12,432	57,360	(7,248)	-14.5%
0750 - FRINGE BENEFITS	390,744	387,840	387,840	382,851	327,860	59,980	15.5%
0790 - OTHER PERSONNEL SERVICES	623	-	-	39	-	-	
0795 - PERSONNEL SERVICES ALLOC-OUT	(11,025)	(15,750)	(15,750)	(15,750)	(15,000)	(750)	4.8%
SUBTOTAL	$ 1,738,708	$ 1,748,466	$ 1,748,466	$ 1,755,518	$ 1,488,925	$ 259,541	14.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 7,930	$ 6,509	$ 6,509	$ 5,643	$ 4,934	$ 1,575	24.2%
SUBTOTAL	$ 7,930	$ 6,509	$ 6,509	$ 5,643	$ 4,934	$ 1,575	24.2%
SERVICES							
0812 - OTHER SERVICES	$ 63,658	$ 42,082	$ 42,082	$ 34,625	$ 22,081	20,001	47.5%
0820 - RENT & OPERATING LEASES	1,402	3,000	3,000	2,632	3,000	-	0.0%
0825 - REPAIRS AND MAINTENANCE	-	100	100	90	200	(100)	-100.0%
0839 - INTERNAL SERVICE CHARGES	3,442	6,000	6,000	3,915	6,000	-	0.0%
0841 - TRAVEL	9,492	15,000	15,000	12,275	14,550	450	3.0%
0842 - EDUCATION AND TRAINING	12,774	10,000	10,000	9,124	9,400	600	6.0%
0843 - POSTAGE/FREIGHT/SHIPPING	20	100	100	97	100	-	0.0%
SUBTOTAL	$ 90,788	$ 76,282	$ 76,282	$ 62,758	$ 55,331	$ 20,951	27.5%
CAPITAL							
0950 - DEBT SERVICE	$ 7,627	$ 12,529	$ 12,529	$ 12,780	$ 4,304	$ 8,225	65.6%
SUBTOTAL	$ 7,627	$ 12,529	$ 12,529	$ 12,780	$ 4,304	$ 8,225	65.6%
TOTAL USES	$ 1,845,053	$ 1,843,786	$ 1,843,786	$ 1,836,699	$ 1,553,494	$ 290,292	15.7%

Sources and Uses by Fund by Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 1,993	$ -	$ -	$ -	$ -	$ -	
FUND TOTAL	$ 1,993	$ -	$ -	$ -	$ -	$ -	
DEPARTMENT OPERATING TOTAL	$ 1,993	$ -	$ -	$ -	$ -	$ -	
DEPARTMENT TOTAL	$ 1,993	$ -	$ -	$ -	$ -	$ -	

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 1,845,053	$ 1,843,786	$ 1,843,786	$ 1,836,699	$ 1,553,494	$ 290,292	15.7%
FUND TOTAL	$ 1,845,053	$ 1,843,786	$ 1,843,786	$ 1,836,699	$ 1,553,494	$ 290,292	15.7%
DEPARTMENT OPERATING TOTAL	$ 1,845,053	$ 1,843,786	$ 1,843,786	$ 1,836,699	$ 1,553,494	$ 290,292	15.7%
DEPARTMENT TOTAL	$ 1,845,053	$ 1,843,786	$ 1,843,786	$ 1,836,699	$ 1,553,494	$ 290,292	15.7%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS VARIANCE	%	FORECAST VS VARIANCE	%
ADMINISTRATIVE SERVICES								
BUDGETING	0.20	0.20	0.20	0.30	0.10	50.00%	0.10	50.00%
EXECUTIVE MANAGEMENT	1.40	1.40	1.40	1.30	(0.10)	(7.14%)	(0.10)	(7.14%)
FINANCIAL SERVICES	0.20	0.20	0.20	0.20	-	0.00%	-	0.00%
HUMAN RESOURCES	0.25	0.25	0.25	0.25	-	0.00%	-	0.00%
PROCUREMENT	0.20	0.20	0.20	0.20	-	0.00%	-	0.00%
PROGRAM TOTAL	2.25	2.25	2.25	2.25	-	0.00%	-	0.00%
AUDIT SERVICES								
HIGH RISK AUDITS	17.75	17.75	17.75	14.75	(3.00)	(16.90%)	(3.00)	(16.90%)
PROGRAM TOTAL	17.75	17.75	17.75	14.75	(3.00)	(16.90%)	(3.00)	(16.90%)
DEPARTMENT TOTAL	20.00	20.00	20.00	17.00	(3.00)	(15.00%)	(3.00)	(15.00%)

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
Admin/Operations Specialist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Director - Internal Audit	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Internal Audit Supervisor	5.00	5.00	5.00	4.00	(1.00)	-20.00%	(1.00)	-20.00%
Internal Audit Manager	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Internal Auditor	11.00	11.00	11.00	9.00	(2.00)	-18.18%	(2.00)	-18.18%
Deptartment Total	20.00	20.00	20.00	17.00	(3.00)	-15.00%	(3.00)	-15.00%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
100 - GENERAL	20.00	20.00	20.00	17.00	(3.00)	-15.00%	(3.00)	-15.00%
DEPARTMENT TOTAL	20.00	20.00	20.00	17.00	(3.00)	-15.00%	(3.00)	-15.00%

Significant Variance Analysis

The High Risk Audit Services Activity decreases by 3.0 Full-Time Equivalents (FTEs) in FY 2009-10 due to the elimination of a vacant position and reductions in force as part of the budget balancing plan.

General Adjustments

Budget Balancing Adjustments:

Debt Reduction

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce operating expenses for equipment. This results in an operating savings of $8,696.

Base Adjustment:

- Debt Service is reduced by $2,000 to reflect the remaining charges on the Technology Financing Program repayment schedule.

Strategic Business Plan Update

The Internal Audit Department went through a facilitated review and update of their strategic issues and goals; the goal changes are reflected in this document. Upon review of the Department's activities and performance measures, any resulting changes will be in effect in FY 2010-11.

Programs and Activities

Audit Services Program

The purpose of the Audit Services Program is to provide independent assessments and recommendations to the Board of Supervisors so they can make informed decisions.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of Board of Supervisors satisfied with high-risk audits services	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of recommendations implemented within three years	97.0%	100.0%	95.3%	-4.7%	-4.7%
Percent of high-risk audits completed within 90 days after the close of the year	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Board of Supervisors satisfied with low-risk audits services	100.0%	Not Reported	Not Reported	Not Reported	Not Reported
Percent of Board of Supervisors satisfied with medium-risk audits services	100.0%	Not Reported	Not Reported	Not Reported	Not Reported

Activities that comprise this program include:

- High Risk Audits
- Low Risk Audits
- Medium Risk Audits

High Risk Audits

The purpose of the High-Risk Audits Activity is to provide independent assessments of high-risk audit services activities and make recommendations to the Board of Supervisors so they can make informed decisions.

Mandates: Federal Office of Management and Budget (OMB) Circular A-133 pursuant to the Single Audit Act; Arizona Supreme Court Administrative Order 2006-121.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Board of Supervisors satisfied with high-risk audits services	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of recommendations implemented within three years	97.0%	100.0%	95.3%	-4.7%	-4.7%
Result	Percent of high-risk audits completed within 90 days after the close of the year	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of high-risk audits completed.	20	22	17	-5	-22.7%
Demand	Number of high-risk audits scheduled on audit plan approved by the Board of Supervisors	20	22	20	-2	-9.1%
Efficiency	Cost per high-risk audits completed	$ 44,081.15	$ 72,203.95	$ 77,395.53	$ (5,191.57)	-7.2%
Expenditure						
	Fund 100	$ 881,623	$ 1,588,487	$ 1,315,724	$ 272,763	17%
	TOTAL USES	$ 881,623	$ 1,588,487	$ 1,315,724	$ 272,763	17%

Budget Balancing Adjustments:

Service Reduction

- Eliminate 2 Internal Auditor FTEs for a reduction of $153,860.
- Reduce consulting services budget for a savings of $20,000.

Vacancies

- Eliminate 1 Vacant Internal Auditor FTE for a savings of $106,605.

Activity Narrative: Budget balancing adjustments, including elimination of 3 Internal Auditor positions, impact service delivery by reducing the number of high risk audits completed by 3; according to the Department, there is a direct correlation of 1 auditor to 1 audit. However, the Department works with the Board of Supervisors and County management in setting priorities for which audits should be included in the annual audit plan. Therefore, the overall service reduction should have no significant impact in the short-term as long as priorities are being addressed. However, depending on the frequency with which the Board requires the Department to perform special audits, staff and other resources may need to be revisited.

Medium Risk Audits Activity

The purpose of the Medium Risk Audits Activity is to provide independent assessments of medium-risk audit services and make recommendations to the Board of Supervisors so they can make informed decisions.

Mandates: Federal Office of Management and Budget (OMB) Circular A-133 pursuant to the Single Audit Act; Arizona Supreme Court Administrative Order 2006-121.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Board of Supervisors satisfied with medium-risk audits services	100.0%	Not Reported	Not Reported		
Output	Number of medium-risk audits completed	7	Not Reported	Not Reported		
Demand	Number of medium-risk audits scheduled on audit plan approved by the Board of Supervisors	7	Not Reported	Not Reported		
Efficiency	Cost per medium-risk audit completed	$ 55,254.43	Not Reported	Not Reported		
Expenditure						
	Fund 100	$ 386,781	$ -	$ -		
	TOTAL USES	$ 386,781	$ -	$ -		

Activity Narrative: The Department has elected to budget funding for all audits in the High Risk Audits Activity. The Department is in the process of reviewing its Strategic Business Plan.

Low Risk Audits Activity

The purpose of the Low Risk Audits Activity is to provide independent assessments of low-risk audit services activities and make recommendations to the Board of Supervisors so they can make informed decisions.

Mandates: Federal Office of Management and Budget (OMB) Circular A-133 pursuant to the Single Audit Act; Arizona Supreme Court Administrative Order 2006-121.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Board of Supervisors satisfied with low-risk audits services	100.0%	Not Reported	Not Reported		
Output	Number of low-risk Audits completed	3	Not Reported	Not Reported		
Demand	Number of low-risk audits scheduled on an audit plan approved by the Board of Supervisors	3	Not Reported	Not Reported		
Efficiency	Cost per low-risk audit completed	$ 42,723.33	Not Reported	Not Reported		
Expenditure						
	Fund 100	$ 128,170	$ -	$ -		
	TOTAL USES	$ 128,170	$ -	$ -		

Activity Narrative: The Department has elected to budget funding for all audits in the High Risk Audits Activity. The Department is in the process of reviewing its Strategic Business Plan.

Management Services Program

The purpose of the Management Services Program is to provide independent strategic information to the Board of Supervisors so they can make informed decisions.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of Board of Supervisors satisfied with High-Risk Management Services	100.0%	Not Reported	Not Reported		
Percent of high-risk management services activities completed within 90 days after the close of the year	100.0%	Not Reported	Not Reported		
Percent of Board of Supervisors satisfied with Medium-Risk Management Services	100.0%	Not Reported	Not Reported		
Percent of Board of Supervisors satisfied with Low-Risk Management Services	Not Reported	Not Reported	Not Reported		

Activities that comprise this program include:

- High Risk Management Services
- Medium Risk Management Services
- Low Risk Management Services

High Risk Management Services Activity

The purpose of the High-Risk Management Services Activity is to provide independent high-risk strategic information to the Board of Supervisors so they can make informed decisions.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Board of Supervisors satisfied with High-Risk Management Services	100.0%	Not Reported	Not Reported		
Result	Percent of high-risk management services activities completed within 90 days after the close of the year	100.0%	Not Reported	Not Reported		
Output	Number of high-risk management services activities completed	4	Not Reported	Not Reported		
Demand	Number of high-risk management services activities scheduled on the plan approved by the Board of Supervisors	4	Not Reported	Not Reported		
Efficiency	Cost per high-risk management services activity completed	$ 14,730.50	Not Reported	Not Reported		
Expenditure						
	Fund 100	$ 58,922	$ -	$ -		
	TOTAL USES	$ 58,922	$ -	$ -		

Activity Narrative: The Department has elected to budget funding in the High Risk Audits Activity for services previously budgeted in the High Risk Management Services Activity. The Department is in the process of reviewing its Strategic Business Plan.

Medium Risk Management Services Activity

The purpose of this Medium-Risk Management Services Activity is to provide independent medium-risk strategic information to the Board of Supervisors so they can make informed decisions.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Board of Supervisors satisfied with Medium-Risk Management Services	100.0%	Not Reported	Not Reported		
Output	Number of medium-risk management services activities completed	1	Not Reported	Not Reported		
Demand	Number of medium-risk management services activities scheduled on the plan approved by the Board of Supervisors	1	Not Reported	Not Reported		
Efficiency	Percent of Board of Supervisors satisfied with Medium-Risk Management Services	$ 156,141.00	Not Reported	Not Reported		
Expenditure						
	100 - GENERAL	$ 156,141	$ -	$ -		
	TOTAL SOURCES	$ 156,141	$ -	$ -		

Activity Narrative: The Department has elected to budget funding in the High Risk Audits Activity for services previously budgeted in the Medium Risk Management Services Activity. The Department is in the process of reviewing its Strategic Business Plan.

Low Risk Management Services Activity

The purpose of this Low-Risk Management Services Activity is to provide independent low-risk strategic information to the Board of Supervisors so they can make informed decisions.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Board of Supervisors satisfied with Low-Risk Management Services	Not Reported	Not Reported	Not Reported		
Output	Number of low-risk management services activities completed	5	Not Reported	Not Reported		
Demand	Number of low-risk management services activities scheduled on the plan approved by the Board of Supervisors	5	Not Reported	Not Reported		
Efficiency	Cost per low-risk management services activity completed	$ 6,175.00	Not Reported	Not Reported		
Revenue						
	100 - GENERAL	$ 1,993	$ -	$ -		
	TOTAL SOURCES	$ 1,993	$ -	$ -		
Expenditure						
	100 - GENERAL	$ 30,875	$ -	$ -		
	TOTAL USES	$ 30,875	$ -	$ -		

Activity Narrative: The Department has elected to budget funding in the High Risk Audits Activity for services previously budgeted in the Low Risk Management Services Activity. However, the Department is in the process of reviewing its Strategic Business Plan.

Appropriated Budget Reconciliation

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 1,843,786**	**$ -**
FY 2008-09 REVISED BUDGET	**$ 1,843,786**	**$ -**
FY 2008-09 REVISED RESTATED BUDGET	**$ 1,843,786**	**$ -**
TARGET ADJUSTMENTS:		
PERSONNEL SAVINGS ADJUSTMENT	$ 869	$ -
FY 2009-10 BUDGET TARGET	**$ 1,844,655**	**$ -**
BASE ADJUSTMENTS:		
BUDGET BALANCING ADJUSTMENTS:		
Service Reduction		
Eliminate 1 Internal Auditor position and supplies in the High Risk Audits Activity	$ (83,149)	$ -
Eliminate 1 Internal Auditor position and supplies in the High Risk Audits Activity	(70,711)	-
Reduce Services budget for Consulting in the High Risk Audits Activity	(20,000)	-
Subtotal	$ (173,860)	$ -
Vacancies		
Eliminate 1 Vacant Internal Auditor position and supplies in High Risk Audits Activity	$ (106,605)	$ -
Subtotal	$ (106,605)	$ -
Debt Reduction		
Pay Off Capital Lease - 08 Desktop Refresh	$ (6,676)	$ -
Pay Off Capital Lease - 08 Laptop Refresh	(2,020)	-
Subtotal	$ (8,696)	$ -
OTHER BASE ADJUSTMENTS		
Adjust debt service according to TFP schedule	$ (2,000)	$ -
Subtotal	$ (2,000)	$ -
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 1,553,494**	**$ -**

Justice Courts

Analysis by Dexter C. Thomas, Sr. Management & Budget Analyst

Summary

Mission

Under development

Vision

Under development

Strategic Goals

Under development

Note: On July 1, 2008, the Arizona Supreme Court issued Administrative Order No. 2008 – 59 separating Justice Courts from the Superior Court. The order returned day-to-day control of the staff of each Justice Court to the individual Justices of the Peace and gave Justices of the Peace greater responsibility and authority for their respective courts and management of their caseloads. The Justice Courts have not formally submitted a mission, vision and strategic goals but these will be developed during the strategic planning update process for FY 2010-11.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
80CV - CIVIL JUSTICE	$ 8,626,920	$ 7,820,346	$ 9,333,278	$ 9,550,808	$ 10,203,842	$ 870,564	9.3%
CIVT - CIVIL TRAFFIC	2,241,607	2,073,627	3,586,559	2,326,754	4,216,956	630,397	17.6%
SMCV - SMALL CIVIL	6,385,313	5,746,719	5,746,719	7,224,054	5,986,886	240,167	4.2%
80CJ - CRIMINAL JUSTICE	$ 13,843,547	$ 12,695,303	$ 12,695,303	$ 13,873,293	$ 16,059,875	$ 3,364,572	26.5%
MCAD - MISDEMEANOR CRIM ADJUDICATION	13,843,547	12,695,303	12,695,303	13,873,293	16,059,875	3,364,572	26.5%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ 155,679	$ -	$ -	0.0%
GGOV - GENERAL GOVERNMENT	-	-	-	155,679	-	-	0.0%
TOTAL PROGRAMS	$ 22,470,467	$ 20,515,649	$ 22,028,581	$ 23,579,780	$ 26,263,717	$ 4,235,136	19.2%
USES							
80CV - CIVIL JUSTICE	$ 12,755,731	$ 12,994,778	$ 12,994,778	$ 13,547,503	$ 15,942,225	$ (2,947,447)	-22.7%
CVSC - CIVIL SMALL CLAIMS	1,515,331	1,539,149	1,539,149	1,500,299	1,446,944	92,205	6.0%
CIVT - CIVIL TRAFFIC	4,384,462	4,644,606	4,644,606	5,293,506	6,744,824	(2,100,218)	-45.2%
FDET - FORCIBLE DETAINER	3,005,991	3,033,803	3,033,803	3,172,256	4,258,546	(1,224,743)	-40.4%
INJH - INJUNCTIONS AGAINST HARASS	732,736	750,567	750,567	700,777	664,072	86,495	11.5%
ORDP - ORDERS OF PROTECTION	923,952	929,026	929,026	925,417	903,773	25,253	2.7%
SMCV - SMALL CIVIL	2,193,259	2,097,627	2,097,627	1,955,248	1,924,066	173,561	8.3%
80OS - COURT OPERATIONS SUPPORT	$ -	$ 66,159	$ 66,159	$ 43,306	$ -	$ 66,159	100.0%
PICO - PUB INFO AND COMMUNITY OUTRCH	-	66,159	66,159	43,306	-	66,159	100.0%
80CJ - CRIMINAL JUSTICE	$ 3,549,940	$ 3,495,633	$ 3,495,633	$ 3,416,100	$ 3,299,114	$ 196,519	5.6%
CTRF - CRIMINAL TRAFFIC	1,199,607	1,189,379	1,189,379	1,184,277	1,118,840	70,539	5.9%
MCAD - MISDEMEANOR CRIM ADJUDICATION	1,618,935	1,600,137	1,600,137	1,610,616	1,523,235	76,902	4.8%
MDUI - MISDEMEANOR DUI	731,398	706,117	706,117	621,207	657,039	49,078	7.0%
99AS - ADMINISTRATIVE SERVICES	$ 243,390	$ 1,076,533	$ 2,911,935	$ 1,346,763	$ 2,446,826	$ 465,109	16.0%
BDGT - BUDGETING	-	65,403	65,403	21,773	65,324	79	0.1%
ODIR - EXECUTIVE MANAGEMENT	243,390	410,146	2,245,548	784,411	1,767,492	478,056	21.3%
FSAC - FINANCIAL SERVICES	-	372,459	372,459	389,244	438,111	(65,652)	-17.6%
HRAC - HUMAN RESOURCES	-	228,525	228,525	151,335	175,899	52,626	23.0%
99GV - GENERAL GOVERNMENT	$ 81,879	$ 66,294	$ 3,664,374	$ 3,679,635	$ 66,294	$ 3,598,080	98.2%
GGOV - GENERAL GOVERNMENT	-	-	3,598,080	3,598,080	-	3,598,080	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	81,879	66,294	66,294	81,555	66,294	-	0.0%
99IT - INFORMATION TECHNOLOGY	$ 474,725	$ 850,260	$ 1,459,378	$ 980,460	$ 871,005	$ 588,373	40.3%
BUAS - BUSINESS APPLICATION DEV SUPP	474,725	811,129	1,080,247	955,550	746,005	334,242	30.9%
DESK - DESKTOP SUPPORT	-	39,131	379,131	24,910	125,000	254,131	67.0%
TOTAL PROGRAMS	$ 17,105,665	$ 18,549,657	$ 24,592,257	$ 23,013,767	$ 22,625,464	$ 1,966,793	8.0%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED	%
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ -	$ 4,474	$ 4,474	$ 1,490	$ 4,474	$ -	0.0%
SUBTOTAL	$ -	$ 4,474	$ 4,474	$ 1,490	$ 4,474	$ -	0.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 7,989,632	$ 7,226,255	$ 8,739,187	$ 9,144,493	$ 9,465,215	$ 726,028	8.3%
SUBTOTAL	$ 7,989,632	$ 7,226,255	$ 8,739,187	$ 9,144,493	$ 9,465,215	$ 726,028	8.3%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 13,164,613	$ 12,150,259	$ 12,150,259	$ 13,252,902	$ 15,659,367	$ 3,509,108	28.9%
SUBTOTAL	$ 13,164,613	$ 12,150,259	$ 12,150,259	$ 13,252,902	$ 15,659,367	$ 3,509,108	28.9%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 362,332	$ 229,910	$ 229,910	$ 232,315	$ 229,910	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	953,890	904,751	904,751	948,580	904,751	-	0.0%
SUBTOTAL	$ 1,316,222	$ 1,134,661	$ 1,134,661	$ 1,180,895	$ 1,134,661	$ -	0.0%
ALL REVENUES	$ 22,470,467	$ 20,515,649	$ 22,028,581	$ 23,579,780	$ 26,263,717	$ 4,235,136	19.2%
TOTAL SOURCES	$ 22,470,467	$ 20,515,649	$ 22,028,581	$ 23,579,780	$ 26,263,717	$ 4,235,136	19.2%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 10,796,132	$ 9,599,742	$ 9,599,742	$ 10,779,590	$ 11,808,578	$ (2,208,836)	-23.0%
0705 - TEMPORARY PAY	411,384	1,755,146	1,755,146	922,429	599,354	1,155,792	65.9%
0710 - OVERTIME	135,564	118,836	118,836	126,458	118,836	-	0.0%
0750 - FRINGE BENEFITS	3,872,801	4,096,293	4,096,293	4,161,735	4,278,686	(182,393)	-4.5%
0790 - OTHER PERSONNEL SERVICES	110,631	459,226	459,226	299,150	459,226	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	(1,741,254)	(1,741,254)	(2,512,485)	(3,427,641)	1,686,387	-96.8%
0796 - PERSONNEL SERVICES ALLOC-IN	-	2,370,117	2,370,117	3,141,350	4,135,171	(1,765,054)	-74.5%
SUBTOTAL	$ 15,326,512	$ 16,658,106	$ 16,658,106	$ 16,918,227	$ 17,972,210	$ (1,314,104)	-7.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 299,696	$ 249,714	$ 249,714	$ 355,952	$ 249,712	$ 2	0.0%
0804 - NON-CAPITAL EQUIPMENT	14,634	-	352,004	59,118	-	352,004	100.0%
SUBTOTAL	$ 314,330	$ 249,714	$ 601,718	$ 415,070	$ 249,712	$ 352,006	58.5%
SERVICES							
0810 - LEGAL SERVICES	$ 12,213	$ 11,000	$ 11,000	$ 7,608	$ 11,000	$ -	0.0%
0812 - OTHER SERVICES	512,531	580,886	1,945,718	616,979	2,763,327	(817,609)	-42.0%
0820 - RENT & OPERATING LEASES	707,374	735,137	853,703	907,604	1,189,401	(335,698)	-39.3%
0825 - REPAIRS AND MAINTENANCE	5,567	49,674	49,674	61,458	49,674	-	0.0%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	3,598,080	3,598,080	-	3,598,080	100.0%
0839 - INTERNAL SERVICE CHARGES	54,330	74,817	74,817	70,368	74,817	-	0.0%
0841 - TRAVEL	37,966	50,898	50,898	29,420	50,898	-	0.0%
0842 - EDUCATION AND TRAINING	22,152	31,025	31,025	19,970	31,025	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	104,497	108,400	108,400	105,710	108,400	-	0.0%
SUBTOTAL	$ 1,456,630	$ 1,641,837	$ 6,723,315	$ 5,417,197	$ 4,278,542	$ 2,444,773	36.4%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ -	$ 269,118	$ 263,273	$ -	$ 269,118	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	8,193	-	-	-	-	-	
0950 - DEBT SERVICE	-	-	340,000	-	125,000	215,000	63.2%
SUBTOTAL	$ 8,193	$ -	$ 609,118	$ 263,273	$ 125,000	$ 484,118	79.5%
TOTAL USES	$ 17,105,665	$ 18,549,657	$ 24,592,257	$ 23,013,767	$ 22,625,464	$ 1,966,793	8.0%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 17,483,212	$ 16,763,590	$ 16,763,590	$ 18,155,274	$ 20,140,000	$ (3,376,410)	-20.1%
FUND TOTAL SOURCES	$ 17,483,212	$ 16,763,590	$ 16,763,590	$ 18,155,274	$ 20,140,000	$ (3,376,410)	-20.1%
204 JUSTICE CT JUDICIAL ENHANCEMNT							
OPERATING	$ 849,228	$ 657,982	$ 657,982	$ 817,494	$ 916,686	$ (258,704)	-39.3%
FUND TOTAL SOURCES	$ 849,228	$ 657,982	$ 657,982	$ 817,494	$ 916,686	$ (258,704)	-39.3%
245 JUSTICE COURTS SPECIAL REVENUE							
OPERATING	$ 4,138,027	$ 3,094,077	$ 4,607,009	$ 4,607,012	$ 5,207,031	$ (600,022)	-13.0%
NON-RECURRING	-	-	-	-	-	-	
FUND TOTAL SOURCES	$ 4,138,027	$ 3,094,077	$ 4,607,009	$ 4,607,012	$ 5,207,031	$ (600,022)	-13.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 22,470,467	$ 20,515,649	$ 22,028,581	$ 23,579,780	$ 26,263,717	$ (4,235,136)	-19.2%
DEPARTMENT TOTAL SOURCES	$ 22,470,467	$ 20,515,649	$ 22,028,581	$ 23,579,780	$ 26,263,717	$ (4,235,136)	-19.2%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 13,525,602	$ 14,115,672	$ 14,234,238	$ 13,805,222	$ 14,488,923	$ (254,685)	-1.8%
FUND TOTAL USES	$ 13,525,602	$ 14,115,672	$ 14,234,238	$ 13,805,222	$ 14,488,923	$ (254,685)	-1.8%
204 JUSTICE CT JUDICIAL ENHANCEMNT							
OPERATING	$ 610,856	$ 657,480	$ 657,480	$ 614,302	$ 916,686	$ (259,206)	-39.4%
NON-RECURRING	-	-	2,427,171	2,421,326	-	2,427,171	100.0%
FUND TOTAL USES	$ 610,856	$ 657,480	$ 3,084,651	$ 3,035,628	$ 916,686	$ 2,167,965	70.3%
245 JUSTICE COURTS SPECIAL REVENUE							
OPERATING	$ 2,969,207	$ 3,776,505	$ 4,607,009	$ 4,520,115	$ 5,207,031	$ (600,022)	-13.0%
NON-RECURRING	-	-	2,666,359	1,652,802	2,012,824	653,535	24.5%
FUND TOTAL USES	$ 2,969,207	$ 3,776,505	$ 7,273,368	$ 6,172,917	$ 7,219,855	$ 53,513	0.7%
DEPARTMENT OPERATING TOTAL USES	$ 17,105,665	$ 18,549,657	$ 19,498,727	$ 18,939,639	$ 20,612,640	$ (1,113,913)	-5.7%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ -	$ 5,093,530	$ 4,074,128	$ 2,012,824	$ 3,080,706	60.5%
DEPARTMENT TOTAL USES	$ 17,105,665	$ 18,549,657	$ 24,592,257	$ 23,013,767	$ 22,625,464	$ 1,966,793	8.0%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
ADMINISTRATIVE SERVICES								
BUDGETING	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
EXECUTIVE MANAGEMENT	4.00	4.00	7.00	6.00	2.00	50.00%	(1.00)	(14.29%)
FINANCIAL SERVICES	5.00	5.00	6.00	6.00	1.00	20.00%	-	0.00%
HUMAN RESOURCES	4.00	4.00	3.00	3.00	(1.00)	(25.00%)	-	0.00%
PROGRAM TOTAL	14.00	14.00	17.00	16.00	2.00	14.29%	(1.00)	(5.88%)
CIVIL JUSTICE								
CIVIL SMALL CLAIMS	26.50	26.50	26.50	26.50	-	0.00%	-	0.00%
CIVIL TRAFFIC	77.03	77.03	79.03	79.03	2.00	2.60%	-	0.00%
FORCIBLE DETAINER	46.00	46.00	51.00	51.00	5.00	10.87%	-	0.00%
INJUNCTIONS AGAINST HARASS	13.00	13.00	13.00	13.00	-	0.00%	-	0.00%
ORDERS OF PROTECTION	14.00	14.00	14.00	14.00	-	0.00%	-	0.00%
SMALL CIVIL	36.00	36.00	36.00	36.00	-	0.00%	-	0.00%
PROGRAM TOTAL	212.53	212.53	219.53	219.53	7.00	3.29%	-	0.00%
COURT OPERATIONS SUPPORT								
PUB INFO AND COMMUNITY OUTRCH	1.00	1.00	-	-	(1.00)	(100.00%)	-	
PROGRAM TOTAL	1.00	1.00	-	-	(1.00)	(100.00%)	-	
CRIMINAL JUSTICE								
CRIMINAL TRAFFIC	22.00	22.00	21.50	21.50	(0.50)	(2.27%)	-	0.00%
MISDEMEANOR CRIM ADJUDICATION	26.00	26.00	28.00	28.00	2.00	7.69%	-	0.00%
MISDEMEANOR DUI	12.00	12.00	12.00	12.00	-	0.00%	-	0.00%
PROGRAM TOTAL	60.00	60.00	61.50	61.50	1.50	2.50%	-	0.00%
INFORMATION TECHNOLOGY								
BUSINESS APPLICATION DEV SUPP	2.00	2.00	1.00	1.00	(1.00)	(50.00%)	-	0.00%
DESKTOP SUPPORT	1.00	1.00	-	-	(1.00)	(100.00%)	-	
PROGRAM TOTAL	3.00	3.00	1.00	1.00	(2.00)	(66.67%)	-	0.00%
DEPARTMENT TOTAL	290.53	290.53	299.03	298.03	7.50	2.58%	(1.00)	(0.33%)

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Administrative Specialist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Justice System Clerk	206.53	206.53	207.03	207.03	0.50	0.24%	-	0.00%
Justice System Clerk Lead	20.00	20.00	24.00	24.00	4.00	20.00%	-	0.00%
Court Reporter	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Office Assistant Specialized	-	-	1.00	1.00	1.00		-	0.00%
Admin/Operations Specialist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Deputy Director	1.00	1.00	2.00	1.00	-	0.00%	(1.00)	-50.00%
Justice Of The Peace	23.00	23.00	25.00	25.00	2.00	8.70%	-	0.00%
Justice System Clerk Supv	23.00	23.00	25.00	25.00	2.00	8.70%	-	0.00%
Admin & Operations Mgr	4.00	4.00	3.00	3.00	(1.00)	-25.00%	-	0.00%
Security Officer Manager	1.00	1.00	-	-	(1.00)	-100.00%	-	
Management Analyst	5.00	5.00	6.00	6.00	1.00	20.00%	-	0.00%
Human Resources Analyst	1.00	1.00	-	-	(1.00)	-100.00%	-	
Business/Systems Analyst-Sr/Ld	-	-	1.00	1.00	1.00		-	0.00%
Programmer/Analyst	2.00	2.00	1.00	1.00	(1.00)	-50.00%	-	0.00%
Computer Operator	1.00	1.00	-	-	(1.00)	-100.00%	-	
Human Resources Associate	-	-	1.00	1.00	1.00		-	0.00%
Department Total	290.53	290.53	299.03	298.03	7.50	2.58%	(1.00)	-0.33%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
100 - GENERAL	286.53	286.53	293.03	292.03	5.50	1.92%	(1.00)	-0.34%
204 - JUSTICE CT JUDICIAL ENHANCEMNT	4.00	4.00	6.00	2.00	(2.00)	-50.00%	(4.00)	-66.67%
245 - JUSTICE COURTS SPECIAL REVENUE	-	-	-	4.00	4.00		4.00	
DEPARTMENT TOTAL	290.53	290.53	299.03	298.03	7.50	2.58%	(1.00)	-0.33%

Significant Variance Analysis

The department made no staffing changes as a result of Budget Balancing initiatives.

General Adjustments

Budget Balancing Adjustments:

General Fund (100)

Fund Shift

- The expenditure budget is reduced by $430,022. This is a result of growing fee revenue collected in Justice Court Special Revenue Fund (245), thus allowing for an increased Personnel Services Allocation-Out to the Justice Court Special Revenue Fund (245).

Revenue Enhancement

- The revenue budget is increased by $3,376,410. Fines collections have continually grown year over year at approximately 8%, thus justifying increased revenue of $2,779,094. In addition, the department is implementing the Fines/Fees and Restitution Enforcement (FARE) Program and expects to generate $597,316 in additional revenue.

Other Base Adjustments

- The expenditure budget is reduced by $1,518,926. FY 2009-10 reductions include the right-sizing of Personnel Savings ($1,449,730), a reduced rental payment for the North Mesa Justice Court due to a new lease agreement ($30,000) and decreased risk management charges ($39,196).

Justice Court Judicial Enhancement Fund (204)

Revenue Enhancement

- The revenue and expenditure budgets are increased by $258,704. Fees collections have continually grown year over year at approximately 8%, thus justifying increased revenue of $228,329. In addition, the department is implementing the FARE Program, expecting to generate $30,375 in additional revenue.

Programs and Activities

Civil Justice Program

The purpose of the Civil Justice Program is to resolve civil cases for litigants so that they are afforded timely and just legal resolutions.

Program Results

80OS - COURT OPERATIONS SUPPORT Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of Civil Traffic cases resolved within 180 days.	100.0%	100.0%	87.0%	(13.0%)	-13.0%
Percent of Small Civil cases resolved within 180 days.	80.0%	80.0%	87.0%	7.0%	8.8%

Activities that comprise this program include:

- Civil Traffic
- Forcible Detainer
- Orders of Protection
- Civil Small Claims
- Injunction Against Harassment
- Small Civil (Justice Courts)

Civil Traffic Activity

The purpose of the Civil Traffic Activity is to resolve civil traffic cases in Justice Courts for defendants and victims so that they are afforded timely and just legal resolutions.

Mandates: A.R.S. §22-112 establishes that trying civil traffic violations is within the jurisdiction of the Justice Courts.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Civil Traffic cases resolved within 180 days.	100.0%	100.0%	87.0%	(13.0%)	-13.0%
Output	Number of Civil Traffic cases resolved.	156,853	160,365	163,273	2,908	1.8%
Demand	Number of Civil Traffic (CIVT) cases filed.	152,729	160,365	157,616	-2,749	-1.7%
Efficiency	Cost per Civil Traffic case resolved.	$27.95	$28.96	$42.25	-$13.29	-45.9%
Revenue						
	100 - GENERAL	$ 1,254,592	$ 1,184,115	$ 1,184,115	$ -	-
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	-	-	30,375	30,375	-
	245 - JUSTICE COURTS SPECIAL REVENUE	987,015	2,402,444	3,002,466	600,022	25.0%
	TOTAL SOURCES	$ 2,241,607	$ 3,586,559	$ 4,216,956	$ 630,397	17.6%
Expenditure						
	100 - GENERAL	$ 3,387,420	$ 3,463,858	$ 3,671,340	$ (207,482)	-6.0%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	253,607	348,672	571,415	(222,743)	-63.9%
	245 - JUSTICE COURTS SPECIAL REVENUE	743,435	832,076	2,656,187	(1,824,111)	-219.2%
	TOTAL USES	$ 4,384,462	$ 4,644,606	$ 6,898,942	$ (2,254,336)	-48.5%

Activity Narrative: The FY 2009-10 expenditure budget increases by 48.5%, due to the Department increasing the staff allocation of time to this activity. The Department indicated that this more accurately reflects the use of staff time to process traffic cases; thus correctly reflecting the services being provided to the public by Justice Courts.

Budget Balancing Adjustments:

Justice Courts Special Revenue Fund (245)

Revenue Enhancement

- The revenue budget is increased by $600,022. Civil Traffic fee collections have continually grown year over year at approximately 8%, thus justifying increased revenue of $387,397. In addition, the department is implementing the FARE Program expecting to generate $212,625 in additional revenue.

Fund Shift

- The expenditure budget is increased by $430,022. This is a result of growing fee revenue collected in the Justice Court Special Revenue Fund (245), thus allowing an increased Personnel Services Allocation-In from the General Fund (100).

Other Base Adjustments:

Justice Courts Special Revenue Fund (245)

- The expenditure budget is increased by $170,000 by shifting 4 FTEs from the Judicial Enhancement Fund (204) to the Justice Court Special Revenue Fund (245).

Civil Small Claims Activity

The purpose of the Civil Small Claims Activity is to resolve small claims cases in Justice Courts for litigants so that they are afforded timely and just legal resolutions.

Mandates: A.R.S. §§22-201 and 22-503 gives the Justice Courts jurisdiction in all civil actions where the amount involved is less than $10,000 (exclusive jurisdiction for cases involving less than $5,000).

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Small Claims cases resolved within 180 days.	76.0%	80.0%	72.0%	(8.0%)	-10.0%
Output	Number of Small Claims cases resolved.	12,594	13,877	13,215	-662	-4.8%
Demand	Number of Small Claims (CVSC) cases filed.	16,520	17,346	17,049	-297	-1.7%
Efficiency	Cost per Small Claims case resolved.	$120.32	$110.91	$109.49	$1.42	1.3%
Expenditure						
	100 - GENERAL	$ 1,108,561	$ 1,226,295	$ 1,134,090	$ 92,205	7.5%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	130,422	35,679	35,679	-	-
	245 - JUSTICE COURTS SPECIAL REVENUE	276,348	277,175	277,175	-	-
	TOTAL USES	$ 1,515,331	$ 1,539,149	$ 1,446,944	$ 92,205	6.0%

Forcible Detainer Activity

The purpose of the Forcible Detainer Activity is to resolve forcible detainer (eviction) cases in Justice Courts for litigants so that they are afforded timely and just legal resolutions.

Mandates: A.R.S. §22-201 establishes that jurisdiction over forcible detainer complaints is shared between Justice Courts or the Superior Court, while A.R.S. §§12-1179 and 12-1182 allow for forcible detainer appeals to be filed in the Superior Court and the Supreme Court, respectively.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	N/A	N/A	N/A	-	-
Output	Number of Forcible Detainer cases resolved.	82,825	80,562	88,490	7,928	9.8%
Demand	Number of Forcible Detainer (FDET) cases filed.	80,764	84,802	83,348	-1,454	-1.7%
Efficiency	Cost per Forcible Detainer case resolved.	$36.29	$37.66	$36.51	$1.15	3.1%
Expenditure						
	100 - GENERAL	$ 2,566,554	$ 2,412,105	$ 2,836,951	$ (424,846)	-17.6%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	130,367	134,002	50,039	83,963	62.7%
	245 - JUSTICE COURTS SPECIAL REVENUE	309,070	487,696	343,682	144,014	29.5%
	TOTAL USES	$ 3,005,991	$ 3,033,803	$ 3,230,672	$ (196,869)	-6.5%

Injunctions Against Harassment Activity

The purpose of the Injunctions Against Harassment Activity is to provide injunctions against harassment (in the workplace) to litigants with cause so that they receive timely and just legal protections manner.

Mandates: A.R.S. §§12-1809 and 12-1810 establish that any court may issue injunctions against harassment and against workplace harassment, respectively, when presented with an appropriate written petition.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	N/A	N/A	N/A	-	-
Output	Number of Injunctions Against Harassment issued.	4,974	5,223	5,677	454	8.7%
Demand	Number of Injunctions Against Harassment (INJH) requested.	4,974	5,223	5,677	454	8.7%
Efficiency	Cost per Injunction Against Harassment issued.	$147.31	$143.70	$116.98	$26.73	18.6%
Expenditure						
	100 - GENERAL	$ 611,540	$ 635,766	$ 549,271	$ 86,495	13.6%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	3,586	12,393	12,393	-	-
	245 - JUSTICE COURTS SPECIAL REVENUE	117,610	102,408	102,408	-	-
	TOTAL USES	$ 732,736	$ 750,567	$ 664,072	$ 86,495	11.5%

Orders of Protection Activity

The purpose of the Orders of Protection Activity is to provide orders of protection to litigants with cause so that they receive timely and just legal protections.

Mandates: A.R.S. §13-3602 establishes that any court may issue orders of protection when presented with an appropriate written petition. The court must review the petition to determine whether there is adequate cause to believe that the defendant has committed or is likely to commit an act of domestic violence. If approved the order is filed and dispatched to the Constable or Sheriff for service to the defendant.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	N/A	N/A	N/A	-	-
Output	Number of Orders of Protection issued.	4,945	5,093	5,277	184	3.6%
Demand	Number of Orders of Protection (ORDP) requested.	4,945	5,093	5,277	184	3.6%
Efficiency	Cost per Order of Protection issued.	$186.85	$182.41	$171.27	$11.15	6.1%
Expenditure						
	100 - GENERAL	$ 839,796	$ 689,712	$ 813,199	$ (123,487)	-17.9%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	5,248	15,116	15,116	-	-
	245 - JUSTICE COURTS SPECIAL REVENUE	78,908	224,198	75,458	148,740	66.3%
	TOTAL USES	$ 923,952	$ 929,026	$ 903,773	$ 25,253	2.7%

Small Civil (Justice Courts) Activity

The purpose of the Small Civil Activity is to resolve Justice Court civil cases for litigants so that they are afforded timely and just legal resolutions.

Mandates: A.R.S. §22-503 gives the Justice Court Small Claims Division jurisdiction in all civil actions where the amount involved is less than $2,500 (excluding interest, costs, and attorney fees).

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Small Civil cases resolved within 180 days.	80.0%	80.0%	87.0%	7.0%	8.8%
Output	Number of Small Civil cases resolved.	55,647	58,314	56,246	-2,068	-3.5%
Demand	Number of Small Civil (SMCV) cases filed.	69,421	72,892	71,642	-1,250	-1.7%
Efficiency	Cost per Small Civil case resolved.	$39.41	$35.97	$34.21	$1.76	4.9%
Revenue						
	100 - GENERAL	$ 3,960,055	$ 4,192,093	$ 4,318,099	$ 126,006	0.03
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	578,264	386,494	500,660	114,166	0.30
	245 - JUSTICE COURTS SPECIAL REVENUE	1,846,994	1,168,132	1,168,132	-	0.0%
	TOTAL SOURCES	$ 6,385,313	$ 5,746,719	$ 5,986,891	$ 240,172	4.2%
Expenditure						
	100 - GENERAL	$ 1,795,484	$ 1,615,307	$ 1,555,494	$ 59,813	3.7%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	22,369	29,009	29,009	-	-
	245 - JUSTICE COURTS SPECIAL REVENUE	375,406	453,311	339,563	113,748	25.1%
	TOTAL USES	$ 2,193,259	$ 2,097,627	$ 1,924,066	$ 173,561	8.3%

Criminal Justice Program

The purpose of the Criminal Justice Program is to resolve felony and misdemeanor cases for defendants, victims, and the public so that they are afforded timely and just legal resolutions.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of Criminal Traffic cases resolved within 180 days.	102.0%	99.0%	82.0%	(17.0%)	-17.2%
Percent of Misdemenaor Criminal cases resolved within 180 days.	81.0%	85.0%	82.0%	(3.0%)	-3.5%
Percent of Misdemeanor DUI cases resolved within 180 days.	87.0%	90.0%	80.0%	(10.0%)	-11.1%

Activities that comprise this program include:

- Criminal Traffic
- Misdemeanor DUI
- Misdemeanor Criminal Adjudication

Criminal Traffic Activity

The purpose of the Criminal Traffic Adjudication Activity is to resolve criminal traffic cases for defendants and victims so that they are afforded timely and just legal resolutions.

Mandates: This activity supports the overall mandate of the Criminal Justice Program. A.R.S. §22-112 establishes that the Justice Courts are responsible for trying criminal traffic cases, excluding those that involve death or felony traffic charges, which are the responsibility of the Superior Court.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Criminal Traffic cases resolved within 180 days.	102.0%	99.0%	82.0%	(17.0%)	-17.2%
Output	Number of Criminal Traffic cases resolved.	71,894	72,592	75,543	2,951	4.1%
Demand	Number of Criminal Traffic (CTRF) cases filed.	69,834	73,326	72,069	-1,257	-1.7%
Efficiency	Cost per Criminal Traffic case resolved.	$16.69	$16.38	$14.81	$1.57	9.6%
Expenditure						
	100 - GENERAL	$ 967,518	$ 972,920	$ 902,381	$ 70,539	7.3%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	24,812	24,786	24,786	-	-
	245 - JUSTICE COURTS SPECIAL REVENUE	207,277	191,673	191,673	-	-
	TOTAL USES	$ 1,199,607	$ 1,189,379	$ 1,118,840	$ 70,539	5.9%

Activity Narrative: The FY 2009-10 result measure decreases by 17.2%, due to the introduction of photo radar. In November 2008, the Justice Courts began processing photo enforcement violations with photo radar filings totaling 279,508 by year end.

Misdemeanor Criminal Adjudication Activity

The purpose of the Misdemeanor Criminal Adjudication Activity is to resolve misdemeanor cases for defendants and victims so that they are afforded timely and just legal resolutions.

Mandates: A.R.S. §22-301 gives Justice Courts jurisdiction in misdemeanor cases that do not involve imprisonment of more than six months or penalties in excess of $2,500.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Misdemenaor Criminal cases resolved within 180 days.	81.0%	85.0%	82.0%	(3.0%)	-3.5%
Output	Number of Misdemeanor Criminal cases resolved.	19,650	21,665	22,506	841	3.9%
Demand	Number of Misdemeanor Criminal (MCAD) cases filed.	24,275	25,489	24,283	-1,206	-4.7%
Efficiency	Cost per Misdemeanor Criminal case resolved.	$82.39	$73.86	$67.68	$6.18	8.4%
Revenue						
	100 - GENERAL	$ 12,268,565	$ 11,387,382	$ 14,637,786	$ 3,250,404	28.5%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	270,964	271,488	385,651	114,163	42.1%
	245 - JUSTICE COURTS SPECIAL REVENUE	1,304,018	1,036,433	1,036,433	-	-
	TOTAL SOURCES	$ 13,843,547	$ 12,695,303	$ 16,059,870	$ 3,364,567	26.5%
Expenditure						
	100 - GENERAL	$ 1,372,484	$ 1,151,454	$ 1,263,274	$ (111,820)	-9.7%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	13,475	30,233	30,233	-	-
	245 - JUSTICE COURTS SPECIAL REVENUE	232,976	418,450	229,726	188,724	45.1%
	TOTAL USES	$ 1,618,935	$ 1,600,137	$ 1,523,233	$ 76,904	4.8%

Misdemeanor DUI Activity

The Misdemeanor DUI Adjudication Activity is to resolve misdemeanor DUI cases for defendants and victims so that they are afforded timely and just legal resolutions.

Mandates: A.R.S. §22-301 gives Justice Courts jurisdiction in misdemeanor cases that do not involve imprisonment of more than six months or penalties in excess of $2,500.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Misdemeanor DUI cases resolved within 180 days.	87.0%	90.0%	80.0%	(10.0%)	-11.1%
Output	Number of Misdemeanor DUI cases resolved.	10,080	10,917	10,913	-4	0.0%
Demand	Number of Misdemeanor DUI cases filed.	11,552	12,130	11,922	-208	-1.7%
Efficiency	Cost per Misdemeanor DUI case resolved.	$72.56	$64.68	$60.21	$4.47	6.9%
Expenditure						
	100 - GENERAL	$ 573,386	$ 584,905	$ 535,827	$ 49,078	8.4%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	10,812	17,840	17,840	-	-
	245 - JUSTICE COURTS SPECIAL REVENUE	147,200	103,372	103,372	-	-
	TOTAL USES	$ 731,398	$ 706,117	$ 657,039	$ 49,078	7.0%

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 14,115,672**	**$ 16,763,590**
MID-YEAR ADJUSTMENTS:			
New Highland Justice Court IGA (C-24-09-002-3-00)		$ 118,566	$ -
	Subtotal	$ 118,566	$ -
FY 2008-09 REVISED BUDGET		**$ 14,234,238**	**$ 16,763,590**
FY 2008-09 REVISED RESTATED BUDGET		**$ 14,234,238**	**$ 16,763,590**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 1,973,525	$ -
ANNUALIZATION OF OTHER ITEMS			
Annualization of Justice of the Peace Salary Increase		$ 101,656	$ -
Annualization of Two New Justice Court Precincts		128,452	-
	Subtotal	$ 230,108	$ -
FY 2009-10 BUDGET TARGET		**$ 16,437,871**	**$ 16,763,590**
BASE ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Fund Shift			
Increase Personnel Services Allocation-Out		$ (430,022)	$ -
	Subtotal	$ (430,022)	$ -
Revenue Enhancement			
Increase Collections		$ -	$ 2,779,094
Increase Collections for FARE Program		-	597,316
	Subtotal	$ -	$ 3,376,410
OTHER BASE ADJUSTMENTS			
Right-size Personnel Savings		$ (1,449,730)	$ -
Reduction In Lease Payment		(30,000)	-
Reduce Risk Management Charges		(39,196)	-
	Subtotal	$ (1,518,926)	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 14,488,923**	**$ 20,140,000**

Justice Courts Judicial Enhancement Fund (204)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 657,480**	**$**	**657,982**
FY 2008-09 REVISED BUDGET		**$ 657,480**	**$**	**657,982**
FY 2008-09 REVISED RESTATED BUDGET		**$ 657,480**	**$**	**657,982**
TARGET ADJUSTMENTS:				
TECHNICAL ADJUSTMENTS				
Structural Balance		$ 502	$	-
	Subtotal	$ 502	$	-
FY 2009-10 BUDGET TARGET		**$ 657,982**	**$**	**657,982**
BASE ADJUSTMENTS:				
BUDGET BALANCING ADJUSTMENTS:				
Revenue Enhancement				
Increase Collections		$ 228,329	$	228,329
Increase Collections for FARE Program		30,375		30,375
	Subtotal	$ 258,704	$	258,704
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 916,686**	**$**	**916,686**

Justice Courts Judicial Enhancement Fund (204) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 2,633,894	$ 3,050,168	$ 3,050,168	$ 2,844,977	$ 626,843
Beginning Unreserved/Undesignated Fund Balance	$ 2,633,894	$ 3,050,168	$ 3,050,168	$ 2,844,977	$ 626,843
Sources:					
Operating	$ 849,228	$ 657,982	$ 657,982	$ 817,494	$ 916,686
Total Sources:	$ 849,228	$ 657,982	$ 657,982	$ 817,494	$ 916,686
Uses:					
Operating	$ 638,145	$ 657,480	$ 657,480	$ 614,302	$ 916,686
Non Recurring	-	-	2,427,171	2,421,326	-
Total Uses:	$ 638,145	$ 657,480	$ 3,084,651	$ 3,035,628	$ 916,686
Operating Balance	$ 211,083	$ 502	$ 502	$ 203,192	$ -
Ending Unreserved/Undesignated Fund Balance	$ 2,844,977	$ 3,050,670	$ 623,499	$ 626,843	$ 626,843
Ending Unreserved Fund Balance	$ 2,844,977	$ 3,050,670	$ 623,499	$ 626,843	$ 626,843

Justice Courts Special Revenue Fund (245)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 3,776,505**	**$ 3,094,077**
MID-YEAR ADJUSTMENTS:			
Increased Revenue and Expenditure Appropriation (C-24-09-005-M-00)		$ 830,504	$ 1,512,932
	Subtotal	$ 830,504	$ 1,512,932
FY 2008-09 REVISED BUDGET		**$ 4,607,009**	**$ 4,607,009**
FY 2008-09 REVISED RESTATED BUDGET		**$ 4,607,009**	**$ 4,607,009**
FY 2009-10 BUDGET TARGET		**$ 4,607,009**	**$ 4,607,009**
BASE ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Fund Shift			
Increase Personnel Services Allocation-In		$ 430,022	$ -
	Subtotal	$ 430,022	$ -
Revenue Enhancement			
Increase Collections		$ -	$ 387,397
Increase Collections for FARE Program		-	212,625
	Subtotal	$ -	$ 600,022
OTHER BASE ADJUSTMENTS			
Shift 4 FTEs from Judicial Enhancement Fund 204		$ 170,000	$ -
	Subtotal	$ 170,000	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 5,207,031**	**$ 5,207,031**
		EXPENDITURES	**REVENUE**
NON-RECURRING			
NON-PROJECT 0001			
Justice Courts One-Time Computer Refresh (C-24-09-005-M-00)		$ 125,000	$ -
Justice Courts Temporary Clerk Pool (C-24-09-007-M-00)		187,824	-
Buckeye Lease Tenant Improvements (C-24-09006-1-00)		850,000	-
Justice Courts Admin. Space		850,000	-
	Subtotal	$ 2,012,824	$ -
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 2,012,824**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 7,219,855**	**$ 5,207,031**

Justice Courts Special Revenue Fund (245) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 4,008,508	$ 4,769,874	$ 4,769,874	$ 5,177,286	$ 3,611,381
Designations:					
Budget Stabilization:					
Beginning Unreserved/Undesignated Fund Balance	$ 4,008,508	$ 4,769,874	$ 4,769,874	$ 5,177,286	$ 3,611,381
Sources:					
Operating	$ 4,138,027	$ 3,094,077	$ 4,607,009	$ 4,607,012	$ 5,207,031
Total Sources:	$ 4,138,027	$ 3,094,077	$ 4,607,009	$ 4,607,012	$ 5,207,031
Uses:					
Operating	$ 2,969,207	$ 3,776,505	$ 4,607,009	$ 4,520,115	$ 5,207,031
Non Recurring	-	-	2,666,359	1,652,802	2,012,824
Total Uses:	$ 2,969,207	$ 3,776,505	$ 7,273,368	$ 6,172,917	$ 5,489,855
Operating Balance	$ 1,168,820	$ (682,428)	$ -	$ 86,897	$ -
Accounting Adjustments	$ (42)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 5,177,286	$ 4,087,446	$ 2,103,515	$ 3,611,381	$ 3,328,557
Ending Unreserved Fund Balance	$ 5,177,286	$ 4,087,446	$ 2,103,515	$ 3,611,381	$ 3,328,557

Juvenile Probation

Analysis by Dexter C. Thomas, Sr. Management & Budget Analyst

Summary

Mission

The Mission of the Juvenile Probation Department is to provide access to evidence-based early intervention, supervision, treatment and secure care for youth and families so that youth learn accountability and responsibility, and community safety is enhanced.

Vision

Maricopa County Juvenile Probation is a place where justice means promoting public safety while improving & enriching the lives of youth, victims, families and the community.

Strategic Goals

By July 2010 all programs and practices will be reviewed based on risk, needs and benchmarks for successful outcomes – matching them to the needs of stakeholders, including juveniles and their families by achieving the following benchmarks:

- **Review Detention Programs**
- **By July 2010, Review Probation Supervision and Treatment Programs**
- **By July 2010, Review Early Intervention & Prevention Programs**

  Status: The department is using evidence based practices to develop guidelines for standards in working with youth and their families.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
27JD - JUVENILE DETENTION	$ 904,973	$ 1,360,251	$ 1,360,251	$ 991,622	$ 933,974	$ (426,277)	-31.3%
DALT - ALTERNATIVE TO JUV SECURE CARE	186,009	452,000	452,000	229,980	414,043	(37,957)	-8.4%
PDIS - JUV PRE DISPO SECURE CARE	718,964	908,251	908,251	761,642	519,931	(388,320)	-42.8%
27EN - JUVENILE EARLY INTERVENTION	$ 5,082,097	$ 4,671,965	$ 6,570,591	$ 4,225,686	$ 3,922,476	$ (2,648,115)	-40.3%
JVCP - JUV CRIME AND TRUANCY PREV	1,855,968	1,686,607	3,585,233	1,906,284	1,104,541	(2,480,692)	-69.2%
DVRN - JUVENILE COURT DIVERSION	3,226,129	2,985,358	2,985,358	2,319,402	2,817,935	(167,423)	-5.6%
27JP - JUVENILE PROBATION SUPERVISION	$ 982,009	$ 1,076,688	$ 1,076,688	$ 832,301	$ 774,335	$ (302,353)	-28.1%
JCSA - JUVENILE COURT SERVICES	16,003	-	-	-	-	-	
JSTD - JUV STANDARD PROB SUPERVISION	966,006	1,076,688	1,076,688	832,301	774,335	(302,353)	-28.1%
27JT - JUVENILE TREATMENT	$ 79,746	$ 405,263	$ 405,263	$ 127,548	$ 429,859	$ 24,596	6.1%
NRTA - JUV NON RESIDENTIAL TREATMENT	-	-	-	-	112,562	112,562	
RTCA - JUV NON RESIDENTIAL TREATMENT	22,178	335,263	335,263	111,756	317,297	(17,966)	-5.4%
CMDV - JUVENILE SKILLS DEVELOPMENT	57,568	70,000	70,000	15,792	-	(70,000)	-100.0%
99AS - ADMINISTRATIVE SERVICES	$ 108,280	$ 19,260	$ 19,260	$ 12,498	$ 8,001	$ (11,259)	-58.5%
FSAC - FINANCIAL SERVICES	17,992	8,001	8,001	8,746	8,001	-	0.0%
RMGT - RISK MANAGEMENT	90,288	11,259	11,259	3,752	-	(11,259)	-100.0%
99GV - GENERAL GOVERNMENT	$ 1,437,906	$ 3,760,698	$ 3,760,698	$ 3,529,588	$ 3,618,698	$ (142,000)	-3.8%
GGOV - GENERAL GOVERNMENT	1,437,906	3,760,698	3,760,698	3,529,588	3,618,698	(142,000)	-3.8%
TOTAL PROGRAMS	$ 8,595,011	$ 11,294,125	$ 13,192,751	$ 9,719,243	$ 9,687,343	$ (3,505,408)	-26.6%
USES							
27JD - JUVENILE DETENTION	$ 31,485,949	$ 35,017,835	$ 33,955,410	$ 32,263,478	$ 33,100,935	$ 854,475	2.5%
DALT - ALTERNATIVE TO JUV SECURE CARE	2,712,618	2,591,651	2,591,651	3,518,983	3,933,013	(1,341,362)	-51.8%
PSYC - JUV DET BEHAVIORAL HEALTH	630,551	2,080,126	2,080,126	812,493	847,304	1,232,822	59.3%
JDAC - JUV DETENTION ASSESSMENT	1,701,991	1,642,410	1,642,410	1,711,501	1,553,539	88,871	5.4%
JMED - JUV DETENTION MEDICAL HEALTH	2,648,386	3,048,335	3,048,335	2,480,712	2,515,977	532,358	17.5%
PDIS - JUV PRE DISPO SECURE CARE	23,792,403	25,655,313	24,592,888	23,739,789	24,251,102	341,786	1.4%
27EN - JUVENILE EARLY INTERVENTION	$ 7,363,809	$ 6,417,962	$ 8,316,588	$ 5,613,880	$ 5,176,264	$ 3,140,324	37.8%
JVCP - JUV CRIME AND TRUANCY PREV	3,526,020	2,773,254	4,671,880	2,138,420	1,633,965	3,037,915	65.0%
DVRN - JUVENILE COURT DIVERSION	3,368,462	3,135,658	3,135,658	3,110,627	3,103,372	32,286	1.0%
TEEN - JUVENILE TEEN COURT	469,327	509,050	509,050	364,833	438,927	70,123	13.8%
27JP - JUVENILE PROBATION SUPERVISION	$ 16,796,602	$ 15,299,890	$ 15,641,730	$ 15,676,772	$ 14,911,184	$ 730,546	4.7%
JIPS - JUV INTENSIVE PROB SUPERVISION	3,955,789	3,184,870	2,997,337	3,376,063	3,300,216	(302,879)	-10.1%
SOPS - JUVENILE SEX OFFENDER SUPV	18,384	87,931	87,931	55,706	73,212	14,719	16.7%
JSTD - JUV STANDARD PROB SUPERVISION	11,262,459	9,578,055	10,107,428	9,971,322	9,444,318	663,110	6.6%
JPDI - PRE DISPOSITION INVESTIGATIONS	1,514,544	2,403,139	2,403,139	2,236,056	2,051,860	351,279	14.6%
DWRS - RESIDENTIAL DUAL WARD SUPV	45,426	45,895	45,895	37,625	41,578	4,317	9.4%
27JT - JUVENILE TREATMENT	$ 4,297,148	$ 1,592,512	$ 1,592,512	$ 1,315,711	$ 1,210,126	$ 382,386	24.0%
NRTA - JUV NON RESIDENTIAL TREATMENT	486,641	461,416	461,416	480,605	437,499	23,917	5.2%
SEXT - JUV SEX OFFENDER TREATMENT	71,246	92,352	92,352	49,672	33,645	58,707	63.6%
DRUG - JUVENILE DRUG TREATMENT	141,671	202,764	202,764	119,320	122,158	80,606	39.8%
RTCA - JUV NON RESIDENTIAL TREATMENT	414,801	340,226	340,226	327,287	316,714	23,512	6.9%
CMDV - JUVENILE SKILLS DEVELOPMENT	485,265	495,754	495,754	335,848	300,110	195,644	39.5%
YRAA - YOUTH RECOVERY ACADEMY	2,697,524	-	-	2,979	-	-	
99AS - ADMINISTRATIVE SERVICES	$ 3,572,070	$ 3,631,642	$ 3,631,642	$ 3,333,224	$ 3,581,891	$ 49,751	1.4%
BDGT - BUDGETING	103,661	97,846	97,846	132,329	279,224	(181,378)	-185.4%
ODIR - EXECUTIVE MANAGEMENT	939,772	999,554	999,554	844,495	850,622	148,932	14.9%
FSAC - FINANCIAL SERVICES	1,220,997	1,353,246	1,353,246	1,180,842	1,291,728	61,518	4.5%
HRAC - HUMAN RESOURCES	948,288	955,674	955,674	815,671	932,015	23,659	2.5%
PROC - PROCUREMENT	337,970	185,313	185,313	41,298	190,078	(4,765)	-2.6%
RMGT - RISK MANAGEMENT	21,382	40,009	40,009	318,589	38,224	1,785	4.5%
99GV - GENERAL GOVERNMENT	$ 341,112	$ 367,346	$ 1,146,955	$ 1,218,184	$ 268,405	$ 878,550	76.6%
GGOV - GENERAL GOVERNMENT	-	-	779,609	779,609	-	779,609	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	341,112	367,346	367,346	438,575	268,405	98,941	26.9%
99IT - INFORMATION TECHNOLOGY	$ 1,557,473	$ 1,872,898	$ 1,872,898	$ 1,360,580	$ 1,510,621	$ 362,277	19.3%
BUAS - BUSINESS APPLICATION DEV SUPP	1,068,875	1,084,612	1,084,612	1,066,514	1,091,277	(6,665)	-0.6%
DACR - DATA CENTER	93,613	97,125	97,125	59,635	38,142	58,983	60.7%
DESK - DESKTOP SUPPORT	359,105	633,235	633,235	197,921	341,592	291,643	46.1%
GISA - GIS APPLICATION DEV AND SUPP	41,401	43,949	43,949	42,025	42,718	1,231	2.8%
HDSP - HELP DESK SUPPORT	-	12,000	12,000	-	-	12,000	100.0%
VANS - INFRASTRUCTURE NETWORK SVCS	(5,521)	1,977	1,977	(5,515)	(3,108)	5,085	257.2%
TOTAL PROGRAMS	$ 65,414,163	$ 64,200,085	$ 66,157,735	$ 60,781,829	$ 59,759,426	$ 6,398,309	9.7%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 5,342,575	$ 6,177,305	$ 8,075,931	$ 5,064,684	$ 4,992,523	$ (3,083,408)	-38.2%
0620 - OTHER INTERGOVERNMENTAL	20,592	20,999	20,999	48,998	20,999	-	0.0%
SUBTOTAL	$ 5,363,167	$ 6,198,304	$ 8,096,930	$ 5,113,682	$ 5,013,522	$ (3,083,408)	-38.1%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 959,292	$ 1,237,490	$ 1,237,490	$ 1,024,219	$ 957,490	$ (280,000)	-22.6%
SUBTOTAL	$ 959,292	$ 1,237,490	$ 1,237,490	$ 1,024,219	$ 957,490	$ (280,000)	-22.6%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 2,093,567	$ 3,760,698	$ 3,760,698	$ 3,431,593	$ 3,618,698	$ (142,000)	-3.8%
SUBTOTAL	$ 2,093,567	$ 3,760,698	$ 3,760,698	$ 3,431,593	$ 3,618,698	$ (142,000)	-3.8%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 178,579	$ 72,633	$ 72,633	$ 131,863	$ 72,633	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	406	25,000	25,000	17,886	25,000	-	0.0%
SUBTOTAL	$ 178,985	$ 97,633	$ 97,633	$ 149,749	$ 97,633	$ -	0.0%
ALL REVENUES	$ 8,595,011	$ 11,294,125	$ 13,192,751	$ 9,719,243	$ 9,687,343	$ (3,505,408)	-26.6%
TOTAL SOURCES	$ 8,595,011	$ 11,294,125	$ 13,192,751	$ 9,719,243	$ 9,687,343	$ (3,505,408)	-26.6%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 39,999,171	$ 39,371,146	$ 38,773,781	$ 37,712,110	$ 35,401,511	$ 3,372,270	8.7%
0705 - TEMPORARY PAY	219,675	980,080	980,080	457,521	541,689	438,391	44.7%
0710 - OVERTIME	562,282	419,400	419,400	330,929	565,990	(146,590)	-35.0%
0750 - FRINGE BENEFITS	13,113,742	12,559,262	12,436,042	12,666,234	11,826,788	609,254	4.9%
0790 - OTHER PERSONNEL SERVICES	926,532	480,467	480,467	530,651	669,295	(188,828)	-39.3%
0795 - PERSONNEL SERVICES ALLOC-OUT	(4,300,037)	(7,946,387)	(7,304,547)	(7,336,423)	(6,643,773)	(660,774)	9.0%
0796 - PERSONNEL SERVICES ALLOC-IN	6,631,340	10,170,301	9,528,461	9,827,952	10,696,120	(1,167,659)	-12.3%
SUBTOTAL	$ 57,152,705	$ 56,034,269	$ 55,313,684	$ 54,188,974	$ 53,057,620	$ 2,256,064	4.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 732,818	$ 1,039,373	$ 1,039,373	$ 555,929	$ 1,032,250	$ 7,123	0.7%
0802 - MEDICAL SUPPLIES	197,031	1,431,610	1,431,610	141,547	211,150	1,220,460	85.3%
0803 - FUEL	70,220	95,775	95,775	56,460	109,523	(13,748)	-14.4%
0804 - NON-CAPITAL EQUIPMENT	47,735	25,500	25,500	8,134	20,500	5,000	19.6%
0805 - SUPPLIES-ALLOCATION OUT	(33,254)	(40,763)	(40,763)	(40,762)	(119,274)	78,511	-192.6%
0806 - SUPPLIES-ALLOCATION IN	716,106	1,128,118	1,128,118	742,321	916,767	211,351	18.7%
SUBTOTAL	$ 1,730,656	$ 3,679,613	$ 3,679,613	$ 1,463,629	$ 2,170,916	$ 1,508,697	41.0%
SERVICES							
0810 - LEGAL SERVICES	$ 8,739	$ 3,100	$ 3,100	$ 1,032	$ 3,100	$ -	0.0%
0811 - HEALTH CARE SERVICES	567,601	681,980	681,980	1,665,651	1,758,777	(1,076,797)	-157.9%
0812 - OTHER SERVICES	3,363,784	1,396,413	3,295,039	432,551	532,066	2,762,973	83.9%
0820 - RENT & OPERATING LEASES	441,744	380,550	380,550	401,615	468,000	(87,450)	-23.0%
0825 - REPAIRS AND MAINTENANCE	295,691	283,550	283,550	291,770	292,300	(8,750)	-3.1%
0830 - INTERGOVERNMENTAL PAYMENTS	979,462	461,579	1,241,188	1,563,232	495,852	745,336	60.1%
0839 - INTERNAL SERVICE CHARGES	310,932	320,104	320,104	373,323	326,292	(6,188)	-1.9%
0841 - TRAVEL	174,698	128,916	128,916	163,125	128,917	(1)	0.0%
0842 - EDUCATION AND TRAINING	41,316	176,165	176,165	56,700	175,997	168	0.1%
0843 - POSTAGE/FREIGHT/SHIPPING	52,145	103,200	103,200	54,600	103,200	-	0.0%
0850 - UTILITIES	16,864	12,300	12,300	2,384	4,300	8,000	65.0%
0872 - SERVICES-ALLOCATION OUT	(270,781)	(629,003)	(629,003)	(666,927)	(382,768)	(246,235)	39.1%
0873 - SERVICES-ALLOCATION IN	270,759	658,116	658,116	663,198	382,768	275,348	41.8%
SUBTOTAL	$ 6,252,954	$ 3,976,970	$ 6,655,205	$ 5,002,254	$ 4,288,801	$ 2,366,404	35.6%
CAPITAL							
0950 - DEBT SERVICE	$ 277,848	$ 509,233	$ 509,233	$ 126,972	$ 242,089	$ 267,144	52.5%
SUBTOTAL	$ 277,848	$ 509,233	$ 509,233	$ 126,972	$ 242,089	$ 267,144	52.5%
TOTAL USES	$ 65,414,163	$ 64,200,085	$ 66,157,735	$ 60,781,829	$ 59,759,426	$ 6,398,309	9.7%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 38,584	$ 29,000	$ 29,000	$ 57,744	$ 29,000	$ -	0.0%
FUND TOTAL SOURCES	$ 38,584	$ 29,000	$ 29,000	$ 57,744	$ 29,000	$ -	0.0%
227 JUVENILE PROBATION GRANTS							
OPERATING	$ 5,360,485	$ 6,227,305	$ 8,125,931	$ 5,096,552	$ 5,042,523	$ 3,083,408	37.9%
FUND TOTAL SOURCES	$ 5,360,485	$ 6,227,305	$ 8,125,931	$ 5,096,552	$ 5,042,523	$ 3,083,408	37.9%
228 JUVENILE PROBATION SPECIAL FEE							
OPERATING	$ 2,816,498	$ 4,696,187	$ 4,696,187	$ 4,139,814	$ 4,204,187	$ 492,000	10.5%
FUND TOTAL SOURCES	$ 2,816,498	$ 4,696,187	$ 4,696,187	$ 4,139,814	$ 4,204,187	$ 492,000	10.5%
229 JUVENILE RESTITUTION							
OPERATING	$ 22,769	$ 25,000	$ 25,000	$ 19,638	$ 25,000	$ -	0.0%
FUND TOTAL SOURCES	$ 22,769	$ 25,000	$ 25,000	$ 19,638	$ 25,000	$ -	0.0%
275 JUVENILE PROBATION DIVERSION							
OPERATING	$ 356,675	$ 316,633	$ 316,633	$ 405,495	$ 386,633	$ (70,000)	-22.1%
FUND TOTAL SOURCES	$ 356,675	$ 316,633	$ 316,633	$ 405,495	$ 386,633	$ (70,000)	-22.1%
DEPARTMENT OPERATING TOTAL SOURCES	$ 8,595,011	$ 11,294,125	$ 13,192,751	$ 9,719,243	$ 9,687,343	$ 3,505,408	26.6%
DEPARTMENT TOTAL SOURCES	$ 8,595,011	$ 11,294,125	$ 13,192,751	$ 9,719,243	$ 9,687,343	$ 3,505,408	26.6%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 21,466,054	$ 17,220,629	$ 17,562,469	$ 16,568,646	$ 16,449,965	$ 1,112,504	6.3%
FUND TOTAL USES	$ 21,466,054	$ 17,220,629	$ 17,562,469	$ 16,568,646	$ 16,449,965	$ 1,112,504	6.3%
227 JUVENILE PROBATION GRANTS							
OPERATING	$ 6,116,353	$ 6,227,304	$ 8,125,930	$ 5,431,536	$ 5,042,523	$ 3,083,407	37.9%
FUND TOTAL USES	$ 6,116,353	$ 6,227,304	$ 8,125,930	$ 5,431,536	$ 5,042,523	$ 3,083,407	37.9%
228 JUVENILE PROBATION SPECIAL FEE							
OPERATING	$ 2,850,693	$ 4,696,187	$ 4,696,187	$ 4,684,513	$ 4,204,187	$ 492,000	10.5%
NON-RECURRING	-	-	779,609	779,609	-	779,609	100.0%
FUND TOTAL USES	$ 2,850,693	$ 4,696,187	$ 5,475,796	$ 5,464,122	$ 4,204,187	$ 1,271,609	23.2%
229 JUVENILE RESTITUTION							
OPERATING	$ 17,967	$ 25,000	$ 25,000	$ 21,443	$ 25,000	$ -	0.0%
FUND TOTAL USES	$ 17,967	$ 25,000	$ 25,000	$ 21,443	$ 25,000	$ -	0.0%
255 DETENTION OPERATIONS							
OPERATING	$ 34,665,501	$ 35,714,330	$ 34,651,905	$ 33,037,268	$ 33,651,118	$ 1,000,787	2.9%
FUND TOTAL USES	$ 34,665,501	$ 35,714,330	$ 34,651,905	$ 33,037,268	$ 33,651,118	$ 1,000,787	2.9%
275 JUVENILE PROBATION DIVERSION							
OPERATING	$ 297,595	$ 316,635	$ 316,635	$ 258,814	$ 386,633	$ (69,998)	-22.1%
FUND TOTAL USES	$ 297,595	$ 316,635	$ 316,635	$ 258,814	$ 386,633	$ (69,998)	-22.1%
DEPARTMENT OPERATING TOTAL USES	$ 65,414,163	$ 64,200,085	$ 65,378,126	$ 60,002,220	$ 59,759,426	$ 5,618,700	8.6%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ -	$ 779,609	$ 779,609	$ -	$ 779,609	100.0%
DEPARTMENT TOTAL USES	$ 65,414,163	$ 64,200,085	$ 66,157,735	$ 60,781,829	$ 59,759,426	$ 6,398,309	9.7%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
ADMINISTRATIVE SERVICES								
BUDGETING	0.90	0.90	0.90	0.50	(0.40)	(44.44%)	(0.40)	(44.44%)
EXECUTIVE MANAGEMENT	12.50	12.50	12.50	10.50	(2.00)	(16.00%)	(2.00)	(16.00%)
FINANCIAL SERVICES	22.70	22.70	22.70	1.50	(21.20)	(93.39%)	(21.20)	(93.39%)
HUMAN RESOURCES	10.15	10.15	10.15	7.95	(2.20)	(21.67%)	(2.20)	(21.67%)
PROCUREMENT	3.50	3.50	2.50	0.30	(3.20)	(91.43%)	(2.20)	(88.00%)
RISK MANAGEMENT	0.25	0.25	0.25	0.25	-	0.00%	-	0.00%
PROGRAM TOTAL	50.00	50.00	49.00	21.00	(29.00)	(58.00%)	(28.00)	(57.14%)
INFORMATION TECHNOLOGY								
BUSINESS APPLICATION DEV SUPP	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
DATA CENTER	3.00	3.00	3.00	2.00	(1.00)	(33.33%)	(1.00)	(33.33%)
GIS APPLICATION DEV AND SUPP	0.50	0.50	0.50	0.50	-	0.00%	-	0.00%
PROGRAM TOTAL	4.50	4.50	4.50	3.50	(1.00)	(22.22%)	(1.00)	(22.22%)
JUVENILE DETENTION								
ALTERNATIVE TO JUV SECURE CARE	25.00	25.00	24.00	24.00	(1.00)	(4.00%)	-	0.00%
JUV DET BEHAVIORAL HEALTH	12.00	12.00	12.00	9.00	(3.00)	(25.00%)	(3.00)	(25.00%)
JUV DETENTION ASSESSMENT	23.00	23.00	23.00	21.00	(2.00)	(8.70%)	(2.00)	(8.70%)
JUV DETENTION MEDICAL HEALTH	24.00	24.00	23.00	23.00	(1.00)	(4.17%)	-	0.00%
JUV PRE DISPO SECURE CARE	379.10	379.10	377.10	327.10	(52.00)	(13.72%)	(50.00)	(13.26%)
PROGRAM TOTAL	463.10	463.10	459.10	404.10	(59.00)	(12.74%)	(55.00)	(11.98%)
JUVENILE EARLY INTERVENTION								
JUV CRIME AND TRUANCY PREV	29.10	29.10	25.50	22.50	(6.60)	(22.68%)	(3.00)	(11.76%)
JUVENILE COURT DIVERSION	49.60	49.60	51.20	50.20	0.60	1.21%	(1.00)	(1.95%)
JUVENILE TEEN COURT	7.00	7.00	6.00	6.00	(1.00)	(14.29%)	-	0.00%
PROGRAM TOTAL	85.70	85.70	82.70	78.70	(7.00)	(8.17%)	(4.00)	(4.84%)
JUVENILE PROBATION SUPERVISION								
JUV INTENSIVE PROB SUPERVISION	58.60	58.60	58.60	48.70	(9.90)	(16.89%)	(9.90)	(16.89%)
JUV STANDARD PROB SUPERVISION	173.10	173.10	173.10	150.00	(23.10)	(13.34%)	(23.10)	(13.34%)
JUVENILE SEX OFFENDER SUPV	1.20	1.20	1.20	1.20	-	0.00%	-	0.00%
PRE DISPOSITION INVESTIGATIONS	37.60	37.60	37.60	29.10	(8.50)	(22.61%)	(8.50)	(22.61%)
RESIDENTIAL DUAL WARD SUPV	0.60	0.60	0.60	0.60	-	0.00%	-	0.00%
PROGRAM TOTAL	271.10	271.10	271.10	229.60	(41.50)	(15.31%)	(41.50)	(15.31%)
JUVENILE TREATMENT								
JUV NON RESIDENTIAL TREATMENT	12.20	12.20	12.20	12.20	-	0.00%	-	0.00%
JUV SEX OFFENDER TREATMENT	1.90	1.90	1.90	0.90	(1.00)	(52.63%)	(1.00)	(52.63%)
JUVENILE DRUG TREATMENT	2.60	2.60	2.60	1.60	(1.00)	(38.46%)	(1.00)	(38.46%)
JUVENILE SKILLS DEVELOPMENT	10.00	10.00	9.00	6.00	(4.00)	(40.00%)	(3.00)	(33.33%)
YOUTH RECOVERY ACADEMY	1.00	1.00	-	-	(1.00)	(100.00%)	-	
PROGRAM TOTAL	27.70	27.70	25.70	20.70	(7.00)	(25.27%)	(5.00)	(19.46%)
DEPARTMENT TOTAL	902.10	902.10	892.10	757.60	(144.50)	(16.02%)	(134.50)	(15.08%)

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Executive Assistant	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Accounting Specialist	11.00	11.00	11.00	2.00	(9.00)	-81.82%	(9.00)	-81.82%
Justice System Clerk	46.00	46.00	45.00	40.00	(6.00)	-13.04%	(5.00)	-11.11%
Justice System Clerk Lead	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Collector	3.00	3.00	3.00	-	(3.00)	-100.00%	(3.00)	-100.00%
Office Assistant Specialized	8.00	8.00	8.00	2.00	(6.00)	-75.00%	(6.00)	-75.00%
Admin/Operations Specialist	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Deputy Director	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Director - Probation	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Financial Supervisor - Dept	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Nursing Supervisor	2.00	2.00	-	-	(2.00)	-100.00%	.00	
Probation Officer Supervisor	39.00	39.00	38.00	35.00	(4.00)	-10.26%	(3.00)	-7.89%
Counseling Supervisor	2.00	2.00	2.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Detention Ofcr Supv -Probation	16.00	16.00	16.00	13.00	(3.00)	-18.75%	(3.00)	-18.75%
Justice System Clerk Supv	7.00	7.00	7.00	6.00	(1.00)	-14.29%	(1.00)	-14.29%
Administrative Supervisor	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Detention Ofcr Coord-Probation	13.00	13.00	13.00	12.00	(1.00)	-7.69%	(1.00)	-7.69%
Collections Supervisor	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Operations/Program Supervisor	-	-	-	1.00	1.00		1.00	
Administrator	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Info Systems Manager	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Managing Physician	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Probation Manager	7.00	7.00	7.00	7.00	-	0.00%	.00	0.00%
Operations/Program Manager	-	-	1.00	-	-		(1.00)	-100.00%
Management Analyst	3.00	3.00	3.00	2.00	(1.00)	-33.33%	(1.00)	-33.33%
Management Assistant	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Program Coordinator	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Accountant	2.00	2.00	2.00	-	(2.00)	-100.00%	(2.00)	-100.00%
Procurement Specialist	2.00	2.00	2.00	-	(2.00)	-100.00%	(2.00)	-100.00%
Nurse Pract/Phys Asst	1.00	1.00	2.00	2.00	1.00	100.00%	.00	0.00%
Health Educator	5.00	5.00	5.00	5.00	-	0.00%	.00	0.00%
Physician	-	-	1.00	1.00	1.00		.00	0.00%
Psychologist	3.00	3.00	3.00	2.00	(1.00)	-33.33%	(1.00)	-33.33%
Counselor	9.00	9.00	9.00	6.50	(2.50)	-27.78%	(2.50)	-27.78%
General Laborer	21.00	21.00	21.00	20.00	(1.00)	-4.76%	(1.00)	-4.76%
Medical Assistant	4.00	4.00	4.00	4.00	-	0.00%	.00	0.00%
Probation Officer	298.00	298.00	293.00	255.00	(43.00)	-14.43%	(38.00)	-12.97%
Detention Officer - Probation	313.10	313.10	312.10	266.10	(47.00)	-15.01%	(46.00)	-14.74%
Surveillance Officer	55.00	55.00	54.00	50.00	(5.00)	-9.09%	(4.00)	-7.41%
Licensed Practical Nurse	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Nurse - Correctional	12.00	12.00	12.00	12.00	-	0.00%	.00	0.00%
Department Total	902.10	902.10	892.10	757.60	(144.50)	-16.02%	(134.50)	-15.08%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
100 - GENERAL	354.00	354.00	353.00	281.50	(72.50)	-20.48%	(71.50)	-20.25%
227 - JUVENILE PROBATION GRANTS	68.00	68.00	62.00	61.00	(7.00)	-10.29%	(1.00)	-1.61%
255 - DETENTION OPERATIONS	475.10	475.10	472.10	410.10	(65.00)	-13.68%	(62.00)	-13.13%
275 - JUVENILE PROBATION DIVERSION	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
DEPARTMENT TOTAL	902.10	902.10	892.10	757.60	(144.50)	-16.02%	(134.50)	-15.08%

Significant Variance Analysis

The department reduced staffing as a result of Budget Balancing initiatives. The decline in the number of youth detainees allows the department to reduce positions without negatively impacting services. The positions eliminated in the budget were mostly vacant as a result of employee attrition.

General Adjustments

Budget Balancing Adjustments:

General Fund (100)

Administrative Reduction

- The expenditure budget is reduced by $31,500 as a result of lowering the multi-lingual pay rate for eligible staff from $1.00 to $0.50.

- The expenditure budget is reduced by $95,289 as a result of eliminating two staff, one filled executive assistant FTE ($50,040) and one filled finance clerk FTE ($45,249).

Vacancies

- The expenditure budget is reduced by $1,785,534 as a result of eliminating 29 vacant FTEs in multiple activities ($1,485,534), in association with the FY 2008-09 partial year reduction of ($300,000).

Debt Reduction

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce operating expenses for equipment. This results in an operating savings of $81,037.

Detention Fund (255)

Administrative Reduction

- The expenditure budget is reduced by $102,751 as a result of lowering the multi-lingual pay rate for eligible staff from $1.00 to $0.50.
- The expenditure budget is reduced by $126,564 as a result of eliminating two staff, one filled staff development FTE ($63,619) and one filled probation supervisor FTE ($62,945).

Vacancies

- The expenditure budget is reduced by $1,682,338. This FY 2009-10 reduction eliminates 32 vacant FTEs in multiple activities ($1,261,753) in association with the FY 2008-09 partial year reduction of ($420,585).

Other Base Adjustments:

General Fund (100)

- The expenditure budget is increased by $492,000 as a result of reducing the Allocation-Out due to declining revenues in the Special Fee Fund (228).
- The expenditure budget is increased by $375,730 as a result of right-sizing the indirect cost allocation to the Detention Fund (255).
- The expenditure budget is reduced by $63,476 as a result of the cost savings in workers compensation and unemployment benefits.

Juvenile Probation Grants Fund (227)

- The revenue and expenditure budgets are reduced by $3,083,407 as a result of a reduction in available grant funds. In addition, the revenue budget is reduced by one dollar for structural balance.

Juvenile Probation Special Fees Fund (228)

- The collection of the probation surcharge fee is lower than anticipated, thus the need to reduce the revenue and expenditure budgets by ($492,000).

Detention Fund (255)

- The expenditure budget is reduced by $106,680 as a result of right-sizing the Personnel Savings.
- The expenditure budget is reduced by $375,730 as a result of right-sizing the indirect cost allocation from the General Fund (100).
- The expenditure budget is decreased by $2,736 as a result of the cost savings in workers compensation and unemployment benefits.

Juvenile Probation Diversion Fund (275)

- The revenue and expenditure budgets are increased by $70,000 as a result of an increased number of juvenile offenders paying to utilize Juvenile Probation diversion programs.

Programs and Activities

Juvenile Detention Program

The purpose of the Juvenile Detention Program is to provide a structured detention setting for juvenile offenders so that they can appear for court hearings and not re-offend upon release into the community.

Program Results

27JD - JUVENILE DETENTION Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of juveniles not committing a new delinquent offense while in a Detention Alternative.	80.1%	78.0%	79.9%	1.9%	2.4%
Percent of juvenile offenders who are detained.	81.7%	84.0%	80.0%	(4.0%)	-4.8%
Percent of comprehensive medical examinations that were provided within the appropriate (seven day) timeframe.	100.0%	100.0%	100.0%	-	0.0%
Percent of juveniles who appear in court.	100.0%	100.0%	100.0%	-	0.0%
Percent of requested services that were provided	100.0%	98.0%	100.0%	2.0%	2.0%

Activities that comprise this program include:

- Alternatives to Juvenile Secure Care
- Juvenile Detention Assessment Center
- Juvenile Pre-Disposition Secure Care
- Juvenile Detention Medical Health
- Juvenile Detention Behavioral Health

Alternatives to Juvenile Secure Care Activity

The purpose of the Alternatives to Juvenile Secure Care Activity is to provide community-based alternatives to secure care detention for juvenile offenders so that they can remain in their community while ensuring their appearance in court and do not commit further offenses.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of juveniles not committing a new delinquent offense while in a Detention Alternative.	80.1%	78.0%	79.9%	1.9%	2.3%
Output	Average daily population of juvenile offenders participating in a Detention Alternative.	447	431	471	40.00	8.5%
Demand	Average daily population of juvenile offenders brought to detention by law enforcement or court order who are eligible for a Detention Alternative.	447	431	471	40.00	8.5%
Efficiency	Cost (daily) per juvenile offender participating in a Detention Alternative.	$6,075.29	$6,013.11	$8,350.35	-$2,337.23	-38.9%
Revenue						
	227 - JUVENILE PROBATION GRANTS	$ 186,009	$ 452,000	$ 414,043	$ (37,957)	-8.4%
	TOTAL SOURCES	$ 186,009	$ 452,000	$ 414,043	$ (37,957)	-8.4%
Expenditure						
	100 - GENERAL	$ 218,688	$ 231,679	$ 227,771	$ 3,908	1.7%
	227 - JUVENILE PROBATION GRANTS	251,649	272,124	436,660	(164,536)	-60.5%
	255 - DETENTION OPERATIONS	2,242,281	2,087,848	3,268,582	(1,180,734)	-56.6%
	TOTAL USES	$ 2,712,618	$ 2,591,651	$ 3,933,013	$ (1,341,362)	-51.8%

Activity Narrative: The FY 2009-10 expenditure budget is increasing by 51.8% as a result of right-sizing the budgeted expenditures in this activity. Actual expenditures in FY 2008-09 were $3,472,436 and the department indicates that using detention alternatives is a more effective use of resources. The variance in the efficiency measure is considerably lower at 3.6%, if the calculation for the measure is based on Actual and not Revised FY 2008-09 expenditures.

Juvenile Detention Assessment Center (JDAC) Activity

The purpose of the Juvenile Detention Assessment Center (JDAC) Activity is to assess and recommend initial placement for juvenile offenders presented to detention so that they can be placed in an environment that best meets the needs of the juvenile and the community thus ensuring that the juvenile shows up for court and community safety is enhanced.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of juvenile offenders who are detained.	81.7%	84.0%	80.0%	(4.0%)	-5.0%
Output	Number of juvenile offenders who are assessed.	9,302	9,194	9,194	-	0.0%
Demand	Number of juvenile offenders brought to detention by local law enforcement or court order.	10,419	10,327	10,327	-	0.0%
Efficiency	Cost per juvenile assessed.	$182.97	$178.64	$168.97	$9.67	5.4%
Expenditure						
	255 - DETENTION OPERATIONS	$ 1,701,991	$ 1,642,410	$ 1,553,539	$ 88,871	5.4%
	TOTAL USES	$ 1,701,991	$ 1,642,410	$ 1,553,539	$ 88,871	5.4%

Juvenile Detention Medical Health Activity

The purpose of the Juvenile Detention Medical Health Activity is to provide mandated medical treatment and services to juveniles placed in detention so that they can maintain and/or improve their physical well-being.

Mandates: A.R.S. §8-342 establishes that before commitment to the department of juvenile corrections, every child shall be given a medical examination.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of comprehensive medical examinations that were provided within the appropriate (seven day) timeframe.	100.0%	100.0%	100.0%	-	0.0%
Output	Number of comprehensive medical examinations provided.	11,741	23,482	23,484	2	0.0%
Output	Number of medical services provided.	11,741	23,482	23,484	2	0.0%
Demand	Number of requested or required medical services.	11,741	23,482	23,484	2	0.0%
Efficiency	Cost per medical service provided.	$225.57	$129.82	$107.14	$22.68	17.5%
Expenditure						
	255 - DETENTION OPERATIONS	$ 2,648,386	$ 3,048,335	$ 2,515,977	$ 532,358	17.5%
	TOTAL USES	$ 2,648,386	$ 3,048,335	$ 2,515,977	$ 532,358	17.5%

Juvenile Pre-Disposition Secure Care Activity

The purpose of the Juvenile Detention Pre-Disposition Secure Care Activity is to provide a safe, healthy environment for juveniles so that their physical, emotional and educational needs are met while ensuring their appearance in court.

Mandates: A.R.S. §8-305 establishes that the county shall maintain a detention center, separate from adult detention facilities, where juveniles can be detained when necessary before or after a hearing or as a condition of probation. Otherwise juveniles may be temporarily detained in adult detention centers as long as they are separated from adult detainees completely. The Board of Supervisors may choose to contract with a third-party to provide that service.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of juveniles who appear in court.	100.0%	100.0%	100.0%	-	0.0%
Output	Average daily population of juveniles detained pre-disposition.	298	298	298	-	0.0%
Demand	Average daily population of juveniles admitted to Pre-Disposition Secure Care Detention.	298	298	298	-	0.0%
Efficiency	Cost (daily) per juvenile detained pre-disposition.	$79,840.28	$83,937.83	$81,388.72	$2,549.11	3.0%
Expenditure						
	100 - GENERAL	$ 58	$ 32,000	$ -	$ 32,000	100.0%
	227 - JUVENILE PROBATION GRANTS	756,132	740,758	511,893	228,865	30.9%
	255 - DETENTION OPERATIONS	23,036,213	24,240,715	23,741,945	498,770	2.1%
	TOTAL USES	$ 23,792,403	$ 25,013,473	$ 24,253,838	$ 759,635	3.0%

Budget Balancing Adjustments:

Detention Fund (255)

Cost Reduction

- The expenditure budget is reduced by $1,024,079. The average daily population of detained juveniles is declining so the department is closing one secure care unit in the Detention Program and eliminating 15 vacant FTEs.

Juvenile Detention Behavioral Health Activity

The purpose of the Juvenile Detention Behavioral Health Activity is to provide mandated behavioral health care for juvenile offenders placed in detention so that they can maintain and/or improve their mental well-being.

Mandates: A.R.S. §§8-272, 8-273, and 8-341.01 establishes residential treatment services to address the child's behavioral, psychological, social or mental health needs. A.R.S. §8-342 establishes that before commitment to the department of juvenile corrections, every child shall be given a medical examination.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of requested services that were provided	100.0%	98.0%	100.0%	2.0%	2.0%
Output	Number of behavioral health services provided.	5,002	17,257	17,256	-1	0.0%
Demand	Number of behavioral health services requested.	5,002	17,484	17,484	-	0.0%
Efficiency	Cost per behavioral health service provided.	$126.06	$120.54	$49.10	$71.44	59.3%
Expenditure						
	255 - DETENTION OPERATIONS	$ 630,551	$ 2,080,126	$ 847,304	$ 1,232,822	59.3%
	TOTAL USES	$ 630,551	$ 2,080,126	$ 847,304	$ 1,232,822	59.3%

Activity Narrative: The FY 2009-10 expenditure budget is reduced by 59.3% as a result of the right-sizing of budgeted expenditures as the Actual expenditures in FY 2008-09 were $681,050. The variance in the efficiency measure is considerably lower at 24.4%, if the calculation for the measure is based on Actual and not Revised FY 2008-09 expenditures.

Juvenile Early Intervention Program

The purpose of the Juvenile Early Intervention Program is to provide Prevention and Diversion opportunities to juveniles and families to prevent juvenile crime.

Program Results

27EN - JUVENILE EARLY INTERVENTION Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of juvenile offenders who successfully completed Juvenile Court Diversion within the last 12 months and were not referred for a delinquent offense by the end of the reporting period.	94.6%	94.0%	88.0%	(6.0%)	-6.4%
Percent of juveniles who received Juvenile Crime and Truancy Prevention services during the reporting period	95.0%	95.0%	95.0%	-	0.0%
Percentage of juveniles that successfully complete Teen Court in the prior 12 months and are not referred to Juvenile Court by the end of the reporting period.	95.7%	95.0%	95.0%	-	0.0%

Activities that comprise this program include:

- Juvenile Court Diversion
- Juvenile Crime & Truancy Prevention
- Juvenile Teen Court

Juvenile Court Diversion Activity

The purpose of the Juvenile Court Diversion Activity is to divert juvenile offenders from the formal court process by providing alternatives to formal court intervention for juvenile offenders and their families so that they can avoid future entry into juvenile justice processes.

Mandates: A.R.S. §8-321 establishes that the County Attorney may choose to divert juvenile offenders – so long as the offense is not violent or repeat – from the standard court proceedings to alternative processes.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of juvenile offenders who successfully completed Juvenile Court Diversion within the last 12 months and were not referred for a delinquent offense by the end of the reporting period.	88.0%	94.0%	88.0%	(6.0%)	-6.8%
Output	Number of eligible juvenile offenders who receive Diversion services.	11,104	15,513	15,512	-1	0.0%
Demand	Number of eligible juvenile offenders referred to Juvenile Probation for a Diversion service.	11,104	15,513	15,512	-1	0.0%
Efficiency	Cost per eligible juvenile who received Diversion services.	$303.36	$202.13	$200.06	$2.07	1.0%
Revenue						
	227 - JUVENILE PROBATION GRANTS	$ 2,846,685	$ 2,643,725	$ 2,406,302	$ (237,423)	-9.0%
	229 - JUVENILE RESTITUTION	22,769	25,000	25,000	-	-
	TOTAL SOURCES	2,869,454	2,668,725	2,431,302	(237,423)	-8.9%
Expenditure						
	100 - GENERAL	$ 973,811	$ 791,654	$ 813,461	$ (21,807)	-2.8%
	227 - JUVENILE PROBATION GRANTS	2,139,169	2,123,464	1,949,752	173,712	8.2%
	229 - JUVENILE RESTITUTION	17,967	25,000	25,000	-	-
	255 - DETENTION OPERATIONS	168,434	195,540	202,442	(6,902)	-3.5%
	275 - JUVENILE PROBATION DIVERSION	69,081	-	112,717	(112,717)	-
	TOTAL USES	$ 3,368,462	$ 3,135,658	$ 3,103,372	$ 32,286	1.0%

Budget Balancing Adjustments:

Detention Fund (255)

Service Reduction

- The expenditure budget is reduced by $190,567 as a result of eliminating three filled FTEs from the Juvenile Court Diversion Activity.

Juvenile Crime and Truancy Prevention Activity

The purpose of the Crime & Truancy Prevention Activity is to provide crisis counseling and referral services, delinquency and truancy prevention information, and law-related education to juveniles and their families to prevent juvenile crime.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of juveniles who received Juvenile Crime and Truancy Prevention services during the reporting period	95.0%	95.0%	95.0%	-	0.0%
Output	Number of juveniles receiving services from prevention programs	30,362	15,000	12,114	-2,886	-23.8%
Demand	Number of juveniles referred to prevention programs.	32,025	15,000	12,114	-2,886	-23.8%
Efficiency	Cost per juvenile receiving services from prevention programs.	$116.13	$184.88	$134.88	$50.00	27.0%
Revenue						
	227 - JUVENILE PROBATION GRANTS	$ 1,855,968	$ 1,686,607	$ 1,104,541	$ (582,066)	-34.5%
	TOTAL SOURCES	$ 1,855,968	$ 1,686,607	$ 1,104,541	$ (582,066)	-34.5%
Expenditure						
	100 - GENERAL	$ 1,192,349	$ 512,308	$ 181,701	$ 330,607	64.5%
	227 - JUVENILE PROBATION GRANTS	2,043,287	1,893,186	1,201,795	691,391	36.5%
	255 - DETENTION OPERATIONS	185,776	201,972	128,857	73,115	36.2%
	275 - JUVENILE PROBATION DIVERSION	104,608	165,788	121,612	44,176	26.6%
	TOTAL USES	$ 3,526,020	$ 2,773,254	$ 1,633,965	$ 1,139,289	41.1%

Activity Narrative: The expenditure budget is reduced by 41.1% as a result of the department no longer providing resource officers to various schools in Maricopa County. The resource officers provided target schools with onsite assistance in intervening with at risk youth. This change reduces the demand and output due to fewer direct referrals of at risk youth made to the Department by the target area schools.

Budget Balancing Adjustments:

General Fund (100)

Service Reduction

- The expenditure budget is reduced by $156,000 as a result of reducing the non-mandated Truancy and Delinquency Prevention Activity.
- The expenditure budget is reduced by $127,239 as a result of reductions made in the Early Intervention Program which impact the services provided within the Truancy and Delinquency Prevention Activity.

Detention Fund (255)

Service Reduction

- The expenditure budget is reduced by $78,364 as a result of reducing the non-mandated Truancy and Delinquency Prevention Activity.

Juvenile Teen Court Activity

The purpose of the Juvenile Teen Court Activity is to provide educational courtroom simulations as a community-based alternative to formal court intervention to juveniles and families so that they can avoid future offenses.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percentage of juveniles that successfully complete Teen Court in the prior 12 months and are not referred to Juvenile Court by the end of the reporting period.	86.1%	95.0%	95.0%	-	0.0%
Output	Number of eligible juveniles who participate in Teen Court.	730	800	800	-	0.0%
Demand	Number of juvenile offenders eligible to be referred to Teen Court.	730	800	800	-	0.0%
Efficiency	Cost per juvenile participating in Teen Court.	$642.91	$636.31	$548.66	$87.65	13.8%
Expenditure						
	100 - GENERAL	$ 274,627	$ 234,530	$ 252,398	$ (17,868)	-7.6%
	227 - JUVENILE PROBATION GRANTS	130,219	193,119	104,625	88,494	45.8%
	275 - JUVENILE PROBATION DIVERSION	64,481	81,401	81,904	(503)	-0.6%
	TOTAL USES	$ 469,327	$ 509,050	$ 438,927	$ 70,123	13.8%

Juvenile Probation Supervision Program

The purpose of the Juvenile Probation Supervision Program is to provide appropriate levels of community supervision to adjudicated juveniles who have been placed on probation so that they can become law abiding members of the community.

Program Results

27JP - JUVENILE PROBATION SUPERVISON Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of juveniles supervised by the Residential Dual Ward Supervision Unit that are successfully released from probation within the prior 12 months and not referred to the juvenile court for a delinquent offense by the end of the reporting period	100.0%	91.0%	90.8%	(0.2%)	-0.2%
Percent of JIPS probationers successfully released from probation in the prior twelve months that did not have a new delinquent referral by the end of the reporting period.	79.0%	80.0%	79.9%	(0.1%)	-0.1%
Percent of pre-adjudication/pre-disposition reports completed on time during the reporting period	Not Reported	Not Reported	100.0%	-	0.0%
Percent of Judicial Officers who report that they are satisified with Pre-Disposition Investigation Reports.	Not Reported	Not Reported	90.9%	-	0.0%
Percent of probationers successfully released from Standard probation in the prior 12 months that did not have a new delinquent referral by the end of the reporting period.	86.0%	89.0%	89.0%	-	0.0%
Percent of probationers supervised within the community by the Juvenile Sex Offender/Special Supervision Unit.	79.0%	13.0%	13.1%	0.1%	1.0%
Percent of probationers supervised by the Juvenile Sex Offender/Special Supervision Unit that do not receive a subsequent referral for sexual offenses within the prior 12 months.	97.9%	95.0%	95.0%	-	0.0%

Activities that comprise this program include:

- Residential Dual Ward Supervision
- Juvenile Intensive Probation Supervision
- Juvenile Standard Probation Supervision
- Pre-Disposition Investigations
- Juvenile Sex Offender Supervision

Residential Dual Ward Supervision Activity

The purpose of the Juvenile Residential Dual Ward Supervision Activity is to provide systems coordination and the appropriate level of supervision to dually adjudicated juveniles so that they can comply with the orders of the court and avoid future criminal behavior.

Mandates: This activity supports the overall mandate of the Juvenile Probation Supervision Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of juveniles supervised by the Residential Dual Ward Supervision Unit that are successfully released from probation within the prior 12 months and not referred to the juvenile court for a delinquent offense by the end of the reporting period.	100.0%	91.0%	90.8%	(0.2%)	-0.2%
Output	Average daily population of probationers supervised within the Residential Dual Ward Unit.	237	240	240	-	0.0%
Demand	Average daily population of Residential Dual Ward probationers.	237	240	240	-	0.0%
Efficiency	Average Daily Cost per dual ward probationer supervised.	$191.67	$191.23	$173.24	$17.99	9.4%
Expenditure						
	100 - GENERAL	$ 45,426	$ 45,895	$ 41,578	$ 4,317	9.4%
	TOTAL USES	$ 45,426	$ 45,895	$ 41,578	$ 4,317	9.4%

Juvenile Intensive Probation Supervision Activity

The purpose of the Juvenile Intensive Probation Supervision Activity is to provide statutorily mandated supervision to juveniles so that they can comply with the orders of the Court and avoid future criminal behavior.

Mandates: The activity supports the overall mandate of the Juvenile Probation Supervision Program. A.R.S. §8-352 establishes the conditions for intensive probation under the supervision of a juvenile probation officer.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of JIPS probationers successfully released from probation in the prior twelve months that did not have a new delinquent referral by the end of the reporting period.	80.0%	80.0%	79.9%	(0.1%)	-0.1%
Output	Average daily population of juveniles supervised on JIPS as ordered by the court.	522	527	527	-	0.0%
Demand	Average daily population of juveniles placed on JIPS as ordered by the court.	522	527	527	-	0.0%
Efficiency	Cost (daily) per juvenile supervised on JIPS as ordered by the court.	$7,585.41	$6,256.81	$6,262.27	-$5.46	-0.1%
Expenditure						
	100 - GENERAL	$ 3,910,254	$ 3,137,849	$ 3,142,107	$ (4,258)	-0.1%
	227 - JUVENILE PROBATION GRANTS	45,535	159,488	158,109	1,379	0.9%
	TOTAL USES	$ 3,955,789	$ 3,297,337	$ 3,300,216	$ (2,879)	-0.1%

Budget Balancing Adjustments:

General Fund (100)

Cost Reduction

- The expenditure budget is reduced by $234,861 as a result of eliminating 4 vacant FTEs in the Intensive Probation Activity.

Juvenile Pre-Disposition Investigations Activity

The purpose of the Juvenile Pre-Disposition Investigations Activity is to provide investigative reports to the court so that decisions can be made.

Mandates: A.R.S. §12-253 establishes the duty of juvenile probation officers to prepare reports, including pre-disposition reports, at the direction of the court.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Judicial Officers who report that they are satisified with Pre-Disposition Investigation Reports.	Not Reported	Not Reported	90.9%	-	-
Result	Percent of pre-adjudication/pre-disposition reports completed on time during the reporting period.	Not Reported	Not Reported	100.0%	-	-
Output	Number of Judicial Officers.	Not Reported	Not Reported	22	-	-
Output	Number of pre-adjudication/pre-disposition reports completed during the reporting period.	Not Reported	Not Reported	12,768	-	-
Demand	Number of pre-adjudication/pre-disposition reports ordered to be completed during the reporting period.	Not Reported	Not Reported	12,770	-	-
Efficiency	Cost per Pre-Disposition Investigation Case.	Not Reported	Not Reported	$160.70	-	-
Expenditure						
	100 - GENERAL	$ 905,925	$ 1,764,379	$ 1,414,479	$ 349,900	19.8%
	227 - JUVENILE PROBATION GRANTS	5,873	8,088	6,709	1,379	17.0%
	228 - JUVENILE PROBATION SPECIAL FEE	602,746	630,672	630,672	-	-
	TOTAL USES	$ 1,514,544	$ 2,403,139	$ 2,051,860	$ 351,279	14.6%

Juvenile Standard Probation Supervision Activity

The purpose of the Juvenile Standard Supervision Activity is to provide the appropriate level of supervision to adjudicated juveniles so that they can comply with the orders of the Court and avoid future criminal behavior.

Mandates: This activity supports the overall mandate of the Juvenile Probation Supervision Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of probationers successfully released from Standard probation in the prior 12 months that did not have a new delinquent referral by the end of the reporting period.	89.0%	89.0%	89.0%	-	0.0%
Output	Number of probationers released from Standard probation in the prior 12 months.	4,680	4,680	4,500	-180	-4.0%
Output	Average daily population of juveniles served by standard probation.	4,250	4,680	4,111	-569	-13.8%
Demand	Average daily population of juveniles placed on standard probation or investigative status as ordered by the court.	4,250	4,680	4,111	-569	-13.8%
Efficiency	Cost (daily) per juvenile served by standard probation.	$356.41	$513.49	$499.11	$14.38	2.8%
Expenditure						
	100 - GENERAL	$ 905,925	$ 1,764,379	$ 1,414,479	$ 349,900	19.8%
	227 - JUVENILE PROBATION GRANTS	5,873	8,088	6,709	1,379	17.0%
	228 - JUVENILE PROBATION SPECIAL FEE	602,746	630,672	630,672	-	-
	TOTAL USES	$ 1,514,544	$ 2,403,139	$ 2,051,860	$ 351,279	14.6%

Activity Narrative: The expenditure budget is reduced by 14.6% as a result of the Department restructuring standard probation cases. This change moves eligible low risk standard probation supervision cases to a summary probation caseload. The Department will serve the same overall number of youth while not reducing the level of service.

Budget Balancing Adjustments:

General Fund (100)

Cost Reduction

- The expenditure budget is reduced by $857,094 as a result of the restructuring of low risk supervision caseloads eliminating 14 vacant FTEs.

Juvenile Sex Offender Supervision Activity

The purpose of the Juvenile Sex Offender Supervision Activity is to provide systems coordination and the appropriate level of supervision to juveniles adjudicated of sexual offenses so that they can comply with the orders of the Court and avoid future criminal behavior.

Mandates: This activity supports the overall mandate of the Juvenile Probation Supervision Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of probationers supervised within the community by the Juvenile Sex Offender/Special Supervision Unit.	12.0%	13.0%	13.1%	0.1%	1.0%
Result	Percent of probationers supervised by the Juvenile Sex Offender/Special Supervision Unit that do not receive a subsequent referral for sexual offenses within the prior 12 months.	97.9%	95.0%	95.0%	-	0.0%
Output	Average daily population of juveniles supervised by the Juvenile Sex Offender/Special Supervision Unit.	239	320	320	-	0.0%
Demand	Average daily population of juveniles referred for a sexual offense.	239	320	320	-	0.0%
Efficiency	Cost per juvenile supervised within the Juvenile Sex Offender Unit.	$47,123.26	$31,585.71	$29,711.86	$1,873.86	5.9%
Revenue						
	100 - GENERAL	$ 877	$ 5,999	$ 5,999	$ -	-
	227 - JUVENILE PROBATION GRANTS	242,198	135,200	182,847	47,647	35.2%
	228 - JUVENILE PROBATION SPECIAL FEE	722,931	935,489	585,489	(350,000)	-37.4%
	TOTAL SOURCES	$ 966,006	$ 1,076,688	$ 774,335	$ (302,353)	-28.1%
Expenditure						
	100 - GENERAL	$ 8,897,833	$ 5,891,499	$ 5,726,582	$ 164,917	2.8%
	227 - JUVENILE PROBATION GRANTS	165,735	217,044	225,277	(8,233)	-3.8%
	228 - JUVENILE PROBATION SPECIAL FEE	2,198,891	3,998,885	3,555,935	442,950	11.1%
	TOTAL USES	$ 11,262,459	$ 10,107,428	$ 9,507,794	$ 599,634	5.9%

Juvenile Treatment Program

The purpose of the Juvenile Treatment Program is to provide individualized treatment to juvenile offenders so that they can meet their legal obligations and avoid future criminal behavior.

Program Results

27JT - JUVENILE TREATMENT Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of juvenile offenders who participated in skills development programming in the last 12 months and did not re-offend by the end of the reporting period.	83.0%	85.0%	96.2%	11.2%	13.2%
Percent of juvenile offenders who successfully completed Drug Treatment within the prior 12 months and were not referred to the juvenile court for a delinquent offense by the end of the reporting period.	66.0%	72.0%	71.1%	(0.9%)	-1.3%
Percent of juvenile offenders who successfully completed Non-Residential Treatment within the prior 12 months and were not referred to the juvenile court for a delinquent offense by the end of the reporting period.	90.0%	90.0%	90.0%	0.0%	0.0%
Percent of juvenile offenders who successfully completed Residential Treatment within the prior 12 months and were not referred to the juvenile court for a delinquent offense by the end of the reporting period	78.0%	80.0%	89.1%	9.1%	11.4%
Percent of juvenile offenders who successfully completed Juvenile Sex Offender Treatment within the prior 12 months and were not referred to the juvenile court for a delinquent offense by the end of the reporting period.	91.0%	91.0%	100.0%	9.0%	9.9%

Activities that comprise this program include:

- Juvenile Skills Development
- Juvenile Non-Residential Treatment
- Juvenile Sex Offender Treatment
- Juvenile Drug Treatment
- Juvenile Residential Treatment

Juvenile Skills Development Activity

The purpose of the Juvenile Skills Development Activity is to provide vocational rehabilitation and community service opportunities to juvenile offenders so that they can satisfy legal obligations while learning job skills.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of juvenile offenders who participated in skills development programming in the last 12 months and did not re-offend by the end of the reporting period.	83.0%	85.0%	96.2%	11.2%	11.6%
Output	Number of juvenile offenders participating in Juvenile Skills Development.	4,582	4,488	6,316	1,828	28.9%
Demand	Number of juvenile offenders referred to or ordered into Juvenile Skills Development.	4,580	4,488	6,316	1,828	28.9%
Efficiency	Cost per juvenile offender participating in Juvenile Skills Development.	$105.91	$110.46	$47.52	$62.95	57.0%
Revenue						
	227 - JUVENILE PROBATION GRANTS	$ 57,568	$ 70,000	$ -	$ (70,000)	-100.0%
	TOTAL SOURCES	$ 57,568	$ 70,000	$ -	$ (70,000)	-100.0%
Expenditure						
	100 - GENERAL	$ 310,582	$ 414,914	$ 298,210	$ 116,704	28.1%
	227 - JUVENILE PROBATION GRANTS	174,683	80,840	1,900	78,940	97.6%
	TOTAL USES	$ 485,265	$ 495,754	$ 300,110	$ 195,644	39.5%

Juvenile Drug Treatment Activity

The purpose of the Drug Treatment Activity is to provide substance abuse based treatment to juvenile offenders so that they can become law-abiding citizens and avoid future criminal behavior.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of juvenile offenders who successfully completed Drug Treatment within the prior 12 months and were not referred to the juvenile court for a delinquent offense by the end of the reporting period.	66.0%	72.0%	71.1%	(0.9%)	-1.3%
Output	Number of juvenile offenders who receive Drug Treatment.	105	200	152	-48	-31.6%
Demand	Number of juvenile offenders referred to drug treatment.	105	220	172	-48	-27.9%
Efficiency	Cost per juvenile offender who received drug treatment.	$1,349.25	$1,013.82	$803.67	$210.15	20.7%
Expenditure						
	100 - GENERAL	$ 134,346	$ 199,564	$ 118,958	$ 80,606	40.4%
	227 - JUVENILE PROBATION GRANTS	7,325	3,200	3,200	-	-
	TOTAL USES	$ 141,671	$ 202,764	$ 122,158	$ 80,606	39.8%

Juvenile Non-Residential Treatment Activity

The purpose of the Juvenile Non-Residential Treatment Activity is to provide therapeutic sessions and structured activities to juvenile offenders so that they can become accountable for their own behavior and avoid future criminal involvement.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of juvenile offenders who successfully completed Non-Residential Treatment within the prior 12 months and were not referred to the juvenile court for a delinquent offense by the end of the reporting period.	90.0%	90.0%	90.0%	0.0%	0.0%
Output	Number of juvenile offenders who receive Non-Residential Treatment.	16	22	21	-1	-4.8%
Demand	Number of juvenile offenders referred or ordered by the court into Non-Residential Treatment.	16	30	28	-2	-7.1%
Efficiency	Cost per juvenile offender who receives Non-Residential Treatment.	$30,415.06	$20,973.45	$20,833.29	$140.17	0.7%
Revenue						
	227 - JUVENILE PROBATION GRANTS	$ -	$ -	$ 112,562	$ 112,562	-
	TOTAL SOURCES	$ -	$ -	$ 112,562	$ 112,562	-
Expenditure						
	100 - GENERAL	$ 304,011	$ 307,126	$ 313,556	$ (6,430)	-2.1%
	227 - JUVENILE PROBATION GRANTS	182,630	154,290	123,943	30,347	19.7%
	TOTAL USES	$ 486,641	$ 461,416	$ 437,499	$ 23,917	5.2%

Juvenile Residential Treatment Activity

The purpose of the Juvenile Residential Treatment Activity is to provide therapeutic sessions and structured activities to juvenile offenders so that they can become accountable for their own behavior and avoid future criminal involvement.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of juvenile offenders who successfully completed Residential Treatment within the prior 12 months and were not referred to the juvenile court for a delinquent offense by the end of the reporting period	78.0%	80.0%	89.1%	9.1%	10.3%
Output	Number of juvenile offenders who receive residential treatment.	356	486	460	-26	-5.7%
Demand	Number of juvenile offenders sent to residential treatment.	357	438	440	2	0.5%
Efficiency	Cost per juvenile offender who receives residential treatment	$1,165.17	$700.05	$688.51	$11.54	1.6%
Revenue						
	227 - JUVENILE PROBATION GRANTS	$ 22,178	$ 335,263	$ 317,297	$ (17,966)	-5.4%
	TOTAL SOURCES	22,178	335,263	317,297	(17,966)	-5.4%
Expenditure						
	100 - GENERAL	$ 328,846	$ 256,338	$ 250,596	$ 5,742	2.2%
	227 - JUVENILE PROBATION GRANTS	85,955	83,888	66,118	17,770	21.2%
	TOTAL USES	$ 414,801	$ 340,226	$ 316,714	$ 23,512	6.9%

Juvenile Sex Offender Treatment Activity

The purpose of the Sex Offender Treatment Activity is to provide specialized treatment to juvenile offenders so that they can become law-abiding citizens, thereby avoiding future court involvement.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of juvenile offenders who successfully completed Juvenile Sex Offender Treatment within the prior 12 months and were not referred to the juvenile court for a delinquent offense by the end of the reporting period.	91.0%	91.0%	100.0%	9.0%	9.0%
Output	Number of juvenile offenders who successfully completed Juvenile Sex Offender Treatment within the prior 12 months.	66	60	68	8	11.8%
Output	Number of juvenile offenders who receive sex offender treatment.	96	70	76	6	7.9%
Demand	Number of juvenile offenders referred to sex offender treatment.	96	70	76	6	7.9%
Efficiency	Cost per juvenile offender who received sex offender treatment.	$1,079.48	$1,539.20	$494.78	$1,044.42	67.9%
Expenditure						
	100 - GENERAL	$ 71,246	$ 92,352	$ 33,645	$ 58,707	63.6%
	TOTAL USES	$ 71,246	$ 92,352	$ 33,645	$ 58,707	63.6%

Activity Narrative: The FY 2009-10 expenditure budget is reduced by 63.6% as a result of right-sizing the budgeted expenditures in this activity. Actual expenditures in FY 2008-09 were $30,237 as the expense to provide this service is contracted and billed through the State Administrative Office of the Courts (AOC).

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 17,220,629**	**$ 29,000**
MID-YEAR ADJUSTMENTS:			
Correct Indirect Cost Allocation (C-27-09-002-M-00)		$ 641,840	$ -
	Subtotal	$ 641,840	$ -
BUDGET BALANCING ADJUSTMENTS:			
Vacancies			
Eliminate 29 Vacant Position (partial)		$ (300,000)	$ -
	Subtotal	$ (300,000)	$ -
FY 2008-09 REVISED BUDGET		**$ 17,562,469**	**$ 29,000**
FY 2008-09 REVISED RESTATED BUDGET		**$ 17,562,469**	**$ 29,000**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 1,200,459	$ -
TECHNICAL ADJUSTMENTS			
Transfer Funding To Superior Court For Warehouse Worker		$ (48,663)	$ -
	Subtotal	$ (48,663)	$ -
FY 2009-10 BUDGET TARGET		**$ 18,714,265**	**$ 29,000**
BASE ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Administrative Reduction			
Reduce Multi-Lingual Pay Differential		$ (31,500)	$ -
Reduce Executive Support Staff - 1 Filled (RIF) Position		(50,040)	-
Eliminate Finance Clerk - 1 Filled (RIF) Position		(45,249)	-
	Subtotal	$ (126,789)	$ -
Cost Reduction			
Reduce Juvenile Intensive Probation (JIPS) - 4 Filled (RIF) Positions		$ (234,861)	$ -
Restructure Low risk Supervision - 14 Filled (RIF) Positions		(857,094)	-
	Subtotal	$ (1,091,955)	$ -
Service Reduction			
Reduce Truancy and Deliquency Prevention Program		$ (156,000)	$ -
Reduce Early Intervention Program - 2 Filled (RIF) Positions		(127,239)	-
	Subtotal	$ (283,239)	$ -
Vacancies			
Eliminate 29 Vacant Position (annualization)		$ (1,485,534)	$ -
	Subtotal	$ (1,485,534)	$ -
Debt Reduction			
TFP Debt Service Payoff Savings		$ (81,037)	$ -
	Subtotal	$ (81,037)	$ -
OTHER BASE ADJUSTMENTS			
Reduce Allocation to Fee Fund		$ 492,000	$ -
Rightsize departmental indirect cost allocation to the Detention Fund		375,730	-
Reduce Worker's Compensation and Unemployment Benefits		(63,476)	-
	Subtotal	$ 804,254	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 16,449,965**	**$ 29,000**

Juvenile Probation Grants Fund (227)

FY 2009-10 BUDGET RECOMMENDATION
270 - JUVENILE PROBATION
227 JUVENILE PROBATION GRANTS

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 6,227,304**	**$ 6,227,305**
MID-YEAR ADJUSTMENTS:		
Increase Revenue and Expenditure C-27-09-003-G-00	$ 1,898,626	$ 1,898,626
Subtotal	$ 1,898,626	$ 1,898,626
FY 2008-09 REVISED BUDGET	**$ 8,125,930**	**$ 8,125,931**
FY 2008-09 REVISED RESTATED BUDGET	**$ 8,125,930**	**$ 8,125,931**
FY 2009-10 BUDGET TARGET	**$ 8,125,930**	**$ 8,125,931**
BASE ADJUSTMENTS:		
OTHER BASE ADJUSTMENTS		
Structural Balance	$ -	$ (1)
Reduction in Grant Funds	(3,083,407)	(3,083,407)
Subtotal	$ (3,083,407)	$ (3,083,408)
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 5,042,523**	**$ 5,042,523**

Juvenile Probation Grants Fund (227) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 495,208	$ 479,941	$ 479,941	$ (260,651)	$ (595,635)
Beginning Unreserved/Undesignated Fund Balance	$ 495,208	$ 479,941	$ 479,941	$ (260,651)	$ (595,635)
Sources:					
Operating	$ 5,360,485	$ 6,227,305	$ 8,125,931	$ 5,096,552	$ 5,042,523
Total Sources:	$ 5,360,485	$ 6,227,305	$ 8,125,931	$ 5,096,552	$ 5,042,523
Uses:					
Operating	$ 6,116,353	$ 6,227,304	$ 8,125,930	$ 5,431,536	$ 5,042,523
Total Uses:	$ 6,116,353	$ 6,227,304	$ 8,125,930	$ 5,431,536	$ 5,042,523
Operating Balance	$ (755,868)	$ 1	$ 1	$ (334,984)	$ -
Accounting Adjustments	$ 9	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ (260,651)	$ 479,942	$ 479,942	$ (595,635)	$ (595,635)
Ending Unreserved Fund Balance	$ (260,651)	$ 479,942	$ 479,942	$ (595,635)	$ (595,635)

Juvenile Probation Special Fees Fund (228)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 4,696,187**	**$ 4,696,187**
FY 2008-09 REVISED BUDGET	**$ 4,696,187**	**$ 4,696,187**
FY 2008-09 REVISED RESTATED BUDGET	**$ 4,696,187**	**$ 4,696,187**
FY 2009-10 BUDGET TARGET	**$ 4,696,187**	**$ 4,696,187**
BASE ADJUSTMENTS:		
OTHER BASE ADJUSTMENTS		
Decrease Collections of Probation Surcharge Fee	$ -	$ (492,000)
Reduce Allocation from General Fund	(492,000)	-
Subtotal	$ (492,000)	$ (492,000)
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 4,204,187**	**$ 4,204,187**

Juvenile Probation Special Fees Fund (228) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 495,208	$ 479,941	$ 479,941	$ (260,651)	$ (595,635)
Beginning Unreserved/Undesignated Fund Balance	$ 495,208	$ 479,941	$ 479,941	$ (260,651)	$ (595,635)
Sources:					
Operating	$ 5,360,485	$ 6,227,305	$ 8,125,931	$ 5,096,552	$ 5,042,523
Total Sources:	$ 5,360,485	$ 6,227,305	$ 8,125,931	$ 5,096,552	$ 5,042,523
Uses:					
Operating	$ 6,116,353	$ 6,227,304	$ 8,125,930	$ 5,431,536	$ 5,042,523
Total Uses:	$ 6,116,353	$ 6,227,304	$ 8,125,930	$ 5,431,536	$ 5,042,523
Operating Balance	$ (755,868)	$ 1	$ 1	$ (334,984)	$ -
Accounting Adjustments	$ 9	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ (260,651)	$ 479,942	$ 479,942	$ (595,635)	$ (595,635)
Ending Unreserved Fund Balance	$ (260,651)	$ 479,942	$ 479,942	$ (595,635)	$ (595,635)

Juvenile Probation Restitution Fund (229)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 25,000**	**$ 25,000**
FY 2008-09 REVISED BUDGET	**$ 25,000**	**$ 25,000**
FY 2008-09 REVISED RESTATED BUDGET	**$ 25,000**	**$ 25,000**
FY 2009-10 BUDGET TARGET	**$ 25,000**	**$ 25,000**
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 25,000**	**$ 25,000**

Juvenile Probation Restitution Fund (229) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 84,990	$ 93,865	$ 93,865	$ 89,791	$ 87,986
Beginning Unreserved/Undesignated Fund Balance	$ 84,990	$ 93,865	$ 93,865	$ 89,791	$ 87,986
Sources:					
Operating	$ 22,769	$ 25,000	$ 25,000	$ 19,638	$ 25,000
Total Sources:	$ 22,769	$ 25,000	$ 25,000	$ 19,638	$ 25,000
Uses:					
Operating	$ 17,967	$ 25,000	$ 25,000	$ 21,443	$ 25,000
Total Uses:	$ 17,967	$ 25,000	$ 25,000	$ 21,443	$ 25,000
Operating Balance	$ 4,802	$ -	$ -	$ (1,805)	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 89,791	$ 93,865	$ 93,865	$ 87,986	$ 87,986
Ending Unreserved Fund Balance	$ 89,791	$ 93,865	$ 93,865	$ 87,986	$ 87,986

Juvenile Detention Fund (255)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 35,714,330**	**$ -**
MID-YEAR ADJUSTMENTS:			
Correct Indirect Cost Allocation (C-27-09-002-M-00)		$ (641,840)	$ -
	Subtotal	$ (641,840)	$ -
BUDGET BALANCING ADJUSTMENTS:			
Vacancies			
Eliminate 32 Vacant Position (partial)		$ (420,585)	$ -
	Subtotal	$ (420,585)	$ -
FY 2008-09 REVISED BUDGET		**$ 34,651,905**	**$ -**
FY 2008-09 REVISED RESTATED BUDGET		**$ 34,651,905**	**$ -**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 2,268,437	$ -
FY 2009-10 BUDGET TARGET		**$ 36,920,342**	**$ -**
BASE ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Administrative Reduction			
Eliminate 1 Filled (RIF) Staff Development Position		$ (63,619)	$ -
Eliminate 1 Filled (RIF) Detention Supervisor Position		(62,945)	-
Reduce Multi-Lingual Pay Differential		(102,751)	-
	Subtotal	$ (229,315)	$ -
Cost Reduction			
Close 1 Secure Care Unit - 15 Vacant Positions		$ (1,024,079)	$ -
	Subtotal	$ (1,024,079)	$ -
Service Reduction			
Reduce Truancy and Deliquency Prevention Program		$ (78,364)	$ -
Restructure Detention Alternative Program Eliminate 3 Filled (RIF)		(190,567)	-
	Subtotal	$ (268,931)	$ -
Vacancies			
Eliminate 32 Vacant Positions (annualization)		$ (1,261,753)	$ -
	Subtotal	$ (1,261,753)	$ -
OTHER BASE ADJUSTMENTS			
Rightsize Personnel Savings to 3.0%		$ (106,680)	$ -
Rightsize departmental indirect cost allocation from the General Fund		(375,730)	-
Worker's Compensation and Unemployment Benefits		(2,736)	-
	Subtotal	$ (485,146)	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 33,651,118**	**$ -**

Juvenile Probation Diversion Fund (275)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 316,635**	**$ 316,633**
FY 2008-09 REVISED BUDGET		**$ 316,635**	**$ 316,633**
FY 2008-09 REVISED RESTATED BUDGET		**$ 316,635**	**$ 316,633**
TARGET ADJUSTMENTS:			
TECHNICAL ADJUSTMENTS			
Structural Balance		$ (2)	$ -
	Subtotal	$ (2)	$ -
FY 2009-10 BUDGET TARGET		**$ 316,633**	**$ 316,633**
BASE ADJUSTMENTS:			
OTHER BASE ADJUSTMENTS			
Increase Collections		$ 70,000	$ 70,000
	Subtotal	$ 70,000	$ 70,000
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 386,633**	**$ 386,633**

Juvenile Probation Diversion Fund (275) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 742,999	$ 699,930	$ 699,930	$ 802,075	$ 948,756
Beginning Unreserved/Undesignated Fund Balance	$ 742,999	$ 699,930	$ 699,930	$ 802,075	$ 948,756
Sources:					
Operating	$ 356,675	$ 316,633	$ 316,633	$ 405,495	$ 386,633
Total Sources:	$ 356,675	$ 316,633	$ 316,633	$ 405,495	$ 386,633
Uses:					
Operating	$ 297,595	$ 316,635	$ 316,635	$ 258,814	$ 386,633
Total Uses:	$ 297,595	$ 316,635	$ 316,635	$ 258,814	$ 386,633
Operating Balance	$ 59,080	$ (2)	$ (2)	$ 146,681	$ -
Accounting Adjustments	$ (4)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 802,075	$ 699,928	$ 699,928	$ 948,756	$ 948,756
Ending Unreserved Fund Balance	$ 802,075	$ 699,928	$ 699,928	$ 948,756	$ 948,756

Management and Budget

Analysis by Jack Patton, Principal Management & Budget Analyst

Summary

Mission

The mission of the Office of Management and Budget (OMB) is to develop and maintain a sustainable, structurally-balanced budget for the Board of Supervisors and County Manager so that they can achieve the County's mission within available resources.

Vision

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

Strategic Goals

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

  Status: The Office of Management and Budget continues to work toward this goal.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
99AS - ADMINISTRATIVE SERVICES	$ 3,699,042	$ 3,741,645	$ 3,593,247	$ 3,339,913	$ 3,185,480	$ 407,767	11.3%
BDGT - BUDGETING	2,106,715	2,293,362	2,235,764	2,261,776	2,038,028	197,736	8.8%
ODIR - EXECUTIVE MANAGEMENT	862,026	811,426	767,426	578,159	646,741	120,685	15.7%
FSAC - FINANCIAL SERVICES	48,604	12,987	2,187	-	-	2,187	100.0%
HRAC - HUMAN RESOURCES	642,972	615,870	585,870	499,978	500,711	85,159	14.5%
PROC - PROCUREMENT	38,725	8,000	2,000	-	-	2,000	100.0%
99GV - GENERAL GOVERNMENT	$ 8,460	$ 4,656	$ 4,656	$ 6,912	$ 687	$ 3,969	85.2%
ISFC - INTERNAL SERVICE FUND CHARGES	8,460	4,656	4,656	6,912	687	3,969	85.2%
TOTAL PROGRAMS	$ 3,707,502	$ 3,746,301	$ 3,597,903	$ 3,346,825	$ 3,186,167	$ 411,736	11.4%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,541,506	$ 2,453,803	$ 2,453,803	$ 2,548,065	$ 2,559,909	$ (106,106)	-4.3%
0710 - OVERTIME	2,022	-	-	-	-	-	
0750 - FRINGE BENEFITS	709,083	691,376	691,376	687,587	693,644	(2,268)	-0.3%
0790 - OTHER PERSONNEL SERVICES	8,162	-	-	77	44,873	(44,873)	
0795 - PERSONNEL SERVICES ALLOC-OUT	(89,724)	(88,224)	(88,224)	(429,239)	(502,933)	414,709	-470.1%
0796 - PERSONNEL SERVICES ALLOC-IN	400,875	465,636	465,636	484,174	315,636	150,000	32.2%
SUBTOTAL	$ 3,571,924	$ 3,522,591	$ 3,522,591	$ 3,290,664	$ 3,111,129	$ 411,462	11.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 11,987	$ 85,000	$ 16,000	$ 11,662	$ 33,957	$ (17,957)	-112.2%
0803 - FUEL	182	-	-	-	-	-	
SUBTOTAL	$ 12,169	$ 85,000	$ 16,000	$ 11,662	$ 33,957	$ (17,957)	-112.2%
SERVICES							
0812 - OTHER SERVICES	$ 60,342	$ 33,000	$ 15,000	$ 4,000	$ 6,300	$ 8,700	58.0%
0820 - RENT & OPERATING LEASES	8,070	9,248	9,248	7,395	9,171	77	0.8%
0825 - REPAIRS AND MAINTENANCE	45	1,500	1,500	700	700	800	53.3%
0839 - INTERNAL SERVICE CHARGES	38,406	52,000	4,572	17,496	20,080	(15,508)	-339.2%
0841 - TRAVEL	3,317	-	-	275	-	-	
0842 - EDUCATION AND TRAINING	6,401	13,250	5,280	250	1,000	4,280	81.1%
0843 - POSTAGE/FREIGHT/SHIPPING	3,107	8,500	2,500	293	400	2,100	84.0%
SUBTOTAL	$ 119,688	$ 117,498	$ 38,100	$ 30,409	$ 37,651	$ 449	1.2%
CAPITAL							
0950 - DEBT SERVICE	$ 3,721	$ 21,212	$ 21,212	$ 14,090	$ 3,430	$ 17,782	83.8%
SUBTOTAL	$ 3,721	$ 21,212	$ 21,212	$ 14,090	$ 3,430	$ 17,782	83.8%
TOTAL USES	$ 3,707,502	$ 3,746,301	$ 3,597,903	$ 3,346,825	$ 3,186,167	$ 411,736	11.4%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 3,707,502	$ 3,746,301	$ 3,597,903	$ 3,346,825	$ 3,186,167	$ 411,736	11.4%
FUND TOTAL USES	$ 3,707,502	$ 3,746,301	$ 3,597,903	$ 3,346,825	$ 3,186,167	$ 411,736	11.4%
DEPARTMENT OPERATING TOTAL USES	$ 3,707,502	$ 3,746,301	$ 3,597,903	$ 3,346,825	$ 3,186,167	$ 411,736	11.4%
DEPARTMENT TOTAL USES	$ 3,707,502	$ 3,746,301	$ 3,597,903	$ 3,346,825	$ 3,186,167	$ 411,736	11.4%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
490 - MANAGEMENT AND BUDGET								
ADMINISTRATIVE SERVICES								
BUDGETING	17.90	17.90	17.90	17.90	-	0.00%	-	0.00%
EXECUTIVE MANAGEMENT	7.20	7.20	6.59	6.69	(0.51)	(7.08%)	0.10	1.52%
HUMAN RESOURCES	7.80	7.80	7.18	7.18	(0.63)	(8.01%)	-	0.00%
PROGRAM TOTAL	32.90	32.90	31.67	31.77	(1.14)	(3.45%)	0.10	0.32%
DEPARTMENT TOTAL	32.90	32.90	31.67	31.77	(1.14)	(3.45%)	0.10	0.32%

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
490 - MANAGEMENT AND BUDGET								
Human Resources Specialist	**1.00**	**1.00**	**1.00**	**1.00**	**-**	0.00%	**.00**	0.00%
Office Assistant Specialized	**1.00**	**1.00**	**1.00**	**1.00**	**-**	0.00%	**.00**	0.00%
Deputy Director - Budget/Fin	**3.00**	**3.00**	**3.00**	**3.00**	**-**	0.00%	**.00**	0.00%
Deputy County Manager	**1.00**	**1.00**	**1.00**	**1.00**	**-**	0.00%	**.00**	0.00%
Budget Supervisor	**4.00**	**4.00**	**4.00**	**4.00**	**-**	0.00%	**.00**	0.00%
Compensation Supervisor	**1.00**	**1.00**	**1.00**	**1.00**	**-**	0.00%	**.00**	0.00%
Administrator	**1.00**	**1.00**	**-**	**-**	**(1.00)**	-100.00%	**.00**	
Management Analyst	**1.00**	**1.00**	**2.00**	**2.00**	**1.00**	100.00%	**.00**	0.00%
Budget Analyst	**13.00**	**13.00**	**12.00**	**12.00**	**(1.00)**	-7.69%	**.00**	0.00%
Finan/Business Analyst - Dept	**1.00**	**1.00**	**1.00**	**1.00**	**-**	0.00%	**.00**	0.00%
Compensation Analyst	**5.80**	**5.80**	**5.18**	**5.18**	**(0.63)**	-10.78%	**.00**	0.00%
Consultant	**0.10**	**0.10**	**0.49**	**0.59**	**0.49**	490.00%	**.10**	20.41%
Deptartment Total	**32.90**	**32.90**	**31.67**	**31.77**	**(1.14)**	**-3.45%**	**.10**	**0.32%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
490 - MANAGEMENT AND BUDGET								
100 - GENERAL	**32.90**	**32.90**	**31.67**	**31.77**	**(1.14)**	-3.45%	**0.10**	0.32%
DEPARTMENT TOTAL	**32.90**	**32.90**	**31.67**	**31.77**	**(1.14)**	**-3.45%**	**0.10**	**0.32%**

Significant Variance Analysis

General Operating Adjustments

Budget Balancing:

Debt Reduction

- The County is applying a one-time payment to reduce the annualized debt service expense for equipment purchased via the Technology Financing Program. This results in operating savings of $11,414.

Base Adjustments:

- Personnel costs are reduced by $(295,195) by eliminating vacant positions, part-time contract positions and consolidating functions.
- Administrative costs are reduced by right-sizing MFRIS Operation and Support for a savings of $(150,000).

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE	
OPERATING					
FY 2008-09 ADOPTED BUDGET		**$**	**3,746,301**	**$**	**-**
MID-YEAR ADJUSTMENTS:					
BUDGET BALANCING ADJUSTMENTS:					
Administratvie Reduction					
Reduce OMB Publications and Other Supplies and Services		$	(148,398)	**$**	**-**
	Subtotal	$	(148,398)	**$**	**-**
FY 2007-08 REVISED RESTATED BUDGET		**$**	**3,597,903**	**$**	**-**
FY 2007-08 REVISED RESTATED BUDGET		**$**	**3,597,903**	**$**	**-**
TARGET ADJUSTMENTS:					
Reallocation - County Manager to Management and Buget		$	44,873	$	-
	Subtotal	$	44,873	$	-
FY 2009-10 BUDGET TARGET		**$**	**3,642,776**	**$**	**-**
BASE ADJUSTMENTS:					
RECOMMENDED BUDGET BALANCING ADJUSTMENTS:					
Vacancies					
Eliminate Vacant Positions and Consolidate Functions		$	(244,357)	$	-
Eliminate Part-Time Contract positions			(50,838)	$	-
	Subtotal	$	(295,195)	$	-
Administratvie Reduction					
Right-size MFRIS Operations and Support		$	(150,000)	$	-
Debt Reduction					
Pay Off Capital Leases and Other Debt			(11,414)		-
	Subtotal	$	(456,609)	$	-
FY 2009-10 ADOPTED OPERATING BUDGET		**$**	**3,186,167**	**$**	**-**

Materials Management

Analysis by Lauren M. Cochran, Management & Budget Analyst

Summary

Mission

The mission of Materials Management is to provide strategic and tactical procurement, printing, and records management services to County departments so they can effectively support the County's mission.

Vision

Customers will consider Materials Management's support critical to the successful accomplishment of their mission.

Strategic Goals

- **By June 30, 2011, obtain funding, implement, and maintain selected technology solutions to allow Materials Management to integrate its operations into a countywide electronic paperless business environment.**

  Status: Due to changes in economic conditions, it is unlikely that funding for the system will be available. However, the department is currently involved in a procurement efficiency review that may produce alternatives.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
73BS - BUSINESS SERVICES	$ 1,488,950	$ 1,213,885	$ 1,213,885	$ 1,325,868	$ 1,462,560	$ 248,675	20.5%
GCCT - CONTRACT PRINTING SERVICES	16,570	66,023	66,023	14,230	36,000	(30,023)	-45.5%
GCMP - PRINTING SERVICES	898,041	930,862	930,862	854,870	968,711	37,849	4.1%
PCPT - PROCUREMENT SERVICES	574,339	217,000	217,000	456,768	457,849	240,849	111.0%
TOTAL PROGRAMS	$ 1,488,950	$ 1,213,885	$ 1,213,885	$ 1,325,868	$ 1,462,560	$ 248,675	20.5%
USES							
73BS - BUSINESS SERVICES	$ 2,791,663	$ 2,732,613	$ 2,682,339	$ 2,680,422	$ 2,653,917	$ 28,422	1.1%
GCCT - CONTRACT PRINTING SERVICES	76,024	49,150	49,150	55,352	52,318	(3,168)	-6.4%
GCMP - PRINTING SERVICES	830,383	824,490	824,490	874,209	879,708	(55,218)	-6.7%
PCPT - PROCUREMENT SERVICES	1,674,958	1,691,013	1,670,935	1,659,566	1,602,711	68,224	4.1%
RMPT - RECORDS MANAGEMENT SERVICES	54,793	63,964	33,768	(12,415)	15,596	18,172	53.8%
BENT - SMALL BUSINESS ENTERPRISE	155,505	103,996	103,996	103,710	103,584	412	0.4%
99AS - ADMINISTRATIVE SERVICES	$ 195,308	$ 227,566	$ 227,566	$ 218,824	$ 195,902	$ 31,664	13.9%
ODIR - EXECUTIVE MANAGEMENT	134,364	163,884	163,884	156,098	138,720	25,164	15.4%
FSAC - FINANCIAL SERVICES	24,647	25,381	25,381	25,333	22,135	3,246	12.8%
HRAC - HUMAN RESOURCES	36,297	38,301	38,301	37,393	35,047	3,254	8.5%
99GV - GENERAL GOVERNMENT	$ 80,384	$ 53,214	$ 53,214	$ 53,004	$ 39,146	$ 14,068	26.4%
CSCA - CENTRAL SERVICE COST ALLOC	56,977	43,238	43,238	43,238	31,230	12,008	27.8%
ISFC - INTERNAL SERVICE FUND CHARGES	23,407	9,976	9,976	9,766	7,916	2,060	20.6%
TOTAL PROGRAMS	$ 3,067,355	$ 3,013,393	$ 2,963,119	$ 2,952,250	$ 2,888,965	$ 74,154	2.5%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CHARGES FOR SERVICE							
0636 - INTERNAL SERVICE CHARGES	$ 914,611	$ 995,000	$ 995,000	$ 869,100	$ 1,004,711	$ 9,711	1.0%
SUBTOTAL	$ 914,611	$ 995,000	$ 995,000	$ 869,100	$ 1,004,711	$ 9,711	1.0%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 574,339	$ 218,885	$ 218,885	$ 456,768	$ 457,849	$ 238,964	109.2%
SUBTOTAL	$ 574,339	$ 218,885	$ 218,885	$ 456,768	$ 457,849	$ 238,964	109.2%
ALL REVENUES	$ 1,488,950	$ 1,213,885	$ 1,213,885	$ 1,325,868	$ 1,462,560	$ 248,675	20.5%
TOTAL SOURCES	$ 1,488,950	$ 1,213,885	$ 1,213,885	$ 1,325,868	$ 1,462,560	$ 248,675	20.5%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,987,970	$ 1,929,529	$ 1,879,255	$ 1,936,805	$ 1,878,809	$ 446	0.0%
0710 - OVERTIME	4,380	1,746	1,746	1,424	-	1,746	100.0%
0750 - FRINGE BENEFITS	601,064	594,886	594,886	581,973	566,024	28,862	4.9%
0790 - OTHER PERSONNEL SERVICES	14,903	-	-	1,926	-	-	
0795 - PERSONNEL SERVICES ALLOC-OUT	(47,508)	(57,666)	(57,666)	(57,666)	(35,503)	(22,163)	38.4%
0796 - PERSONNEL SERVICES ALLOC-IN	47,508	57,666	57,666	57,666	48,117	9,549	16.6%
SUBTOTAL	$ 2,608,317	$ 2,526,161	$ 2,475,887	$ 2,522,128	$ 2,457,447	$ 18,440	0.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 223,497	$ 224,449	$ 224,449	$ 224,165	$ 237,733	$ (13,284)	-5.9%
0803 - FUEL	535	590	590	587	600	(10)	-1.7%
0804 - NON-CAPITAL EQUIPMENT	2,504	4,763	4,763	4,348	4,750	13	0.3%
SUBTOTAL	$ 226,536	$ 229,802	$ 229,802	$ 229,100	$ 243,083	$ (13,281)	-5.8%
SERVICES							
0812 - OTHER SERVICES	$ 14,826	$ 26,000	$ 26,000	$ 14,853	$ 22,148	$ 3,852	14.8%
0820 - RENT & OPERATING LEASES	14,832	22,621	22,621	18,552	15,673	6,948	30.7%
0825 - REPAIRS AND MAINTENANCE	106,979	98,394	98,394	76,839	77,000	21,394	21.7%
0839 - INTERNAL SERVICE CHARGES	79,618	10,941	10,941	10,446	10,623	318	2.9%
0841 - TRAVEL	8,118	14,500	14,500	9,361	13,300	1,200	8.3%
0842 - EDUCATION AND TRAINING	3,008	7,442	7,442	5,979	7,829	(387)	-5.2%
0843 - POSTAGE/FREIGHT/SHIPPING	4,241	7,120	7,120	4,162	5,620	1,500	21.1%
SUBTOTAL	$ 231,622	$ 187,018	$ 187,018	$ 140,192	$ 152,193	$ 34,825	18.6%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ 43,238	$ 43,238	$ 43,238	$ 31,230	$ 12,008	27.8%
SUBTOTAL	$ -	$ 43,238	$ 43,238	$ 43,238	$ 31,230	$ 12,008	27.8%
CAPITAL							
0950 - DEBT SERVICE	$ 880	$ 27,174	$ 27,174	$ 17,592	$ 5,012	$ 22,162	81.6%
SUBTOTAL	$ 880	$ 27,174	$ 27,174	$ 17,592	$ 5,012	$ 22,162	81.6%
TOTAL USES	$ 3,067,355	$ 3,013,393	$ 2,963,119	$ 2,952,250	$ 2,888,965	$ 74,154	2.5%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 574,339	$ 217,000	$ 217,000	$ 456,768	$ 457,849	$ 240,849	111.0%
FUND TOTAL SOURCES	$ 574,339	$ 217,000	$ 217,000	$ 456,768	$ 457,849	$ 240,849	111.0%
673 REPROGRAPHICS							
OPERATING	$ 914,611	$ 996,885	$ 996,885	$ 869,100	$ 1,004,711	$ 7,826	0.8%
FUND TOTAL SOURCES	$ 914,611	$ 996,885	$ 996,885	$ 869,100	$ 1,004,711	$ 7,826	0.8%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,488,950	$ 1,213,885	$ 1,213,885	$ 1,325,868	$ 1,462,560	$ 248,675	20.5%
DEPARTMENT TOTAL SOURCES	$ 1,488,950	$ 1,213,885	$ 1,213,885	$ 1,325,868	$ 1,462,560	$ 248,675	20.5%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 2,039,807	$ 2,029,600	$ 1,979,326	$ 1,915,965	$ 1,884,254	$ 95,072	4.8%
FUND TOTAL USES	$ 2,039,807	$ 2,029,600	$ 1,979,326	$ 1,915,965	$ 1,884,254	$ 95,072	4.8%
673 REPROGRAPHICS							
OPERATING	$ 1,027,548	$ 983,793	$ 983,793	$ 1,036,285	$ 1,004,711	$ (20,918)	-2.1%
FUND TOTAL USES	$ 1,027,548	$ 983,793	$ 983,793	$ 1,036,285	$ 1,004,711	$ (20,918)	-2.1%
DEPARTMENT OPERATING TOTAL USES	$ 3,067,355	$ 3,013,393	$ 2,963,119	$ 2,952,250	$ 2,888,965	$ 74,154	2.5%
DEPARTMENT TOTAL USES	$ 3,067,355	$ 3,013,393	$ 2,963,119	$ 2,952,250	$ 2,888,965	$ 74,154	2.5%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
ADMINISTRATIVE SERVICES								
EXECUTIVE MANAGEMENT	1.10	1.10	1.10	1.00	(0.10)	-9.09%	(.10)	-9.09%
FINANCIAL SERVICES	0.40	0.40	0.40	0.35	(0.05)	-12.50%	(.05)	-12.50%
HUMAN RESOURCES	0.60	0.60	0.60	0.55	(0.05)	-8.33%	(.05)	-8.33%
PROGRAM TOTAL	2.10	2.10	2.10	1.90	(0.20)	-9.52%	(.20)	-9.52%
BUSINESS SERVICES								
CONTRACT PRINTING SERVICES	0.85	0.85	0.85	0.85	-	0.00%	-	0.00%
PRINTING SERVICES	10.15	10.15	10.15	10.15	-	0.00%	-	0.00%
PROCUREMENT SERVICES	20.90	20.90	20.90	19.90	(1.00)	-4.78%	(1.00)	-4.78%
RECORDS MANAGEMENT SERVICES	1.00	1.00	1.00	0.20	(0.80)	-80.00%	(.80)	-80.00%
SMALL BUSINESS ENTERPRISE	2.00	2.00	1.00	1.00	(1.00)	-50.00%	-	0.00%
PROGRAM TOTAL	34.90	34.90	33.90	32.10	(2.80)	-8.02%	(1.80)	-5.31%
DEPARTMENT TOTAL	37.00	37.00	36.00	34.00	(3.00)	-8.11%	(2.00)	-5.56%

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
Human Resources Specialist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Office Assistant	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Office Assistant Specialized	5.00	5.00	5.00	5.00	-	0.00%	.00	0.00%
Deputy Director	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Director - Materials Mgt	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Computer Operations Supv	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Procurement Supervisor -County	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Financial Support Supv - Dept	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Operations/Program Supervisor	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Program Coordinator	3.00	3.00	2.00	1.00	(2.00)	-66.67%	(1.00)	-50.00%
Grant-Contract Administrator	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Business/Systems Analyst-Sr/Ld	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Programmer/Analyst	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Web Designer/Developer	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Reprographic Technician	7.00	7.00	7.00	7.00	-	0.00%	.00	0.00%
Procurement Officer - County	8.00	8.00	8.00	8.00	-	0.00%	.00	0.00%
Department Total	37.00	37.00	36.00	34.00	(3.00)	-8.11%	(2.00)	-5.56%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
100 - GENERAL	26.00	26.00	25.00	23.00	(3.00)	-11.54%	(2.00)	-8.00%
673 - REPROGRAPHICS	11.00	11.00	11.00	11.00	-	0.00%	-	0.00%
DEPARTMENT TOTAL	37.00	37.00	36.00	34.00	(3.00)	-8.11%	(2.00)	-5.56%

Significant Variance Analysis

In addition to other staff reductions made during the year , Materials Management will be reduced by 2 FTE due to budget reductions which are discussed in the following sections.

General Adjustments

Budget Balancing Adjustments:

General Fund (100)

Administrative Reduction

- Absorb Reprographics Fund (673) Administrative Reduction. This initiative increases expenditures by $22,163 by reducing the Personnel Allocation–Out. Personnel Allocation-In in the Reprographics Fund (673) is reduced by $22,163.

Debt Reduction

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce operating expenses for equipment. This results in an operating savings of $12,204.

Reprographics Fund (673)

Administrative Reduction

- Reduce revenue and expenditures for a reduction in the Personnel Allocation-In from the General Fund of $22,163.

Base Adjustments:

General Fund (100)

- Increase Operating budget by $12,614 to cover the department's responsibility for the Public Works Assistant County Manager.
- Reduce Debt Service by $436 in the Executive Management Activity to match historical data.

Reprographics Fund (673)

- Increase expenditures by $43,373 to meet the cost of service delivery.
- Increase revenue by $43,081 to reflect revised fee schedule. Fees are based on full cost recovery.
- Reduce Internal Service Charges by $292 to reflect actual Risk Management charges.

Programs and Activities

Business Services Program

The purpose of the Business Services Program is to provide products and services associated with procurement, printing, and records management to customers and the public so that they can satisfy their customer's needs at the lowest cost and highest quality.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of Certified Agency Procurement Aids (CAPAs) that are utilizing small business enterprises for non-contract procurements	Not Reported	24.3%	13.3%	-11.0%	-45.1%
Percent of total procurement transactions less than $50,000 awarded to Small Business Enterprises	Not Reported	21.1%	20.3%	-0.8%	-3.8%
Percent of respondents indicating very satisfied or satisfied on the Graphics Services Customer Satisfaction survey	88.9%	94.4%	100.0%	5.6%	5.9%
% of respondents indicating very satisfied or satisfied on the Procurement Customer Satisfaction survey	84.8%	89.1%	76.1%	-13.0%	-14.6%
% of respondents indicating satisfied or very satisfied on the Records Management Customer Satisfaction survey	89.2%	94.6%	89.1%	-5.5%	-5.8%

Activities that comprise this program include:

- Small Business Enterprise
- Contract Printing Services
- Printing Services
- Procurement Services
- Records Management Services

Small Business Enterprise Services Activity

The purpose of the Small Business Enterprise Services Activity is to provide awareness, training, and opportunities to County departments and small businesses so they can participate in all Maricopa County procurements less than or equal to $50,000.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Certified Agency Procurement Aids (CAPAs) that are utilizing small business enterprises for non-contract procurements	Not Reported	24.3%	13.3%	-11.0%	-45.1%
Result	Percent of total procurement transactions less than $50,000 awarded to Small Business Enterprises	Not Reported	21.1%	20.3%	-0.8%	-3.8%
Output	Number of procurement transactions less than $50,000 awarded to Small Business Enterprises	Not Reported	1,559	1,500	-59	-3.8%
Demand	Number of procurement transactions less than $50,000 available to Small Business Enterprises	Not Reported	7,381	7,380	-1	0.0%
Efficiency	Cost per dollar of small business procurement transactions less than $50,000	Not Reported	$66.71	$69.06	-$2.35	3.5%
Expenditure						
	100 - GENERAL	$ 155,505	$ 103,996	$ 103,584	$ 412	0.4%
	TOTAL USES	$ 155,505	$ 103,996	$ 103,584	$ 412	0.4%

Activity Narrative: The FY 2009-10 budget will enable the department to maintain service levels.

Contract Printing Services Activity

The purpose of the Contract Printing Services Activity is to provide graphics contracts and contract administration services to County departments so that they can have access to professional and competitive private sector sources of printed materials.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of respondents indicating very satisfied or satisfied on the Graphics Services Customer Satisfaction survey	88.9%	94.4%	100.0%	5.6%	5.9%
Output	Number of contract orders completed	747	747	600	-147	-19.7%
Demand	Number of contract print orders requested	747	747	600	-147	-19.7%
Efficiency	Cost per contract order	$101.77	$65.80	$87.20	-$21.40	-32.5%
Revenue						
	673 - REPROGRAPHICS	$ 16,570	$ 66,023	$ 36,000	$ (30,023)	-45.5%
	TOTAL SOURCES	$ 16,570	$ 66,023	$ 36,000	$ (30,023)	-45.5%
Expenditure						
	673 - REPROGRAPHICS	$ 76,024	$ 49,150	$ 52,318	$ (3,168)	-6.4%
	TOTAL USES	$ 76,024	$ 49,150	$ 52,318	$ (3,168)	-6.4%

Activity Narrative: For FY 2009-10, contracting charges will remain at the same level. However, due to a shift in business process to educate departments on cost effective printing techniques, including greater utilization of internal resources, demand for contract printing services should decline.

Printing Services Activity

The purpose of the Printing Services Activity is to provide a wide range of printing services to County departments so they can obtain high quality printed materials and technical support.

Mandates: This is a non-mandated activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of respondents indicating very satisfied or satisfied on the Graphics Services Customer Satisfaction survey	88.9%	94.4%	100.0%	5.6%	5.9%
Output	Number of units completed	25,126,664	25,126,664	25,126,664	-	0.0%
Demand	Number of units requested	25,126,664	25,126,664	25,126,664	-	0.0%
Efficiency	Cost per unit completed	$0.03	$0.03	$0.04	$0.00	-14.6%
Efficiency	Cost per dollar of printing service requests completed	$0.93	$0.93	$0.91	$0.02	2.0%
Revenue						
	673 - REPROGRAPHICS	$ 898,041	$ 930,862	$ 968,711	$ 37,849	4.1%
	TOTAL SOURCES	$ 898,041	$ 930,862	$ 968,711	$ 37,849	4.1%
Expenditure						
	673 - REPROGRAPHICS	$ 830,383	$ 824,490	$ 879,708	$ (55,218)	-6.7%
	TOTAL USES	$ 830,383	$ 824,490	$ 879,708	$ (55,218)	-6.7%

Activity Narrative: For FY 2009-10 there will be a 12% fee increase in reprographics. The fee increase will fully recover costs including repairs and maintenance as well as salary increases instituted in FY 2008-09. Reprographics is working to educate County department on various money saving printing techniques.

Procurement Services Activity

The purpose of the Procurement Services Activity is to provide guidance, support, and solutions to County departments and vendors so they can successfully achieve their goals and objectives within legal and budgetary parameters through the effective expenditure of tax dollars.

Mandates: A.R.S. §11-254.01 establishing County purchasing procedures.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of respondents indicating very satisfied or satisfied on the Procurement Customer Satisfaction survey	84.8%	89.1%	76.1%	-13.0%	-14.6%
Output	Actual dollar value of procurement transactions	590,951,900	590,951,920	530,000,000	-60,951,920	-10.3%
Demand	Anticipated dollar value of procurement transactions	590,951,900	590,951,920	530,000,000	-60,951,920	-10.3%
Efficiency	Cost per dollar of procurement transactions	$0.00	$0.03	$0.00	$0.03	89.4%
Efficiency	Cost per procurement transaction	$12.64	$12.76	$13.36	-$0.60	-4.7%
Revenue						
	100 - GENERAL	$ 574,339	$ 217,000	$ 457,549	$ 240,549	110.9%
	TOTAL SOURCES	$ 574,339	$ 217,000	$ 457,549	$ 240,549	110.9%
Expenditure						
	100 - GENERAL	$ 1,674,958	$ 1,691,013	$ 1,602,711	$ 88,302	5.2%
	TOTAL USES	$ 1,674,958	$ 1,691,013	$ 1,602,711	$ 88,302	5.2%

Budget Balancing Adjustments:

General Fund (100)

Vacancies

- Reduce the Procurement Activity by $84,522 by eliminating a vacant technology position (1 FTE). This position designs the department web page. At the current time updates are not needed. When needed other staff can absorb this function. This reduction was implemented in FY 2008-09.

Revenue Enhancements

- Increase Miscellaneous Revenues by $240,849 for the following:
  - Increase P-Card Incentive Revenues by $70,000. This increase is the result of negotiations with the new P-Card contractor. The County will receive $70,000 a year for five years, beginning in FY09. This revenue enhancement was implemented in FY 2008-09;
  - Increase P-Card Rebate Revenue by $110,849. The department negotiated for a higher percentage of basis points leading to an increased rebate;
  - Increase Contract Administration Fee Revenue by $60,000. The department, in conjunction with US Communities, has issued a contract for maintenance, repair and operations supplies. The County will receive a quarterly contract administration fee payment based on the total contract dollar amount.

Base Adjustments:

- Reduce the Procurement Activity by $63,198 in Other Pay for a personnel savings adjustment in excess of what is necessary to bring the department in line with a realistic vacancy rate of 1.5% and other personnel savings attributed to attrition.

Activity Narrative: Due to economic changes, dollar value of procurement transactions is expected to decrease. The FY 2009-10 budget will enable the department to meet 100% of its demand in the Procurement Activity.

Records Management Services Activity

The purpose of the Records Management Services Activity is to provide technical assistance, solutions, tools, oversight, processes, and training to County departments so they can effectively manage County records within legal parameters.

Mandates: A.R.S. § 41-1346 establishing State and Local document management procedures.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of respondents indicating satisfied or very satisfied on the Records Management Customer Satisfaction survey	89.2%	94.6%	89.1%	-5.5%	-5.8%
Output	Number of customers provided Records Management Services	2,293	2,293	100	-2,193	-95.6%
Demand	Number of customers requesting Records Management Services	418	418	475	57	13.6%
Efficiency	Cost per Records Management service provided	$25.17	$29.38	$77.98	-$48.60	-165.4%
Expenditure						
	100 - GENERAL	$ 54,793	$ 63,964	$ 15,596	$ 48,368	75.6%
	TOTAL USES	$ 54,793	$ 63,964	$ 15,596	$ 48,368	75.6%

Budget Balancing Adjustments:

General Fund (100)

Vacancies

- Reduce the Records Management Activity $61,095 by eliminating the vacant Program Coordinator position (1 FTE). While this Activity is mandated, other staff can absorb the duties of this position. This budget reduction was implemented in FY 2008-09.

Activity Narrative: Due to the elimination of the Records Program Coordinator position, 20% of the Financial Support Supervisor position will be allocated this Activity. Service levels will be impacted. Mandates will continue to be met however; response times to inquiries and the ability to meet demand will be impeded.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 2,029,600**	**$**	**217,000**
MID-YEAR ADJUSTMENTS:				
BUDGET BALANCING ADJUSTMENTS:				
Vacancies				
Records Management Restructure		$ (30,196)	$	-
Vacant Technology Position		(20,078)		-
	Subtotal	$ (50,274)	$	-
FY 2008-09 REVISED BUDGET		**$ 1,979,326**	**$**	**217,000**
FY 2008-09 REVISED RESTATED BUDGET		**$ 1,979,326**	**$**	**217,000**
TARGET ADJUSTMENTS:				
PERSONNEL SAVINGS ADJUSTMENT		$ 41,332	$	-
FY 2009-10 BUDGET TARGET		**$ 2,020,658**	**$**	**217,000**
BASE ADJUSTMENTS:				
BUDGET BALANCING ADJUSTMENTS:				
Administrative Reduction				
Absorb Fund 673 Administrative Allocation		$ 22,163	$	-
	Subtotal	$ 22,163	$	-
Vacancies				
Records Management Restructure		$ (30,899)	$	-
Vacant Technology Position		(64,444)		-
	Subtotal	$ (95,343)	$	-
Debt Reduction				
Pay Off Capital Lease - 08 Desktop Refresh		$ (9,643)	$	-
Pay Off Capital Lease - 08 Laptop Refresh		(2,561)		-
	Subtotal	$ (12,204)	$	-
Revenue Enhancement				
P-Card Incentive Revenue		$ -	$	70,000
P-Card Rebate Enhancement		-		110,849
Contract Administration Fee Revenue		-		60,000
	Subtotal	$ -	$	240,849
OTHER BASE ADJUSTMENTS				
Reduction to Other Pay		$ (63,198)	$	-
Reduction to Offset Personnel Savings Adjustment ($41,332)				
Reduction Realized through Staff Turnover ($20,866)				
Reduce Debt Service to accurately reflect historical information		(436)		-
Public Works Assistant County Manager Allocation		12,614		-
	Subtotal	$ (51,020)	$	-
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 1,884,254**	**$**	**457,849**

Reprographics Fund (673)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 983,793**	**$ 996,885**
FY 2008-09 REVISED BUDGET	**$ 983,793**	**$ 996,885**
FY 2008-09 REVISED RESTATED BUDGET	**$ 983,793**	**$ 996,885**
TARGET ADJUSTMENTS:		
TECHNICAL ADJUSTMENTS		
Structural Balance	$ -	$ (13,092)
Subtotal	$ -	$ (13,092)
FY 2009-10 BUDGET TARGET	**$ 983,793**	**$ 983,793**
BASE ADJUSTMENTS:		
BUDGET BALANCING ADJUSTMENTS:		
Administrative Reduction		
Administrative Reduction	$ (22,163)	$ (22,163)
Subtotal	$ (22,163)	$ (22,163)
OTHER BASE ADJUSTMENTS		
Reduce Internal Service Charges to reflect actual Risk Management Charges	$ (292)	$ -
Department request above target to meet cost of services delivered	43,373	43,081
Subtotal	$ 43,081	$ 43,081
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 1,004,711**	**$ 1,004,711**

Reprographics Fund (673) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 675,282	$ 548,045	$ 548,045	$ 471,306	$ 304,121
Beginning Unreserved/Undesignated Fund Balance	$ 675,282	$ 548,045	$ 548,045	$ 471,306	$ 304,121
Sources:					
Operating	$ 914,611	$ 996,885	$ 996,885	$ 869,100	$ 1,004,711
Total Sources:	$ 914,611	$ 996,885	$ 996,885	$ 869,100	$ 1,004,711
Uses:					
Operating	$ 1,027,548	$ 983,793	$ 983,793	$ 1,036,285	$ 1,004,711
Total Uses:	$ 1,027,548	$ 983,793	$ 983,793	$ 1,036,285	$ 1,004,711
Operating Balance	$ (112,937)	$ 13,092	$ 13,092	$ (167,185)	$ -
Accounting Adjustments	$ (91,039)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 471,306	$ 561,137	$ 561,137	$ 304,121	$ 304,121
Ending Unreserved Fund Balance	$ 471,306	$ 561,137	$ 561,137	$ 304,121	$ 304,121

Medical Examiner

Analysis by Tara Acuña, Management & Budget Analyst

Summary

Mission

The Mission of the Office of the Medical Examiner is to provide professional death investigations to determine the cause and manner of death in support of decedents' families, the judicial system and public health communities so they can protect public health safety and ensure justice.

Vision

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

Strategic Goals

- **By June 30, 2012, 25% (from 22% as of June 30, 2008) of jurisdictional cases will be released directly to the family's funeral home of choice.**

  Status: Currently at 20% as a result of a higher than normal percentage of declined cases. The department anticipates reaching the goal by the target date.

- **By June 30, 2013, the Office of the Medical Examiner will improve service to families by completing cases within established timeframes of 80% (46% as of June 30, 2008) of cases closed within 45 days and 95% (from 80% as of June 30, 2008) of cases closed within 90 days.**

  Status: Currently closing 55% of cases in 45 days and 92% of cases in 90 days. The department anticipates reaching the goal by the target date.

- **By December 31, 2012, 98% (from 69% as of June 30, 2008) of all decedents shall be released within 24 hours of examination (excluding weekends and holidays) provided they meet the following criteria: (1) positive identification, (2) family representative, (3) funeral home selected.**

  Status: Currently releasing 71% of decedents within 24 hours of examination. The department anticipates reaching the goal by the target date.

- **By June 30, 2010, OME, in concert with other county and governmental agencies be prepared to process, identify and manage decedents to address the increase in deaths due to a pandemic while maintaining public safety.**

  Status: Actively meeting with State, County and Local Public Health agencies to prepare in the event of pandemic deaths. The department anticipates reaching the goal by the target date.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
29ME - MEDICAL EXAMINERS	$ 392,565	$ 302,768	$ 414,783	$ 378,230	$ 521,383	$ 106,600	25.7%
CREM - CREMATION AUTHORIZATIONS	241,468	262,380	262,380	243,429	262,380	-	0.0%
EXAM - DECEDENT MEDICAL EXAMINATION	49,126	40,388	40,388	39,801	40,388	-	0.0%
MELB - MEDICAL EXAMINER LAB SERVICES	101,971	-	112,015	95,000	218,615	106,600	95.2%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ (88)	$ -	$ -	
GGOV - GENERAL GOVERNMENT	-	-	-	(88)	-	-	
TOTAL PROGRAMS	$ 392,565	$ 302,768	$ 414,783	$ 378,142	$ 521,383	$ 106,600	25.7%
USES							
29ME - MEDICAL EXAMINERS	$ 7,273,024	$ 7,051,710	$ 6,991,135	$ 6,756,651	$ 6,281,816	$ 709,319	10.1%
CREM - CREMATION AUTHORIZATIONS	235,375	226,270	226,270	225,727	206,622	19,648	8.7%
EXAM - DECEDENT MEDICAL EXAMINATION	3,419,872	3,153,703	3,132,895	3,072,380	2,616,241	516,654	16.5%
INVG - DECEDENT MEDICAL INVESTIGATION	1,445,188	1,469,644	1,378,354	1,328,097	1,258,939	119,415	8.7%
MELB - MEDICAL EXAMINER LAB SERVICES	1,355,451	1,339,103	1,430,536	1,353,512	1,468,930	(38,394)	-2.7%
MELS - MEDICAL EXAMINER LEGAL SUPPORT	-	-	-	-	76,626	(76,626)	
MEOS - MEDICAL EXAMINER OFFICE SUPP	817,138	862,990	823,080	776,935	654,458	168,622	20.5%
99AS - ADMINISTRATIVE SERVICES	$ 497,627	$ 655,101	$ 655,101	$ 605,358	$ 574,102	$ 80,999	12.4%
ODIR - EXECUTIVE MANAGEMENT	297,362	453,757	453,757	404,205	400,349	53,408	11.8%
HRAC - HUMAN RESOURCES	146,722	142,944	142,944	145,813	148,981	(6,037)	-4.2%
PROC - PROCUREMENT	53,543	58,400	58,400	55,340	24,772	33,628	57.6%
99GV - GENERAL GOVERNMENT	$ 24,264	$ 31,205	$ 31,205	$ 31,200	$ 22,129	$ 9,076	29.1%
ISFC - INTERNAL SERVICE FUND CHARGES	24,264	31,205	31,205	31,200	22,129	9,076	29.1%
TOTAL PROGRAMS	$ 7,794,915	$ 7,738,016	$ 7,677,441	$ 7,393,209	$ 6,878,047	$ 799,394	10.4%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 101,971	$ -	$ 112,015	$ 95,000	$ 218,615	$ 106,600	95.2%
SUBTOTAL	$ 101,971	$ -	$ 112,015	$ 95,000	$ 218,615	$ 106,600	95.2%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 290,594	$ 302,768	$ 302,768	$ 283,230	$ 302,768	$ -	0.0%
SUBTOTAL	$ 290,594	$ 302,768	$ 302,768	$ 283,230	$ 302,768	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ -	$ -	$ -	$ (88)	$ -	$ -	
SUBTOTAL	$ -	$ -	$ -	$ (88)	$ -	$ -	
TOTAL SOURCES	$ 392,565	$ 302,768	$ 414,783	$ 378,142	$ 521,383	$ 106,600	25.7%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 5,281,389	$ 5,243,204	$ 5,070,614	$ 4,999,441	$ 4,450,404	$ 620,210	12.2%
0705 - TEMPORARY PAY	13,858	23,454	23,454	20,998	-	23,454	100.0%
0710 - OVERTIME	77,490	65,700	65,700	57,416	70,000	(4,300)	-6.5%
0750 - FRINGE BENEFITS	1,552,879	1,495,615	1,495,615	1,473,999	1,335,915	159,700	10.7%
0790 - OTHER PERSONNEL SERVICES	88,540	23,792	23,792	21,428	18,500	5,292	22.2%
0795 - PERSONNEL SERVICES ALLOC-OUT	(55,355)	-	-	-	-	-	
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	-	39,826	(39,826)	
SUBTOTAL	$ 6,958,801	$ 6,851,765	$ 6,679,175	$ 6,573,282	$ 5,914,645	$ 764,530	11.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 110,725	$ 135,571	$ 135,571	$ 85,418	$ 92,008	$ 43,563	32.1%
0802 - MEDICAL SUPPLIES	267,378	250,398	250,398	226,915	238,000	12,398	5.0%
0803 - FUEL	31,915	33,489	33,489	34,147	38,000	(4,511)	-13.5%
0804 - NON-CAPITAL EQUIPMENT	26,218	21,000	21,000	9,600	20,500	500	2.4%
SUBTOTAL	$ 436,236	$ 440,458	$ 440,458	$ 356,080	$ 388,508	$ 51,950	11.8%
SERVICES							
0811 - HEALTH CARE SERVICES	$ 128,655	$ 118,040	$ 118,040	$ 93,790	$ 105,500	$ 12,540	10.6%
0812 - OTHER SERVICES	41,824	42,772	42,772	32,693	34,500	8,272	19.3%
0820 - RENT & OPERATING LEASES	10,259	10,922	10,922	10,278	10,500	422	3.9%
0825 - REPAIRS AND MAINTENANCE	98,948	96,000	96,000	83,961	112,500	(16,500)	-17.2%
0839 - INTERNAL SERVICE CHARGES	24,790	15,669	15,669	16,961	24,650	(8,981)	-57.3%
0841 - TRAVEL	36,250	37,230	41,130	30,746	41,980	(850)	-2.1%
0842 - EDUCATION AND TRAINING	9,166	32,230	45,345	24,276	29,595	15,750	34.7%
0843 - POSTAGE/FREIGHT/SHIPPING	8,172	5,700	5,700	4,771	4,874	826	14.5%
0850 - UTILITIES	5,495	8,200	8,200	5,188	8,500	(300)	-3.7%
SUBTOTAL	$ 363,559	$ 366,763	$ 383,778	$ 302,664	$ 372,599	$ 11,179	2.9%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 16,620	$ 16,469	$ 16,469	$ 16,469	$ -	$ 16,469	100.0%
SUBTOTAL	$ 16,620	$ 16,469	$ 16,469	$ 16,469	$ -	$ 16,469	100.0%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ -	$ 95,000	$ 95,001	$ 190,000	$ (95,000)	-100.0%
0950 - DEBT SERVICE	19,699	62,561	62,561	49,713	12,295	50,266	80.3%
SUBTOTAL	$ 19,699	$ 62,561	$ 157,561	$ 144,714	$ 202,295	$ (44,734)	-28.4%
TOTAL USES	$ 7,794,915	$ 7,738,016	$ 7,677,441	$ 7,393,209	$ 6,878,047	$ 799,394	10.4%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 290,594	$ 302,768	$ 302,768	$ 283,230	$ 302,768	$ -	0.0%
FUND TOTAL SOURCES	$ 290,594	$ 302,768	$ 302,768	$ 283,230	$ 302,768	$ -	0.0%
224 MEDICAL EXAMINER GRANT							
OPERATING	$ 101,971	$ -	$ 95,000	$ 94,912	$ 218,615	$ 123,615	130.1%
NON-RECURRING	-	-	17,015	-	-	(17,015)	-100.0%
FUND TOTAL SOURCES	$ 101,971	$ -	$ 112,015	$ 94,912	$ 218,615	$ 106,600	95.2%
DEPARTMENT OPERATING TOTAL SOURCES	$ 392,565	$ 302,768	$ 397,768	$ 378,142	$ 521,383	$ 123,615	31.1%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ -	$ 17,015	$ -	$ -	$ (17,015)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 392,565	$ 302,768	$ 414,783	$ 378,142	$ 521,383	$ 106,600	25.7%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 7,779,563	$ 7,738,016	$ 7,565,426	$ 7,298,209	$ 6,659,432	$ 905,994	12.0%
FUND TOTAL	$ 7,779,563	$ 7,738,016	$ 7,565,426	$ 7,298,209	$ 6,659,432	$ 905,994	12.0%
224 MEDICAL EXAMINER GRANT							
OPERATING	$ 15,352	$ -	$ 95,000	$ 95,000	$ 218,615	$ (123,615)	-130.1%
NON-RECURRING	-	-	17,015	-	-	17,015	100.0%
FUND TOTAL	$ 15,352	$ -	$ 112,015	$ 95,000	$ 218,615	$ (106,600)	-95.2%
DEPARTMENT OPERATING TOTAL	$ 7,794,915	$ 7,738,016	$ 7,660,426	$ 7,393,209	$ 6,878,047	$ 782,379	10.2%
DEPARTMENT NON-RECURRING TOTAL	$ -	$ -	$ 17,015	$ -	$ -	$ 17,015	100.0%
DEPARTMENT TOTAL	$ 7,794,915	$ 7,738,016	$ 7,677,441	$ 7,393,209	$ 6,878,047	$ 799,394	10.4%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS VARIANCE	%	FORECAST VS VARIANCE	%
ADMINISTRATIVE SERVICES								
EXECUTIVE MANAGEMENT	4.00	4.00	3.00	3.00	(1.00)	(25.00%)	-	0.00%
HUMAN RESOURCES	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
PROCUREMENT	1.00	1.00	1.00	0.50	(0.50)	(50.00%)	(0.50)	(50.00%)
PROGRAM TOTAL	7.00	7.00	6.00	5.50	(1.50)	(21.43%)	(0.50)	(8.33%)
MEDICAL EXAMINERS								
CREMATION AUTHORIZATIONS	3.23	3.23	3.23	3.00	(0.23)	(7.12%)	(0.23)	(7.12%)
DECEDENT MEDICAL EXAMINATION	24.52	24.52	24.52	19.36	(5.16)	(21.04%)	(5.16)	(21.04%)
DECEDENT MEDICAL INVESTIGATION	23.75	23.75	23.75	20.90	(2.85)	(12.00%)	(2.85)	(12.00%)
MEDICAL EXAMINER LAB SERVICES	14.00	14.00	14.00	12.95	(1.05)	(7.50%)	(1.05)	(7.50%)
MEDICAL EXAMINER LEGAL SUPPORT	-	-	-	0.79	0.79		0.79	
MEDICAL EXAMINER OFFICE SUPP	18.50	18.50	17.50	13.00	(5.50)	(29.73%)	(4.50)	(25.71%)
PROGRAM TOTAL	84.00	84.00	83.00	70.00	(14.00)	(16.67%)	(13.00)	(15.66%)
DEPARTMENT TOTAL	91.00	91.00	89.00	75.50	(15.50)	(17.03%)	(13.50)	(15.17%)

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
Office Assistant	5.00	5.00	4.00	2.00	(3.00)	-60.00%	(2.00)	-50.00%
Medical Transcriber	5.00	5.00	-	-	(5.00)	-100.00%	.00	
Office Assistant Specialized	8.00	8.00	13.00	12.00	4.00	50.00%	(1.00)	-7.69%
Admin/Operations Specialist	2.00	2.00	2.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Chief Medical Examiner	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Director - Medical Examiner	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Laboratory Supervisor	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Administrative Supervisor	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Administrative Staff Supv	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Human Resources Support Supv	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Operations/Program Supervisor	4.00	4.00	4.00	4.00	-	0.00%	.00	0.00%
Chemist Supervisor	-	-	2.00	2.00	2.00		.00	0.00%
Laboratory Manager	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Operations/Program Manager	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Management Analyst	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Finan/Business Analyst - Dept	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Procurement Specialist	1.00	1.00	1.00	0.50	(0.50)	-50.00%	(.50)	-50.00%
Chemist	-	-	7.00	7.00	7.00		.00	0.00%
Human Resources Analyst	-	-	-	-	-		.00	
Medical Examiner	11.00	11.00	11.00	9.00	(2.00)	-18.18%	(2.00)	-18.18%
Programmer/Analyst	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Laboratory Technician	1.00	1.00	3.00	2.00	1.00	100.00%	(1.00)	-33.33%
Crime Scene Specialist	22.00	22.00	21.00	19.00	(3.00)	-13.64%	(2.00)	-9.52%
Investigator	21.00	21.00	-	-	(21.00)	-100.00%	.00	
Forensic Technician	-	-	10.00	7.00	7.00		(3.00)	-30.00%
Photographer	-	-	2.00	2.00	2.00		.00	0.00%
Deptartment Total	91.00	91.00	89.00	75.50	(15.50)	-17.03%	(13.50)	-15.17%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
100 - GENERAL	91.00	91.00	89.00	75.50	(15.50)	-17.03%	(13.50)	-15.17%
DEPARTMENT TOTAL	91.00	91.00	89.00	75.50	(15.50)	-17.03%	(13.50)	-15.17%

Significant Variance Analysis

The department is able to realize savings by eliminating vacant and filled positions in addition to other staffing changes that took place throughout the year, which will be discussed in more detail in the impacted Activity.

Vacant Positions include:

- 1 Chief Medicolegal Death Investigator
- 1 Histotechnologist
- 1 Case Information Specialist
- 1 Forensic Technician
- 1 Office Assistant
- 1 Medicolegal Death Investigator

Filled Positions include:

- 1 Administrative Assistant
- 1 Part-Time (.50 FTE) Procurement Specialist

- 3 Part-Time (.30 FTE) Temporary Forensic Assistants
- 2 Medical Examiners
- 1 Office Assistant
- 1 Medicolegal Death Investigator
- 2 Forensic Technicians

General Adjustments

Budget Balancing Adjustments:

Administrative Reduction

- Reduce Travel and Education/Training across several Activities for a total impact of $26,500.
- Reduce Procurement Specialist position to .50 FTE in the Procurement Activity for a total reduction of $35,577.
- Eliminate one filled Administrative Assistant position allocated 50% to the Executive Management Activity for a reduction in the associated Activity of $29,481.

Cost Reduction

- Eliminate one filled Office Assistant position in the Human Resources Activity for a total reduction of $40,516.

Debt Service

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce operating expenses for equipment. This results in an operating savings of $27,716.

Base Adjustments:

- Eliminate the Transfer Out associated with the repayment of a capital lease which was paid in full, resulting in a reduction of $16,478.

Strategic Business Plan Update

The Office of the Medical Examiner underwent a comprehensive facilitated review and revision of their strategic business plan. The changes are reflected in this document. Most of the Department's Activities and performance measures were validated and reworded with a renewed customer focus and clarification of the measures. The Strategic Business Plan needed minimal revisions. Only one Activity was added and several others were consolidated.

The Decedent Admissions and Transcriptions Activities were merged to a single Activity, Office Support, because the same services are provided to the same customer groups. Similarly, Histotechnology and Toxicology were grouped together into a new Lab Services Activity that comprises the services of both. One new Activity was added because the Department wanted to track and report on the time the doctors, Director of Lab Services and support-staff spend preparing for cases and testifying because it is a very important and demanding aspect of their job. The new Activity is entitled Legal Services.

Programs and Activities

Medical Examiners Program

The purpose of the Medical Examiner Program is to provide professional death investigations to determine the cause and manner of death in support of decedents' families, the judicial system and public health communities so they can protect public health safety and ensure justice.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of cremation authorizations completed within 1 day of receipt	100.0%	100.0%	100.0%	0.0%	0.0%
% of cases completed (available for public release) within 45 days	46.2%	44.9%	45.5%	0.6%	1.3%
% of exams completed within 48 hours of admit (excluding weekends and holidays)	not reported	not reported	60.8%		
% of cases completed (available for public release) within 90 days	79.2%	78.1%	79.0%	0.9%	1.2%
% of autopsies performed	64.9%	49.5%	51.9%	2.4%	4.8%
% of cases not admitted (CNA's)	not reported	not reported	19.9%		
% of cases where organ/tissue-donation authorizations resulted in organ/tissue donations	not reported	not reported	100.0%		
% of investigative summaries completed by day of exam	96.5%	97.0%	98.0%	1.0%	1.0%
% of declined cases	34.3%	32.0%	32.1%	0.1%	0.2%
% of scene arrivals within 2 hours of "case ready for removal" notification	not reported	not reported	74.9%		
% of reports transcribed within two weeks of dictation receipt (excluding weekends and holidays)	87.0%	72.0%	72.0%	0.0%	0.0%
% of decedents released within 1 day of exam (excluding weekends and holidays)	not reported	not reported	69.9%		
% of tests completed in house of total tests requested (excluding weekends and holidays)	97.8%	98.2%	98.0%	-0.2%	-0.2%
% of toxicology reports produced within 30 days of exam (excluding weekends and holidays)	65.0%	69.2%	51.9%	-17.3%	-25.0%
% of toxicology reports produced within 45 days of exam (excluding weekends and holidays)	not reported	not reported	89.1%		
% of toxicology reports produced within 30 days (excluding weekends and holidays) of exam from cases with a negative toxicology screening	not reported	not reported	100.0%		
% of toxicology reports produced within 45 days of exam (excluding weekends and holidays) from cases with a positive toxicology screening	not reported	not reported	88.9%		
% of microscopic slides produced within 7 days of exam (excluding weekends and holidays)	100.0%	100.0%	100.0%	0.0%	0.0%
% of examined cases requiring microscopic slides to be produced	100.0%	100.0%	100.0%	0.0%	0.0%
% of time subpoenaed that requires court appearance	not reported	not reported	60.0%		
% of subpoenas supported within 10 days of receipt(excluding weekends and holidays)	not reported	not reported	29.4%		
% of OME staff time spent providing legal support for criminal cases	not reported	not reported	81.6%		
% of OME staff time spent providing legal support for civil cases	not reported	not reported	18.4%		

Activities that comprise this program include:

- Cremation Authorizations
- Decedent Medical Examination
- Decedent Medical Investigation
- Office Support
- Lab Services
- Legal Support

Cremation Authorizations Activity

The purpose of Cremation Authorizations Activity is to provide certification for cremation to the public so they can legally cremate a person's remains.

Mandates: A.R.S. §11-594 mandates the Office of the Medical Examiner to give approval for cremation of a dead body after a death investigation and record the approval on the death certificate. A.R.S. §11-599 When a funeral director or embalmer is requested to cremate or prepare for cremation the body of a dead person, the funeral director or embalmer or any other person having knowledge of an intention to so cremate shall notify the county medical examiner or alternate medical examiner to review the death certificate. If after reviewing the death certificate the county medical examiner or

alternate medical examiner is satisfied that there is no evidence of foul play or violence, the examiner shall so certify.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of cremation authorizations completed within 1 day of receipt	100.0%	100.0%	100.0%	0.0%	0.0%
Output	# of cremation authorizations completed	17,741	18,061	18,060	-1	0.0%
Demand	# of cremation authorizations requested	17,741	18,061	18,060	-1	0.0%
Efficiency	$ Cost per cremation authorization	$13.27	$12.53	$11.44	$1.09	8.7%
Revenue						
	100 - GENERAL	$ 241,468	$ 262,380	$ 262,380	$ -	0.0%
	TOTAL SOURCES	$ 241,468	$ 262,380	$ 262,380	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 235,375	$ 226,270	$ 206,622	$ 19,648	8.7%
	TOTAL USES	$ 235,375	$ 226,270	$ 206,622	$ 19,648	8.7%

Activity Narrative: With slightly decreased General Fund expenditures and level fee revenue in the FY 2009-10 budget, the department will be more efficient and continue to meet 100% of demand.

Decedent Medical Examination Activity

The purpose of the Decedent Medical Examination Activity is to provide a certification as to the cause and manner of death, a timely report of findings, and expert testimony in legal proceedings for families of decedents and the legal and medical community so that they can conduct financial transactions and have closure, investigate and prosecute offenders, and reduce risks to public health and safety.

Mandates: A.R.S. §11-593 Section E. states that each county shall provide to the department of public safety fingerprints of all deceased persons for whom the circumstances of death require an external examination or autopsy and whose deaths are required to be investigated pursuant to this section. These fingerprints shall be on a form provided by the department of public safety and shall be accompanied by such other information regarding the physical description and the date and place of death as the department of public safety may require.

A.R.S. §11-594 mandates: A. The county medical examiner or alternate medical examiner shall direct a death investigation, shall determine whether an external examination or autopsy is required and shall:
1. Take charge of the dead body.
2. Certify to the cause and manner of death following completion of the death investigation, unless the medical examiner or alternate medical examiner determines there is no jurisdiction pursuant to section 11-593, reduce the findings to writing and promptly make a full report on forms prescribed for that purpose.
3. Have subpoena authority for all documents, records and papers deemed useful in the death investigation.
4. Execute a death certificate provided by the state registrar of vital statistics indicating the cause and the manner of death for those bodies for which a death investigation has been conducted and jurisdiction is assumed.
5. Give approval for cremation of a dead body after a death investigation and record the approval on the death certificate.
6. Notify the county attorney or other law enforcement authority when death is found to be from other than natural causes.
7. Carry out the duties specified under section 28-668.
8. Carry out the duties specified under title 36, chapter 7, article 3.

9. Observe all policies adopted by the board of supervisors regarding conflicts of interest and disclosure of non-county employment.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of exams completed within 48 hours of admit (excluding weekends and holidays)	not reported	not reported	60.8%		
Result	% of autopsies performed	64.9%	49.5%	51.9%	2.4%	4.8%
Result	% of cases completed (available for public release) within 45 days	46.2%	44.9%	45.5%	0.6%	1.3%
Result	% of cases completed (available for public release) within 90 days	79.2%	78.1%	79.0%	0.8%	1.1%
Result	% of cases not admitted (CNA's)	not reported	not reported	19.9%		
Result	% of cases where organ/tissue-donation authorizations resulted in organ/tissue donations	not reported	not reported	100.0%		
Output	# of exams completed	4,191	5,484	5,484	0	0.0%
Output	# of organ/tissue donation authorizations	not reported	not reported	312	0	
Demand	# of exams required	4,191	5,484	5,484	0	0.0%
Efficiency	$ cost per exam	$816.00	$571.28	$477.07	$94.21	16.5%
Revenue						
	100 - GENERAL	$ 49,126	$ 40,388	$ 40,388	$ -	0.0%
	TOTAL SOURCES	$ 49,126	$ 40,388	$ 40,388	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 3,419,872	$ 3,132,895	$ 2,616,241	$ 516,654	16.5%
	TOTAL USES	$ 3,419,872	$ 3,132,895	$ 2,616,241	$ 516,654	16.5%

Budget Balancing Adjustments:

Cost Reduction

- Eliminate three filled temporary part-time (.30 FTE) Forensic Assistant Positions for a total reduction of $20,655.
- Eliminate two filled Medical Examiner positions for a total reduction of $350,134.

Service Reduction

- Eliminate two filled Forensic Technician positions for a total reduction of $83,230.

Vacancies

- Eliminate one vacant Forensic Technician position for a total reduction of $41,615. This reduction was implemented in FY 2008-09.

Activity Narrative: As demand stays flat, the department will be more efficient and manage to meet 100% of demand with a 16.5% reduction in expenditures. The reduced staffing levels will have an impact on the timeliness aspect of the exams; however, they will still be completed.

Decedent Medical Investigation Activity

The purpose of the Decedent Medical Investigations Activity is to provide investigative medical and forensic analyses and reports used by the Medical Examiners so they can determine and disseminate the cause and manner of death to funeral homes, law enforcement agencies and the family members/NOK.

Mandates: A.R.S. §11-595 mandate enables: A. The county medical examiner or alternate medical examiner may enter any room, dwelling, building or other place in which the body or evidence of the circumstances of the death requiring investigation may be found, provided that a law enforcement agency investigating the death obtains a search warrant for private property other than in the immediate location where the body was found.

B. The county medical examiner or alternate medical examiner, with the permission of the law enforcement agency investigating the death may take into possession any object or article found on the deceased or in the deceased's immediate vicinity which may aid in the determination of the deceased's identity or determination of the cause or manner of death. Upon completion of the findings, the medical examiner or alternate medical examiner, within thirty days, shall deliver the object or article to the law enforcement agency concerned, to the legal representative of the deceased or to the county treasurer.

A.R.S. §11-597 mandates the county medical examiner or alternate medical examiner shall conduct a death investigation to determine whether or not the public interest requires an external examination, autopsy or other special investigation.
A.R.S. §11-594 mandates: 1. Assign to a medical death investigator or other qualified personnel all aspects of a death investigation except the performance of autopsies. 2. Authorize forensic pathologists to perform examinations and autopsies. The medical examiner or alternate medical examiner may authorize medical students or residents and fellows in pathology training to perform autopsies under the supervision of a licensed physician who is board certified in anatomic pathology, pursuant to procedures adopted by the county medical examiner or alternate medical examiner. Authorization and the amount to be paid by the county for pathology services are subject to approval of the board of supervisors.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of declined cases	34.3%	32.0%	32.1%	0.1%	0.2%
Result	% of investigative summaries completed by day of exam	96.5%	97.0%	98.0%	1.0%	1.1%
Result	% of scene arrivals within 2 hours of "case ready for removal" notification	not reported	not reported	74.9%		
Output	# of investigations completed	7,766	7,832	7,824	-8	-0.1%
Demand	# of investigations required	7,766	7,832	7,824	-8	-0.1%
Efficiency	$ cost per investigation	$186.09	$176.15	$160.91	$15.24	8.7%
Expenditure						
	100 - GENERAL	$ 1,445,188	$ 1,378,354	$ 1,258,939	$ 119,415	8.7%
	TOTAL USES	$ 1,445,188	$ 1,378,354	$ 1,258,939	$ 119,415	8.7%

Budget Balancing Adjustments:

Service Reduction

- Eliminate one filled Medicolegal Death Investigator position for a total reduction of $45,694.

Vacancies

- Eliminate one vacant Chief Medicolegal Death Investigator position for a total reduction of $136,885. This reduction was implemented in FY 2008-09.
- Eliminate one vacant Medicolegal Death Investigator position for a total reduction of $45,694. This reduction was implemented in FY 2008-09.

Activity Narrative: Though expenditures are reduced by 8.7%, the FY 2009-10 budget supports the Department in meeting 100% of the demand. With reduced staff, timeliness will be adversely affected. While all bodies will be recovered, the recovery process could be delayed depending on demand.

Office Support Activity

The purpose of the Office Support Activity (in conjunction with the Medical Examiner) is to provide the transcription of reports and information to funeral homes, family/next of kin and/or law enforcement so they can register the Medical Examiner's findings.

Mandates: A.R.S. §11-597 mandates if an autopsy is performed, a full record or report of the facts developed by the autopsy in the findings of the person performing the autopsy shall be properly made

and filed in the office of the county medical examiner or the board of supervisors. If the person performing the autopsy determines that the report should be forwarded to the county where the death occurred or the county in which any injury contributing to or causing the death was sustained, the report shall be forwarded to the county attorney.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of reports transcribed within two weeks of dictation receipt (excluding weekends and holidays)	87.0%	72.0%	72.0%	0.0%	0.0%
Result	% of decedents released within 1 day of exam (excluding weekends and holidays)	not reported	not reported	69.9%		
Output	# of exam, toxicology and investigative summary reports transcribed	15,585	16,303	16,296	-7	0.0%
Demand	# of reports requested to be transcribed.	15,585	16,303	16,296	-7	0.0%
Efficiency	$ cost per report transcribed.	$52.43	$50.49	$40.16	$10.33	20.5%
Expenditure						
	100 - GENERAL	$ 817,138	$ 823,080	$ 654,458	$ 168,622	20.5%
	TOTAL USES	$ 817,138	$ 823,080	$ 654,458	$ 168,622	20.5%

Budget Balancing Adjustments:

Administrative Reduction

- Eliminate one filled Administrative Assistant position allocated 50% to the Office Support Activity for a reduction in the associated Activity of $29,482.

Vacancies

- Eliminate one vacant Office Assistant position for a total reduction of $40,516. This reduction was implemented in FY 2008-09.
- Eliminate one vacant Case Information Specialist position for a total reduction of $39,304. This reduction was implemented in FY 2008-09.

Activity Narrative: As demand stays relatively flat and funding is reduced by 20.5% in this Activity, the department plans to develop internal efficiencies and meet 100% of demand.

Lab Services Activity

The purpose of the Lab Services Activity is to provide drug analyses, test results and microscopic slide results (according to established laboratory standards) to the Medical Examiners so they can determine and disseminate to funeral homes, family/next of kin and/or law enforcement on whether or not drugs or chemicals contributed to the cause and manner of death.

Mandates: A.R.S. §11-594 mandates if a dispute arises over the findings of the medical examiner's report, the medical examiner, upon an order of the superior court, shall make available all evidence and documentation to a court-designated licensed forensic pathologist for review, and the results of the review shall be reported to the superior court in the county issuing the order.

A.R.S. §11-597 The county medical examiner or alternate medical examiner shall conduct a death investigation to determine whether or not the public interest requires an external examination, autopsy or other special investigation. In the determination of the need for an autopsy, the county medical examiner or alternate medical examiner may consider the request for an autopsy made by private persons or public officials. If the county attorney or a superior court judge of the county where the death occurred requests an autopsy, the county medical examiner shall perform the autopsy, or, in the case of an alternate medical examiner, an autopsy shall be performed by a forensic pathologist.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of tests completed in house of total tests requested (excluding weekends and holidays)	97.8%	98.2%	98.0%	-0.2%	-0.2%
Result	% of toxicology reports produced within 30 days of exam (excluding weekends and holidays)	65.0%	69.2%	51.9%	-17.3%	-25.0%
Result	% of toxicology reports produced within 45 days of exam (excluding weekends and holidays)	not reported	not reported	89.1%		
Result	% of toxicology reports produced within 30 days (excluding weekends and holidays) of exam from cases with a negative toxicology screening	not reported	not reported	100.0%		
Result	% of toxicology reports produced within 45 days of exam (excluding weekends and holidays) from cases with a positive toxicology screening	not reported	not reported	88.9%		
Result	% of microscopic slides produced within 7 days of exam (excluding weekends and holidays)	100.0%	100.0%	100.0%		0.0%
Result	% of examined cases requiring microscopic slides to be produced	100.0%	100.0%	100.0%		0.0%
Output	# of toxicology tests produced	60,536	67,724	67,716	-8	0.0%
Output	# of total toxicology reports produced	3,614	3,757	3,840	83	2.2%
Output	# of toxicology reports produced from cases with a negative toxicology screening	not reported	not reported	384		
Output	# of toxicology reports produced from cases with a positive toxicology screening	not reported	not reported	3,456		
Output	# of microscopic slides produced	not reported	not reported	11,892		
Output	# of cases requiring microscopic slides to be produced	not reported	not reported	1,980		
Demand	# of toxicology tests requested.	60,536	67,724	67,716	-8	0.0%
Demand	# of microscopic slides requested	1,951	1,885	11,892		530.9%
Efficiency	$ cost per test produced	$20.24	$18.00	$21.69	-$3.69	-20.5%
Revenue						
	224 - MEDICAL EXAMINER GRANT	$ 101,971	$ 95,000	$ 218,615	$ 123,615	130.1%
	TOTAL SOURCES	$ 101,971	$ 95,000	$ 218,615	$ 123,615	130.1%
Expenditure						
	100 - GENERAL	$ 1,340,099	$ 1,318,521	$ 1,250,315	$ 68,206	5.2%
	224 - MEDICAL EXAMINER GRANT	15,352	95,000	218,615	(123,615)	-130.1%
	TOTAL USES	$ 1,355,451	$ 1,413,521	$ 1,468,930	$ (55,409)	-3.9%

Budget Balancing Adjustments

Vacancies

- Eliminate one vacant Histotechnologist position for a total reduction of $41,164. This reduction was implemented in FY 2008-09.

Debt Service

- The County is using cash to pay off existing debt service, including the loan for lab equipment, in order to reduce operating expenses. This results in an operating savings of $27,943.

Base Adjustments

- Increase grant revenue and associated expenditures in the Medical Examiner's Grant Fund (224) from multiple grants $123,615.

Activity Narrative: This is a new Activity in the FY 2009-10 budget. This is not a new service provided by OME staff; they have always tracked the time but have just started reporting it in their strategic plan.

Legal Support Activity

The purpose of the Legal Support Activity is to provide independent and unbiased scientific evidence to judicial and law enforcement authorities so they can have timely, accurate and complete information for adjudication purposes.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of time subpoenaed that requires court appearance	not reported	not reported	60.0%		
Result	% of subpoenas supported within 10 days of receipt(excluding weekends and holidays)	not reported	not reported	29.4%		
Result	% of OME staff time spent providing legal support for criminal cases	not reported	not reported	81.6%		
Result	% of OME staff time spent providing legal support for civil cases	not reported	not reported	18.4%		
Output	# of hours spent testifying in court	not reported	not reported	144		
Demand	# of subpoenas received (date and time stamped)	not reported	not reported	612		
Efficiency	$ Cost per subpoenas supported	not reported	not reported	$125.21		
Expenditure						
	100 - GENERAL			$ 76,626	$ (76,626)	0.0%
	TOTAL USES	$ -	$ -	$ 76,626	$ (76,626)	0.0%

Activity Narrative: This is a new Activity in the FY 2009-10 budget. This is not a new service provided by OME staff; they have always tracked the time but have just started reporting it in their strategic plan.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 7,738,016**	**$**	**302,768**
MID-YEAR ADJUSTMENTS:				
BUDGET BALANCING ADJUSTMENTS:				
Vacancies				
Eliminate 1 Vacant Chief Medicolegal Death Investigator Position		$ (68,443)	$	-
Eliminate 1 Vacant Histotechnologist Position		(20,582)		-
Eliminate 1 Vacant Case Information Specialist Position		(19,652)		-
Eliminate 1 Vacant Forensic Technician Position		(20,808)		-
Eliminate 1 Vacant Office Assistant Position		(20,258)		-
Eliminate 1 Vacant Medicolegal Death Investigator Position		(22,847)		-
	Subtotal	$ (172,590)	$	-
FY 2008-09 REVISED BUDGET		**$ 7,565,426**	**$**	**302,768**
FY 2009-10 BUDGET TARGET		**$ 7,565,426**	**$**	**302,768**
BASE ADJUSTMENTS:				
BUDGET BALANCING ADJUSTMENTS:				
Administrative Reduction				
Reduction in Travel Expenses		$ (13,250)	$	-
Reduction in Training & Education		(13,250)		-
Eliminate 1 Administrative Assistant Position		(58,963)		-
Reduce Procurement Specialist Position to .50 FTE		(35,577)		-
	Subtotal	$ (121,040)	$	-
Cost Reduction				
Eliminate 3 Temporary Part-Time Forensic Assistant Positions		$ (20,655)	$	-
Eliminate 2 Medical Examiner Positions		(350,134)		-
Eliminate 1 Office Assistant Position		(40,516)		-
	Subtotal	$ (411,305)	$	-
Service Reduction				
Eliminate 1 Medicolegal Death Investigator Position		$ (45,694)	$	-
Eliminate 2 Forensic Technician Positions		(83,230)		-
	Subtotal	$ (128,924)	$	-
Vacancies				
Eliminate 1 Vacant Chief Medicolegal Death Investigator Position		$ (68,442)	$	-
Eliminate 1 Vacant Histotechnologist Position		(20,582)		-
Eliminate 1 Vacant Case Information Specialist Position		(19,652)		-
Eliminate 1 Vacant Forensic Technician Position		(20,807)		-
Eliminate 1 Vacant Office Assistant Position		(20,258)		-
Eliminate 1 Vacant Medicolegal Death Investigator Position		(22,847)		-
	Subtotal	$ (172,588)	$	-
Debt Reduction				
Pay Off Capital Lease - 08 Desktop Refresh		$ (27,076)	$	-
Pay Off Capital Lease - 08 Laptop Refresh		(640)		-
Pay Off Capital Lease - Lab Equipment		(27,943)		-
	Subtotal	$ (55,659)	$	-
OTHER BASE ADJUSTMENTS				
Eliminate Transfer Out to Non Departmental Debt Fund (320) for Capital Lease		$ (16,478)	$	-
	Subtotal	$ (16,478)	$	-
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 6,659,432**	**$**	**302,768**

Medical Examiner Grant Fund (224)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ -**	**$ -**
MID-YEAR ADJUSTMENTS:		
National Institute of Justice-Coverdell Forensic Science Improvement Grant (C-29-08-003-3-01)	$ 95,000	$ 95,000
Subtotal	$ 95,000	$ 95,000
FY 2008-09 REVISED BUDGET	**$ 95,000**	**$ 95,000**
FY 2009-10 BUDGET TARGET	**$ 95,000**	**$ 95,000**
BASE ADJUSTMENTS:		
OTHER BASE ADJUSTMENTS		
National Institute of Justice-Coverdell Forensic Science Improvement Grant	$ 95,000	$ 95,000
Arizona Criminal Justice Commission Grant carry-over	11,615	11,615
Arizona Criminal Justice Commission Grant	17,000	17,000
Subtotal	$ 123,615	$ 123,615
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 218,615**	**$ 218,615**

Medical Examiner Grant Fund (224) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ (86,619)	$ -	$ -	$ -	$ (88)
Beginning Unreserved/Undesignated Fund Balance	$ (86,619)	$ -	$ -	$ -	$ (88)
Sources:					
Operating	$ 101,971	$ -	$ 95,000	$ 94,912	$ 218,615
Total Sources:	$ 101,971	$ -	$ 112,015	$ 94,912	$ 218,615
Uses:					
Operating	$ 15,352	$ -	$ 95,000	$ 95,000	$ 218,615
Total Uses:	$ 15,352	$ -	$ 112,015	$ 95,000	$ 218,615
Operating Balance	$ 86,619	$ -	$ -	$ (88)	$ -
Ending Unreserved/Undesignated Fund Balance	$ -	$ -	$ -	$ (88)	$ (88)
Ending Unreserved Fund Balance	$ -	$ -	$ -	$ (88)	$ (88)

Parks & Recreation

Analysis by Julia Smith, Management & Budget Analyst

Summary

Mission

The mission of the Parks and Recreation Department is to provide recreational and educational opportunities while protecting park resources for residents and visitors so they can enjoy a safe and meaningful outdoor experience.

Vision

Our vision is for the Maricopa County Parks and Recreation Department to be the recognized leader in the delivery of regional park services by fully utilizing existing and future park resources.

Strategic Goals

- **By July 31, 2009, we will continue to expand the buffer zones around existing parks and acquire lands and trail segments identified through the Bureau of Land Management Recreation & Public Purposes lease applications and the Maricopa Regional Trail Plan, at McDowell Mountain Regional Park, Cave Creek Regional Park, White Tank Mountain Regional Park and Lake Pleasant.**

  Status: The Bureau of Land Management and Parks are working to develop a Cooperative Management Agreement for Vulture Mountain. Buffer zones have been identified affecting all regional parks including potential land acquisitions for future parks. Significant issues related to land ownership adjacent to parks present an on-going challenge for the creation of buffer zones.

  Parks is working with the Town of Cave Creek to acquire 4,000 acres of state land between Spur Cross Conservation Area and Cave Creek Regional Park which will link the two areas and provide critical buffers.

- **By December 31, 2009, Parks and Recreation will become non-reliant on the general fund for park operations through alternate means of funding, which may include the development of a strong non-profit foundation or other special revenue sources.**

  Status: Increased revenue has allowed the parks to maintain their current levels of service without an increased request for general fund support. For FY 2009-10, the General Fund budget has been reduced by 50% compared to the FY 2008-09 adopted budget.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
30ER - PARK EDUCATION AND RECREATION	$ 5,681,635	$ 8,241,300	$ 8,603,040	$ 8,243,225	$ 5,465,615	$ (3,137,425)	-36.5%
CRES - COMMUNITY RESOURCE	1,420,876	4,240,024	4,300,024	4,258,043	1,383,274	(2,916,750)	-67.8%
INTP - INTERPRETIVE SERVICES	234,096	219,200	219,200	172,509	210,700	(8,500)	-3.9%
AREC - RECREATION	4,026,663	3,782,076	4,083,816	3,812,673	3,871,641	(212,175)	-5.2%
30SP - PARK SUPPORT	$ 232,528	$ 219,359	$ 336,350	$ 192,178	$ 63,300	$ (273,050)	-81.2%
MDEV - MAINTENANCE AND DEVELOPMENT	232,528	219,359	336,350	192,178	63,300	(273,050)	-81.2%
99GV - GENERAL GOVERNMENT	$ (51,391)	$ -	$ -	$ 34,351	$ 188,409	$ 188,409	
GGOV - GENERAL GOVERNMENT	(51,391)	-	-	34,351	188,409	188,409	
TOTAL PROGRAMS	**$ 5,862,772**	**$ 8,460,659**	**$ 8,939,390**	**$ 8,469,754**	**$ 5,717,324**	**$ (3,222,066)**	**-36.0%**
USES							
30ER - PARK EDUCATION AND RECREATION	$ 3,929,506	$ 6,083,076	$ 6,226,154	$ 5,714,462	$ 2,999,652	$ 3,226,502	51.8%
CRES - COMMUNITY RESOURCE	264,250	3,201,983	3,261,983	3,289,771	240,377	3,021,606	92.6%
INTP - INTERPRETIVE SERVICES	713,505	743,682	743,682	719,958	725,571	18,111	2.4%
AREC - RECREATION	2,951,751	2,137,411	2,220,489	1,704,733	2,033,704	186,785	8.4%
30SP - PARK SUPPORT	$ 4,218,859	$ 2,931,473	$ 3,065,984	$ 2,667,152	$ 4,145,855	$ (1,079,871)	-35.2%
MDEV - MAINTENANCE AND DEVELOPMENT	4,218,859	2,931,473	3,065,984	2,667,152	4,145,855	(1,079,871)	-35.2%
99AS - ADMINISTRATIVE SERVICES	$ 1,070,232	$ 1,098,731	$ 1,067,105	$ 989,946	$ 1,190,894	$ (123,789)	-11.6%
BDGT - BUDGETING	121,686	120,407	120,407	123,885	121,359	(952)	-0.8%
ODIR - EXECUTIVE MANAGEMENT	617,232	608,185	576,559	492,372	485,640	90,919	15.8%
FSAC - FINANCIAL SERVICES	275,535	316,727	316,727	323,653	531,132	(214,405)	-67.7%
HRAC - HUMAN RESOURCES	55,779	53,412	53,412	50,036	52,763	649	1.2%
99GV - GENERAL GOVERNMENT	$ 29,768	$ 38,761	$ 916,048	$ 838,505	$ 66,877	$ 849,171	92.7%
GGOV - GENERAL GOVERNMENT	(49,120)	-	877,287	812,657	742	876,545	99.9%
ISFC - INTERNAL SERVICE FUND CHARGES	78,888	38,761	38,761	25,848	66,135	(27,374)	-70.6%
99IT - INFORMATION TECHNOLOGY	$ 11,665	$ 24,932	$ 24,932	$ 25,244	$ 8,660	$ 16,272	65.3%
BUAS - BUSINESS APPLICATION DEV SUPP	-	1,300	1,300	-	-	1,300	100.0%
DESK - DESKTOP SUPPORT	11,665	23,632	23,632	25,244	8,660	14,972	63.4%
TOTAL PROGRAMS	**$ 9,260,030**	**$ 10,176,973**	**$ 11,300,223**	**$ 10,235,309**	**$ 8,411,938**	**$ 2,888,285**	**25.6%**

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 116,957	$ 14,965	$ 173,714	$ 134,807	$ 4,820	$ (168,894)	-97.2%
SUBTOTAL	$ 116,957	$ 14,965	$ 173,714	$ 134,807	$ 4,820	$ (168,894)	-97.2%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 436,798	$ 490,461	$ 490,461	$ 394,448	$ 336,900	$ (153,561)	-31.3%
0635 - OTHER CHARGES FOR SERVICES	3,652,898	3,554,680	3,724,662	3,544,276	3,767,182	42,520	1.1%
SUBTOTAL	$ 4,089,696	$ 4,045,141	$ 4,215,123	$ 3,938,724	$ 4,104,082	$ (111,041)	-2.6%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 3,092	$ 53	$ 53	$ 117	$ 50	$ (3)	-5.7%
SUBTOTAL	$ 3,092	$ 53	$ 53	$ 117	$ 50	$ (3)	-5.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 301,944	$ 213,592	$ 213,592	$ 239,309	$ 213,409	$ (183)	-0.1%
0650 - MISCELLANEOUS REVENUE	1,351,083	4,186,908	4,336,908	4,156,797	1,394,963	(2,941,945)	-67.8%
SUBTOTAL	$ 1,653,027	$ 4,400,500	$ 4,550,500	$ 4,396,106	$ 1,608,372	$ (2,942,128)	-64.7%
ALL REVENUES	$ 5,862,772	$ 8,460,659	$ 8,939,390	$ 8,469,754	$ 5,717,324	$ (3,222,066)	-36.0%
TOTAL SOURCES	**$ 5,862,772**	**$ 8,460,659**	**$ 8,939,390**	**$ 8,469,754**	**$ 5,717,324**	**$ (3,222,066)**	**-36.0%**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 3,696,438	$ 3,729,784	$ 3,656,339	$ 3,445,721	$ 3,523,818	$ 132,521	3.6%
0710 - OVERTIME	6,843	4,000	4,000	4,951	4,000	-	0.0%
0750 - FRINGE BENEFITS	1,268,682	1,273,815	1,273,815	1,187,406	1,231,608	42,207	3.3%
0790 - OTHER PERSONNEL SERVICES	41,588	46,693	46,693	15,079	14,300	32,393	69.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(530,351)	(446,928)	(446,928)	(511,027)	(572,869)	125,941	-28.2%
0796 - PERSONNEL SERVICES ALLOC-IN	669,762	737,180	737,180	651,490	505,472	231,708	31.4%
SUBTOTAL	$ 5,200,399	$ 5,415,776	$ 5,342,331	$ 4,859,906	$ 4,740,565	$ 601,766	11.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 465,387	$ 376,519	$ 568,277	$ 372,944	$ 393,798	$ 174,479	30.7%
0803 - FUEL	150,796	131,091	131,091	153,024	166,900	(35,809)	-27.3%
SUBTOTAL	$ 626,946	$ 507,610	$ 699,368	$ 529,165	$ 613,198	$ 86,170	12.3%
SERVICES							
0812 - OTHER SERVICES	$ 105,193	$ 188,815	$ 227,265	$ 174,294	$ 604,318	$ (377,053)	-165.9%
0820 - RENT & OPERATING LEASES	20,223	18,800	18,800	17,150	16,300	2,500	13.3%
0825 - REPAIRS AND MAINTENANCE	40,081	67,750	67,750	61,261	280,029	(212,279)	-313.3%
0839 - INTERNAL SERVICE CHARGES	100,362	70,484	70,484	66,884	86,546	(16,062)	-22.8%
0841 - TRAVEL	11,497	4,146	4,146	2,247	2,817	1,329	32.1%
0842 - EDUCATION AND TRAINING	9,228	16,409	16,409	6,877	15,050	1,359	8.3%
0843 - POSTAGE/FREIGHT/SHIPPING	6,394	4,210	3,410	7,571	7,885	(4,475)	-131.2%
SUBTOTAL	$ 964,173	$ 1,000,161	$ 1,915,098	$ 4,734,058	$ 1,650,989	$ 264,109	13.8%
CAPITAL							
0950 - DEBT SERVICE	$ 6,780	$ 22,632	$ 22,632	$ 22,180	$ 2,186	$ 20,446	90.3%
SUBTOTAL	$ 315,767	$ 3,253,426	$ 3,253,426	$ 22,180	$ 1,407,186	$ 1,846,240	56.7%
TOTAL USES	**$ 9,260,030**	**$ 10,176,973**	**$ 11,300,223**	**$ 10,235,309**	**$ 8,411,938**	**$ 2,888,285**	**25.6%**

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
225 SPUR CROSS RANCH CONSERVATION							
OPERATING	$ 426,093	$ 452,500	$ 452,500	$ 352,467	$ 305,000	$ (147,500)	-32.6%
FUND TOTAL SOURCES	$ 426,093	$ 452,500	$ 452,500	$ 352,467	$ 305,000	$ (147,500)	-32.6%
230 PARKS AND RECREATION GRANTS							
OPERATING	$ 119,237	$ 14,965	$ 14,965	$ 135,335	$ 4,820	$ (10,145)	-67.8%
NON-RECURRING	-	-	158,749	-	-	(158,749)	-100.0%
FUND TOTAL SOURCES	$ 119,237	$ 14,965	$ 173,714	$ 135,335	$ 4,820	$ (168,894)	-97.2%
239 PARKS SOUVENIR							
OPERATING	$ 136,218	$ 130,000	$ 190,000	$ 143,010	$ 170,000	$ (20,000)	-10.5%
FUND TOTAL SOURCES	$ 136,218	$ 130,000	$ 190,000	$ 143,010	$ 170,000	$ (20,000)	-10.5%
240 LAKE PLEASANT RECREATION SVCS							
OPERATING	$ 1,769,313	$ 1,803,617	$ 1,803,617	$ 1,648,870	$ 1,766,010	$ (37,607)	-2.1%
NON-RECURRING	-	-	-	(30)	-	-	0.0%
FUND TOTAL SOURCES	$ 1,769,313	$ 1,803,617	$ 1,803,617	$ 1,648,840	$ 1,766,010	$ (37,607)	-2.1%
241 PARKS ENHANCEMENT FUND							
OPERATING	$ 3,343,386	$ 3,035,413	$ 3,205,395	$ 3,150,974	$ 3,435,027	$ 229,632	7.2%
NON-RECURRING	-	2,980,794	3,070,794	2,987,594	-	(3,070,794)	-100.0%
FUND TOTAL SOURCES	$ 3,343,386	$ 6,016,207	$ 6,276,189	$ 6,138,568	$ 3,435,027	$ (2,841,162)	-45.3%
243 PARKS DONATIONS							
OPERATING	$ 117,645	$ 108,000	$ 108,000	$ 116,164	$ 108,000	$ -	0.0%
FUND TOTAL SOURCES	$ 117,645	$ 108,000	$ 108,000	$ 116,164	$ 108,000	$ -	0.0%
900 ELIMINATIONS							
OPERATING	$ (49,120)	$ -	$ -	$ (64,630)	$ (71,533)	$ (71,533)	
NON-RECURRING	-	(64,630)	(64,630)	-	-	64,630	-100.0%
FUND TOTAL SOURCES	$ (49,120)	$ (64,630)	$ (64,630)	$ (64,630)	$ (71,533)	$ (6,903)	10.7%
DEPARTMENT OPERATING TOTAL SOURCES	$ 5,862,772	$ 5,544,495	$ 5,774,477	$ 5,482,190	$ 5,717,324	$ (57,153)	-1.0%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ 2,916,164	$ 3,164,913	$ 2,987,564	$ -	$ (3,164,913)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 5,862,772	$ 8,460,659	$ 8,939,390	$ 8,469,754	$ 5,717,324	$ (3,222,066)	-36.0%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 1,760,561	$ 1,426,304	$ 1,176,016	$ 1,265,217	$ 694,615	$ 481,401	40.9%
FUND TOTAL USES	$ 1,760,561	$ 1,426,304	$ 1,176,016	$ 1,265,217	$ 694,615	$ 481,401	40.9%
225 SPUR CROSS RANCH CONSERVATION							
OPERATING	$ 445,009	$ 452,501	$ 452,501	$ 317,154	$ 305,000	$ 147,501	32.6%
NON-RECURRING	-	250,000	250,000	-	285,000	(35,000)	-14.0%
FUND TOTAL USES	$ 445,009	$ 702,501	$ 702,501	$ 317,154	$ 590,000	$ 112,501	16.0%
230 PARKS AND RECREATION GRANTS							
OPERATING	$ 115,171	$ 14,965	$ 14,965	$ 84,892	$ 4,820	$ 10,145	67.8%
NON-RECURRING	-	-	176,269	24,013	-	176,269	100.0%
FUND TOTAL USES	$ 115,171	$ 14,965	$ 191,234	$ 108,905	$ 4,820	$ 186,414	97.5%
239 PARKS SOUVENIR							
OPERATING	$ 136,297	$ 130,000	$ 190,000	$ 141,256	$ 170,000	$ 20,000	10.5%
FUND TOTAL USES	$ 136,297	$ 130,000	$ 190,000	$ 141,256	$ 170,000	$ 20,000	10.5%
240 LAKE PLEASANT RECREATION SVCS							
OPERATING	$ 2,361,800	$ 1,803,630	$ 1,803,630	$ 1,663,364	$ 1,766,010	$ 37,620	2.1%
NON-RECURRING	-	40,000	40,000	25,000	345,000	(305,000)	-762.5%
FUND TOTAL USES	$ 2,361,800	$ 1,843,630	$ 1,843,630	$ 1,688,364	$ 2,111,010	$ (267,380)	-14.5%
241 PARKS ENHANCEMENT FUND							
OPERATING	$ 3,637,762	$ 3,035,409	$ 3,205,391	$ 2,715,610	$ 3,434,284	$ (228,893)	-7.1%
NON-RECURRING	-	2,980,794	3,948,081	3,948,081	1,330,742	2,617,339	66.3%
FUND TOTAL USES	$ 3,637,762	$ 6,016,203	$ 7,153,472	$ 6,663,691	$ 4,765,026	$ 2,388,446	33.4%
243 PARKS DONATIONS							
OPERATING	$ 852,550	$ 108,000	$ 108,000	$ 115,352	$ 108,000	$ -	0.0%
NON-RECURRING	-	-	-	-	40,000	(40,000)	
FUND TOTAL USES	$ 852,550	$ 108,000	$ 108,000	$ 115,352	$ 148,000	$ (40,000)	-37.0%
900 ELIMINATIONS							
OPERATING	$ (49,120)	$ -	$ -	$ (64,630)	$ (71,533)	$ 71,533	
NON-RECURRING	-	(64,630)	(64,630)	-	-	(64,630)	100.0%
FUND TOTAL USES	$ (49,120)	$ (64,630)	$ (64,630)	$ (64,630)	$ (71,533)	$ 6,903	-10.7%
DEPARTMENT OPERATING TOTAL USES	$ 9,260,030	$ 6,970,809	$ 6,950,503	$ 6,238,215	$ 6,411,196	$ 539,307	7.8%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 3,206,164	$ 4,349,720	$ 3,997,094	$ 2,000,742	$ 2,348,978	54.0%
DEPARTMENT TOTAL USES	$ 9,260,030	$ 10,176,973	$ 11,300,223	$ 10,235,309	$ 8,411,938	$ 2,888,285	25.6%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
300 - PARKS AND RECREATION								
ADMINISTRATIVE SERVICES								
BUDGETING	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
EXECUTIVE MANAGEMENT	6.00	6.00	6.00	6.00	-	0.00%	-	0.00%
FINANCIAL SERVICES	6.00	6.00	6.00	4.00	(2.00)	-33.33%	(2.00)	-33.33%
HUMAN RESOURCES	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
PROGRAM TOTAL	14.00	14.00	14.00	12.00	(2.00)	-14.29%	(2.00)	-14.29%
PARK EDUCATION AND RECREATION								
COMMUNITY RESOURCE	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
INTERPRETIVE SERVICES	13.00	13.00	13.00	12.00	(1.00)	-7.69%	(1.00)	-7.69%
RECREATION	29.00	29.00	29.00	27.00	(2.00)	-6.90%	(2.00)	-6.90%
PROGRAM TOTAL	44.00	44.00	44.00	41.00	(3.00)	-6.82%	(3.00)	-6.82%
PARK SUPPORT								
MAINTENANCE AND DEVELOPMENT	32.00	32.00	32.00	32.00	-	0.00%	-	0.00%
PROGRAM TOTAL	32.00	32.00	32.00	32.00	-	0.00%	-	0.00%
DEPARTMENT TOTAL	**90.00**	**90.00**	**90.00**	**85.00**	**(5.00)**	**-5.56%**	**(5.00)**	**-5.56%**

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
300 - PARKS AND RECREATION								
Accounting Specialist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Human Resources Specialist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Office Assistant	10.00	10.00	10.00	9.00	(1.00)	-10.00%	(1.00)	-10.00%
Office Assistant Specialized	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Admin/Operations Specialist	3.00	3.00	3.00	2.00	(1.00)	-33.33%	(1.00)	-33.33%
Director - Parks & Recreation	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Engineering Supervisor	1.00	1.00	-	1.00	-	0.00%	1.00	0.00%
Planning Supervisor	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Trades Supervisor	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Administrative Supervisor	10.00	10.00	10.00	10.00	-	0.00%	.00	0.00%
Administrative Staff Supv	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Field Operations Supervisor	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Administrator	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Administrative Manager	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Operations/Program Manager	-	-	1.00	-	-		(1.00)	-100.00%
Grant-Contract Administrator	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Finan/Business Analyst - Dept	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Procurement Specialist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Planner	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Project Manager	1.00	1.00	-	1.00	-	0.00%	1.00	0.00%
Engineering Associate	-	-	1.00	-	-		(1.00)	-100.00%
Parks Specialist	4.00	4.00	4.00	2.00	(2.00)	-50.00%	(2.00)	-50.00%
General Maintenance Worker	25.00	25.00	25.00	25.00	-	0.00%	.00	0.00%
Trades Specialist	4.00	4.00	4.00	4.00	-	0.00%	.00	0.00%
GIS Technician	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Electrician	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Interpretive Ranger	12.00	12.00	12.00	11.00	(1.00)	-8.33%	(1.00)	-8.33%
Deptartment Total	**90.00**	**90.00**	**90.00**	**85.00**	**(5.00)**	**-5.56%**	**(5.00)**	**-5.56%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
300 - PARKS AND RECREATION								
100 - GENERAL	13.00	13.00	3.00	3.00	(10.00)	-76.92%	-	0.00%
225 - SPUR CROSS RANCH CONSERVATION	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
240 - LAKE PLEASANT RECREATION SVCS	18.00	18.00	18.00	17.00	(1.00)	-5.56%	(1.00)	-5.56%
241 - PARKS ENHANCEMENT FUND	56.00	56.00	66.00	62.00	6.00	10.71%	(4.00)	-6.06%
DEPARTMENT TOTAL	**90.00**	**90.00**	**90.00**	**85.00**	**(5.00)**	**-5.56%**	**(5.00)**	**-5.56%**

General Adjustments

Debt Reduction: The County is applying a one-time payment to reduce the annualized debt service expense for equipment purchased via the Technology Financing Program. This results in an operating savings of $18,106.

Programs and Activities

Park Education and Recreation Program

The purpose of the Park Education and Recreation Program is to provide natural resource interpretation and unique recreation facilities and opportunities for individuals and groups so they can appreciate and enjoy the natural and cultural environment and have a healthy and exhilarating outdoor experience.

Program Results

30ER - EDUCATION & RECREATION Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of change in park usage/visitation numbers compared to prior year same period	105.3%	0.9%	2.0%	1.1%	115.9%
Percent of trail users satisified with the condition of trails	98.0%	98.0%	98.0%	(0.0%)	0.0%
Percent of change in all park revenue compared to prior year same period	100.6%	0.7%	(5.2%)	(5.9%)	-804.1%
Percent of visitors rating overall park experience as very satisfied or extremely satisfied	0.0%	98.0%	0.0%	(98.0%)	-100.0%
Percent of change in concession and souvenir revenues compared to prior year same period	104.8%	6.2%	6.2%	(0.0%)	-0.4%
Percent of park visitors who attend a program	3.0%	2.2%	3.1%	0.9%	40.6%
Percent of park visitors satisfied with interpretive programs	0.0%	81.6%	0.0%	(81.6%)	-100.0%
Percent of program day events to utilization days at the Desert Outdoor Center	78.9%	78.9%	83.6%	4.7%	6.0%

Activities that comprise this program include:

- Recreation
- Community Resource
- Interpretive Services

Recreation Activity

The purpose of the Parks Recreation Activity is to provide facilities and opportunities to park users so they can enjoy a healthy and exhilarating experience.

Mandates: None.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of change in park usage/visitation numbers compared to prior year same period	105.3%	0.9%	2.0%	1.1%	115.9%
Result	Percent of trail users satisified with the condition of trails	98.0%	98.0%	98.0%	(0.0%)	0.0%
Result	Percent of change in all park revenue compared to prior year same period	100.6%	0.7%	(5.2%)	(5.9%)	-804.1%
Result	Percent of visitors rating overall park experience as very satisfied or extremely satisfied	98.0%	98.0%	98.0%	0.0%	0.0%
Output	Park usage/visitation for prior year same period	1,301,336	1,301,336	1,409,875	108,539	8.3%
Output	Number of trail users	433,418	433,418	433,418	-	0.0%
Output	Amount of park revenue for prior year same period	5,942,863	5,933,863	6,068,985	135,122	2.3%
Output	Number of all regional park visitors	1,370,008	1,326,533	1,438,072	111,539	8.4%
Output	Revenue from camping fees	1,166,159	1,008,657	1,191,304	182,647	18.1%
Output	Number of miles of total tracks/trails	278	199	160	(39)	-19.5%
Output	Revenue from day use entry fees	2,278,844	2,227,350	2,251,928	24,578	1.1%
Demand	Number of all regional park visitors	1,370,008	1,313,389	1,438,072	124,683	9.5%
Efficiency	Cost per regional park visitor for recreation activity	$ 2.15	$ 1.67	$ 1.41	$ 0.26	-15.5%
Revenue						
	225 - SPUR CROSS RANCH CONSERVATION	$ 400,736	$ 428,500	$ 285,000	$ (143,500)	-33.5%
	230 - PARKS AND RECREATION GRANTS	90,573	137,714	4,820	(132,894)	-96.5%
	240 - LAKE PLEASANT RECREATION SVCS	1,452,365	1,558,328	1,562,010	3,682	0.2%
	241 - PARKS ENHANCEMENT FUND	2,082,989	1,957,774	1,999,111	41,337	2.1%
	243 - PARKS DONATIONS	-	1,500	20,700	19,200	1280.0%
	TOTAL SOURCES	$ 4,026,663	$ 4,083,816	$ 3,871,641	$ (212,175)	-5.2%
Expenditure						
	100 - GENERAL	$ 730,601	$ 490,552	$ 112,932	$ 377,620	77.0%
	225 - SPUR CROSS RANCH CONSERVATION	352,166	328,098	172,277	155,821	47.5%
	230 - PARKS AND RECREATION GRANTS	90,384	136,758	4,820	131,938	96.5%
	240 - LAKE PLEASANT RECREATION SVCS	496,564	628,352	864,108	(235,756)	-37.5%
	241 - PARKS ENHANCEMENT FUND	442,788	633,729	863,367	(229,638)	-36.2%
	243 - PARKS DONATIONS	839,248	3,000	16,200	(13,200)	-440.0%
	TOTAL USES	$ 2,951,751	$ 2,220,489	$ 2,033,704	$ 186,785	8.4%

Activity Narrative: Revenue in the Spur Cross Fund is decreasing due to a reduction in the funding from the Town of Cave Creek. Expenditures in the Spur Cross Fund are also being reduced by eliminating two (2) MCSO Deputy positions. Expenditures in the General Fund are decreasing by $377,620 due to five (5) FTEs being transferred from the General Fund to Fund 240 and 241.

The Parks and Recreation department is planning to initiate several projects in FY 2009-10. These include an automated point of sale system, water tank upgrades at the Adobe Dam Regional Park, roof repairs at the Lake Pleasant Visitor Center and a boat to correct navigational buoys.

Community Resource Activity

The purpose of the Parks Community Resource Activity is to provide unique facilities and opportunities for requesting individuals or groups so they can fulfill their specific community needs.

Mandates: None.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of change in concession and souvenir revenues compared to prior year same period	104.8%	6.2%	6.2%	(0.0%)	-0.4%
Output	Concession and souvenir revenues for prior year same period	1,145,838	1,145,838	1,297,685	151,847	13.3%
Output	Number of concession and souvenir dollars received	1,200,862	1,175,801	1,228,124	52,323	4.4%
Output	Profitable concession attendance at all regional parks	524,556	560,724	543,659	(17,065)	-3.0%
Output	Number of dollars transferred annually to Enhancement from Souvenir Fund	49,120	68,000	71,533	3,533	5.2%
Output	Number of volunteer hours	81,530	75,498	88,738	13,240	17.5%
Demand	Number of concession and souvenir dollars received	1,200,862	1,175,801	1,228,124	52,323	4.4%
Efficiency	Dollars spent in Community Resource Activity per concession and souvenir dollar received	$ 0.22	$ 2.77	$ 0.20	$ 2.58	-92.9%
Revenue						
	225 - SPUR CROSS RANCH CONSERVATION	$ 2,652	$ -	$ -	$ -	0.0%
	239 - PARKS SOUVENIR	136,218	190,000	170,000	(20,000)	-10.5%
	240 - LAKE PLEASANT RECREATION SVCS	211,202	145,289	104,000	(41,289)	-28.4%
	241 - PARKS ENHANCEMENT FUND	1,065,033	4,023,365	1,172,507	(2,850,858)	-70.9%
	243 - PARKS DONATIONS	5,771	6,000	8,300	2,300	38.3%
	900 - ELIMINATIONS		(64,630)	(71,533)	(6,903)	10.7%
	TOTAL SOURCES	$ 1,420,876	$ 4,300,024	$ 1,383,274	$ (2,916,750)	-67.8%
Expenditure						
	100 - GENERAL	$ 1,549	$ 23,888	$ 7,510	$ (16,378)	-68.6%
	239 - PARKS SOUVENIR	136,297	190,000	170,000	(20,000)	-10.5%
	240 - LAKE PLEASANT RECREATION SVCS	40,072	44,039	44,146	107	0.2%
	241 - PARKS ENHANCEMENT FUND	79,303	3,059,886	75,354	(2,984,532)	-97.5%
	243 - PARKS DONATIONS	7,029	8,800	14,900	6,100	69.3%
	900 - ELIMINATIONS		(64,630)	(71,533)	(6,903)	10.7%
	TOTAL USES	$ 264,250	$ 3,261,983	$ 240,377	$ (3,021,606)	-92.6%

Activity Narrative: Parks and Recreation has reduced expenditures for FY 2009-10 with a service reduction to park visitors by eliminating temporary personnel in the Nature Centers and the Desert Outdoor Center.

Interpretive Services Activity

The purpose of the Parks Interpretive Services Activity is to provide educational and structured opportunities to interpret and experience park resources for park visitors and requesting groups so they can more fully appreciate and enjoy the natural and cultural environment.

Mandates: None.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of park visitors who attend a program	3.0%	2.2%	3.1%	0.9%	40.6%
Result	Percent of program day events to utilization days at the Desert Outdoor Center	78.9%	78.9%	83.6%	4.7%	6.0%
Result	Percent of park visitors satisfied with interpretive programs	81.6%	81.6%	81.6%	0.0%	0.0%
Output	Number of park visitors	1,370,008	1,445,972	1,460,196	14,224	1.0%
Output	Number of utilization days at the DOC	246	246	225	(21)	-8.5%
Output	Number of park visitors	1,370,008	45,972	1,460,196	1,414,224	3076.3%
Output	Number of interpretive programs offered	4,205	4,080	4,205	125	3.1%
Output	Number of visitors at the Desert Outdoor Center	21,353	18,395	22,125	3,730	20.3%
Output	Number of participants at all regional parks	40,913	27,577	44,672	17,095	62.0%
Output	Number of off-site outreach programs held by Interpretive Rangers	176	124	159	35	28.2%
Output	Number of new interpretive programs developed	163	107	180	73	68.2%
Output	Number of interpretive program hours provided	3,145	2,605	3,251	646	24.8%
Demand	Number of interpretive programs to be provided	4,205	3,900	4,205	305	7.8%
Efficiency	Cost per interpretive program provided	$ 169.68	$ 182.28	$ 172.55	$ 9.73	-5.3%
Revenue						
	230 - PARKS AND RECREATION GRANTS	$ 5,019	$ -	$ -	$ -	0.0%
	241 - PARKS ENHANCEMENT FUND	195,364	205,050	195,000	(10,050)	-4.9%
	243 - PARKS DONATIONS	33,713	14,150	15,700	1,550	11.0%
	TOTAL SOURCES	$ 234,096	$ 219,200	$ 210,700	$ (8,500)	-3.9%
Expenditure						
	100 - GENERAL	$ 158,249	$ 15,721	$ 7,500	$ (8,221)	-52.3%
	225 - SPUR CROSS RANCH CONSERVATION	48,129	54,132	53,417	(715)	-1.3%
	230 - PARKS AND RECREATION GRANTS	6,318	-	-	-	0.0%
	240 - LAKE PLEASANT RECREATION SVCS	70,923	163,904	165,322	1,418	0.9%
	241 - PARKS ENHANCEMENT FUND	425,242	508,125	437,682	(70,443)	-13.9%
	243 - PARKS DONATIONS	4,644	1,800	61,650	59,850	3325.0%
	TOTAL USES	$ 713,505	$ 743,682	$ 725,571	$ (18,111)	-2.4%

Activity Narrative: Expenditures are decreasing due to a reduction in force of an Interpretive Ranger position. The number of interpretive programs being provided to park visitors will not be negatively impacted because workload will be absorbed by other staff.

Park Support Program

The purpose of the Park Support Program is to provide well-maintained and safe facilities for park users so they can appreciate and enjoy the natural environment

Program Results

30SP - PARK SUPPORT Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of park visitors rating park facilities as good to excellent	86.6%	86.6%	90.0%	3.4%	3.9%

Activities that comprise this program include:

- Maintenance and Development

Maintenance & Development Activity

The purpose of the Parks Maintenance & Development Activity is to provide new and exceptionally well-maintained facilities for park users so they can enjoy a comfortable outdoor experience.

Mandates: None.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of park visitors rating park facilities as good to excellent	86.6%	86.6%	86.6%	(0.0%)	0.0%
Output	Number of all regional park visitors who completed the annual survey	741	741	741	-	0.0%
Output	Number of all regional park visitors	1,391,361	1,346,679	1,460,196	113,517	8.4%
Output	Miles of fence added	9	9	9	-	-3.4%
Output	Number of remodel/improvement projects completed in-house	3	4	10	6	150.0%
Output	Cubic yards of trash hauled	25,100	24,134	42,233	18,099	75.0%
Demand	Number of all regional park visitors	1,391,361	1,346,679	1,460,196	113,517	8.4%
Efficiency	Cost per park visitor for Maintenance & Development Activity	$ 3.03	$ 2.28	$ 2.84	$ (0.56)	24.7%
Revenue						
	225 - SPUR CROSS RANCH CONSERVATION	$ 22,705	$ 24,000	$ -	$ (24,000)	-100.0%
	230 - PARKS AND RECREATION GRANTS	25,916	36,000	-	(36,000)	-100.0%
	240 - LAKE PLEASANT RECREATION SVCS	105,746	100,000	-	(100,000)	-100.0%
	241 - PARKS ENHANCEMENT FUND		90,000	-	(90,000)	-100.0%
	243 - PARKS DONATIONS	78,161	86,350	63,300	(23,050)	-26.7%
	TOTAL SOURCES	$ 232,528	$ 336,350	$ 63,300	$ (273,050)	-81.2%
Expenditure						
	100 - GENERAL	$ 490,416	$ 427,452	$ 402,597	$ (24,855)	-5.8%
	225 - SPUR CROSS RANCH CONSERVATION	8,270	272,481	332,076	59,595	21.9%
	230 - PARKS AND RECREATION GRANTS	18,469	54,476	-	(54,476)	-100.0%
	240 - LAKE PLEASANT RECREATION SVCS	1,514,087	704,274	804,886	100,612	14.3%
	241 - PARKS ENHANCEMENT FUND	2,185,988	1,512,901	2,551,046	1,038,145	68.6%
	243 - PARKS DONATIONS	1,629	94,400	55,250	(39,150)	-41.5%
	TOTAL USES	$ 4,218,859	$ 3,065,984	$ 4,145,855	$ 1,104,726	-36.7%

Activity Narrative: A Park Maintenance Worker is being transferred from the Enhancement Fund to the Lake Fund due to a projected increase in operating revenues at the Lake.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 1,426,304**	**$**	**-**
MID-YEAR ADJUSTMENTS:				
BUDGET BALANCING ADJUSTMENTS:				
Allocate 2 Maricopa Trail Positions to Capital Project Fund		$ (49,060)	$	-
Transfer PIO Position to Enhancement Fund		(26,478)		-
Transfer Trail Technician to Enhancement Fund		(14,180)		-
Transfer San Tan Park Supervisor to Enhancement		(18,793)		-
Transfer Usery Park Supervisor to Enhancement Fund		(20,520)		-
Transfer White Tank Park Supervisor to Enhancement Fund		(21,368)		-
Transfer Cave Creek Park Supervisor to Enhancement Fund		(18,173)		-
Transfer McDowell Park Supervisor to Enhancement Fund		(23,813)		-
Transfer Estrella Park Supervisor to Enhancement Fund		(18,173)		-
Transfer East Side Superintendent to Enhancement		(19,965)		-
Transfer West Side Superintendent to Enhancement Fund		(12,925)		-
Transfer Service Expenses to Enhancement Fund		(6,840)		-
	Subtotal	$ (250,288)	$	-
FY 2008-09 REVISED BUDGET		**$ 1,176,016**	**$**	**-**
TARGET ADJUSTMENTS:				
PERSONNEL SAVINGS ADJUSTMENT		$ 19,104	$	-
FY 2009-10 BUDGET TARGET		**$ 1,195,120**	**$**	**-**
BASE ADJUSTMENTS:				
RECOMMENDED BUDGET BALANCING ADJUSTMENTS:				
Fund Shift				
Allocate 2 Maricopa Trail Positions to Capital Project Fund		$ (98,121)	$	-
Transfer PIO Position to Enhancement Fund		(52,956)		-
Transfer Trail Technician to Enhancement Fund		(28,359)		-
Transfer San Tan Park Supervisor to Enhancement		(28,359)		-
Transfer Usery Park Supervisor to Enhancement Fund		(41,041)		-
Transfer White Tank Park Supervisor to Enhancement Fund		(42,736)		-
Transfer Cave Creek Park Supervisor to Enhancement Fund		(36,346)		-
Transfer McDowell Park Supervisor to Enhancement Fund		(47,626)		-
Transfer Estrella Park Supervisor to Enhancement Fund		(36,346)		-
Transfer East Side Superintendent to Enhancement		(39,930)		-
Transfer West Side Superintendent to Enhancement Fund		(25,850)		-
Transfer Service Expenses to Enhancement Fund		(26,363)		-
	Subtotal	$ (504,033)	$	-
Debt Reduction				
Pay off Capital Leases - 08 Desktop Refresh		$ (18,106)	$	-
	Subtotal	$ (18,106)	$	-
OTHER BASE ADJUSTMENTS:				
Personnel Savings to 3%		$ 21,634		
	Subtotal	$ 21,634	$	-
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 694,615**	**$**	**-**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 694,615**	**$**	**-**

Spur Cross Ranch Conservation Fund (225)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 452,501**	**$ 452,500**
FY 2008-09 REVISED BUDGET		**$ 452,501**	**$ 452,500**
TARGET ADJUSTMENTS:			
Misc Adjustment		(1)	-
	Subtotal	$ (1)	$ -
FY 2009-10 BUDGET TARGET		**$ 452,500**	**$ 452,500**
BASE ADJUSTMENTS:			
Eliminate Two (2) MCSO Deputy Positions		$ (144,735)	$ -
ASRS Reductions		(2,765)	-
Revenue Reduction from the Town of Cave Creek		-	(147,500)
	Subtotal	$ (147,500)	$ (147,500)
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 305,000**	**$ 305,000**
NON-RECURRING			
NON-RECURRING 0001			
Utility Development		$ 285,000	$ -
	Subtotal	$ 285,000	$ -
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 285,000**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 590,000**	**$ 305,000**

Spur Cross Ranch Conservation Fund (225) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 518,351	$ 500,639	$ 500,639	$ 499,434	$ 534,747
Beginning Unreserved/Undesignated Fund Balance	$ 518,351	$ 500,639	$ 500,639	$ 499,434	$ 534,747
Sources:					
Operating	$ 426,093	$ 452,500	$ 452,500	$ 352,467	$ 305,000
Total Sources:	$ 426,093	$ 452,500	$ 452,500	$ 352,467	$ 305,000
Uses:					
Operating	$ 445,009	$ 452,501	$ 452,501	$ 317,154	$ 305,000
Non-Recurring	-	250,000	250,000	-	285,000
Total Uses:	$ 445,009	$ 702,501	$ 702,501	$ 317,154	$ 590,000
Operating Balance	$ (18,916)	$ (1)	$ (1)	$ 35,313	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 499,434	$ 250,638	$ 250,638	$ 534,747	$ 249,747
Ending Unreserved Fund Balance	$ 499,434	$ 250,638	$ 250,638	$ 534,747	$ 249,747

Parks and Recreation Grant Fund (230)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 14,965**	**$ 14,965**
FY 2008-09 REVISED BUDGET	**$ 14,965**	**$ 14,965**
FY 2009-10 BUDGET TARGET	**$ 14,965**	**$ 14,965**
BASE ADJUSTMENTS:		
Grant Reduction	$ (10,145)	$ (10,145)
Subtotal	$ (10,145)	$ (10,145)
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 4,820**	**$ 4,820**
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 4,820**	**$ 4,820**

Parks and Recreation Grant Fund (230) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ (27,848)	$ 22,802	$ 22,802	$ (23,781)	$ 2,649
Beginning Unreserved/Undesignated Fund Balance	$ (27,848)	$ 22,802	$ 22,802	$ (23,781)	$ 2,649
Sources:					
Operating	$ 119,237	$ 14,965	$ 14,965	$ 135,335	$ 4,820
Total Sources:	$ 119,237	$ 14,965	$ 173,714	$ 135,335	$ 4,820
Uses:					
Operating	$ 115,171	$ 14,965	$ 14,965	$ 84,892	$ 4,820
Non-Recurring	-	-	176,269	24,013	-
Total Uses:	$ 115,171	$ 14,965	$ 191,234	$ 108,905	$ 4,820
Operating Balance	$ 4,066	$ -	$ -	$ 50,443	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ (23,781)	$ 22,802	$ 5,282	$ 2,649	$ 2,649
Ending Unreserved Fund Balance	$ (23,781)	$ 22,802	$ 5,282	$ 2,649	$ 2,649

Parks Souvenir Fund (239)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 130,000**	**$**	**130,000**
FY 2008-09 REVISED BUDGET		**$ 130,000**	**$**	**130,000**
FY 2009-10 BUDGET TARGET		**$ 130,000**	**$**	**130,000**
BASE ADJUSTMENTS:				
RECOMMENDED BUDGET BALANCING ADJUSTMENTS:				
Non-Mandated Service				
Increased Expenditure Projection		$ 40,000	$	-
	Subtotal	$ 40,000	$	-
Revenue Enhancement				
Increased Revenue Projection		$ -	$	40,000
	Subtotal	$ -	$	40,000
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 170,000**	**$**	**170,000**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 170,000**	**$**	**170,000**

Parks Souvenir Fund (239) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 25,078	$ 21,056	$ 21,056	$ 25,001	$ 26,755
Beginning Unreserved/Undesignated Fund Balance	$ 25,078	$ 21,056	$ 21,056	$ 25,001	$ 26,755
Sources:					
Operating	$ 136,218	$ 130,000	$ 190,000	$ 143,010	$ 170,000
Total Sources:	$ 136,218	$ 130,000	$ 190,000	$ 143,010	$ 170,000
Uses:					
Operating	$ 136,297	$ 130,000	$ 190,000	$ 141,256	$ 170,000
Total Uses:	$ 136,297	$ 130,000	$ 190,000	$ 141,256	$ 170,000
Operating Balance	$ (79)	$ -	$ -	$ 1,754	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 25,001	$ 21,056	$ 21,056	$ 26,755	$ 26,755
Ending Unreserved Fund Balance	$ 25,001	$ 21,056	$ 21,056	$ 26,755	$ 26,755

Lake Pleasant Recreation Services Fund (240)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 1,803,630**	**$ 1,803,617**
FY 2008-09 REVISED BUDGET		**$ 1,803,630**	**$ 1,803,617**
TARGET ADJUSTMENTS:			
TECHNICAL ADJUSTMENTS			
Misc Adjustment		$ (13)	$ -
	Subtotal	$ (13)	$ -
FY 2009-10 BUDGET TARGET		**$ 1,803,617**	**$ 1,803,617**
BASE ADJUSTMENTS:			
RECOMMENDED BUDGET BALANCING ADJUSTMENTS			
Administrative Reduction			
Reduced ASRS and Eliminate Salary Adjustment		$ (20,342)	$ -
	Subtotal	$ (20,342)	$ -
Cost Reduction			
Reduced Utility Cost		$ (36,066)	$ -
	Subtotal	$ (36,066)	$ -
Service Reduction			
Reduce the Desert Outdoor Center to FY 2004 level (RIF Park Clerk)		$ (35,529)	$ -
	Subtotal	$ (35,529)	$ -
Fund Shift			
Transfer Park Maintenance Worker from Enhancement Fund		$ 54,911	$ -
	Subtotal	$ 54,911	$ -
OTHER BASE ADJUSTMENTS			
Personnel Savings to 3%		$ (581)	$ -
Reduced Revenue Forecast		-	(37,607)
	Subtotal	$ (581)	$ (37,607)
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 1,766,010**	**$ 1,766,010**
NON-RECURRING			
NON-RECURRING 0001			
Management Study for Bureau of Reclamation		$ 40,000	$ -
Replace PB50 Work Boat		235,000	-
Host Sites at Agua Fria		50,000	-
Repair Visitor Center Roof		20,000	-
	Subtotal	$ 345,000	$ -
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 345,000**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 2,111,010**	**$ 1,766,010**

Parks Lake Pleasant Fund (240) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 2,181,766	$ 1,560,221	$ 1,560,221	$ 1,589,287	$ 1,549,763
Beginning Unreserved/Undesignated Fund Balance	$ 2,181,766	$ 1,560,221	$ 1,560,221	$ 1,589,287	$ 1,549,763
Sources:					
Operating	$ 1,769,313	$ 1,803,617	$ 1,803,617	$ 1,648,870	$ 1,766,010
Total Sources:	$ 1,769,313	$ 1,803,617	$ 1,803,617	$ 1,648,840	$ 1,766,010
Uses:					
Operating	$ 2,361,800	$ 1,803,630	$ 1,803,630	$ 1,663,364	$ 1,766,010
Non-Recurring	-	40,000	40,000	25,000	345,000
Total Uses:	$ 2,361,800	$ 1,843,630	$ 1,843,630	$ 1,688,364	$ 2,111,010
Operating Balance	$ (592,487)	$ (13)	$ (13)	$ (14,494)	$ -
Accounting Adjustments	$ 8	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 1,589,287	$ 1,520,208	$ 1,520,208	$ 1,549,763	$ 1,204,763
Ending Unreserved Fund Balance	$ 1,589,287	$ 1,520,208	$ 1,520,208	$ 1,549,763	$ 1,204,763

Parks Enhancement Fund (241)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 3,035,409**	**$ 3,035,413**
MID-YEAR ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Eliminate Trail Planner (Vacant)		$ (14,530)	$ -
Reduce Temporary Personnel Funding (Nature Centers)		(11,115)	-
	Subtotal	$ (25,645)	$ -
Fund Shift			
Transfers from General Fund		$ 201,228	$ -
	Subtotal	$ 201,228	$ -
Revenue Enhancement			
Higher Forecasted Revenue		$ -	$ 169,982
Personnel Savings to 3%		(5,601)	-
		$ (5,601)	$ 169,982
FY 2008-09 REVISED RESTATED BUDGET		**$ 3,205,391**	**$ 3,205,395**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 30,641	$ -
TECHNICAL ADJUSTMENTS			
Miscellaneous adjustment		$ -	$ (4)
	Subtotal	$ -	$ (4)
FY 2009-10 BUDGET TARGET		**$ 3,236,032**	**$ 3,205,391**
BASE ADJUSTMENTS:			
RECOMMENDED BUDGET BALANCING ADJUSTMENTS:			
Administrative Reduction			
Eliminate Grant Coordinator Position (RIF)		$ (50,562)	$ -
	Subtotal	$ (50,562)	$ -
Service Reduction			
Reduce the Desert Outdoor Center to FY04 level (RIF 1 Int Rangers)		$ (51,634)	$ -
Eliminate Trail Planner (RIF)		(47,575)	-
Eliminate Trail Planner (Vacant)		(29,060)	-
Reduce Temporary Personnel Funding (Nature Centers)		(22,341)	-
	Subtotal	$ (150,610)	$ -
Fund Shift			
Transfers from General Fund		405,912	$ -
Transfer Park Maintenance Worker to the Lake Fund		(54,911)	-
	Subtotal	$ 351,001	$ -
Debt Reduction			
Pay off Capital Leases - 08 Desktop Refresh		$ (372)	$ -
	Subtotal	$ (372)	$ -
OTHER BASE ADJUSTMENTS:			
Higher Forecasted Revenue		$ 53,169	$ 229,636
Personnel Savings to 3%		(4,374)	-
	Subtotal	$ 48,795	$ 229,636
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 3,434,284**	**$ 3,435,027**

Parks Enhancement Fund (241) Continued

NON-RECURRING				
NON-RECURRING 0001				
Automated Reservation and POS system		$ 400,000	$	-
Adobe Dam Water System Improvements		800,000		-
White Tank Nature Center FF&E		80,000		-
Additional Host Site Development		50,000		-
Debt Service Reduction		742		-
	Subtotal	$ 1,330,742	$	-
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 1,330,742**	**$**	**-**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 4,765,026**	**$**	**3,435,027**

Parks Enhancement Fund (241) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 2,776,925	$ 2,963,360	$ 2,963,360	$ 2,482,530	$ 1,957,407
Beginning Unreserved/Undesignated Fund Balance	$ 2,776,925	$ 2,963,360	$ 2,963,360	$ 2,482,530	$ 1,957,407
Sources:					
Operating	$ 3,343,386	$ 3,035,413	$ 3,205,395	$ 3,150,974	$ 3,435,027
Total Sources:	$ 3,343,386	$ 6,016,207	$ 6,276,189	$ 6,138,568	$ 3,435,027
Uses:					
Operating	$ 3,637,762	$ 3,035,409	$ 3,205,391	$ 2,715,610	$ 3,434,284
Non-Recurring	-	2,980,794	3,948,081	3,948,081	1,330,742
Total Uses:	$ 3,637,762	$ 6,016,203	$ 7,153,472	$ 6,663,691	$ 4,765,026
Operating Balance	$ (294,376)	$ 4	$ 4	$ 435,364	$ 743
Accounting Adjustments	$ (19)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 2,482,530	$ 2,963,364	$ 2,086,077	$ 1,957,407	$ 627,408
Ending Unreserved Fund Balance	$ 2,482,530	$ 2,963,364	$ 2,086,077	$ 1,957,407	$ 627,408

Parks Donations Fund (243)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 108,000**	**$**	**108,000**
FY 2008-09 REVISED BUDGET		**$ 108,000**	**$**	**108,000**
FY 2009-10 BUDGET TARGET		**$ 108,000**	**$**	**108,000**
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 108,000**	**$**	**108,000**
NON-RECURRING				
NON-RECURRING 0001				
Interpretive Displays at Nature Centers		$ 40,000	$	-
	Subtotal	$ 40,000	$	-
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 40,000**	**$**	**-**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 148,000**	**$**	**108,000**

Parks Donations Fund (243) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 1,541,285	$ 791,660	$ 791,660	$ 806,386	$ 807,198
Beginning Unreserved/Undesignated Fund Balance	$ 1,541,285	$ 791,660	$ 791,660	$ 806,386	$ 807,198
Sources:					
Operating	$ 117,645	$ 108,000	$ 108,000	$ 116,164	$ 108,000
Total Sources:	$ 117,645	$ 108,000	$ 108,000	$ 116,164	$ 108,000
Uses:					
Operating	$ 852,550	$ 108,000	$ 108,000	$ 115,352	$ 108,000
Non-Recurring	-	-	-	-	40,000
Total Uses:	$ 852,550	$ 108,000	$ 108,000	$ 115,352	$ 148,000
Operating Balance	$ (734,905)	$ -	$ -	$ 812	$ -
Accounting Adjustments	$ 6	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 806,386	$ 791,660	$ 791,660	$ 807,198	$ 767,198
Ending Unreserved Fund Balance	$ 806,386	$ 791,660	$ 791,660	$ 807,198	$ 767,198

Planning and Development

Analysis by Angie Flick, Management & Budget Analyst

Summary

Mission

The mission of the Planning and Development Department is to provide planning and development services in a safe and timely fashion to constituents of unincorporated Maricopa County so they can responsibly develop and enjoy real property.

Vision

The vision of the Planning and Development Department is to provide market competitive planning and development services that are safe, consistent, timely and convenient for our constituents so they can responsibly develop and enjoy real property.

Strategic Goals

- **By June 30, 2011, 90% or more of all status information for permits, development submittals, and code violation inquiries will be available online.**

  Status: More than 90% of all status information for building permits and development submittals is now available online through the Department's web site. Code violation information, however, is temporarily unavailable as the Department transitions the underlying enforcement database into a new software format. Online enforcement information is anticipated to be available in FY 2009-10.

- **By June 30, 2011, 90% of customer applications will meet submittal requirements at time of first submission.**

  Status: The Department's first time submittal acceptance rate for the first four months of calendar year 2009 is 69%. The Department continues to improve its acceptance rate through educational brochure information and the availability of no-cost pre-submittal meetings for applicants. The Department anticipates that with additional educational efforts, a steadily higher percentage of complete first time submittals will be received.

- **By June 30, 2011, 75% of all applications can be digitally submitted and processed online allowing for the shift from a paper-based review to an electronic review process.**

  Status: The Department completed the Accela Automation implementation in May 2009 which completed this goal.

- **By June 30, 2010, 100% of the planning elements in the Maricopa County Comprehensive Plan will be updated in accordance with state statute to provide Maricopa County residents with a current, coordinated, and measurable plan for development and use of land.**

Status: Decennial Comp Plan Update is underway with nine elements that will each have various goals, policies for implementation, and performance measures. A completed draft document will be available for public comment and review in June 2010.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
44SH - ONE STOP SHOP	$ 11,512,705	$ 13,674,233	$ 13,674,233	$ 5,465,558	$ 6,305,564	$ (7,368,669)	-53.9%
CODE - CODE ENFORCEMENT	195,199	310,000	310,000	133,829	90,000	(220,000)	-71.0%
CPLG - COMPREHENSIVE PLANNING	323,570	250,000	250,000	32,620	24,996	(225,004)	-90.0%
CSVC - CUSTOMER SERVICES	35,930	45,000	45,000	13,315	16,500	(28,500)	-63.3%
DREN - DRAINAGE ENFORCEMENT	55,420	60,000	60,000	15,680	12,000	(48,000)	-80.0%
DRIN - DRAINAGE INSPECTION	20,845	45,000	45,000	10,212	509,000	464,000	1031.1%
DRRE - DRAINAGE REVIEW	1,580,093	3,007,000	3,007,000	910,690	888,720	(2,118,280)	-70.4%
PINS - PERMIT INSPECTIONS	5,673,531	5,985,000	5,985,000	2,663,340	2,530,376	(3,454,624)	-57.7%
PREV - PLAN REVIEW	2,617,035	2,767,233	2,767,233	1,284,435	1,833,172	(934,061)	-33.8%
PLCS - PLANNING AND ZONING	938,143	1,150,000	1,150,000	351,137	364,800	(785,200)	-68.3%
ZONA - ZONING ADJUDICATION	72,939	55,000	55,000	50,300	36,000	(19,000)	-34.5%
99AS - ADMINISTRATIVE SERVICES	$ 28,260	$ -	$ 3,305	$ 3,305	$ -	$ (3,305)	-100.0%
ODIR - EXECUTIVE MANAGEMENT	28,260	-	3,305	3,305	-	(3,305)	-100.0%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ 405,216	$ 475,000	$ 475,000	0.0%
GGOV - GENERAL GOVERNMENT	-	-	-	405,216	475,000	475,000	0.0%
TOTAL PROGRAMS	**$ 11,540,965**	**$ 13,674,233**	**$ 13,677,538**	**$ 5,874,079**	**$ 6,780,564**	**$ (6,896,974)**	**-50.4%**
USES							
44SH - ONE STOP SHOP	$ 11,086,335	$ 9,835,083	$ 9,835,083	$ 7,704,132	$ 4,745,795	$ 5,089,288	51.7%
CODE - CODE ENFORCEMENT	689,630	484,124	484,124	629,100	407,075	77,049	15.9%
CPLG - COMPREHENSIVE PLANNING	377,320	338,832	338,832	260,321	241,592	97,240	28.7%
CSVC - CUSTOMER SERVICES	1,454,179	1,316,229	1,316,229	1,015,397	532,631	783,598	59.5%
DREN - DRAINAGE ENFORCEMENT	272,262	445,903	445,903	147,248	89,461	356,442	79.9%
DRIN - DRAINAGE INSPECTION	1,018,291	979,875	979,875	854,462	535,628	444,247	45.3%
DRRE - DRAINAGE REVIEW	1,259,466	1,416,205	1,416,205	787,164	528,899	887,306	62.7%
PINS - PERMIT INSPECTIONS	2,099,737	1,650,182	1,650,182	1,326,463	713,313	936,869	56.8%
PREV - PLAN REVIEW	2,611,038	1,979,002	1,979,002	1,629,846	969,379	1,009,623	51.0%
PLCS - PLANNING AND ZONING	801,324	766,008	766,008	657,125	388,670	377,338	49.3%
ZONA - ZONING ADJUDICATION	503,088	458,723	458,723	397,006	339,147	119,576	26.1%
99AS - ADMINISTRATIVE SERVICES	$ 2,365,765	$ 2,686,667	$ 2,686,667	$ 2,521,853	$ 1,919,609	$ 767,058	28.6%
ODIR - EXECUTIVE MANAGEMENT	2,022,878	2,318,762	2,318,762	2,189,364	1,706,683	612,079	26.4%
FSAC - FINANCIAL SERVICES	200,961	225,305	225,305	189,253	159,798	65,507	29.1%
HRAC - HUMAN RESOURCES	141,926	142,600	142,600	143,236	53,128	89,472	62.7%
99GV - GENERAL GOVERNMENT	$ 850,745	$ 890,756	$ 890,756	$ 807,570	$ 604,236	$ 286,520	32.2%
CSCA - CENTRAL SERVICE COST ALLOC	428,849	469,229	469,229	468,342	493,841	(24,612)	-5.2%
ISFC - INTERNAL SERVICE FUND CHARGES	421,896	421,527	421,527	339,228	110,395	311,132	73.8%
99IT - INFORMATION TECHNOLOGY	$ 1,613,324	$ 2,954,005	$ 2,954,005	$ 2,550,739	$ 438,804	$ 2,515,201	85.1%
BUAS - BUSINESS APPLICATION DEV SUPP	681,313	1,977,216	1,977,216	1,736,699	113,385	1,863,831	94.3%
DACR - DATA CENTER	137,143	218,661	218,661	126,175	86,566	132,095	60.4%
DESK - DESKTOP SUPPORT	553,810	470,987	470,987	495,818	184,069	286,918	60.9%
GISA - GIS APPLICATION DEV AND SUPP	200,951	222,812	222,812	155,330	40,218	182,594	81.9%
HDSP - HELP DESK SUPPORT	40,107	64,329	64,329	36,717	14,566	49,763	77.4%
TOTAL PROGRAMS	**$ 15,916,169**	**$ 16,366,511**	**$ 16,366,511**	**$ 13,584,294**	**$ 7,708,444**	**$ 8,658,067**	**52.9%**

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 5,264,737	$ 5,474,233	$ 5,474,233	$ 2,830,638	$ 2,600,176	$ (2,874,057)	-52.5%
SUBTOTAL	$ 5,264,737	$ 5,474,233	$ 5,474,233	$ 2,830,638	$ 2,600,176	$ (2,874,057)	-52.5%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 5,478,928	$ 7,052,000	$ 7,052,000	$ 2,598,837	$ 3,640,388	$ (3,411,612)	-48.4%
SUBTOTAL	$ 5,478,928	$ 7,052,000	$ 7,052,000	$ 2,598,837	$ 3,640,388	$ (3,411,612)	-48.4%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 23,700	$ 150,000	$ 150,000	$ 42,723	$ 35,000	$ (115,000)	-76.7%
SUBTOTAL	$ 23,700	$ 150,000	$ 150,000	$ 42,723	$ 35,000	$ (115,000)	-76.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 729,497	$ 908,000	$ 908,000	$ 405,216	$ 475,000	$ (433,000)	-47.7%
0650 - MISCELLANEOUS REVENUE	15,843	90,000	90,000	(6,640)	30,000	(60,000)	-66.7%
SUBTOTAL	$ 745,340	$ 998,000	$ 998,000	$ 398,576	$ 505,000	$ (493,000)	-49.4%
ALL REVENUES	$ 11,512,705	$ 13,674,233	$ 13,674,233	$ 5,870,774	$ 6,780,564	$ (6,893,669)	-50.4%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 28,260	$ -	$ 3,305	$ 3,305	$ -	$ (3,305)	-100.0%
ALL OTHER FINANCING SOURCES	$ 28,260	$ -	$ 3,305	$ 3,305	$ -	$ (3,305)	-100.0%
TOTAL SOURCES	**$ 11,540,965**	**$ 13,674,233**	**$ 13,677,538**	**$ 5,874,079**	**$ 6,780,564**	**$ (6,896,974)**	**-50.4%**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 9,750,110	$ 9,636,816	$ 9,636,816	$ 7,856,805	$ 5,127,203	$ 4,509,613	46.8%
0710 - OVERTIME	10,287	-	-	937	-	-	0.0%
0750 - FRINGE BENEFITS	3,202,752	2,994,995	2,994,995	2,590,754	1,722,237	1,272,758	42.5%
0790 - OTHER PERSONNEL SERVICES	36,740	246,448	246,448	17,925	288,172	(41,724)	-16.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,888,609)	(2,046,625)	(2,046,625)	(1,822,839)	(2,213,052)	166,427	-8.1%
0796 - PERSONNEL SERVICES ALLOC-IN	4,771	5,605	5,605	21,266	25,610	(20,005)	-356.9%
SUBTOTAL	$ 11,116,051	$ 10,837,239	$ 10,837,239	$ 8,664,848	$ 4,950,170	$ 5,887,069	54.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 182,486	$ 118,519	$ 118,519	$ 94,248	$ 54,851	$ 63,668	53.7%
0803 - FUEL	138,578	111,500	111,500	87,569	52,120	59,380	53.3%
0804 - NON-CAPITAL EQUIPMENT	28,949	30,500	30,500	34,776	11,488	19,012	62.3%
0805 - SUPPLIES-ALLOCATION OUT	(35,696)	(27,576)	(27,576)	(53,875)	(19,702)	(7,874)	28.6%
0806 - SUPPLIES-ALLOCATION IN	50	70	70	338	-	70	100.0%
SUBTOTAL	$ 314,367	$ 233,013	$ 233,013	$ 163,056	$ 98,757	$ 134,256	57.6%
SERVICES							
0810 - LEGAL SERVICES	$ 209	$ 25,000	$ 25,000	$ 25,425	$ 30,504	$ (5,504)	-22.0%
0811 - HEALTH CARE SERVICES	-	-	-	2,128	-	-	0.0%
0812 - OTHER SERVICES	1,608,260	1,987,829	1,987,829	1,205,487	254,496	1,733,333	87.2%
0820 - RENT & OPERATING LEASES	869,862	997,130	997,130	1,038,143	1,025,122	(27,992)	-2.8%
0825 - REPAIRS AND MAINTENANCE	(4,870)	600,242	600,242	628,162	160,908	439,334	73.2%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	-	75	-	-	0.0%
0839 - INTERNAL SERVICE CHARGES	1,502,468	1,137,940	1,137,940	993,895	555,174	582,766	51.2%
0841 - TRAVEL	16,367	18,300	18,300	12,554	13,776	4,524	24.7%
0842 - EDUCATION AND TRAINING	75,006	81,150	81,150	14,458	74,424	6,726	8.3%
0843 - POSTAGE/FREIGHT/SHIPPING	22,913	17,500	17,500	17,941	17,016	484	2.8%
0872 - SERVICES-ALLOCATION OUT	(88,831)	(523,782)	(523,782)	(52,312)	(157,329)	(366,453)	70.0%
0873 - SERVICES-ALLOCATION IN	162	281	281	174	649	(368)	-131.0%
SUBTOTAL	$ 4,001,546	$ 4,341,590	$ 4,341,590	$ 3,886,130	$ 1,974,740	$ 2,366,850	54.5%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ 467,902	$ 467,902	$ 467,902	$ 493,841	$ (25,939)	-5.5%
SUBTOTAL	$ -	$ 467,902	$ 467,902	$ 467,902	$ 493,841	$ (25,939)	-5.5%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 129,850	$ 129,850	$ -	$ 563	$ 129,287	99.6%
0950 - DEBT SERVICE	493,875	407,562	407,562	411,076	199,716	207,846	51.0%
0955 - CAPITAL-ALLOCATION OUT	(9,692)	(50,683)	(50,683)	(8,866)	(9,698)	(40,985)	80.9%
0956 - CAPITAL-ALLOCATION IN	22	38	38	148	355	(317)	-834.2%
SUBTOTAL	$ 484,205	$ 486,767	$ 486,767	$ 402,358	$ 190,936	$ 295,831	60.8%
TOTAL USES	**$ 15,916,169**	**$ 16,366,511**	**$ 16,366,511**	**$ 13,584,294**	**$ 7,708,444**	**$ 8,658,067**	**52.9%**

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
226 PLANNING AND DEVELOPMENT FEES							
OPERATING	$ 11,509,432	$ 13,597,000	$ 13,600,305	$ 5,846,370	$ 6,752,764	$ (6,847,541)	-50.3%
FUND TOTAL SOURCES	$ 11,509,432	$ 13,597,000	$ 13,600,305	$ 5,846,370	$ 6,752,764	$ (6,847,541)	-50.3%
235 DEL WEBB							
OPERATING	$ 31,533	$ 77,233	$ 77,233	$ 27,709	$ 27,800	$ (49,433)	-64.0%
FUND TOTAL SOURCES	$ 31,533	$ 77,233	$ 77,233	$ 27,709	$ 27,800	$ (49,433)	-64.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 11,540,965	$ 13,674,233	$ 13,677,538	$ 5,874,079	$ 6,780,564	$ (6,896,974)	-50.4%
DEPARTMENT TOTAL SOURCES	$ 11,540,965	$ 13,674,233	$ 13,677,538	$ 5,874,079	$ 6,780,564	$ (6,896,974)	-50.4%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
226 PLANNING AND DEVELOPMENT FEES							
OPERATING	$ 15,808,152	$ 14,835,778	$ 14,835,778	$ 12,294,160	$ 7,705,691	$ 7,130,087	48.1%
NON-RECURRING	-	1,453,497	1,453,497	1,278,497	-	1,453,497	100.0%
FUND TOTAL USES	$ 15,808,152	$ 16,289,275	$ 16,289,275	$ 13,572,657	$ 7,705,691	$ 8,583,584	52.7%
235 DEL WEBB							
OPERATING	$ 108,017	$ 77,236	$ 77,236	$ 11,637	$ 2,753	$ 74,483	96.4%
FUND TOTAL USES	$ 108,017	$ 77,236	$ 77,236	$ 11,637	$ 2,753	$ 74,483	96.4%
DEPARTMENT OPERATING TOTAL USES	$ 15,916,169	$ 14,913,014	$ 14,913,014	$ 12,305,797	$ 7,708,444	$ 7,204,570	48.3%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 1,453,497	$ 1,453,497	$ 1,278,497	$ -	$ 1,453,497	100.0%
DEPARTMENT TOTAL USES	$ 15,916,169	$ 16,366,511	$ 16,366,511	$ 13,584,294	$ 7,708,444	$ 8,658,067	52.9%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
440 - PLANNING AND DEVELOPMENT								
ADMINISTRATIVE SERVICES								
EXECUTIVE MANAGEMENT	10.00	10.00	8.00	7.00	(3.00)	-30.00%	(1.00)	-12.50%
FINANCIAL SERVICES	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
HUMAN RESOURCES	3.00	3.00	3.00	2.00	(1.00)	-33.33%	(1.00)	-33.33%
PROGRAM TOTAL	17.00	17.00	15.00	13.00	(4.00)	-23.53%	(2.00)	-13.33%
INFORMATION TECHNOLOGY								
BUSINESS APPLICATION DEV SUPP	13.00	13.00	11.00	10.00	(3.00)	-23.08%	(1.00)	-9.09%
DATA CENTER	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
DESKTOP SUPPORT	5.00	5.00	5.00	4.00	(1.00)	-20.00%	(1.00)	-20.00%
GIS APPLICATION DEV AND SUPP	5.00	5.00	4.00	4.00	(1.00)	-20.00%	-	0.00%
HELP DESK SUPPORT	3.00	3.00	2.00	2.00	(1.00)	-33.33%	-	0.00%
PROGRAM TOTAL	28.00	28.00	24.00	22.00	(6.00)	-21.43%	(2.00)	-8.33%
ONE STOP SHOP								
CODE ENFORCEMENT	7.00	7.00	6.40	6.60	(0.40)	-5.71%	.20	3.13%
COMPREHENSIVE PLANNING	4.00	4.00	3.00	3.00	(1.00)	-25.00%	-	0.00%
CUSTOMER SERVICES	23.00	23.00	13.00	10.00	(13.00)	-56.52%	(3.00)	-23.08%
DRAINAGE ENFORCEMENT	7.00	7.00	1.60	1.40	(5.60)	-80.00%	(.20)	-12.50%
DRAINAGE INSPECTION	13.00	13.00	10.00	8.00	(5.00)	-38.46%	(2.00)	-20.00%
DRAINAGE REVIEW	15.00	15.00	9.00	7.00	(8.00)	-53.33%	(2.00)	-22.22%
PERMIT INSPECTIONS	21.00	21.00	15.00	10.00	(11.00)	-52.38%	(5.00)	-33.33%
PLAN REVIEW	26.00	26.00	15.00	11.00	(15.00)	-57.69%	(4.00)	-26.67%
PLANNING AND ZONING	10.00	10.00	7.00	5.00	(5.00)	-50.00%	(2.00)	-28.57%
ZONING ADJUDICATION	6.00	6.00	5.00	5.00	(1.00)	-16.67%	-	0.00%
PROGRAM TOTAL	132.00	132.00	85.00	67.00	(65.00)	-49.24%	(18.00)	-21.18%
DEPARTMENT TOTAL	**177.00**	**177.00**	**124.00**	**102.00**	**(75.00)**	**-42.37%**	**(22.00)**	**-17.74%**

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
440 - PLANNING AND DEVELOPMENT								
Accounting Specialist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Admin/Operations Specialist	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Administrative Manager	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Administrator	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Applications Development Supv	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Assistant County Manager	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Business/Systems Analyst	5.00	5.00	4.00	3.00	(2.00)	-40.00%	(1.00)	-25.00%
Code Enforcement Officer	10.00	10.00	5.00	5.00	(5.00)	-50.00%	-	0.00%
Communicatn Officer Supervisor	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Deputy Director	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Development Svcs Specialist	28.00	28.00	20.00	12.00	(16.00)	-57.14%	(8.00)	-40.00%
Development Svcs Supervisor	2.00	2.00	-	-	(2.00)	-100.00%	-	0.00%
Development Svcs Technician	11.00	11.00	3.00	3.00	(8.00)	-72.73%	-	0.00%
Engineer	4.00	4.00	3.00	3.00	(1.00)	-25.00%	-	0.00%
Engineering Associate	7.00	7.00	3.00	2.00	(5.00)	-71.43%	(1.00)	-33.33%
Engineering Supervisor	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Financial Supervisor - Dept	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
GIS Programmer/Analyst	4.00	4.00	3.00	3.00	(1.00)	-25.00%	-	0.00%
GIS Technician	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Help Desk Coordinator	2.00	2.00	1.00	1.00	(1.00)	-50.00%	-	0.00%
Help Desk Coordinator - Sr/Ld	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Human Resources Associate	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Inspection Supervisor	6.00	6.00	5.00	3.00	(3.00)	-50.00%	(2.00)	-40.00%
Inspector	25.00	25.00	17.00	12.00	(13.00)	-52.00%	(5.00)	-29.41%
IS Project Manager - Sr/Ld	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
IT Division Manager	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
IT Services Supv	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Management Analyst	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Office Assistant	8.00	8.00	4.00	4.00	(4.00)	-50.00%	-	0.00%
Office Assistant Specialized	7.00	7.00	5.00	5.00	(2.00)	-28.57%	-	0.00%
Operations/Program Manager	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
PC/LAN Analyst	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
PC/LAN Tech Support	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Planner	10.00	10.00	9.00	4.00	(6.00)	-60.00%	(5.00)	-55.56%
Planner - Senior	3.00	3.00	-	3.00	-	0.00%	3.00	0.00%
Planning Supervisor	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Plans Examiner	7.00	7.00	5.00	5.00	(2.00)	-28.57%	-	0.00%
Plans Examiner Supervisor	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Programmer/Analyst	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Programmer/Analyst - Sr/Ld	4.00	4.00	3.00	3.00	(1.00)	-25.00%	-	0.00%
Systems/Network Administrator	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Systems/Network Admin-Sr/Ld	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Department Total	**177.00**	**177.00**	**124.00**	**102.00**	**(75.00)**	**-42.37%**	**(22.00)**	**-17.74%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
440 - PLANNING AND DEVELOPMENT								
226 - PLANNING AND DEVELOPMENT FEES	176.00	176.00	124.00	102.00	(74.00)	-42.05%	(22.00)	-17.74%
235 - DEL WEBB	1.00	1.00	-	-	(1.00)	-100.00%	-	0.00%
DEPARTMENT TOTAL	**177.00**	**177.00**	**124.00**	**102.00**	**(75.00)**	**-42.37%**	**(22.00)**	**-17.74%**

Significant Variance Analysis

Planning and Development is experiencing extremely low demand for planning services and as a result has reduced its workforce to be in line with the services that are demanded of the department at this time. The Department eliminated a total of 76 positions between October 2008 and July 2009 through retirement and reductions in force.

General Operating Adjustments

Budget Balancing: Expenditure and revenue reduction due to continued decline in permits and plan reviews. The Department planned for employee furloughs for FY 2009-10. However, they have succeeded in contracting out sufficient work to other County departments through one-time projects so furloughs are not anticipated to be necessary in FY 2009-10.

Sustainability: The funding for the County's Sustainability Manager has been moved from the Planning and Development Fees Fund (226) to the General Fund (100) in Non-Departmental.

Programs and Activities

One Stop Shop Program

The purpose of the One Stop Shop Program is to provide a single point of contact for coordinated County development services to the customer so they may complete their development projects in a faster and more cost efficient manner.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of code enforcement violation cases that receive a complete initial investigation within 30 calendars days of receipt of violation complaints	76.1%	94.2%	98.0%	3.8%	4.1%
Percent of code enforcement cases that receive a complete initial investigation of violation complaint	95.9%	100.0%	108.0%	8.0%	8.0%
Percent of Development Master Plans, Comprehensive Plan Amendments, and Statutorily Driven Elements reviewed	4350.0%	100.0%	84.0%	(16.0%)	-16.0%
Percent of Development Master Plans/Comprehensive Plan Amendment cases initially processed within 15 business days of application	2142.9%	100.0%	100.0%	0.0%	0.0%
Percent of Development Master Plan/Comprehensive Plan Amendment cases where a Technical Advisory Committee meeting is held within 60 calendar days of application	2142.9%	100.0%	100.0%	0.0%	0.0%
Percent of customer service actions performed	0.6%	100.0%	97.0%	(3.0%)	-3.0%
Percent of all customers served within 30 minutes	0.6%	98.0%	99.0%	1.0%	1.0%
Percent of drainage violation cases that receive a complete initial investigation within 30 calendar days of receipt of violation complaint	90.3%	77.0%	92.9%	16.0%	20.7%
Percent of Drainage Enforcement violation complaints investigated	165.7%	81.9%	127.8%	45.9%	56.0%
Percent of drainage inspections completed	Not Reported	100.0%	142.0%	42.0%	42.0%
Percent of drainage reviews completed	16.9%	100.3%	98.0%	(2.3%)	-2.3%
Percent of drainage reviews processed through first plan review within 14 calendar days of application/assignment	Not Reported	99.0%	98.7%	(0.3%)	-0.3%
Percent of expedited drainage reviews process through first plan review within three calendar days of application/assignment	Not Reported	95.0%	98.5%	3.5%	3.7%
Percent of building plan inspection requests where service was rendered within one business day	1.7%	95.0%	94.0%	(1.0%)	-1.1%
Percent of plans inspections completed	2.3%	100.0%	121.0%	21.0%	21.0%
Percent of Entitlement and Subdivision cases completed	681.4%	100.0%	120.8%	20.8%	20.8%
Percent of Entitlement/Subdivision cases initially processed within 15 business days of application	716.8%	100.0%	96.1%	(3.9%)	-3.9%
Percent of Entitlement/Subdivision cases where a Technical Advisory Committee (TAC) meeting is held within 60 calendar days of application	703.0%	100.0%	100.0%	0.0%	0.0%
Percent of Entitlement/Subdivision cases where a Post-Technical Advisory Committee (TAC) review is completed within 21 business days of resubmittal	605.8%	100.0%	81.2%	(18.8%)	-18.8%
Percent of Building and Zoning Plan Reviews processed through first plan review within 20 calendar days of application	Not Reported	97.9%	98.8%	0.9%	0.9%
Percent of building and zoning plan reviews completed	7.3%	100.0%	148.0%	48.0%	48.0%
Percent of expedited building and zoning plan reviews process through first plan review within 20 calendar days of application	Not Reported	99.6%	99.5%	(0.1%)	-0.1%
Percent of Variance and other Board of Adjustment cases processed to public hearing/approved administratively within 75 calendar days of application date	100.0%	68.6%	100.0%	31.4%	45.9%
Percent of Variance and Other Board of Adjustment cases processed to public hearing/approved administratively	100.0%	100.0%	70.0%	(30.0%)	-30.0%

Activities that comprise this program include:

- Code Enforcement
- Comprehensive Planning
- Customer Services
- Drainage Enforcement
- Drainage Inspection
- Drainage Review
- Permit Inspections
- Plan Review
- Planning and Zoning
- Zoning and Adjudication

Code Enforcement Activity

The purpose of the Code Enforcement Activity is to provide inspection and enforcement services to Maricopa County property owners so they can experience resolution of complaint issues in a timely manner.

Mandates: A.R.S. §11-808 establishes the County zoning ordinance enforcement within a zoned territory and establishes the position of the County zoning inspector and deputy inspectors. The statute also states it is unlawful to erect, construct, reconstruct, alter or use any building or other structures without obtaining a zoning clearance from the County in the unincorporated areas of the county; A.R.S. §11-808 also establishes the County to appoint hearing officers to hear and determine zoning violations; A.R.S. §11-802 establishes the Board of Supervisors' authority to form a planning and zoning commission to consult with and advise the Board in matters regarding planning, zoning, and subdivision platting, adopt and enforce rules, regulations, ordinances and plans.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of code enforcement violation cases that receive a complete initial investigation within 30 calendars days of receipt of violation complaints	76.1%	94.2%	98.0%	3.8%	4.1%
Result	Percent of code enforcement cases that receive a complete initial investigation of violation complaint	95.9%	100.0%	108.0%	8.0%	8.0%
Output	Number of Code Enforcement violation complaints completed	1,550	2,750	1,472	(1,278)	-46.5%
Demand	Number of Code Enforcement violation complaints	1,291	2,750	1,364	(1,386)	-50.4%
Efficiency	Expenditure per Code Enforcement complaint completed	$ 444.92	$ 176.05	$ 276.55	$ (100.50)	-57.1%
Revenue						
	226 - PLANNING AND DEVELOPMENT FEES	$ 195,199	$ 310,000	$ 90,000	$ (220,000)	-71.0%
	TOTAL SOURCES	$ 195,199	$ 310,000	$ 90,000	$ (220,000)	-71.0%
Expenditure						
	226 - PLANNING AND DEVELOPMENT FEES	$ 689,630	$ 484,124	$ 407,075	$ 77,049	15.9%
	TOTAL USES	$ 689,630	$ 484,124	$ 407,075	$ 77,049	15.9%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, including completion of backlogged violation complaints.

Comprehensive Planning Activity

The purpose of the Comprehensive Planning Activity is to provide and maintain planning elements and provide information to various private and public entities of Maricopa County so they can make informed decisions concerning growth, development and investment in a timely manner.

Mandates: A.R.S. §11-802 establishes the Board of Supervisors authority to form a planning and zoning commission to consult with and advise the Board in matters regarding planning, zoning, and subdivision platting, adopt and enforce rules, regulations, ordinances and plans; A.R.S. §11-805 authorizes the Board to contract with consultants or employ persons for services as may be required to carry on the work of the commission and the enforcement. A consultant, employees, or both, are provided to carry on County planning work, the regularly appointed planning and zoning commission of

an incorporated city or town within the county may request the services of the consultant, staff, or both, for consultation and advice including the preparation or review of comprehensive plans, zoning ordinances, and subdivision regulations within the boundaries of the incorporated city or town; A.R.S. §11-806 establishes that the commission shall act in an advisory capacity to the Board and shall, when requested, make a report or recommendation in matters under the jurisdiction of the Board. Further, the commission shall prepare and recommend to the Board a comprehensive plan; A.R.S. §11-821 requires the commission to formulate and the Board of Supervisors to adopt or readopt a comprehensive long-term county plan.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Development Master Plans/Comprehensive Plan Amendment cases initially processed within 15 business days of application	2142.9%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Development Master Plan/Comprehensive Plan Amendment cases where a Technical Advisory Committee meeting is held within 60 calendar days of application	2142.9%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Development Master Plans, Comprehensive Plan Amendments, and Statutorily Driven Elements reviewed	4350.0%	100.0%	84.0%	(16.0%)	-16.0%
Output	Number of Development Master Plans, Comprehensive Plan Admendments, and Statutorily Driven Elements Withdrawn/Completed	56	32	50	18	56.3%
Demand	Number of Development Master Plans, Comprehensive Plan Amendments, and Statutorily Driven Elements Requested	59	64	60	(4)	-6.3%
Efficiency	Expenditure per Development Master Plan, Comprehensive Plan Amendment, and Statutorily Driven Element Withdrawn/Completed	$ 6,737.86	$ 10,588.50	$ 4,831.84	$ 5,756.66	54.4%
Revenue						
	226 - PLANNING AND DEVELOPMENT FEES	$ 323,570	$ 250,000	$ 24,996	$ (225,004)	-90.0%
	TOTAL SOURCES	$ 323,570	$ 250,000	$ 24,996	$ (225,004)	-90.0%
Expenditure						
	226 - PLANNING AND DEVELOPMENT FEES	$ 377,320	$ 338,832	$ 241,592	$ 97,240	28.7%
	TOTAL USES	$ 377,320	$ 338,832	$ 241,592	$ 97,240	28.7%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of initial application reviews. Revised plans are submitted at the discretion of the applicant.

Customer Services Activity

The purpose of the Customer Services Activity is to provide accurate planning and development information to One Stop Shop customers so they can make informed development decisions and receive timely delivery of property-based services.

Mandates: A.R.S. §11-321 requires a building permit for any construction of a building or an addition thereto exceeding a cost of one thousand dollars within its jurisdiction. It also establishes issuance and distribution of copies to the subsequent owner.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of customer service actions performed	0.6%	100.0%	100.0%	0.0%	0.0%
Result	Percent of all customers served within 30 minutes	0.6%	98.0%	99.0%	1.0%	1.0%
Output	Number of customer service actions performed	196,490	26,440	161,412	134,972	510.5%
Demand	Number of customer service actions requested/required	197,588	26,440	161,412	134,972	510.5%
Efficiency	Expenditure per customer service action performed	$ 7.40	$ 49.78	$ 3.30	$ 46.48	93.4%
Revenue						
	226 - PLANNING AND DEVELOPMENT FEES	$ 35,930	$ 45,000	$ 16,500	$ (28,500)	-63.3%
	TOTAL SOURCES	$ 35,930	$ 45,000	$ 16,500	$ (28,500)	-63.3%
Expenditure						
	226 - PLANNING AND DEVELOPMENT FEES	$ 1,454,179	$ 1,316,229	$ 532,631	$ 783,598	59.5%
	TOTAL USES	$ 1,454,179	$ 1,316,229	$ 532,631	$ 783,598	59.5%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand. The FY 2009-10 demand is reflective of the current level being experienced by the Department. The Department is experiencing extremely low demand for planning services and as a result has reduced its workforce to be in line with the services that are demanded.

Drainage Enforcement Activity

The purpose of the Drainage Enforcement Activity is to provide enforcement of drainage regulations to residents and property owners so they can experience resolution of complaint issues in a timely manner.

Mandates: A.R.S. §11-251 establishes the powers of the Board of Supervisors; A.R.S. §11-802 establishes the Board of Supervisors' authority to form a planning and zoning commission to consult with and advise the Board in matters regarding planning, zoning, and subdivision platting, adopt and enforce rules, regulations, ordinances and plans; A.R.S. §11-808 establishes the County zoning ordinance enforcement within a zoned territory and establishes the position of the County zoning inspector and deputy inspectors. The statute also states it is unlawful to erect, construct, reconstruct, alter or use any building or other structures without obtaining a zoning clearance from the County in the unincorporated areas of the county.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Drainage Enforcement violation complaints investigated	165.7%	81.9%	127.8%	45.9%	56.0%
Result	Percent of drainage violation cases that receive a complete initial investigation within 30 calendar days of receipt of violation complaint	90.3%	77.0%	92.9%	16.0%	20.7%
Output	Number of Drainage Enforcement violation complaints investigated	1,306	530	652	122	23.0%
Demand	Number of Drainage Enforcement violation complaints	749	530	508	(22)	-4.2%
Efficiency	Expenditure per Drainage Enforcement complaint investigated	$ 208.47	$ 841.33	$ 137.21	$ 704.12	83.7%
Revenue						
	226 - PLANNING AND DEVELOPMENT FEES	$ 55,420	$ 60,000	$ 12,000	$ (48,000)	-80.0%
	TOTAL SOURCES	$ 55,420	$ 60,000	$ 12,000	$ (48,000)	-80.0%
Expenditure						
	226 - PLANNING AND DEVELOPMENT FEES	$ 272,262	$ 445,903	$ 89,461	$ 356,442	79.9%
	TOTAL USES	$ 272,262	$ 445,903	$ 89,461	$ 356,442	79.9%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, including completion of backlogged violation complaints.

Drainage Inspection Activity

The purpose of the Drainage Inspection Activity is to provide drainage inspections to residents and builders so they can complete construction in compliance with approved drainage regulations in a timely manner.

Mandates: A.R.S. §11-251 establishes the powers of the Board of Supervisors; A.R.S. §11-802 establishes the Board of Supervisors' authority to form a planning and zoning commission to consult with and advise the Board in matters regarding planning, zoning, and subdivision platting, adopt and enforce rules, regulations, ordinances and plans.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of finished floor elevation drainage inspections completed within 24 hours of request	Not Reported	Not Reported	96.1%		
Result	Percent of in-progress drainage inspections completed within 24 hours of request	Not Reported	Not Reported	86.5%		
Result	Percent of final drainage inspections completed within three business days of request	Not Reported	Not Reported	96.3%		
Result	Percent of pre-permit issuance drainage site inspections completed within seven business days of request	Not Reported	Not Reported	93.3%		
Result	Percent of drainage inspections completed	Not Reported	100.0%	142.0%	42.0%	42.0%
Output	Number of finished floor elevation drainage inspections completed	Not Reported	1,588	1,078	(510)	-32.1%
Output	Number of in-progress drainage inspections completed	Not Reported	532	518	(14)	-2.6%
Output	Number of final drainage inspections completed	Not Reported	6,042	4,594	(1,448)	-24.0%
Output	Number of pre-permit issuance drainage site inspections completed	Not Reported	2,557	1,632	(925)	-36.2%
Output	Number of drainage inspections completed	13,459	14,678	11,645	(3,033)	-20.7%
Demand	Number of drainage inspections scheduled/requested	10,721	10,721	8,177	(2,544)	-23.7%
Efficiency	Expenditure per drainage inspection completed	$ 75.66	$ 66.76	$ 46.00	$ 20.76	31.1%
Revenue						
	226 - PLANNING AND DEVELOPMENT FEES	$ 20,845	$ 45,000	$ 509,000	$ 464,000	1031.1%
	TOTAL SOURCES	$ 20,845	$ 45,000	$ 509,000	$ 464,000	1031.1%
Expenditure						
	226 - PLANNING AND DEVELOPMENT FEES	$ 1,018,291	$ 979,875	$ 535,628	$ 444,247	45.3%
	TOTAL USES	$ 1,018,291	$ 979,875	$ 535,628	$ 444,247	45.3%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, including re-inspections.

Drainage Review Activity

The purpose of the Drainage Review Activity is to provide plan review services to One Stop Shop permit applicants so they can gain approval for requested permits in a timely manner.

Mandates: A.R.S. §11-251 establishes the powers of the Board of Supervisors; A.R.S. §11-802 establishes the Board of Supervisors' authority to form a planning and zoning commission to consult with and advise the Board in matters regarding planning, zoning, and subdivision platting, adopt and enforce rules, regulations, ordinances and plans.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of drainage reviews processed through first plan review within 14 calendar days of application/assignment	Not Reported	99.0%	98.7%	(0.3%)	-0.3%
Result	Percent of expedited drainage reviews process through first plan review within three calendar days of application/assignment	Not Reported	95.0%	98.5%	3.5%	3.7%
Result	Percent of drainage reviews completed	16.9%	100.3%	98.0%	(2.3%)	-2.3%
Output	Number of drainage reviews processed through first plan review	Not Reported	6,411	4,186	(2,225)	-34.7%
Output	Number of expedited drainage reviews processed through first plan review	Not Reported	662	270	(392)	-59.2%
Output	Number of drainage reviews completed	6,330	6,330	4,500	(1,830)	-28.9%
Demand	Number of drainage reviews requested	7,186	7,186	4,582	(2,604)	-36.2%
Efficiency	Expenditure per drainage review completed	$ 198.97	$ 223.73	$ 117.53	$ 106.20	47.5%
Revenue						
	226 - PLANNING AND DEVELOPMENT FEES	$ 1,580,093	$ 3,007,000	$ 888,720	$ (2,118,280)	-70.4%
	TOTAL SOURCES	$ 1,580,093	$ 3,007,000	$ 888,720	$ (2,118,280)	-70.4%
Expenditure						
	226 - PLANNING AND DEVELOPMENT FEES	$ 1,259,466	$ 1,416,205	$ 528,899	$ 887,306	62.7%
	TOTAL USES	$ 1,259,466	$ 1,416,205	$ 528,899	$ 887,306	62.7%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 98.7% of initial application reviews within 14 days. Revised plans are submitted at the discretion of the applicant.

Permit Inspections Activity

The purpose of the Permit Inspections Activity is to provide development inspection services to builders so they can complete construction in compliance with approved development codes in a timely manner.

Mandates: A.R.S. §11-321 requires a building permit for any construction of a building or an addition thereto exceeding a cost of one thousand dollars within its jurisdiction. It also establishes issuance and distribution of copies to the subsequent owner.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of plans inspections completed	2.3%	100.0%	121.0%	21.0%	21.0%
Result	Percent of building plan inspection requests where service was rendered within one business day	1.7%	95.0%	94.0%	(1.0%)	-1.1%
Output	Number of plans inspections completed	63,897	142,197	42,322	(99,875)	-70.2%
Demand	Number of plans inspections requested	51,423	173,068	34,848	(138,220)	-79.9%
Efficiency	Expenditure per plans inspection completed	$ 32.86	$ 11.60	$ 16.85	$ (5.25)	-45.2%
Revenue						
	226 - PLANNING AND DEVELOPMENT FEES	$ 5,641,998	$ 5,985,000	$ 2,530,376	$ (3,454,624)	-57.7%
	235 - DEL WEBB	31,533	-	-	-	
	TOTAL SOURCES	$ 5,673,531	$ 5,985,000	$ 2,530,376	$ (3,454,624)	-57.7%
Expenditure						
	226 - PLANNING AND DEVELOPMENT FEES	$ 2,069,096	$ 1,650,182	$ 713,313	$ (936,869)	-56.8%
	235 - DEL WEBB	30,641	-	-	-	
	TOTAL USES	$ 2,099,737	$ 1,650,182	$ 713,313	$ (936,869)	-56.8%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, including re-inspections. The Department is experiencing extremely low demand for permitting and as a result has reduced its workforce to be in line with the services that are demanded.

Plan Review Activity

The purpose of the Plan Review Activity is to provide plan review services to One Stop Shop permit applicants so they can gain approval for requested permits in a timely manner.

Mandates: A.R.S. §11-321 requires a building permit for any construction of a building or an addition thereto exceeding a cost of one thousand dollars within its jurisdiction. It also establishes issuance and distribution of copies to the subsequent owner.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of expedited building and zoning plan reviews process through first plan review within 20 calendar days of application	Not Reported	99.6%	99.5%	(0.1%)	-0.1%
Result	Percent of building and zoning plan reviews completed	7.3%	100.0%	148.0%	48.0%	48.0%
Result	Percent of Building and Zoning Plan Reviews processed through first plan review within 20 calendar days of application	Not Reported	97.9%	100.0%	2.1%	2.1%
Output	Number of expedited building and zoning plan reviews processed through first plan review	Not Reported	1,996	882	(1,114)	-55.8%
Output	Number of building and zoning plan reviews completed	25,258	25,258	4,438	(20,820)	-82.4%
Output	Number of building and zoning plan reviews processed through first plan review	Not Reported	16,560	2,993	(13,567)	-81.9%
Demand	Number of building and zoning plan reviews requested	16,560	16,560	2,993	(13,567)	-81.9%
Efficiency	Expenditure per building and zoning plan review completed	$ 103.37	$ 78.35	$ 218.43	$ (140.08)	-178.8%
Revenue						
	226 - PLANNING AND DEVELOPMENT FEES	$ 2,617,035	$ 2,690,000	$ 1,830,372	$ (859,628)	-32.0%
	235 - DEL WEBB	-	77,233	2,800	(74,433)	-96.4%
	TOTAL SOURCES	$ 2,617,035	$ 2,767,233	$ 1,833,172	$ (934,061)	-33.8%
Expenditure						
	226 - PLANNING AND DEVELOPMENT FEES	$ 2,540,449	$ 1,908,181	$ 969,373	$ (938,808)	-49.2%
	235 - DEL WEBB	70,589	70,821	6	(70,815)	-100.0%
	TOTAL USES	$ 2,611,038	$ 1,979,002	$ 969,379	$ (1,009,623)	-51.0%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of initial first plan reviews. Revised plans are submitted at the discretion of the applicant.

Planning and Zoning Activity

The purpose of the Planning and Zoning Activity is to provide information, support, report services, and recommendations to the Planning Commission so they can make planning and land-use recommendations to the Board of Supervisors in a timely manner.

Mandates: A.R.S. §11-802 establishes the Board of Supervisors' authority to form a planning and zoning commission to consult with and advise the Board in matters regarding planning, zoning, and subdivision platting, adopt and enforce rules, regulations, ordinances and plans; A.R.S. §11-805 authorizes the Board to contract with consultants or employ persons for services as may be required to carry on the work of the commission and the enforcement. A consultant, employees, or both, are provided to carry on County planning work, the regularly appointed planning and zoning commission of an incorporated city or town within the county may request the services of the consultant, staff, or both, for consultation and advice including the preparation or review of comprehensive plans, zoning ordinances, and subdivision regulations within the boundaries of the incorporated city or town; A.R.S. §11-806 establishes the powers and duties; comprehensive plan; A.R.S. §11-829 Amendment of ordinance or change of zoning district boundaries; definition. A property owner or authorized agent of a property owner desiring an amendment or change in the zoning ordinance changing the zoning district boundaries within an area previously zoned shall file an application for the amendment or change. All zoning and rezoning ordinances, regulations or specific plans adopted under this article shall be consistent with and conform to the adopted County plan.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Entitlement/Subdivision cases where a Technical Advisory Committee (TAC) meeting is held within 60 calendar days of application	703.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Entitlement and Subdivision cases completed	681.4%	100.0%	120.8%	20.8%	20.8%
Result	Percent of Entitlement/Subdivision cases initially processed within 15 business days of application	716.8%	100.0%	96.1%	(3.9%)	-3.9%
Result	Percent of Entitlement/Subdivision cases where a Post-Technical Advisory Committee (TAC) review is completed within 21 business days of resubmittal	605.8%	100.0%	81.2%	(18.8%)	-18.8%
Output	Number of Entitlement and Subdivision cases completed	167	378	154	(224)	-59.3%
Demand	Number of Entitlement and Subdivision cases requested	199	378	127	(251)	-66.4%
Efficiency	Expenditure per Entitlement and Subdivision case completed	$ 4,798.35	$ 2,026.48	$ 2,523.83	$ (497.35)	-24.5%
Revenue						
	226 - PLANNING AND DEVELOPMENT FEES	$ 938,143	$ 1,150,000	$ 364,800	$ (785,200)	-68.3%
	TOTAL SOURCES	$ 938,143	$ 1,150,000	$ 364,800	$ (785,200)	-68.3%
Expenditure						
	226 - PLANNING AND DEVELOPMENT FEES	$ 801,324	$ 766,008	$ 388,670	$ 377,338	49.3%
	TOTAL USES	$ 801,324	$ 766,008	$ 388,670	$ 377,338	49.3%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, including completion of backlogged cases.

Zoning and Adjudication Activity

The purpose of the Zoning and Adjudication Activity is to provide information, support, and recommendations to the Board of Adjustment so they can make appropriate quasi-judicial rulings in a timely manner.

Mandates: A.R.S. §11-802 establishes the Board of Supervisors' authority to form a planning and zoning commission to consult with and advise the Board in matters regarding planning, zoning, and subdivision platting, adopt and enforce rules, regulations, ordinances and plans; A.R.S. §11-805 authorizes the Board to contract with consultants or employ persons for services as may be required to carry on the work of the commission and the enforcement. A consultant, employees, or both, are provided to carry on County planning work, the regularly appointed planning and zoning commission of an incorporated city or town within the county may request the services of the consultant, staff, or both, for consultation and advice including the preparation or review of comprehensive plans, zoning ordinances, and subdivision regulations within the boundaries of the incorporated city or town; A.R.S. §11-807 establishes the Board of Adjustments and its powers and the appeals process.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Variance and other Board of Adjustment cases processed to public hearing/approved administratively within 75 calendar days of application date	100.0%	68.6%	100.0%	31.4%	45.9%
Result	Percent of Variance and Other Board of Adjustment cases processed to public hearing/approved administratively	100.0%	100.0%	70.0%	(30.0%)	-30.0%
Output	Number of Variance, Temporary Use, or Text Amendments Completed	194	194	175	(19)	-9.7%
Demand	Number of Variance, Temporary Use or Text Amendments Applied/Requested	201	201	180	(21)	-10.4%
Efficiency	Expenditure per Variance and Other Board of Adjustment cases processed to public hearing approved administratively	$ 2,593.24	$ 2,364.55	$ 1,935.77	$ 428.78	18.1%
Revenue						
	226 - PLANNING AND DEVELOPMENT FEES	$ 72,939	$ 55,000	$ 36,000	$ (19,000)	-34.5%
	TOTAL SOURCES	$ 72,939	$ 55,000	$ 36,000	$ (19,000)	-34.5%
Expenditure						
	226 - PLANNING AND DEVELOPMENT FEES	$ 503,088	$ 458,723	$ 339,147	$ 119,576	26.1%
	TOTAL USES	$ 503,088	$ 458,723	$ 339,147	$ 119,576	26.1%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 70% of the demand. Demand is expected to decrease due to the amount of construction and remodeling activity taking place in the County in the slow economic climate.

Appropriated Budget Reconciliations

Planning and Development Fees Fund (226)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 14,835,778**	**$ 13,597,000**
MID-YEAR ADJUSTMENTS:			
Sale of Vehicles		$ -	$ 3,305
	Subtotal	$ -	$ 3,305
FY 2008-09 REVISED BUDGET		**$ 14,835,778**	**$ 13,600,305**
TARGET ADJUSTMENTS:			
ANNUALIZATION OF FY 2008-09 MID-YEAR ADJUSTMENTS			
Sale of Vehicles		$ -	$ (3,305)
	Subtotal	$ -	$ (3,305)
FY 2009-10 BUDGET TARGET		**$ 14,835,778**	**$ 13,597,000**
BASE ADJUSTMENTS:			
BUDGET BALANCING			
Cost Reduction			
Reduce Contract Services for Plan Review		$ (139,620)	$ -
	Subtotal	$ (139,620)	$ -
Service Reduction			
Reduction in Service for Lower Demand (Oct RiF)		$ (2,663,556)	$ (1,728,378)
Reduction in Service for Lower Demand (Elimination of vacant positions, reduction in force, salary and/or FTE reductions, reduction of supplies and services)		(4,247,376)	(5,115,858)
	Subtotal	$ (6,910,932)	$ (6,844,236)
OTHER BASE ADJUSTMENTS			
Allocation out of Sustainability Manager to Non-Departmental		$ (79,535)	$ -
	Subtotal	$ (79,535)	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 7,705,691**	**$ 6,752,764**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 7,705,691**	**$ 6,752,764**

Planning and Development Fees Fund (226) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 15,593,340	$ 11,750,238	$ 11,750,238	$ 11,294,608	$ 3,568,321
Designations:					
Future Capital Projects	$ 10,000,000	$ 9,000,000	$ 9,000,000	$ 9,000,000	$ -
Total Designations	$ 10,000,000	$ 9,000,000	$ 9,000,000	$ 9,000,000	$ -
Beginning Unreserved/Undesignated Fund Balance	$ 5,593,340	$ 2,750,238	$ 2,750,238	$ 2,294,608	$ 3,568,321
Sources:					
Operating	$ 11,509,432	$ 13,597,000	$ 13,600,305	$ 5,846,370	$ 6,752,764
Total Sources:	$ 11,509,432	$ 13,597,000	$ 13,600,305	$ 5,846,370	$ 6,752,764
Uses:					
Operating	$ 15,808,152	$ 14,835,778	$ 14,835,778	$ 12,294,160	$ 7,705,691
Non Recurring Non Project	-	1,453,497	1,453,497	1,278,497	-
Total Uses:	$ 15,808,152	$ 16,289,275	$ 16,289,275	$ 13,572,657	$ 7,705,691
Operating Balance	$ (4,298,720)	$ (1,238,778)	$ (1,235,473)	$ (6,447,790)	$ (952,927)
Accounting Adjustments	$ (12)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 1,294,608	$ 57,963	$ 61,268	$ (5,431,679)	$ 2,615,394
Ending Unreserved Fund Balance	$ 11,294,608	$ 9,057,963	$ 9,061,268	$ 3,568,321	$ 2,615,394

Del Webb Special Fund (235)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 77,236**	**$ 77,233**
FY 2008-09 REVISED BUDGET	**$ 77,236**	**$ 77,233**
TECHNICAL ADJUSTMENTS		
Structural Balance	$ (15,444)	$ -
Subtotal	$ (15,444)	$ -
FY 2009-10 BUDGET TARGET	**$ 61,792**	**$ 77,233**
BASE ADJUSTMENTS:		
OTHER BASE ADJUSTMENTS		
Structural Balance	$ (59,039)	$ (49,433)
Subtotal	$ (59,039)	$ (49,433)
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 2,753**	**$ 27,800**
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 2,753**	**$ 27,800**

Del Webb Special Fund (235) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 575,979	$ 500,140	$ 500,140	$ 499,493	$ 515,565
Beginning Unreserved/Undesignated Fund Balance	$ 575,979	$ 500,140	$ 500,140	$ 499,493	$ 515,565
Sources:					
Operating	$ 31,533	$ 77,233	$ 77,233	$ 27,709	$ 27,800
Total Sources:	$ 31,533	$ 77,233	$ 77,233	$ 27,709	$ 27,800
Uses:					
Operating	$ 108,017	$ 77,236	$ 77,236	$ 11,637	$ 2,753
Total Uses:	$ 108,017	$ 77,236	$ 77,236	$ 11,637	$ 2,753
Operating Balance	$ (76,484)	$ (3)	$ (3)	$ 16,072	$ 25,047
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 499,493	$ 500,137	$ 500,137	$ 515,565	$ 540,612
Ending Unreserved Fund Balance	$ 499,493	$ 500,137	$ 500,137	$ 515,565	$ 540,612

Public Defense System

Analysis by Scott Rothe, Principal Management & Budget Analyst

Summary

Mission

The mission of the Public Defense System is to furnish quality legal representation to indigent individuals assigned to us by the court so they will be provided the benefit of the protection of their fundamental legal rights, as guaranteed to everyone.

Vision

The vision of the Public Defense System is to Deliver America's Promise of Justice for All.

Strategic Goals

- **By July 2013, 80% of all clients in non-capital cases without a conflict of interest, will be represented by attorneys in the staffed offices (in the areas in which the offices practice), thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.**

  Status: This is a new goal for FY 2009-10.

- **By July 2013, capital cases that do not have representation conflicts will be assigned to staffed offices, thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.**

  Status: This is a new goal for FY 2009-10.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
52CR - ADULT CRIMINAL REPRESENTATION	$ 1,630,338	$ 1,828,504	$ 1,828,504	$ 2,097,027	$ 1,073,608	$ (754,896)	-41.3%
ADAP - APPEAL PCR REPRESENTATION	26,250	5,000	5,000	-	-	(5,000)	-100.0%
NCFR - NON CAPITAL FELONY REP	1,604,088	1,823,504	1,823,504	2,097,027	1,073,608	(749,896)	-41.1%
99AS - ADMINISTRATIVE SERVICES	$ 512,980	$ 647,274	$ 647,274	$ 596,912	$ 1,485,860	$ 838,586	129.6%
ODIR - EXECUTIVE MANAGEMENT	18,276	-	-	-	989,215	989,215	
HRAC - HUMAN RESOURCES	494,704	647,274	647,274	596,912	496,645	(150,629)	-23.3%
99GV - GENERAL GOVERNMENT	$ (427)	$ -	$ -	$ 14,630	$ -	$ -	
GGOV - GENERAL GOVERNMENT	(427)	-	-	14,630	-	-	
99IT - INFORMATION TECHNOLOGY	$ 580,237	$ 449,957	$ 449,957	$ -	$ -	$ (449,957)	-100.0%
BUAS - BUSINESS APPLICATION DEV SUPP	580,237	449,957	449,957	-	-	(449,957)	-100.0%
TOTAL PROGRAMS	$ 2,723,128	$ 2,925,735	$ 2,925,735	$ 2,708,569	$ 2,559,468	$ (366,267)	-12.5%
USES							
52AC - ADULT CIVIL REPRESENTATION	$ 2,654,799	$ 1,854,212	$ 1,854,212	$ 2,607,038	$ 1,917,044	$ (62,832)	-3.4%
AGLR - ADULT GUARDIAN AD LITEM REP	1,207,328	454,498	454,498	1,072,805	454,498	-	0.0%
MENR - MENTAL HEALTH REPRESENTATION	1,111,623	1,114,478	1,114,478	1,102,450	1,116,908	(2,430)	-0.2%
PROB - PROBATE REPRESENTATION	176,351	134,878	134,878	265,393	189,359	(54,481)	-40.4%
SEVP - SEXUALLY VIOLENT PERSON REP	159,497	150,358	150,358	166,390	156,279	(5,921)	-3.9%
52CR - ADULT CRIMINAL REPRESENTATION	$ 57,597,663	$ 53,838,889	$ 53,611,631	$ 57,446,551	$ 51,919,388	$ 1,692,243	3.2%
CAPP - CAPITAL REPRESENTATION	13,519,875	12,460,179	12,460,179	13,389,175	12,172,108	288,071	2.3%
MISS - MISDEMEANOR REPRESENTATION	622,315	643,412	643,412	622,544	421,352	222,060	34.5%
VPPR - PROBATION REPRESENTATION	1,932,420	1,618,353	1,618,353	1,872,298	1,800,025	(181,672)	-11.2%
WITR - WITNESS REPRESENTATION	23,726	25,545	25,545	22,081	20,686	4,859	19.0%
ADAP - APPEAL PCR REPRESENTATION	4,785,162	4,234,776	4,234,776	4,587,943	4,182,249	52,527	1.2%
NCFR - NON CAPITAL FELONY REP	36,714,165	34,856,624	34,629,366	36,952,510	33,322,968	1,306,398	3.8%
52JR - JUVENILE REPRESENTATION	$ 16,708,635	$ 15,894,048	$ 16,099,106	$ 18,322,687	$ 13,841,659	$ 2,257,447	14.0%
CDRE - CHILD DEPENDENCY REP	3,891,414	3,900,443	3,900,443	3,683,108	761,517	3,138,926	80.5%
JUPR - JUVENILE PROBATION REP	551,021	577,364	610,173	665,137	630,233	(20,060)	-3.3%
JUAP - JUVENILE APPEAL REPRESENTATION	377,919	386,063	386,063	348,160	337,303	48,760	12.6%
JUNR - JUVENILE NOTIFICATION REP	38,250	44,311	44,311	38,722	36,495	7,816	17.6%
PADR - PARENTAL DEPENDENCY REP	4,527,244	4,743,347	4,743,347	6,489,877	4,337,418	405,929	8.6%
JDIR - JUV DEL INCORR REPRESENTATION	5,011,859	4,139,329	4,311,578	3,978,386	3,888,243	423,335	9.8%
JEMR - JUVENILE EMANCIPATION REP	-	-	-	-	946	(946)	
JGAL - JUVENILE GAL REPRESENTATION	2,310,928	2,103,191	2,103,191	3,119,297	3,849,504	(1,746,313)	-83.0%
52SS - INDIGENT REP SUPPORT SVCS	$ 538,577	$ 239,583	$ 239,583	$ 601,158	$ 207,930	$ 31,653	13.2%
IRSS - INDIGENT REP SUPPORT SVCS	538,577	239,583	239,583	601,158	207,930	31,653	13.2%
99AS - ADMINISTRATIVE SERVICES	$ 4,581,334	$ 5,146,344	$ 5,168,544	$ 5,620,963	$ 5,489,636	$ (321,092)	-6.2%
BDGT - BUDGETING	132,689	183,288	183,288	193,419	127,466	55,822	30.5%
ODIR - EXECUTIVE MANAGEMENT	2,750,891	3,025,179	3,047,379	3,694,261	3,463,878	(416,499)	-13.7%
FSAC - FINANCIAL SERVICES	499,381	631,295	631,295	447,770	434,764	196,531	31.1%
HRAC - HUMAN RESOURCES	1,064,738	1,144,139	1,144,139	1,109,554	1,327,549	(183,410)	-16.0%
PROC - PROCUREMENT	101,813	129,274	129,274	148,819	107,123	22,151	17.1%
RMGT - RISK MANAGEMENT	31,822	33,169	33,169	27,140	28,856	4,313	13.0%
99GV - GENERAL GOVERNMENT	$ 115,260	$ 111,411	$ 369,935	$ 371,038	$ 79,131	$ 290,804	78.6%
GGOV - GENERAL GOVERNMENT	-	-	258,524	258,524	-	258,524	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	115,260	111,411	111,411	112,514	79,131	32,280	29.0%
99IT - INFORMATION TECHNOLOGY	$ 1,226,341	$ 2,031,149	$ 2,031,149	$ 1,167,090	$ 1,095,315	$ 935,834	46.1%
BUAS - BUSINESS APPLICATION DEV SUPP	643,256	1,413,690	1,413,690	486,512	467,752	945,938	66.9%
DACR - DATA CENTER	171,479	211,916	211,916	232,498	216,510	(4,594)	-2.2%
DESK - DESKTOP SUPPORT	190,311	166,216	166,216	213,111	167,382	(1,166)	-0.7%
HDSP - HELP DESK SUPPORT	221,295	239,327	239,327	234,969	243,671	(4,344)	-1.8%
TOTAL PROGRAMS	$ 83,422,609	$ 79,115,636	$ 79,374,160	$ 86,136,525	$ 74,550,103	$ 4,824,057	6.1%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 823,903	$ 1,040,035	$ 1,040,035	$ 925,978	$ 825,832	$ (214,203)	-20.6%
0620 - OTHER INTERGOVERNMENTAL	101,439	134,700	134,700	15,517	128,050	(6,650)	-4.9%
SUBTOTAL	$ 925,342	$ 1,174,735	$ 1,174,735	$ 941,495	$ 953,882	$ (220,853)	-18.8%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 635,147	$ 635,147	$ 635,147	$ 639,028	$ 639,028	$ 3,881	0.6%
0635 - OTHER CHARGES FOR SERVICES	1,056,488	1,108,853	1,108,853	1,100,296	953,558	(155,295)	-14.0%
SUBTOTAL	$ 1,691,635	$ 1,744,000	$ 1,744,000	$ 1,739,324	$ 1,592,586	$ (151,414)	-8.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 42,931	$ -	$ -	$ 14,630	$ -	$ -	
0650 - MISCELLANEOUS REVENUE	63,220	7,000	7,000	13,120	13,000	6,000	85.7%
SUBTOTAL	$ 106,151	$ 7,000	$ 7,000	$ 27,750	$ 13,000	$ 6,000	85.7%
ALL REVENUES	$ 2,723,128	$ 2,925,735	$ 2,925,735	$ 2,708,569	$ 2,559,468	$ (366,267)	-12.5%
TOTAL SOURCES	$ 2,723,128	$ 2,925,735	$ 2,925,735	$ 2,708,569	$ 2,559,468	$ (366,267)	-12.5%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 42,765,861	$ 43,141,152	$ 43,141,152	$ 43,138,299	$ 42,522,742	$ 618,410	1.4%
0705 - TEMPORARY PAY	341,653	819,122	819,122	310,418	249,664	569,458	69.5%
0710 - OVERTIME	1,979	50,448	50,448	6,199	8,390	42,058	83.4%
0750 - FRINGE BENEFITS	12,305,121	12,639,155	12,639,155	12,547,390	12,546,077	93,078	0.7%
0790 - OTHER PERSONNEL SERVICES	815,814	545,520	545,520	523,552	614,252	(68,732)	-12.6%
0795 - PERSONNEL SERVICES ALLOC-OUT	(246,192)	(458,139)	(527,864)	(359,912)	(372,625)	(155,239)	29.4%
0796 - PERSONNEL SERVICES ALLOC-IN	246,189	458,137	527,862	305,879	372,625	155,237	29.4%
SUBTOTAL	$ 56,230,425	$ 57,195,395	$ 57,195,395	$ 56,471,825	$ 55,941,125	$ 1,254,270	2.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 568,621	$ 619,937	$ 604,937	$ 493,868	$ 505,467	$ 99,470	16.4%
0803 - FUEL	32,070	36,182	36,182	28,516	36,144	38	0.1%
0804 - NON-CAPITAL EQUIPMENT	1,825	-	-	-	-	-	
SUBTOTAL	$ 602,516	$ 656,119	$ 641,119	$ 522,384	$ 541,611	$ 99,508	15.5%
SERVICES							
0810 - LEGAL SERVICES	$ 23,937,226	$ 17,578,050	$ 17,578,050	$ 26,248,384	$ 15,238,469	$ 2,339,581	13.3%
0811 - HEALTH CARE SERVICES	51	-	-	-	-	-	
0812 - OTHER SERVICES	506,568	1,162,412	1,162,412	346,310	614,047	548,365	47.2%
0820 - RENT & OPERATING LEASES	1,184,938	1,224,230	1,224,230	1,266,548	1,259,667	(35,437)	-2.9%
0825 - REPAIRS AND MAINTENANCE	33,699	37,103	37,103	16,431	20,783	16,320	44.0%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	258,524	258,524	-	258,524	100.0%
0839 - INTERNAL SERVICE CHARGES	101,826	101,800	101,800	99,143	108,933	(7,133)	-7.0%
0841 - TRAVEL	333,087	347,987	347,987	272,292	327,480	20,507	5.9%
0842 - EDUCATION AND TRAINING	204,420	224,128	239,128	169,722	321,087	(81,959)	-34.3%
0843 - POSTAGE/FREIGHT/SHIPPING	62,377	61,490	61,490	54,001	58,718	2,772	4.5%
0850 - UTILITIES	51	1	1	-	-	1	100.0%
SUBTOTAL	$ 26,364,243	$ 20,737,201	$ 21,010,725	$ 28,731,355	$ 17,949,184	$ 3,061,541	14.6%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ -	$ 3,305	$ 3,305	$ -	$ 3,305	100.0%
SUBTOTAL	$ -	$ -	$ 3,305	$ 3,305	$ -	$ 3,305	100.0%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 2,432	$ 2,432	$ -	$ -	$ 2,432	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	6,250	2,945	-	-	2,945	100.0%
0950 - DEBT SERVICE	225,425	518,239	518,239	407,656	118,183	400,056	77.2%
SUBTOTAL	$ 225,425	$ 526,921	$ 523,616	$ 407,656	$ 118,183	$ 405,433	77.4%
TOTAL USES	$ 83,422,609	$ 79,115,636	$ 79,374,160	$ 86,136,525	$ 74,550,103	$ 4,824,057	6.1%

Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 226,136	$ 189,100	$ 189,100	$ 81,317	$ 189,100	$ -	0.0%
FUND TOTAL SOURCES	$ 226,136	$ 189,100	$ 189,100	$ 81,317	$ 189,100	$ -	0.0%
209 PUBLIC DEFENDER TRAINING							
OPERATING	$ 464,531	$ 659,774	$ 659,774	$ 599,518	$ 496,645	$ 163,129	24.7%
FUND TOTAL SOURCES	$ 464,531	$ 659,774	$ 659,774	$ 599,518	$ 496,645	$ 163,129	24.7%
233 PUBLIC DEFENDER GRANTS							
OPERATING	$ 379,208	$ 387,261	$ 387,261	$ 342,187	$ 342,187	$ 45,074	11.6%
FUND TOTAL SOURCES	$ 379,208	$ 387,261	$ 387,261	$ 342,187	$ 342,187	$ 45,074	11.6%
262 PUBLIC DEFENDER FILL THE GAP							
OPERATING	$ 1,592,363	$ 1,630,600	$ 1,630,600	$ 1,626,161	$ 1,472,536	$ 158,064	9.7%
FUND TOTAL SOURCES	$ 1,592,363	$ 1,630,600	$ 1,630,600	$ 1,626,161	$ 1,472,536	$ 158,064	9.7%
263 LEGAL DEFENDER FILL THE GAP							
OPERATING	$ 60,890	$ 59,000	$ 59,000	$ 59,386	$ 59,000	$ -	0.0%
FUND TOTAL SOURCES	$ 60,890	$ 59,000	$ 59,000	$ 59,386	$ 59,000	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 2,723,128	$ 2,925,735	$ 2,925,735	$ 2,708,569	$ 2,559,468	$ 366,267	12.5%
DEPARTMENT TOTAL SOURCES	$ 2,723,128	$ 2,925,735	$ 2,925,735	$ 2,708,569	$ 2,559,468	$ 366,267	12.5%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 81,137,636	$ 75,878,995	$ 75,878,995	$ 83,702,049	$ 71,858,542	$ 4,020,453	5.3%
FUND TOTAL USES	$ 81,137,636	$ 75,878,995	$ 75,878,995	$ 83,702,049	$ 71,858,542	$ 4,020,453	5.3%
209 PUBLIC DEFENDER TRAINING							
OPERATING	$ 446,912	$ 633,647	$ 633,647	$ 507,303	$ 496,645	$ 137,002	21.6%
NON-RECURRING	-	-	71,472	71,472	163,129	(91,657)	-128.2%
FUND TOTAL USES	$ 446,912	$ 633,647	$ 705,119	$ 578,775	$ 659,774	$ 45,345	6.4%
233 PUBLIC DEFENDER GRANTS							
OPERATING	$ 380,489	$ 387,251	$ 387,251	$ 326,715	$ 342,187	$ 45,064	11.6%
FUND TOTAL USES	$ 380,489	$ 387,251	$ 387,251	$ 326,715	$ 342,187	$ 45,064	11.6%
262 PUBLIC DEFENDER FILL THE GAP							
OPERATING	$ 1,398,575	$ 1,630,593	$ 1,630,593	$ 1,153,958	$ 1,472,536	$ 158,057	9.7%
NON-RECURRING	-	526,150	696,889	300,000	158,064	538,825	77.3%
FUND TOTAL USES	$ 1,398,575	$ 2,156,743	$ 2,327,482	$ 1,453,958	$ 1,630,600	$ 696,882	29.9%
263 LEGAL DEFENDER FILL THE GAP							
OPERATING	$ 58,997	$ 59,000	$ 59,000	$ 58,715	$ 59,000	$ -	0.0%
NON-RECURRING	-	-	16,313	16,313	-	16,313	100.0%
FUND TOTAL USES	$ 58,997	$ 59,000	$ 75,313	$ 75,028	$ 59,000	$ 16,313	21.7%
DEPARTMENT OPERATING TOTAL USES	$ 83,422,609	$ 78,589,486	$ 78,589,486	$ 85,748,740	$ 74,228,910	$ 4,360,576	5.5%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 526,150	$ 784,674	$ 387,785	$ 321,193	$ 463,481	59.1%
DEPARTMENT TOTAL USES	$ 83,422,609	$ 79,115,636	$ 79,374,160	$ 86,136,525	$ 74,550,103	$ 4,824,057	6.1%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
INDIGENT REPRESENTATION SYSTEM - TOTAL								
ADMINISTRATIVE SERVICES PROGRAM								
BUDGETING	1.83	1.83	1.93	1.63	(0.20)	(10.93%)	(0.30)	(15.54%)
EXECUTIVE MANAGEMENT	27.58	27.58	32.38	28.98	1.40	5.08%	(3.40)	(10.50%)
FINANCIAL SERVICES	9.73	9.73	8.18	7.88	(1.85)	(19.01%)	(0.30)	(3.67%)
HUMAN RESOURCES	10.47	10.47	12.89	12.89	2.42	23.11%	-	
PROCUREMENT	1.98	1.98	2.06	2.06	0.08	4.05%	-	
RISK MANAGEMENT	0.37	0.37	0.52	0.52	0.15	40.54%	-	
PROGRAM TOTAL	51.95	51.95	57.95	53.95	2.00	3.85%	(4.00)	(6.90%)
ADULT CIVIL REPRESENTATION PROGRAM								
MENTAL HEALTH REPRESENTATION	9.65	9.65	9.65	9.65	-		-	
SEXUALLY VIOLENT PERSON REP	1.00	1.00	1.00	1.00	-		-	
PROGRAM TOTAL	10.65	10.65	10.65	10.65	-		-	
ADULT CRIMINAL REPRESENTATION PROGRAM								
APPEAL PCR REPRESENTATION	29.98	29.98	30.98	30.98	1.00	3.33%	-	
CAPITAL REPRESENTATION	97.47	97.47	97.76	97.92	0.45	0.46%	0.16	0.16%
MISDEMEANOR REPRESENTATION	5.74	5.74	5.28	3.00	(2.74)	(47.74%)	(2.28)	(43.18%)
NON CAPITAL FELONY REP	380.78	380.78	378.16	371.04	(9.74)	(2.56%)	(7.12)	(1.88%)
PROBATION REPRESENTATION	23.15	23.15	21.99	21.23	(1.92)	(8.29%)	(0.76)	(3.46%)
WITNESS REPRESENTATION	0.06	0.06	0.01	0.01	(0.05)	(83.33%)	-	0.00%
PROGRAM TOTAL	537.18	537.18	534.18	524.18	(13.00)	(2.42%)	(10.00)	(1.87%)
JUVENILE REPRESENTATION PROGRAM								
CHILD DEPENDENCY REP	34.33	34.33	33.84	-	(34.33)	(100.00%)	(33.84)	(100.00%)
JUVENILE PROBATION REP	7.21	7.21	6.88	6.88	(0.33)	(4.58%)	-	
JUVENILE APPEAL REPRESENTATION	1.17	1.17	1.16	1.16	(0.01)	(0.85%)	-	
JUVENILE NOTIFICATION REP	-	-	-	-	-		-	
PARENTAL DEPENDENCY REP	26.00	26.00	26.00	26.00	-	0.00%	-	
JUV DEL INCORR REPRESENTATION	36.30	36.30	34.63	34.63	(1.67)	(4.60%)	-	
JUVENILE EMANCIPATION REP	-	-	-	-	-		-	
JUVENILE GAL REPRESENTATION	-	-	-	33.84	33.84		33.84	
PROGRAM TOTAL	105.00	105.00	102.50	102.50	(2.50)	(2.38%)	-	
INFORMATION TECHNOLOGY PROGRAM								
BUSINESS APPLICATION DEV SUPP	4.00	4.00	3.00	3.00	(1.00)	(25.00%)	-	
DATA CENTER	2.70	2.70	2.70	2.70	-		-	
DESKTOP SUPPORT	3.00	3.00	3.00	3.00	-		-	
HELP DESK SUPPORT	4.15	4.15	4.15	4.15	-		-	
PROGRAM TOTAL	13.85	13.85	12.85	12.85	(1.00)	(7.22%)	-	
SYSTEM TOTAL	718.63	718.63	718.13	704.13	(14.50)	(2.02%)	(14.00)	(1.95%)

Staffing by Market Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
INDIGENT REPRESENTATION - SUMMARY								
Accounting Specialist	3.00	3.00	4.00	4.00	1.00	33.33%	-	
Legal Support Specialist	67.50	67.50	67.50	65.00	(2.50)	-3.70%	(2.50)	-3.70%
Human Resources Specialist	-	-	1.00	1.00	1.00		-	
Justice System Clerk	35.00	35.00	35.00	34.50	(0.50)	-1.43%	(0.50)	-1.43%
Justice System Clerk Lead	2.00	2.00	2.00	2.00	-		-	
Office Assistant	46.00	46.00	46.00	43.00	(3.00)	-6.52%	(3.00)	-6.52%
Office Assistant Specialized	21.50	21.50	22.50	20.50	(1.00)	-4.65%	(2.00)	-8.89%
Admin/Operations Specialist	8.00	8.00	8.00	8.00	-		-	
Deputy Director	1.00	1.00	1.00	1.00	-		-	
Director - Legal Defense	4.00	4.00	5.00	5.00	1.00	25.00%	-	
Financial Supervisor - Dept	2.00	2.00	-	-	(2.00)	-100.00%	-	
Investigations Supv - Defense	5.00	5.00	4.00	4.00	(1.00)	-20.00%	-	
Legal Assistant Supv	4.00	4.00	4.00	4.00	-		-	
Legal Support Supervisor	9.00	9.00	9.00	9.00	-		-	
Attorney Supervisor	21.14	21.14	21.14	21.14	-		-	
Administrative Supervisor	4.00	4.00	6.00	6.00	2.00	50.00%	-	
Administrative Staff Supv	3.00	3.00	3.00	3.00	-		-	
Operations/Program Supervisor	-	-	1.00	1.00	1.00		-	
Social Worker Supervisor	1.00	1.00	1.00	1.00	-		-	
Administrator	1.00	1.00	2.00	2.00	1.00	100.00%	-	
Admin & Operations Mgr	1.00	1.00	1.00	1.00	-		-	
Attorney Manager	6.00	6.00	4.00	4.00	(2.00)	-33.33%	-	
Administrative Manager	3.00	3.00	3.00	3.00	-		-	
IT Senior Manager	1.00	1.00	1.00	1.00	-		-	
Investigator Chief - Defense	1.00	1.00	1.00	1.00	-		-	
Management Analyst	1.00	1.00	2.00	2.00	1.00	100.00%	-	
Accountant	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Finan/Business Analyst - Dept	3.00	3.00	3.00	3.00	-		-	
Mitigation Specialist	33.00	33.00	13.00	13.00	(20.00)	-60.61%	-	
Human Resource Analyst	-	-	2.00	2.00	2.00		-	
Trainer	1.00	1.00	1.00	1.00	-		-	
Social Worker	13.50	13.50	14.00	14.00	0.50	3.70%	-	
Attorney - Associate	83.50	83.50	78.50	77.50	(6.00)	-7.19%	(1.00)	-1.27%
Attorney - Senior Associate	73.50	73.50	73.50	72.50	(1.00)	-1.36%	(1.00)	-1.36%
Attorney - Senior	117.49	117.49	115.49	113.49	(4.00)	-3.41%	(2.00)	-1.73%
Database Administrator	1.00	1.00	1.00	1.00	-		-	
IS Project Manager - Sr/Ld	1.00	1.00	1.00	1.00	-		-	
Programmer/Analyst	1.00	1.00	1.00	1.00	-		-	
Programmer/Analyst - Sr/Ld	1.00	1.00	1.00	1.00	-		-	
Systems/Network Administrator	1.00	1.00	1.00	1.00	-		-	
Systems/Network Admin-Sr/Ld	2.00	2.00	2.00	2.00	-		-	
Attorney -Capital Co-Counsel	21.00	21.00	23.00	23.00	2.00	9.52%	-	
Attorney -Capital Lead Counsel	21.50	21.50	20.50	21.50	-		1.00	4.88%
Legal Order Server	1.00	1.00	3.00	3.00	2.00	200.00%	-	
Legal Assistant	38.00	38.00	39.00	37.00	(1.00)	-2.63%	(2.00)	-5.13%
Help Desk Coordinator	2.00	2.00	2.00	2.00	-		-	
PC/LAN Tech Support	3.00	3.00	3.00	3.00	-		-	
Investigator - Defense	45.00	45.00	43.00	43.00	(2.00)	-4.44%	-	
Human Resources Associate	3.00	3.00	1.00	1.00	(2.00)	-66.67%	-	
Mitigation Specialist-Capital	-	-	20.00	20.00	20.00		-	
SYSTEM TOTAL	718.63	718.63	718.13	704.13	(14.50)	-2.02%	(14.00)	-1.95%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
520 - PUBLIC DEFENDER								
100 - GENERAL	441.13	441.13	428.13	414.13	(27.00)	-6.12%	(14.00)	-3.27%
209 - PUBLIC DEFENDER TRAINING	-	-	4.00	4.00	4.00		-	
233 - PUBLIC DEFENDER GRANTS	4.00	4.00	4.00	4.00	-		-	
262 - PUBLIC DEFENDER FILL THE GAP	14.00	14.00	13.00	13.00	(1.00)	-7.14%	-	
DEPARTMENT TOTAL	459.13	459.13	449.13	435.13	(24.00)	-5.23%	(14.00)	-3.12%
540 - LEGAL DEFENDER								
100 - GENERAL	109.00	109.00	110.00	109.00	-		(1.00)	-0.91%
DEPARTMENT TOTAL	109.00	109.00	110.00	109.00	-		(1.00)	-0.91%
550 - LEGAL ADVOCATE								
100 - GENERAL	92.00	92.00	90.50	91.50	(0.50)	-0.54%	1.00	1.10%
DEPARTMENT TOTAL	92.00	92.00	90.50	91.50	(0.50)	-0.54%	1.00	1.10%
560 - CONTRACT COUNSEL								
100 - GENERAL	15.00	15.00	25.00	25.00	10.00	66.67%	-	
DEPARTMENT TOTAL	15.00	15.00	25.00	25.00	10.00	66.67%	-	0.00%
570 - JUVENILE DEFENDER								
100 - GENERAL	43.50	43.50	43.50	43.50	-		-	
DEPARTMENT TOTAL	43.50	43.50	43.50	43.50	-		-	0.00%
SUMMARY - INDIGENT REPRESENTATION								
100 - GENERAL	700.63	700.63	697.13	683.13	(17.50)	-2.50%	(14.00)	-2.01%
209 - PUBLIC DEFENDER TRAINING	-	-	4.00	4.00	4.00		-	
233 - PUBLIC DEFENDER GRANTS	4.00	4.00	4.00	4.00	-		-	
262 - PUBLIC DEFENDER FILL THE GAP	14.00	14.00	13.00	13.00	(1.00)	-7.14%	-	
SYSTEM TOTAL	718.63	718.63	718.13	704.13	(14.50)	-2.02%	(14.00)	-1.95%

General Adjustments

Budget Balancing Adjustments:

General Fund (100)

Cost Reductions

- Reduce Public Defense System General Fund operating costs by $3,649,029 in multiple activities by:
  - Eliminating 1.0 FTE vacant Investigator and adding 2.0 FTE Process Servers in order to consolidate IRS-wide process serving to the Public Defender Office (PD), for annualized savings of $73,540;
  - Increasing Office of Legal Advocate (OLA) attorney Dependency Activity caseload by 24% and reducing contract-attorney costs in the Office of Public Defense Services (OPDS), for net annualized savings of $750,000;
  - Providing Legal Defender Office (LD) Dependency Activity representation to Spanish-speaking clients by using Spanish-speaking attorneys and in-house interpreters rather than contracted interpreters, for net annualized savings of $165,000;
  - Increasing the caseload of PD attorney supervisors, and reducing OPDS contract attorney costs for net annualized savings of $200,000;
  - Re-assigning PD Early Disposition Court assignments to LD temporary attorneys, and reducing OPDS contract attorney costs for net annualized savings of $115,000;
  - Reducing two PD Investigators to Client Services Assistants for annualized savings of $53,000;
  - Centralizing IRS-wide transcription, exhibit preparation and large copying jobs to the PD office for net annualized savings of $13,879;
  - Reducing contract payments by 6.0% for annualized savings of $1,300,000; and,
  - Instituting a five-day work furlough for each IRS employee for annualized savings of $978,610.

Vacancies

- Eliminate 13.5 FTE vacant regular positions and 7.45 FTE vacant temporary positions for annualized General Fund savings of $816,643.
- Account for 5.0 temporary positions and a 0.5 regular position inactivated during FY 2008-09 for annualized General Fund savings of $207,399.

Debt Reduction

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce operating expenses for equipment. This results in General Fund operating savings of $267,912.

Other Base Adjustments:

General Fund (100)

- Reduce General Fund operating costs by $646,002 in multiple activities by:
  - Right-sizing risk management charges ($34,484);
  - Right-sizing printer management program services ($30,216);
  - Implementing a 3.0% salary and benefit savings rate ($581,302); and,
  - Re-allocating $2,457,056 from the four staffed IRS offices to OPDS (net IRS change of $0) following the creation of the new Juvenile Defender Office (JD) on July 1, 2008, the implementation of new MfR Activities on July 1, 2009, and the consolidation of administrative services in to OPDS.

Training Fund (209 – Shared by three of the five IRS Departments)

- (Operating): An anticipated reduction in Training Fund revenue of $163,129 will result in total FY 2009-10 revenue (and structurally-balanced expenditures) of $496,645. Following a structural re-balance of $26,127, reduced expenditures include $108,243 in education and travel-related training, and $28,758 in other services, supplies and personal services.
- (Non-Recurring): The FY 2009-10 non-recurring budget includes a one-time expenditure of $163,129 from the fund balance for Continuing Legal Education Training.

Public Defender Grants Fund (233)

- (Operating): The Public Defender reports a net decline in grant revenue of $45,074 for FY 2009-10 from the Drug Enforcement Grant. Expenditure adjustments include a reduction of $52,474 in Personal Services and an increase of $7,400 in travel.

Public Defender Fill the Gap Fund (262)

- (Operating): Reduced Fill the Gap revenue of $158,064 will result in associated reductions in contracted expenditures on the Indigent Representation Information System (IRIS).
- (Non-Recurring): The FY 2009-10 non-recurring budget includes a one-time expenditure of $158,064 from the fund balance for the IRIS project. The FY 2008-09 non-recurring budget authorized $526,150 in expenditures from fund balance.

Strategic Business Plan Update

The Public Defense System went through a systematic and facilitated review and update of their strategic business plan; the changes are reflected in this document. All of the Department's activities and performance measures were validated and reworded with a renewed customer focus and clarification of the measures.

The Adult Criminal Representation Program brings together the adult felony, adult misdemeanor and adult appeal activities. The resulting six activities are consolidated from the previous ten activities, without a change in substance.

The Juvenile Representation Program brings together the juvenile-associated activities from the former Appellate, Dependency, Juvenile Civil, and Juvenile Delinquency & Incorrigibility Programs. The resulting eight activities are consolidated from the previous fourteen activities, without a change in substance.

The Adult Civil Representation Program consolidates five civil activities (from three former programs) into four activities.

The Support Services Program brings together the eight "Private Counsel Expense" Activities (one from each of the former Programs) into one activity. The program focus has changed to providing the funding of services to support indigent persons who represent themselves or who are represented by private counsel.

Programs and Activities

Adult Criminal Representation Program

The purpose of the Adult Criminal Representation Program is to provide effective legal representation to assigned indigent adults charged with, or appealing convictions of, felony and misdemeanor offenses so they can be assured that their rights are protected as required by Federal and State law.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of Non-Capital Felony Cases Resolved to Conclusion in the Regional Court Centers or Early Disposition Courts	New Measure	New Measure	60.8%		
% of Non-Capital Complex Felony Cases Resolved Within 270 Days of Arraignment/Assignment (whichever is later)	New Measure	New Measure	28.5%		
% of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts	New Measure	New Measure	94.4%		
% of Non-Complex Felony Cases Resolved Within 180 Days of Arraignment/Assignment (whichever is later)	New Measure	New Measure	73.4%		
% of Capital Cases with Disposition Less than Capital	New Measure	New Measure	70.8%		
% of Capital Cases Resolved Within 540 Days of Arraignment/Assignment (whichever is later)	New Measure	New Measure	16.7%		
% of Probation Representation Cases With Disposition Other Than Revocation	New Measure	New Measure	71.3%		
% of Witness Representation Cases Closed	New Measure	New Measure	100.0%		
% of Misdemeanors with Disposition to Lesser Charges or Fewer Counts	New Measure	New Measure	91.2%		
% of Appeal and PCR Trial Cases in Which the Outcome is Other Than Affirmed	New Measure	New Measure	33.1%		

Activities that comprise this program include:

- Capital Representation
- Non-Capital Felony Representation
- Witness Representation
- Misdemeanor Representation
- Probation Representation
- Appeal and Post-Conviction Relief Representation

Capital Representation Activity

The purpose of the Capital Representation Activity is to provide effective legal representation to assigned indigent adults charged with capital offenses so they can be assured that their rights are protected as required by law.

Mandates: This activity supports the overall mandate of the Adult Criminal Representation Program. A.R.S. §13-4234 establishes that all indigent capital defendants are entitled to court-appointed counsel.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Capital Cases Resolved Within 540 Days of Arraignment/Assignment (whichever is later)	New Measure	New Measure	16.7%		
Result	% of Capital Cases with Disposition Less than Capital	New Measure	New Measure	70.8%		
Output	Number of Capital cases resolved to conclusion.	New Measure	New Measure	24		
Output	Average Capital Cases Open/Active Monthly	New Measure	New Measure	120		
Demand	Net Capital Cases Assigned	New Measure	New Measure	33		
Efficiency	Cost per Open/Active Capital Case	New Measure	New Measure	$507,171.17		
Expenditure						
	100 - GENERAL	$ 13,519,875	$ 12,460,179	$ 12,172,108	$ 288,071	2.3%
	TOTAL USES	$ 13,519,875	$ 12,460,179	$ 12,172,108	$ 288,071	2.3%

Non-Capital Felony Representation Activity

The purpose of the Non-Capital Felony Representation Activity is to provide effective legal representation to assigned indigent adults charged with non-capital felonies so they can be assured that their rights are protected as required by law.

Mandates: This activity supports the overall mandate of the Adult Criminal Representation Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts	New Measure	New Measure	94.4%		
Result	% of Non-Capital Complex Felony Cases Resolved Within 270 Days of Arraignment / Assignment (whichever is later)	New Measure	New Measure	28.5%		
Result	% of Non-Complex Felony Cases Resolved Within 180 Days of Arraignment / Assignment (whichever is later)	New Measure	New Measure	73.4%		
Result	% of Non-Capital Felony Cases Resolved to Conclusion in the Regional Court Centers or Early Disposition Courts	New Measure	New Measure	60.8%		
Output	Non-Capital Felony Cases Resolved to Conclusion	32,186	33,783	29,552	-4,231	-12.5%
Output	Number of Non-Capital Complex Felony Cases Resolved	New Measure	New Measure	193		
Output	Number of Non-Complex Felony Cases Resolved	New Measure	New Measure	26,741		
Demand	Net Non-Capital Felony Cases Assigned	New Measure	New Measure	30,970		
Efficiency	Cost per Non-Capital Felony Case Resolved to Conclusion	$1,140.69	$1,025.05	$1,127.60	($102.55)	10.0%
Revenue						
	100 - GENERAL	$ 151,437	$ 184,100	$ 122,100	$ (62,000)	-33.7%
	209 - PUBLIC DEFENDER TRAINING	-	12,500	-	(12,500)	-100.0%
	233 - PUBLIC DEFENDER GRANTS	379,635	387,261	-	(387,261)	-100.0%
	262 - PUBLIC DEFENDER FILL THE GAP	1,012,126	1,180,643	892,508	(288,135)	-24.4%
	263 - LEGAL DEFENDER FILL THE GAP	60,890	59,000	59,000	-	0.0%
	TOTAL SOURCES	$ 1,604,088	$ 1,823,504	$ 1,073,608	$ (749,896)	-41.1%
Expenditure						
	100 - GENERAL	$ 35,491,467	$ 33,254,732	$ 31,708,156	$ 1,546,576	4.7%
	209 - PUBLIC DEFENDER TRAINING	-	12,500	-	12,500	100.0%
	233 - PUBLIC DEFENDER GRANTS	379,625	387,251	341,569	45,682	11.8%
	262 - PUBLIC DEFENDER FILL THE GAP	784,076	915,883	1,214,243	(298,360)	-32.6%
	263 - LEGAL DEFENDER FILL THE GAP	58,997	59,000	59,000	-	0.0%
	TOTAL USES	$ 36,714,165	$ 34,629,366	$ 33,322,968	$ 1,306,398	3.8%

Witness Representation Activity

The purpose of the Witness Representation Activity is to provide effective legal representation to assigned indigent adult witnesses who may testify in criminal matters so they can be assured that their rights are protected as required by law.

Mandates: This activity supports the overall mandate of the Adult Criminal Representation Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Witness Representation Cases Closed	New Measure	New Measure	100.0%		
Output	Witness Representation Cases Closed	67	58	82	24	41.4%
Demand	Net Witness Representation Cases Assigned	91	87	83	-4	-4.6%
Efficiency	Cost per Witness Representation Case Closed	$354.12	$440.43	$252.27	$188.16	-42.7%
Expenditure						
	100 - GENERAL	$ 23,726	$ 25,545	$ 20,686	$ 4,859	19.0%
	TOTAL USES	$ 23,726	$ 25,545	$ 20,686	$ 4,859	19.0%

Misdemeanor Representation Activity

The purpose of the Misdemeanor Representation Activity is to provide effective legal representation to assigned indigent adults charged with misdemeanors so they can be assured that their rights are protected as required by law.

Mandates: This activity supports the overall mandate of the Adult Criminal Representation Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Misdemeanors with Disposition to Lesser Charges or Fewer Counts	New Measure	New Measure	91.2%		
Output	Number of Misdemeanor Representation cases resolved to conclusion.	3,227	2,806	3,061	255	9.1%
Demand	Net Misdemeanor Cases Assigned	3,541	2,926	3,488	562	19.2%
Efficiency	Cost per Misdemeanor Case Resolved to Conclusion	$192.85	$229.30	$137.65	$91.65	-40.0%
Expenditure						
	100 - GENERAL	$ 518,934	$ 528,134	$ 324,032	$ 204,102	38.6%
	262 - PUBLIC DEFENDER FILL THE GAP	103,381	115,278	97,320	17,958	15.6%
	TOTAL USES	$ 622,315	$ 643,412	$ 421,352	$ 222,060	34.5%

Probation Representation Activity

The purpose of the Probation Representation Activity is to provide effective legal representation to assigned indigent adults with pending probation matters, who do not have other accompanying criminal matters, so they can be assured that their rights are protected as required by law.

Mandates: This activity supports the overall mandate of the Adult Criminal Representation Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Probation Representation Cases With Disposition Other Than Revocation	New Measure	New Measure	71.3%		
Output	Number of Probation Representation Cases Resolved to Conclusion	New Measure	New Measure	9,727		
Demand	Net Probation Representation Cases Assigned	New Measure	New Measure	11,300		
Efficiency	Cost per Probation Representation Case Resolved to Conclusion	New Measure	New Measure	$185.05		
Expenditure						
	100 - GENERAL	$ 1,932,420	$ 1,618,353	$ 1,800,025	$ (181,672)	-11.2%
	TOTAL USES	$ 1,932,420	$ 1,618,353	$ 1,800,025	$ (181,672)	-11.2%

Appeal and Post-Conviction Relief Representation Activity

The purpose of the Appeal and Post-Conviction Relief Representation Activity is to provide effective legal representation to assigned indigent adults for appeal or post-conviction relief matters so they can be assured that their rights are protected as required by law.

Mandates: This activity supports the overall mandate of the Adult Criminal Representation Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Appeal and PCR/Trial Cases in Which the Outcome is Other Than Affirmed	New Measure	New Measure	33.1%		
Output	Number of Appeal Issue Briefs and PCR Trial Issue Petitions Submitted	New Measure	New Measure	359		
Output	Number of Appeal and PCR Cases in Which Representation is Terminated	1,430	1,447	1,034	-413	-28.5%
Demand	Net Appeal and PCR Cases Assigned	1,532	1,618	1,408	-210	-13.0%
Efficiency	Cost per Appeal/PCR Case in Which Representation is Terminated	$3,346.27	$2,926.59	$4,044.73	($1,118.14)	38.2%
Revenue						
	100 - GENERAL	$ 26,250	$ 5,000	$ -	$ (5,000)	-100.0%
	TOTAL SOURCES	$ 26,250	$ 5,000	$ -	$ (5,000)	-100.0%
Expenditure						
	100 - GENERAL	$ 4,785,162	$ 4,234,776	$ 4,182,249	$ 52,527	1.2%
	TOTAL USES	$ 4,785,162	$ 4,234,776	$ 4,182,249	$ 52,527	1.2%

Juvenile Representation Program

The purpose of the Juvenile Representation Program is to provide effective legal representation to assigned indigent persons in juvenile court so they can be assured that their rights are protected as required by law.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of Juvenile Dependency Appeal Cases in Which the Court Adopts the Position Advocated in the Appeal	New Measure	New Measure	2.2%		
% of Juvenile Delinquency/Incorrigibility Appeal Cases in Which the Outcome is Other Than Affirmed	New Measure	New Measure	2.8%		
% of Dependency Child/Cases in Which the Court Finds in Conformity with Client Position on the Dependency Matter	New Measure	New Measure	25.0%		
% of Parent/Child/Case Dependency Petitions not Granted	New Measure	New Measure	10.0%		
% of Juvenile Notification Cases in Which the Court Grants the Petition	New Measure	New Measure	90.6%		
% of Juvenile Delinquency and Incorrigibility Cases with Disposition to Lesser Charges or Fewer Counts	New Measure	New Measure	76.6%		
% of Juvenile Probation Cases With Disposition Other Than Revocation	New Measure	New Measure	85.1%		
% of Juvenile GAL Child/Cases in Which the Court Finds in Conformity with Position Advocated	New Measure	New Measure	98.0%		
% of Juvenile Emancipation Cases in Which Emancipation is Granted	New Measure	New Measure	50.0%		

Activities that comprise this program include:

- Juvenile Appeal Representation
- Child Dependency Representation
- Parental Dependency Representation
- Juvenile Guardian ad Litem Representation
- Juvenile Notification Representation
- Juvenile Delinquency & Incorrigibility Representation
- Juvenile Probation Representation
- Juvenile Emancipation Representation

Juvenile Appeal Representation Activity

The purpose of the Juvenile Appeal Representation Activity is to provide effective legal representation to assigned indigent persons appealing their Juvenile Court matters so they can be assured that their legal rights are protected as required by law.

Mandates: A.R.S. §8-221 establishes that a juvenile, parent, or guardian who is indigent is entitled to counsel appointed by the juvenile court. A.R.S. §8-235 establishes that the court must appoint an attorney to any indigent party appealing a decision in juvenile court.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Juvenile Delinquency / Incorrigibility Appeal Cases in Which the Outcome is Other Than Affirmed	New Measure	New Measure	2.8%		
Result	% of Juvenile Dependency Appeal Cases in Which the Court Adopts the Position Advocated in the Appeal	New Measure	New Measure	2.2%		
Output	Number of Juvenile Appeal Cases in Which Representation is Terminated	220	219	306	87	39.7%
Output	Number of Juvenile Delinquency / Incorrigibility Appeal Cases in Which Representation is Terminated	New Measure	New Measure	72		
Output	Number of Juvenile Dependency Appeal Cases in Which Representation is Terminated	New Measure	New Measure	223		
Demand	Net Juvenile Appeal Cases Assigned	162	186	335	149	80.1%
Efficiency	Cost per Juvenile Appeal Cases in Which Representation is Terminated	$1,717.81	$1,762.84	$1,102.30	$660.54	-37.5%
Expenditure						
	100 - GENERAL	$ 377,919	$ 386,063	$ 337,303	$ 48,760	12.6%
	TOTAL USES	$ 377,919	$ 386,063	$ 337,303	$ 48,760	12.6%

Child Dependency Representation Activity

The purpose of the Child Dependency Representation Activity is to provide legal representation, when appointed by the Court, to indigent children in Juvenile Court dependency and severance matters so they can be assured the advocacy required by law.

Mandates: A.R.S. §8-841 establishes that the court must appoint counsel to indigent parties in child dependency cases.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Dependency Child/Cases in Which the Court Finds in Conformity with Client Position on the Dependency Matter	New Measure	New Measure	25.0%		
Output	Number of Dependency Child/Cases Resolved	New Measure	New Measure	1,936		
Demand	Net Child/Case Dependency Assignments	New Measure	New Measure	1,118		
Efficiency	Cost per Dependency Child/Case Resolved	New Measure	New Measure	$393.35		
Expenditure						
	100 - GENERAL	$ 3,891,414	$ 3,900,443	$ 761,517	$ 3,138,926	80.5%
	TOTAL USES	$ 3,891,414	$ 3,900,443	$ 761,517	$ 3,138,926	80.5%

Parental Dependency Representation Activity

The purpose of the Parental Dependency Representation Activity is to provide legal representation, when appointed by the court, to indigent parents in juvenile court dependency and severance matters involving their parental rights so they can be assured that their legal rights are protected as required by law.

Mandates: A.R.S. §8-843 establishes that the court must appoint counsel to indigent parents in child dependency cases.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Parent/Child/Case Dependency Petitions not Granted	New Measure	New Measure	10.0%		
Output	Number of Dependency Parent/Child/Cases Resolved	New Measure	New Measure	5,166		
Demand	Net Parent/Child/Case Dependency Assignments	New Measure	New Measure	13,719		
Efficiency	Cost per Dependency Parent/Child/Case Resolved	New Measure	New Measure	$839.61		
Expenditure						
	100 - GENERAL	$ 4,527,244	$ 4,743,347	$ 4,337,418	$ 405,929	8.6%
	TOTAL USES	$ 4,527,244	$ 4,743,347	$ 4,337,418	$ 405,929	8.6%

Juvenile Guardian ad Litem Representation Activity

The purpose of the Juvenile Guardian ad Litem Representation Activity is to provide effective advocacy, when appointed by the Court, for indigent persons in Juvenile Court so they can be assured that their best interests are presented.

Mandates: A.R.S. §8-221 requires that a guardian ad litem be appointed to represent the child in any case involving allegations of abuse or other threats to the child's well-being.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Juvenile GAL Child/Cases in Which the Court Finds in Conformity with Position Advocated	New Measure	New Measure	98.0%		
Output	Number of Juvenile GAL Child/Cases Resolved	New Measure	New Measure	2,151		
Demand	Net Juvenile GAL Child/Case Assignments	New Measure	New Measure	7,454		
Efficiency	Cost per Juvenile GAL Child/Case Resolved	New Measure	New Measure	$1,789.63		
Expenditure						
	100 - GENERAL	$ 2,310,928	$ 2,103,191	$ 3,849,504	$ (1,746,313)	-83.0%
	TOTAL USES	$ 2,310,928	$ 2,103,191	$ 3,849,504	$ (1,746,313)	-83.0%

Juvenile Notification Representation Activity

The purpose of the Juvenile Notification Representation Activity is to provide legal representation, when appointed by the court, to juveniles with abortion issues involving their rights so they can be assured that their legal rights are protected as required by law.

Mandates: A.R.S. §36-2152 establishes that a pregnant unemancipated minor has a right to court-appointed legal counsel if she is not otherwise represented or waives that right.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Juvenile Notification Cases in Which the Court Grants the Petition	New Measure	New Measure	90.6%		
Output	Number of Juvenile Notification Cases Resolved to Conclusion	31	25	53	28	112.0%
Demand	Net Juvenile Notification Cases Assigned	51	71	45	-26	-36.6%
Efficiency	Cost per Juvenile Notification Case Resolved to Conclusion	$1,233.87	$1,772.44	$688.58	$1,083.86	-61.2%
Expenditure						
	100 - GENERAL	$ 38,250	$ 44,311	$ 36,495	$ 7,816	17.6%
	TOTAL USES	$ 38,250	$ 44,311	$ 36,495	$ 7,816	17.6%

Juvenile Delinquency and Incorrigibility Representation Activity

The purpose of the Juvenile Delinquency and Incorrigibility Representation Activity is to provide effective legal representation to assigned indigent juveniles charged with incorrigible or delinquent acts so they can be assured that their rights are protected as required by law.

Mandates: This activity supports the overall mandate of the Juvenile Representation Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Juvenile Delinquency and Incorrigibility Cases with Disposition to Lesser Charges or Fewer Counts	New Measure	New Measure	76.6%		
Output	Number of Juvenile Delinquency and Incorrigibility Cases Resolved to Conclusion	10,696	8,788	9,657	869	9.9%
Demand	Net Juvenile Delinquency and Incorrigibility Cases Assigned	10,760	9,424	8,451	-973	-10.3%
Efficiency	Cost per Juvenile Delinquency and Incorrigibility Case Resolved to Conclusion	$468.57	$490.62	$402.63	$87.99	-17.9%
Expenditure						
	100 - GENERAL	$ 5,011,859	$ 4,311,578	$ 3,888,243	$ 423,335	9.8%
	TOTAL USES	$ 5,011,859	$ 4,311,578	$ 3,888,243	$ 423,335	9.8%

Juvenile Probation Representation Activity

The purpose of the Juvenile Probation Representation Activity is to provide effective legal representation to assigned indigent juveniles with pending probation matters, who do not have other accompanying delinquency or incorrigibility matters so they can be assured that their rights are protected as required by law.

Mandates: This activity supports the overall mandate of the Juvenile Representation Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Juvenile Probation Cases With Disposition Other Than Revocation	New Measure	New Measure	85.1%		
Output	Number of Juvenile Probation Cases Resolved to Conclusion	1,891	1,819	1,714	-105	-5.8%
Demand	Net Juvenile Probation Cases Assigned	1,959	2,068	1,657	-411	-19.9%
Efficiency	Cost per Juvenile Probation Cases Resolved to Conclusion	$291.39	$335.44	$367.70	($32.26)	9.6%
Expenditure						
	100 - GENERAL	$ 551,021	$ 610,173	$ 630,233	$ (20,060)	-3.3%
	TOTAL USES	$ 551,021	$ 610,173	$ 630,233	$ (20,060)	-3.3%

Juvenile Emancipation Representation Activity

The purpose of the Juvenile Emancipation Representation Activity is to provide legal representation, when appointed by the court, to juveniles pursing legal emancipation so they can so they can obtain emancipation.

Mandates: This activity supports the overall mandate of the Juvenile Representation Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Juvenile Emancipation Cases in Which Emancipation is Granted	New Measure	New Measure	50.0%		
Output	Number of Juvenile Emancipation Cases Resolved	New Measure	New Measure	2		
Demand	Net Juvenile Emancipation Cases Assigned	New Measure	New Measure	2		
Efficiency	Cost per Juvenile Emancipation Case Resolved	New Measure	New Measure	$473.00		
Expenditure						
	100 - GENERAL	$ -	$ -	$ 946	$ (946)	
	TOTAL USES	$ -	$ -	$ 946	$ (946)	

Adult Civil Representation Program

The purpose of the Adult Civil Representation Program is to provide effective legal representation to assigned indigent persons in the adult division of the Superior Court for certain civil matters so they can be assured that their rights are protected as required by law.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of Adult Guardian ad Litem Cases in Which Court Rules in Conformity with Position Advocated	New Measure	New Measure	80.0%		
% of Probate Cases in Which a Determination is made as to Guardianship	New Measure	New Measure	100.0%		
% of Mental Health Cases in Which a Determination is Made as to Commitment within 30 Days	New Measure	New Measure	96.9%		
% of Sexually Violent Person Cases With Disposition Less than Total Confinement	New Measure	New Measure	11.8%		

Activities that comprise this program include:

- Adult Guardian ad Litem Representation
- Probate Representation
- Mental Health Representation
- Sexually Violent Person Representation

Adult Guardian ad Litem Representation Activity

The purpose of the Adult Guardian ad Litem Representation Activity is to provide effective legal advocacy to assigned indigent persons in adult court so they can be assured that their best interests are presented.

Mandates: Per §A.R.S. 11-584(j) the Public Defender shall perform the following duties:…"as attorneys (pursuant to §A.R.S. 14-5401) of adults who are unable to effectively manage their affairs or preserve their estates if the court appoints the public defender and the board of supervisors has advised the presiding judge of the county that the public defender is authorized to accept the appointment." §A.R.S. 14-5401 also provides for the appointment of a "conservator or other protective order" for children (subsection 1) and for incapacitated adults (subsection 2).

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Adult Guardian ad Litem Cases in Which Court Rules in Conformity with Position Advocated	New Measure	New Measure	80.0%		
Output	Number of Guardian ad Litem Cases Resolved to Conclusion	1,188	961	1,755	794	82.6%
Demand	Number of Guardian ad Litem Cases Assigned	2,276	2,312	2,207	-105	-4.5%
Efficiency	Cost per Guardian ad Litem Case Resolved to Conclusion	$1,016.27	$472.94	$258.97	$213.97	-45.2%
Expenditure						
	100 - GENERAL	$ 1,207,328	$ 454,498	$ 454,498	$ -	0.0%
	TOTAL USES	$ 1,207,328	$ 454,498	$ 454,498	$ -	0.0%

Probate Representation Activity

The purpose of the Probate Representation Activity is to provide effective legal representation to assigned indigent adults in probate matters so that their rights are protected.

Mandates: A.R.S. §14-5401 establishes that the court shall appoint legal representation to juveniles and those adults determined to be unable to manage their estates due to physical illness, mental disorders, substance abuse, confinement, etc.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Probate Cases in Which a Determination is made as to Guardianship	New Measure	New Measure	100.0%		
Output	Number of Probate Cases in Which a Determination is Made as to Guardianship	378	415	315	-100	-24.1%
Demand	Net Probate Cases Assigned	834	875	927	52	5.9%
Efficiency	Cost per Probate Cases in Which a Determination is Made as to Guardianship	$466.54	$325.01	$601.14	($276.13)	85.0%
Expenditure						
	100 - GENERAL	$ 176,351	$ 134,878	$ 189,359	$ (54,481)	-40.4%
	TOTAL USES	$ 176,351	$ 134,878	$ 189,359	$ (54,481)	-40.4%

Mental Health Representation Activity

The purpose of Mental Health Representation Activity is to provide effective legal representation to assigned indigent persons who are at risk of loss of liberty in civil mental health matters so that their rights are protected.

Mandates: A.R.S. §31-502 establishes that any indigent defendant in a mental competency hearing is entitled to court-appointed representation.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Mental Health Cases in Which a Determination is Made as to Commitment within 30 Days	New Measure	New Measure	96.9%		
Output	Number of Mental Health Cases in Which a Determination is Made as to Commitment	2,719	2,483	3,245	762	30.7%
Demand	Net Mental Health Cases Assigned	2,811	2,533	3,320	787	31.1%
Efficiency	Cost per Mental Health Case in Which a Determination is Made as to Commitment	$408.84	$448.84	$344.19	$104.65	-23.3%
Expenditure						
	100 - GENERAL	$ 1,111,623	$ 1,114,478	$ 1,116,908	$ (2,430)	-0.2%
	TOTAL USES	$ 1,111,623	$ 1,114,478	$ 1,116,908	$ (2,430)	-0.2%

Sexually Violent Person Representation Activity

The purpose of the Sexually Violent Person Representation Activity is to provide effective legal representation to assigned indigent persons who are at risk of loss of liberty in sexually violent person matters so they can be assured that their rights are protected as required by law.

Mandates: A.R.S. §36-3704 establishes that any indigent defendant in a sexually violent criminal case is entitled to court-appointed representation.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Sexually Violent Person Cases With Disposition Less Than Total Confinement	New Measure	New Measure	11.8%		
Output	Number of Sexually Violent Person Cases in Which a Determination is Made as to Commitment	26	19	17	-2	-10.5%
Demand	Net Sexually Violent Person Cases Assigned	25	24	22	-2	-8.3%
Efficiency	Cost per Sexually Violent Person Case in Which a Determination is Made as to Commitment	$6,134.50	$7,913.58	$9,192.88	($1,279.30)	16.2%
Expenditure						
	100 - GENERAL	$ 159,497	$ 150,358	$ 156,279	$ (5,921)	-3.9%
	TOTAL USES	$ 159,497	$ 150,358	$ 156,279	$ (5,921)	-3.9%

Support Services Program

The purpose of the Support Services Program is to provide funds for legally required Support Services for indigent persons who represent themselves or who are represented by private counsel so they can be assured that their rights are protected as required by law.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of Payments Processed Within 30 Days of Receipt	New Measure	New Measure	66.7%		

Activities that comprise this program include:

- Support Services

Support Services Activity

The purpose of the Support Services Activity is to provide funds for legally required Support Services for indigent persons who represent themselves or who are represented by private counsel so they can be assured that their rights are protected as required by law.

Mandates: Mandates for the Support Services Activity are an amalgamation of mandates from all of the other Indigent Representation System activities set out above.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Payments Processed Within 30 Days of Receipt	New Measure	New Measure	66.7%		
Output	Number of Payments Processed for Privately Represented and Pro Per Cases	New Measure	New Measure	3		
Demand	Number of Payments Requested on Privately Represented and Pro Per Cases	New Measure	New Measure	86		
Efficiency	Cost per Payment for Privately Represented and Pro Per Cases	New Measure	New Measure	$69,310.00		
Expenditure						
	100 - GENERAL	$ 538,577	$ 239,583	$ 207,930	$ 31,653	13.2%
	TOTAL USES	$ 538,577	$ 239,583	$ 207,930	$ 31,653	13.2%

Appropriated Budget Reconciliations

Indigent Representation Services - Summary - General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET	**$**	**75,878,995**	**$**	**189,100**
FY 2008-09 REVISED BUDGET	**$**	**75,878,995**	**$**	**189,100**
FY 2008-09 REVISED RESTATED BUDGET	**$**	**75,878,995**	**$**	**189,100**
TARGET ADJUSTMENTS:				
PERSONNEL SAVINGS ADJUSTMENT	$	1,616,126	$	-
REALLOCATIONS				
Reallocate Public Defender (520) Legal Secretary to Public Fiduciary	$	(49,594)	$	-
Subtotal	$	(49,594)	$	-
FY 2009-10 BUDGET TARGET	**$**	**77,445,527**	**$**	**189,100**
BASE ADJUSTMENTS:				
BUDGET BALANCING ADJUSTMENTS:				
Cost Reduction				
Eliminate 1 Vacant Investigator / Add 2 Process Servers & Consolidate IRS Process Serving within Public Defender Office	$	(73,540)	$	-
Increase Legal Advocate Dependency Attorney Caseload by 24% & Reduce Contract Attorney Costs in OPDS		(750,000)		-
Provide Legal Defender Dependency Rep to Spanish-Speaking Clients by Using Spanish-Speaking Attys & In-House Interpreters Rather than Contracted		(165,000)		-
Increase Public Defender Atty Supv Caseload & Reduce Contract Atty Costs		(200,000)		-
Re-Assign Public Defender Early Disposition Ct Assignments to Legal Defender Temp Attorneys, Reducing Contract Attorney Costs		(115,000)		-
Reduce 2 Public Defender Investigators to Client Services Assts		(53,000)		-
Centralize Transcription, Exhibit Prep & Large Copying Jobs throughout IRS		(13,879)		-
Reduce Contract Payments by 6.0%		(1,300,000)		-
Furlough Savings - Five Days ($195,722 per day)		(978,610)		-
Subtotal	$	(3,649,029)	$	-
Vacancies				
Eliminate 13.5 FTE Regular & 7.45 FTE Temp Vacant IRS Positions	$	(816,643)	$	-
Account for 5.0 Temp & a 0.5 Regular Position Inactivated during the Year		(207,399)		-
Subtotal	$	(1,024,042)	$	-
Debt Reduction				
TFP Debt Service Payoff Savings	$	(267,912)	$	-
Subtotal	$	(267,912)	$	-
OTHER BASE ADJUSTMENTS				
Risk Management Charge Savings	$	(34,484)	$	-
Printer Management Program Savings		(30,216)		-
General Fund Expenditure Redistribution within Indigent Rep. System (Net $0)		-		-
Rightsize Personal Services Savings to 3.0%		(581,302)		-
Subtotal	$	(646,002)	$	-
FY 2009-10 ADOPTED OPERATING BUDGET	**$**	**71,858,542**	**$**	**189,100**
FY 2009-10 TOTAL ADOPTED BUDGET	**$**	**71,858,542**	**$**	**189,100**

Public Defender (520) - General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 36,768,742**	**$ 67,000**
MID-YEAR ADJUSTMENTS:			
IRS Interdepartmental Reallocation (County Manager Memo)		$ (627,356)	$ -
	Subtotal	$ (627,356)	$ -
FY 2008-09 REVISED RESTATED BUDGET		**$ 36,141,386**	**$ 67,000**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 462,220	$ -
REALLOCATIONS			
Reallocate Public Defender (520) Legal Secretary to Public Fiduciary		$ (49,594)	$ -
	Subtotal	$ (49,594)	$ -
FY 2009-10 BUDGET TARGET		**$ 36,554,012**	**$ 67,000**
BASE ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Cost Reduction			
Furlough Savings - Five Days ($195,722 per day)		$ (575,437)	$ -
	Subtotal	$ (575,437)	$ -
Vacancies			
Eliminate 12.0 FTE Regular & 0.45 FTE Temp Vacant IRS Positions		$ (719,471)	$ -
	Subtotal	$ (719,471)	$ -
Debt Reduction			
TFP Debt Service Payoff Savings		$ (180,694)	$ -
	Subtotal	$ (180,694)	$ -
OTHER BASE ADJUSTMENTS			
Risk Management Charge Savings		$ (14,901)	$ -
Printer Management Program Savings		(30,216)	-
General Fund Expenditure Redistribution within IRS (Net $0)		(281,325)	-
	Subtotal	$ (326,442)	$ -
FY 2009-10 RECOMMENDED OPERATING BUDGET		**$ 34,751,968**	**$ 67,000**
FY 2009-10 TENTATIVE OPERATING BUDGET		**$ 34,751,968**	**$ 67,000**
TENTATIVE TO FINAL ADJUSTMENTS			
Reallocate Records Processor to Legal Advocate (550)		$ (38,720)	$ -
	Subtotal	$ (38,720)	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 34,713,248**	**$ 67,000**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 34,713,248**	**$ 67,000**

Legal Defender (540) - General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 10,511,194**	**$**	**2,100**
FY 2008-09 REVISED RESTATED BUDGET		**$ 10,511,194**	**$**	**2,100**
TARGET ADJUSTMENTS:				
PERSONNEL SAVINGS ADJUSTMENT		$ 67,972	$	-
FY 2009-10 BUDGET TARGET		**$ 10,579,166**	**$**	**2,100**
BASE ADJUSTMENTS:				
BUDGET BALANCING ADJUSTMENTS:				
Cost Reduction				
Furlough Savings - Five Days ($195,722 per day)		$ (165,320)	$	-
	Subtotal	$ (165,320)	$	-
Vacancies				
Eliminate 1.5 FTE Regular Vacant IRS Positions		$ (47,632)	$	-
	Subtotal	$ (47,632)	$	-
Debt Reduction				
TFP Debt Service Payoff Savings		$ (27,238)	$	-
	Subtotal	$ (27,238)	$	-
OTHER BASE ADJUSTMENTS				
Risk Management Charge Savings		$ (3,817)	$	-
General Fund Expenditure Redistribution within IRS (Net $0)		(479,258)		-
	Subtotal	$ (483,075)	$	-
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 9,855,901**	**$**	**2,100**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 9,855,901**	**$**	**2,100**

Legal Advocate (550) - General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 9,529,764**	**$ 20,000**
FY 2008-09 REVISED RESTATED BUDGET		**$ 9,529,764**	**$ 20,000**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 165,682	$ -
FY 2009-10 BUDGET TARGET		**$ 9,695,446**	**$ 20,000**
BASE ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Cost Reduction			
Furlough Savings - Five Days ($195,722 per day)		$ (139,745)	$ -
	Subtotal	$ (139,745)	$ -
Vacancies			
Eliminate 5.0 FTE Temp Vacant IRS Positions		$ (24,815)	$ -
	Subtotal	$ (24,815)	$ -
Debt Reduction			
TFP Debt Service Payoff Savings		$ (35,774)	$ -
	Subtotal	$ (35,774)	$ -
OTHER BASE ADJUSTMENTS			
Risk Management Charge Savings		$ (7,911)	$ -
General Fund Expenditure Redistribution within IRS (Net $0)		(755,306)	-
	Subtotal	$ (763,217)	$ -
FY 2009-10 RECOMMENDED OPERATING BUDGET		**$ 8,731,895**	**$ 20,000**
FY 2009-10 TENTATIVE OPERATING BUDGET		**$ 8,731,895**	**$ 20,000**
TENTATIVE TO FINAL ADJUSTMENTS			
Reallocate Records Processor from Public Defender (520)		$ 38,720	$ -
	Subtotal	$ 38,720	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 8,770,615**	**$ 20,000**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 8,770,615**	**$ 20,000**

Public Defense Services (560) - General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 15,414,886**	**$ 100,000**
FY 2008-09 REVISED RESTATED BUDGET	**$ 15,414,886**	**$ 100,000**
FY 2009-10 BUDGET TARGET	**$ 15,414,886**	**$ 100,000**
BASE ADJUSTMENTS:		
BUDGET BALANCING ADJUSTMENTS:		
Cost Reduction		
Eliminate 1 Vacant Investigator / Add 2 Process Servers & Consolidate IRS Process Serving within Public Defender Office	$ (73,540)	$ -
Increase Legal Advocate Dependency Attorney Caseload by 24% & Reduce Contract Attorney Costs in OPDS	(750,000)	-
Provide Legal Defender Dependency Rep to Spanish-Speaking Clients by Using Spanish-Speaking Attys & In-House Interpreters Rather than Contracted	(165,000)	-
Increase Public Defender Atty Supv Caseload & Reduce Contract Atty Costs	(200,000)	-
Re-Assign Public Defender Early Disposition Ct Assignments to Legal Defender Temp Attys, Reducing Contract Attorney Costs	(115,000)	-
Reduce 2 Public Defender Investigators to Client Services Assts	(53,000)	-
Centralize Transcription, Exhibit Prep & Large Copying Jobs throughout IRS	(13,879)	-
Reduce Contract Payments by 6.0%	(1,300,000)	-
Furlough Savings - Five Days ($195,722 per day)	(29,706)	-
Subtotal	$ (2,700,125)	$ -
Vacancies		
Eliminate 2.0 FTE Temp Vacant IRS Positions	$ (24,725)	$ -
Account for 5.0 Temp & a 0.5 Regular Position Inactivated during the Year	(207,399)	-
Subtotal	$ (232,124)	$ -
Debt Reduction		
TFP Debt Service Payoff Savings	$ (4,451)	$ -
Subtotal	$ (4,451)	$ -
OTHER BASE ADJUSTMENTS		
Risk Management Charge Savings	$ (11)	$ -
General Fund Expenditure Redistribution within IRS (Net $0)	2,457,056	-
Rightsize Personal Services Savings to 3.0%	(581,302)	-
Subtotal	$ 1,875,743	$ -
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 14,353,929**	**$ 100,000**
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 14,353,929**	**$ 100,000**

Juvenile Defender (570) - General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 3,654,409**	**$ -**
MID-YEAR ADJUSTMENTS:			
IRS Interdepartmental Reallocation (County Manager Memo)		$ 627,356	$ -
	Subtotal	$ 627,356	$ -
FY 2008-09 REVISED RESTATED BUDGET		**$ 4,281,765**	**$ -**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 920,252	$ -
FY 2009-10 BUDGET TARGET		**$ 5,202,017**	**$ -**
BASE ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Cost Reduction			
Furlough Savings - Five Days ($195,722 per day)		$ (68,402)	$ -
	Subtotal	$ (68,402)	$ -
Debt Reduction			
TFP Debt Service Payoff Savings		$ (19,755)	$ -
	Subtotal	$ (19,755)	$ -
OTHER BASE ADJUSTMENTS			
Risk Management Charge Savings		$ (7,844)	$ -
General Fund Expenditure Redistribution within IRS (Net $0)		(941,167)	-
	Subtotal	$ (949,011)	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 4,164,849**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 4,164,849**	**$ -**

Public Defender (520) - Training Fund (209)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 545,353**	**$ 571,480**
FY 2008-09 REVISED RESTATED BUDGET		**$ 545,353**	**$ 571,480**
TARGET ADJUSTMENTS:			
TECHNICAL ADJUSTMENTS			
Structural Balance		$ 26,127	$ -
	Subtotal	$ 26,127	$ -
FY 2009-10 BUDGET TARGET		**$ 571,480**	**$ 571,480**
OTHER BASE ADJUSTMENTS			
Reduce Training Fund Grant Revenue & Associated Expenditures		$ (134,339)	$ (134,339)
	Subtotal	$ (134,339)	$ (134,339)
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 437,141**	**$ 437,141**
NON-RECURRING			
NON-PROJECT (0001)			
CLE Training		$ 134,339	$ -
	Subtotal	$ 134,339	$ -
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 134,339**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 571,480**	**$ 437,141**

Legal Defender (540) - Training Fund (209)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 75,794**	**$ 75,794**
FY 2008-09 REVISED RESTATED BUDGET		**$ 75,794**	**$ 75,794**
FY 2009-10 BUDGET TARGET		**$ 75,794**	**$ 75,794**
OTHER BASE ADJUSTMENTS			
Reduce Training Fund Grant Revenue & Associated Expenditures		$ (23,639)	$ (23,639)
	Subtotal	$ (23,639)	$ (23,639)
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 52,155**	**$ 52,155**
NON-RECURRING			
NON-PROJECT (0001)			
CLE Training		$ 23,639	$ -
	Subtotal	$ 23,639	$ -
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 23,639**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 75,794**	**$ 52,155**

Legal Advocate (550) - Training Fund (209)

FY 2009-10 BUDGET RECOMMENDATION 550 - LEGAL ADVOCATE 209 PUBLIC DEFENDER TRAINING		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 12,500**	**$ 12,500**
FY 2008-09 REVISED RESTATED BUDGET		**$ 12,500**	**$ 12,500**
FY 2009-10 BUDGET TARGET		**$ 12,500**	**$ 12,500**
OTHER BASE ADJUSTMENTS			
Reduce Training Fund Grant Revenue & Associated Expenditures		$ (5,151)	$ (5,151)
	Subtotal	$ (5,151)	$ (5,151)
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 7,349**	**$ 7,349**
NON-RECURRING			
NON-PROJECT (0001)			
CLE Training		$ 5,151	$ -
	Subtotal	$ 5,151	$ -
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 5,151**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 12,500**	**$ 7,349**

Indigent Representation Training Fund (209) – Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 158,503	$ 172,698	$ 172,698	$ 176,123	$ 196,866
Sources:					
Public Defender (520)	$ 403,626	$ 571,480	$ 571,480	$ 522,373	$ 437,141
Legal Defender (540)	51,581	75,794	75,794	64,645	52,155
Legal Advocate (550)	9,324	12,500	12,500	12,500	7,349
Operating	$ 464,531	$ 659,774	$ 659,774	$ 599,518	$ 496,645
Total Sources:	$ 464,531	$ 659,774	$ 659,774	$ 599,518	$ 496,645
Uses:					
Public Defender (520)	$ 392,423	$ 545,353	$ 545,353	$ 449,265	$ 437,141
Legal Defender (540)	47,461	75,794	75,794	45,538	52,155
Legal Advocate (550)	7,028	12,500	12,500	12,500	7,349
Operating	$ 446,912	$ 633,647	$ 633,647	$ 507,303	$ 496,645
Public Defender (520)	$ -	$ -	$ 71,472	$ 71,472	$ 134,339
Legal Defender (540)	-	-	-	-	23,639
Legal Advocate (550)	-	-	-	-	5,151
Non-Recurring	$ -	$ -	$ 71,472	$ 71,472	$ 163,129
Total Uses:	$ 446,912	$ 633,647	$ 705,119	$ 578,775	$ 659,774
Operating Balance	$ 17,619	$ 26,127	$ 26,127	$ 92,215	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Unreserved Fund Balance	$ 176,123	$ 198,825	$ 127,353	$ 196,866	$ 33,737

Public Defender (520) - Grants Fund (233)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 387,251**	**$ 387,261**
FY 2008-09 REVISED RESTATED BUDGET		**$ 387,251**	**$ 387,261**
TARGET ADJUSTMENTS:			
TECHNICAL ADJUSTMENTS			
Structural Balance		$ 10	$ -
	Subtotal	$ 10	$ -
FY 2009-10 BUDGET TARGET		**$ 387,261**	**$ 387,261**
OTHER BASE ADJUSTMENTS			
Reduce Drug Enforcement Grant Revenue & Associated Expenditures		$ (45,074)	$ (45,074)
	Subtotal	$ (45,074)	$ (45,074)
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 342,187**	**$ 342,187**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 342,187**	**$ 342,187**

Public Defender Grants Fund (233) – Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ -	$ 8,159	$ 8,159	$ (1,280)	$ 14,192
Sources:					
Operating	$ 379,208	$ 387,261	$ 387,261	$ 342,187	$ 342,187
Total Sources:	$ 379,208	$ 387,261	$ 387,261	$ 342,187	$ 342,187
Uses:					
Operating	$ 380,489	$ 387,251	$ 387,251	$ 326,715	$ 342,187
Total Uses:	$ 380,489	$ 387,251	$ 387,251	$ 326,715	$ 342,187
Operating Balance	$ (1,281)	$ 10	$ 10	$ 15,472	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Unreserved Fund Balance	$ (1,280)	$ 8,169	$ 8,169	$ 14,192	$ 14,192

Public Defender (520) – Fill the Gap Fund (262)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 1,630,593**	**$ 1,630,600**
FY 2008-09 REVISED RESTATED BUDGET	**$ 1,630,593**	**$ 1,630,600**
TARGET ADJUSTMENTS:		
PERSONNEL SAVINGS ADJUSTMENT	$ 15,673	$ -
TECHNICAL ADJUSTMENTS		
Structural Balance	$ (15,666)	$ -
Subtotal	$ (15,666)	$ -
FY 2009-10 BUDGET TARGET	**$ 1,630,600**	**$ 1,630,600**
OTHER BASE ADJUSTMENTS		
Reduce Fill the Gap Fund Revenue & I.T. Program Operating Expenditures	$ (158,064)	$ (158,064)
Subtotal	$ (158,064)	$ (158,064)
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 1,472,536**	**$ 1,472,536**
NON-RECURRING		
NON-PROJECT (0001)		
Indigent Representation Information System	$ 158,064	$ -
Subtotal	$ 158,064	$ -
FY 2009-10 ADOPTED NON-RECURRING BUDGET	**$ 158,064**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 1,630,600**	**$ 1,472,536**

Public Defender Fill the Gap Fund (262) – Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 514,903	$ 661,761	$ 661,761	$ 708,685	$ 880,888
Sources:					
Operating	$ 1,592,363	$ 1,630,600	$ 1,630,600	$ 1,626,161	$ 1,472,536
Total Sources:	$ 1,592,363	$ 1,630,600	$ 1,630,600	$ 1,626,161	$ 1,472,536
Uses:					
Operating	$ 1,398,575	$ 1,630,593	$ 1,630,593	$ 1,153,958	$ 1,472,536
Non-Recurring	-	526,150	696,889	300,000	158,064
Total Uses:	$ 1,398,575	$ 2,156,743	$ 2,327,482	$ 1,453,958	$ 1,630,600
Operating Balance	$ 193,788	$ 7	$ 7	$ 472,203	$ -
Accounting Adjustments	$ (6)	$ -	$ -	$ -	$ -
Ending Unreserved Fund Balance	$ 708,685	$ 135,618	$ (35,121)	$ 880,888	$ 722,824

Legal Defender (540) – Fill the Gap Fund (263)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 59,000**	**$ 59,000**
FY 2008-09 REVISED RESTATED BUDGET	**$ 59,000**	**$ 59,000**
FY 2009-10 BUDGET TARGET	**$ 59,000**	**$ 59,000**
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 59,000**	**$ 59,000**
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 59,000**	**$ 59,000**

Legal Defender Fill the Gap Fund (263) – Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 15,550	$ 17,974	$ 17,974	$ 17,441	$ 1,799
Sources:					
Operating	$ 60,890	$ 59,000	$ 59,000	$ 59,386	$ 59,000
Total Sources:	$ 60,890	$ 59,000	$ 59,000	$ 59,386	$ 59,000
Uses:					
Operating	$ 58,997	$ 59,000	$ 59,000	$ 58,715	$ 59,000
Non-Recurring	-	-	16,313	16,313	-
Total Uses:	$ 58,997	$ 59,000	$ 75,313	$ 75,028	$ 59,000
Operating Balance	$ 1,893	$ -	$ -	$ 671	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Unreserved Fund Balance	$ 17,441	$ 17,974	$ 1,661	$ 1,799	$ 1,799

Public Fiduciary

Analysis by Scott Rothe, Principal Management & Budget Analyst

Summary

Mission

The Mission of the Maricopa County Public Fiduciary is to provide guardianship, conservatorship, decedent services and court-ordered investigations for vulnerable persons so their estates and well-being are protected.

Vision

To be a recognized leader in providing professional, efficient and compassionate fiduciary services.

Strategic Goals

- **By January 2012, 80% of appointed cases will be stabilized within 18 months.**

  Status: New measure for FY 2009-10.

- **By July 2012, 90% of intake referral investigations will be completed within 60 days of written referral.**

  Status: New measure for FY 2009-10.

- **By March 2012, the cost per burial will have decreased by 30% in order to meet demand without increasing budget.**

  Status: New measure for FY 2009-10.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
34FS - FIDUCIARY SERVICES	$ 790,035	$ 918,848	$ 918,848	$ 1,012,454	$ 1,020,000	$ 101,152	11.0%
EADM - ESTATE ADMINISTRATION	435,850	576,202	576,202	665,744	406,456	(169,746)	-29.5%
GARD - GUARDIANSHIP ADMINISTRATION	354,185	342,646	342,646	346,710	613,544	270,898	79.1%
TOTAL PROGRAMS	$ 790,035	$ 918,848	$ 918,848	$ 1,012,454	$ 1,020,000	$ 101,152	11.0%
USES							
34BS - BURIAL SERVICES	$ 383,848	$ 324,422	$ 331,197	$ 320,157	$ 365,818	$ (34,621)	-10.5%
BURY - INDIGENT BURIAL SERVICES	383,848	324,422	331,197	320,157	365,818	(34,621)	-10.5%
34FS - FIDUCIARY SERVICES	$ 2,010,173	$ 2,144,605	$ 2,118,860	$ 2,051,438	$ 1,927,334	$ 191,526	9.0%
EADM - ESTATE ADMINISTRATION	1,289,127	1,307,566	1,270,153	1,206,918	793,266	476,887	37.5%
GARD - GUARDIANSHIP ADMINISTRATION	721,046	837,039	848,707	844,520	1,134,068	(285,361)	-33.6%
99AS - ADMINISTRATIVE SERVICES	$ 293,335	$ 132,082	$ 132,082	$ 192,406	$ 137,131	$ (5,049)	-3.8%
BDGT - BUDGETING	11,855	11,007	11,007	8,617	14,728	(3,721)	-33.8%
ODIR - EXECUTIVE MANAGEMENT	181,312	79,578	79,578	93,850	112,371	(32,793)	-41.2%
FSAC - FINANCIAL SERVICES	7,563	4,146	4,146	8,793	-	4,146	100.0%
HRAC - HUMAN RESOURCES	41,507	34,386	34,386	22,645	10,032	24,354	70.8%
PROC - PROCUREMENT	51,098	2,965	2,965	58,501	-	2,965	100.0%
99GV - GENERAL GOVERNMENT	$ 18,109	$ 11,835	$ 11,835	$ 11,835	$ 7,330	$ 4,505	38.1%
ISFC - INTERNAL SERVICE FUND CHARGES	18,109	11,835	11,835	11,835	7,330	4,505	38.1%
99IT - INFORMATION TECHNOLOGY	$ -	$ -	$ -	$ -	$ 39,826	$ (39,826)	
BUAS - BUSINESS APPLICATION DEV SUPP	-	-	-	-	39,826	(39,826)	
TOTAL PROGRAMS	$ 2,705,465	$ 2,612,944	$ 2,593,974	$ 2,575,836	$ 2,477,439	$ 116,535	4.5%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 790,035	$ 918,848	$ 918,848	$ 1,012,454	$ 1,020,000	$ 101,152	11.0%
SUBTOTAL	$ 790,035	$ 918,848	$ 918,848	$ 1,012,454	$ 1,020,000	$ 101,152	11.0%
TOTAL SOURCES	$ 790,035	$ 918,848	$ 918,848	$ 1,012,454	$ 1,020,000	$ 101,152	11.0%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,620,379	$ 1,675,988	$ 1,619,378	$ 1,594,906	$ 1,565,138	$ 54,240	3.3%
0705 - TEMPORARY PAY	58,768	-	-	50,660	-	-	
0710 - OVERTIME	2,595	-	-	331	-	-	
0750 - FRINGE BENEFITS	538,420	527,794	527,794	528,034	512,978	14,816	2.8%
0790 - OTHER PERSONNEL SERVICES	36,652	-	-	149	1,200	(1,200)	
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	5,534	39,826	(39,826)	
SUBTOTAL	$ 2,256,814	$ 2,203,782	$ 2,147,172	$ 2,179,614	$ 2,119,142	$ 28,030	1.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 33,554	$ 43,380	$ 43,380	$ 23,344	$ 14,770	$ 28,610	66.0%
0802 - MEDICAL SUPPLIES	4,378	-	-	-	-	-	
0803 - FUEL	5,342	6,000	6,000	5,442	6,780	(780)	-13.0%
0804 - NON-CAPITAL EQUIPMENT	2,982	-	-	-	-	-	
0805 - SUPPLIES-ALLOCATION OUT	-	-	-	36	-	-	
SUBTOTAL	$ 46,256	$ 49,380	$ 49,380	$ 28,822	$ 21,550	$ 27,830	56.4%
SERVICES							
0810 - LEGAL SERVICES	$ -	$ -	$ -	$ -	$ 8,400	$ (8,400)	
0812 - OTHER SERVICES	29,344	7,428	45,068	42,739	2,650	42,418	94.1%
0820 - RENT & OPERATING LEASES	13,658	23,196	23,196	15,676	22,667	529	2.3%
0825 - REPAIRS AND MAINTENANCE	14,064	-	-	-	18,123	(18,123)	
0839 - INTERNAL SERVICE CHARGES	19,502	10,764	10,764	14,871	-	10,764	100.0%
0841 - TRAVEL	11,970	12,168	12,168	30,654	27,239	(15,071)	-123.9%
0842 - EDUCATION AND TRAINING	3,877	10,941	10,941	2,838	4,000	6,941	63.4%
0843 - POSTAGE/FREIGHT/SHIPPING	9,373	7,500	7,500	8,328	8,889	(1,389)	-18.5%
0845 - SUPPORT AND CARE OF PERSONS	286,575	258,085	258,085	224,281	235,474	22,611	8.8%
0850 - UTILITIES	-	-	-	158	1,300	(1,300)	
SUBTOTAL	$ 388,363	$ 330,082	$ 367,722	$ 339,545	$ 328,742	$ 38,980	10.6%
CAPITAL							
0950 - DEBT SERVICE	$ 14,032	$ 29,700	$ 29,700	$ 27,855	$ 8,005	$ 21,695	73.0%
SUBTOTAL	$ 14,032	$ 29,700	$ 29,700	$ 27,855	$ 8,005	$ 21,695	73.0%
TOTAL USES	$ 2,705,465	$ 2,612,944	$ 2,593,974	$ 2,575,836	$ 2,477,439	$ 116,535	4.5%

Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 790,035	$ 918,848	$ 918,848	$ 1,012,454	$ 1,020,000	$ 101,152	11.0%
FUND TOTAL SOURCES	$ 790,035	$ 918,848	$ 918,848	$ 1,012,454	$ 1,020,000	$ 101,152	11.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 790,035	$ 918,848	$ 918,848	$ 1,012,454	$ 1,020,000	$ 101,152	11.0%
DEPARTMENT TOTAL SOURCES	$ 790,035	$ 918,848	$ 918,848	$ 1,012,454	$ 1,020,000	$ 101,152	11.0%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 2,705,465	$ 2,612,944	$ 2,556,334	$ 2,538,768	$ 2,477,439	$ 78,895	3.1%
NON-RECURRING	-	-	37,640	37,068	-	37,640	100.0%
FUND TOTAL USES	$ 2,705,465	$ 2,612,944	$ 2,593,974	$ 2,575,836	$ 2,477,439	$ 116,535	4.5%
DEPARTMENT OPERATING TOTAL USES	$ 2,705,465	$ 2,612,944	$ 2,556,334	$ 2,538,768	$ 2,477,439	$ 78,895	3.1%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ -	$ 37,640	$ 37,068	$ -	$ 37,640	100.0%
DEPARTMENT TOTAL USES	$ 2,705,465	$ 2,612,944	$ 2,593,974	$ 2,575,836	$ 2,477,439	$ 116,535	4.5%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
ADMINISTRATIVE SERVICES PROGRAM								
BUDGETING	0.13	0.13	0.13	0.13	(0.01)	(3.85%)	(0.01)	(3.85%)
EXECUTIVE MANAGEMENT	0.60	0.60	0.60	1.17	0.57	94.17%	0.57	94.17%
FINANCIAL SERVICES	0.07	0.07	0.07	-	(0.07)	(100.00%)	(0.07)	(100.00%)
HUMAN RESOURCES	0.58	0.58	0.58	0.20	(0.38)	(65.52%)	(0.38)	(65.52%)
PROCUREMENT	0.05	0.05	0.05	-	(0.05)	(100.00%)	(0.05)	(100.00%)
PROGRAM TOTAL	1.43	1.43	1.43	1.49	0.06	4.20%	0.06	4.20%
BURIAL SERVICES PROGRAM								
INDIGENT BURIAL SERVICES	1.29	1.29	1.29	2.32	1.03	79.84%	1.03	79.84%
PROGRAM TOTAL	1.29	1.29	1.29	2.32	1.03	79.84%	1.03	79.84%
FIDUCIARY SERVICES PROGRAM								
ESTATE ADMINISTRATION	9.60	9.60	9.20	12.42	2.82	29.36%	3.22	34.95%
ESTATE OPERATIONS	9.31	9.31	9.05	-	(9.31)	(100.00%)	(9.05)	(100.00%)
GUARDIANSHIP ADMINISTRATION	10.56	10.56	10.46	17.08	6.52	61.73%	6.62	63.24%
PROGRAM TOTAL	29.46	29.46	28.71	29.49	0.03	0.10%	0.78	2.72%
INVESTIGATION SERVICES PROGRAM								
FIDUCIARY INTAKE	1.67	1.67	1.67	-	(1.67)	(100.00%)	(1.67)	(100.00%)
FINANCIAL EXPLOITATION PREV	0.90	0.90	0.90	-	(0.90)	(100.00%)	(0.90)	(100.00%)
PROGRAM TOTAL	2.57	2.57	2.57	-	(2.57)	(100.00%)	(2.57)	(100.00%)
DEPARTMENT TOTAL	34.75	34.75	34.00	33.30	(1.45)	(4.17%)	(0.70)	(2.06%)

Staffing by Market Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
Executive Assistant	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Accounting Specialist	2.00	2.00	2.00	2.00	-		-	
Legal Support Specialist	2.00	2.00	2.00	3.00	1.00	50.00%	1.00	50.00%
Human Resources Specialist	2.00	2.00	2.00	2.00	-		-	
Office Assistant	2.00	2.00	2.00	2.00	-		-	
Office Assistant Specialized	1.00	1.00	1.00	1.00	-		-	
Admin/Operations Specialist	1.00	1.00	1.00	1.00	-		-	
Deputy Director	-	-	1.00	1.00	1.00		-	
Director - Public Fiduciary	1.00	1.00	1.00	1.00	-		-	
Operations/Program Supervisor	3.00	3.00	3.00	3.00	-		-	
Finan/Business Analyst - Dept	0.40	0.40	-	0.50	0.10	25.00%	.50	
Business/Systems Analyst-Sr/Ld	0.75	0.75	-	-	(0.75)	-100.00%	-	
Guardian/Estate Administrator	18.60	18.60	18.00	16.80	(1.80)	-9.68%	(1.20)	-6.67%
DEPARTMENT TOTAL	34.75	34.75	34.00	33.30	(1.45)	-4.17%	(.70)	-2.06%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
100 - GENERAL	34.75	34.75	34.00	33.30	(1.45)	-4.17%	(0.70)	-2.06%
DEPARTMENT TOTAL	34.75	34.75	34.00	33.30	(1.45)	-4.17%	(0.70)	-2.06%

General Adjustments

Budget Balancing Adjustments:

General Fund (100)

Cost Reduction

- FY 2008-09 operating expenditures were reduced by $24,598 in mid-2009, followed by further FY 2009-10 annualization reductions of $65,470 and new net reductions of $12,679. FY 2009-10 cost reductions of $78,149 include:
  - Filling a vacant Estate/Guardian Administrator position at the minimum starting rate ($5,026) and a vacant Estate Administrator Supervisor position at slightly above the starting rate ($8,437);
  - Deleting position of incumbent who is hired into the above supervisor position ($52,007);
  - Right-sizing a 0.6 FTE Estate/Guardian Administrator to 0.4875 FTE ($7,344);
  - Filling an Operations/Program Supervisor at the minimum starting rate ($12,470);
  - Reducing a vacant Guardian Estate Administrator from 1.0 FTE to 0.8 FTE at the minimum starting rate ($35,481);
  - Increasing information technology support services by $39,826 via a Personnel Services allocation to the Office of Enterprise Technology; and,
  - Adding $11,176 to right-size the salary/benefit savings rate from 4.34% to 3.93%.

Vacancies

- FY 2008-09 operating expenditures were reduced by $32,012 in mid-2009, followed by further FY 2009-10 annualization reductions of $57,055. FY 2009-10 vacancy reductions include:
  - Deleting 1.0 FTE vacant Executive Assistant ($31,089).

Revenue Enhancement

- Increase operating revenue by $101,152. Several fee increases approved by Maricopa County Superior Court Administrative Order in mid-2008 are projected to result in total annual Public Fiduciary revenue of $1,020,000.

Debt Reduction

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce operating expenses for equipment. This results in operating savings of $15,050.

Other Base Adjustment:

- Reduce the operating budget by $4,505 to right-size risk management charges.

Strategic Business Plan Update

Public Fiduciary went through a systematic and facilitated review and update of their strategic business plan; the changes are reflected in this document. All of the Department's activities and performance measures were validated and reworded with a renewed customer focus and clarification of the measures.

The revised plan consolidates the Fiduciary Services Program (Estate Administration, Estate Operations and Guardianship Services Activities) and Investigation Program (Financial Exploitation Prevention and Intake Activities) into one program (Fiduciary) with two activities (Guardianship Administration and Estate Administration). The consolidated Fiduciary Program focuses on the results

that the customer experiences: 1) financial resources and property preserved and protected in a timely manner and 2) protection or well-being in a timely manner.

The Indigent Burial Services Program and Activity remains largely unchanged, focusing on the provision of cost-effective, proper burials for qualified indigent decedents in a timely manner.

Programs and Activities

Indigent Burial Services Program

The purpose of the Indigent Burial Program is to provide cost-effective burials for qualified indigent decedents so they can receive a proper interment in a timely manner.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percentage of Determinations for Indigent Burial Service Eligibility Completed within Five Business Days of the Referral	97.6%	92.0%	70.1%	-22.0%	-23.9%
Percentage of Referred Persons Determined to be Eligible for Indigent Burial Services	New Measure	New Measure	35.1%		

Activities that comprise this program include:

- Indigent Burial

Indigent Burial Services Activity

The purpose of the Indigent Burial Activity is to provide cost-effective burials for qualified indigent decedents so they can receive a proper interment in a timely manner.

Mandates: A.R.S. §36-831 Section B establishes the responsibility of the county to provide for burial of indigent persons, including honorably discharged veterans or their spouses. A.R.S. §11-311 mandates that the county appoint an honorably discharged veteran to oversee the burial of discharged veterans and their families in a location designated for the burial of veterans.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percentage of Determinations for Indigent Burial Service Eligibility Completed within Five Business Days of the Referral	97.6%	92.0%	70.1%	-22.0%	-23.9%
Result	Percentage of Referred Persons Determined to be Eligible for Indigent Burial Services	New Measure	New Measure	35.1%		
Output	Number of Decedents Determined to be Eligible for Burial Services During the Time Period	New Measure	New Measure	519		
Output	Number of Determinations for Eligibility Completed During the Time Period	988	1,056	1,480	424	40.2%
Demand	Number of Indigent Burial referrals received	1,033	1,056	1,480	424	40.2%
Efficiency	Cost per Indigent Burial completed.	New Measure	New Measure	$704.85		
Efficiency	Cost per Determination for Eligibility Completed	$351.80	$313.63	$247.17	$66.46	-21.2%
Expenditure						
	100 - GENERAL	$ 383,848	$ 331,197	$ 365,818	$ (34,621)	-10.5%
	TOTAL USES	$ 383,848	$ 331,197	$ 365,818	$ (34,621)	-10.5%

Activity Narrative: In spite of the loss of two half-time temporary Burial Coordinator positions, the Public Fiduciary projects that an increase in demand (the number of burial referrals received) will be met. However, it is projected that the percent of eligibility determinations completed within five business days of referral will decline from 92.0% in FY 2008-09 to 70.1%.

Cost Reduction

- Reducing burial services costs ($8,386).

Vacancies

- Deleting two 0.45 FTE vacant temporary Indigent Burial Coordinators ($25,966).

Fiduciary Services Program

The purpose of the Fiduciary Services Program is to provide timely guardianship, investigation, conservatorship, and probate services to persons or estates when no other person or corporation is qualified and willing to serve so they can have their well-being, property, and other interests protected.

Mandates: A.R.S. §14-5602 mandates that the Public Fiduciary provide guardianship for estates mandated by the court to be in receivership of the Public Fiduciary, as well as protect the estate and receive all outstanding warrants owed to that estate. A.R.S. §14-5603 establishes the Public Fiduciary as custodian of estate funds. A.R.S. §14-5604 establishes that the Public Fiduciary has a claim against the estate of the ward, protected person, or decedent, for reasonable expenses of guardianship, conservatorship, or public administration and reasonable compensation for the Public Fiduciary's services and attorney.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percentage of Financial Exploitation Investigations Completed Within 180 Days of Referral	New Measure	New Measure	62.5%		
Percentage of Estate Administration Cases Stabilized or Closed Within 18 Months of Referral	New Measure	New Measure	59.5%		
Percentage of Wards Whose Cases are Stabilized or Closed Within 18 Months of Referral	New Measure	New Measure	60.4%		
Percentage of Referrals and Investigations Completed Within 60 Days of Referral	New Measure	New Measure	39.6%		
Percentage of Guardianship Referrals and Investigations in Which an Alternative to Guardianship was Determined	New Measure	New Measure	38.5%		

Activities that comprise this program include:

- Estate Administration
- Guardianship Administration

Estate Administration Activity

The purpose of the Estate Administration Activity is to provide effective conservatorship and probate services to protected persons and decedents estates so they can have their financial resources and property preserved and protected in a timely manner.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percentage of Estate Administration Cases Stabilized or Closed Within 18 Months of Referral	New Measure	New Measure	59.5%		
Result	Percentage of Financial Exploitation Investigations Completed Within 180 Days of Referral	New Measure	New Measure	62.5%		
Output	Number of Estate Administration cases stabilized or closed.	New Measure	New Measure	37		
Output	Average Number of Estate Administration Cases Open/Active Monthly	New Measure	New Measure	261		
Output	Number of Financial Exploitation Investigations Completed	New Measure	New Measure	8		
Demand	Number of Conservatorship and Probate Cases Referred for Administration	New Measure	New Measure	60		
Demand	Number of Referrals for Financial Exploitation Investigations.	New Measure	New Measure	20		
Efficiency	Cost Per Estate Administration Case Open/Active	New Measure	New Measure	$759.11		
Revenue						
	100 - GENERAL	$ 435,850	$ 576,202	$ 406,456	$ (169,746)	-29.5%
	TOTAL SOURCES	$ 435,850	$ 576,202	$ 406,456	$ (169,746)	-29.5%
Expenditure						
	100 - GENERAL	$ 1,289,127	$ 1,270,153	$ 793,266	$ 476,887	37.5%
	TOTAL USES	$ 1,289,127	$ 1,270,153	$ 793,266	$ 476,887	37.5%

Activity Narrative: The restructured Public Fiduciary MfR Strategic Plan merges data from the Estate Administration, Estate Operations, and Financial Exploitation Prevention Activities into a new Estate Administration Activity. The merged data along with revised measures does not allow meaningful comparison of historical data to FY 2009-10 data.

Guardianship Administration Activity

The purpose of the Guardianship Administration Activity is to provide oversight and coordination of financial, medical, and legal services for persons under the care of the Public Fiduciary so they can have their well-being protected in a timely manner.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percentage of Wards Whose Cases are Stabilized or Closed Within 18 Months of Referral	New Measure	New Measure	60.4%		
Result	Percentage of Referrals and Investigations Completed Within 60 Days of Referral	New Measure	New Measure	39.6%		
Result	Percentage of Guardianship Referrals and Investigations in Which an Alternative to Guardianship was Determined	New Measure	New Measure	38.5%		
Output	Number of Guardianship Administration Cases Stabilized Or Closed During The Time Period. Note: A case will be considered "stabilized" once services have been established and the case requires less attention	New Measure	New Measure	139		
Output	Average Number of Guardianship Administration Cases Open/Active Monthly	New Measure	New Measure	8,799		
Output	Number of Referrals and Investigations Completed	New Measure	New Measure	275		
Demand	Number of Guardianship Referrals and Investigations Requested	New Measure	New Measure	275		
Demand	Number of New Wards for Assigned Guardianship Administration	New Measure	New Measure	2,933		
Efficiency	Cost Per Guardianship Administration Case Open/Active	New Measure	New Measure	$128.89		
Revenue						
	100 - GENERAL	$ 354,185	$ 342,646	$ 613,544	$ 270,898	79.1%
	TOTAL SOURCES	$ 354,185	$ 342,646	$ 613,544	$ 270,898	79.1%
Expenditure						
	100 - GENERAL	$ 721,046	$ 848,707	$ 1,134,068	$ (285,361)	-33.6%
	TOTAL USES	$ 721,046	$ 848,707	$ 1,134,068	$ (285,361)	-33.6%

Activity Narrative: The restructured Public Fiduciary MfR Strategic Plan merges data from the Guardianship Services and the Intake Activities into a new Guardianship Administration Activity. The merged data along with revised measures does not allow meaningful comparison of historical data to FY 2009-10 data.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 2,612,944**	**$**	**918,848**
BUDGET BALANCING ADJUSTMENTS:				
Cost Reductions				
Several Salary Rate Changes (partial)		$ (24,598)	$	-
	Subtotal	$ (24,598)	$	-
Vacancies				
Eliminate 2.9 FTE Vacant Positions (partial)		$ (32,012)	$	-
	Subtotal	$ (32,012)	$	-
FY 2008-09 REVISED RESTATED BUDGET		**$ 2,556,334**	**$**	**918,848**
TARGET ADJUSTMENTS:				
PERSONNEL SAVINGS ADJUSTMENT		$ 26,270	$	-
REALLOCATIONS				
Reallocate Legal Secretary from Public Defender		$ 49,594	$	-
	Subtotal	$ 49,594	$	-
FY 2009-10 BUDGET TARGET		**$ 2,632,198**	**$**	**918,848**
BASE ADJUSTMENTS:				
BUDGET BALANCING ADJUSTMENTS:				
Cost Reduction				
Change Vacant Est Admn to Guard Admn - Fill at Min Start Rate (annualization)		$ (5,026)	$	-
Fill Vacant Est Admn Supv. at slightly above Min. Starting Rate (annualization)		(8,437)		-
Delete Vacated Position Promoted to above Estate Admin Supv (annualization)		(52,007)		-
Rightsize a 0.6 FTE Guardian Admin to 0.4875 FTE		(7,344)		-
Fill Vacant Operations/Program Supervisor at Min. Start Rate		(12,470)		-
Reduce Vacant Guard. Estate Admin from 1.0 to 0.8 FTE - Fill at Min Start Rate		(35,481)		-
Reduce Burial Services Expenditures		(8,386)		-
Allocate Personnel Costs to Office of Enterprise Tech for I.T. Support		39,826		-
Rightsize Salary/Benefit Savings Rate from 4.34% to 3.93%		11,176		-
	Subtotal	$ (78,149)	$	-
Vacancies				
Eliminate 1 Vacant Exec Asst Position (annualization)		$ (31,089)	$	-
Eliminate 2 0.45 FTE Vacant Temp Indigent Burial Coords (annualization)		(25,966)		-
	Subtotal	$ (57,055)	$	-
Revenue Enhancement				
Increased Fees		$ -	$	101,152
	Subtotal	$ -	$	101,152
Debt Reduction				
TFP Debt Service Payoff Savings		$ (15,050)	$	-
	Subtotal	$ (15,050)	$	-
OTHER BASE ADJUSTMENTS				
Risk Management Charge Savings		$ (4,505)	$	-
	Subtotal	$ (4,505)	$	-
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 2,477,439**	**$**	**1,020,000**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 2,477,439**	**$**	**1,020,000**

Public Health

Analysis by Tara Acuña, Management & Budget Analyst

Summary

Mission

The mission of the Department of Public Health is to provide leadership, resources, and services to people and diverse communities in Maricopa County so that health is promoted, preserved, and protected.

Vision

The Maricopa County Department of Public Health will be the nationally recognized local leader in public health, and the agency that people and communities in Maricopa County look to for health resources and services. Our combination of organizational strength and public health leadership will be harnessed to fully integrate and utilize local academic communities to improve the quality of service, and the caliber of professional staff.

Strategic Goals

- **By June 2013, 100% of Project Public Health Ready certification standards will be met in order to ensure that the Department is prepared to respond to a public health emergency and assist in assuring that public safety is maintained.**

  Status: To date four milestones have been achieved in the Project Public Health Ready (PPHR) program: 2009 Exercise Calendar; Development of a Preparedness Assessment Tool, Gap Analysis Tool and a contract with an outside vendor to review, compare and evaluate agency and partner response plans. *There are seven components to the assessment: Leadership; PPHR Teams; Emergency Response Plans; PPHR Needs Assessment/Workforce Training; Community Partners; and Training and Exercises.*

  Quarterly PPHR meetings are hosted by the Arizona Department of Health Services and attended by a representative from each of the county Public Health Departments.

- **By June 2013, assure that the Department reduces the spread of communicable diseases to the public by investigating and intervening in 40% of reported cases of disease within the Arizona Administrative Code timelines and accepted standards of Public Health practice.**

  Status: The Department is beginning to implement changes such as a more efficient electronic database, re-prioritizing work loads/processes and forming community partnerships involving investigation, epidemiologic academia, and immunization to work towards and meet this goal by 2013.

- **By June 2013, the Department will meet 100% of the accreditation standards of the national Public Health Accreditation Board in order to ensure that the Department has the resources to continue to deliver a breadth of public health services to the community.**

Status: The Public Health Accreditation Board (PHAB) has issued draft standards for comment by local health departments. The comment deadline is April 30, 2009 and the department plans to provide commentary by that date. Once final standards are issued by the PHAB and the accreditation process begins (PHAB estimates this will take place in CY 2011), the department will begin efforts to meet this goal.

- **By June, 2013, fully assess the public health needs of the community for 50% of the leading health indicators identified in Healthy People 2010 and design appropriate interventions in response to the results of the assessment in order to increase the ability of the public to access resources for health problems.**

  Status: Capacity within the department is very limited to conduct a comprehensive community needs assessment, although there are elements of *HP 2010* that are being assessed. Plans to improve our assessment capacity are being developed and the department anticipates a full Healthy People 2010/2020 assessment completed by 2013.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
86CS - CLINIC SUPPORT SERVICES	$ 27,229	$ 28,000	$ 28,000	$ 23,044	$ 28,000	$ -	0.0%
PHPM - PUBLIC HEALTH PHARMACY	27,229	28,000	28,000	23,044	28,000	-	0.0%
86FH - FAMILY HEALTH	$ 2,456,003	$ 3,180,178	$ 3,159,299	$ 2,985,452	$ 2,620,822	$ (538,477)	-17.0%
DTSL - DENTAL SEALANTS	257,094	299,212	299,212	280,883	310,645	11,433	3.8%
FHPT - FAMILY HEALTH PARTNERSHIPS	157,472	425,929	444,361	466,426	133,562	(310,799)	-69.9%
FMPL - FAMILY PLANNING	137,340	322,677	242,008	121,434	-	(242,008)	-100.0%
HEED - HEALTHY START	323,022	363,637	363,637	350,915	400,000	36,363	10.0%
LHZR - LEAD HAZARD REDUCTION	46,345	103,711	103,711	106,880	42,464	(61,247)	-59.1%
NEWB - NEWBORN INTENSIVE CARE	654,674	730,763	766,580	764,074	626,537	(140,043)	-18.3%
PRSP - PARENT SUPPORT	1,915	46,333	46,333	30,580	63,460	17,127	37.0%
PRCN - PREGNANCY CONNECTION	234,356	230,529	207,476	240,672	157,262	(50,214)	-24.2%
WWHC - WELL WOMAN HEALTHCHECK	643,785	657,387	685,981	623,588	692,115	6,134	0.9%
TNPP - TEEN PREGNANCY PREVENTION	-	-	-	-	194,777	194,777	
86HI - HEALTHCARE FOR HOMELESS INDVDL	$ 2,237,354	$ 2,357,053	$ 2,078,896	$ 2,145,851	$ 2,407,057	$ 328,161	15.8%
HCHL - HEALTHCARE FOR THE HOMELESS	2,237,354	2,357,053	2,078,896	2,145,851	2,407,057	328,161	15.8%
86CM - HIV HCV SERVICES	$ 786,908	$ 915,401	$ 915,401	$ 666,928	$ 731,407	$ (183,994)	-20.1%
HICT - HIV COUNSELING AND TESTING	478,890	525,682	525,682	467,110	496,818	(28,864)	-5.5%
HICP - HIV PREV COMM PLANNING GROUP	62,703	66,818	66,818	20,135	-	(66,818)	-100.0%
HISV - HIV SURVEILLANCE AMD INV	245,315	322,901	322,901	179,683	234,589	(88,312)	-27.3%
86IS - IMMUNIZATION SERVICES	$ 2,126,850	$ 9,817,200	$ 9,817,200	$ 2,206,739	$ 2,291,891	$ (7,525,309)	-76.7%
ADIM - ADULT IMMUN FOREIGN TRVL SVCS	376,485	496,193	496,193	310,966	350,000	(146,193)	-29.5%
CHIM - CHILDHOOD IMMUNIZATIONS	1,750,365	9,321,007	9,321,007	1,894,813	1,941,891	(7,379,116)	-79.2%
IMED - IMMUNIZATION EDUCATION	-	-	-	960	-	-	
86ID - INFECTIOUS DISEASE CONTROL	$ 2,364,644	$ 2,686,966	$ 2,695,441	$ 2,895,611	$ 2,664,807	$ (30,634)	-1.1%
HANS - HANSENS DISEASE TREATMENT	36,687	29,662	29,662	29,057	29,661	(1)	0.0%
HERF - PHYS HEALTH SCREENING REFUGEES	680,812	886,458	886,458	1,353,402	1,225,441	338,983	38.2%
STEX - STD EXAMINATIONS AMD TREATMENT	541,523	388,000	388,000	379,304	383,000	(5,000)	-1.3%
STSV - STD CASE SURV INVESTIGATION	305,966	315,774	324,249	310,632	315,773	(8,476)	-2.6%
TBIN - TB SURVEILLANCE AMD INVEST	76,550	233,446	233,446	7,432	-	(233,446)	-100.0%
TBTE - TB TESTING AMD TREATMENT	723,106	833,626	833,626	815,784	710,932	(122,694)	-14.7%
86EM - PUBLIC HEALTH EMERGENCY MGMT	$ 3,012,741	$ 2,914,762	$ 2,618,632	$ 3,167,695	$ 2,219,976	$ (398,656)	-15.2%
EMRT - PUBLIC HEALTH EMERGENCY MGMT	3,012,741	2,914,762	2,618,632	3,167,695	2,219,976	(398,656)	-15.2%
86HL - PROMOTING HEALTHY LIFESTYLES	$ 9,245,554	$ 9,114,802	$ 9,687,178	$ 9,936,794	$ 10,144,341	$ 457,163	4.7%
CCSS - CHILD PASSENGER SAFETY	10,584	-	37,253	20,000	37,252	(1)	0.0%
PLAY - PROMTNG LIFETIME ACT FOR YOUTH	115,907	138,636	138,636	112,725	145,455	6,819	4.9%
SCNT - SUPP NUTRITION ASST ED INTERV	129,136	339,457	366,752	228,946	364,732	(2,020)	-0.6%
WICC - WOMEN INFANTS AND CHILDREN	8,522,978	8,258,876	8,766,704	9,065,464	9,232,034	465,330	5.3%
WTHT - WOMEN TOGETHER FOR HEALTH	466,949	377,833	377,833	509,659	364,868	(12,965)	-3.4%
86RW - RYAN WHITE TITLE I SERV	$ 270,999	$ 215,535	$ 215,535	$ 200,258	$ 1,578,368	$ 1,362,833	632.3%
DTIS - RYAN WHITE DENTAL INSURANCE	37,112	-	-	-	1,346,632	1,346,632	
RWPC - RYAN WHITE PLNG COUNCIL SUPP	233,887	215,535	215,535	200,258	231,736	16,201	7.5%
86TP - TOBACCO USE PREVENTION	$ 3,331,189	$ 3,973,840	$ 3,124,987	$ 2,483,214	$ 2,210,257	$ (914,730)	-29.3%
TUPV - TOBACCO USE PREVENTION	3,338,841	3,918,731	3,069,878	2,488,864	1,888,803	(1,181,075)	-38.5%
TUTR - TOB USE PREV TRNG DENTAL PROS	(7,652)	55,109	55,109	(5,650)	51,178	(3,931)	-7.1%
SFAZ - SMOKE FREE ARIZONA INSPECTIONS	-	-	-	-	270,276	270,276	
86VR - VITAL REGISTRATION	$ 3,249,068	$ 3,534,127	$ 3,534,127	$ 3,069,780	$ 5,346,392	$ 1,812,265	51.3%
BDCT - BIRTH AND DEATH CERTIFICATES	3,249,068	3,534,127	3,534,127	3,069,780	5,346,392	1,812,265	51.3%
99AS - ADMINISTRATIVE SERVICES	$ 3,689,283	$ 4,043,592	$ 3,932,263	$ 3,903,337	$ 3,848,699	$ (83,564)	-2.1%
FSAC - FINANCIAL SERVICES	3,689,283	4,043,592	3,932,263	3,903,337	3,848,699	(83,564)	-2.1%
99GV - GENERAL GOVERNMENT	$ 1,790,948	$ -	$ -	$ 71,007	$ -	$ -	
GGOV - GENERAL GOVERNMENT	1,790,948	-	-	71,007	-	-	
99IT - INFORMATION TECHNOLOGY	$ (23,388)	$ -	$ -	$ -	$ -	$ -	
BUAS - BUSINESS APPLICATION DEV SUPP	(23,388)	-	-	-	-	-	
TOTAL PROGRAMS	$ 34,565,381	$ 42,781,456	$ 41,806,959	$ 33,755,710	$ 36,092,017	$ (5,714,942)	-13.7%

Sources and Uses by Program and Activity (Continued)

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
86CS - CLINIC SUPPORT SERVICES	$ 1,190,308	$ 1,170,795	$ 1,170,795	$ 890,667	$ 1,177,827	$ (7,032)	-0.6%
MDRC - MEDICAL RECORDS	335,719	339,318	339,318	264,394	342,933	(3,615)	-1.1%
PHLB - PUBLIC HEALTH LABORATORY	506,309	514,353	514,353	433,664	515,907	(1,554)	-0.3%
PHPM - PUBLIC HEALTH PHARMACY	348,280	317,124	317,124	192,609	318,987	(1,863)	-0.6%
86EG - EPI AND GEN DISEASE SURVEILL	$ 1,505,314	$ 1,962,768	$ 1,962,768	$ 1,602,033	$ 1,966,905	$ (4,137)	-0.2%
EPIR - EPIDEMIOLOGICAL REPORTING	676,764	944,922	944,922	760,912	880,708	64,214	6.8%
SCII - SINGLE CASE INV INTERVENTIONS	828,550	1,017,846	1,017,846	841,121	1,086,197	(68,351)	-6.7%
86FH - FAMILY HEALTH	$ 3,800,173	$ 4,254,626	$ 4,182,733	$ 4,555,073	$ 3,431,952	$ 750,781	17.9%
DTSL - DENTAL SEALANTS	324,200	390,315	390,315	359,734	393,025	(2,710)	-0.7%
FHPT - FAMILY HEALTH PARTNERSHIPS	933,948	1,205,219	1,223,651	1,629,415	862,312	361,339	29.5%
FMPL - FAMILY PLANNING	458,461	526,734	395,051	298,021	-	395,051	100.0%
HEED - HEALTHY START	331,979	363,629	363,629	364,099	400,000	(36,371)	-10.0%
LHZR - LEAD HAZARD REDUCTION	82,499	103,715	103,715	75,033	42,464	61,251	59.1%
NEWB - NEWBORN INTENSIVE CARE	736,459	730,761	766,578	808,857	626,537	140,041	18.3%
PRSP - PARENT SUPPORT	44,146	46,335	46,335	46,773	63,460	(17,125)	-37.0%
PRCN - PREGNANCY CONNECTION	209,461	230,530	207,477	248,932	157,262	50,215	24.2%
WWHC - WELL WOMAN HEALTHCHECK	679,020	657,388	685,982	724,209	692,115	(6,133)	-0.9%
TNPP - TEEN PREGNANCY PREVENTION	-	-	-	-	194,777	(194,777)	
86HI - HEALTHCARE FOR HOMELESS INDVDL	$ 2,216,220	$ 2,357,058	$ 2,078,901	$ 2,222,045	$ 2,407,056	$ (328,155)	-15.8%
HCHL - HEALTHCARE FOR THE HOMELESS	2,216,220	2,357,058	2,078,901	2,222,045	2,407,056	(328,155)	-15.8%
86CM - HIV HCV SERVICES	$ 777,380	$ 915,405	$ 915,405	$ 617,339	$ 731,407	$ 183,998	20.1%
HICT - HIV COUNSELING AND TESTING	482,240	525,679	525,679	452,960	496,818	28,861	5.5%
HICP - HIV PREV COMM PLANNING GROUP	61,747	66,817	66,817	16,015	-	66,817	100.0%
HISV - HIV SURVEILLANCE AMD INV	233,393	322,909	322,909	148,364	234,589	88,320	27.4%
86IS - IMMUNIZATION SERVICES	$ 3,325,939	$ 11,066,662	$ 11,066,662	$ 3,492,046	$ 3,260,509	$ 7,806,153	70.5%
ADIM - ADULT IMMUN FOREIGN TRVL SVCS	435,403	496,189	496,189	316,335	350,000	146,189	29.5%
CHIM - CHILDHOOD IMMUNIZATIONS	2,788,237	10,472,511	10,472,511	3,080,146	2,811,227	7,661,284	73.2%
IMED - IMMUNIZATION EDUCATION	102,299	97,962	97,962	95,565	99,282	(1,320)	-1.3%
86ID - INFECTIOUS DISEASE CONTROL	$ 6,534,778	$ 6,662,529	$ 6,671,004	$ 6,529,252	$ 6,037,551	$ 633,453	9.5%
HANS - HANSENS DISEASE TREATMENT	21,117	29,662	29,662	28,074	29,661	1	0.0%
HERF - PHYS HEALTH SCREENING REFUGEES	981,927	974,425	974,425	1,197,770	1,301,769	(327,344)	-33.6%
STEX - STD EXAMINATIONS AMD TREATMENT	1,378,517	1,380,798	1,380,798	1,466,191	1,501,088	(120,290)	-8.7%
STSV - STD CASE SURV INVESTIGATION	958,861	921,270	929,745	928,399	938,522	(8,777)	-0.9%
TBIN - TB SURVEILLANCE AMD INVEST	576,344	652,509	652,509	484,319	73,000	579,509	88.8%
TBTE - TB TESTING AMD TREATMENT	2,618,012	2,703,865	2,703,865	2,424,499	2,193,511	510,354	18.9%
86EM - PUBLIC HEALTH EMERGENCY MGMT	$ 2,184,334	$ 2,914,761	$ 2,618,629	$ 2,782,975	$ 2,219,976	$ 398,653	15.2%
EMRT - PUBLIC HEALTH EMERGENCY MGMT	2,184,334	2,914,761	2,618,629	2,782,975	2,219,976	398,653	15.2%
86HL - PROMOTING HEALTHY LIFESTYLES	$ 9,992,313	$ 9,596,671	$ 10,169,047	$ 10,357,171	$ 10,609,228	$ (440,181)	-4.3%
CCSS - CHILD PASSENGER SAFETY	173,068	162,834	200,087	192,012	203,799	(3,712)	-1.9%
PLAY - PROMTNG LIFETIME ACT FOR YOUTH	146,800	138,638	138,638	130,424	145,455	(6,817)	-4.9%
SCNT - SUPP NUTRITION ASST ED INTERV	563,548	658,492	685,787	639,867	663,072	22,715	3.3%
WICC - WOMEN INFANTS AND CHILDREN	8,712,703	8,258,874	8,766,702	9,030,991	9,232,034	(465,332)	-5.3%
WTHT - WOMEN TOGETHER FOR HEALTH	396,194	377,833	377,833	363,877	364,868	12,965	3.4%
86RW - RYAN WHITE TITLE I SERV	$ 281,117	$ 215,532	$ 215,532	$ 218,602	$ 1,578,368	$ (1,362,836)	-632.3%
DTIS - RYAN WHITE DENTAL INSURANCE	40,593	(3)	(3)	8,654	1,346,632	(1,346,635)	44887833.3%
RWPC - RYAN WHITE PLNG COUNCIL SUPP	240,524	215,535	215,535	209,948	231,736	(16,201)	-7.5%
86TP - TOBACCO USE PREVENTION	$ 3,654,321	$ 3,973,835	$ 3,124,982	$ 1,955,624	$ 2,210,257	$ 914,725	29.3%
TUPV - TOBACCO USE PREVENTION	3,602,857	3,918,729	3,069,876	1,906,428	1,888,803	1,181,073	38.5%
TUTR - TOB USE PREV TRNG DENTAL PROS	51,464	55,106	55,106	49,196	51,178	3,928	7.1%
SFAZ - SMOKE FREE ARIZONA INSPECTIONS	-	-	-	-	270,276	(270,276)	
86VR - VITAL REGISTRATION	$ 2,805,769	$ 3,296,871	$ 3,296,871	$ 2,897,400	$ 5,116,759	$ (1,819,888)	-55.2%
BDCT - BIRTH AND DEATH CERTIFICATES	2,805,769	3,296,871	3,296,871	2,897,400	5,116,759	(1,819,888)	-55.2%
99AS - ADMINISTRATIVE SERVICES	$ 2,276,483	$ 3,555,479	$ 3,420,567	$ 3,450,583	$ 3,520,023	$ (99,456)	-2.9%
BDGT - BUDGETING	102,315	22,114	22,114	22,909	396	21,718	98.2%
ODIR - EXECUTIVE MANAGEMENT	1,290,656	1,242,839	1,219,254	1,016,807	1,161,209	58,045	4.8%
FSAC - FINANCIAL SERVICES	503,408	1,649,514	1,538,187	1,786,433	1,621,334	(83,147)	-5.4%
HRAC - HUMAN RESOURCES	503,201	477,560	477,560	462,842	511,183	(33,623)	-7.0%
PROC - PROCUREMENT	(123,097)	163,452	163,452	161,592	225,901	(62,449)	-38.2%
99GV - GENERAL GOVERNMENT	$ 2,062,476	$ 2,568,565	$ 4,085,691	$ 4,374,387	$ 2,424,141	$ 1,661,550	40.7%
CSCA - CENTRAL SERVICE COST ALLOC	1,151,079	1,427,259	1,427,259	1,427,259	1,467,501	(40,242)	-2.8%
GGOV - GENERAL GOVERNMENT	-	-	1,517,126	1,517,126	-	1,517,126	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	911,397	1,141,306	1,141,306	1,430,002	956,640	184,666	16.2%
99IT - INFORMATION TECHNOLOGY	$ 854,081	$ 1,058,872	$ 1,058,872	$ 709,652	$ 344,334	$ 714,538	67.5%
BUAS - BUSINESS APPLICATION DEV SUPP	508,116	-	-	-	-	-	
DACR - DATA CENTER	3,761	-	-	-	-	-	
DESK - DESKTOP SUPPORT	324,093	326,258	326,258	292,723	51,436	274,822	84.2%
ENIT - ENTERPRISE IT COLLABORATION	18,111	732,614	732,614	416,929	292,898	439,716	60.0%
TOTAL PROGRAMS	$ 43,461,002	$ 55,570,429	$ 56,038,459	$ 46,654,849	$ 47,036,293	$ 9,002,166	16.1%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 29,826,848	$ 30,390,738	$ 29,402,646	$ 29,129,552	$ 29,311,365	$ (91,281)	-0.3%
0620 - OTHER INTERGOVERNMENTAL	197,765	7,407,500	7,407,500	207,500	171,300	(7,236,200)	-97.7%
SUBTOTAL	$ 30,024,613	$ 37,798,238	$ 36,810,146	$ 29,337,052	$ 29,482,665	$ (7,327,481)	-19.9%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 3,303,011	$ 3,608,382	$ 3,702,646	$ 3,325,336	$ 5,213,992	$ 1,511,346	40.8%
0638 - PATIENT SERVICES REVENUE	945,039	1,228,870	1,148,201	935,731	1,250,359	102,158	8.9%
SUBTOTAL	$ 4,248,050	$ 4,837,252	$ 4,850,847	$ 4,261,067	$ 6,464,351	$ 1,613,504	33.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 259,883	$ 100,000	$ 100,000	$ 104,343	$ 100,001	$ 1	0.0%
0650 - MISCELLANEOUS REVENUE	2,415	966	966	8,248	-	(966)	-100.0%
SUBTOTAL	$ 262,298	$ 100,966	$ 100,966	$ 112,591	$ 100,001	$ (965)	-1.0%
ALL REVENUES	$ 34,534,961	$ 42,736,456	$ 41,761,959	$ 33,710,710	$ 36,047,017	$ (5,714,942)	-13.7%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 30,420	$ 45,000	$ 45,000	$ 45,000	$ 45,000	$ -	0.0%
ALL OTHER FINANCING SOURCES	$ 30,420	$ 45,000	$ 45,000	$ 45,000	$ 45,000	$ -	0.0%
TOTAL SOURCES	$ 34,565,381	$ 42,781,456	$ 41,806,959	$ 33,755,710	$ 36,092,017	$ (5,714,942)	-13.7%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 RECOMM	RECOMM VS REVISED	%
0701 - REGULAR PAY	$ 21,028,992	$ 23,529,999	$ 22,499,536	$ 21,064,061	$ 21,697,221	$ 802,315	3.6%
0705 - TEMPORARY PAY	135,212	140,200	140,200	89,897	109,074	31,126	22.2%
0710 - OVERTIME	200,102	73,104	73,104	194,046	158,323	(85,219)	-116.6%
0750 - FRINGE BENEFITS	7,157,946	7,798,004	7,681,806	7,392,335	7,664,073	17,733	0.2%
0790 - OTHER PERSONNEL SERVICES	302,345	298,288	299,155	255,906	225,223	73,932	24.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(5,397,095)	(3,366,580)	(3,438,637)	(5,274,635)	(5,434,821)	1,996,184	-58.1%
0796 - PERSONNEL SERVICES ALLOC-IN	5,695,512	4,626,537	4,782,794	5,961,770	6,048,737	(1,265,943)	-26.5%
SUBTOTAL	$ 29,123,014	$ 33,099,552	$ 32,037,958	$ 29,683,380	$ 30,467,830	$ 1,570,128	4.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,411,907	$ 1,306,619	$ 1,022,200	$ 1,029,726	$ 1,115,984	$ (93,784)	-9.2%
0802 - MEDICAL SUPPLIES	2,014,471	9,042,587	9,009,478	1,838,355	1,890,851	7,118,627	79.0%
0803 - FUEL	20,174	25,369	24,654	19,246	29,140	(4,486)	-18.2%
0804 - NON-CAPITAL EQUIPMENT	105,481	70,616	71,925	202,374	76,548	(4,623)	-6.4%
0805 - SUPPLIES-ALLOCATION OUT	(409,548)	(473,875)	(473,875)	(903,635)	(1,022,458)	548,583	-115.8%
0806 - SUPPLIES-ALLOCATION IN	273,813	335,075	321,746	773,115	906,033	(584,287)	-181.6%
SUBTOTAL	$ 3,416,298	$ 10,306,391	$ 9,976,128	$ 2,959,181	$ 2,996,098	$ 6,980,030	70.0%
SERVICES							
0810 - LEGAL SERVICES	$ 2,458	$ 5,314	$ 5,313	$ 2,572	$ 6,803	$ (1,490)	-28.0%
0811 - HEALTH CARE SERVICES	2,084,530	1,788,386	1,813,229	1,951,119	1,623,939	189,290	10.4%
0812 - OTHER SERVICES	3,306,739	4,850,525	5,172,439	5,134,995	5,315,758	(143,319)	-2.8%
0820 - RENT & OPERATING LEASES	1,715,060	1,968,934	1,943,917	2,291,021	2,277,188	(333,271)	-17.1%
0825 - REPAIRS AND MAINTENANCE	154,000	242,422	242,414	228,363	289,483	(47,069)	-19.4%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	1,517,126	1,517,581	-	1,517,126	100.0%
0839 - INTERNAL SERVICE CHARGES	2,180,062	1,189,586	1,231,952	1,212,098	1,210,401	21,551	1.7%
0841 - TRAVEL	391,436	460,274	483,390	348,990	435,195	48,195	10.0%
0842 - EDUCATION AND TRAINING	118,779	286,927	284,275	109,345	200,957	83,318	29.3%
0843 - POSTAGE/FREIGHT/SHIPPING	71,242	84,836	83,054	58,351	104,067	(21,013)	-25.3%
0845 - SUPPORT AND CARE OF PERSONS	2,770	4,000	3,099	12,740	-	3,099	100.0%
0850 - UTILITIES	158,899	203,982	187,900	171,532	207,101	(19,201)	-10.2%
0872 - SERVICES-ALLOCATION OUT	(183,255)	(697,532)	(697,532)	(921,774)	(17,508)	(680,024)	97.5%
0873 - SERVICES-ALLOCATION IN	3,714	-	-	72,092	101,958	(101,958)	
SUBTOTAL	$ 10,006,434	$ 10,387,654	$ 12,270,576	$ 12,189,025	$ 11,755,342	$ 515,234	4.2%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 30,420	$ 1,472,259	$ 1,472,259	$ 1,472,259	$ 1,512,501	$ (40,242)	-2.7%
SUBTOTAL	$ 30,420	$ 1,472,259	$ 1,472,259	$ 1,472,259	$ 1,512,501	$ (40,242)	-2.7%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 568,094	$ -	$ -	$ 17,200	$ -	$ -	
0920 - CAPITAL EQUIPMENT	185,274	-	-	-	-	-	
0950 - DEBT SERVICE	131,468	304,939	281,904	315,614	284,522	(2,618)	-0.9%
0955 - CAPITAL-ALLOCATION OUT	-	(366)	(366)	(310)	-	(366)	100.0%
SUBTOTAL	$ 884,836	$ 304,573	$ 281,538	$ 351,004	$ 304,522	$ (22,984)	-8.2%
TOTAL USES	$ 43,461,002	$ 55,570,429	$ 56,038,459	$ 46,654,849	$ 47,036,293	$ 9,002,166	16.1%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ -	$ -	$ -	$ 960	$ -	$ -	
FUND TOTAL SOURCES	$ -	$ -	$ -	$ 960	$ -	$ -	
265 PUBLIC HEALTH FEES							
OPERATING	$ 4,204,159	$ 4,774,817	$ 4,694,148	$ 4,123,379	$ 6,609,352	$ 1,915,204	40.8%
FUND TOTAL SOURCES	$ 4,204,159	$ 4,774,817	$ 4,694,148	$ 4,123,379	$ 6,609,352	$ 1,915,204	40.8%
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 30,361,222	$ 38,006,639	$ 37,112,811	$ 29,631,371	$ 29,482,665	$ (7,630,146)	-20.6%
FUND TOTAL SOURCES	$ 30,361,222	$ 38,006,639	$ 37,112,811	$ 29,631,371	$ 29,482,665	$ (7,630,146)	-20.6%
DEPARTMENT OPERATING TOTAL SOURCES	$ 34,565,381	$ 42,781,456	$ 41,806,959	$ 33,755,710	$ 36,092,017	$ (5,714,942)	-13.7%
DEPARTMENT TOTAL SOURCES	$ 34,565,381	$ 42,781,456	$ 41,806,959	$ 33,755,710	$ 36,092,017	$ (5,714,942)	-13.7%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 11,164,401	$ 12,462,708	$ 12,388,109	$ 11,333,426	$ 10,787,840	$ 1,600,269	12.9%
FUND TOTAL	$ 11,164,401	$ 12,462,708	$ 12,388,109	$ 11,333,426	$ 10,787,840	$ 1,600,269	12.9%
265 PUBLIC HEALTH FEES							
OPERATING	$ 3,851,373	$ 4,774,809	$ 4,694,140	$ 3,886,124	$ 6,609,352	$ (1,915,212)	-40.8%
NON-RECURRING	-	326,258	1,843,384	2,085,849	156,436	1,686,948	91.5%
FUND TOTAL	$ 3,851,373	$ 5,101,067	$ 6,537,524	$ 5,971,973	$ 6,765,788	$ (228,264)	-3.5%
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 28,445,228	$ 38,006,654	$ 37,112,826	$ 29,349,450	$ 29,482,665	$ 7,630,161	20.6%
FUND TOTAL	$ 28,445,228	$ 38,006,654	$ 37,112,826	$ 29,349,450	$ 29,482,665	$ 7,630,161	20.6%
DEPARTMENT OPERATING TOTAL	$ 43,461,002	$ 55,244,171	$ 54,195,075	$ 44,569,000	$ 46,879,857	$ 7,315,218	13.5%
DEPARTMENT NON-RECURRING TOTAL	$ -	$ 326,258	$ 1,843,384	$ 2,085,849	$ 156,436	$ 1,686,948	91.5%
DEPARTMENT TOTAL	$ 43,461,002	$ 55,570,429	$ 56,038,459	$ 46,654,849	$ 47,036,293	$ 9,002,166	16.1%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS VARIANCE	%	FORECAST VS VARIANCE	%
ADMINISTRATIVE SERVICES								
EXECUTIVE MANAGEMENT	0.50	0.50	0.50	0.50	-	0.00%	-	0.00%
FINANCIAL SERVICES	0.20	0.20	0.20	0.20	-	0.00%	-	0.00%
HUMAN RESOURCES	0.20	0.20	0.20	0.20	-	0.00%	-	0.00%
PROGRAM TOTAL	0.90	0.90	0.90	0.90	-	0.00%	-	0.00%
RESEARCH AND REPORTING								
COUNTY SPONSORED SURVEYS	4.85	4.85	4.85	4.85	-	0.00%	-	0.00%
PROGRAM TOTAL	4.85	4.85	4.85	4.85	-	0.00%	-	0.00%
DEPARTMENT TOTAL	5.75	5.75	5.75	5.75	-	0.00%	-	0.00%
680 - STADIUM DISTRICT								
ADMINISTRATIVE SERVICES								
BUDGETING	0.30	0.30	0.20	0.20	(0.10)	(33.33%)	-	0.00%
EXECUTIVE MANAGEMENT	2.10	2.10	1.70	2.00	(0.10)	(4.76%)	0.30	17.65%
FINANCIAL SERVICES	0.30	0.30	0.50	0.40	0.10	33.33%	(0.10)	(20.00%)
HUMAN RESOURCES	0.30	0.30	0.30	0.30	-	0.00%	-	0.00%
PROGRAM TOTAL	3.00	3.00	2.70	2.90	(0.10)	(3.33%)	0.20	7.41%
FINANCIAL MANAGEMENT								
FISCAL RESOURCE	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
PHYSICAL ASSET MANAGEMENT	1.00	1.00	1.30	1.10	0.10	10.00%	(0.20)	(15.38%)
PROGRAM TOTAL	2.00	2.00	2.30	2.10	0.10	5.00%	(0.20)	(8.70%)
DEPARTMENT TOTAL	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
860 - PUBLIC HEALTH								
ADMINISTRATIVE SERVICES								
BUDGETING	0.90	0.90	0.90	0.90	-	0.00%	-	0.00%
EXECUTIVE MANAGEMENT	10.00	10.00	10.00	8.50	(1.50)	(15.00%)	(1.50)	(15.00%)
FINANCIAL SERVICES	5.10	5.10	5.10	5.10	-	0.00%	-	0.00%
HUMAN RESOURCES	7.00	7.00	7.00	7.00	-	0.00%	-	0.00%
PROCUREMENT	8.00	8.00	8.00	8.00	-	0.00%	-	0.00%
PROGRAM TOTAL	31.00	31.00	31.00	29.50	(1.50)	(4.84%)	(1.50)	(4.84%)
CLINIC SUPPORT SERVICES								
MEDICAL RECORDS	6.00	6.00	6.00	6.00	-	0.00%	-	0.00%
PUBLIC HEALTH PHARMACY	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
PROGRAM TOTAL	9.00	9.00	9.00	9.00	-	0.00%	-	0.00%
EPI AND GEN DISEASE SURVEILL								
EPIDEMIOLOGICAL REPORTING	9.50	9.50	8.50	8.50	(1.00)	(10.53%)	-	0.00%
SINGLE CASE INV INTERVENTIONS	9.50	9.50	8.50	9.50	-	0.00%	1.00	11.76%
PROGRAM TOTAL	19.00	19.00	17.00	18.00	(1.00)	(5.26%)	1.00	5.88%
FAMILY HEALTH								
DENTAL SEALANTS	2.40	2.40	2.30	2.40	-	0.00%	0.10	4.35%
FAMILY HEALTH PARTNERSHIPS	13.50	13.50	12.50	9.00	(4.50)	(33.33%)	(3.50)	(28.00%)
FAMILY PLANNING	4.80	4.80	4.80	-	(4.80)	(100.00%)	(4.80)	(100.00%)
HEALTHY START	6.00	6.00	6.00	6.00	-	0.00%	-	0.00%
LEAD HAZARD REDUCTION	1.00	1.00	1.00	0.40	(0.60)	(60.00%)	(0.60)	(60.00%)
NEWBORN INTENSIVE CARE	8.10	8.10	8.30	9.90	1.80	22.22%	1.60	19.28%
PARENT SUPPORT	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
PREGNANCY CONNECTION	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
TEEN PREGNANCY PREVENTION								
WELL WOMAN HEALTHCHECK	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
PROGRAM TOTAL	45.80	45.80	44.90	40.20	(5.60)	(12.23%)	(4.70)	(10.47%)
HEALTHCARE FOR HOMELESS INDVDL								
HEALTHCARE FOR THE HOMELESS	25.70	25.70	27.20	26.70	1.00	3.89%	(0.50)	(1.84%)
PROGRAM TOTAL	25.70	25.70	27.20	26.70	1.00	3.89%	(0.50)	(1.84%)
HIV HCV SERVICES								
HIV COUNSELING AND TESTING	10.00	10.00	9.75	9.60	(0.40)	(4.00%)	(0.15)	(1.54%)
HIV PREV COMM PLANNING GROUP	1.00	1.00	-	-	(1.00)	(100.00%)	-	
HIV SURVEILLANCE AMD INV	6.00	6.00	3.25	3.40	(2.60)	(43.33%)	0.15	4.62%
PROGRAM TOTAL	17.00	17.00	13.00	13.00	(4.00)	(23.53%)	-	0.00%
IMMUNIZATION SERVICES								
ADULT IMMUN FOREIGN TRVL SVCS	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
CHILDHOOD IMMUNIZATIONS	25.00	25.00	25.00	25.00	-	0.00%	-	0.00%
IMMUNIZATION EDUCATION	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
PROGRAM TOTAL	28.00	28.00	28.00	28.00	-	0.00%	-	0.00%
INFECTIOUS DISEASE CONTROL								
PHYS HEALTH SCREENING REFUGEES	7.00	7.00	8.00	7.00	-	0.00%	(1.00)	(12.50%)
PUBLIC HEALTH LABORATORY	7.25	7.25	7.25	7.25	-	0.00%	-	0.00%
STD CASE SURV INVESTIGATION	19.50	19.50	19.00	19.50	-	0.00%	0.50	2.63%
STD EXAMINATIONS AMD TREATMENT	14.50	14.50	14.50	14.50	-	0.00%	-	0.00%
TB SURVEILLANCE AMD INVEST	9.33	9.33	6.33	1.33	(8.00)	(85.74%)	(5.00)	(78.99%)
TB TESTING AMD TREATMENT	32.17	32.17	29.17	23.17	(9.00)	(27.98%)	(6.00)	(20.57%)
PROGRAM TOTAL	89.75	89.75	84.25	72.75	(17.00)	(18.94%)	(11.50)	(13.65%)
PROMOTING HEALTHY LIFESTYLES								
CHILD PASSENGER SAFETY	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
PROMTNG LIFETIME ACT FOR YOUTH	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
SUPP NUTRITION ASST ED INTERV	9.75	9.75	9.38	9.50	(0.25)	(2.56%)	0.13	1.33%
WOMEN INFANTS AND CHILDREN	149.80	149.80	163.58	168.70	18.90	12.62%	5.13	3.13%
WOMEN TOGETHER FOR HEALTH	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
PROGRAM TOTAL	167.55	167.55	180.95	186.20	18.65	11.13%	5.25	2.90%
PUBLIC HEALTH EMERGENCY MGMT								
PUBLIC HEALTH EMERGENCY MGMT	15.00	15.00	13.00	11.00	(4.00)	(26.67%)	(2.00)	(15.38%)
PROGRAM TOTAL	15.00	15.00	13.00	11.00	(4.00)	(26.67%)	(2.00)	(15.38%)
RYAN WHITE TITLE I SERV								
RYAN WHITE DENTAL INSURANCE	0.90	0.90	1.00	1.00	0.10	11.11%	-	0.00%
RYAN WHITE PLNG COUNCIL SUPP	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
PROGRAM TOTAL	2.90	2.90	3.00	3.00	0.10	3.45%	-	0.00%
TOBACCO USE PREVENTION								
SMOKE FREE ARIZONA INSPECTIONS	-	-	-	4.00	4.00		4.00	
TOB USE PREV TRNG DENTAL PROS	0.70	0.70	0.70	0.60	(0.10)	(14.29%)	(0.10)	(14.29%)
TOBACCO USE PREVENTION	42.00	42.00	23.00	20.00	(22.00)	(52.38%)	(3.00)	(13.04%)
PROGRAM TOTAL	42.70	42.70	23.70	24.60	(18.10)	(42.39%)	0.90	3.80%
VITAL REGISTRATION	-	-	-	-	-		-	
BIRTH AND DEATH CERTIFICATES	39.00	39.00	37.00	46.00	7.00	17.95%	9.00	24.32%
PROGRAM TOTAL	39.00	39.00	37.00	46.00	7.00	17.95%	9.00	24.32%
DEPARTMENT TOTAL	532.40	532.40	512.00	507.95	(24.45)	(4.59%)	(4.05)	(0.79%)

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Executive Assistant	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Accounting Specialist	5.00	5.00	5.00	5.00	-	0.00%	.00	0.00%
Health Services Aide	101.20	101.20	102.60	106.60	5.40	5.34%	4.00	3.90%
Human Resources Specialist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Office Assistant	46.00	46.00	47.00	47.00	1.00	2.17%	.00	0.00%
Administrative Assistant	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Office Assistant Specialized	55.75	55.75	67.75	70.00	14.25	25.56%	2.25	3.32%
Admin/Operations Specialist	16.50	16.50	14.00	15.00	(1.50)	-9.09%	1.00	7.14%
Deputy Director	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Director - Public Health	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Program Supervisor	2.00	2.00	-	-	(2.00)	-100.00%	.00	
Grant-Contract Admin Supv	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Financial Supervisor - Dept	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Risk Mgmt Supervisor	1.00	1.00	1.00	0.50	(0.50)	-50.00%	(.50)	-50.00%
Laboratory Supervisor	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Nursing Supervisor	8.00	8.00	8.00	7.00	(1.00)	-12.50%	(1.00)	-12.50%
Human Resources Supervisor	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Counseling Supervisor	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Administrative Supervisor	19.00	19.00	21.00	21.00	2.00	10.53%	.00	0.00%
Administrative Staff Supv	8.00	8.00	8.00	10.00	2.00	25.00%	2.00	25.00%
Field Operations Supervisor	1.00	1.00	-	1.00	-	0.00%	1.00	
Communicatn Officer Supervisor	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Operations/Program Supervisor	19.00	19.00	18.00	16.00	(3.00)	-15.79%	(2.00)	-11.11%
Social Worker Supervisor	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Dietitian/Nutritionist Supv	-	-	-	-	-		.00	
Administrator	4.00	4.00	4.00	4.00	-	0.00%	.00	0.00%
Nursing Manager	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Managing Physician	1.60	1.60	-	-	(1.60)	-100.00%	.00	
Administrative Manager	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Medical Director	-	-	1.00	1.00	1.00		.00	0.00%
Operations/Program Manager	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Management Analyst	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Program Coordinator	9.00	9.00	7.00	7.00	(2.00)	-22.22%	.00	0.00%
Accountant	7.00	7.00	6.00	6.00	(1.00)	-14.29%	.00	0.00%
Grant-Contract Administrator	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Finan/Business Analyst - Dept	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Procurement Specialist	4.00	4.00	4.00	4.00	-	0.00%	.00	0.00%
Dental Hygienist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Laboratory Technologist	6.25	6.25	6.25	6.25	-	0.00%	.00	0.00%
Nurse - Public Health	44.40	44.40	40.60	32.30	(12.10)	-27.25%	(8.30)	-20.44%
Nurse Pract/Phys Asst	10.00	10.00	10.00	9.00	(1.00)	-10.00%	(1.00)	-10.00%
Health Educator	46.50	46.50	21.50	22.50	(24.00)	-51.61%	1.00	4.65%
Dietitian/Nutritionist	1.70	1.70	6.70	6.70	5.00	294.12%	.00	0.00%
Pharmacist	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Physician	2.00	2.00	1.60	1.60	(0.40)	-20.00%	.00	0.00%
Epidemiologist	13.00	13.00	9.00	12.00	(1.00)	-7.69%	3.00	33.33%
Human Resources Analyst	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Trainer	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Counselor	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Social Worker	10.50	10.50	10.50	10.50	-	0.00%	.00	0.00%
Programmer/Analyst	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
General Laborer	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Medical Assistant	6.00	6.00	7.00	6.00	-	0.00%	(1.00)	-14.29%
Trades Generalist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Materials Handling Worker	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Laboratory Technician	1.50	1.50	-	0.50	(1.00)	-66.67%	.50	
Radiologic Technologist	2.00	2.00	2.50	2.50	0.50	25.00%	.00	0.00%
Infection Control Specialist	35.00	35.00	32.00	32.00	(3.00)	-8.57%	.00	0.00%
Licensed Practical Nurse	7.00	7.00	9.00	6.00	(1.00)	-14.29%	(3.00)	-33.33%
Pharmacy Technician	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Media Specialist	-	-	2.00	2.00	2.00		.00	0.00%
Procurement Officer - County	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Human Resources Associate	-	-	1.00	1.00	1.00		.00	0.00%
Communicatn Ofcr/Govt Liaison	1.50	1.50	2.00	1.00	(0.50)	-33.33%	(1.00)	-50.00%
Planner - Facilities	-	-	1.00	-	-		(1.00)	-100.00%
Deptartment Total	532.40	532.40	512.00	507.95	(24.45)	-4.59%	(4.05)	-0.79%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
100 - GENERAL	149.05	149.05	143.25	127.25	(21.80)	-14.63%	(16.00)	-11.17%
265 - PUBLIC HEALTH FEES	49.00	49.00	49.80	55.00	6.00	12.24%	5.20	10.44%
532 - PUBLIC HEALTH GRANTS	334.35	334.35	318.95	325.70	(8.65)	-2.59%	6.75	2.12%
DEPARTMENT TOTAL	532.40	532.40	512.00	507.95	(24.45)	-4.59%	(4.05)	-0.79%

Significant Variance Analysis

There are reductions in force associated with the reorganization of the Tuberculosis Program (17.0 FTE) and the elimination of the Family Planning Activity (4.80 FTE). Additionally, the grant funding changes annually and staffing is impacted. The Tobacco Program funding was reduced in most Activities for an overall reduction of 18.10 FTE; funding increased in the Vitals Program adding 7.0 FTE, and the WICC Activity increasing staff by 18.90 FTE and offsetting some of the reductions.

General Adjustments

Budget Balancing Adjustments:

General Fund (100)

Administrative Reduction

- Because of reduced grants and decreased staffing levels, the department is able to cancel the lease of one floor in the building on Central Ave., resulting in a savings of $200,201.
- Eliminate one Public Information Officer position for a total reduction of $82,583.
- Reduce Risk Manager position to part-time (.50 FTE) for a total reduction of $58,962. This reduction was implemented in FY 2008-09.

Vacancies

- Eliminate ongoing funding for a part-time Disease Control Director and use one-time fund balance for a temporary contract position for a total reduction of $105,000.

Cost Reduction

- Reduce funding for IT support from the Office of Enterprise Technology due to decrease need for support for a total reduction of $124,627.
- Reduce funding for the SAFER Program to continue at a reduced cost for a total savings of $12,000.

Debt Reduction

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce operating expenses for equipment. This results in an operating savings of $242.

Base Adjustments:

Public Health Fee Fund (265) Non-Recurring/Non-Project :

- One-time carry-over for Special IT Projects - $30,000.
- One-time expenditure to pay off the Technology Financing Program debt balance due to decreased grant funding - $21,436.
- One-time funding for Contract Disease Control Physician - $105,000.

Strategic Business Plan Update

The Department of Public Health went through a comprehensive facilitated review and revision of their strategic business plan; the changes are reflected in this document. Most of the Department's Activities and performance measures were validated and reworded with a renewed customer focus and clarification of the measures. The majority of the revisions consolidated existing Programs and Activities. Four Activities were added.

The Infectious Disease Control Program absorbed the Tuberculosis and Sexually Transmitted Disease Programs which is now comprised of six Activities. Tuberculosis Testing Activity and Tuberculosis Treatment Activity were condensed into a new Activity and, following a systemic approach throughout the plan, the TB Investigations Activity was expanded to be the Tuberculosis Case Surveillance and

Investigation Activity. Similarly, the STD Examination Activity and STD Treatment Activity were condensed into the STD Examinations and Treatment Activity.

The HIV/HCV Services Program was revised to be the HIV Services Program. It was consolidated to two Activities from five. Services, customer groups and benefits remained the same. The new and more precise Activities include the HIV Counseling and Testing Activity and the HIV Surveillance and Investigation Activity.

In the Immunization Services Program, the Adult Immunization Activity was expanded to the Adult Immunization and Foreign Travel Services Activity.

In the Vital Registration Program, the two previous Activities were concentrated into one more detailed Activity, the Birth and Death Certificates Activity.

The Tobacco Use Prevention Program was previously comprised of five Activities. It was reduced to three clearer and more precise Activities: the Tobacco Prevention Activity, the Tobacco Prevention Training for Dental Professionals Activity, and the new Smoke Free Arizona Inspections Activity.

The Promoting Healthy Lifestyles Program added the Child Passenger Safety Activity as it has become a desirable service to the public, and the School Based Nutrition Education Activity was reworded to contain more detail. It is now the Supplemental Nutrition Assistance and Education Activity.

The Public Health Emergency Management Program was consolidated from two Activities to one broader Activity entitled Public Health Emergency Management.

The Family Health Program is a compilation of four prior Programs including the Healthy Start Program, the Family Health Program, the Child Safety Program and the Cancer Prevention and Treatment Program. The majority of the Activities stayed the same; however, Family Planning is no longer a viable program (see more in the Activity section). Other changes include a new Activity, Teen Pregnancy Prevention, a name change for the Preventing Abuse and Neglect through Dental Awareness Activity, which is now the Dental Sealants Activity, and the consolidation of the Case Management Activity, the Health Education Activity, and the Screening and Referrals Activity into the new Healthy Start Activity.

Programs and Activities

Clinic Support Services Program

The purpose of the Clinic Support Services Program is to provide professional and cost-effective ancillary health services to healthcare providers and patients so they can better manage patient care and treatment.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% registrations provided with a wait time of 15 minutes or less	not reported	not reported	60.0%		
% of syphilis screening results reported within 1 working day	not reported	not reported	95.0%		
% savings over wholesale price: Rifampin 300 mg	25.5%	67.2%	59.1%	-8.1%	-12.1%
% savings over wholesale price: PZA 500 mg	41.1%	59.3%	59.4%	0.1%	0.2%
% savings over wholesale price: Myambutol 400 mg	37.3%	60.3%	59.7%	-0.6%	-1.1%
% savings over wholesale price: Isoniazid 300 mg	24.0%	77.1%	74.5%	-2.6%	-3.3%

Activities that comprise this program include:

- Medical Records
- Public Health Laboratory
- Public Health Pharmacy

Medical Records Activity

The purpose of the Medical Records Activity is to provide registration and records services in a timely manner to individuals seeking care so they can access a public health clinic.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% registrations provided with a wait time of 15 minutes or less	not reported	not reported	60.0%		
Output	# registrations provided	22,304	22,000	23,000	1,000	4.3%
Demand	anticipated # registrations requested	22,304	22,000	23,000	1,000	4.3%
Efficiency	cost per registration	$15.05	$15.42	$14.91	$0.51	3.3%
Expenditure						
	100 - GENERAL	$ 335,719	$ 339,318	$ 342,933	$ (3,615)	-1.1%
	TOTAL USES	$ 335,719	$ 339,318	$ 342,933	$ (3,615)	-1.1%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand with slightly increased funding and improved efficiency.

Public Health Laboratory Activity

The purpose of the Public Health Laboratory Activity is to provide specific lab results to select healthcare providers so they can make a definitive diagnosis and treat patient health conditions.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of syphilis screening results reported within 1 working day	not reported	not reported	95.0%		
Output	# of lab test results reported	163,528	173,225	172,000	-1,225	-0.7%
Demand	# of lab tests requested	163,528	173,225	172,000	-1,225	-0.7%
Efficiency	cost per lab test	$3.10	$2.97	$3.00	-$0.03	-1.0%
Expenditure						
	100 - GENERAL	$ 506,309	$ 514,353	$ 515,907	$ (1,554)	-0.3%
	TOTAL USES	$ 506,309	$ 514,353	$ 515,907	$ (1,554)	-0.3%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand with slightly increased funding.

Public Health Pharmacy Activity

The purpose of the Public Health Pharmacy Activity is to provide discounted medications to MCDPH clients so they can reduce their expenses related to treating their health conditions.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% savings over wholesale price: Rifampin 300 mg	25.5%	67.2%	59.1%	-8.1%	-13.7%
Result	% savings over wholesale price: PZA 500 mg	41.1%	59.3%	59.4%	0.1%	0.2%
Result	% savings over wholesale price: Myambutol 400 mg	37.3%	60.3%	59.7%	-0.6%	-1.1%
Result	% savings over wholesale price: Isoniazid 300 mg	24.0%	77.1%	74.5%	-2.6%	-3.4%
Output	# of prescriptions filled	17,798	18,450	17,000	-1,450	-8.5%
Demand	# of prescriptions requested	17,798	18,450	17,000	-1,450	-8.5%
Efficiency	cost per presciption filled	$19.57	$17.19	$18.76	-$1.58	-9.2%
Revenue						
	265 - PUBLIC HEALTH FEES	$ 27,229	$ 28,000	$ 28,000	$ -	0.0%
	TOTAL SOURCES	$ 27,229	$ 28,000	$ 28,000	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 298,760	$ 289,124	$ 290,987	$ (1,863)	-0.6%
	265 - PUBLIC HEALTH FEES	49,520	28,000	28,000	-	0.0%
	TOTAL USES	$ 348,280	$ 317,124	$ 318,987	$ (1,863)	-0.6%

Activity Narrative: The FY 2009-10 budget supports this Activity with slightly increased General Fund expenditures.

Epidemiology and General Disease Surveillance Program

The purpose of the Epidemiology and General Disease Surveillance Program is to provide timely data and reporting to County residents and interested stakeholders so they can halt the spread of disease and increase the overall health of Maricopa County residents.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of disease reports completed within the appropriate time frame	75.6%	70.1%	70.0%	-0.1%	-0.2%
% of required reports provided	90.5%	90.0%	90.0%	0.0%	0.0%
% of communicable disease reports investigated according to guidelines	not reported	not reported	16.3%		

Activities that comprise this program include:

- Epidemiological Reporting
- Single Case Investigations & Intervention

Epidemiological Reporting Activity

The purpose of the Epidemiological Reporting Activity is to provide data and information to MCDPH programs, interested stakeholders and the general public regarding disease trends in Maricopa County so they can halt the spread of disease in the community.

Mandates: ARS §36-186 mandates the powers and duties of the Director of the County Department of Public Health including a requirement that the Public Health submit an annual report of all activities, diseases reported, expenditures of the department, condition of the public health in the county, and recommendations for the protection of the public health to the State, Board of Supervisors, each city in the county, and the local board of health.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of disease reports completed within the appropriate time frame	75.6%	70.1%	70.0%	-0.1%	-0.2%
Result	% of required reports provided	90.5%	90.0%	90.0%	0.0%	0.0%
Output	# of reports provided	905	756	756	-	0.0%
Demand	anticipated # reports requested	1,000	840	840	-	0.0%
Efficiency	cost per report provided	$747.81	$1,249.90	$1,164.96	$84.94	6.8%
Expenditure						
	100 - GENERAL	$ 651,154	$ 830,059	$ 765,712	$ 64,347	7.8%
	265 - PUBLIC HEALTH FEES	25,610	114,863	114,996	(133)	-0.1%
	TOTAL USES	$ 676,764	$ 944,922	$ 880,708	$ 64,214	6.8%

Activity Narrative: Overall, the funding at the Program level is staying flat; however, the Department has shifted some funding between the two Activities enabling them to maintain FY 2009-10 output levels.

Single Case Investigations & Interventions Activity

The purpose of the Single Case Investigations and Interventions Activity is to provide timely investigations and interventions to the residents of Maricopa County so they can experience minimal disease burden in the community.

Mandates: ARS §36-186 mandates the powers and duties of the Director of the County Department of Public Health including a requirement that the Public Health submit an annual report of all activities, diseases reported, expenditures of the department, condition of the public health in the county, and recommendations for the protection of the public health to the State, Board of Supervisors, each city in the county, and the local board of health.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of communicable disease reports investigated according to guidelines	not reported	not reported	16.3%		
Output	# of reports investigated according to guidelines	8,795	7,613	7,613	-	0.0%
Demand	anticipated # disease reports received for investigation	30,435	45,000	46,620	1,620	3.5%
Efficiency	cost per report investigated according to guidelines	$94.21	$85.96	$142.68	-$56.72	-66.0%
Expenditure						
	100 - GENERAL	$ 806,530	$ 903,345	$ 971,560	$ (68,215)	-7.6%
	265 - PUBLIC HEALTH FEES	22,020	114,501	114,637	(136)	-0.1%
	TOTAL USES	$ 828,550	$ 1,017,846	$ 1,086,197	$ (68,351)	-6.7%

Activity Narrative: Overall, the funding at the Program level is staying flat; however, the Department has shifted some funding between the two Activities enabling them to maintain FY 2009-09 output levels.

Family Health Program

The purpose of the Family Health Program is to provide assessment, education and services to women, children and their families and community organizations so they can be healthy and so that health disparities among women and children may be reduced.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% women with abnormal screening results receiving diagnostic services within 60 days	not reported	not reported	75.0%		
% of coalition members who report that there is progress towards implementation of plan goals.	82.4%	70.0%	70.0%	0.0%	0.0%
% individuals who increased perinatal health knowledge as measured by post-intervention evaluation	not reported	not reported	85.2%		
% of women with abnormal cancer screening findings who received follow up	50.4%	44.0%	0.0%	-44.0%	-100.0%
% of women returning at least every 6 months for family planning assessment	61.2%	67.0%	0.0%	-67.0%	-100.0%
% of women receiving adequate number of prenatal care visits (as per American College of Obstetrics & Gynecology (ACOG) standards)	not reported	not reported	75.0%		
% of infants receiving adequate immunizations (as per American Academy of Pediatrics (AAP) standards)	not reported	not reported	80.0%		
% of eligible community members receiving educational services	not reported	not reported	50.0%		
% of children needing sealants who receive them	not reported	not reported	75.0%		
% of families who have increased knowledge of lead hazards	not reported	not reported	70.0%		
% families who take at least one new lead hazard reduction action	not reported	not reported	65.0%		
% families contacted within 7 days of referral being received	not reported	not reported	80.0%		
% of families contacted who are visited within 14 days of referral being received	not reported	not reported	70.0%		
% of children with suspicious developmental screenings that are referred to early intervention services	not reported	not reported	80.0%		
% individuals who made improvement on goals as measured by post-intervention evaluation	not reported	not reported	90.0%		
% youth who report an increased ability to make healthy decisions as measured by the pre- and post-Youth Development Inventory	not reported	not reported	60.0%		

Activities that comprise this program include:

- Well Woman Healthcheck
- Family Health Partnerships
- Pregnancy Connection
- Family Planning
- Healthy Start
- Dental Sealants
- Lead Hazard Reduction
- Newborn Intensive Care
- Parent Support
- Teen Pregnancy Prevention

Well Woman Healthcheck Activity

The purpose of the Well Woman Healthcheck Activity is to provide breast and cervical cancer screening and educational services to uninsured and underinsured women so they can receive appropriate and timely follow-up if they have abnormal screening results.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% women with abnormal screening results receiving diagnostic services within 60 days	not reported	not reported	75.0%		
Output	# client visits	3,597	3,500	3,000	-500	-14.3%
Demand	anticipated # client visits	3,597	3,500	3,000	-500	-14.3%
Efficiency	cost per client visit	$ 188.77	$ 195.99	$ 230.71	$ (34.71)	-17.7%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 643,785	$ 685,981	$ 692,115	$ 6,134	0.9%
	TOTAL SOURCES	$ 643,785	$ 685,981	$ 692,115	$ 6,134	0.9%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 679,020	$ 685,982	$ 692,115	$ (6,133)	-0.9%
	TOTAL USES	$ 679,020	$ 685,982	$ 692,115	$ (6,133)	-0.9%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, recognizing slightly increased demand for services and slightly increased funding.

Dental Sealants Activity

The purpose of the Dental Sealants Activity is to provide dental sealants to eligible children in Maricopa County so they can avoid tooth decay.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of children needing sealants who receive them	not reported	not reported	75.0%		
Output	# eligible children receiving sealants	4,983	4,800	4,801	1	0.0%
Demand	anticipated # children eligible to receive sealants	6,638	6,400	6,400	-	0.0%
Efficiency	cost per eligible child receiving sealants	$65.06	$81.32	$81.86	-$0.55	-0.7%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 257,094	$ 299,212	$ 310,645	$ 11,433	3.8%
	TOTAL SOURCES	$ 257,094	$ 299,212	$ 310,645	$ 11,433	3.8%
Expenditure						
	100 - GENERAL	$ 67,399	$ 91,098	$ 82,380	$ 8,718	9.6%
	532 - PUBLIC HEALTH GRANTS	256,801	299,217	310,645	(11,428)	-3.8%
	TOTAL USES	$ 324,200	$ 390,315	$ 393,025	$ (2,710)	-0.7%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 75% of the demand with slightly increased funding, recognizing no growth in the demand for services.

Family Health Partnerships Activity

The purpose of the Family Health Partnerships Activity is to provide technical assistance to local programs so they can expand their capacities to improve maternal/child health outcomes.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of coalition members who report that there is progress towards implementation of plan goals.	82.4%	70.0%	70.0%	0.0%	0.0%
Output	# of partnerships developed or retained	8	7	7	-	0.0%
Demand	anticipated # of partnerships to be developed or retained	8	7	7	-	0.0%
Efficiency	cost per partnership developed	$116,743.50	$174,807.29	$123,187.43	$51,619.86	29.5%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 157,472	$ 444,361	$ 133,562	$ (310,799)	-69.9%
	TOTAL SOURCES	$ 157,472	$ 444,361	$ 133,562	$ (310,799)	-69.9%
Expenditure						
	100 - GENERAL	$ 728,161	$ 779,289	$ 728,750	$ 50,539	6.5%
	532 - PUBLIC HEALTH GRANTS	205,787	444,362	133,562	310,800	69.9%
	TOTAL USES	$ 933,948	$ 1,223,651	$ 862,312	$ 361,339	29.5%

Activity Narrative: Funding for teen pregnancy prevention was previously included in this Activity but is now in a separate Activity, Teen Pregnancy Prevention.

Lead Hazard Reduction Activity

The purpose of the Lead Hazard Reduction Activity is to provide in-home lead testing and educational services to families residing in City of Phoenix Lead Hazard Control Program (LHCP) homes which test positive for lead so they can reduce or eliminate their children's risk for exposure to lead.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of families who have increased knowledge of lead hazards	not reported	not reported	70.0%		
Result	% families who take at least one new lead hazard reduction action	not reported	not reported	65.0%		
Output	# of educational home visits	49	100	50	-50	-50.0%
Demand	anticipated # of educational home visits	49	100	50	-50	-50.0%
Efficiency	cost per educational home visit	$1,683.65	$1,037.15	$849.28	$187.87	18.1%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 46,345	$ 103,711	$ 42,464	$ (61,247)	-59.1%
	TOTAL SOURCES	$ 46,345	$ 103,711	$ 42,464	$ (61,247)	-59.1%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 82,499	$ 103,715	$ 42,464	$ 61,251	59.1%
	TOTAL USES	$ 82,499	$ 103,715	$ 42,464	$ 61,251	59.1%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, which is decreasing at the same rate as funding.

Pregnancy Connection Activity

The purpose of the Pregnancy Connection Activity is to provide perinatal health education and information to women of childbearing age so they can increase their knowledge of perinatal health to promote healthy pregnancy.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% individuals who increased perinatal health knowledge as measured by post-intervention evaluation	not reported	not reported	85.2%		
Output	# individuals educated	804	600	1,000	400	66.7%
Demand	anticipated # of individuals educated	804	600	1,000	400	66.7%
Efficiency	cost per individual educated	$ 260.52	$ 259.35	$ 157.26	$ 102.09	39.4%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 234,356	$ 207,476	$ 157,262	$ (50,214)	-24.2%
	TOTAL SOURCES	$ 234,356	$ 207,476	$ 157,262	$ (50,214)	-24.2%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 209,461	$ 207,477	$ 157,262	$ 50,215	24.2%
	TOTAL USES	$ 209,461	$ 207,477	$ 157,262	$ 50,215	24.2%

Activity Narrative: In FY 2008-09, demand and output are anticipated to be 800, exceeding the budgeted demand and output of 600. In FY 2009-10, the Department plans to gain efficiencies and meet 100% of the continued increased demand with reduced funding.

Newborn Intensive Care Activity

The purpose of the Newborn Intensive Care Activity is to provide education, developmental screening and early intervention referrals to families of at-risk infants and children so they can be empowered to function at their highest level through timely identification of issues and access to community resources.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% families contacted within 7 days of referral being received	not reported	not reported	80.0%		
Result	% of families contacted who are visited within 14 days of referral being received	not reported	not reported	70.0%		
Result	% of children with suspicious developmental screenings that are referred to early intervention services	not reported	not reported	80.0%		
Output	# of home visits provided	4,233	4,000	3,500	-500	-12.5%
Demand	# of home visits anticipated	4,233	4,000	3,500	-500	-12.5%
Efficiency	cost per home visit	$173.98	$219.02	$179.01	$40.01	18.3%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 654,674	$ 766,580	$ 626,537	$ (140,043)	-18.3%
	TOTAL SOURCES	$ 654,674	$ 766,580	$ 626,537	$ (140,043)	-18.3%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 736,459	$ 766,578	$ 626,537	$ 140,041	18.3%
	TOTAL USES	$ 736,459	$ 766,578	$ 626,537	$ 140,041	18.3%

Budget Balancing Adjustment:

Fund Shift

- Shift funding for an Office Assistant from the Family Health General Fund (100) to the Newborn Intensive Care Grant in the Public Health Grant Fund (532) resulting in a General Fund savings

of $33,437. Overall, grant revenue will be decreased by 18.3%; therefore, fewer services will be provided.

Activity Narrative: Reduced funding in this Activity corresponds with the reduced demand and output.

Family Planning Activity

The purpose of the Family Planning Activity is to provide affordable well-woman health examinations and family planning services to women so they can plan their pregnancies and remain healthy.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of women with abnormal cancer screening findings who received follow up	50.4%	44.0%	0.0%	-44.0%	-100.0%
Result	% of women returning at least every 6 months for family planning assessment	61.2%	67.0%	0.0%	-67.0%	-100.0%
Output	# of women with abnormal cancer screening findings	125	125	-	-125	-100.0%
Output	# client visits	3,320	4,700	-	-4,700	-100.0%
Demand	anticipated # client visits	3,320	4,700	-	-4,700	-100.0%
Efficiency	cost per client visit	$138.09	$112.07	$0.00	$112.07	100.0%
Revenue						
	265 - PUBLIC HEALTH FEES	$ 137,340	$ 322,677	$ -	$ (322,677)	-100.0%
	TOTAL SOURCES	$ 137,340	$ 322,677	$ -	$ (322,677)	-100.0%
Expenditure						
	100 - GENERAL	$ 382,308	$ 204,057	$ -	$ 204,057	100.0%
	265 - PUBLIC HEALTH FEES	76,153	322,677	-	322,677	100.0%
	TOTAL USES	$ 458,461	$ 526,734	$ -	$ 526,734	100.0%

Budget Balancing Adjustment:

Service Reduction

- Eliminate the Family Planning Program resulting in a General Fund (100) savings of $204,057 and a Public Health Fee Fund (265) revenue and expenditure reduction of $322,677. This reduction was implemented in FY 2008-09.

Activity Narrative: The FY 2009-10 budget does not support the Family Planning Activity. Family Planning has not been a viable Activity. As the General Fund support of the Family Planning Activity has been reduced, the Fee Fund has increased fees in an unsuccessful attempt to cover all of the associated costs. The General Fund impact on the department will be the reduction of one Nurse Practitioner and in the Fee Fund there will be a reduction of five positions; Medical Assistant, Registered Nurse, Nurse Practitioner/Physician's Assistant, and two Office Assistants. The impact on the customers will be that over 3,000 clients annually will need to seek family planning services elsewhere. The department is working with clients and other providers, including Maricopa Integrated Healthcare Systems, to ensure the individual needs are met.

Parent Support Activity

The purpose of the Parent Support Activity is to provide parenting education and case management to parents/caregivers so they can enhance parenting knowledge, skills, and behaviors.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% individuals who made improvement on goals as measured by post-intervention evaluation	not reported	not reported	90.0%		
Output	# educational services received	not reported	not reported	350		
Output	# individuals completing post-intervention evaluation	not reported	not reported	1,200		
Demand	# educational services requested	not reported	not reported	500		
Efficiency	cost per educational service received	not reported	not reported	$ 181.31		
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 1,915	$ 46,333	$ 63,460	$ 17,127	37.0%
	TOTAL SOURCES	$ 1,915	$ 46,333	$ 63,460	$ 17,127	37.0%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 44,146	$ 46,335	$ 63,460	$ (17,125)	-37.0%
	TOTAL USES	$ 44,146	$ 46,335	$ 63,460	$ (17,125)	-37.0%

Activity Narrative: The measures for this Activity were changed completely in the FY 2008-09 strategic plan.

Healthy Start Activity

The purpose of the Healthy Start Activity is to provide case management and education to perinatal women and their families and education to community members so they can access and adequately utilize health care and social services to promote and improve maternal/child health and birth outcomes.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of women receiving adequate number of prenatal care visits (as per American College of Obstetrics & Gynecology (ACOG) standards)	not reported	not reported	75.0%		
Result	% of infants receiving adequate immunizations (as per American Academy of Pediatrics (AAP) standards)	not reported	not reported	80.0%		
Result	% of eligible community members receiving educational services	not reported	not reported	50.0%		
Output	# of case management services received	145	100	200	100	100.0%
Output	# of maternal/child health educational sessions received	14,056	15,000	15,000	-	0.0%
Demand	anticipated # case management services requested	145	100	200	100	50.0%
Demand	anticipated # community based maternal/child health educational sessions requested	14,056	15,000	15,000	-	0.0%
Efficiency	cost per case management service received	$23.62	$24.24	$27.00	-$2.76	-11.4%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 323,022	$ 363,637	$ 400,000	$ 36,363	10.0%
	TOTAL SOURCES	$ 323,022	$ 363,637	$ 400,000	$ 36,363	10.0%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 331,979	$ 363,629	$ 400,000	$ (36,371)	-10.0%
	TOTAL USES	$ 331,979	$ 363,629	$ 400,000	$ (36,371)	-10.0%

Activity Narrative: The increase in funding will be used to address the increased demand for case management services with the addition of staff, as well as increases in rent costs.

Teen Pregnancy Prevention Activity

The purpose of the Teen Pregnancy Prevention Activity is to provide education and service learning opportunities to youth so they can improve their ability to make healthy decisions.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% youth who report an increased ability to make healthy decisions as measured by the pre- and post-Youth Development Inventory	not reported	not reported	60.0%		
Output	# youth educated	not reported	not reported	60		
Demand	anticipated # youth to be educated	not reported	not reported	80		
Efficiency	cost per youth educated	not reported	not reported	$ 3,246.28		
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ -	$ -	$ 194,777	$ 194,777	-100.0%
	TOTAL SOURCES	$ -	$ -	$ 194,777	$ 194,777	-100.0%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ -	$ -	$ 194,777	$ (194,777)	-100.0%
	TOTAL USES	$ -	$ -	$ 194,777	$ (194,777)	-100.0%

Activity Narrative: This is a new Activity in FY 2009-10. Therefore, no historical information is available for comparison. The FY 2009-10 budget supports the Department in meeting 100% of the anticipated demand.

Healthcare for the Homeless Program

The purpose of the Healthcare for the Homeless Program is to provide integrated medical and behavioral health services, in a holistic manner, to homeless individuals in Maricopa County so they can receive primary care in order to achieve an optimal level of health.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of visits made in the clinic	not reported	not reported	97.0%		

Activities that comprise this program include:

- Healthcare for the Homeless

Healthcare for the Homeless Activity

The purpose of the Healthcare for the Homeless Activity is to provide integrated medical and behavioral health services, in a holistic manner, to homeless individuals in Maricopa County so they can receive primary care in order to achieve an optimal level of health.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of visits made in the clinic	not reported	not reported	97.0%		
Output	# of client contacts	22,575	26,500	28,260	1,760	6.6%
Demand	anticipated # of client contacts	23,443	27,288	28,260	972	3.6%
Efficiency	cost per client contact	$98.17	$78.45	$90.83	-$12.38	-15.8%
Revenue						
	265 - PUBLIC HEALTH FEES	$ -	$ -	$ 280,360	$ 280,360	100.0%
	532 - PUBLIC HEALTH GRANTS	2,237,354	2,078,896	2,126,697	47,801	2.3%
	TOTAL SOURCES	$ 2,237,354	$ 2,078,896	$ 2,407,057	$ 328,161	15.8%
Expenditure						
	265 - PUBLIC HEALTH FEES	$ -	$ -	$ 280,359	$ (280,359)	-100.0%
	532 - PUBLIC HEALTH GRANTS	2,216,220	2,078,901	2,126,697	(47,796)	-2.3%
	TOTAL USES	$ 2,216,220	$ 2,078,901	$ 2,407,056	$ (328,155)	-15.8%

Base Adjustment:

- Expenditure and revenue increase for program income in the Public Health Fee Fund (265) of $280,360.

Activity Narrative: Funding is increasing proportionately to increased demand and output in this Activity. In FY 2009-10 the Department will begin to utilize the fee fund to record revenue and expenditures for services paid by AHCCCS.

HIV Services Program

The purpose of the HIV Services program is to provide identification, screening, testing and referral to individuals at risk for or infected with HIV so they can seek HIV care if necessary and reduce the spread of HIV in the community.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of clients who are positive who are referred for care within 30 working days	100.0%	100.0%	80.0%	-20.0%	-20.0%
% of cases closed within 30 business days	92.6%	90.0%	95.5%	5.5%	6.2%
% of cases where at least one contact was notified of exposure	not reported	not reported	40.2%		

Activities that comprise this program include:

- HIV Counseling & Testing
- HIV Surveillance & Investigation

HIV Counseling & Testing Activity

The purpose of the HIV Counseling & Testing Activity is to provide counseling and testing services for people at risk for HIV infection so they can be tested and referred for services in a timely manner.

Mandates: AZ Admin Code R9-6-339 mandates the procedures that the State Department of Health expects from the county, if the county selects to engage in HIV testing. ARS §36-663 mandates that if the county engages in HIV testing, that it follow certain procedures and maintain specific confidentiality standards in regards to the tests. ARS §36-663 also mandates HIV counseling following any positive test. ARS §36-664 mandates the confidentiality requirements that the Public Health Department must adhere to concerning communicable diseases.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of clients who are positive who are referred for care within 30 working days	100.0%	100.0%	80.0%	-20.0%	-20.0%
Output	# client visits	not reported	not reported	1,500		
Demand	anticipated # client visits	not reported	not reported	1,500		
Efficiency	cost per client visit	$158.74	$238.95	$331.21	-$92.27	-38.6%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 478,890	$ 525,682	$ 496,818	$ (28,864)	-5.5%
	TOTAL SOURCES	$ 478,890	$ 525,682	$ 496,818	$ (28,864)	-5.5%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 482,240	$ 525,679	$ 496,818	$ 28,861	5.5%
	TOTAL USES	$ 482,240	$ 525,679	$ 496,818	$ 28,861	5.5%

Activity Narrative: The demand and output calculations were changed during the FY 2009-10 strategic plan update so year-to-year comparisons can't really be made. The department will no longer be administering off-site STD testing. FY 2009-10 demand and output are reflective of that change.

HIV Surveillance & Investigation Activity

The purpose of the HIV Surveillance & Investigation Activity is to provide case review and follow up to individuals who are reported or suspected of having been infected with HIV so they can be tested and referred for services in a timely manner.

Mandates: AZ Admin Code R9-6-339 mandates the procedures that the State Department of Health expects from the county, if the county selects to engage in HIV testing.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of cases closed within 30 business days	92.6%	90.0%	95.5%	5.5%	6.2%
Result	% of cases where at least one contact was notified of exposure	not reported	not reported	40.2%		
Output	# of positive HIV cases investigated	864	900	700	(200)	-22.2%
Demand	# of positive HIV case reports received	1,029	900	900	-	0.0%
Efficiency	cost per positive HIV case investigated	$270.13	$358.79	$337.05	$21.73	6.1%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 245,315	$ 322,901	$ 234,589	$ (88,312)	-27.3%
	TOTAL SOURCES	$ 245,315	$ 322,901	$ 234,589	$ (88,312)	-27.3%
Expenditure						
	100 - GENERAL	$ 46,674	$ -	$ -	$ -	0.0%
	532 - PUBLIC HEALTH GRANTS	186,719	322,909	234,589	88,320	27.4%
	TOTAL USES	$ 233,393	$ 322,909	$ 234,589	$ 88,320	27.4%

Activity Narrative: Funding for this Activity has been reduced in the FY 2009-10 budget by 27%, which results in a reduction in output.

Immunization Services Program

The purpose of Immunization Services Program is to provide immunizations to eligible children and adults, and education to immunization providers, so they can avoid the contracting and spreading of vaccine-preventable diseases amongst themselves or their clients.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of clients choosing to receive all recommended vaccines for travel	90.0%	90.0%	90.0%	0.0%	0.0%
% of children 0-2 years old receiving full complement of immunizations	52.0%	55.0%	45.0%	-10.0%	-18.2%
% of children aged 2-5 in child care facilities that are up-to-date with all required immunizations	not reported	not reported	90.0%		
% of children >5 in schools that are up-to-date with all the immunizations required to attend school	not reported	not reported	94.0%		

Activities that comprise this program include:

- Adult Immunization & Foreign Travel Services
- Immunization Education
- Childhood Immunizations

Adult Immunization & Foreign Travel Services Activity

The purpose of the Adult Immunization and Foreign Travel Services Activity is to provide recommended immunizations to individuals so they can avoid contracting a variety of preventable diseases.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of clients choosing to receive all recommended vaccines for travel	90.0%	90.0%	90.0%	0.0%	0.0%
Output	Number of immunizations provided	4,347	6,000	7,500	1,500	25.0%
Demand	# of immunizations anticipated	4,716	6,000	7,500	1,500	25.0%
Efficiency	Cost per immunization provided	$100.16	$110.26	$46.67	$63.60	57.7%
Revenue						
	265 - PUBLIC HEALTH FEES	$ 376,485	$ 496,193	$ 350,000	$ (146,193)	-29.5%
	TOTAL SOURCES	$ 376,485	$ 496,193	$ 350,000	$ (146,193)	-29.5%
Expenditure						
	265 - PUBLIC HEALTH FEES	$ 435,403	$ 496,189	$ 350,000	$ 146,189	29.5%
	TOTAL USES	$ 435,403	$ 496,189	$ 350,000	$ 146,189	29.5%

Base Adjustment:

- Revenue and expenditure reduction in the Public Health Fee Fund of $146,193.

Activity Narrative: The Department is dealing with an increased number of non-paying clients. Other Public Health Clinics assist in this Activity when the demand is higher than the current staff can serve so that 100% of demand can be met with reduced resources**.**

Childhood Immunizations Activity

The purpose of the Childhood Immunizations Activity is to provide immunizations to children 0 to 18 so they can avoid contracting and spreading vaccine-preventable diseases.

Mandates: ARS §36-671-674 outlines the tobacco tax account and specifies that a certain percentage of the revenues may be used by the state to contract with counties for the treatment of preventable diseases in children. AZ Admin Code R9-6-703 requires the county health department to immunize any child for the diseases listed and upon request of the parent or guardian.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of children 0-2 years old receiving full complement of immunizations	52.0%	55.0%	45.0%	-10.0%	-18.2%
Output	# of immunizations provided	279,778	320,000	320,000	-	0.0%
Demand	# of immunizations anticipated	279,778	320,000	320,000	-	0.0%
Efficiency	cost per immunization	$9.97	$32.73	$8.79	$23.94	73.2%
Revenue						
	265 - PUBLIC HEALTH FEES	$ -	$ -	$ 200,000	$ 200,000	0.0%
	532 - PUBLIC HEALTH GRANTS	1,750,365	9,321,007	1,741,891	(7,579,116)	-81.3%
	TOTAL SOURCES	$ 1,750,365	$ 9,321,007	$ 1,941,891	$ (7,379,116)	-79.2%
Expenditure						
	100 - GENERAL	$ 1,050,862	$ 1,151,500	$ 869,336	$ 282,164	24.5%
	265 - PUBLIC HEALTH FEES			200,000	(200,000)	0.0%
	532 - PUBLIC HEALTH GRANTS	1,737,375	9,321,011	1,741,891	7,579,120	81.3%
	TOTAL USES	$ 2,788,237	$ 10,472,511	$ 2,811,227	$ 7,661,284	73.2%

Budget Balancing Adjustment:

Fund Shift

- Shift funding for four positions from the General Fund to the Public Health Grant Fund and use fund balance to cover a portion of supplies and services resulting in a savings of $287,135.

Base Adjustment:

- Revenue increase based on fee increase affective March 2009 in the Public Health Fee Fund, which supports an expenditure increase of $200,000.

Activity Narrative: The significant reduction in revenue and expenditures are due to the treatment of vaccine inventory that the department receives from the ADHS. The supplies are no longer recognized as revenues and expenses. While demand for this Activity has typically increased annually in a linear way, a decrease in immunization funding in FY 2009-10 means that the Activity cannot provide non-required immunizations to insured children. As a result of this rule, many schools are not referring insured children to the Activity for any immunizations. That decrease in demand is tempered by an even increase in overall demand (more children falling into the uninsured category due to the recession, and some moderate population growth), which is why demand and output remain unchanged.

Immunization Education Activity

The purpose of the Immunization Education Activity is to provide education and training to school staff, day care providers, immunization providers and members of the community so they can increase immunization rates for their clients.

Mandates: ARS §36-673 mandates that the local health department provide all required immunizations for school children attending school, train school nurses upon request of schools to administer immunizations, and coordinate with schools to ensure compliance with required immunizations.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of children aged 2-5 in child care facilities that are up-to-date with all required immunizations	not reported	not reported	90.0%		
Result	% of children >5 in schools that are up-to-date with all the immunizations required to attend school	not reported	not reported	94.0%		
Output	# individuals educated	1,303	910	1,200	290	31.9%
Demand	anticipated # individuals to be educated	1,303	910	1,200	290	31.9%
Efficiency	cost per individual educated	$78.51	$107.65	$82.74	$24.92	23.1%
Expenditure						
	100 - GENERAL	$ 102,299	$ 97,962	$ 99,282	$ (1,320)	-1.3%
	TOTAL USES	$ 102,299	$ 97,962	$ 99,282	$ (1,320)	-1.3%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, recognizing growth in the demand for services and a slight increase in expenditures.

Infectious Disease Control Program

The purpose of the Infectious Disease Control Program is to provide identification, screening, treatment and education to clients with or suspected with identified communicable diseases so they can be disease free and avoid spreading them to uninfected individuals.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of people confirmed with Hansen's Disease receiving treatment	not reported	not reported	100.0%		
% of refugees screened within 30 days of arrival in the country	not reported	not reported	90.0%		
% of clients who test positive for a STD	15.3%	16.9%	15.0%	-1.9%	-11.1%
% of clients testing positive who received treatment	not reported	not reported	95.0%		
% of cases and contacts referred within 24 hours	100.0%	95.0%	50.0%	-45.0%	-47.4%
% case investigations closed within 7 business days	not reported	not reported	73.0%		
% of case investigations started within 7 business days	not reported	not reported	90.0%		
% of clients who complete treatment within three months of the treatment goal	not reported	not reported	90.0%		

Activities that comprise this program include:

- Hansen's Disease Treatment
- STD Examinations and Treatment
- Tuberculosis Case Surveillance & Investigation
- Physical Health Screening for Refugees
- STD Case Surveillance & Investigation
- Tuberculosis Testing & Treatment

Hansen's Disease Treatment Activity

The purpose of the Hansen's Disease Treatment Activity is to provide treatment to individuals suspected or confirmed with Hansen's Disease so they can be cured and thus avoid spreading the disease in the community.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of people confirmed with Hansen's Disease receiving treatment	not reported	not reported	100.0%		
Output	# of people receiving treatment	94	70	70	-	0.0%
Demand	# of people requesting treatment	94	70	70	-	0.0%
Efficiency	cost per person treated	$224.65	$423.74	$423.73	$0.01	0.0%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 36,687	$ 29,662	$ 29,661	$ (1)	0.0%
	TOTAL SOURCES	$ 36,687	$ 29,662	$ 29,661	$ (1)	0.0%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 36,687	$ 29,662	$ 29,661	$ 1	0.0%
	TOTAL USES	$ 36,687	$ 29,662	$ 29,661	$ 1	0.0%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, recognizing no growth in the demand for services.

Physical Health Screening for Refugees Activity

The purpose of the Physical Health Screening for Refugees Activity is to screen newly-arrived refugees in Maricopa County so they can meet the deadlines established by the federal government for diagnosis of a communicable disease and thus remain in the country.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of refugees screened within 30 days of arrival in the country	not reported	not reported	90.0%		
Output	# of refugees screened	2,162	3,000	3,500	500	16.7%
Demand	# of refugees presenting for screening	2,274	3,000	3,500	500	16.7%
Efficiency	cost per refugee screened	$454.18	$324.81	$371.93	-$47.13	-14.5%
Revenue						
	265 - PUBLIC HEALTH FEES	$ 50,176	$ 39,000	$ 39,000	$ -	0.0%
	532 - PUBLIC HEALTH GRANTS	630,636	847,458	1,186,441	338,983	40.0%
	TOTAL SOURCES	$ 680,812	$ 886,458	$ 1,225,441	$ 338,983	38.2%
Expenditure						
	100 - GENERAL	$ 152,463	$ 87,965	$ 76,328	$ 11,637	13.2%
	265 - PUBLIC HEALTH FEES	37,827	39,000	39,000	-	0.0%
	532 - PUBLIC HEALTH GRANTS	791,637	847,460	1,186,441	(338,981)	-40.0%
	TOTAL USES	$ 981,927	$ 974,425	$ 1,301,769	$ (327,344)	-33.6%

Budget Balancing Adjustment:

Fund Shift

- Shift funding for debt service/technology finance purchase from the General Fund to the Public Health Fee Fund for a General Fund reduction of $13,100

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the slightly increased demand for services.

STD Examinations and Treatment Activity

The purpose of the STD Examinations & Treatment Activity is to provide exams, diagnosis and treatment services to people who have or may have contracted an STD so that they can be disease free.

Mandates: AZ Admin Code R9-6-312 requires that the local health agency treat anyone potentially exposed to Chlamydia for the disease. R9-6-330 requires that the local health agency treat anyone potentially exposed to gonorrhea for the disease. R9-6-368 requires that the local health agency treat anyone potentially exposed to syphilis for the disease.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of clients who test positive for a STD	15.3%	16.9%	15.0%	-1.9%	-11.1%
Result	% of clients testing positive who received treatment	not reported	not reported	95.0%		
Output	# of STD client visits	18,648	19,000	17,500	-1,500	-7.9%
Demand	anticipated # of STD client visits	19,845	19,250	18,000	-1,250	-6.5%
Efficiency	cost per client visit	$73.92	$72.67	$85.78	-$13.10	-18.0%
Revenue						
	265 - PUBLIC HEALTH FEES	$ 270,262	$ 275,000	$ 270,000	$ (5,000)	-1.8%
	532 - PUBLIC HEALTH GRANTS	271,261	113,000	113,000	-	0.0%
	TOTAL SOURCES	$ 541,523	$ 388,000	$ 383,000	$ (5,000)	-1.3%
Expenditure						
	100 - GENERAL	$ 1,079,230	$ 992,805	$ 1,118,088	$ (125,283)	-12.6%
	265 - PUBLIC HEALTH FEES	44,163	274,993	270,000	4,993	1.8%
	532 - PUBLIC HEALTH GRANTS	255,124	113,000	113,000	-	0.0%
	TOTAL USES	$ 1,378,517	$ 1,380,798	$ 1,501,088	$ (120,290)	-8.7%

Base Adjustment:

- Revenue and expenditure reduction in the Public Health Fee Fund of $5,000 based on current trends

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 95% of the demand, recognizing reduced demand for services.

STD Case Surveillance and Investigation Activity

The purpose of the STD Case Surveillance & Investigation Activity is to provide case reviews and follow up to individuals who are positive for an STD or who are suspected of having been exposed to an STD so they can be referred for treatment in a timely manner.

Mandates: AZ Admin Code R9-6-312 requires that the local health agency treat anyone potentially exposed to Chlamydia for the disease. R9-6-330 requires that the local health agency treat anyone potentially exposed to gonorrhea for the disease. R9-6-368 requires that the local health agency treat anyone potentially exposed to syphilis for the disease.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% case investigations closed within 7 business days	not reported	not reported	73.0%		
Result	% of cases and contacts referred within 24 hours	100.0%	95.0%	50.0%	-45.0%	-47.4%
Output	# cases that were investigated	4,360	3,800	5,610	1,810	47.6%
Demand	# of positive STD case reports received	17,204	16,000	17,000	1,000	6.3%
Efficiency	cost per positive STD report investigated	$219.00	$245.00	$167.29	$77.71	31.7%
Revenue						
	265 - PUBLIC HEALTH FEES	$ 648	$ -	$ -	$ -	0.0%
	532 - PUBLIC HEALTH GRANTS	305,318	324,249	315,773	(8,476)	-2.6%
	TOTAL SOURCES	$ 305,966	$ 324,249	$ 315,773	$ (8,476)	-2.6%
Expenditure						
	100 - GENERAL	$ 559,015	$ 605,498	$ 622,749	$ (17,251)	-2.8%
	265 - PUBLIC HEALTH FEES	184,473	-	-	-	0.0%
	532 - PUBLIC HEALTH GRANTS	215,373	324,247	315,773	8,474	2.6%
	TOTAL USES	$ 958,861	$ 929,745	$ 938,522	$ (8,777)	-0.9%

Activity Narrative: The Department will find efficiencies enabling them to increase output to respond to increased demand with slightly reduced funding.

Tuberculosis Surveillance and Investigation Activity

The purpose of the Tuberculosis Surveillance & Investigation Activity is to provide contact investigations to people who were exposed to a case of TB so they can be screened, tested, evaluated and treated.

Mandates: ARS §36-717 mandates that the local board of health provide for the care and control of tuberculosis in the county. ARS §36-718-738 mandates the procedures, authorities, and requirements for the local board of health in the care and control of tuberculosis in the county. AZ Admin Code R9-6-373 outlines the requirements the county must follow for the control of tuberculosis cases.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of case investigations started within 7 business days	not reported	not reported	90.0%		
Output	# of positive cases investigated	631	500	500	-	0.0%
Demand	# of positive cases reported	1,880	1,600	1,000	(600)	-37.5%
Efficiency	cost per case investigation	$913.38	$1,305.02	$146.00	$1,159.02	88.8%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 76,550	$ 233,446	$ -	$ (233,446)	-100.0%
	TOTAL SOURCES	$ 76,550	$ 233,446	$ -	$ (233,446)	-100.0%
Expenditure						
	100 - GENERAL	$ 408,133	$ 419,066	$ 73,000	$ 346,066	82.6%
	532 - PUBLIC HEALTH GRANTS	168,211	233,443	-	233,443	100.0%
	TOTAL USES	$ 576,344	$ 652,509	$ 73,000	$ 579,509	88.8%

Budget Balancing Adjustment:

Cost Reduction

- The Tuberculosis Program is undergoing a complete restructure/reorganization resulting in elimination of vacant positions and elimination of various filled positions. The changes in TB involve a complete reorganization of staff, specifically replacing some nursing positions with epidemiologists, who are paid less but better qualified for the work. The Department anticipates meeting 50% of demand with the reduced funding because of the efficiencies gained with the reorganization. Demand will never be met at 100% because too many factors interfere with the Department's ability to investigate cases. The Public Health Fee Fund will have increased

revenues and expenditures to accommodate costs for supplies associated with TB which will be recovered by a fee increase in the program. The total savings associated with this reorganization is $862,993.

Tuberculosis Testing and Treatment Activity

The purpose of the Tuberculosis Testing & Treatment Activity is to provide identification of individuals who have TB infection or individuals who have been exposed to TB infection and to provide screening and treatment so they can be free of TB and reduce the spread of the disease in the community.

Mandates: ARS §36-717 mandates that the local board of health provide for the care and control of tuberculosis in the county. ARS §36-718-738 mandates the procedures, authorities, and requirements for the local board of health in the care and control of tuberculosis in the county. AZ Admin Code R9-6-373 outlines the requirements the county must follow for the control of tuberculosis cases.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of clients who complete treatment within three months of the treatment goal	not reported	not reported	90.0%		
Output	# of clinic visits	not reported	not reported	9,000		
Demand	anticipated # clinic visits	10,462	9,000	9,000	-	0.0%
Efficiency	cost per clinic visit			$243.72		
Revenue						
	265 - PUBLIC HEALTH FEES	$ 82,871	$ 68,000	$ 83,000	$ 15,000	22.1%
	532 - PUBLIC HEALTH GRANTS	640,235	765,626	627,932	(137,694)	-18.0%
	TOTAL SOURCES	$ 723,106	$ 833,626	$ 710,932	$ (122,694)	-14.7%
Expenditure						
	100 - GENERAL	$ 1,775,190	$ 1,870,231	$ 1,482,579	$ 387,652	20.7%
	265 - PUBLIC HEALTH FEES	91,668	68,004	83,000	(14,996)	-22.1%
	532 - PUBLIC HEALTH GRANTS	751,154	765,630	627,932	137,698	18.0%
	TOTAL USES	$ 2,618,012	$ 2,703,865	$ 2,193,511	$ 510,354	18.9%

Base Adjustment:

- Revenue and expenditures increase in the Public Health Fee Fund of $15,000.

Promoting Healthy Lifestyles Program

The purpose of the Promoting Healthy Lifestyles Program is to provide education to children and adults so they can incorporate physical Activity, physical safety, and healthy eating habits into their daily lives to prevent injury, obesity, and nutrition-related disorders.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of students educated who incorporate physical activity into their daily lives	31.3%	26.9%	30.0%	3.1%	11.6%
% change in vegetable consumption	not reported	not reported	7.0%		
% change in daily consumption of calcium-containing dairy foods	not reported	not reported	24.0%		
% change in identification of correct daily value for calcium	not reported	not reported	50.0%		
% change in identification of foods containing calcium	not reported	not reported	15.0%		
% of food drafts redeemed	not reported	not reported	89.0%		
% women participating who increase their number of steps by 2,000 per day	not reported	not reported	60.0%		
% women participating who make at least one improvement to their dietary quality	not reported	not reported	60.0%		
% of people who indicate they always use a car seat to protect their child(ren) from injury	94.1%	94.1%	93.9%	-0.2%	-0.2%

Activities that comprise this program include:

- Promoting Lifetime Activity for Youth
- Women Infants and Children
- Child Passenger Safety
- Supplemental Nutrition Assistance and Education
- Women Together for Health

Promoting Lifetime Activity for Youth Activity

The purpose of the Promoting Lifetime Activity for Youth (PLAY) Activity is to provide education to students in grades four through eight so they can incorporate physical activity into their daily lives to prevent obesity.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of students educated who incorporate physical activity into their daily lives	31.3%	26.9%	30.0%	3.1%	11.6%
Output	# of students educated	4,359	4,000	4,000	-	0.0%
Demand	anticipated # of students to be educated	4,359	4,000	4,000	-	0.0%
Efficiency	cost per student educated	$33.68	$34.66	$36.36	-$1.70	-4.9%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 115,907	$ 138,636	$ 145,455	$ 6,819	4.9%
	TOTAL SOURCES	$ 115,907	$ 138,636	$ 145,455	$ 6,819	4.9%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 146,800	$ 138,638	$ 145,455	$ (6,817)	-4.9%
	TOTAL USES	$ 146,800	$ 138,638	$ 145,455	$ (6,817)	-4.9%

Activity Narrative: The Department anticipates a slightly increased result and the ability to meet 100% of demand with slightly increased grant revenue.

Supplemental Nutrition Assistance Education and Intervention Activity

The purpose of the Supplemental Nutrition Assistance Education & Intervention Activity is to provide nutrition education and intervention to low-income adults and their children in eligible school settings so they can incorporate healthy eating habits and physical activity into their daily lives.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% change in vegetable consumption	not reported	not reported	7.0%		
Result	% change in daily consumption of calcium-containing dairy foods	not reported	not reported	24.0%		
Result	% change in identification of correct daily value for calcium	not reported	not reported	50.0%		
Result	% change in identification of foods containing calcium	not reported	not reported	15.0%		
Output	# adults and children educated	not reported	not reported	6,001		
Demand	anticipated # adults and children educated	not reported	not reported	6,001		
Efficiency	cost per adult/child educated	$96.17	$145.91	$110.49	$35.42	24.3%
Revenue						
	265 - PUBLIC HEALTH FEES	$ 10,080	$ 11,820	$ 12,600	$ 780	6.6%
	532 - PUBLIC HEALTH GRANTS	119,056	354,932	352,132	(2,800)	-0.8%
	TOTAL SOURCES	$ 129,136	$ 366,752	$ 364,732	$ (2,020)	-0.6%
Expenditure						
	100 - GENERAL	$ 290,299	$ 319,029	$ 298,340	$ 20,689	6.5%
	265 - PUBLIC HEALTH FEES	10,020	11,820	12,600	(780)	-6.6%
	532 - PUBLIC HEALTH GRANTS	263,229	354,938	352,132	2,806	0.8%
	TOTAL USES	$ 563,548	$ 685,787	$ 663,072	$ 22,715	3.3%

Budget Balancing Adjustment:

Fund Shift

- Shift partial funding for the Administrator of the Office of Nutrition from the General Fund to the Public Health Grant Fund resulting in a General Fund savings of $23,250.

Base Adjustment:

- Revenue and expenditures increase in the Public Health Fee Fund of $780.

Activity Narrative: The measures for this Activity are new for FY 2009-10.

Women Infants and Children Activity

The purpose of the Women, Infants & Children Activity is to provide supplemental food and nutrition education for pregnant, breastfeeding, postpartum women, infants and children (up to age five) so they can redeem their food drafts and adopt lifetime nutrition habits for better nutritional/health status.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of food drafts redeemed	not reported	not reported	89.0%		
Output	# client encounters	1,044,669	1,044,000	1,080,000	36,000	3.4%
Demand	anticipated # client encounters	1,044,669	1,044,000	1,080,000	36,000	3.4%
Efficiency	cost per client encounter	$8.34	$8.40	$8.55	-$0.15	-1.8%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 8,522,978	$ 8,766,704	$ 9,232,034	$ 465,330	5.3%
	TOTAL SOURCES	$ 8,522,978	$ 8,766,704	$ 9,232,034	$ 465,330	5.3%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 8,712,703	$ 8,766,702	$ 9,232,034	$ (465,332)	-5.3%
	TOTAL USES	$ 8,712,703	$ 8,766,702	$ 9,232,034	$ (465,332)	-5.3%

Activity Narrative: Grant funding will increase by 5.3% in FY 2009-10. This will allow the Department to address the increase in demand as well as support the aforementioned fund shift.

Women Together for Health Activity

The purpose of the Women Together for Health Activity is to provide education to women of childbearing age so they can incorporate healthier eating habits and increased physical activity into their daily lives.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% women participating who increase their number of steps by 2,000 per day	not reported	not reported	60.0%		
Result	% women participating who make at least one improvement to their dietary quality	not reported	not reported	60.0%		
Output	# women educated	3,888	3,500	3,500	-	0.0%
Demand	anticipated # of women to be educated	3,888	3,500	3,500	-	0.0%
Efficiency	cost per woman educated	$101.90	$151.13	$104.25	$46.89	31.0%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 466,949	$ 377,833	$ 364,868	$ (12,965)	-3.4%
	TOTAL SOURCES	$ 466,949	$ 377,833	$ 364,868	$ (12,965)	-3.4%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 396,194	$ 377,833	$ 364,868	$ 12,965	3.4%
	TOTAL USES	$ 396,194	$ 377,833	$ 364,868	$ 12,965	3.4%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, by being more efficient with slightly reduced expenditures.

Child Passenger Safety Activity

The purpose of the Child Passenger Safety Activity is to provide child passenger safety education to families with children under the age of 18 so they can prevent injury due to vehicular collisions.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of people who indicate they always use a car seat to protect their child(ren) from injury	94.1%	94.1%	93.9%	(0.2%)	-0.2%
Output	# people educated	4,572	4,500	4,499	(1)	0.0%
Demand	anticipated # of people to be educated	4,572	4,500	4,499	(1)	0.0%
Efficiency	cost per person educated	$37.85	$50.00	$45.30	$4.70	9.4%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 10,584	$ 37,253	$ 37,252	$ (1)	0.0%
	TOTAL SOURCES	$ 10,584	$ 37,253	$ 37,252	$ (1)	0.0%
Expenditure						
	100 - GENERAL	$ 162,482	$ 162,834	$ 166,547	$ (3,713)	-2.3%
	532 - PUBLIC HEALTH GRANTS	10,586	37,253	37,252	1	0.0%
	TOTAL USES	$ 173,068	$ 200,087	$ 203,799	$ (3,712)	-1.9%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, recognizing no growth in the demand for services.

Public Health Emergency Management Program

The purpose of the Public Health Emergency Management Program is to provide preparedness plans, training, exercises and education to Maricopa County residents and community partners so they can successfully respond to a public health emergency.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of those trained who indicate understanding of their roles and responsibilities in a public health emergency	100.0%	75.6%	100.0%	24.4%	32.2%
% of exercise evaluations rated as good or excellent	91.2%	89.7%	74.7%	-14.9%	-16.7%

Activities that comprise this program include:

- Public Health Emergency Management

Public Health Emergency Management Activity

The purpose of the Public Health Emergency Management Activity is to provide preparedness plans, training, and exercises to Maricopa County residents and community partners so they can successfully respond to a public health emergency.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of those trained who indicate understanding of their roles and responsibilities in a public health emergency	100.0%	100.0%	100.0%	0.0%	0.0%
Result	% of exercise evaluations rated as good or excellent	91.2%	89.7%	74.7%	-14.9%	-16.7%
Output	# of people trained	1,278	1,200	1,200	-	0.0%
Demand	# of people requiring training	1,278	1,200	1,200	-	0.0%
Efficiency	cost per person trained	$1,709.18	$2,182.19	$1,849.98	$332.21	15.2%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 3,012,741	$ 2,618,632	$ 2,219,976	$ (398,656)	-15.2%
	TOTAL SOURCES	$ 3,012,741	$ 2,618,632	$ 2,219,976	$ (398,656)	-15.2%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 2,184,334	$ 2,618,629	$ 2,219,976	$ 398,653	15.2%
	TOTAL USES	$ 2,184,334	$ 2,618,629	$ 2,219,976	$ 398,653	15.2%

Activity Narrative: Though funding for this Activity is decreasing for FY 2009-10, the department plans to meet 100% of demand. The customer satisfaction may be slightly impacted.

Ryan White Part A Services for People with HIV/AIDS Program

The purpose of the Ryan White Part A Services for People with HIV/AIDS program is to provide planning, procurement, execution and monitoring of medical, health and support service agreements to people living with HIV/AIDS so they can improve their overall health..

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% Ryan White-eligible clients satisfied with dental insurance administration services	85.8%	85.8%	75.0%	-10.8%	-12.6%
% of Planning Council members indicating satisfaction w/ staff administrative duties	98.0%	95.0%	95.0%	0.0%	0.0%

Activities that comprise this program include:

- Ryan White Dental Insurance
- Ryan White Planning Council Support

Ryan White Dental Insurance Activity

The purpose of the Ryan White Dental Insurance Activity is to provide dental insurance administration to eligible Ryan White clients in Maricopa and Pinal Counties so they can receive dental services.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% Ryan White-eligible clients satisfied with dental insurance administration services	85.8%	85.8%	75.0%	-10.8%	-12.6%
Output	# Ryan White clients receiving dental insurance	539	700	600	(100)	-14.3%
Demand	anticipated # applicants for Ryan White Dental Insurance	706	700	700	-	0.0%
Efficiency	cost per client receiving dental insurance	$75.31	$0.00	$2,244.39	-$2,244.39	52369122.2%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 37,112		$ 1,346,632	$ 1,346,632	0.0%
	TOTAL SOURCES	$ 37,112	$ -	$ 1,346,632	$ 1,346,632	0.0%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 40,593	$ -	$ 1,346,632	$ (1,346,632)	100.0%
	TOTAL USES	$ 40,593	$ -	$ 1,346,632	$ (1,346,632)	100.0%

Budget Balancing Adjustments:

Fund Shift

- Shift partial funding for the Program Supervisor position to the Ryan White Dental Insurance Grant in the Public Health Grant Fund for a General Fund reduction of $9,712.
- Shift partial funding for the Program Admin/Operations Specialist position to the Ryan White Dental Insurance Grant in the Public Health Grant Fund for a General Fund reduction of $37,782.

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 86% of the demand. A reduction in customer satisfaction is anticipated. In FY 2008-09, the Ryan White grant funds were appropriated in the Health Care Programs department. In FY 2009-10, Public Health is budgeting the full revenue and expenditures associated with the Activity.

Ryan White Planning Council Support Activity

The purpose of the Ryan White Planning Council Support Activity is to provide facilitated meetings to the members of the Ryan White Planning Council so that they can meet their legislatively mandated roles and responsibilities.

Mandates: Admin Mandate of the Ryan White Title I grant.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Planning Council members indicating satisfaction w/ staff administrative duties	98.0%	95.0%	95.0%	0.0%	0.0%
Output	# of meetings facilitated	87	96	90	-6	-6.3%
Demand	# of meetings scheduled	94	96	95	-1	-1.0%
Efficiency	cost per meeting held	$2,764.64	$2,245.16	$2,574.84	-$329.69	-14.7%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 233,887	$ 215,535	$ 231,736	$ 16,201	7.5%
	TOTAL SOURCES	$ 233,887	$ 215,535	$ 231,736	$ 16,201	7.5%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 240,524	$ 215,535	$ 231,736	$ (16,201)	-7.5%
	TOTAL USES	$ 240,524	$ 215,535	$ 231,736	$ (16,201)	-7.5%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, recognizing no growth in the demand for services.

Tobacco Use Prevention Program

The purpose of the Tobacco Use Prevention program is to provide education and technical assistance to children and adults in Maricopa County so they can avoid tobacco use and secondhand smoke.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
rate of tobacco use among 8th-grade children	9.3%	10.0%	10.0%	0.0%	0.0%
% attendees reporting that they will incorporate knowledge from the session into their practice	98.0%	98.0%	90.0%	-8.0%	-8.2%
& of inspectied facilities in compliance	not reported	not reported	100.0%		

Activities that comprise this program include:

- Tobacco Use Prevention
- Tobacco Use Prevention Training for Dental Professionals
- Smoke Free Arizona Inspections

Tobacco Use Prevention Activity

The purpose of the Tobacco Use Prevention Activity is to provide intensive tobacco use prevention education to students in the fourth through eighth grades so they can avoid tobacco use.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	rate of tobacco use among 8th-grade children	9.3%	10.0%	10.0%	0.0%	0.0%
Output	# of students educated	40,770	40,000	15,003	-24,997	-62.5%
Demand	anticipated # of students to be educated	40,770	40,000	15,003	-24,997	-62.5%
Efficiency	cost per student educated	$88.37	$76.75	$125.90	-$49.15	-64.0%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 3,338,841	$ 3,069,878	$ 1,888,803	$ (1,181,075)	-38.5%
	TOTAL SOURCES	$ 3,338,841	$ 3,069,878	$ 1,888,803	$ (1,181,075)	-38.5%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 3,602,857	$ 3,069,876	$ 1,888,803	$ 1,181,073	38.5%
	TOTAL USES	$ 3,602,857	$ 3,069,876	$ 1,888,803	$ 1,181,073	38.5%

Activity Narrative: Grant funding has drastically reduced in this Activity which has negatively impacted the demand and output. The Department works with fewer schools, thus reducing the demand.

Tobacco Use Prevention Training for Dental Professionals Activity

The purpose of the Tobacco Use Prevention Training for Dental Professionals Activity is to provide education on health manifestations of tobacco use and information on interventions to dental professionals so they can provide information and intervention strategies to their patients.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% attendees reporting that they will incorporate knowledge from the session into their practice	98.8%	98.0%	90.0%	-8.0%	-8.2%
Output	# dental healthcare professionals trained	713	600	600	-	0.0%
Demand	# dental healthcare professionals requesting training	713	600	600	-	0.0%
Efficiency	cost per healthcare professional trained	$72.18	$91.84	$85.30	$6.55	7.1%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ (7,652)	$ 55,109	$ 51,178	$ (3,931)	-7.1%
	TOTAL SOURCES	$ (7,652)	$ 55,109	$ 51,178	$ (3,931)	-7.1%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 51,464	$ 55,106	$ 51,178	$ 3,928	7.1%
	TOTAL USES	$ 51,464	$ 55,106	$ 51,178	$ 3,928	7.1%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand, recognizing no growth in the demand for services.

Smoke Free Arizona Inspections Activity

The purpose of the Smoke Free Arizona Inspections Activity is to provide smoking-related facility inspections to employers so they can comply with the Smoke Free Arizona law.

Mandates: ARS §36-601.01 - Smoke-free Arizona act

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of inspected facilities in compliance	not reported	not reported	100.0%		
Output	# inspections completed	not reported	not reported	450		
Demand	# inspections needed	not reported	not reported	450		
Efficiency	cost per inspection	not reported	not reported	$ 600.61		
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ -	$ -	$ 270,276	$ 270,276	0.0%
	TOTAL SOURCES	$ -	$ -	$ 270,276	$ 270,276	0.0%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ -	$ -	$ 270,276	$ (270,276)	0.0%
	TOTAL USES	$ -	$ -	$ 270,276	$ (270,276)	0.0%

Activity Narrative: This is a new Activity for the Department for FY 2009-10; the FY 2009-10 budget supports the Department in meeting 100% of the anticipated demand.

Vital Registration Program

The purpose of the Vital Registration Program is to provide copies of birth and death certificates on request to individuals who are entitled to have them so that they can conduct their personal business in a timely manner.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of birth and death certificate copies provided within two working days	83.8%	50.0%	85.0%	35.0%	70.0%

Activities that comprise this program include:

- Birth and Death Certificates

Birth and Death Certificates Activity

The purpose of the Birth and Death Certificates Activity is to provide copies of birth and death certificates on request to individuals who are entitled to have them so that they can conduct their personal business in a timely manner.

Mandates: AZ Admin Code R9-19-104 mandates that the local registrar of births and deaths promptly register certificates, be available for registrations, provide deposit transit permits, keep accurate records, and report all deaths to the medical examiner as required. ARS §36-302 mandates that the director of the State Department of Health be the state registrar of vital records and appoint local registrars to perform the duties and procedures proscribed by the director. ARS §36-322 requires the state registrar to seal a certificate and evidentiary documents when the state registrar amends the registered certificate. ARS §36-327 mandates that a permit is required to disinter human remains and establishes that the state registrar follow a specified priority in obtaining written consent prior to issuing the permit. ARS §36-329 mandates that every hospital, abortion clinic, physician or midwife provide the state registrar with a completed Fetal Death Certificate if the unborn child weighs more than 350 grams. ARS §36-338 set forth requirements and documentation necessary for the state registrar to issue a certificate of foreign birth.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of birth and death certificate copies provided within two working days	83.8%	50.0%	85.0%	35.0%	70.0%
Output	# of certified copies of birth and death certificates provided	354,316	339,691	359,691	20,000	5.9%
Demand	# of certified copies of birth and death certificates requested	354,316	339,691	359,691	20,000	5.9%
Efficiency	cost per birth and/or death certificate provided	$ 7.92	$ 9.17	$ 14.23	$ (5.06)	-55.3%
Revenue						
	265 - PUBLIC HEALTH FEES	$ 3,249,068	$ 3,534,127	$ 5,346,392	$ 1,812,265	51.3%
	TOTAL SOURCES	$ 3,249,068	$ 3,534,127	$ 5,346,392	$ 1,812,265	51.3%
Expenditure						
	265 - PUBLIC HEALTH FEES	$ 2,805,769	$ 3,296,871	$ 5,116,759	$ (1,819,888)	-55.2%
	TOTAL USES	$ 2,805,769	$ 3,296,871	$ 5,116,759	$ (1,819,888)	-55.2%

Base Adjustment:

- Revenue and expenditures increase based on increased fees and volume in the Public Health Fee Fund of $1,812,265.

Activity Narrative: Output and results measures were impacted because of the problems with the State Vital Registrar System that was implemented in the later half of FY 2008-09. The system improvements are expected by FY 2009-10. Most of the fee increase funds will be used to cover increased cost of supplies and equipment, and additional staff to improve timeliness and address the increase in demand. Revised State laws have in many cases increased the amount of time it takes to perform a task, which, sans additional funding in FY 2008-09, contributed to the result measure "certificate copies provided within 2 days" dropping from 84% in 2007-08 to an estimated 50% for FY 2008-09. New funding and the addition of staff to address the increased requirements should help bring this back up to 85% in FY 2009-10.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 12,462,708**	**$ -**
MID-YEAR ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Administrative Reduction			
Reduce Risk Manager Position to .50 FTE		$ (23,585)	$ -
	Subtotal	$ (23,585)	$ -
Service Reduction			
Eliminate Family Planning Clinic		$ (51,014)	$ -
	Subtotal	$ (51,014)	$ -
FY 2008-09 REVISED BUDGET		**$ 12,388,109**	**$ -**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 380,212	$ -
FY 2009-10 BUDGET TARGET		**$ 12,768,321**	**$ -**
BASE ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Administrative Reduction			
Reduce Risk Manager Position to .50 FTE		$ (35,377)	$ -
Rent Reduction		(200,201)	-
Eliminate 1 PIO Assistant Position		(82,583)	-
	Subtotal	$ (318,161)	$ -
Cost Reduction			
Reduce Funding to OET		$ (124,627)	$ -
TB Program Revision and Reduction		(862,992)	-
Decrease in SAFER Program Funding		(12,000)	-
	Subtotal	$ (999,619)	$ -
Service Reduction			
Eliminate Family Planning Clinic		$ (153,043)	$ -
	Subtotal	$ (153,043)	$ -
Vacancies			
Eliminate 1 Vacant Disease Control Director/Physician Position		$ (105,000)	$ -
	Subtotal	$ (105,000)	$ -
Debt Reduction			
Pay off Capital Leases - 08 Desktop Refresh		$ (242)	$ -
	Subtotal	$ (242)	$ -
Fund Shift			
Conversion of Community Health Nursing/Child Immunization Program positions/supplies to Federal Grant		$ (287,135)	$ -
Decrease in Refugee Program Funding		(13,100)	-
Dental Sealant funding shift to Ryan White Dental Insurance Grant		(9,712)	-
Family Health Partnerships funding shift to Ryan White Dental Insurance grant		(37,782)	-
Family Health Partnerships funding shift to Newborn Intensive Care grant		(33,437)	-
Supplemental Nutrition Assistance funding shift to Women, Infants & Children grant		(23,250)	-
	Subtotal	$ (404,416)	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 10,787,840**	**$ -**

Public Health Fee Fund (265)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET	**$**	**4,774,809**	**$**	**4,774,817**
MID-YEAR ADJUSTMENTS:				
BUDGET BALANCING ADJUSTMENTS:				
Service Reduction				
Eliminate Family Planning Clinic	$	(80,669)	$	(80,669)
Subtotal	$	(80,669)	$	(80,669)
FY 2008-09 REVISED BUDGET	**$**	**4,694,140**	**$**	**4,694,148**
Target Adjustment				
Structural Balance	$	8	$	-
Subtotal	$	8	$	-
FY 2009-10 BUDGET TARGET	**$**	**4,694,148**	**$**	**4,694,148**
BASE ADJUSTMENTS:				
BUDGET BALANCING ADJUSTMENTS:				
Service Reduction				
Eliminate Family Planning Clinic	$	(242,008)	$	(242,008)
Subtotal	$	(242,008)	$	(242,008)
OTHER BASE ADJUSTMENTS:				
Revenue Increase in the Vitals Program	$	1,812,265	$	1,812,265
Revenue Increase in the TB Examinations and Treatment Activity		15,000		15,000
Revenue Increase in the Supplemental Nutrition Assistance and Education Activity		780		780
Revenue Increase in the Health Care for the Homeless Activity		280,360		280,360
Revenue Increase in the Child Immunizations Activity		200,000		200,000
Revenue Reduction in the Foreign Travel/Adult Immunization Activity		(146,193)		(146,193)
Revenue Reduction in the STD Examinations and Treatment Activity		(5,000)		(5,000)
Subtotal	$	2,157,212	$	2,157,212
FY 2009-10 ADOPTED OPERATING BUDGET	**$**	**6,609,352**	**$**	**6,609,352**
		EXPENDITURES		**REVENUE**
NON-RECURRING				
NON-PROJECT (0001)				
Public Health one-time carry forward for Special IT Projects	$	30,000	$	-
One-time Payment to TFP Balance due to Decreased Grant Funding		21,436		-
One-time Funding for Contract Disease Control Physician		105,000		-
Subtotal	$	156,436	$	-
FY 2009-10 ADOPTED NON-RECURRING BUDGET	**$**	**156,436**	**$**	**-**
FY 2009-10 TOTAL ADOPTED BUDGET	**$**	**6,765,788**	**$**	**6,609,352**

Public Health Fee Fund (265) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 RECOMM
Beginning Unreserved Fund Balance	$ 4,900,590	$ 4,840,261	$ 4,840,261	$ 5,253,386	$ 3,404,792
Designations:					
Future Capital Projects	634,000	634,000	634,000	634,000	-
Total Designations	$ 634,000	$ 634,000	$ 634,000	$ 634,000	$ -
Beginning Unreserved/Undesignated Fund Balance	$ 4,266,590	$ 4,206,261	$ 4,206,261	$ 4,619,386	$ 3,404,792
Sources:					
Operating	$ 4,204,159	$ 4,774,817	$ 4,694,148	$ 4,123,379	$ 6,609,352
Total Sources:	$ 4,204,159	$ 4,774,817	$ 4,694,148	$ 4,123,379	$ 6,609,352
Uses:					
Operating	$ 3,851,373	$ 4,774,809	$ 4,694,140	$ 3,886,124	$ 6,609,352
Non-Recurring	-	326,258	1,843,384	2,085,849	156,436
Total Uses:	$ 3,851,373	$ 5,101,067	$ 6,537,524	$ 5,971,973	$ 6,765,788
Operating Balance	$ 352,786	$ 8	$ 8	$ 237,255	$ -
Accounting Adjustments	$ 10	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 4,619,386	$ 3,880,011	$ 2,362,885	$ 2,770,792	$ 3,248,356
Ending Unreserved Fund Balance	$ 5,253,386	$ 4,514,011	$ 2,996,885	$ 3,404,792	$ 3,248,356

Public Health Grant Fund (532)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 38,006,654**	**$ 38,006,639**
MID-YEAR ADJUSTMENTS:		
Grant Reconciliations	$ (893,828)	$ (893,828)
Subtotal	$ (893,828)	$ (893,828)
FY 2008-09 REVISED BUDGET	**$ 37,112,826**	**$ 37,112,811**
FY 2009-10 BUDGET TARGET	**$ 37,112,826**	**$ 37,112,811**
BASE ADJUSTMENTS:		
OTHER BASE ADJUSTMENTS		
Grant Reconciliation	$ (7,630,161)	$ (7,630,146)
Subtotal	$ (7,630,161)	$ (7,630,146)
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 29,482,665**	**$ 29,482,665**

Public Health Grant Fund (532) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 RECOMM
Beginning Unreserved Fund Balance	$ (3,610,553)	$ 275,940	$ 275,940	$ (1,694,545)	$ (2,055,545)
Beginning Unreserved/Undesignated Fund Balance	$ (3,610,553)	$ 275,940	$ 275,940	$ (1,694,545)	$ (2,055,545)
Sources:					
Operating	$ 37,774,214	$ 45,601,361	$ 44,707,533	$ 35,104,557	$ 35,409,374
Non-Recurring	-	-	-	(237,786)	-
Total Sources:	$ 37,774,214	$ 45,601,361	$ 44,707,533	$ 34,866,771	$ 35,409,374
Uses:					
Operating	$ 35,858,218	$ 45,601,376	$ 44,707,548	$ 35,227,771	$ 35,409,374
Total Uses:	$ 35,858,218	$ 45,601,376	$ 44,707,548	$ 35,227,771	$ 35,409,374
Operating Balance	$ 1,915,996	$ (15)	$ (15)	$ (123,214)	$ -
Accounting Adjustments	$ 12	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ (1,694,545)	$ 275,925	$ 275,925	$ (2,055,545)	$ (2,055,545)
Ending Unreserved Fund Balance	$ (1,694,545)	$ 275,925	$ 275,925	$ (2,055,545)	$ (2,055,545)

Public Works

Analysis by Mary Driessen, Management & Budget Analyst

Summary

Mission

The mission of the Public Works Department is to provide facility and security services, flood control, solid waste management, and transportation infrastructure and related services to the people within Maricopa County so they can live, work, conduct business, and travel in a safe and clean environment.

Vision

Maricopa County Public Works performs in a collaborative, innovative, efficient, and effective manner to deliver safe, cost-effective infrastructure that is responsive to our customers.

Strategic Goals

- **By February 29, 2012, Maricopa County Public Works will demonstrate leadership in environmental stewardship whereby County facilities will reduce overall energy usage by 5% to 228,062,646 kWh, water consumption by 10% to 417,012,935 gallons, and 100% of County Solid Waste Transfer Stations will accept all recyclables.**

  Status: This is a new strategic goal for FY 2010. Presently, there is no status update.

- **By June 30, 2013, Maricopa County Public Works will enhance public safety for Maricopa County residents and visitors by completing 90% of all critical maintenance tasks that directly impact the immediate safety of Maricopa County residents and visitors within an average of 14 days, and 100% of those tasks within an average of 90 days to sustain maintenance of our facilities, transportation, solid waste, and flood control infrastructure to Federal, State, and local safety and operational standards.**

  Status: This is a new strategic goal for FY 2010. Presently, there is no status update.

- **By June 30, 2014, Maricopa County Public Works will meet the increasing demands for public works services by constructing 85% of County transportation, flood structure, and facilities improvement projects planned to be completed on time.**

  Status: This is a new strategic goal for FY 2010. Presently, there is no status update.

- **By June 30, 2015, Maricopa County Public Works will enhance public safety for Maricopa County residents and visitors by reducing the number of intersection fatalities in unincorporated County by 15% from 13 to 11; by cleaning up 100% of the illegal dump sites identified by Maricopa County Solid Waste Management; by deterring potentially wrongful acts and helping to maintain order on Maricopa County public property whereby County employees and visitors are 95% safer on County property than in the surrounding geographic area; and, and by providing structural and non-structural solutions to flooding such that 80% of residents will have a reduced risk of loss of life or property due to storm water flooding.**

Status: This is a new strategic goal for FY 2010. Presently, there is no status update.

- **By June 30, 2015, Maricopa County Public Works will maintain and protect the County's investment in public works infrastructure by increasing preventative maintenance by 10% thereby increasing preventative maintenance from 49% to 59% of the overall road maintenance program and increasing preventative maintenance from 50% to 60% of the overall facility maintenance program.**

  Status: This is a new strategic goal for FY 2010. Presently, there is no status update.

- **In order to maintain the quality of Public Works service delivery to the public, by June 30, 2014, Maricopa County Public Works will retain and enable the full potential of its workforce by enhancing the quality of the work environment as evidenced by the achievement of a 6.2 or higher Employee Satisfaction rating.**

  Status: This is a new strategic goal for FY 2010. Presently, there is no status update.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
64BT - BUILD ROADS AND STRUCT	$ 90,246,207	$ 20,103,960	$ 20,103,960	$ 67,064,199	$ 27,595,834	$ 7,491,874	37.3%
CMGT - TRANSPORTATION CONSTRUCTN MGT	-	-	-	-	-	-	
TIPM - TIP PROGRAM MGT	-	-	-	-	-	-	
PRJT - TRANSPORTATION PROJECT MGT	-	-	-	-	-	-	
RDCS - ROADWAY CONSTRUCTION	90,246,207	20,103,960	20,103,960	67,040,101	27,595,834	7,491,874	37.3%
SRVY - LAND SURVEYING SERVICES	-	-	-	24,098	-	-	
64ER - ENGINEER ROADS AND STRUCTURES	$ 1,832,731	$ 2,291,315	$ 2,291,315	$ 1,139,649	$ 1,063,089	$ (1,228,226)	-53.6%
REGU - RIGHT OF WAY REGULATION	1,424,704	2,000,003	2,000,003	813,805	800,000	(1,200,003)	-60.0%
UREL - UTILITIES ENGINEERING	15,130	291,312	291,312	325,844	263,089	(28,223)	-9.7%
69HI - FLOOD HAZARD IDENTIFICATION	$ -	$ 7,710,447	$ 7,710,447	$ -	$ 9,788,847	$ 2,078,400	27.0%
PLNG - FLOOD HAZARD PLANNING	-	4,883,065	4,883,065	-	6,922,263	2,039,198	41.8%
FLDP - FLOODPLAIN DELINEATION	-	2,827,382	2,827,382	-	2,866,584	39,202	1.4%
69HE - FLOOD HAZARD OUTREACH	$ -	$ 2,603,685	$ 2,603,685	$ -	$ 2,509,121	$ (94,564)	-3.6%
MASM - FLOOD SAFETY EDUCATION	-	685,643	685,643	-	732,192	46,549	6.8%
EDAY - FLOOD CNTRL PUBLIC INFORMATION	-	738,716	738,716	-	221,953	(516,763)	-70.0%
FCSR - FLOOD CUSTOMER SERVICE	-	411,367	411,367	-	370,750	(40,617)	-9.9%
FWRN - FLOOD WARNING	-	767,959	767,959	-	1,184,226	416,267	54.2%
69FH - FLOOD HAZARD REGULATION	$ -	$ 2,309,086	$ 2,309,086	$ -	$ 2,195,188	$ (113,898)	-4.9%
FREV - FLOODPLAIN REVIEW	-	1,414,157	1,414,157	-	1,458,792	44,635	3.2%
FCMP - FLOODPLAIN COMPLIANCE	-	894,929	894,929	-	736,396	(158,533)	-17.7%
QUAL - STORMWATER QUALITY	-	-	-	-	-	-	
69HR - FLOOD HAZARD REMEDIATION	$ -	$ 13,609,901	$ 13,609,901	$ -	$ 12,164,946	$ (1,444,955)	-10.6%
HAZD - FLOOD CONTROL CAPITAL PROJECTS	-	2,678,542	2,678,542	-	2,769,400	90,858	3.4%
MAIN - FLOOD CTRL STRUCTURE MAINT	-	6,456,664	6,456,664	-	6,380,495	(76,169)	-1.2%
DAMS - DAM SAFETY	-	3,101,466	3,101,466	-	3,015,051	(86,415)	-2.8%
FMLT - FLOOD MULTI PURP ENHANCEMENTS	-	1,373,229	1,373,229	-	-	(1,373,229)	-100.0%
64MT - TRAFFIC MANAGEMENT	$ 1,232,870	$ 872,308	$ 1,119,351	$ 677,467	$ 992,000	$ (127,351)	-11.4%
TRIN - EMERGENCY TRAFFIC MANAGEMENT	456,936	20,000	20,000	-	-	(20,000)	-100.0%
TRMG - REAL TIME TRAFFIC MANAGEMENT	-	-	-	-	-	-	
TRRS - REGIONAL TRAFFIC MGT SUPPORT	531,503	645,308	892,351	415,543	755,000	(137,351)	-15.4%
TRFE - TRAFF DESIGN AND STUDIES	180,930	150,000	150,000	168,408	180,000	30,000	20.0%
TRFC - TRAFF SIGNAL AND ITS FIELD SVS	63,501	57,000	57,000	93,516	57,000	-	0.0%
70PS - PROTECTIVE SERVICES	$ 550,724	$ 522,115	$ 522,115	$ 491,739	$ 522,115	$ -	0.0%
SCRT - SECURITY	550,724	522,115	522,115	491,739	522,115	-	0.0%
64RB - ROADWAY MAINTENANCE	$ 612,673	$ 445,000	$ 775,050	$ 1,004,724	$ 425,000	$ (350,050)	-45.2%
SIGN - TRAFFIC SIGNS MAINT	112,934	35,004	35,004	29,630	25,000	(10,004)	-28.6%
ROAD - ROAD AND ROW MAINTENANCE	499,739	409,996	740,046	975,094	400,000	(340,046)	-45.9%
67SW - SOLID WASTE MANAGEMENT	$ 6,553,120	$ 6,530,000	$ 6,965,586	$ 5,073,969	$ 5,363,154	$ (1,602,432)	-23.0%
MONT - LANDFILL POST CLOSURE MAINT	1,303,764	525,000	525,000	-	-	(525,000)	-100.0%
TIRE - WASTE TIRE COLLECT DISPOSAL	5,172,394	5,730,000	5,730,000	4,754,762	4,973,154	(756,846)	-13.2%
TRAN - WASTE TRANSFER STATION	76,962	275,000	275,000	233,795	200,000	(75,000)	-27.3%
ILDE - ILLEGAL DUMP ED AND OUTREACH	-	-	435,586	85,412	190,000	(245,586)	-56.4%
64SD - TRANSPORTATION PLANNING	$ -	$ -	$ 500,000	$ -	$ -	$ (500,000)	-100.0%
PROG - TRANSP PROJECT PROGRAMMING	-	-	500,000	-	-	(500,000)	-100.0%
99AS - ADMINISTRATIVE SERVICES	$ 294,787	$ 4,038,553	$ 4,038,553	$ 36,020,068	$ 3,614,207	$ (424,346)	-10.5%
BDGT - BUDGETING	-	109,111	109,111	-	80,766	(28,345)	-26.0%
ODIR - EXECUTIVE MANAGEMENT	226,225	1,454,200	1,454,200	34,297,973	1,224,966	(229,234)	-15.8%
FSAC - FINANCIAL SERVICES	-	281,321	281,321	-	255,746	(25,575)	-9.1%
HRAC - HUMAN RESOURCES	-	198,956	198,956	-	189,426	(9,530)	-4.8%
PROC - PROCUREMENT	5,178	365,204	365,204	975	325,854	(39,350)	-10.8%
RWAY - REAL ESTATE SERVICES	63,384	924,680	924,680	1,631,560	857,447	(67,233)	-7.3%
RMGT - RISK MANAGEMENT	-	-	-	-	-	-	
FACI - FACILITIES MGMT PROF SUPP SVCS	-	689,461	689,461	89,560	629,985	(59,476)	-8.6%
RECO - RECORDS MANAGEMENT	-	15,620	15,620	-	50,017	34,397	220.2%
99GV - GENERAL GOVERNMENT	$ 55,844,535	$ 125,895,202	$ 125,895,202	$ 49,170,005	$ 98,123,046	$ (27,772,156)	0.0%
CSCA - CENTRAL SERVICE COST ALLOC	-	1,232,332	1,232,332	-	1,306,871	74,539	6.0%
GGOV - GENERAL GOVERNMENT	55,844,535	122,800,563	122,800,563	49,170,005	95,211,681	(27,588,882)	0.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	1,862,307	1,862,307	-	1,604,494	(257,813)	-13.8%
POOL - POOLED COSTS	-	-	-	-	-	-	
99IT - INFORMATION TECHNOLOGY	$ -	$ 2,981,497	$ 2,981,497	$ -	$ 2,798,118	$ (183,379)	-6.2%
BUAS - BUSINESS APPLICATION DEV SUPP	-	508,418	508,418	-	483,388	(25,030)	-4.9%
DACR - DATA CENTER	-	200,904	200,904	-	310,800	109,896	54.7%
DEAP - DATA ENTRY ACTIVITY PERFORMED	-	-	-	-	-	-	
DESK - DESKTOP SUPPORT	-	584,801	584,801	-	322,058	(262,743)	-44.9%
ENIT - ENTERPRISE IT COLLABORATION	-	1,655,416	1,655,416	-	-	(1,655,416)	-100.0%
GISA - GIS APPLICATION DEV AND SUPP	-	31,958	31,958	-	1,647,559	1,615,601	5055.4%
HDSP - HELP DESK SUPPORT	-	-	-	-	34,313	34,313	
RETA - REPORTING TECHNICAL ASSISTANCE	-	-	-	-	-	-	
VANS - INFRASTRUCTURE NETWORK SVCS	-	-	-	-	-	-	
TOTAL PROGRAMS	**$ 157,167,647**	**$ 189,913,069**	**$ 191,425,748**	**$ 160,641,820**	**$ 167,154,665**	**$ (24,271,083)**	**-12.7%**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
70OM - BLDG OPERATIONS AND MAINT	$ 8,545,788	$ 8,041,825	$ 8,031,158	$ 8,083,348	$ 8,109,416	$ (78,258)	-1.0%
BLDR - BUILDINGS AND GROUNDS	304,192	279,699	279,699	290,432	286,722	(7,023)	-2.5%
DSEC - DETENTION SECURITY MAINTENANCE	229,528	610,511	610,511	441,573	-	610,511	100.0%
FAMT - FACILITIES MAINTENANCE	8,012,068	7,151,615	7,140,948	7,351,343	7,822,694	(681,746)	-9.5%
64BT - BUILD ROADS AND STRUCT	$ 136,673,281	$ 107,299,546	$ 107,299,546	$ 118,797,174	$ 88,522,583	$ 18,776,963	17.5%
CMGT - TRANSPORTATION CONSTRUCTN MGT	289,967	508,279	508,279	391,786	510,744	(2,465)	-0.5%
TIPM - TIP PROGRAM MGT	381,698	587,931	587,931	404,515	566,575	21,356	3.6%
PRJT - TRANSPORTATION PROJECT MGT	289,292	256,506	256,506	199,021	175,267	81,239	31.7%
RDCS - ROADWAY CONSTRUCTION	134,547,643	104,677,000	104,677,000	116,699,473	85,728,037	18,948,963	18.1%
SRVY - LAND SURVEYING SERVICES	514,535	378,984	378,984	379,252	735,552	(356,568)	-94.1%
FIVE - ARTICLE FIVE PROCUREMENT	-	226,926	226,926	184,498	182,123	44,803	19.7%
MTEC - MATERIALS TECHNOLOGY	650,146	663,920	663,920	538,629	624,285	39,635	6.0%
70BC - CAPITAL FACILITY MANAGEMENT	$ 1,169,111	$ 1,450,035	$ 1,423,343	$ 1,320,704	$ -	$ 1,423,343	100.0%
CCLA - CAP IMP PLAN IMP	179,856	375,917	375,917	341,497	-	375,917	100.0%
ENMG - ENERGY MANAGEMENT	158,933	213,463	213,463	150,143	-	213,463	100.0%
MJMT - MAJ MAINT PLAN IMP	327,777	391,336	391,336	336,336	-	391,336	100.0%
FACP - PLANNING	502,545	469,319	442,627	492,728	-	442,627	100.0%
64ER - ENGINEER ROADS AND STRUCTURES	$ 3,201,256	$ 3,404,373	$ 3,404,373	$ 3,021,447	$ 3,151,172	$ 253,201	7.4%
IMPR - IMPROVEMENT DISTRICT ADMIN	3	(1)	(1)	(18,527)	-	(1)	100.0%
REGU - RIGHT OF WAY REGULATION	1,570,542	1,574,333	1,574,333	1,420,003	1,540,342	33,991	2.2%
DSGN - ROADS STRUCTURES STDS DSGN	1,246,267	1,452,165	1,452,165	1,226,667	1,232,761	219,404	15.1%
UREL - UTILITIES ENGINEERING	384,444	377,876	377,876	393,304	378,069	(193)	-0.1%
69HI - FLOOD HAZARD IDENTIFICATION	$ -	$ 7,768,661	$ 7,768,661	$ 7,222,177	$ 9,812,102	$ (2,043,441)	-26.3%
PLNG - FLOOD HAZARD PLANNING	-	4,941,279	4,941,279	4,520,451	6,953,127	(2,011,848)	-40.7%
FLDP - FLOODPLAIN DELINEATION	-	2,827,382	2,827,382	2,701,726	2,858,975	(31,593)	-1.1%
69HE - FLOOD HAZARD OUTREACH	$ -	$ 2,487,483	$ 2,487,483	$ 2,236,098	$ 2,495,497	$ (8,014)	-0.3%
MASM - FLOOD SAFETY EDUCATION	-	606,671	606,671	588,468	729,688	(123,017)	-20.3%
EDAY - FLOOD CNTRL PUBLIC INFORMATION	-	701,475	701,475	424,644	220,263	481,212	68.6%
FCSR - FLOOD CUSTOMER SERVICE	-	411,378	411,378	365,635	365,174	46,204	11.2%
FWRN - FLOOD WARNING	-	767,959	767,959	857,351	1,180,372	(412,413)	-53.7%
69FH - FLOOD HAZARD REGULATION	$ -	$ 2,309,098	$ 2,309,098	$ 1,957,441	$ 2,184,360	$ 124,738	5.4%
FREV - FLOODPLAIN REVIEW	-	1,414,167	1,414,167	1,206,639	1,451,149	(36,982)	-2.6%
FCMP - FLOODPLAIN COMPLIANCE	-	894,931	894,931	750,802	733,211	161,720	18.1%
69HR - FLOOD HAZARD REMEDIATION	$ -	$ 13,667,891	$ 13,667,891	$ 13,603,681	$ 12,167,812	$ 1,500,079	11.0%
HAZD - FLOOD CONTROL CAPITAL PROJECTS	-	2,660,710	2,660,710	1,813,944	2,747,078	(86,368)	-3.2%
MAIN - FLOOD CTRL STRUCTURE MAINT	-	6,481,662	6,481,662	8,117,536	6,359,909	121,753	1.9%
DAMS - DAM SAFETY	-	3,152,284	3,152,284	2,491,249	3,060,825	91,459	2.9%
FMLT - FLOOD MULTI PURP ENHANCEMENTS	-	1,373,235	1,373,235	1,180,952	-	1,373,235	100.0%
64MT - TRAFFIC MANAGEMENT	$ 4,548,649	$ 5,311,891	$ 5,558,934	$ 4,561,408	$ 5,149,186	$ 409,748	7.4%
TRIN - EMERGENCY TRAFFIC MANAGEMENT	745,222	492,725	492,725	513,757	411,241	81,484	16.5%
TRMG - REAL TIME TRAFFIC MANAGEMENT	635,289	646,121	646,121	676,452	674,294	(28,173)	-4.4%
TRRS - REGIONAL TRAFFIC MGT SUPPORT	510,229	816,308	1,063,351	572,148	961,142	102,209	9.6%
TRFE - TRAFF DESIGN AND STUDIES	1,453,149	1,794,156	1,794,156	1,589,547	1,650,651	143,505	8.0%
TRFC - TRAFF SIGNAL AND ITS FIELD SVS	1,204,760	1,562,581	1,562,581	1,209,504	1,451,858	110,723	7.1%
70PS - PROTECTIVE SERVICES	$ 3,990,106	$ 3,920,861	$ 3,878,722	$ 3,875,385	$ 3,811,028	$ 67,694	1.7%
PKMT - PARKING MANAGEMENT	83,473	75,937	75,937	77,016	74,747	1,190	1.6%
SCRT - SECURITY	3,906,633	3,844,924	3,802,785	3,798,369	3,736,281	66,504	1.7%
64RB - ROADWAY MAINTENANCE	$ 34,677,808	$ 36,271,177	$ 36,631,877	$ 33,139,209	$ 35,549,808	$ 1,082,069	3.0%
STRP - ROADWAY STRIPING MAINT	1,871,280	2,133,984	2,133,984	2,091,566	2,145,424	(11,440)	-0.5%
SIGN - TRAFFIC SIGNS MAINT	1,461,041	1,513,451	1,513,451	1,442,844	1,572,744	(59,293)	-3.9%
ZONE - WORK ZONE TRAFFIC CONTROL	1,269,682	1,463,430	1,463,430	1,460,280	1,487,275	(23,845)	-1.6%
ROAD - ROAD AND ROW MAINTENANCE	30,075,805	31,160,312	31,521,012	28,144,519	30,344,365	1,176,647	3.7%
67SW - SOLID WASTE MANAGEMENT	$ 7,053,481	$ 14,144,517	$ 14,580,103	$ 9,168,379	$ 12,767,787	$ 1,812,316	12.4%
MONT - LANDFILL POST CLOSURE MAINT	752,628	6,085,842	6,085,842	1,177,181	6,854,909	(769,067)	-12.6%
TIRE - WASTE TIRE COLLECT DISPOSAL	5,990,406	6,638,761	6,383,761	6,222,675	5,110,036	1,273,725	20.0%
TRAN - WASTE TRANSFER STATION	310,447	1,419,914	1,674,914	1,692,309	612,842	1,062,072	63.4%
ILDE - ILLEGAL DUMP ED AND OUTREACH	-	-	435,586	76,214	190,000	245,586	56.4%
64SD - TRANSPORTATION PLANNING	$ 2,055,459	$ 2,573,656	$ 3,073,656	$ 1,857,325	$ 2,291,919	$ 781,737	25.4%
ENVC - ENVIRONMENTAL CLEARANCE	201,314	266,373	266,373	165,715	294,552	(28,179)	-10.6%
PART - PROJECT PARTNERSHIPS	439,884	332,100	332,100	345,701	377,520	(45,420)	-13.7%
POUT - TRANSPORTATION OUTREACH COMM	430,580	454,392	454,392	445,241	469,950	(15,558)	-3.4%
PROG - TRANSP PROJECT PROGRAMMING	611,067	696,805	1,196,805	486,347	664,603	532,202	44.5%
TPLN - TRANSPORTATION SYSTEM PLANNING	372,614	823,986	823,986	414,321	485,294	338,692	41.1%
91FD - CAPITAL FACILITIES DEVELOPMENT	$ -	$ -	$ -	$ -	$ 239,342	$ (239,342)	0.0%
FACM - FACILITIES CONSTRUCTION MGMT	-	-	-	-	101,208	(101,208)	0.0%
FPDS - FACILITIES PROJECT DEV SUPP	-	-	-	-	138,134	(138,134)	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 8,841,710	$ 11,657,371	$ 11,657,371	$ 10,845,266	$ 10,621,160	$ 1,036,211	8.9%
BDGT - BUDGETING	243,994	346,655	346,655	299,024	250,337	96,318	27.8%
ODIR - EXECUTIVE MANAGEMENT	5,724,621	4,981,956	4,981,956	4,551,766	4,438,330	543,626	10.9%
FSAC - FINANCIAL SERVICES	736,681	1,241,652	1,241,652	1,038,420	1,079,461	162,191	13.1%
HRAC - HUMAN RESOURCES	475,986	663,256	663,256	698,969	682,058	(18,802)	-2.8%
PROC - PROCUREMENT	850,082	1,011,502	1,011,502	875,232	943,642	67,860	6.7%
RWAY - REAL ESTATE SERVICES	810,346	1,482,206	1,482,206	1,689,773	1,527,537	(45,331)	-3.1%
FACI - FACILITIES MGMT PROF SUPP SVCS	-	1,834,400	1,834,400	1,576,863	1,506,479	327,921	17.9%
RECO - RECORDS MANAGEMENT	-	95,744	95,744	115,219	193,316	(97,572)	-101.9%
99GV - GENERAL GOVERNMENT	$ (55,158,271)	$ 8,043,558	$ 9,825,590	$ (39,895,389)	$ 6,965,682	$ 2,859,908	29.1%
CSCA - CENTRAL SERVICE COST ALLOC	1,912,751	3,292,122	3,292,122	3,292,122	3,439,223	(147,101)	-4.5%
GGOV - GENERAL GOVERNMENT	(59,594,514)	-	1,782,032	(48,050,624)	-	1,782,032	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	2,523,492	4,751,436	4,751,436	4,863,113	3,526,459	1,224,977	25.8%
99IT - INFORMATION TECHNOLOGY	$ 3,835,379	$ 6,510,927	$ 6,510,927	$ 6,062,542	$ 6,196,933	$ 313,994	4.8%
BUAS - BUSINESS APPLICATION DEV SUPP	1,485,069	1,793,684	1,793,684	1,517,679	1,676,110	117,574	6.6%
DACR - DATA CENTER	377,727	518,491	518,491	530,092	679,563	(161,072)	-31.1%
DESK - DESKTOP SUPPORT	941,588	1,542,922	1,542,922	1,459,528	1,182,846	360,076	23.3%
GISA - GIS APPLICATION DEV AND SUPP	870,563	2,539,097	2,539,097	2,421,275	2,534,760	4,337	0.2%
HDSP - HELP DESK SUPPORT	106,932	116,733	116,733	133,968	123,654	(6,921)	-5.9%
VANS - INFRASTRUCTURE NETWORK SVCS	53,500	-	-	-	-	-	0.0%
TOTAL PROGRAMS	**$ 159,433,757**	**$ 234,862,870**	**$ 238,108,733**	**$ 185,856,195**	**$ 210,035,787**	**$ 28,072,946**	**11.8%**

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 1,814,496	$ 2,291,315	$ 2,291,315	$ 1,139,649	$ 1,063,089	$ (1,228,226)	-53.6%
SUBTOTAL	$ 1,814,496	$ 2,291,315	$ 2,291,315	$ 1,139,649	$ 1,063,089	$ (1,228,226)	-53.6%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 749,330	$ 665,308	$ 2,177,987	$ 1,286,989	$ 945,000	$ (1,232,987)	-56.6%
0620 - OTHER INTERGOVERNMENTAL	26,819,994	5,450,000	5,450,000	4,717,638	6,423,154	973,154	17.9%
0626 - STATE SHARED HIGHWAY USER REV	102,751,593	111,458,984	111,458,984	87,814,203	84,301,634	(27,157,350)	-24.4%
0630 - STATE SHARED VEHICLE LICENSE	9,550,276	9,341,579	9,341,579	8,526,090	8,185,047	(1,156,532)	-12.4%
SUBTOTAL	$ 139,871,193	$ 126,915,871	$ 128,428,550	$ 102,344,920	$ 99,854,835	$ (28,573,715)	-22.2%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 7,857,018	$ 56,456,888	$ 56,456,888	$ 47,201,581	$ 62,205,325	$ 5,748,437	10.2%
0635 - OTHER CHARGES FOR SERVICES	337,660	541,974	541,974	331,437	436,974	(105,000)	-19.4%
SUBTOTAL	$ 8,194,678	$ 56,998,862	$ 56,998,862	$ 47,533,018	$ 62,642,299	$ 5,643,437	9.9%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 4,339,336	$ 2,725,000	$ 2,725,000	$ 2,662,368	$ 2,725,000	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	2,651,793	582,021	582,021	6,581,808	619,442	37,421	6.4%
SUBTOTAL	$ 6,991,129	$ 3,307,021	$ 3,307,021	$ 9,244,176	$ 3,344,442	$ 37,421	1.1%
ALL REVENUES	$ 156,871,496	$ 189,513,069	$ 191,025,748	$ 160,261,763	$ 166,904,665	$ (24,121,083)	-12.6%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	$ 296,151	$ 400,000	$ 400,000	$ 380,057	$ 250,000	$ (150,000)	-37.5%
ALL OTHER FINANCING SOURCES	$ 296,151	$ 400,000	$ 400,000	$ 380,057	$ 250,000	$ (150,000)	-37.5%
TOTAL SOURCES	**$ 157,167,647**	**$ 189,913,069**	**$ 191,425,748**	**$ 160,641,820**	**$ 167,154,665**	**$ (24,271,083)**	**-12.7%**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 35,339,720	$ 46,708,489	$ 46,639,658	$ 43,954,508	$ 46,432,862	$ 206,796	0.0%
0705 - TEMPORARY PAY	113,659	612,403	612,403	233,978	538,482	73,921	0.0%
0710 - OVERTIME	988,152	838,852	838,852	845,203	850,295	(11,443)	0.0%
0750 - FRINGE BENEFITS	12,446,377	15,439,092	15,439,092	14,926,422	15,212,803	226,289	0.0%
0790 - OTHER PERSONNEL SERVICES	854,198	969,541	969,541	712,397	876,620	92,921	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(13,425,029)	(15,106,531)	(15,106,531)	(13,027,109)	(15,173,612)	67,081	0.0%
0796 - PERSONNEL SERVICES ALLOC-IN	9,406,675	11,212,362	11,221,562	11,755,780	11,421,480	(199,918)	-1.8%
SUBTOTAL	$ 45,723,752	$ 60,674,208	$ 60,614,577	$ 59,401,179	$ 60,158,930	$ 455,647	0.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 2,757,423	$ 4,783,879	$ 4,801,030	$ 6,070,400	$ 4,298,117	$ 502,913	0.0%
0802 - MEDICAL SUPPLIES	-	-	-	137	-	-	0.0%
0803 - FUEL	1,951,672	1,898,423	1,898,423	2,131,071	2,425,023	(526,600)	0.0%
0804 - NON-CAPITAL EQUIPMENT	167,900	248,634	248,634	202,906	195,300	53,334	0.0%
0805 - SUPPLIES-ALLOCATION OUT	(373,400)	(393,257)	(393,257)	(302,957)	(320,870)	(72,387)	18.4%
0806 - SUPPLIES-ALLOCATION IN	221,604	383,606	383,606	404,691	310,623	72,983	19.0%
SUBTOTAL	$ 4,725,199	$ 6,921,285	$ 6,938,436	$ 8,506,248	$ 6,908,193	$ 30,243	0.4%
SERVICES							
0810 - LEGAL SERVICES	$ 61	$ 519,450	$ 519,450	$ 353,871	$ 421,753	$ 97,697	0.0%
0811 - HEALTH CARE SERVICES	861	1,600	1,600	528	900	700	43.8%
0812 - OTHER SERVICES	13,571,738	38,899,057	38,379,274	28,048,660	32,000,444	6,378,830	0.0%
0820 - RENT & OPERATING LEASES	500,774	1,026,651	1,026,651	887,275	940,845	85,806	0.0%
0825 - REPAIRS AND MAINTENANCE	13,455,901	22,000,654	22,000,654	15,464,347	21,203,734	796,920	0.0%
0830 - INTERGOVERNMENTAL PAYMENTS	(1,379)	1,530,966	3,312,998	3,274,859	1,534,031	1,778,967	0.0%
0839 - INTERNAL SERVICE CHARGES	8,046,926	6,788,736	6,788,736	6,789,020	5,974,182	814,554	0.0%
0841 - TRAVEL	79,969	157,986	157,986	158,205	110,807	47,179	0.0%
0842 - EDUCATION AND TRAINING	148,649	415,814	422,714	270,761	273,019	149,695	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	58,610	84,596	88,116	71,512	87,100	1,016	0.0%
0850 - UTILITIES	710,119	1,381,464	1,381,464	1,024,826	1,227,090	154,374	0.0%
0872 - SERVICES-ALLOCATION OUT	(735,149)	(358,769)	(358,769)	(221,984)	(141,095)	(217,674)	0.0%
0873 - SERVICES-ALLOCATION IN	466,974	425,181	436,419	245,757	224,661	211,758	48.5%
SUBTOTAL	$ 36,304,054	$ 72,873,386	$ 74,157,293	$ 56,367,637	$ 63,857,471	$ 10,299,822	13.9%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 25,860	$ 5,242,122	$ 5,527,772	$ 5,497,122	$ 3,619,223	$ 1,908,549	34.5%
SUBTOTAL	$ 25,860	$ 5,242,122	$ 5,527,772	$ 5,497,122	$ 3,619,223	$ 1,908,549	34.5%
CAPITAL							
0910 - LAND	$ 5,471,932	$ 11,902,500	$ 10,402,500	$ 2,497,557	$ 17,146,000	$ (6,743,500)	-64.8%
0915 - BUILDINGS AND IMPROVEMENTS	-	111,978	111,978	73,200	-	111,978	0.0%
0920 - CAPITAL EQUIPMENT	225,139	1,462,385	1,651,121	1,234,128	1,392,200	258,921	0.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	5,405,390	4,096,100	4,426,150	3,272,888	4,240,800	185,350	0.0%
0940 - INFRASTRUCTURE	61,133,076	70,865,750	73,565,750	48,249,329	52,131,000	21,434,750	29.1%
0950 - DEBT SERVICE	418,186	712,823	712,823	756,799	581,970	130,853	0.0%
0956 - CAPITAL-ALLOCATION IN	1,169	333	333	108	-	333	100.0%
SUBTOTAL	$ 72,654,892	$ 89,151,869	$ 90,870,655	$ 56,084,009	$ 75,491,970	$ 15,378,685	0.0%
TOTAL USES	**$ 159,433,757**	**$ 234,862,870**	**$ 238,108,733**	**$ 185,856,195**	**$ 210,035,787**	**$ 28,072,946**	**11.8%**

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 677,381	$ 617,670	$ 617,670	$ 604,653	$ 604,827	$ 12,843	2.1%
FUND TOTAL SOURCES	$ 677,381	$ 617,670	$ 617,670	$ 604,653	$ 604,827	$ 12,843	2.1%
223 TRANSPORTATION GRANTS							
OPERATING	$ 749,330	$ 665,308	$ 665,308	$ 415,543	$ -	$ 665,308	100.0%
NON-RECURRING	-	-	1,077,093	690,050	755,000	322,093	29.9%
FUND TOTAL SOURCES	$ 749,330	$ 665,308	$ 1,742,401	$ 1,105,593	$ 755,000	$ 987,401	56.7%
232 TRANSPORTATION OPERATIONS							
OPERATING	$ 118,536,123	$ 126,033,844	$ 126,033,844	$ 102,219,104	$ 96,392,000	$ 29,641,844	23.5%
FUND TOTAL SOURCES	$ 118,536,123	$ 126,033,844	$ 126,033,844	$ 102,219,104	$ 96,392,000	$ 29,641,844	23.5%
234 TRANSPORTATION CAPITAL PROJECT							
OPERATING	$ 59,898,264	$ -	$ -	$ -	$ -	$ -	
NON-RECURRING	30,347,943	94,852,944	87,301,469	66,680,101	63,140,120	24,161,349	27.7%
FUND TOTAL SOURCES	$ 90,246,207	$ 94,852,944	$ 87,301,469	$ 66,680,101	$ 63,140,120	$ 24,161,349	27.7%
290 WASTE TIRE							
OPERATING	$ 5,172,394	$ 5,730,000	$ 5,730,000	$ 4,927,598	$ 5,173,154	$ 556,846	9.7%
FUND TOTAL SOURCES	$ 5,172,394	$ 5,730,000	$ 5,730,000	$ 4,927,598	$ 5,173,154	$ 556,846	9.7%
580 SOLID WASTE MANAGEMENT							
OPERATING	$ 1,380,726	$ 800,000	$ 800,000	$ 620,511	$ 725,000	$ 75,000	9.4%
NON-RECURRING	-	-	-	6,656	-	-	
FUND TOTAL SOURCES	$ 1,380,726	$ 800,000	$ 800,000	$ 627,167	$ 725,000	$ 75,000	9.4%
581 SOLID WASTE GRANTS							
NON-RECURRING	-	-	435,586	181,396	190,000	245,586	56.4%
FUND TOTAL SOURCES	$ -	$ -	$ 435,586	$ 181,396	$ 190,000	$ 245,586	56.4%
988 PUBLIC WORKS FLOOD CONTROL							
OPERATING	$ -	$ 35,962,287	$ 35,962,287	$ 34,128,864	$ 35,718,850	$ 243,437	0.7%
FUND TOTAL SOURCES	$ -	$ 35,962,287	$ 35,962,287	$ 34,128,864	$ 35,718,850	$ 243,437	0.7%
900 ELIMINATIONS							
OPERATING	$ (59,594,514)	$ -	$ -	$ (49,832,656)	$ -	$ -	
NON-RECURRING	-	(74,748,984)	(67,197,509)	-	(35,544,286)	(31,653,223)	47.1%
FUND TOTAL SOURCES	$ (59,594,514)	$ (74,748,984)	$ (67,197,509)	$ (49,832,656)	$ (35,544,286)	$ (31,653,223)	47.1%
DEPARTMENT OPERATING TOTAL SOURCES	$ 126,819,704	$ 169,809,109	$ 169,809,109	$ 93,083,617	$ 138,613,831	$ 31,195,278	18.4%
DEPARTMENT NON-RECURRING TOTAL USES	$ 30,347,943	$ 20,103,960	$ 21,616,639	$ 67,558,203	$ 28,540,834	$ (6,924,195)	-32.0%
DEPARTMENT TOTAL SOURCES	$ 157,167,647	$ 189,913,069	$ 191,425,748	$ 160,641,820	$ 167,154,665	$ 24,271,083	12.7%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 13,811,487	$ 12,908,663	$ 12,829,165	$ 12,756,881	$ 11,340,005	$ 1,489,160	11.6%
FUND TOTAL	$ 13,811,487	$ 12,908,663	$ 12,829,165	$ 12,756,881	$ 11,340,005	$ 1,489,160	11.6%
223 TRANSPORTATION GRANTS							
OPERATING	$ 537,294	$ 665,308	$ 665,308	$ 472,739	$ -	$ 665,308	100.0%
NON-RECURRING	-	-	1,077,093	690,050	755,000	322,093	29.9%
FUND TOTAL	$ 537,294	$ 665,308	$ 1,742,401	$ 1,162,789	$ 755,000	$ 987,401	56.7%
232 TRANSPORTATION OPERATIONS							
OPERATING	$ 119,398,935	$ 63,578,714	$ 63,609,364	$ 57,533,671	$ 60,847,714	$ 2,761,650	4.3%
NON-RECURRING	-	74,748,984	67,197,509	49,832,656	35,544,286	31,653,223	47.1%
FUND TOTAL	$ 119,398,935	$ 138,327,698	$ 130,806,873	$ 107,366,327	$ 96,392,000	$ 34,414,873	26.3%
234 TRANSPORTATION CAPITAL PROJECT							
NON-RECURRING	74,953,129	104,677,000	104,677,000	66,506,817	85,728,037	18,948,963	18.1%
FUND TOTAL	$ 74,953,129	$ 104,677,000	$ 104,677,000	$ 66,506,817	$ 85,728,037	$ 18,948,963	18.1%
255 DETENTION OPERATIONS							
OPERATING	$ 2,772,479	$ 2,743,527	$ 2,743,527	$ 2,573,512	$ 2,645,658	$ 97,869	3.6%
FUND TOTAL	$ 2,772,479	$ 2,743,527	$ 2,743,527	$ 2,573,512	$ 2,645,658	$ 97,869	3.6%
290 WASTE TIRE							
OPERATING	$ 6,125,137	$ 5,730,000	$ 5,475,000	$ 5,316,813	$ 5,173,154	$ 301,846	5.5%
NON-RECURRING	-	975,000	2,757,032	2,757,032	-	2,757,032	100.0%
FUND TOTAL	$ 6,125,137	$ 6,705,000	$ 8,232,032	$ 8,073,845	$ 5,173,154	$ 3,058,878	37.2%
580 SOLID WASTE MANAGEMENT							
OPERATING	$ 1,429,810	$ 1,612,369	$ 1,867,369	$ 1,946,731	$ 2,008,369	$ (141,000)	-7.6%
NON-RECURRING	-	6,010,000	6,010,000	1,010,006	5,629,000	381,000	6.3%
FUND TOTAL	$ 1,429,810	$ 7,622,369	$ 7,877,369	$ 2,956,737	$ 7,637,369	$ 240,000	3.0%
581 SOLID WASTE GRANTS							
NON-RECURRING	-	-	435,586	163,079	190,000	245,586	56.4%
FUND TOTAL	$ -	$ -	$ 435,586	$ 163,079	$ 190,000	$ 245,586	56.4%
988 PUBLIC WORKS FLOOD CONTROL							
OPERATING	$ -	$ 35,962,289	$ 35,962,289	$ 34,128,864	$ 35,718,850	$ 243,439	0.7%
FUND TOTAL	$ -	$ 35,962,289	$ 35,962,289	$ 34,128,864	$ 35,718,850	$ 243,439	0.7%
900 ELIMINATIONS							
OPERATING	$ (59,594,514)	$ -	$ -	$ (49,832,656)	$ -	$ -	
NON-RECURRING	-	(74,748,984)	(67,197,509)	-	(35,544,286)	(31,653,223)	47.1%
FUND TOTAL	$ (59,594,514)	$ (74,748,984)	$ (67,197,509)	$ (49,832,656)	$ (35,544,286)	$ (31,653,223)	47.1%
DEPARTMENT OPERATING TOTAL	$ 84,480,628	$ 123,200,870	$ 123,152,022	$ 64,896,555	$ 117,733,750	$ 5,418,272	4.4%
DEPARTMENT NON-RECURRING TOTAL	$ 74,953,129	$ 111,662,000	$ 114,956,711	$ 120,959,640	$ 92,302,037	$ 22,654,674	19.7%
DEPARTMENT TOTAL	$ 159,433,757	$ 234,862,870	$ 238,108,733	$ 185,856,195	$ 210,035,787	$ 28,072,946	11.8%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
910 - PUBLIC WORKS								
ADMINISTRATIVE SERVICES								
BUDGETING	5.25	5.25	3.85	3.85	(1.40)	-26.67%	-	0.00%
EXECUTIVE MANAGEMENT	31.50	31.50	28.00	27.00	(4.50)	-14.29%	(1.00)	-3.57%
FACILITIES MGMT PROF SUPP SVCS	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
FINANCIAL SERVICES	19.05	19.05	17.45	17.45	(1.60)	-8.40%	-	0.00%
HUMAN RESOURCES	9.20	9.20	8.70	8.70	(0.50)	-5.43%	-	0.00%
PROCUREMENT	15.03	15.03	14.03	14.00	(1.03)	-6.85%	(.03)	-0.21%
REAL ESTATE SERVICES	29.00	29.00	28.00	28.00	(1.00)	-3.45%	-	0.00%
RECORDS MANAGEMENT	1.00	1.00	2.00	4.00	3.00	300.00%	2.00	100.00%
PROGRAM TOTAL	115.03	115.03	107.03	108.00	(7.03)	-6.11%	.97	0.91%
BLDG OPERATIONS AND MAINT								
BUILDINGS AND GROUNDS	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
DETENTION SECURITY MAINTENANCE	4.00	4.00	4.00		(4.00)	-100.00%	(4.00)	-100.00%
FACILITIES MAINTENANCE	98.00	98.00	93.00	103.00	5.00	5.10%	10.00	10.75%
PROGRAM TOTAL	107.00	107.00	102.00	108.00	1.00	0.93%	6.00	5.88%
BUILD ROADS AND STRUCT								
ARTICLE FIVE PROCUREMENT	4.00	4.00	3.00	3.00	(1.00)	-25.00%	-	0.00%
LAND SURVEYING SERVICES	16.00	16.00	16.00	16.00	-	0.00%	-	0.00%
MATERIALS TECHNOLOGY	11.00	11.00	11.00	11.00	-	0.00%	-	0.00%
TIP PROGRAM MGT	9.00	9.00	9.00	9.00	-	0.00%	-	0.00%
TRANSPORTATION CONSTRUCTN MGT	11.00	11.00	11.00	11.00	-	0.00%	-	0.00%
TRANSPORTATION PROJECT MGT	5.00	5.00	4.00	4.00	(1.00)	-20.00%	-	0.00%
PROGRAM TOTAL	56.00	56.00	54.00	54.00	(2.00)	-3.57%	-	0.00%
CAPITAL FACILITIES DEVELOPMENT								
FACILITIES CONSTRUCTION MGMT				6.00	6.00		6.00	
FACILITIES PROJECT DEV SUPP				10.00	10.00		10.00	
PROGRAM TOTAL				16.00	16.00		16.00	
CAPITAL FACILITY MANAGEMENT								
CAP IMP PLAN IMP	10.00	10.00	8.00		(10.00)	-100.00%	(8.00)	-100.00%
ENERGY MANAGEMENT	3.00	3.00	2.00		(3.00)	-100.00%	(2.00)	-100.00%
MAJ MAINT PLAN IMP	6.00	6.00	5.00		(6.00)	-100.00%	(5.00)	-100.00%
PLANNING	7.00	7.00	6.00		(7.00)	-100.00%	(6.00)	-100.00%
PROGRAM TOTAL	26.00	26.00	21.00		(26.00)	-100.00%	(21.00)	-100.00%
ENGINEER ROADS AND STRUCTURES								
IMPROVEMENT DISTRICT ADMIN	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
RIGHT OF WAY REGULATION	21.00	21.00	21.00	21.00	-	0.00%	-	0.00%
ROADS STRUCTURES STDS DSGN	19.00	19.00	18.00	17.00	(2.00)	-10.53%	(1.00)	-5.56%
UTILITIES ENGINEERING	6.00	6.00	6.00	6.00	-	0.00%	-	0.00%
PROGRAM TOTAL	48.00	48.00	47.00	46.00	(2.00)	-4.17%	(1.00)	-2.13%
FLOOD HAZARD IDENTIFICATION								
FLOOD HAZARD PLANNING	15.27	15.27	14.52	17.27	2.00	13.10%	2.75	18.94%
FLOODPLAIN DELINEATION	10.82	10.82	11.27	12.10	1.28	11.83%	.83	7.36%
PROGRAM TOTAL	26.09	26.09	25.79	29.37	3.28	12.57%	3.58	13.88%
FLOOD HAZARD OUTREACH								
FLOOD CNTRL PUBLIC INFORMATION	2.55	2.55	2.55	2.55	-	0.00%	-	0.00%
FLOOD CUSTOMER SERVICE	6.48	6.48	5.68	5.08	(1.40)	-21.60%	(.60)	-10.56%
FLOOD SAFETY EDUCATION	3.55	3.55	3.55	4.15	0.60	16.90%	.60	16.90%
FLOOD WARNING	9.68	9.68	9.78	9.78	0.10	1.03%	-	0.00%
PROGRAM TOTAL	22.26	22.26	21.56	21.56	(0.70)	-3.14%	-	0.00%
FLOOD HAZARD REGULATION								
FLOODPLAIN COMPLIANCE	8.00	8.00	7.55	7.55	(0.45)	-5.63%	-	0.00%
FLOODPLAIN REVIEW	15.40	15.40	14.60	14.60	(0.80)	-5.19%	-	0.00%
PROGRAM TOTAL	23.40	23.40	22.15	22.15	(1.25)	-5.34%	-	0.00%
FLOOD HAZARD REMEDIATION								
DAM SAFETY	10.32	10.32	10.12	10.12	(0.20)	-1.94%	-	0.00%
FLOOD CONTROL CAPITAL PROJECTS	32.10	32.10	31.55	33.85	1.75	5.45%	2.30	7.29%
FLOOD CTRL STRUCTURE MAINT	56.20	56.20	55.20	55.20	(1.00)	-1.78%	-	0.00%
FLOOD MULTI PURP ENHANCEMENTS	5.85	5.85	5.85	0.25	(5.60)	-95.73%	(5.60)	-95.73%
PROGRAM TOTAL	104.47	104.47	102.72	99.42	(5.05)	-4.83%	(3.30)	-3.21%
INFORMATION TECHNOLOGY								
BUSINESS APPLICATION DEV SUPP	17.00	17.00	17.00	17.00	-	0.00%	-	0.00%
DATA CENTER	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
DESKTOP SUPPORT	9.00	9.00	9.00	9.00	-	0.00%	-	0.00%
GIS APPLICATION DEV AND SUPP	15.50	15.50	16.50	16.50	1.00	6.45%	-	0.00%
HELP DESK SUPPORT	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
PROGRAM TOTAL	46.50	46.50	47.50	47.50	1.00	2.15%	-	0.00%
PROTECTIVE SERVICES								
PARKING MANAGEMENT	1.50	1.50	1.50	1.50	-	0.00%	-	0.00%
SECURITY	83.00	83.00	77.00	77.00	(6.00)	-7.23%	-	0.00%
PROGRAM TOTAL	84.50	84.50	78.50	78.50	(6.00)	-7.10%	-	0.00%
ROADWAY MAINTENANCE								
ROAD AND ROW MAINTENANCE	169.00	169.00	170.00	169.75	0.75	0.44%	(0.25)	-0.15%
ROADWAY STRIPING MAINT	15.00	15.00	15.00	15.00	-	0.00%	-	0.00%
TRAFFIC SIGNS MAINT	17.00	17.00	17.00	17.00	-	0.00%	-	0.00%
WORK ZONE TRAFFIC CONTROL	22.00	22.00	23.00	23.00	1.00	4.55%	-	0.00%

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
PROGRAM TOTAL	223.00	223.00	225.00	224.75	1.75	0.78%	(0.25)	-0.11%
SOLID WASTE MANAGEMENT								
LANDFILL POST CLOSURE MAINT	8.00	8.00	8.00	8.00	-	0.00%	-	0.00%
WASTE TIRE COLLECT DISPOSAL	7.00	7.00	11.50	12.50	5.50	78.57%	1.00	8.70%
WASTE TRANSFER STATION	6.00	6.00	7.00	8.00	2.00	33.33%	1.00	14.29%
PROGRAM TOTAL	21.00	21.00	26.50	28.50	7.50	35.71%	2.00	7.55%
TRAFFIC MANAGEMENT								
EMERGENCY TRAFFIC MANAGEMENT	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
REAL TIME TRAFFIC MANAGEMENT	4.00	4.00	4.00	5.00	1.00	25.00%	1.00	25.00%
TRAFF DESIGN AND STUDIES	21.00	21.00	22.00	21.00	-	0.00%	(1.00)	-4.55%
TRAFF SIGNAL AND ITS FIELD SVS	10.00	10.00	10.00	10.00	-	0.00%	-	0.00%
PROGRAM TOTAL	37.00	37.00	38.00	38.00	1.00	2.70%	-	0.00%
TRANSPORTATION PLANNING								
ENVIRONMENTAL CLEARANCE	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
PROJECT PARTNERSHIPS	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
TRANSP PROJECT PROGRAMMING	8.00	8.00	9.00	9.00	1.00	12.50%	-	0.00%
TRANSPORTATION OUTREACH COMM	6.00	6.00	6.00	6.00	-	0.00%	-	0.00%
TRANSPORTATION SYSTEM PLANNING	6.00	6.00	5.00	5.00	(1.00)	-16.67%	-	0.00%
PROGRAM TOTAL	29.00	29.00	29.00	29.00	-	0.00%	-	0.00%
DEPARTMENT TOTAL	**969.25**	**969.25**	**947.75**	**952.00**	**(17.25)**	**-1.78%**	**4.25**	**0.45%**

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
910 - PUBLIC WORKS								
Accountant	8.00	8.00	7.00	7.00	(1.00)	-12.50%	-	0.00%
Accounting Specialist	8.00	8.00	8.00	8.00	-	0.00%	-	0.00%
Admin/Operations Specialist	18.00	18.00	18.00	19.00	1.00	5.56%	1.00	5.56%
Admin/Operations Supv	5.00	5.00	-	6.00	1.00	20.00%	6.00	0.00%
Administrative Specialist	1.00	1.00	-	-	(1.00)	-100.00%	-	0.00%
Administrative Staff Supv	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
Administrative Supervisor	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Administrator	2.00	2.00	1.00	1.00	(1.00)	-50.00%	-	0.00%
Applications Development Mgr	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Applications Development Supv	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Appraiser Supervisor	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Assistant County Manager	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Chemical Applicatns Tech	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
Communicatn Ofcr/Govt Liaison	5.00	5.00	6.00	6.00	1.00	20.00%	-	0.00%
Communicatn Officer Supervisor	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Construction Maintenance Supv	13.00	13.00	13.00	13.00	-	0.00%	-	0.00%
Crew Leader	16.00	16.00	16.00	16.00	-	0.00%	-	0.00%
Database Administrator	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Deputy Director	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Development Svcs Specialist	11.00	11.00	10.00	10.00	(1.00)	-9.09%	-	0.00%
Development Svcs Supervisor	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Development Svcs Technician	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Director	-	-	1.00	1.00	1.00	0.00%	-	0.00%
Director - Facilities Mgt	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Flood Control Dist	1.00	1.00	-	-	(1.00)	-100.00%	-	0.00%
Director - Solid Waste	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Director - Transportation	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Dispatcher	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Electrician	10.00	10.00	9.00	9.00	(1.00)	-10.00%	-	0.00%
Electronic Technician	7.00	7.00	9.00	7.00	-	0.00%	(2.00)	-22.22%
Engineer	27.00	27.00	55.75	26.00	(1.00)	-3.70%	(29.75)	-53.36%
Engineer - Senior	27.75	27.75	-	27.75	-	0.00%	27.75	0.00%
Engineering Aide	8.00	8.00	1.00	7.00	(1.00)	-12.50%	6.00	600.00%
Engineering Associate	17.00	17.00	34.00	18.00	1.00	5.88%	(16.00)	-47.06%
Engineering Manager	6.00	6.00	4.00	3.00	(3.00)	-50.00%	(1.00)	-25.00%
Engineering Supervisor	18.00	18.00	14.00	18.00	-	0.00%	4.00	28.57%
Engineering Technician	57.00	57.00	62.00	58.00	1.00	1.75%	(4.00)	-6.45%
Environmental Specialist	2.00	2.00	-	2.00	-	0.00%	2.00	0.00%
Equipment Operator	57.00	57.00	56.00	57.00	-	0.00%	1.00	1.79%
Executive Assistant	4.00	4.00	3.00	3.00	(1.00)	-25.00%	-	0.00%
Field Operations Supervisor	22.00	22.00	22.00	22.00	-	0.00%	-	0.00%
Finan/Business Analyst - Dept	6.00	6.00	6.00	5.00	(1.00)	-16.67%	(1.00)	-16.67%
Financial Supervisor - Dept	2.00	2.00	1.00	1.00	(1.00)	-50.00%	-	0.00%
Financial Support Supv - Dept	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
General Laborer	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
General Maintenance Worker	61.00	61.00	62.00	62.00	1.00	1.64%	-	0.00%
GIS Programmer/Analyst	10.00	10.00	11.00	11.00	1.00	10.00%	-	0.00%
Govt/Commun Affairs Ofcr	1.00	1.00	-	-	(1.00)	-100.00%	-	0.00%
Grant-Contract Administrator	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Heavy Equipment Operator	32.00	32.00	41.00	40.00	8.00	25.00%	(1.00)	-2.44%
Heavy Equipment Operator - Sr.	8.00	8.00	-	-	(8.00)	-100.00%	-	0.00%
Help Desk Coordinator	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Human Resources Analyst	4.00	4.00	3.00	3.00	(1.00)	-25.00%	-	0.00%
Human Resources Associate	-	-	1.00	1.00	1.00	0.00%	-	0.00%
Human Resources Specialist	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Human Resources Supervisor	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Inspection Supervisor	9.00	9.00	7.00	9.00	-	0.00%	2.00	28.57%
Inspector	30.00	30.00	42.00	30.00	-	0.00%	(12.00)	-28.57%
Instrumentation Tech-Water	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
IS Project Manager	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
IT Division Manager	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
IT Operations Manager	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Management Analyst	4.00	4.00	12.00	3.00	(1.00)	-25.00%	(9.00)	-75.00%
Management Assistant	-	-	-	-	-	0.00%	-	0.00%
Materials Handling Worker	-	-	12.00	12.00	12.00	0.00%	-	0.00%
Materials Inventory Specialist	4.00	4.00	3.00	3.00	(1.00)	-25.00%	-	0.00%
Materials Testing Technician	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
Mechanic - Automotive	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Media Specialist	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
Office Assistant	39.00	39.00	31.50	32.50	(6.50)	-16.67%	1.00	3.17%
Office Assistant Specialized	10.00	10.00	9.00	9.00	(1.00)	-10.00%	-	0.00%
Operations Manager	5.00	5.00	2.00	4.00	(1.00)	-20.00%	2.00	100.00%
Operations Supervisor - PW	8.00	8.00	15.00	8.00	-	0.00%	(7.00)	-46.67%
Operations/Program Manager	2.00	2.00	3.00	2.00	-	0.00%	(1.00)	-33.33%
Operations/Program Supervisor	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
PC/LAN Analyst	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
PC/LAN Tech Support	6.00	6.00	6.00	6.00	-	0.00%	-	0.00%
Planner	9.00	9.00	12.00	9.00	-	0.00%	(3.00)	-25.00%
Planner - Senior	7.00	7.00	-	7.00	-	0.00%	7.00	0.00%
Planning Supervisor	5.00	5.00	4.00	4.00	(1.00)	-20.00%	-	0.00%
Prgrm Coordination Spec	15.00	15.00	-	15.00	-	0.00%	15.00	0.00%
Procurement Officer - County	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Procurement Officer - Dept	3.00	3.00	2.00	2.00	(1.00)	-33.33%	-	0.00%
Procurement Specialist	8.00	8.00	7.00	7.00	(1.00)	-12.50%	-	0.00%
Procurement Supervisor - Dept	1.00	1.00	2.00	2.00	1.00	100.00%	-	0.00%
Program Coordinator	4.00	4.00	6.00	4.00	-	0.00%	(2.00)	-33.33%
Program Supervisor	1.00	1.00	-	1.00	-	0.00%	1.00	0.00%
Programmer/Analyst	6.00	6.00	6.00	6.00	-	0.00%	-	0.00%
Programmer/Analyst - Sr/Ld	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Project Manager	16.00	16.00	9.00	15.00	(1.00)	-6.25%	6.00	66.67%
Real Property Specialist	10.00	10.00	10.00	10.00	-	0.00%	-	0.00%
Road Technician	21.00	21.00	21.00	21.00	-	0.00%	-	0.00%
Security Officer	71.50	71.50	65.50	65.50	(6.00)	-8.39%	-	0.00%
Security Officer Manager	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Security Officer Supervisor	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
Software Sys Engineer	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Survey Technician	9.00	9.00	-	9.00	-	0.00%	9.00	0.00%
Systems/Network Administrator	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Systems/Network Admin-Sr/Ld	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Tech Support Specialist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Technical Program Supv	4.00	4.00	2.00	4.00	-	0.00%	2.00	100.00%
Technical Support Mgr	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Telecommunications Tech-Sr/Ld	-	-	1.00	-	-	0.00%	(1.00)	-100.00%
Trades Generalist	33.00	33.00	31.00	31.00	(2.00)	-6.06%	-	0.00%
Trades Specialist	48.00	48.00	46.00	46.00	(2.00)	-4.17%	-	0.00%
Trades Supervisor	7.00	7.00	7.00	7.00	-	0.00%	-	0.00%
Traffic Signal Technician	9.00	9.00	9.00	9.00	-	0.00%	-	0.00%
Web Designer/Developer	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Web Designer/Developer-Sr/Ld	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Department Total	**969.25**	**969.25**	**947.75**	**950.75**	**(18.50)**	**-1.91%**	**3.00**	**0.32%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
910 - PUBLIC WORKS								
100 - GENERAL	197.50	197.50	180.50	181.50	(16.00)	-8.10%	1.00	0.55%
232 - TRANSPORTATION OPERATIONS	522.00	522.00	522.00	522.00	-	0.00%	-	0.00%
255 - DETENTION OPERATIONS	34.00	34.00	32.00	32.00	(2.00)	-5.88%	-	0.00%
290 - WASTE TIRE	7.00	7.00	11.50	12.50	5.50	78.57%	1.00	8.70%
580 - SOLID WASTE MANAGEMENT	16.00	16.00	17.00	18.00	2.00	12.50%	1.00	5.88%
988 - PUBLIC WORKS FLOOD CONTROL	192.75	192.75	184.75	184.75	(8.00)	-4.15%	-	0.00%
DEPARTMENT TOTAL	**969.25**	**969.25**	**947.75**	**950.75**	**(18.50)**	**-1.91%**	**3.00**	**0.32%**

Significant Variance Analysis

Public Works Facilities Management reduced their staff by 18 FTEs. A majority of this is due to the Budget Balancing initiatives taken by each department. Solid Waste increased their staff by 7.5 FTEs due to the opening of new Waste Management Stations while Flood Control decreased their staff by 8 FTEs. Six of the 8 FTEs were transferred directly to the Flood Control District Operations Fund (991). Two other Flood Control Employees retired and these positions were eliminated.

General Adjustments

Budget Balancing: Reduced the General Fund $1,726,645 by decreasing supplies and services, eliminating 15 vacancies and shifting 7 positions to Major Maintenance. Reduced the Detention Fund $97,869 by eliminating 2 vacant positions.

Debt Service: The County is applying a one-time payment to the General Fund to reduce the annualized debt service expense for equipment purchased via the Technology Financing Program. This results in an operating savings of $25,193.

Strategic Business Plan Update

Public Works went through a systematic and facilitated review and update of their strategic goals for FY 2009-10; the changes are reflected in this document. Most of the Department's activities and performance measures did not change except for Public Works/Facilities Management's programs and activities.

Facilities Management joined the Public Works department this fiscal year and has a new program, Capital Facilities Development Program, which is focused on two activities; Construction Management Activity and Facilities Project Development and Support Activity.

Facilities Management/Public Works also created all new measurements for each its activities. Hence, the former measurements for the Program and Activities are no longer active.

Programs and Activities

Build Roads and Structures Program

The purpose of the Build Roads and Structures Program is to provide transportation infrastructure project delivery services to the Maricopa County traveling public so they can receive infrastructure improvements on time and within budget.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Adopted	% Variance Adopted
Percent of constructed projects delivered on schedule	New Measure	83.3%	83.3%	0.0%	0.0%
Percent of projects closed out in 90 days	New Measure	83.3%	83.3%	0.0%	0.0%
Percent of new or improved roadway lane miles completed	New Measure	85.0%	85.5%	0.5%	0.6%
Percent of project bid documents delivered within the approved schedule	New Measure	100.0%	100.0%	0.0%	0.0%
Percent of project bid documents delivered within the approved budget	New Measure	100.0%	100.0%	0.0%	0.0%
Percent of scoping documents delivered within the approved schedule	New Measure	100.0%	100.0%	0.0%	0.0%
Percent of scoping documents delivered within the approved budget	New Measure	100.0%	100.0%	0.0%	0.0%
Vehicle accident rate on specific, high-accident rate, unincorporated Maricopa County locations	New Measure	0.4%	0.4%	0.0%	0.0%
Vehicle fatality rate per 100,000 vehicle miles driven on specific, high-accident rate, unincorporated Maricopa County locations	New Measure	0.01%	0.01%	0.0%	0.0%
Percent of Maricopa County arterial roads in “Good” or better condition	New Measure	75.2%	75.2%	0.0%	0.0%
Percent of design surveys delivered to project delivery teams within the agreed upon timeframe	New Measure	80.4%	81.8%	1.4%	1.7%
Percent of delay claims from construction due to survey not meeting the schedule	New Measure	2.9%	5.0%	2.1%	75.0%
Percent of Transportation Improvement Program projects delivered on time	New Measure	82.4%	87.5%	5.1%	6.3%
Percent of projects in 5-year Transportation Improvement Program delivered	New Measure	18.3%	20.9%	2.6%	14.3%
Percent of contracts awarded within 45 calendar days of receipt of completed bid documents	New Measure	86.7%	98.0%	11.3%	13.1%
Percent of contracts awarded that are within 10% of the Engineer’s estimate	New Measure	86.7%	100.0%	13.3%	15.4%
Percent of contract insurance policies that do not lapse beyond expiration date	New Measure	85.0%	13.7%	-71.29%	-83.87%
Percent of contract file close-outs completed within 30 calendar days of expiration	New Measure	85.0%	83.3%	-1.67%	-1.96%
Percent of Maricopa County road miles in “Good” or better condition	New Measure	80.0%	80.0%	0.0%	0.0%
Percent of design projects serviced on time	New Measure	New Measure	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Transportation Construction Management
- Article 5 Procurement
- Materials Technology
- Transportation Project Management
- Roadway Construction
- Land Surveying Services
- Transportation Improvement Program Management

Transportation Construction Management Activity

The purpose of the Transportation Construction Management Activity is to provide roadway and bridge construction oversight services to the traveling public so they can experience transportation improvements delivered on time and travel within the county on safely constructed roads and bridges.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of new or improved roadway lane miles completed	New Measure	85.0%	85.5%	0.5%	0.6%
Result	Percent of constructed projects delivered on schedule	New Measure	83.3%	83.3%	0.0%	0.0%
Result	Percent of projects closed out in 90 days	New Measure	83.3%	83.3%	0.0%	0.0%
Output	Construction cost growth	New Measure	5	5	-	0.0%
Output	Number of road lane miles constructed	New Measure	60	62	2	3.3%
Output	Number of constructed projects delivered	New Measure	18	12	(6)	-33.3%
Output	Number of projects closed out	New Measure	18	12	(6)	-33.3%
Demand	Number of road lane miles scheduled	New Measure	60	62	2	3.3%
Efficiency	Total expenditure per road lane mile constructed	New Measure	$8,471.32	$8,237.81	$233.51	2.8%
Revenue						
	TOTAL SOURCES	$ -	$ -	$ -	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 289,967	$ 508,279	$ 510,744	$ (2,465)	-0.5%
	TOTAL USES	$ 289,967	$ 508,279	$ 510,744	$ (2,465)	-0.5%

Activity Narrative: In FY 2009-10, Transportation anticipates fewer construction projects. This is reflected in the 33.3% decrease of the number of construction projects being delivered and closed out.

Article 5 Procurement Activity

The purpose of the Article 5 Procurement Activity is to provide construction and related architectural and engineering contracting services to Department of Transportation employees so they can have the consulting (architectural / engineering) or construction services they need in a timely manner at the appropriate price.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of contracts awarded within 45 calendar days of receipt of completed bid documents	New Measure	86.7%	98.0%	11.3%	13.1%
Result	Percent of contracts awarded that are within 10% of the Engineer's estimate	New Measure	86.7%	100.0%	13.3%	15.4%
Result	Percent of contract insurance policies that do not lapse beyond expiration date	New Measure	85.0%	13.7%	-71.3%	-83.9%
Result	Percent of contract file close-outs completed within 30 calendar days of expiration	New Measure	85.0%	83.3%	-1.7%	-2.0%
Output	Number of contracts awarded	New Measure	30	50	20	66.7%
Output	Number of contract insurance policies	New Measure	80	80	-	0.0%
Output	Number of contract file close-outs	New Measure	60	48	(12)	-20.0%
Demand	Number of requests for contracts received	New Measure	35	51	16	45.7%
Efficiency	Total activity expenditure per contract awarded	New Measure	$7,564.20	$3,642.46	$3,921.74	51.8%
Revenue						
	TOTAL SOURCES	$ -	$ -	$ -	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ -	$ 226,926	$ 182,123	$ 44,803	19.7%
	TOTAL USES	$ -	$ 226,926	$ 182,123	$ 44,803	19.7%

Activity Narrative: The percent of contract insurance policies that do not lapse beyond expiration date is expected to decrease by 83.9%. Contractors and consultants often times do not provide a copy of their insurance policies in a timely manner and therefore, insurance policies lapse.

Materials Technology Activity

The purpose of the Materials Technology Activity is to provide construction materials evaluation and geotechnical and pavement design services to Department of Transportation design, construction and maintenance teams so they can deliver projects on time that meet predetermined project objectives.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Maricopa County road miles in "Good" or better condition	New Measure	80.0%	80.0%	0.0%	0.0%
Result	Percent of design projects serviced on time	New Measure	New Measure	100.0%	0.0%	0.0%
Output	Number of miles County roadway pavement condition evaluations completed	New Measure	1,500	1,500	-	0.0%
Output	Number of quality assurance tests completed	New Measure	2,500	2,500	-	0.0%
Output	Number of Construction & Management projects completed for Quality Assurance testing	New Measure	57	57	-	0.0%
Output	Number of Maricopa County road miles	New Measure	New Measure	1,900	-	0.0%
Output	Number of design projects serviced	New Measure	New Measure	37	-	0.0%
Demand	Number of construction and maintenance projects expecting to require Quality Assurance (field inspection and sampling) in house testing	New Measure	57	57	-	0.0%
Demand	Number of design projects to be serviced	New Measure	New Measure	37	-	0.0%
Demand	Number of quality assurance tests requested	New Measure	New Measure	2,500	-	0.0%
Demand	Number of miles County roadway pavement condition evaluations needed	New Measure	1,500	1,500	-	0.0%
Efficiency	Total expenditure per mile evaluated for pavement condition	New Measure	$442.61	$416.19	$26.42	6.0%
Efficiency	Total expenditure per design project serviced	New Measure	New Measure	$16,872.57	$0.00	0.0%
Revenue						
	TOTAL SOURCES	$ -	$ -	$ -	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 650,146	$ 663,920	$ 624,285	$ 39,635	6.0%
	TOTAL USES	$ 650,146	$ 663,920	$ 624,285	$ 39,635	6.0%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand.

Transportation Project Management Activity

The purpose of the Transportation Project Management Activity is to provide project oversight and delivery services to construction delivery teams so they can complete transportation projects on time, within budget and scope that satisfy or meet predetermined project objectives.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of project bid documents delivered within the approved schedule	New Measure	100.0%	100.0%	0.0%	0.0%
Result	Percent of project bid documents delivered within the approved budget	New Measure	100.0%	100.0%	0.0%	0.0%
Result	Percent of scoping documents delivered within the approved schedule	New Measure	100.0%	100.0%	0.0%	0.0%
Result	Percent of scoping documents delivered within the approved budget	New Measure	100.0%	100.0%	0.0%	0.0%
Output	Number of projects managed	New Measure	4	4	-	0.0%
Output	Number of scoping documents provided	New Measure	4	4	-	0.0%
Output	Number of bid documents provided	New Measure	4	4	-	0.0%
Output	Number of project bid documents delivered	New Measure	4	4	-	0.0%
Output	Number of scoping documents delivered	New Measure	4	4	-	0.0%
Demand	Number of bid documents needed	New Measure	4	4	-	0.0%
Demand	Number of scoping documents needed	New Measure	4	4	-	0.0%
Efficiency	Total activity expenditure per project managed	New Measure	$64,126.50	$43,816.75	$20,309.75	31.7%
Revenue						
	TOTAL SOURCES	$ -	$ -	$ -	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 289,292	$ 256,506	$ 175,267	$ 81,239	31.7%
	TOTAL USES	$ 289,292	$ 256,506	$ 175,267	$ 81,239	31.7%

Activity Narrative: Transportation reassigned two project manager positions to different divisions leading to a decrease in expenditures of 31.7% for FY 2009-10.

Roadway Construction Activity

The purpose of the Roadway Construction Activity is to provide new or improved roads and structures to the Maricopa County traveling public so they can travel within the county on safely constructed roads and bridges.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Vehicle accident rate on specific, high-accident rate, unincorporated Maricopa County locations	New Measure	0.4%	0.4%	0.0%	0.0%
Result	Vehicle fatality rate per 100,000 vehicle miles driven on specific, high-accident rate, unincorporated Maricopa County locations	New Measure	0.01%	0.01%	0.0%	0.0%
Result	Percent of Maricopa County arterial roads in "Good" or better condition	New Measure	75.2%	75.2%	0.0%	0.0%
Output	Number of vehicles traveling on specific, high-accident rate, unincorporated Maricopa County locations	New Measure	732,555	732,555	-	0.0%
Output	Number of Maricopa County arterial roads	New Measure	1,110	1,110	-	0.0%
Output	Number of new or improved road or structure projects constructed	New Measure	14	14	-	0.0%
Demand	Number of new or improved road or structure projects scheduled	New Measure	17	17	-	0.0%
Efficiency	Total expenditure per new or improved road or structure project constructed	New Measure	$7,476,928.57	$6,123,431.21	$1,353,497.36	18.1%
Revenue						
	234 - TRANSPORTATION CAPITAL PROJECT	$ 90,246,207	$ 87,301,469	$ 63,140,120	$ (24,161,349)	-27.7%
	900 - ELIMINATIONS	-	(67,197,509)	(35,544,286)	31,653,223	-47.1%
	TOTAL SOURCES	$ 90,246,207	$ 20,103,960	$ 27,595,834	$ 7,491,874	37.3%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 59,594,514	$ 67,197,509	$ 35,544,286	$ 31,653,223	47.1%
	234 - TRANSPORTATION CAPITAL PROJECT	74,953,129	104,677,000	85,728,037	18,948,963	18.1%
	900 - ELIMINATIONS	-	(67,197,509)	(35,544,286)	(31,653,223)	47.1%
	TOTAL USES	$ 134,547,643	$ 104,677,000	$ 85,728,037	$ 18,948,963	18.1%

Activity Narrative: Revenues for the Transportation Capital Project Fund (234) are expected to decline by $24.4 million or 27.7% in FY 2009-10 leading to a decrease in expenditures for improved roads and structures for the County.

Land Surveying Activity

The purpose of the Land Surveying Services Activity is to provide land boundary identification and information services to internal project delivery teams and the professional engineering and land surveying community so they can receive timely information and tools needed to properly design infrastructure projects.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of delay claims from construction due to survey not meeting the schedule	New Measure	2.9%	5.0%	2.1%	75.0%
Result	Percent of design surveys delivered to project delivery teams within the agreed upon timeframe	New Measure	80.4%	81.8%	1.4%	1.7%
Output	Total number of delay claims from construction	New Measure	7	3	(4)	-57.1%
Output	Number of Land Survey Requests completed	New Measure	230	275	45	19.6%
Demand	Number of Land Survey Requests submitted	New Measure	280	310	30	10.7%
Efficiency	Total expenditure per Land Survey Request completed	New Measure	$1,647.76	$2,674.73	($1,026.98)	-62.3%
Revenue						
	TOTAL SOURCES	$ -	$ -	$ -	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 514,535	$ 378,984	$ 735,552	$ (356,568)	-94.1%
	TOTAL USES	$ 514,535	$ 378,984	$ 735,552	$ (356,568)	-94.1%

Activity Narrative: Expenditures are 94.1% greater for FY 2009-10 due to the Survey Branch no longer providing surveying services to the County Assessor's Office as it did in FY 2008-09 to support the Assessor's Parcel Rectification Project, also known as GDACS. This project anticipated a $360,000 reimbursement from the County Assessor's Office in FY 2008-09, so the budget was reduced by this amount. Without the reimbursement in FY 2009-10, expenditures would have been greater in the amount of $356,568.

Transportation Improvement Program Management Activity

The purpose of the Transportation Improvement Program Management Activity is to provide programming, monitoring, and cash flow management services to project delivery teams so they can deliver projects on time and within budget.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Transportation Improvement Program projects delivered on time	New Measure	82.4%	87.5%	5.1%	6.3%
Result	Percent of projects in 5-year Transportation Improvement Program delivered	New Measure	18.3%	20.9%	2.6%	14.3%
Output	Number of projects completed by end of Fiscal Year	New Measure	17	16	(1)	-5.9%
Output	Number of projects in 5-year Transportation Improvement Program	New Measure	93	67	(26)	-28.0%
Demand	Number of projects scheduled for Fiscal Year	New Measure	17	16	(1)	-5.9%
Demand	Number of projects in Transportation Improvement Program to be managed	New Measure	87	66	(21)	-24.1%
Efficiency	Total expenditure per project in Transportation Improvement Program	New Measure	$6,757.83	$8,456.34	($1,698.52)	-25.1%
Revenue						
	TOTAL SOURCES	$ -	$ -	$ -	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 381,698	$ 587,931	$ 566,575	$ 21,356	3.6%
	TOTAL USES	$ 381,698	$ 587,931	$ 566,575	$ 21,356	3.6%

Activity Narrative: Transportation revenues have declined since the FY 2008-09 budget was adopted as the downturn in the economy is causing lower collections for Maricopa County's portion of HURF and VLT revenue as well as permit fees. To balance the budget, transportation projects had to be re-prioritized or postponed to later years to meet the available funding for FY 2009-10.

Engineer Roads and Structures Program

The Purpose of the Engineer Roads and Structures Program is to provide engineering, road and structure design, utility coordination, right-of way regulation, and Improvement District Administration services to transportation professionals so they can complete projects in compliance with applicable standards providing safe and efficient right-of-way infrastructure.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Adopted	% Variance Adopted
Percent of final construction cost generated by preventable change orders	New Measure	5.0%	5.0%	0.0%	-0.6%
Percent of Maricopa County roads and bridges that meet or exceed published safety standards	New Measure	97.9%	97.9%	0.0%	0.0%
Percent of projects completed that meet or exceed original design standards	New Measure	96.6%	100.0%	3.4%	3.6%
Percent of transportation facilities that meet annual maintenance cost standards based on age	New Measure	63.2%	63.2%	0.0%	0.1%
Percent of unincorporated Maricopa County communities that elect to make a collective contribution to the maintenance and development of infrastructure within their neighborhood	New Measure	100.0%	33.3%	-66.7%	-66.7%
Percent of improvement costs financed through funding options offered by Maricopa County	New Measure	25.0%	100.0%	75.0%	300.0%
Percent of plan reviews completed within specified time frame	New Measure	94.9%	100.0%	5.1%	5.4%
Percent of permitted construction projects completed in compliance with applicable regulations	New Measure	95.5%	100.0%	4.5%	4.7%
Percent of new or reconstructed lane miles accepted into the County road inventory that was constructed by permittee	New Measure	89.5%	100.0%	10.5%	11.7%
Percent of construction projects completed safely and within the targeted time frame providing a utilities conflict free right-of-way	New Measure	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Roads and Structures Standards and Design
- Right-of-Way Regulation
- Utilities Engineering

Roads and Structures Standards and Design Activity

The purpose of the Roads and Structures Standards and Design Activity is to provide design and construction standard, construction document and review services to transportation professionals and Department of Transportation Construction Management and Operations Divisions so they can design and build safe and easily maintained transportation facilities.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of final construction cost generated by preventable change orders	New Measure	5.0%	5.0%	0.0%	-0.6%
Result	Percent of Maricopa County roads and bridges that meet or exceed published safety standards	New Measure	97.9%	97.9%	0.0%	0.0%
Result	Percent of projects completed that meet or exceed original design standards	New Measure	96.6%	100.0%	3.4%	3.6%
Result	Percent of transportation facilities that meet annual maintenance cost standards based on age	New Measure	63.2%	63.2%	0.0%	0.1%
Output	Number of project plans reviews provided (small, medium, large)	New Measure	83	80	(3)	-3.6%
Output	Number of project plans provided (small, medium, large)	New Measure	10	10	-	0.0%
Output	Number of shop drawing reviews provided (small, medium, large)	New Measure	15	6	(9)	-60.0%
Output	Dollar amount of final construction cost	New Measure	53,700,000	52,000,000	(1,700,000)	-3.2%
Output	Number of Maricopa County roads and bridges	New Measure	9,500	9,500	-	0.0%
Output	Number of projects completed	New Measure	29	25	(4)	-13.8%
Output	Number of transportation facilities	New Measure	9,500	9,500	-	0.0%
Demand	Number of project reviews required (small, medium, large)	New Measure	82	80	(2)	-2.4%
Demand	Number of project plans required (small, medium, large)	New Measure	10	10	-	0.0%
Demand	Number of shop drawing reviews required	New Measure	15	6	(9)	-60.0%
Efficiency	Total expenditure per project plan review provided (small, medium, large)	New Measure	$17,495.96	$15,409.51	$2,086.45	11.9%
Efficiency	Total expenditure per project plan provided (small, medium, large)	New Measure	$145,216.50	$123,276.10	$21,940.40	15.1%
Efficiency	Total expenditure per shop drawing review provided (small, medium, large)	New Measure	$96,811.00	$205,460.17	($108,649.17)	-112.2%
Revenue						
	232 - TRANSPORTATION OPERATIONS	$ 392,897	$ -	$ -	$ -	0.0%
	TOTAL SOURCES	$ 392,897	$ -	$ -	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 1,246,267	$ 1,452,165	$ 1,232,761	$ 219,404	15.1%
	TOTAL USES	$ 1,246,267	$ 1,452,165	$ 1,232,761	$ 219,404	15.1%

Activity Narrative: In FY 2009-10, there are fewer, less complex structures planned for construction. With less complex projects, 60% less shop drawing reviews will be required. The 112.2% decrease in efficiency relates to the unit of measure being calculated differently from FY 2008-09 to FY 2009-10.

Right-of-Way Regulation Activity

The purpose of the Right-of-Way Regulation Activity is to provide Transportation Review, Permit and Inspection Services to external entities utilizing Maricopa County Right-of-Ways so they can complete projects in compliance with applicable regulations.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of plan reviews completed within specified time frame	New Measure	94.9%	100.0%	5.1%	5.4%
Result	Percent of permitted construction projects completed in compliance with applicable regulations	New Measure	95.5%	100.0%	4.5%	4.7%
Result	Percent of new or reconstructed lane miles accepted into the County road inventory that was constructed by permittee	New Measure	89.5%	100.0%	10.5%	11.7%
Output	Number of plan sheets reviewed	New Measure	2,604	500	(2,104)	-80.8%
Output	Number of Planning & Development cases reviewed	New Measure	1,046	480	(566)	-54.1%
Output	Number of construction permits issued	New Measure	1,508	1,000	(508)	-33.7%
Output	Number of Oversize/Overweight permits issued	New Measure	800	800	-	0.0%
Output	Number of Cease Work Order situations resolved	New Measure	260	260	-	0.0%
Output	Number of lane miles accepted into MCDOT road inventory	New Measure	92	64	(28)	-30.1%
Demand	Number of Planning & Development cases submitted for review	New Measure	642	480	(162)	-25.2%
Demand	Number of plan sheets submitted for review	New Measure	798	500	(298)	-37.3%
Demand	Number of construction permit applications submitted	New Measure	1,508	1,000	(508)	-33.7%
Demand	Number of Oversize/Overweight permit applications submitted	New Measure	800	800	-	0.0%
Demand	Number of Cease Work Orders issued	New Measure	260	260	-	0.0%
Efficiency	Total activity expenditure per plan sheet reviewed	New Measure	$604.58	$3,080.68	($2,476.10)	-409.6%
Revenue						
	232 - TRANSPORTATION OPERATIONS	$ 1,424,704	$ 2,000,003	$ 800,000	$ (1,200,003)	-60.0%
	TOTAL SOURCES	$ 1,424,704	$ 2,000,003	$ 800,000	$ (1,200,003)	-60.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 1,570,542	$ 1,574,333	$ 1,540,342	$ 33,991	2.2%
	TOTAL USES	$ 1,570,542	$ 1,574,333	$ 1,540,342	$ 33,991	2.2%

Activity Narrative: Due to the economic downturn and slowdown in construction activities in the County, requests for plan reviews are expected to be less in FY 2009-10. The 409.6% decrease in efficiency relates to the unit of measure being calculated differently from FY 2008-09 to FY 2009-10.

Utilities Engineering Activity

The purpose of the Utilities Engineering Activity is to provide oversight and management of utilities installation and relocation services to construction contractors working within County rights-of-way so they can complete their construction project safely within a utilities conflict free right-of-way.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax

distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of construction projects completed safely and within the targeted time frame providing a utilities conflict free right-of-way	New Measure	100.0%	100.0%	0.0%	0.0%
Output	Number of construction projects completed	New Measure	30	15	(15)	-50.0%
Output	Number of miles of utility relocation and construction completed	New Measure	1,000	900	(100)	-10.0%
Demand	Number of miles of utility relocation & construction required	New Measure	1,000	900	(100)	-10.0%
Efficiency	Total expenditure per utility relocation and construction completed	New Measure	$377.88	$420.08	($42.20)	-11.2%
Revenue						
	232 - TRANSPORTATION OPERATIONS	$ 15,130	$ 291,312	$ 263,089	$ (28,223)	-9.7%
	TOTAL SOURCES	$ 15,130	$ 291,312	$ 263,089	$ (28,223)	-9.7%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 384,444	$ 377,876	$ 378,069	$ (193)	-0.1%
	TOTAL USES	$ 384,444	$ 377,876	$ 378,069	$ (193)	-0.1%

Activity Narrative: It is anticipated that the demand and output for the required number of miles of utility relocation and construction will decrease by 10% due to fewer Transportation Improvement Projects scheduled for FY 2009-10.

Traffic Management Program

The purpose of the Traffic Management Program is to provide traffic engineering, intelligent transportation system, real time mobility and traveler information, incident management and signal maintenance services to the traveling public so they can experience enhanced regional mobility, coordination and safety of the roadway system.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Adopted	% Variance Adopted
Percent of unscheduled signal malfunction repair work orders completed within two hours	New Measure	90.0%	100.0%	10.0%	11.1%
Percent of preventative maintenance work orders completed within predetermined monthly schedule	New Measure	99.4%	100.0%	0.6%	0.6%
Percent of utility location work orders completed within two business days	New Measure	100.0%	100.0%	0.0%	0.0%
Percent of plan review projects completed within agreed upon time period	New Measure	90.0%	100.0%	10.0%	11.1%
Percent of temporary and permanent traffic control device projects completed within agreed upon time period	New Measure	100.0%	100.0%	0.0%	0.0%
Percent of roadway traffic incidents responded to within 30 minutes of notification	New Measure	90.0%	100.0%	10.0%	11.1%
Percent of travelers that experience no secondary accidents while traveling through or approaching an incident	New Measure	97.1%	97.5%	0.4%	0.4%
Percent of traffic signals on Maricopa County roadways that provide optimum “green” time for high and low traffic volumes to achieve efficient traffic flow	New Measure	66.9%	69.4%	2.5%	3.7%
Percent of traveler information messages posted within 15 minutes (during normal business hours) of verification	New Measure	95.0%	96.1%	1.1%	1.2%
Percent of Closed Circuit Television Cameras that are fully operational	New Measure	85.0%	90.2%	5.2%	6.1%
Percent of travel time saved on major Maricopa County corridors as measured through the most current before and after study	New Measure	9.0%	9.0%	0.0%	0.0%
Percent of traffic signals at jurisdictional boundaries that provide optimum “green” time for high and low traffic volumes to achieve efficient traffic flow	New Measure	100.0%	90.0%	-10.0%	-10.0%
Percent of regional traveler information messages posted on 511 System within 20 minutes of verification of the potential traffic impact of an event on the road	New Measure	90.0%	96.5%	6.5%	7.2%
Percent of regionally shared freeway and arterial roadway Closed Circuit Television (CCTV) cameras	New Measure	50.0%	75.9%	25.9%	51.7%

Activities that comprise this program include:

- Traffic Signals and Intelligent Transportation System Field Services
- Traffic Design and Studies
- Emergency Traffic Management
- Real Time Traffic Management
- Regional Traffic Management Support

Traffic Signals and Intelligent Transportation System Field Services Activity

The purpose of the Traffic Signals and Intelligent Transportation System Field Services Activity is to provide signal and Intelligent Transportation System installation, repair and maintenance services to the traveling public so they can experience properly functioning signals in all Maricopa County controlled signalized intersections.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of unscheduled signal malfunction repair work orders completed within two hours	New Measure	90.0%	100.0%	10.0%	11.1%
Result	Percent of preventative maintenance work orders completed within predetermined monthly schedule	New Measure	99.4%	100.0%	0.6%	0.6%
Result	Percent of utility location work orders completed within two business days	New Measure	100.0%	100.0%	0.0%	0.0%
Output	Number of work orders completed	New Measure	1,000	1,200	200	20.0%
Output	Number of unscheduled signal malfunction repair work orders completed	New Measure	522	540	18	3.4%
Output	Number of preventative maintenance work orders completed	New Measure	700	700	-	0.0%
Output	Number of utility location work orders completed	New Measure	200	200	-	0.0%
Output	Number of signalized and Intelligent Transportation intersections maintained	New Measure	175	175	-	0.0%
Demand	Number of work order requests submitted	New Measure	1,000	1,200	200	20.0%
Efficiency	Total activity expenditure per signalized and Intelligent Transportation intersection maintained	New Measure	$8,929.03	$8,296.33	$632.70	7.1%
Revenue						
	232 - TRANSPORTATION OPERATIONS	$ 63,501	$ 57,000	$ 57,000	$ -	0.0%
	TOTAL SOURCES	$ 63,501	$ 57,000	$ 57,000	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 1,204,760	$ 1,562,581	$ 1,451,858	$ 110,723	7.1%
	TOTAL USES	$ 1,204,760	$ 1,562,581	$ 1,451,858	$ 110,723	7.1%

Activity Narrative: The volume of work order requests is anticipated to increase by 20% due to additional staff and field infrastructure. Work orders are submitted through routine inspections. In FY 2008-09, this activity was operating with two vacant positions which led to less work order requests.

Traffic Design and Studies Activity

The purpose of the Traffic Design and Studies Activity is to provide Traffic Engineering Services to roadway infrastructure delivery teams so they can implement projects in accordance with federal, state and county standards and specifications.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of temporary and permanent traffic control device projects completed within agreed upon time period	New Measure	100.0%	100.0%	0.0%	0.0%
Result	Percent of plan review projects completed within agreed upon time period	New Measure	90.0%	100.0%	10.0%	11.1%
Output	Number of temporary and permanent traffic control device projects completed	New Measure	10	10	-	0.0%
Output	Number of plan reviews completed	New Measure	60	60	-	0.0%
Demand	Number of plan reviews needed	New Measure	75	75	-	0.0%
Demand	Number of temporary and permanent traffic control devices projects needed	New Measure	11	10	(1)	-9.1%
Efficiency	Total expenditure per plan review	New Measure	$29,902.60	$27,510.85	$2,391.75	8.0%
Efficiency	Total expenditure per temporary and permanent traffic control device project	New Measure	$179,415.60	$165,065.10	$14,350.50	8.0%
Revenue						
	232 - TRANSPORTATION OPERATIONS	$ 180,930	$ 150,000	$ 180,000	$ 30,000	20.0%
	TOTAL SOURCES	$ 180,930	$ 150,000	$ 180,000	$ 30,000	20.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 1,453,149	$ 1,794,156	$ 1,650,651	$ 143,505	8.0%
	TOTAL USES	$ 1,453,149	$ 1,794,156	$ 1,650,651	$ 143,505	8.0%

Activity Narrative: Transportation is anticipated to complete 100% of plan review projects within an agreed upon time period. This is an 11.1% increase from FY 2008-09. FY 2009-10 budget supports the Department in meeting 100% of the demand.

Emergency Traffic Management Activity

The purpose of the Emergency Traffic Management Activity is to provide Incident Safety and Mobility Services to traveling public so they can experience less delay and no secondary accidents while traveling through or approaching an incident.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of roadway traffic incidents responded to within 30 minutes of notification	New Measure	90.0%	100.0%	10.0%	11.1%
Result	Percent of travelers that experience no secondary accidents while traveling through or approaching an incident	New Measure	97.1%	97.5%	0.4%	0.4%
Output	Number of traffic incident call out responses provided	New Measure	250	168	(82)	-32.8%
Output	Number of travelers who travel through or approach an incident	New Measure	90,602	100,000	9,398	10.4%
Demand	Number of traffic incident call outs requested	New Measure	300	180	(120)	-40.0%
Efficiency	Total activity expenditure per call out response provided	New Measure	$1,970.90	$2,447.86	($476.96)	-24.2%
Revenue						
	223 - TRANSPORTATION GRANTS	$ 456,936	$ 20,000		$ (20,000)	-100.0%
	TOTAL SOURCES	$ 456,936	$ 20,000	$ -	$ (20,000)	-100.0%
Expenditure						
	223 - TRANSPORTATION GRANTS	$ 151,885	$ 20,000		$ 20,000	100.0%
	232 - TRANSPORTATION OPERATIONS	593,337	472,725	411,241	61,484	13.0%
	TOTAL USES	$ 745,222	$ 492,725	$ 411,241	$ 81,484	16.5%

Activity Narrative: It is anticipated that the demand for number of call outs will decrease by 40% due to the decline in traffic volumes and the number of severe accidents according to Arizona Department of Transportation. Expenditures are decreasing in FY 2009-10 by $81,484 or 16.5% due to the decline in Transportation's overall revenues.

Real Time Traffic Management Activity

The purpose of the Real Time Traffic Management Activity is to provide Real Time Mobility and Traveler Information Services to the traveling public on Maricopa County roads so they can experience less delay and safely navigate the roadways.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of traveler information messages posted within 15 minutes (during normal business hours) of verification	New Measure	95.0%	96.1%	1.1%	1.2%
Result	Percent of traffic signals on Maricopa County roadways that provide optimum "green" time for high and low traffic volumes to achieve efficient traffic flow	New Measure	66.9%	69.4%	2.5%	3.7%
Result	Percent of travel time saved on major Maricopa County corridors as measured through the most current before and after study	New Measure	9.0%	9.0%	0.0%	0.0%
Result	Percent of Closed Circuit Television Cameras that are fully operational	New Measure	85.0%	90.2%	5.2%	6.1%
Output	Number of Maricopa County traffic signals optimized	New Measure	40	24	(16)	-40.0%
Output	Number of traveler information messages verified and posted	New Measure	400	515	115	28.8%
Output	Number of Closed Circuit Television Cameras provided	New Measure	6	5	(1)	-16.7%
Output	Number of traffic signals on Maricopa County roadways	New Measure	121	125	4	3.3%
Output	Amount of travel time on major MCDOT corridors as measured through the most current before study	New Measure	14,445	15,713	1,268	8.8%
Output	Number of Closed Circuit Television Cameras	New Measure	33	36	3	9.1%
Demand	Number of Maricopa County traffic signals requiring optimization	New Measure	61	24	(37)	-60.7%
Demand	Number of traveler information messages received	New Measure	480	530	50	10.4%
Demand	Number of Closed Circuit Television Cameras required	New Measure	6	5	(1)	-16.7%
Efficiency	Total activity expenditure per Maricopa County traffic signal optimized	New Measure	$16,153.03	$28,095.58	($11,942.56)	-73.9%
Revenue						
	TOTAL SOURCES	$ -	$ -	$ -	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 635,289	$ 646,121	$ 674,294	$ (28,173)	-4.4%
	TOTAL USES	$ 635,289	$ 646,121	$ 674,294	$ (28,173)	-4.4%

Activity Narrative: In FY 2009-10, it is anticipated that there will be a decline in consulting work that is used for signal optimization. The demand for the number of Maricopa County traffic signals requiring optimization is expected to decrease by 60.7% from FY 2008-09. The associated output for the number of optimized signals is decreasing by 40.0% since less signals will require an optimization studies, efficiency will decrease by 73.9%.

Regional Traffic Management Support Activity

The purpose of the Regional Traffic Management Support Activity is to provide Integrated Intelligent Transportation System (ITS) Services to Arizona Technologies (AZTech) public and private partners so they can have the tools necessary to collaborate to enhance regional mobility and safety in the metropolitan area.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of regional traveler information messages posted on 511 System within 20 minutes of verification of the potential traffic impact of an event on the road	New Measure	90.0%	96.5%	6.5%	7.2%
Result	Percent of traffic signals at jurisdictional boundaries that provide optimum "green" time for high and low traffic volumes to achieve efficient traffic flow	New Measure	100.0%	90.0%	-10.0%	-10.0%
Result	Percent of regionally shared freeway and arterial roadway Closed Circuit Television (CCTV) cameras	New Measure	50.0%	75.9%	25.9%	51.7%
Output	Number of traffic signals optimized at the jurisdictional boundaries	New Measure	19	10	(9)	-47.4%
Output	Number of traveler information messages verified and posted	New Measure	4,000	3,400	(600)	-15.0%
Output	Number of regionally shared freeway and arterial roadway cameras provided	New Measure	168	220	52	31.0%
Output	Number of traffic signals at jurisdictional boundaries	New Measure	19	10	(9)	-47.4%
Output	Number of Closed Circuit Television (CCTV) cameras	New Measure	168	290	122	72.6%
Demand	Number of traffic signals at jurisdictional boundaries requiring optimization	New Measure	19	10	(9)	-47.4%
Demand	Number of regional traveler information messages received by the Regional Archived Data Server (RADS) for posting on 511 system	New Measure	30,000	30,000	-	0.0%
Demand	Number of freeway and arterial roadway Closed Circuit Television Cameras required to be shared in the metro region	New Measure	550	574	24	4.4%
Efficiency	Total activity expenditure per traveler information message verified and posted	New Measure	$265.84	$282.69	($16.85)	-6.3%
Revenue						
	223 - TRANSPORTATION GRANTS	$ 531,503	$ 892,351	$ 755,000	$ (137,351)	-15.4%
	TOTAL SOURCES	$ 531,503	$ 892,351	$ 755,000	$ (137,351)	-15.4%
Expenditure						
	223 - TRANSPORTATION GRANTS	$ 385,409	$ 892,351	$ 755,000	$ 137,351	15.4%
	232 - TRANSPORTATION OPERATIONS	124,820	171,000	206,142	(35,142)	-20.6%
	TOTAL USES	$ 510,229	$ 1,063,351	$ 961,142	$ 102,209	9.6%

Activity Narrative: The output for the number of traffic signals at jurisdictional boundaries will decrease by 47.4% because Sun City is no longer part of the County's Traffic Management Center (TMC). Sun City built its own TMC. The number of Closed Circuit Television (CCTV) Cameras will increase by 72.6% since more cameras have been installed by other governmental agencies and are expected to be available for regional sharing.

Roadway Maintenance Program

The purpose of the Roadway Maintenance Program is to provide all aspects of Roadway Maintenance Services to the traveling public so they can safely and efficiently transport goods, services and people on well maintained roadways.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Adopted	% Variance Adopted
Percent of annual sign replacement schedule completed	New Measure	85.3%	100.0%	14.7%	17.2%
Percent of emergency signs replaced within 3 hours of notification	New Measure	100.0%	100.0%	0.0%	0.0%
Percent of annual raised pavement marker install schedule completed	New Measure	50.0%	52.3%	2.3%	4.6%
Percent of annual striping schedule completed (KRM)	New Measure	89.7%	90.0%	0.3%	0.3%
Percent of County lane miles with Raised Pavement Markers	New Measure	28.0%	25.5%	(2.5%)	-8.9%
Percent of County lane miles striped	New Measure	100.0%	90.2%	(9.8%)	-9.8%
Percent of scheduled work zone jobsites completed	New Measure	98.9%	100.0%	1.1%	1.1%
Percent of work zone jobsites completed within prescribed completion time limit	New Measure	85.2%	100.0%	14.8%	17.4%
Percent of regional emergency hazard event responses to mitigate immediate safety hazards deployed within 15 minutes of notification to MCDOT Operations	New Measure	100.0%	100.0%	0.0%	0.0%
Percent of traffic control setups that meet Manual on Uniform Traffic Control Devices (MUTCD) requirements	New Measure	100.0%	100.0%	0.0%	0.0%
Percent of Palo Verde Nuclear Generating Station exercises completed with a passing grade from the Nuclear Regulatory Commission, Federal Emergency Management Administration, and the Arizona Radiation Regulatory Agency	New Measure	100.0%	100.0%	0.0%	0.0%
Percent of paved roadway system mileage with pavement condition rating of “very good or better”	New Measure	81.0%	80.3%	-0.7%	-0.9%
Percent of roadway system centerline mileage with debris removed	New Measure	20.4%	20.4%	0.0%	0.0%
Percent of customer trouble reports completed within specified timeframe	New Measure	95.4%	99.0%	3.6%	3.8%
Percent of potholes responded to and safety hazard mitigated within 24 hours of notification to MCDOT Operations	New Measure	90.4%	97.9%	7.4%	8.2%
Percent of storms responded to within 15 minutes to mitigate immediate safety hazards	New Measure	100.0%	95.0%	-5.0%	-5.0%
Percent of critical maintenance tasks that directly impact the immediate safety of Maricopa County residents and visitors completed within an average of 14 days	New Measure	95.3%	99.0%	3.6%	3.8%
Percent of critical maintenance tasks to sustain maintenance of our transportation infrastructure to federal, state, and local safety and operational standards completed within an average of 90 days	New Measure	100.0%	98.0%	-2.0%	-2.0%
Percent of the overall maintenance program that is preventative maintenance	New Measure	New Measure	82.9%	0.0%	0.0%

Activities that comprise this program include:

- Road and Right-of-Way Maintenance
- Traffic Signs Maintenance
- Roadway Striping Maintenance
- Work Zone Traffic Control

Road and Right-of-Way Maintenance Activity

The purpose of the Road and Right-of-Way Maintenance Activity is to provide transportation infrastructure installation, inspection, repair and emergency response services to the traveling public so they can safely and efficiently transport goods, services and people on well maintained roadways.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Palo Verde Nuclear Generating Station exercises completed with a passing grade from the Nuclear Regulatory Commission, Federal Emergency Management Administration, and the Arizona Radiation Regulatory Agency	New Measure	100.0%	100.0%	0.0%	0.0%
Result	Percent of paved roadway system mileage with pavement condition rating of “very good or better”	New Measure	81.0%	80.3%	-0.7%	-0.9%
Result	Percent of roadway system centerline mileage with debris removed	New Measure	20.4%	20.4%	0.0%	0.0%
Result	Percent of customer trouble reports completed within specified timeframe	New Measure	95.4%	99.0%	3.6%	3.8%
Result	Percent of potholes responded to and safety hazard mitigated within 24 hours of notification to MCDOT Operations	New Measure	90.4%	97.9%	7.4%	8.2%
Result	Percent of storms responded to within 15 minutes to mitigate immediate safety hazards	New Measure	100.0%	95.0%	-5.0%	-5.0%
Result	Percent of critical maintenance tasks that directly impact the immediate safety of Maricopa County residents and visitors completed within an average of 14 days	New Measure	95.3%	99.0%	3.6%	3.8%
Result	Percent of critical maintenance tasks to sustain maintenance of our transportation infrastructure to federal, state, and local safety and operational standards completed within an average of 90 days	New Measure	100.0%	98.0%	-2.0%	-2.0%
Result	Percent of the overall maintenance program that is preventative maintenance	New Measure	New Measure	82.9%	0.0%	0.0%
Output	Number of paved lane miles maintained with surface treatments	New Measure	497	488	(9)	-1.8%
Output	Number of Palo Verde Nuclear Generating Station exercises completed	New Measure	1	2	1	100.0%
Output	Number of paved roadway system miles	New Measure	1,959	1,992	33	1.7%
Output	Number of roadway system centerline miles	New Measure	2,452	2,413	(39)	-1.6%
Output	Number of customer trouble reports completed	New Measure	1,237	1,237	-	0.0%
Output	Number of potholes responded to and safety hazards mitigated	New Measure	940	940	-	0.0%
Output	Number of storms responses to mitigate immediate safety hazards	New Measure	100	100	-	0.0%
Output	Number of critical maintenance tasks that directly impact the immediate safety of Maricopa County residents and visitors	New Measure	771	768	(3)	-0.4%
Output	Number of critical maintenance tasks to sustain maintenance of our transportation infrastructure	New Measure	141	100	(41)	-29.1%
Output	Overall road maintenance program	New Measure	New Measure	2,413	-	0.0%
Demand	Number of street inventory (paved lane miles) scheduled to be maintained with surface treatments	New Measure	552	488	(64)	-11.6%
Efficiency	Total activity expenditure per roadway system centerline mile maintained	New Measure	$12,842.73	$12,575.37	$267.36	2.1%

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Revenue						
	223 - TRANSPORTATION GRANTS	$ -	$ 330,050	$ -	$ (330,050)	-100.0%
	232 - TRANSPORTATION OPERATIONS	499,739	409,996	400,000	(9,996)	-2.4%
	TOTAL SOURCES	$ 499,739	$ 740,046	$ 400,000	$ (340,046)	-45.9%
Expenditure						
	223 - TRANSPORTATION GRANTS	$ -	$ 330,050	$ -	$ 330,050	100.0%
	232 - TRANSPORTATION OPERATIONS	30,075,805	31,190,962	30,344,365	846,597	2.7%
	TOTAL USES	$ 30,075,805	$ 31,521,012	$ 30,344,365	$ 1,176,647	3.7%

Activity Narrative: Due to the decline in Maricopa County's share of HURF and VLT revenues and grant funds, expenditures will be reduced by $1,176,647 or 3.7% to meet the department's overall target. This activity has the largest operating budget in Transportation.

Traffic Signs Maintenance Activity

The purpose of the Traffic Signs Maintenance Activity is to provide traffic sign development, installation, and maintenance services to the traveling public so they can efficiently, lawfully and safely navigate goods, services and people on the Maricopa County roadway system. (This activity is mandated by Arizona traffic laws and the Manual on Uniform Traffic Control Devices (MUTCD).

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of annual sign replacement schedule completed	New Measure	85.3%	100.0%	14.7%	17.2%
Result	Percent of emergency signs replaced within 3 hours of notification	New Measure	100.0%	100.0%	0.0%	0.0%
Output	Number of traffic sign installations completed	New Measure	2,818	3,000	182	6.5%
Output	Number of traffic sign maintenance repairs completed	New Measure	6,899	7,300	401	5.8%
Output	Number of traffic signs scheduled for replacement on the annual sign replacement schedule	New Measure	3,281	3,300	19	0.6%
Output	Number of emergency sign replacements	New Measure	332	400	68	20.5%
Demand	Number of traffic sign installations scheduled	New Measure	3,346	3,300	(46)	-1.4%
Demand	Number of traffic signs requiring repair	New Measure	7,257	7,300	43	0.6%
Efficiency	Total activity expenditure per traffic sign maintained	New Measure	$219.37	$215.44	$3.93	1.8%
Revenue						
	232 - TRANSPORTATION OPERATIONS	$ 112,934	$ 35,004	$ 25,000	$ (10,004)	-28.6%
	TOTAL SOURCES	$ 112,934	$ 35,004	$ 25,000	$ (10,004)	-28.6%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 1,461,041	$ 1,513,451	$ 1,572,744	$ (59,293)	-3.9%
	TOTAL USES	$ 1,461,041	$ 1,513,451	$ 1,572,744	$ (59,293)	-3.9%

Activity Narrative: Current forecasts indicate more severe weather is expected during FY 2009-10. This may result in an higher number of emergency traffic sign replacements.

Roadway Striping Maintenance Activity

The purpose of the Roadway Striping Maintenance Activity is to provide roadway striping services to the traveling public so they can efficiently, lawfully and safely navigate goods, services and people on the Maricopa County roadway system. (This activity is mandated by the Arizona traffic laws and the Manual on Uniform Traffic Control Devices (MUTCD).

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of County lane miles with Raised Pavement Markers	New Measure	28.0%	25.5%	-2.5%	-8.9%
Result	Percent of County lane miles striped	New Measure	100.0%	90.2%	-9.8%	-9.8%
Result	Percent of annual striping schedule completed (KRM)	New Measure	89.7%	90.0%	0.3%	0.3%
Result	Percent of annual raised pavement marker install schedule completed	New Measure	50.0%	52.3%	2.3%	4.6%
Output	Number of County lane miles with Raised Pavement Markers installed	New Measure	1,530	1,500	(30)	-2.0%
Output	Number of County lane miles	New Measure	5,413	6,000	587	10.8%
Output	County lane miles striped	New Measure	5,456	6,000	544	10.0%
Output	Number of County lane miles in annual striping schedule	New Measure	New Measure	6,000	-	0.0%
Output	Number of County lane miles in annual raised pavement marker schedule	New Measure	New Measure	1,530	-	0.0%
Demand	Number of County lane miles requiring striping	New Measure	6,000	6,000	-	0.0%
Demand	Number of County lane miles requiring Raised Pavement Markers	New Measure	1,500	1,500	-	0.0%
Efficiency	Total expenditure per lane mile with raised pavement markers installed	New Measure	$1,394.76	$1,430.28	($35.52)	-2.5%
Efficiency	Total expenditure per lane mile striped	New Measure	$391.13	$357.57	$33.56	8.6%
Revenue						
	TOTAL SOURCES	$ -	$ -	$ -	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 1,871,280	$ 2,133,984	$ 2,145,424	$ (11,440)	-0.5%
	TOTAL USES	$ 1,871,280	$ 2,133,984	$ 2,145,424	$ (11,440)	-0.5%

Activity Narrative: The percentage of the striping of county lanes miles is expected to decrease at 9.8%. This is due to the continuous backlog of striping to be completed with the constant land annexations to cities.

Work Zone Traffic Control Activity

The purpose of the Work Zone Traffic Control Activity is to provide traffic control configuration and flagging operation services to the traveling public so they can efficiently, lawfully and safely navigate goods, services and people through work zones and around roadway hazards.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of traffic control setups that meet Manual on Uniform Traffic Control Devices (MUTCD) requirements	New Measure	100.0%	100.0%	0.0%	0.0%
Result	Percent of work zone jobsites completed within prescribed completion time limit	New Measure	85.2%	100.0%	14.8%	17.4%
Result	Percent of regional emergency hazard event responses to mitigate immediate safety hazards deployed within 15 minutes of notification to MCDOT Operations	New Measure	100.0%	100.0%	0.0%	0.0%
Result	Percent of scheduled work zone jobsites completed	New Measure	98.9%	100.0%	1.1%	1.1%
Output	Number of work zone jobsites completed	New Measure	4,695	4,000	(695)	-14.8%
Output	Number of Regional Emergency Event responses provided	New Measure	15	20	5	33.3%
Output	Number of scheduled work zone jobsites	New Measure	4,750	4,000	(750)	-15.8%
Demand	Number of Regional Emergency Events reported	New Measure	15	20	5	33.3%
Demand	Number of work zone jobsites requested	New Measure	4,800	4,800	-	0.0%
Efficiency	Total expenditure per work wone jobsite completed	New Measure	$311.70	$371.82	($60.12)	-19.3%
Revenue						
	TOTAL SOURCES	$ -	$ -	$ -	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 1,269,682	$ 1,463,430	$ 1,487,275	$ (23,845)	-1.6%
	TOTAL USES	$ 1,269,682	$ 1,463,430	$ 1,487,275	$ (23,845)	-1.6%

Activity Narrative: The number of scheduled work zone jobsites is decreasing by 750 or 15.8% due to positions that are not filled due to the hiring freeze and the time it takes to train new employees. It usually takes two years to train and have a reliable Traffic Control Specialist which leads to the decreased number of work zone job sites that Transportation can schedule. Efficiency will increase by 19.3% with less work zone job sites completed.

Transportation Planning Program

The purpose of the Transportation Planning Program is to provide planning, programming, community & government relations and environmental services to department management and the Board of Supervisors so they can have the information available from which to make technically sound, timely, and informed decisions.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Adopted	% Variance Adopted
Percent of environmental clearances delivered prior to 70% project design completion	New Measure	100.0%	100.0%	0.0%	0.0%
Percent of intergovernmental agreements completed on time based on a schedule mutually agreed upon with the Project Manager	New Measure	New Measure	100.0%	0.0%	0.0%
Press releases publish rate	New Measure	100.0%	100.0%	0.0%	0.0%
Percent of customers reporting satisfaction with Department of Transportation projects and services	New Measure	83.1%	83.2%	0.1%	0.1%
Percent of partner agencies reporting satisfaction with the collaborative experience of working with the Department of Transportation	New Measure	New Measure	100.0%	0.0%	0.0%
Percent of impacted Public surveyed that reported they were informed and/or aware of Department of Transportation projects and services in their area	New Measure	74.9%	74.8%	-0.1%	-0.1%
Percent of Transportation Project Programming project recommendations that were funded and proceeded	New Measure	16.7%	16.7%	0.0%	0.0%
Percent of programmed projects with benefit/cost ratio of greater than 2 or is a public safety improvement or substantially meets other adopted scoring criteria	New Measure	100.0%	100.0%	0.0%	0.0%
Percent of projects delivered that are in line with County goals as established in the Transportation System Plan	New Measure	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Environmental Clearance
- Project Partnerships
- Outreach and Communications
- Transportation Project Programming
- Transportation System Planning

Environmental Clearance Activity

The purpose of the Environmental Clearance Activity is to provide environmental recommendations, requirements, and permits to project managers so they can deliver Department of Transportation projects on schedule.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of environmental clearances delivered prior to 70% project design completion	New Measure	100.0%	100.0%	0.0%	0.0%
Output	Number of environmental clearances provided	New Measure	24	24	-	0.0%
Demand	Number of projects requiring environmental clearance	New Measure	24	24	-	0.0%
Efficiency	Total activity expenditure per environmental clearance provided	New Measure	$11,098.88	$12,273.00	($1,174.13)	-10.6%
Revenue						
	TOTAL SOURCES	$ -	$ -	$ -	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 201,314	$ 266,373	$ 294,552	$ (28,179)	-10.6%
	TOTAL USES	$ 201,314	$ 266,373	$ 294,552	$ (28,179)	-10.6%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand.

Project Partnerships Activity

The purpose of the Project Partnerships Activity is to provide legislative, policy, and intergovernmental services to management, the Board of Supervisors, and other jurisdictions so they can leverage resources to fulfill their transportation mission.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of intergovernmental agreements completed on time based on a schedule mutually agreed upon with the Project Manager	New Measure	New Measure	100.0%	-	0.0%
Output	Number of partnership agreements completed	New Measure	40	25	(15)	-37.5%
Demand	Number of partnership agreements needed	New Measure	40	25	(15)	-37.5%
Efficiency	Total activity expenditure per partnership agreement completed	New Measure	$8,302.50	$15,100.80	($6,798.30)	($0.82)
Revenue						
	TOTAL SOURCES	$ -	$ -	$ -	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 439,884	$ 332,100	$ 377,520	$ (45,420)	-13.7%
	TOTAL USES	$ 439,884	$ 332,100	$ 377,520	$ (45,420)	-13.7%

Activity Narrative: There are fewer, multi-jurisdictional Transportation Improvement Projects (TIP) in FY 2009-10. The number of partnership agreements is anticipated to decrease by 15 or 37.5%.

Outreach and Communications Activity

The purpose of the Outreach & Communications Activity is to provide external public/media communications, internal employee communications, and related support services to internal clients and impacted public so they can be more educated and informed about Department of Transportation, its projects and its services.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Press releases publish rate	New Measure	100.0%	100.0%	0.0%	0.0%
Result	Percent of customers reporting satisfaction with Department of Transportation projects and services	New Measure	83.1%	83.2%	0.1%	0.1%
Result	Percent of partner agencies reporting satisfaction with the collaborative experience of working with the Department of Transportation	New Measure	New Measure	100.0%	0.0%	0.0%
Result	Percent of impacted Public surveyed that reported they were informed and/or aware of Department of Transportation projects and services in their area	New Measure	74.9%	74.8%	-0.1%	-0.1%
Output	Number of press releases sent out	New Measure	75	73	(2)	-2.7%
Output	Number of public outreach events completed	New Measure	60	60	-	0.0%
Output	Number of special event/projects completed	New Measure	1	7	6	600.0%
Output	Number of customer survey responses	New Measure	650	600	(50)	-7.7%
Output	Number of partner agency survey responses	New Measure	New Measure	15	-	0.0%
Output	Number of impacted public survey responses	New Measure	650	600	(50)	-7.7%
Demand	Number of press releases needed	New Measure	75	73	(2)	-2.7%
Demand	Number of public outreach events scheduled	New Measure	60	60	-	0.0%
Demand	Number of special event/projects requested	New Measure	1	7	6	600.0%
Efficiency	Total activity expenditure per percent of the impacted public surveyed that reported they were informed and/or aware of Department of Transportation projects and services in their area	New Measure	$ 933.04	$ 783.25	$ 149.79	16.1%
Revenue						
	TOTAL SOURCES	$ -	$ -	$ -	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 430,580	$ 454,392	$ 469,950	$ (15,558)	-3.4%
	TOTAL USES	$ 430,580	$ 454,392	$ 469,950	$ (15,558)	-3.4%

Activity Narrative: The number of special event/projects is increasing by 600% as the staff plans to increase support for special events in the FY 2009-10 to reach out to different communities within the County.

Transportation Project Programming Activity

The purpose of the Transportation Project Programming Activity is to provide prioritized transportation project recommendations to the Department of Transportation Director, the Transportation Advisory Board, and the Board of Supervisors so they can have the information they need to decide if project recommendations should proceed and be funded.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Transportation Project Programming project recommendations that were funded and proceeded	New Measure	16.7%	16.7%	0.0%	0.0%
Result	Percent of programmed projects with benefit/cost ratio of greater than 2 or is a public safety improvement or substantially meets other adopted scoring criteria	New Measure	100.0%	100.0%	0.0%	0.0%
Output	Number of analytical reports completed	New Measure	6	6	-	0.0%
Output	Number of Transportation Project Programming projects analyzed	New Measure	25	25	-	0.0%
Output	Number of projects	New Measure	New Measure	25	-	0.0%
Demand	Number of analytical reports required	New Measure	6	6	-	0.0%
Efficiency	Total expenditure per analytical report completed	New Measure	$199,467.50	$110,767.17	$88,700.33	44.5%
Revenue						
	223 - TRANSPORTATION GRANTS	$ -	$ 500,000	$ -	$ (500,000)	-100.0%
	TOTAL SOURCES	$ -	$ 500,000	$ -	$ (500,000)	-100.0%
Expenditure						
	223 - TRANSPORTATION GRANTS	$ -	$ 500,000		$ 500,000	100.0%
	232 - TRANSPORTATION OPERATIONS	611,067	696,805	664,603	32,202	4.6%
	TOTAL USES	$ 611,067	$ 1,196,805	$ 664,603	$ 532,202	44.5%

Activity Narrative: Expenditures and revenue are anticipated to decrease in FY 2009-10. This is due to the grant funding of $500,000 that existed for this activity in FY 2008-09 but does not exist for FY 2009-10.

Transportation System Planning Activity

The purpose of the Transportation System Planning Activity is to provide plans, studies, research, recommendations and consultation services to planning, development, and project delivery professionals so they can deliver and design projects that are in line with County goals as established in the Transportation System Plan.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of projects delivered that are in line with County goals as established in the Transportation System Plan	New Measure	100.0%	100.0%	0.0%	0.0%
Output	Number of corridor study miles completed	New Measure	78	50	(28)	-35.9%
Output	Number of projects delivered	New Measure	5	5	-	0.0%
Demand	Number of corridor miles requiring a corridor study	New Measure	300	300	-	0.0%
Efficiency	Total expenditure per corridor study mile completed	New Measure	$10,563.92	$9,705.88	$858.04	8.1%
Revenue						
	TOTAL SOURCES	$ -	$ -	$ -	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 372,614	$ 823,986	$ 485,294	$ 338,692	41.1%
	TOTAL USES	$ 372,614	$ 823,986	$ 485,294	$ 338,692	41.1%

Activity Narrative: The budget for on-call planning contracts was reduced by 41.1% from FY 2008-09 to FY 2009-10 as part of the department's cost-cutting measure due to the decline in revenue. This directly impacts the number of corridor studies that may be completed as funding is needed to contract out the studies.

Solid Waste Management Program

The purpose of the Solid Waste Management Program is to provide waste disposal and landfill post closure services to the residents of Maricopa County so they can benefit from a clean and healthy environment.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Adopted	% Variance Adopted
Percent of closed landfills that are environmentally sound as indicated by Federal and State regulations	New Measure	90.0%	100.0%	10.0%	11.1%
Percent of all waste tires collected that are properly disposed in accordance with Arizona state statues	New Measure	100.0%	100.0%	0.0%	0.0%
Percent of customers surveyed who report being satisfied or very satisfied with the convenience of the waste disposal services provided by the Solid Waste Management department	New Measure	97.1%	87.5%	-9.6%	-9.9%
Percent of Solid Waste Transfer Stations accepting all recyclables	New Measure	New Measure	100.0%	0.0%	0.0%
Percent of Maricopa County residents surveyed who report awareness of the impacts, consequences, and alternatives to illegal dumping	New Measure	New Measure	25.0%	0.0%	0.0%

Activities that comprise this program include:

- Household Hazardous Waste Collection
- Illegal Dumping Education and Outreach
- Illegal Dumping Remediation
- Landfill Post-Closure Maintenance
- Waste Tire Collection and Disposal
- Waste Transfer Station

Landfill Post-Closure Maintenance Activity

The purpose of the Landfill Post-Closure Maintenance Activity is to provide post-closure maintenance and monitoring services to the residents of Maricopa County so they can have environmentally sound closed landfills.

Mandates: 40CFR258 (Code of Federal Regulations) establishes groundwater monitoring rules via the Environmental Protection Agency; A.R.S. §49-761B establishes rules for solid waste land disposal facilities.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of closed landfills that are environmentally sound as indicated by Federal and State regulations	New Measure	90.0%	100.0%	10.0%	11.1%
Output	Number of closed landfills maintained	New Measure	10	10	-	0.0%
Demand	Number of closed landfills requiring maintenance	New Measure	10	10	-	0.0%
Efficiency	Total activity expenditure per closed landfill maintained	New Measure	$608,584.20	$685,490.90	($76,906.70)	-12.6%
Revenue						
	580 - SOLID WASTE MANAGEMENT	$ 1,303,764	$ 525,000	$ -	$ (525,000)	-100.0%
	TOTAL SOURCES	$ 1,303,764	$ 525,000	$ -	$ (525,000)	-100.0%
Expenditure						
	580 - SOLID WASTE MANAGEMENT	$ 752,628	$ 6,085,842	$ 6,854,909	$ (769,067)	-12.6%
	TOTAL USES	$ 752,628	$ 6,085,842	$ 6,854,909	$ (769,067)	-12.6%

Activity Narrative: Interest Revenue is no longer budgeted within this activity; therefore interest revenue will not be generated as in FY 2008-09. Expenditures are anticipated to increase over FY 2008-09 by 12.6%. This is due to charges for the Hassayampa Steering Committee, an increase to the non-recurring repairs and maintenance, a $180,000 transfer for a Capital Improvement Project and $109,000 for additional vehicles.

Note: The budget for this activity includes a carry-over of $4,000,000 for the closure of the Queen Creek Landfill.

Waste Tire Collection and Disposal Activity

The purpose of the Waste Tire Collection and Disposal Activity is to provide tire collection and disposal services to retail tire dealers and Maricopa County residents so they can properly dispose of waste tires.

Mandates: A.R.S. §44-1305 establishes a waste tire fund consisting of monies that are distributed to counties which are required to establish waste tire programs.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of all waste tires collected that are properly disposed in accordance with Arizona state statutes	New Measure	100.0%	100.0%	0.0%	0.0%
Output	Number of tons of waste tires properly disposed	New Measure	49,268	54,000	4,732	9.6%
Output	Tons of waste tires collected	New Measure	49,268	54,000	4,732	9.6%
Demand	Number of tons of waste tires collected at all collection sites	New Measure	49,268	54,000	4,732	9.6%
Efficiency	Total expenditure per ton of waste tires properly disposed	New Measure	$129.57	$94.63	$34.94	27.0%
Revenue						
	290 - WASTE TIRE	$ 5,172,394	$ 5,730,000	$ 4,973,154	$ (756,846)	-13.2%
	TOTAL SOURCES	$ 5,172,394	$ 5,730,000	$ 4,973,154	$ (756,846)	-13.2%
Expenditure						
	290 - WASTE TIRE	$ 5,990,406	$ 6,383,761	$ 5,110,036	$ 1,273,725	20.0%
	TOTAL USES	$ 5,990,406	$ 6,383,761	$ 5,110,036	$ 1,273,725	20.0%

Activity Narrative: FY 2009-10 revenues are lower due to interest revenue is now being accounted for within the General Government Activity. Revenue from the State of Arizona for tire disposal is also expected to decrease in FY 2009-10. Expenditures in FY 2009-10 will decrease by $1,273,725 because no Capital Improvement Projects are budgeted for this fiscal year. Solid Waste also decreased their expenditures in relation to the decline in revenue of $756,846 or 13.2%.

Waste Transfer Station Activity

The purpose of the Waste Transfer Station Activity is to provide collection, disposal and recycling services to unincorporated Maricopa County residents so they can safely and conveniently dispose of waste materials.

Mandates: A.R.S. §49-741 Provide or otherwise ensure proper arrangements are made for public facilities at such intervals and as conveniently as the governing body deems necessary for the safe and sanitary disposal of solid waste generated within its jurisdiction but need not duplicate a service provided by a private enterprise or another political subdivision.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of customers surveyed who report being satisfied or very satisfied with the convenience of the waste disposal services provided by the Solid Waste Management department	New Measure	97.1%	87.5%	-9.6%	-9.9%
Result	Percent of Solid Waste Transfer Stations accepting all recyclables	New Measure	New Measure	100.0%	0.0%	0.0%
Output	Number of customers served	New Measure	13,398	12,400	(998)	-7.4%
Output	Number of customer survey responses	New Measure	35	1,200	1,165	3328.6%
Output	Number of Solid Waste Transfer Stations	New Measure	New Measure	6	-	0.0%
Demand	Number of unincorporated Maricopa County residents	New Measure	220,000	243,000	23,000	10.5%
Efficiency	Total expenditure per customer served	New Measure	$125.01	$49.42	$75.59	60.5%
Revenue						
	580 - SOLID WASTE MANAGEMENT	$ 76,962	$ 275,000	$ 200,000	$ (75,000)	-27.3%
	TOTAL SOURCES	$ 76,962	$ 275,000	$ 200,000	$ (75,000)	-27.3%
Expenditure						
	580 - SOLID WASTE MANAGEMENT	$ 310,447	$ 1,674,914	$ 612,842	$ 1,062,072	63.4%
	TOTAL USES	$ 310,447	$ 1,674,914	$ 612,842	$ 1,062,072	63.4%

Activity Narrative: Survey responses are anticipated to increase due to the pending full operation of all 6 transfer stations starting in FY 2009-10. Revenue FY 2009-10 in anticipated to decrease in relation to FY 2008-09 because fees collected from the transfer stations were overestimated the prior year with the expectation that all 6 transfer stations would be fully operational. Not all of the transfer stations were completed in FY 2008-09. FY 2009-10 expenditures have decreased from FY 2008-09 since the FY 2008-09 budget included $975,000 for Capital Improvement Projects.

Illegal Dumping Education & Outreach Activity

The purpose of the Waste Transfer Station Activity is to provide collection, disposal and recycling services to unincorporated Maricopa County residents so they can safely and conveniently dispose of waste materials.

Mandates: This is a non-mandated activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Maricopa County residents surveyed who report awareness of the impacts, consequences, and alternatives to illegal dumping	New Measure	New Measure	25.0%	0.0%	0.0%
Output	Number of outreach events completed	New Measure	New Measure	12	-	0.0%
Output	Number of Maricopa County resident survey responses	New Measure	New Measure	1,000	-	0.0%
Demand	Number of outreach events scheduled	New Measure	New Measure	12	-	0.0%
Efficiency	Total activity expenditure per outreach event completed	New Measure	New Measure	$15,833.33	$0	0.0%
Revenue						
	581 - SOLID WASTE GRANTS	$ -	$ 435,586	$ 190,000	$ (245,586)	-56.4%
	TOTAL SOURCES	$ -	$ 435,586	$ 190,000	$ (245,586)	-56.4%
Expenditure						
	581 - SOLID WASTE GRANTS	$ -	$ 435,586	$ 190,000	$ 245,586	56.4%
	TOTAL USES	$ -	$ 435,586	$ 190,000	$ 245,586	56.4%

Activity Narrative: This is a new activity for FY 2009-10 therefore no metrics were reported for FY 2008-09.

Flood Hazard Regulation Program

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Adopted	% Variance Adopted
Percent of floodplain plan permits and clearances completed within 3 months of initial submittal	New Measure	90.0%	75.0%	-15.0%	-16.7%
Percent of map change reviews completed within 3 months of initial submittal	New Measure	70.0%	62.5%	-7.5%	-10.7%
Percent of floodplain complaint cases investigated within 30 days of receipt of violation	New Measure	90.0%	100.0%	10.0%	11.1%
Percent of enforcement actions as a result of violation inspections processed within the fiscal year	New Measure	35.0%	35.3%	0.3%	0.8%
Percent of floodplain use permit inspections completed within one day of request	New Measure	99.0%	90.0%	(9.0%)	(9.1%)

Activities that comprise this program include:

- Floodplain Regulation Compliance
- Floodplain Permitting

Floodplain Regulation Compliance Activity

The purpose of the Floodplain Regulation Compliance Activity is to provide floodplain regulation enforcement services to property owners so they can develop their property without adversely impacting surrounding property.

Mandates: A.R.S. §48-3608 establishes that the director is designated as the state coordinator of the national flood insurance program to assist local jurisdictions in complying with the requirements of such program and state law; 48-3609 establishes assistance and rules for floodplain delineations and flood regulations; 48-3613, 3614, and 3615 requires authorization for development in watercourses and outlines violations and penalties; 44CFR 59-78 (Code of Federal Regulations) establishes guidelines for emergency management assistance by the Federal Emergency Management Agency (FEMA) related to flood hazards and flood insurance.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of floodplain complaint cases investigated within 30 days of receipt of violation	New Measure	90.0%	100.0%	10.0%	11.1%
Result	Percent of enforcement actions as a result of violation inspections processed within the fiscal year	New Measure	35.0%	35.3%	0.3%	0.8%
Result	Percent of floodplain use permit inspections completed within one day of request	New Measure	99.0%	90.0%	-9.0%	-9.1%
Output	Number of floodplain complaint violations investigation findings provided	New Measure	160	170	10	6.3%
Output	Number of enforcement actions processed	New Measure	150	150	-	0.0%
Output	Number of floodplain use permit inspections completed	New Measure	1,000	1,000	-	0.0%
Demand	Number of floodplain complaint violations requiring investigation	New Measure	300	300	-	0.0%
Demand	Number of enforcement actions required	New Measure	150	150	-	0.0%
Demand	Number of floodplain use permits requiring inspection	New Measure	1,000	1,000	-	0.0%
Efficiency	Total activity expenditure per enforcement action issued	New Measure	$5,966.21	$4,888.07	$1,078.13	18.1%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 894,929	$ 736,396	$ (158,533)	-17.7%
	TOTAL SOURCES	$ -	$ 894,929	$ 736,396	$ (158,533)	-17.7%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 894,931	$ 733,211	$ 161,720	18.1%
	TOTAL USES	$ -	$ 894,931	$ 733,211	$ 161,720	18.1%

Activity Narrative: In FY 2008-09, Flood Control made one-time purchases for capital equipment and vehicles. In FY 2008-09, labor charges were reallocated to a different activity. Therefore, expenditures decreased by $161,720 or 18.1% compared to FY 2008-09.

Floodplain Permitting Activity

The purpose of the Floodplain Permitting Activity is to provide clearance and permitting services to the Maricopa County Planning & Development Distribution Center so they can notify permit applicants of required changes needed to their plans or to pick up their approved permits.

Mandates: A.R.S. §48-3608 establishes that the director is designated as the state coordinator of the national flood insurance program to assist local jurisdictions in complying with the requirements of such program and state law; 48-3609 establishes assistance and rules for floodplain delineations and flood regulations; 48-3613, 3614, and 3615 requires authorization for development in watercourses and outlines violations and penalties; 44CFR 59-78 (Code of Federal Regulations) establishes guidelines for emergency management assistance by the Federal Emergency Management Agency (FEMA) related to flood hazards and flood insurance.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of floodplain plan permits and clearances completed within 3 months of initial submittal	New Measure	90.0%	75.0%	-15.0%	-16.7%
Result	Percent of map change reviews completed within 3 months of initial submittal	New Measure	70.0%	62.5%	-7.5%	-10.7%
Output	Number of floodplain clearances and permits reviewed	New Measure	1,000	400	(600)	-60.0%
Output	Number of map change reviews completed	New Measure	50	8	(42)	-84.0%
Demand	Number of floodplain clearance and permit reviews submitted	New Measure	1,000	400	(600)	-60.0%
Demand	Number of map change reviews requested	New Measure	50	8	(42)	-84.0%
Efficiency	Total expenditure per clearance and permit review	New Measure	$1,414.17	$3,627.87	($2,213.71)	-156.5%
Efficiency	Total expenditure per map change review	New Measure	$28,283.34	$181,393.63	($153,110.29)	-541.3%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 1,414,157	$ 1,458,792	$ 44,635	3.2%
	TOTAL SOURCES	$ -	$ 1,414,157	$ 1,458,792	$ 44,635	3.2%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 1,414,167	$ 1,451,149	$ (36,982)	-2.6%
	TOTAL USES	$ -	$ 1,414,167	$ 1,451,149	$ (36,982)	-2.6%

Activity Narrative: Due to the current economic situation with the decrease of development, map change reviews requested will decrease from FY 2008-09 to FY 2009-10 by 42 or 84%. This will lead to a decrease in the efficiency by $153,110.29 or 541.3% as it relates to the unit of measure being calculated differently from FY 2008-09 to FY 2009-10.

Flood Hazard Outreach Program

The purpose of the Flood Hazard Outreach Program is to provide information services to the public and other agencies so they can take appropriate steps to protect themselves from injury and loss of property from flooding.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Adopted	% Variance Adopted
Percent of affected residents surveyed who report that the printed and electronic materials were useful to understand the project or study	New Measure	75.0%	100.0%	25.0%	33.3%
Percent of residents and visitors surveyed that understand the media messages and civic presentations about the risks of floods and flood hazards	New Measure	80.0%	100.0%	20.0%	25.0%
Percent of days that reliable weather, water level and stream flow information was available	New Measure	98.0%	98.0%	0.0%	0.0%
Percent of needed flood response plans that were completed or updated and distributed to agencies	New Measure	100.0%	100.0%	0.0%	0.0%
Percent of customers surveyed who were satisfied with the service/information that they received	New Measure	90.0%	95.0%	5.0%	5.6%

Activities that comprise this program include:

- Public Information
- Customer Service
- Flood Warning
- Flood Safety Education

Public Information Activity

The purpose of the Public Information Activity is to provide project and study information services to affected Maricopa County residents and property owners so they can understand how their flooding risk is being mitigated in order to preclude injury, loss of life, and property damage.

Mandates: A.R.S. §48-3609E requires counties to have floodplain regulations adopted at a public meeting; 48-3616 requires the chief engineer and his staff to prepare a comprehensive program of flood hazard mitigation reported at a public hearing; 44CFR 59-78 (Code of Federal Regulations) establishes guidelines for emergency management assistance by the Federal Emergency Management Agency (FEMA) related to flood hazards and flood insurance.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of affected residents surveyed who report that the printed and electronic materials were useful to understand the project or study	New Measure	75.0%	100.0%	25.0%	33.3%
Output	Number of public meetings held	New Measure	26	12	(14)	-53.8%
Output	Number of printed materials produced	New Measure	52	36	(16)	-30.8%
Output	Number of website hits received	New Measure	2,040,000	4,200,000	2,160,000	105.9%
Output	Number of affected resident survey responses	New Measure	100	100	-	0.0%
Output	Number of affected residents contacted through public meetings, printed materials and website hits	New Measure	453,040	402,996	(50,044)	-11.0%
Demand	Number of public meetings scheduled	New Measure	26	12	(14)	-53.8%
Demand	Number of printed materials (including brochures, advertisements and newsletters) needed	New Measure	52	36	(16)	-30.8%
Demand	Number of website hits	New Measure	2,040,000	4,200,000	2,160,000	105.9%
Efficiency	Total activity expenditure per affected resident contacted through public meetings, printed materials and website hits	New Measure	$1.55	$0.55	$1.00	64.7%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 738,716	$ 221,953	$ (516,763)	-70.0%
	TOTAL SOURCES	$ -	$ 738,716	$ 221,953	$ (516,763)	-70.0%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 701,475	$ 220,263	$ 481,212	68.6%
	TOTAL USES	$ -	$ 701,475	$ 220,263	$ 481,212	68.6%

Activity Narrative: Expenditures for FY 2009-10 are decreasing by $481,212 or 68.6% for this activity because the funds were shifted to the Public Information activity due to a re-evaluation in the Flood Hazard Outreach Program. The demand of the number of public meetings scheduled and the number of printed materials needed has decreased, reflecting this decrease in expenditures associated with this activity.

Customer Service Activity

The purpose of the Customer Service Activity is to provide responsive flood hazard and mitigation advisory information services to the general public, government agencies and other entities so they can make informed development decisions and be protected from loss of life and property damage due to flooding.

Mandates: Activity not mandated.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of customers surveyed who were satisfied with the service/information that they received	New Measure	90.0%	95.0%	5.0%	5.6%
Output	Number of customer information requests completed	New Measure	3,000	3,000	-	0.0%
Output	Number of customer survey responses	New Measure	200	200	-	0.0%
Demand	Number of customer information requests received	New Measure	3,000	3,000	-	0.0%
Efficiency	Total activity expenditure per citizen information request response provided	New Measure	$137.13	$121.72	$15.40	11.2%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 411,367	$ 370,750	$ (40,617)	-9.9%
	TOTAL SOURCES	$ -	$ 411,367	$ 370,750	$ (40,617)	-9.9%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 411,378	$ 365,174	$ 46,204	11.2%
	TOTAL USES	$ -	$ 411,378	$ 365,174	$ 46,204	11.2%

Activity Narrative: The FY 2009-10 budget supports the Department in meeting 100% of the demand.

Flood Warning Activity

The purpose of the Flood Warning Activity is to provide reliable weather, water level and stream flow information and flood response planning services to public safety managers so they can make public safety decisions in a timely and effective manner.

Mandates: A.R.S. §45-1423 requires the District to operate in accordance with Federal guidance that is normally issued in the form of structure Operating and Maintenance Manuals. The manuals Federally direct the District to operate and maintain the structure and other equipment installed during construction in accordance with the standard in that manual. National Flood Insurance Act of 1968 and related laws require entities such as the District to protect those in a floodplain. In order to fulfill this requirement, monitoring is required to provide sufficient lead-time to allow evacuation of those in danger.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of days that reliable weather, water level and stream flow information was available	New Measure	98.0%	98.0%	0.0%	0.0%
Result	Percent of needed flood response plans that were completed or updated and distributed to agencies	New Measure	100.0%	100.0%	0.0%	0.0%
Output	Number of days the sensors were operational	New Measure	214,262	227,754	13,492	6.3%
Output	Number of flood response plans completed	New Measure	1	1	-	0.0%
Output	Total days in period	New Measure	218,635	232,402	13,767	6.3%
Output	Number of needed flood response plans	New Measure	1	1	-	0.0%
Demand	Number of flood response plans requested	New Measure	1	1	-	0.0%
Demand	Number of days the sensors are needed	New Measure	218,635	232,402	13,767	6.3%
Efficiency	Total activity expenditure per flood response plan provided	New Measure	$767,959.00	$1,180,372.00	($412,413.00)	-53.7%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 767,959	$ 1,184,226	$ 416,267	54.2%
	TOTAL SOURCES	$ -	$ 767,959	$ 1,184,226	$ 416,267	54.2%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 767,959	$ 1,180,372	$ (412,413)	-53.7%
	TOTAL USES	$ -	$ 767,959	$ 1,180,372	$ (412,413)	-53.7%

Activity Narrative: Funds were reallocated from the Public Information activity to this activity. This therefore increases the expenditures of this activity by 53.7%, or by $412,410.

Flood Safety Education Activity

The purpose of the Flood Safety Education Activity is to provide flood and storm water safety education services to residents of and visitors to Maricopa County so they can be aware of flood hazards and understand how to avoid injury and loss of life due to flooding.

Mandates: Activity not mandated.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of residents and visitors surveyed that understand the media messages and civic presentations about the risks of floods and flood hazards	New Measure	80.0%	100.0%	20.0%	25.0%
Output	Dollar value of positive media attention received	New Measure	New Measure	500,000	-	0.0%
Output	Number of media messages generated	New Measure	24	24	-	0.0%
Output	Number of school and civic presentations	New Measure	79	12	(67)	-84.8%
Output	Number of resident and visitor survey responses	New Measure	4,500	1,000	(3,500)	-77.8%
Output	Number of positive media messages generated	New Measure	24	24	-	0.0%
Demand	Number of media messages planned	New Measure	24	24	-	0.0%
Demand	Number of school and civic presentations requested	New Measure	79	12	(67)	-84.8%
Efficiency	Total expenditure per positive media message generated	New Measure	$25,277.96	$30,403.67	$ (5,125.71)	-20.3%
Efficiency	Total expenditure per school and civic presentation	New Measure	$7,679.38	$60,807.33	($53,127.95)	-691.8%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 685,643	$ 732,192	$ 46,549	6.8%
	TOTAL SOURCES	$ -	$ 685,643	$ 732,192	$ 46,549	6.8%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 606,671	$ 729,688	$ (123,017)	-20.3%
	TOTAL USES	$ -	$ 606,671	$ 729,688	$ (123,017)	-20.3%

Activity Narrative: The number of school and civic presentations are anticipated to decrease by 67 or 84.8% in FY 2009-10. Flood Control will shift its efforts and make one presentation a month in un-incorporated area schools.

There is also a 77.8% decrease in the expected number of survey responses due to low response rates.

Expenditures have increased by 20.3% due to increased costs for supplies, TV promotions and the cost for electronic tracking of Flood Control's television exposure.

Flood Hazard Identification Program

The purpose of the Flood Hazard Identification Program is to provide flood hazard information and solution services to government entities so they can utilize knowledge of flood hazards to protect the public and infrastructure.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Adopted	% Variance Adopted
Percent of linear miles of watercourse delineated that will provide floodplain administrators necessary information about the flood hazards and associated risk	New Measure	67.8%	68.6%	0.8%	1.2%
Percent of completed Area Drainage Master Studies, Area Drainage Master Plans or Watercourse Master Plans for which elements of the plan or study are utilized	New Measure	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Floodplain Delineation
- Flood Hazard Planning

Floodplain Delineation Activity

The purpose of the Floodplain Delineation Activity is to provide National Floodplain Insurance Program-based flood hazard identification services to floodplain administrators so they can have the necessary information available to regulate floodplains.

Mandates: A.R.S. §11-821 requires the County to establish a comprehensive long-term county plan for the development; 48-3605, 48-3606, 48-3609 establishes assistance and rules for floodplain delineations and flood regulations; 48-3616 establishes the requirement for a survey and report of flood control problems and facilities.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of linear miles of watercourse delineated that will provide floodplain administrators necessary information about the flood hazards and associated risk	New Measure	67.8%	68.6%	0.8%	1.2%
Output	Cumulative linear miles of watercourse delineated through the end of the fiscal year	New Measure	New Measure	4,123	-	0.0%
Output	Number cumulative linear miles of watercourse delineated through the end of the fiscal year	New Measure	180	104	(77)	-42.5%
Demand	Number of linear miles of watercourse requiring delineation	New Measure	5,985	5,985	-	0.0%
Efficiency	Total activity expenditure per linear mile of watercourse delineated	New Measure	$15,707.68	$27,622.87	($11,915.19)	-75.9%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 2,827,382	$ 2,866,584	$ 39,202	1.4%
	TOTAL SOURCES	$ -	$ 2,827,382	$ 2,866,584	$ 39,202	1.4%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 2,827,382	$ 2,858,975	$ (31,593)	(0.01)
	TOTAL USES	$ -	$ 2,827,382	$ 2,858,975	$ (31,593)	(0.01)

Activity Narrative: It is anticipated that Flood Control will decrease its number of delineated cumulative linear miles of watercourse by seventy-seven or 42.5% from FY 2008-09 to FY 2009-10. This is due to the fluctuation of the linear miles delineated in multi-year projects. The result is that the efficiency for the total activity for linear mile of watercourse delineated will decrease by $11,915.19 or 75.9% as it relates to the unit of measure being calculated differently from FY 2008-09 to FY 2009-10.

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Flood Hazard Planning Activity

The purpose of the Flood Hazard Planning Activity is to provide flood and erosion hazard identification and flood mitigation services to municipalities and public agencies so they can have the information necessary to mitigate identified flood and erosion hazards.

Mandates: A.R.S. §11-821 requires the County to establish a comprehensive long-term county plan for the development; 48-3609 establishes rules for floodplain delineations and flood regulations including planning; 48-3616 establishes the requirement for a survey and report of flood control problems and facilities.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of completed Area Drainage Master Studies, Area Drainage Master Plans or Watercourse Master Plans for which elements of the plan or study are utilized	New Measure	100.0%	100.0%	0.0%	0.0%
Output	Number of population benefitted by Area Drainage Master Plans or Studies completed this fiscal year	New Measure	New Measure	827,112	0	0.0%
Output	Number of square miles of watershed where Area Drainage Master Studies were completed this fiscal year	New Measure	511	539	28	5.5%
Output	Number of square miles of watershed where Area Drainage Master Plans were completed this fiscal year	New Measure	690	63	(627)	-90.9%
Output	Number of linear miles of watercourse where Watercourse Master Plans were completed this fiscal year	New Measure	18	17	(1)	-2.9%
Output	Number of completed Area Drainage Master Studies, Area Drainage Master Plans or Watercourse Master Plans	New Measure	8	6	(2)	-25.0%
Demand	Number of square miles of watershed identified for Area Drainage Master Studies	New Measure	3,738	2,953	(785)	-21.0%
Demand	Number of square miles of watershed identified for Area Drainage Master Plans	New Measure	3,738	2,563	(1,175)	-31.4%
Demand	Number of linear miles of watercourse identified for Watercourse Master Plans	New Measure	18	17	(1)	-2.9%
Demand	Number of population in areas identified for Area Drainage Master Plans or Studies	New Measure	New Measure	1,453,857	-	0.0%
Efficiency	Total activity expenditure per person benefitted in areas where Area Drainage Master Plans and Area Drainage Master Studies were completed this fiscal year	New Measure	New Measure	$8.41	$0	0.0%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 4,883,065	$ 6,922,263	$ 2,039,198	41.8%
	TOTAL SOURCES	$ -	$ 4,883,065	$ 6,922,263	$ 2,039,198	41.8%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 4,941,279	$ 6,953,127	$ (2,011,848)	-40.7%
	TOTAL USES	$ -	$ 4,941,279	$ 6,953,127	$ (2,011,848)	-40.7%

Activity Narrative: The Area Drainage Master Plans (ADMP) or Studies are multi-year studies, are usually on 2-3 year cycle. This accounts for the 90.9% variation in the ADMP plans that will be completed for the number of square linear miles.

In FY 2009-10, a discontinued activity (Multi-Purpose Enhancements) was combined with this activity, leading to a $2,039,198 or 41.8% increase in revenue and a $2,011,848 or 40.7% increase in expenditures.

Flood Hazard Remediation Program

The purpose of the Flood Hazard Remediation Program is to provide structural and non-structural flood hazard protection services to the public so they can live with minimal risk of loss of life or property damage due to flooding.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Adopted	% Variance Adopted
Percent of square miles of area that receive physical protection benefits from projects in the five-year Capital Improvement Program that are completed in this fiscal year	New Measure	100.0%	100.0%	0.0%	0.0%
Percent of Capital Improvement Program budget expended this fiscal year	New Measure	100.0%	100.0%	0.0%	0.0%
Percent of capital projects implemented with multi-purpose features this fiscal year	New Measure	New Measure	72.7%	0.0%	0.0%
Percent of Priority 1 Work Orders for critical maintenance tasks that directly impact the immediate safety of Maricopa County residents and visitors completed within an average of 14 calendar days	New Measure	100.0%	100.0%	0.0%	0.0%
Percent of non-immediate safety Priority 1 completed within an average of 90 calendar days	New Measure	66.7%	100.0%	33.3%	50.0%
Percent of District dams identified by the Arizona Department of Water Resources with no dam safety deficiencies	New Measure	77.3%	72.7%	-4.5%	-5.9%
Percent of the dam safety operating and capital budget expended this fiscal year to keep dams operating safely and functioning properly	New Measure	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Dam Safety
- Flood Control Capital Projects
- Flood Control Structure Maintenance

Dam Safety Activity

The purpose of the Dam Safety Activity is to provide risk management and risk reduction services to the population of Maricopa County downstream of the District's 22 flood control dams so they can experience the long-term benefits of flood protection provided by the dams.

Mandates: A.R.S. §45-1212 provides that the State's director of water resources issue rules and orders necessary to secure maintenance and operation of dams which will safeguard life and property; 48-1423 gives power to Maricopa County to cooperate with the federal government in flood control projects; 48-3608 establishes that the director is designated as the state coordinator of the national flood insurance program to assist local jurisdictions in complying with the requirements of such program and state law; 48-3609 establishes assistance and rules for floodplain delineations and flood regulations.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of District dams identified by the Arizona Department of Water Resources with no dam safety deficiencies	New Measure	77.3%	72.7%	-4.5%	-5.9%
Result	Percent of the dam safety operating and capital budget expended this fiscal year to keep dams operating safely and functioning properly	New Measure	100.0%	100.0%	0.0%	0.0%
Output	Number of dam rehabilitation project milestones completed this fiscal year	New Measure	4	1	(3)	-75.0%
Output	Number of dam repair project milestones completed this fiscal year	New Measure	3	2	(1)	-33.3%
Output	Number of dam assessments completed this fiscal year	New Measure	22	22	-	0.0%
Output	Number of District dams	New Measure	22	22	-	0.0%
Output	Number of dam safety operating and capital budget dollars this fiscal year	New Measure	2,360,000	8,711,957	6,351,957	269.2%
Demand	Number of dam assessments scheduled this fiscal year	New Measure	22	22	-	0.0%
Demand	Number of dam rehabilitation project milestones identified for completion this fiscal year	New Measure	3	1	(2)	-66.7%
Demand	Number of dam repair project milestones identified for completion this fiscal year	New Measure	4	2	(2)	-50.0%
Efficiency	Total expenditure per dam assessment milestone completed this fiscal year	New Measure	$143,285.64	$139,128.41	$4,157.23	2.9%
Efficiency	Total expenditure per dam repair project milestone completed this fiscal year	New Measure	$1,050,761.33	$1,530,412.50	($479,651.17)	-45.6%
Efficiency	Total expenditure per dam rehabilitation project milestone completed this fiscal year	New Measure	$788,071.00	$3,060,825.00	($2,272,754.00)	-288.4%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 3,101,466	$ 3,015,051	$ (86,415)	-2.8%
	TOTAL SOURCES	$ -	$ 3,101,466	$ 3,015,051	$ (86,415)	-2.8%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 3,152,284	$ 3,060,825	$ 91,459	2.9%
	TOTAL USES	$ -	$ 3,152,284	$ 3,060,825	$ 91,459	2.9%

Activity Narrative: In FY 2008-09, the department only used operating budget dollars as a measurement of output. This year, the department included the capital budget with the operating budget totaling $8,711,957.

The dam rehabilitation and repair project outputs are decreasing from FY 2008-09. This leads to a decrease in the both efficiencies for both rehabilitation and repair milestones.

Flood Control Capital Projects Activity

The purpose of the Flood Control Capital Projects Activity is to provide structural and non-structural flood protection services to residents of and visitors to Maricopa County so they can have increased physical protection from injury, loss of life, and property damage due to flooding.

Mandates: A.R.S. §45-1423 and 45-1424 gives power to Maricopa County to cooperate with the federal government in flood control projects; 48-3616 establishes that the chief engineer develop a survey and report of flood control problems and facilities.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of square miles of area that receive physical protection benefits from projects in the five-year Capital Improvement Program that are completed in this fiscal year	New Measure	100.0%	100.0%	0.0%	0.0%
Result	Percent of capital projects implemented with multi-purpose features this fiscal year	New Measure	New Measure	72.7%	0.0%	0.0%
Result	Percent of Capital Improvement Program budget expended this fiscal year	New Measure	100.0%	100.0%	0.0%	0.0%
Output	Number of square miles of area benefited by projects completed this fiscal year	New Measure	107	112	6	5.2%
Output	Number of capital projects completed in this fiscal year	New Measure	13	11	(2)	-15.4%
Output	Capital improvement program fiscal year budget	New Measure	57,570,000	57,140,000	(430,000)	-0.7%
Demand	Number of square miles of area benefited by projects scheduled in five-year Capital Improvement Program this fiscal year	New Measure	609	754	146	23.9%
Efficiency	Total expenditure per square mile of area benefited by projects completed this fiscal year	New Measure	$24,959.76	$24,505.51	$454.24	1.8%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 2,678,542	$ 2,769,400	$ 90,858	3.4%
	TOTAL SOURCES	$ -	$ 2,678,542	$ 2,769,400	$ 90,858	3.4%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 2,660,710	$ 2,747,078	$ (86,368)	-3.2%
	TOTAL USES	$ -	$ 2,660,710	$ 2,747,078	$ (86,368)	-3.2%

Flood Control Structure Maintenance Activity

The purpose of the Flood Control Structure Maintenance Activity is to provide flood control infrastructure maintenance services that meet federal, state and local safety and operational standards to residents and visitors of Maricopa County so they can experience protection from flooding as a consequence of safe and well maintained flood control structures.

Mandates: A.R.S. §45-1212 provides that the State's director of water resources issue rules and orders necessary to secure maintenance and operation of dams which will safeguard life and property; 48-1423 gives power to Maricopa County to cooperate with the federal government in flood control projects; 48-3608 establishes that the director is designated as the state coordinator of the national flood insurance program to assist local jurisdictions in complying with the requirements of such program and state law; 48-3609 establishes assistance and rules for floodplain delineations and flood regulations.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of non-immediate safety Priority 1 completed within an average of 90 calendar days	New Measure	66.7%	100.0%	33.3%	50.0%
Result	Percent of Priority 1 Work Orders for critical maintenance tasks that directly impact the immediate safety of Maricopa County residents and visitors completed within an average of 14 calendar days	New Measure	100.0%	100.0%	0.0%	0.0%
Output	Priority 1 Work Orders (work required to assure safety, or for a structure to function as designed) that were completed	New Measure	75	60	(15)	-20.0%
Output	Number of Work Orders completed	New Measure	500	900	400	80.0%
Demand	Number of Work Order requests submitted	New Measure	611	900	289	47.3%
Efficiency	Total activity expenditure per Work Order completed (labor/materials)	New Measure	$12,963.32	$7,066.56	$5,896.77	45.5%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 6,456,664	$ 6,380,495	$ (76,169)	-1.2%
	TOTAL SOURCES	$ -	$ 6,456,664	$ 6,380,495	$ (76,169)	-1.2%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 6,481,662	$ 6,359,909	$ 121,753	1.9%
	TOTAL USES	$ -	$ 6,481,662	$ 6,359,909	$ 121,753	1.9%

Activity Narrative: The number of work order requests and completions are increasing by 289 or by 47.3% from FY 2008-09 to FY 2009-10 due to growing dust and vector control concerns received from the public. The FY 2009-10 budget supports the Department meeting 100% of the demand. It is also anticipated that the result of non-immediate safety Priority 1 projects will be completed at 100% over 90 calendar days.

Capital Facilities Development Program

The purpose of the Capital Facilities Development Program is to provide facilities planning, energy management, design and construction-related services to Maricopa County Departments and Agencies so they can operate in County facilities that are safe, functional, and efficient.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Adopted	% Variance Adopted
Percent of new, retrofitted, renovated or remodeled facility projects delivered according to the project schedule established with the customer	New Measure	New Measure	100.0%	0.0%	0.0%
Percent of customers who report the new, retrofitted, renovated or remodeled facility meets their functional needs (post-occupancy survey)	New Measure	New Measure	100.0%	0.0%	0.0%
Percent of capital improvement and major maintenance projects delivered within 10% original cost estimate	New Measure	New Measure	100.0%	0.0%	0.0%
Percent of County facilities operating in an energy-efficient manner (per Energy Star rankings)	New Measure	New Measure	30.3%	0.0%	0.0%
Percent of facility design packages reviewed that comply with Maricopa County guidelines	New Measure	New Measure	100.0%	0.0%	0.0%
Percent of facility new construction, renovations, remodelings, and furnishings in compliance with Maricopa County facilities management guidelines	New Measure	New Measure	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Construction Management (Facilities Management)
- Facilities Project Development & Support

Construction Management (Facilities Management) Activity

The purpose of the Capital Facilities Development Program is to provide facilities planning, energy management, design and construction-related services to Maricopa County Departments and Agencies so they can operate in County facilities that are safe, functional, and efficient.

Mandates: A.R.S. §41-1492 establishes standards and regulations, including building codes, for public accommodations and commercial facilities.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of new, retrofitted, renovated or remodeled facility projects delivered according to the project schedule established with the customer	New Measure	New Measure	100.0%	0.0%	0.0%
Result	Percent of customers who report the new, retrofitted, renovated or remodeled facility meets their functional needs (post-occupancy survey)	New Measure	New Measure	100.0%	0.0%	0.0%
Output	Number of new, retrofitted, renovated or remodeled facility projects completed	New Measure	New Measure	50	-	0.0%
Output	Number of Post Occupancy survey responses	New Measure	New Measure	50	-	0.0%
Demand	Number of new, retrofitted, renovated or remodeled facility projects requested	New Measure	New Measure	50	-	0.0%
Efficiency	Total activity expenditure per new, retrofitted, renovated or remodeled facility project	New Measure	New Measure	$2,024.16	$0.00	0.0%
Revenue						
	TOTAL SOURCES	$ -	$ -	$ -	$ -	0.0%
Expenditure						
	100 - GENERAL	$ -	$ -	$ 101,208	$ (101,208)	0.0%
	TOTAL USES	$ -	$ -	$ 101,208	$ (101,208)	0.0%

Activity Narrative: This is a new activity for FY 2009-10 therefore no metrics were reported for FY 2008-09.

Facilities Project Development & Support Activity

The purpose of the Facilities Project Development & Support activity is to provide facility program and project planning and support services to County Departments so they can proactively and efficiently design, construct, and maintain County facilities in compliance with Maricopa County facilities management guidelines.

Mandates: Administrative Mandate

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of County facilities operating in an energy-efficient manner (per Energy Star rankings)	New Measure	New Measure	30.3%	0.0%	0.0%
Result	Percent of facility design packages reviewed that comply with Maricopa County guidelines	New Measure	New Measure	100.0%	0.0%	0.0%
Result	Percent of capital improvement and major maintenance projects delivered within 10% original cost estimate	New Measure	New Measure	100.0%	0.0%	0.0%
Result	Percent of facility new construction, renovations, remodelings, and furnishings in compliance with Maricopa County facilities management guidelines	New Measure	New Measure	100.0%	0.0%	0.0%
Output	Number of county facilities	New Measure	New Measure	165	-	0.0%
Output	Number of facility design package compliance reviews completed	New Measure	New Measure	12	-	0.0%
Output	Number of facility project requests scoped, cost estimated, and budgeted	New Measure	New Measure	48	-	0.0%
Output	Number of new, retrofitted, renovated or remodeled facility projects completed	New Measure	New Measure	50	-	0.0%
Demand	Number of facility design package compliance reviews needed	New Measure	New Measure	48	-	0.0%
Demand	Number of facility project requests	New Measure	New Measure	50	-	0.0%
Efficiency	Total expenditure per facility design compliance review	New Measure	New Measure	$11,511.17	$0.00	0.0%
Efficiency	Total expenditure per facility project request scoped, cost estimated, and budgeted	New Measure	New Measure	$2,877.79	$0.00	0.0%
Revenue						
	TOTAL SOURCES	$ -	$ -	$ -	$ -	0.0%
Expenditure						
	100 - GENERAL	$ -	$ -	$ 138,134	$ (138,134)	0.0%
	TOTAL USES	$ -	$ -	$ 138,134	$ (138,134)	0.0%

Activity Narrative: This is a new activity for FY 2009-10 therefore no metrics were reported for FY 2008-09.

Facilities Operations & Maintenance Program

The purpose of the Facilities Operations & Maintenance Program is to provide facilities, detention security, buildings and grounds operations and maintenance services to Maricopa County departments so they can work and conduct business in a safe, functional environment.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Adopted	% Variance Adopted
Percent of customers who report they are satisfied or very satisfied with the cleanliness of County facilities	New Measure	New Measure	72.9%	0.0%	0.0%
Percent of customers who report they are satisfied or very satisfied with the maintenance of the landscaping and grounds	New Measure	New Measure	87.1%	0.0%	0.0%
Percent of facilities contract janitorial inspections that received a passing rating for cleanliness (passing = no deductions)	New Measure	New Measure	85.0%	0.0%	0.0%
Percent of landscape quality inspections that received a passing rating	New Measure	New Measure	98.8%	0.0%	0.0%
Percent of facilities maintenance performed on a time-based schedule or based on quantified material and equipment condition	New Measure	New Measure	50.0%	0.0%	0.0%
Percent Detention Security System is functional 24/7/365	New Measure	New Measure	89.0%	0.0%	0.0%
Percent of Maricopa County departments and agency customers who are satisfied or very satisfied with the services of Facilities Management Operations & Maintenance according to the annual Customer Satisfaction Survey	New Measure	New Measure	96.5%	0.0%	0.0%

Activities that comprise this program include:

- Buildings and Grounds
- Facilities Maintenance

Buildings and Grounds Activity

The purpose of the Buildings and Grounds Activity is to provide property management services to Maricopa County Departments and their customers so they can conduct business in a clean environment.

Mandates: CFR40- Environment (Code of Federal Regulations/Title 40 Protection of the Environment) establishes regulations for environmental issues, including dust stabilization, non-road based motorized equipment, chemicals and the need for material data safety sheets.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of customers who report they are satisfied or very satisfied with the cleanliness of County facilities	New Measure	New Measure	72.9%	0.0%	0.0%
Result	Percent of customers who report they are satisfied or very satisfied with the maintenance of the landscaping and grounds	New Measure	New Measure	87.1%	0.0%	0.0%
Result	Percent of facilities contract janitorial inspections that received a passing rating for cleanliness (passing = no deductions)	New Measure	New Measure	85.0%	0.0%	0.0%
Result	Percent of landscape quality inspections that received a passing rating	New Measure	New Measure	98.8%	0.0%	0.0%
Output	Number of square feet of facilities cleaned	New Measure	New Measure	2,837,049	-	0.0%
Output	Number of customer survey responses	New Measure	New Measure	85	-	0.0%
Output	Number of contract janitorial inspections	New Measure	New Measure	8,788	-	0.0%
Output	Number of landscape quality inspections	New Measure	New Measure	3,240	-	0.0%
Demand	Number of square feet of facilities required to be cleaned	New Measure	New Measure	2,837,049	-	0.0%
Efficiency	Total expenditure per square foot of facilities cleaned	New Measure	New Measure	$0.10	$0.00	0.0%
Revenue						
	TOTAL SOURCES	$ -	$ -	$ -	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 304,192	$ 279,699	$ 286,722	$ (7,023)	-2.5%
	TOTAL USES	$ 304,192	$ 279,699	$ 286,722	$ (7,023)	-2.5%

Activity Narrative: This is a new activity for FY 2009-10 therefore no metrics were reported for FY 2008-09.

Facilities Maintenance Activity

The purpose of the Facilities Maintenance activity is to provide routine, preventive, predictive, scheduled, and unscheduled facilities and systems maintenance to Maricopa County facility occupants so they can work and conduct business in buildings that are responsibly and properly maintained.

Mandates: Administrative mandate

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of facilities maintenance performed on a time-based schedule or based on quantified material and equipment condition	New Measure	New Measure	50.0%	0.0%	0.0%
Result	Percent of Maricopa County departments and agency customers who are satisfied or very satisfied with the services of Facilities Management Operations & Maintenance according to the annual Customer Satisfaction Survey	New Measure	New Measure	96.5%	0.0%	0.0%
Result	Percent Detention Security System is functional 24/7/365	New Measure	New Measure	89.0%	0.0%	0.0%
Output	Number of square feet of facilities maintained	New Measure	New Measure	9,786,272	-	0.0%
Output	Number of maintenance work hours performed	New Measure	New Measure	122,000	-	0.0%
Output	Number of customer survey responses	New Measure	New Measure	85	-	0.0%
Output	Annual system availability	New Measure	New Measure	43,800	-	0.0%
Demand	Number of square feet of facilities required to be maintained	New Measure	New Measure	9,786,272	-	0.0%
Efficiency	Total expenditure per square foot of facilities maintained	New Measure	New Measure	$0.20	$0.00	0.0%
Revenue						
	TOTAL SOURCES	$ -	$ -	$ -	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 5,811,625	$ 5,274,136	$ 5,377,390	$ (103,254)	-2.0%
	255 - DETENTION OPERATIONS	2,200,443	1,866,812	2,445,304	(578,492)	-31.0%
	TOTAL USES	$ 8,012,068	$ 7,140,948	$ 7,822,694	$ (681,746)	-9.5%

Activity Narrative: This is a new activity for FY 2009-10 therefore no metrics were reported for FY 2008-09.

Protective Services Program

The purpose of the Protective Services Program is to provide Security and Parking Management services to Maricopa County elected officials, employees, and their visitors so they can conduct County business in a safe and secure environment.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Adopted	% Variance Adopted
Percent of parking spaces utilized in County garages and lots	New Measure	New Measure	66.7%	0.0%	0.0%
Percent of shuttle bus seats utilized	New Measure	New Measure	16.9%	0.0%	0.0%
Percent of crimes on County property responded to	New Measure	New Measure	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Parking Management
- Security

Parking Management Activity

The purpose of the Parking Management Activity is to provide parking services to Maricopa County Elected Officials, employees, and their visitors so they can park their vehicles while conducting County business.

Mandates: Administrative mandate

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of parking spaces utilized in County garages and lots	New Measure	New Measure	66.7%	0.0%	0.0%
Result	Percent of shuttle bus seats utilized	New Measure	New Measure	16.9%	0.0%	0.0%
Output	Number of parking spaces in County garages and lots	New Measure	New Measure	21,312	-	0.0%
Output	Number of vehicles parked in County garages & lots	New Measure	New Measure	14,216	-	0.0%
Output	Number of shuttle bus seats	New Measure	New Measure	1,995,840	-	0.0%
Demand	Number of vehicles required to park in County garages & lots	New Measure	New Measure	14,216	-	0.0%
Efficiency	Total expenditure per County garage and lot space	New Measure	New Measure	$5.26	$0.00	0.0%
Revenue						
	TOTAL SOURCES	$ -	$ -	$ -	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 83,473	$ 75,937	$ 74,747	$ 1,190	1.6%
	TOTAL USES	$ 83,473	$ 75,937	$ 74,747	$ 1,190	1.6%

Activity Narrative: This is a new activity for FY 2009-10 therefore no metrics were reported for FY 2008-09.

Security Activity

The purpose of the Security Activity is to provide physical and electronic protection and emergency response services to Maricopa County elected officials, employees, and their visitors so they can have a safe and secure work and business environment.

Mandates: Administrative mandate

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of crimes on County property responded to	New Measure	New Measure	100.0%	0.0%	0.0%
Output	Number of crimes reported on County properties that were responded to	New Measure	New Measure	61,168	-	0.0%
Demand	Number of crime responses needed	New Measure	New Measure	61,168	-	0.0%
Efficiency	Total expenditure per crime response by Security	New Measure	New Measure	$61.08	$0.00	0.0%
Revenue						
	100 - GENERAL	$ 550,724	$ 522,115	$ 522,115	$ -	0.0%
	TOTAL SOURCES	$ 550,724	$ 522,115	$ 522,115	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 3,863,676	$ 3,710,235	$ 3,688,957	$ 21,278	0.6%
	255 - DETENTION OPERATIONS	42,957	92,550	47,324	45,226	48.9%
	TOTAL USES	$ 3,906,633	$ 3,802,785	$ 3,736,281	$ 66,504	1.7%

Activity Narrative: This is a new activity for FY 2009-10 therefore no metrics were reported for FY 2008-09.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 12,908,663**	**$ 617,670**
FY 2008-09 RECOMMENDED BUDGET BALANCING ADJUSTMENTS:			
Cost Reduction			
Modify HVAC Filter Replacement Schedules		$ (10,667)	$ -
	Subtotal	$ (10,667)	$ -
Vacancies			
Eliminate 2 Vacant Positions in Protective Services		$ (26,692)	$ -
Eliminate 2 Vacant Positions in Capital Facilities Development		(42,139)	-
	Subtotal	$ (68,831)	$ -
FY 2008-09 REVISED BUDGET		**$ 12,829,165**	**$ 617,670**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 237,485	$ -
FY 2009-10 BUDGET TARGET		**$ 13,066,650**	**$ 617,670**
BASE ADJUSTMENTS:			
RECOMMENDED BUDGET BALANCING ADJUSTMENTS:			
Cost Reduction			
Modify HVAC Filter Replacement Schedules		$ (21,333)	$ -
Risk Management Reduced Charges		(75,034)	-
Reduced Supplies/Services		(182,163)	
ACMO Budget Reduction		(21,292)	-
	Subtotal	$ (299,822)	$ -
Vacancies			
Eliminate 5 Vacant Security Officers - Protective Services		$ (182,527)	$ -
Eliminate 1 Vacant Project Manager - CFD		(107,811)	-
Eliminate 1 Vacant Planning Manager (Retirement) - CFD		(106,808)	-
Eliminate 1 Vacant Accountant		(55,227)	-
Eliminate 1 Vacant Energy Conservation Engineer - CFD		(97,857)	-
Eliminate 1 Vacant Office Assistant - CFD		(40,594)	-
Eliminate 1 Vacant Executive Assistant		(65,348)	-
Eliminate 1 Vacant Electrician - O&M		(75,567)	-
Eliminate 3 Vacant Trades Specialist - (Technical, HVAC, Trades)		(177,674)	-
	Subtotal	$ (909,413)	$ -
Fund Shift			
Allocate Funding for 2 Project Managers to Major Maintenance		$ (166,692)	$ -
Allocate Funding for 4 Planners to Major Maintenance		(322,582)	-
Allocate Funding for 1 Engineering Aide to Major Maintenance		(65,688)	-
	Subtotal	$ (554,962)	$ -
Pay Off Capital Leases and Other Debt			
08-DRP Loan		$ (25,193)	$ -
	Subtotal	$ (25,193)	$ -
OTHER BASE ADJUSTMENTS			
Personnel Savings to 3%		$ 45,996	$ -
Position Reclassifications		16,749	-
Reduce Licensing Revenue		-	(12,843)
	Subtotal	$ 62,745	$ (12,843)
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 11,340,005**	**$ 604,827**

Transportation Grants Fund (223)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET	**$**	**665,308**	**$**	**665,308**
FY 2008-09 REVISED BUDGET	**$**	**665,308**	**$**	**665,308**
TECHNICAL ADJUSTMENTS				
AZTech Connectivity Grant - *C-64-04-250-2-00*	$	(645,308)	$	(645,308)
REACT Grant (City of Surprise) - *C-64-05-057-2-00*		(20,000)		(20,000)
Subtotal	$	(665,308)	$	(665,308)
FY 2009-10 BUDGET TARGET	**$**	**-**	**$**	**-**
FY 2009-10 ADOPTED OPERATING BUDGET	**$**	**-**	**$**	**-**
NON-RECURRING				
NON-OPERATING 0001				
InterOperability Grant - *C-64-04-250-2-00*	$	250,000	$	250,000
REACT Expansion - *C-91-09-137-M-00*		180,000		180,000
ATIS Enhancement - *C-64-08-209-M-00*		325,000		325,000
Subtotal	$	755,000	$	755,000
FY 2009-10 ADOPTED NON-RECURRING BUDGET	**$**	**755,000**	**$**	**755,000**
FY 2009-10 TOTAL ADOPTED BUDGET	**$**	**755,000**	**$**	**755,000**

Transportation Grants Fund (223) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ (212,040)	$ (212,042)	$ (212,042)	$ -	$ (57,196)
Beginning Unreserved/Undesignated Fund Balance	$ (212,040)	$ (212,042)	$ (212,042)	$ -	$ (57,196)
Sources:					
Operating	$ 749,330	$ 665,308	$ 665,308	$ 415,543	$ -
Non Recurring Non Project	-	-	1,077,093	690,050	755,000
Total Sources:	$ 749,330	$ 665,308	$ 1,742,401	$ 1,105,593	$ 755,000
Uses:					
Operating	$ 537,294	$ 665,308	$ 665,308	$ 472,739	$ -
Non Recurring Non Project	-	-	1,077,093	690,050	755,000
Total Uses:	$ 537,294	$ 665,308	$ 1,742,401	$ 1,162,789	$ 755,000
Operating Balance	$ 212,036	$ -	$ -	$ (57,196)	$ -
Accounting Adjustments	$ 4	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ -	$ (212,042)	$ (212,042)	$ (57,196)	$ (57,196)
Ending Unreserved Fund Balance	$ -	$ (212,042)	$ (212,042)	$ (57,196)	$ (57,196)

Grant revenue is received as a reimbursement which results in a deficit balance at the close of fiscal year-end.

Transportation Operations Fund (232)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 63,578,714**	**$**	**126,033,844**
MID-YEAR ADJUSTMENTS:				
Adjustment for Sale and Operating Transfer of Vehicles - *C-85-09-016-V-00*		$ 30,650	$	-
	Subtotal	$ 30,650	$	-
FY 2008-09 REVISED BUDGET		**$ 63,609,364**	**$**	**126,033,844**
TARGET ADJUSTMENTS:				
PERSONNEL SAVINGS ADJUSTMENT		$ 1,269,000	$	-
FY 2009-10 BUDGET TARGET		**$ 64,878,364**	**$**	**126,033,844**
OTHER BASE ADJUSTMENTS				
Restatement to Non-Operating - Transfer to Transportation Capital Projects Fund (234)		$ (23,194,513)	$	-
Decrease in Repair and Maintenance		(4,000,000)		-
Decrease in Expenditure for FY 2008-09 Sale and Operating Transfer of Vehicles - *C-85-09-016-V-00*		(30,650)		-
Operating Transfer into TIP (232)		23,194,513		-
Lower HURF and VLT Revenue Forecasts		-		(29,641,844)
	Subtotal	$ (4,030,650)	$	(29,641,844)
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 60,847,714**	**$**	**96,392,000**
NON-RECURRING				
NON-OPERATING 0001				
Transfer to Capital Projects Fund (234)		$ 23,194,513	$	-
Additional Fund Transfer to Capital Projects Fund (234)		12,349,773		-
	Subtotal	$ 35,544,286	$	-
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 35,544,286**	**$**	**-**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 96,392,000**	**$**	**96,392,000**

Transportation Operations Fund (232) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 13,610,341	$ 12,293,854	$ 12,293,854	$ 12,747,527	$ 7,600,304
Designations:					
Budget Stabilization:					
Cash Flow / Property Tax	$ -	$ -	$ -	$ -	$ -
Reserve	-	-	-	-	7,600,304
Total Budget Stabilization	$ -	$ -	$ -	$ -	$ 7,600,304
Benefits Self-Funding Reserve	-	-	-	-	-
Future Capital Projects	-	-	-	-	-
Sheriff Court Remodel Major Maintenance Project	-	-	-	-	-
Total Designations	$ -	$ -	$ -	$ -	$ 7,600,304
Beginning Unreserved/Undesignated Fund Balance	$ 13,610,341	$ 12,293,854	$ 12,293,854	$ 12,747,527	$ -
Sources:					
Operating	$ 118,536,123	$ 126,033,844	$ 126,033,844	$ 102,219,104	$ 96,392,000
Non Recurring Non Project	-	-	-	-	-
Total Sources:	$ 118,536,123	$ 126,033,844	$ 126,033,844	$ 102,219,104	$ 96,392,000
Uses:					
Operating	$ 119,398,935	$ 63,578,714	$ 63,609,364	$ 57,533,671	$ 60,847,714
Non Recurring Non Project	-	74,748,984	67,197,509	49,832,656	35,544,286
Total Uses:	$ 119,398,935	$ 138,327,698	$ 130,806,873	$ 107,366,327	$ 96,392,000
Operating Balance	$ (862,812)	$ 62,455,130	$ 62,424,480	$ 44,685,433	$ 35,544,286
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 12,747,527	$ -	$ 7,520,825	$ 7,600,304	$ -
Ending Unreserved Fund Balance	$ 12,747,527	$ -	$ 7,520,825	$ 7,600,304	$ 7,600,304

Transportation Capital Projects Fund (234)

	EXPENDITURES	REVENUE
NON-RECURRING		
FY 2008-09 ADOPTED BUDGET	**$ 104,677,000**	**$ 94,852,944**
MID-YEAR ADJUSTMENTS:		
Adjustment to Transportation Revenue - Pollack Forecast - *C-91-09-120-2-00*	$ -	$ (7,551,475)
Subtotal	$ -	$ (7,551,475)
FY 2008-09 REVISED BUDGET	**$ 104,677,000**	**$ 87,301,469**
NON-OPERATING 0001		
Fund Transfer from Transportation Operations Fund (232)	$ -	$ 35,544,286
Subtotal	$ -	$ 35,544,286
TRANSPORTATION PROJECTS		
Administration (TADM)	$ 15,960,537	$ -
County Arterials (ARTS)	8,280,000	-
Bridge Preservation (BRIG)	2,513,000	3,173,667
Planning (TPLN)	1,630,000	-
Dust Mitigation (DMIT)	6,050,000	1,007,500
Partnerships (PSUP)	1,530,000	416,667
Intelligent Transportation Systems (INTL)	1,470,000	-
MAG ALCP Projects (ALCP)	35,030,000	22,628,000
Pavement Preservation (PAVE)	5,270,000	-
Right-of-way (RWAY)	585,000	-
Safety Projects (SAFE)	530,000	-
Traffic Improvements (TIMP)	6,879,500	370,000
Subtotal	$ 85,728,037	$ 27,595,834
FY 2009-10 ADOPTED NON-RECURRING BUDGET	**$ 85,728,037**	**$ 63,140,120**
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 85,728,037**	**$ 63,140,120**

Transportation Capital Projects Fund (234) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 36,984,196	$ 38,923,859	$ 38,923,859	$ 52,277,299	$ 52,450,583
Beginning Unreserved/Undesignated Fund Balance	$ 36,984,196	$ 38,923,859	$ 38,923,859	$ 52,277,299	$ 52,450,583
Sources:					
Operating	$ 59,898,264	$ -	$ -	$ -	$ -
Non Recurring Non Project	30,347,943	94,852,944	87,301,469	66,680,101	63,140,120
Total Sources:	$ 90,246,207	$ 94,852,944	$ 87,301,469	$ 66,680,101	$ 63,140,120
Uses:					
Operating	$ -	$ -	$ -	$ -	$ -
Non Recurring Non Project	74,953,129	104,677,000	104,677,000	66,506,817	85,728,037
Total Uses:	$ 74,953,129	$ 104,677,000	$ 104,677,000	$ 66,506,817	$ 85,728,037
Operating Balance	$ 59,898,264	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 25	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 52,277,299	$ 29,099,803	$ 21,548,328	$ 52,450,583	$ 29,862,666
Ending Unreserved Fund Balance	$ 52,277,299	$ 29,099,803	$ 21,548,328	$ 52,450,583	$ 29,862,666

Detention Fund (255)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 2,743,527**	**$**	**-**
FY 2008-09 REVISED BUDGET		**$ 2,743,527**	**$**	**-**
FY 2008-09 REVISED RESTATED BUDGET		**$ 2,743,527**	**$**	**-**
FY 2009-10 BUDGET TARGET		**$ 2,743,527**	**$**	**-**
BASE ADJUSTMENTS:				
FULL YEAR RECOMMENDED BUDGET BALANCING ADJUSTMENTS:				
Vacancies				
Eliminate 1 Vacant Engineering Aide - O&M		$ (52,983)	$	-
Eliminate 1 Vacant Security Officer - Protective Services		(44,886)		-
	Subtotal	$ (97,869)	$	-
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 2,645,658**	**$**	**-**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 2,645,658**	**$**	**-**

Waste Tire Fund (290)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 5,730,000**	**$**	**5,730,000**
MID-YEAR ADJUSTMENTS:				
Fund Transfer to Waste Management Fund (580) for CIP Projects		$ (255,000)	$	-
	Subtotal	$ (255,000)	$	-
FY 2008-09 REVISED BUDGET		**$ 5,475,000**	**$**	**5,730,000**
FY 2009-10 BUDGET TARGET		**$ 5,475,000**	**$**	**5,730,000**
OTHER BASE ADJUSTMENTS				
Reduction in payments to CRM of America, LLC		$ (540,000)	$	-
Increase from Fund Transfer to Waste Management Fund (580) for CIP Projects in FY2008-09		255,000		-
Salary and Benefit Savings		(16,846)		-
Reduction in Revenue from the State of Arizona		-		(526,846)
Reduction in Revenues for Non-Permitted Individuals		-		(30,000)
	Subtotal	$ (301,846)	$	(556,846)
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 5,173,154**	**$**	**5,173,154**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 5,173,154**	**$**	**5,173,154**

Waste Tire Fund (290) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 6,970,507	$ 4,803,901	$ 4,803,901	$ 6,017,766	$ 2,871,519
Beginning Unreserved/Undesignated Fund Balance	$ 6,970,507	$ 4,803,901	$ 4,803,901	$ 6,017,766	$ 2,871,519
Sources:					
Operating	$ 5,172,394	$ 5,730,000	$ 5,730,000	$ 4,927,598	$ 5,173,154
Non Recurring Non Project	-	-	-	-	-
Total Sources:	$ 5,172,394	$ 5,730,000	$ 5,730,000	$ 4,927,598	$ 5,173,154
Uses:					
Operating	$ 6,125,137	$ 5,730,000	$ 5,475,000	$ 5,316,813	$ 5,173,154
Non Recurring Non Project	-	975,000	2,757,032	2,757,032	-
Total Uses:	$ 6,125,137	$ 6,705,000	$ 8,232,032	$ 8,073,845	$ 5,173,154
Operating Balance	$ (952,743)	$ -	$ 255,000	$ (389,215)	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 6,017,766	$ 3,828,901	$ 2,301,869	$ 2,871,519	$ 2,871,519
Ending Unreserved Fund Balance	$ 6,017,766	$ 3,828,901	$ 2,301,869	$ 2,871,519	$ 2,871,519

Solid Waste Management Fund (580)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET	**$**	**1,612,369**	**$**	**800,000**
MID-YEAR ADJUSTMENTS:				
Transfer in from Waste Tire Fund (290) for CIP Projects	$	255,000	$	-
Subtotal	$	255,000	$	-
FY 2008-09 REVISED BUDGET	**$**	**1,867,369**	**$**	**800,000**
BASE ADJUSTMENTS:				
FULL YEAR RECOMMENDED BUDGET BALANCING ADJUSTMENTS:				
OTHER BASE ADJUSTMENTS				
Hassayampa Steering Committee	$	396,000	$	-
Decrease Transfer in from Waste Tire Fund (290) for CIP Projects from FY 2008-09		(255,000)		-
Revenue Decrease - Overestimated Revenue from Transfer Stations		-		(75,000)
Subtotal	$	141,000	$	(75,000)
FY 2009-10 ADOPTED OPERATING BUDGET	**$**	**2,008,369**	**$**	**725,000**
NON-RECURRING				
NON-OPERATING 0001				
Queen Creek Landfill Closure	$	4,000,000	$	-
Gilbert Landfill Drainage Repair		740,000		-
Cave Creek Contamination Remediation		425,000		-
Landfill Maintenance (Aguila, Avondale and New River)		175,000		-
3 Replacement Vehicles		109,000		-
Transfer to CIP for Cave Creek		180,000		-
Subtotal	$	5,629,000	$	-
FY 2009-10 ADOPTED NON-RECURRING BUDGET	**$**	**5,629,000**	**$**	**-**
FY 2009-10 TOTAL ADOPTED BUDGET	**$**	**7,637,369**	**$**	**725,000**

Solid Waste Management Fund (580) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 8,235,789	$ 7,614,952	$ 7,614,952	$ 13,524,368	$ 11,194,798
Beginning Unreserved/Undesignated Fund Balance	$ 8,235,789	$ 7,614,952	$ 7,614,952	$ 13,524,368	$ 11,194,798
Sources:					
Operating	$ 1,380,726	$ 800,000	$ 800,000	$ 620,511	$ 725,000
Non Recurring Non Project	-	-	-	6,656	-
Total Sources:	$ 1,380,726	$ 800,000	$ 800,000	$ 627,167	$ 725,000
Uses:					
Operating	$ 1,429,810	$ 1,612,369	$ 1,867,369	$ 1,946,731	$ 2,008,369
Non Recurring Non Project	-	6,010,000	6,010,000	1,010,006	5,629,000
Total Uses:	$ 1,429,810	$ 7,622,369	$ 7,877,369	$ 2,956,737	$ 7,637,369
Operating Balance	$ (49,084)	$ (812,369)	$ (1,067,369)	$ (1,326,220)	$ (1,283,369)
Accounting Adjustments	$ 5,337,663	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 13,524,368	$ 792,583	$ 537,583	$ 11,194,798	$ 4,282,429
Ending Unreserved Fund Balance	$ 13,524,368	$ 792,583	$ 537,583	$ 11,194,798	$ 4,282,429

Solid Waste Grants Fund (581)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ -**	**$ -**
FY 2008-09 REVISED BUDGET	**$ -**	**$ -**
FY 2009-10 BUDGET TARGET	**$ -**	**$ -**
FY 2009-10 ADOPTED OPERATING BUDGET	**$ -**	**$ -**
NON-RECURRING		
NON-OPERATING 0001		
Grant Funds from USDA Utilities Program	$ 190,000	$ 190,000
Subtotal	$ 190,000	$ 190,000
FY 2009-10 ADOPTED NON-RECURRING BUDGET	**$ 190,000**	**$ 190,000**
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 190,000**	**$ 190,000**

Solid Waste Grants Fund (581) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ -	$ -	$ -	$ -	$ 18,317
Beginning Unreserved/Undesignated Fund Balance	$ -	$ -	$ -	$ -	$ 18,317
Sources:					
Operating	$ -	$ -	$ -	$ -	$ -
Non Recurring Non Project	-	-	435,586	181,396	190,000
Total Sources:	$ -	$ -	$ 435,586	$ 181,396	$ 190,000
Uses:					
Operating	$ -	$ -	$ -	$ -	$ -
Non Recurring Non Project	-	-	435,586	163,079	190,000
Total Uses:	$ -	$ -	$ 435,586	$ 163,079	$ 190,000
Ending Unreserved/Undesignated Fund Balance	$ -	$ -	$ -	$ 18,317	$ 18,317
Ending Unreserved Fund Balance	$ -	$ -	$ -	$ 18,317	$ 18,317

Public Works Flood Control Fund (988)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 35,962,289**	**$ 35,962,287**
FY 2008-09 REVISED BUDGET	**$ 35,962,289**	**$ 35,962,287**
TARGET ADJUSTMENTS:		
PERSONNEL SAVINGS ADJUSTMENT	$ 768,022	$ -
TECHNICAL ADJUSTMENTS		
Structural Balance	$ -	$ 768,024
Subtotal	$ -	$ 768,024
FY 2009-10 BUDGET TARGET	**$ 36,730,311**	**$ 36,730,311**
BASE ADJUSTMENTS:		
OTHER BASE ADJUSTMENTS		
Personnel and Risk Management Shift to Flood Control Operations Fund (991)	$ (1,011,461)	$ (1,011,461)
Subtotal	$ (1,011,461)	$ (1,011,461)
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 35,718,850**	**$ 35,718,850**
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 35,718,850**	**$ 35,718,850**

Public Works Flood Control Fund (988) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ -	$ -	$ -	$ -	$ -
Sources:					
Operating	$ -	$ 35,962,287	$ 35,962,287	$ 34,128,864	$ 35,718,850
Non Recurring Non Project	-	-	-	-	-
Total Sources:	$ -	$ 35,962,287	$ 35,962,287	$ 34,128,864	$ 35,718,850
Uses:					
Operating	$ -	$ 35,962,289	$ 35,962,289	$ 34,128,864	$ 35,718,850
Non Recurring Non Project	-	-	-	-	-
Total Uses:	$ -	$ 35,962,289	$ 35,962,289	$ 34,128,864	$ 35,718,850
Operating Balance	$ -	$ (2)	$ (2)	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ -	$ (2)	$ (2)	$ -	$ -
Ending Unreserved Fund Balance	$ -	$ (2)	$ (2)	$ -	$ -

Recorder

Analysis by Julia Smith, Management & Budget Analyst

Mission

The mission of the Recorders Office is to maintain a perpetual, comprehensive set of public records consisting of all documents appropriately presented for recording for the public so that any member of the public can readily access the information to conduct their personal and business activities with the assurance that, where appropriate, privacy will be protected and that their transactions were executed in accordance with the law.

Vision

Our vision is to be the most productive recording office with the best customer service and the best solutions for recording documents and accessing public records.

Strategic Goals

- **By June 30, 2008, increase the percentage of documents recorded from digital and electronic sources by 5% per fiscal year of total recordings compared to 46.73% at June 30, 2006.**

  Status: At the end of fiscal year 2008 the Recorder's Office recorded 1,178,625 documents of which 666,190 were digital and electronic recordings and comprised 56.52% of all documents recorded. At the end of fiscal year 2009 the Recorder's Office recorded 1,122,287 documents of which 761,489 were digital and electronic recordings and compromised 67.85% of all documents recorded. The percentage increase in digital and electronic recordings since the end of fiscal year 2006 was 21.12%, or an average of over 10% per fiscal year.

- **By December 31, 2008, increase the percentage of eligible customers who submit digitally recorded documents electronically from 22.9% at November 30, 2006 to 27.0%.**

  Status: With the passage of House Bill 2102 (Chapter 268) in September 2007 the Recorder's Office has seen a significant shift in workflow towards electronic processing. The department has seen an increase in the number of customers who submit their recordings electronically (ARS 11-461.C Section from HB2102 has specifically changed the definition of "trusted submitters" to include a much broader range of entities). At the end of December 2008 the Recorder's Office had 607 eligible customers who could submit their recordings digitally, of which 288 were actively conducting business through digital recordings. At the end of June 2009 the Recorder's Office had 610 eligible customers who could submit their recordings digitally, of which 356 were actively conducting business through digital recordings. This has seen an increase to 58.4% of our eligible customers submitting their recorded documents digitally.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
36RP - RECORDER	$ 9,541,840	$ 8,454,750	$ 8,454,750	$ 7,099,462	$ 6,602,597	$ (1,852,153)	-21.9%
DCOP - DOCUMENT OPERATIONS	8,577,227	7,620,750	7,620,750	6,497,615	6,060,197	(1,560,553)	-20.5%
MOUT - MAILOUT	405,641	360,000	360,000	208,199	180,000	(180,000)	-50.0%
MCRO - MICROGRAPHICS	101,548	90,000	90,000	82,016	74,400	(15,600)	-17.3%
PASS - PUBLIC ASSISTANCE	457,424	384,000	384,000	311,632	288,000	(96,000)	-25.0%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 3	$ 3	$ -	$ 3	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	-	3	3	-	3	-	0.0%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ 100,531	$ -	$ -	0.0%
GGOV - GENERAL GOVERNMENT	-	-	-	100,531	-	-	0.0%
99IT - INFORMATION TECHNOLOGY	$ 4,868,126	$ 4,429,134	$ 4,429,134	$ 3,960,750	$ 3,942,000	$ (487,134)	-11.0%
BUAS - BUSINESS APPLICATION DEV SUPP	4,868,126	4,429,134	4,429,134	3,960,750	3,942,000	(487,134)	-11.0%
TOTAL PROGRAMS	**$ 14,409,966**	**$ 12,883,887**	**$ 12,883,887**	**$ 11,160,743**	**$ 10,544,600**	**$ (2,339,287)**	**-18.2%**
USES							
36RP - RECORDER	$ 1,574,892	$ 1,933,942	$ 1,933,942	$ 1,430,545	$ 1,588,279	$ 345,663	17.9%
DCOP - DOCUMENT OPERATIONS	866,249	809,983	809,983	762,988	875,533	(65,550)	-8.1%
MOUT - MAILOUT	367,397	500,719	500,719	329,247	339,303	161,416	32.2%
MCRO - MICROGRAPHICS	110,935	348,737	348,737	135,635	204,946	143,791	41.2%
PASS - PUBLIC ASSISTANCE	230,311	274,503	274,503	202,675	168,497	106,006	38.6%
99AS - ADMINISTRATIVE SERVICES	$ 811,785	$ 717,720	$ 717,720	$ 719,317	$ 731,949	$ (14,229)	-2.0%
ODIR - EXECUTIVE MANAGEMENT	542,926	428,082	428,082	429,074	429,940	(1,858)	-0.4%
FSAC - FINANCIAL SERVICES	106,749	116,500	116,500	119,943	119,198	(2,698)	-2.3%
HRAC - HUMAN RESOURCES	98,006	107,273	107,273	107,271	116,325	(9,052)	-8.4%
PROC - PROCUREMENT	64,104	65,865	65,865	63,029	66,486	(621)	-0.9%
99GV - GENERAL GOVERNMENT	$ 3,576	$ 10,320	$ 1,881,679	$ 1,877,879	$ 2,462	$ 1,879,217	99.9%
GGOV - GENERAL GOVERNMENT	-	-	1,871,359	1,871,359	-	1,871,359	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	3,576	10,320	10,320	6,520	2,462	7,858	76.1%
99IT - INFORMATION TECHNOLOGY	$ 6,224,572	$ 4,120,026	$ 4,120,026	$ 3,921,594	$ 3,635,725	$ 484,301	11.8%
BUAS - BUSINESS APPLICATION DEV SUPP	5,381,715	2,906,715	2,906,715	3,259,417	3,072,079	(165,364)	-5.7%
DACR - DATA CENTER	651,986	400,000	400,000	(273)	-	400,000	100.0%
DESK - DESKTOP SUPPORT	-	239,000	239,000	-	-	239,000	100.0%
HDSP - HELP DESK SUPPORT	190,871	574,311	574,311	662,450	563,646	10,665	1.9%
TOTAL PROGRAMS	**$ 8,614,825**	**$ 6,782,008**	**$ 8,653,367**	**$ 7,949,335**	**$ 5,958,415**	**$ 2,694,952**	**31.1%**

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 13,185,903	$ 11,940,002	$ 11,940,002	$ 10,403,963	$ 9,900,002	$ (2,040,000)	-17.1%
SUBTOTAL	$ 13,185,903	$ 11,940,002	$ 11,940,002	$ 10,403,963	$ 9,900,002	$ (2,040,000)	-17.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 259,450	$ 109,134	$ 109,134	$ 154,665	$ 390,000	$ 280,866	257.4%
0650 - MISCELLANEOUS REVENUE	964,613	834,751	834,751	602,115	254,598	(580,153)	-69.5%
SUBTOTAL	$ 1,224,063	$ 943,885	$ 943,885	$ 756,780	$ 644,598	$ (299,287)	-31.7%
ALL REVENUES	$ 14,409,966	$ 12,883,887	$ 12,883,887	$ 11,160,743	$ 10,544,600	$ (2,339,287)	-18.2%
TOTAL SOURCES	**$ 14,409,966**	**$ 12,883,887**	**$ 12,883,887**	**$ 11,160,743**	**$ 10,544,600**	**$ (2,339,287)**	**-18.2%**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 3,125,923	$ 3,358,141	$ 3,358,141	$ 3,170,063	$ 3,021,202	$ 336,939	10.0%
0710 - OVERTIME	34,573	10,500	10,500	24,831	11,496	(996)	-9.5%
0750 - FRINGE BENEFITS	1,015,905	1,218,330	1,218,330	1,138,975	1,045,619	172,711	14.2%
0790 - OTHER PERSONNEL SERVICES	21,885	7,740	7,740	14,836	3,087	4,653	60.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(336)	-	-	-	-	-	
SUBTOTAL	$ 4,197,950	$ 4,594,711	$ 4,594,711	$ 4,348,705	$ 4,081,404	$ 513,307	11.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 835,691	$ 418,952	$ 418,952	$ 497,790	$ 405,875	$ 13,077	3.1%
0804 - NON-CAPITAL EQUIPMENT	397,990	260,000	260,000	103,466	114,000	146,000	56.2%
SUBTOTAL	$ 1,233,681	$ 678,952	$ 678,952	$ 601,256	$ 519,875	$ 159,077	23.4%
SERVICES							
0810 - LEGAL SERVICES	$ 3,956	$ -	$ -	$ -	$ -	$ -	
0812 - OTHER SERVICES	1,775,425	388,624	388,624	142,033	292,900	95,724	24.6%
0820 - RENT & OPERATING LEASES	29,889	59,632	59,632	33,413	43,900	15,732	26.4%
0825 - REPAIRS AND MAINTENANCE	565,197	94,250	94,250	166,817	137,000	(42,750)	-45.4%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	1,871,359	1,871,359	-	1,871,359	100.0%
0839 - INTERNAL SERVICE CHARGES	100,498	16,000	16,000	64,453	95,100	(79,100)	-494.4%
0841 - TRAVEL	22,860	3,439	3,439	3,882	29,050	(25,611)	-744.7%
0842 - EDUCATION AND TRAINING	35,946	55,550	55,550	31,080	79,406	(23,856)	-42.9%
0843 - POSTAGE/FREIGHT/SHIPPING	129,458	249,750	249,750	84,051	106,180	143,570	57.5%
0850 - UTILITIES	-	2,100	2,100	2,865	3,600	(1,500)	-71.4%
SUBTOTAL	$ 2,663,229	$ 869,345	$ 2,740,704	$ 2,399,953	$ 787,136	$ 1,953,568	71.3%
CAPITAL							
0920 - CAPITAL EQUIPMENT	519,965	639,000	639,000	599,421	570,000	69,000	10.8%
SUBTOTAL	$ 519,965	$ 639,000	$ 639,000	$ 599,421	$ 570,000	$ 69,000	10.8%
TOTAL USES	**$ 8,614,825**	**$ 6,782,008**	**$ 8,653,367**	**$ 7,949,335**	**$ 5,958,415**	**$ 2,694,952**	**31.1%**

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 9,541,840	$ 8,454,753	$ 8,454,753	$ 7,099,462	$ 6,602,600	$ (1,852,153)	-21.9%
FUND TOTAL SOURCES	$ 9,541,840	$ 8,454,753	$ 8,454,753	$ 7,099,462	$ 6,602,600	$ (1,852,153)	-21.9%
236 RECORDERS SURCHARGE							
OPERATING	$ 4,868,126	$ 4,429,134	$ 4,429,134	$ 4,061,281	$ 3,942,000	$ (487,134)	-11.0%
NON-RECURRING	-	-	-	-	-	-	
FUND TOTAL SOURCES	$ 4,868,126	$ 4,429,134	$ 4,429,134	$ 4,061,281	$ 3,942,000	$ (487,134)	-11.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 14,409,966	$ 12,883,887	$ 12,883,887	$ 11,160,743	$ 10,544,600	$ (2,339,287)	-18.2%
DEPARTMENT TOTAL SOURCES	$ 14,409,966	$ 12,883,887	$ 12,883,887	$ 11,160,743	$ 10,544,600	$ (2,339,287)	-18.2%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 2,326,088	$ 2,279,710	$ 2,279,710	$ 2,050,707	$ 2,095,117	$ 184,593	8.1%
236 RECORDERS SURCHARGE							
OPERATING	$ 6,288,737	$ 3,863,298	$ 3,863,298	$ 3,616,769	$ 3,498,813	$ 364,485	9.4%
NON-RECURRING	-	639,000	2,510,359	2,281,859	364,485	2,145,874	85.5%
FUND TOTAL USES	$ 6,288,737	$ 4,502,298	$ 6,373,657	$ 5,898,628	$ 3,863,298	$ 2,510,359	39.4%
DEPARTMENT OPERATING TOTAL USES	$ 8,614,825	$ 6,143,008	$ 6,143,008	$ 5,667,476	$ 5,593,930	$ 549,078	8.9%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 639,000	$ 2,510,359	$ 2,281,859	$ 364,485	$ 2,145,874	85.5%
DEPARTMENT TOTAL USES	$ 8,614,825	$ 6,782,008	$ 8,653,367	$ 7,949,335	$ 5,958,415	$ 2,694,952	31.1%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
360 - RECORDER								
ADMINISTRATIVE SERVICES								
EXECUTIVE MANAGEMENT	4.00	4.00	3.00	3.00	(1.00)	-25.00%	-	0.00%
FINANCIAL SERVICES	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
HUMAN RESOURCES	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
PROCUREMENT	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
PROGRAM TOTAL	9.00	9.00	8.00	8.00	(1.00)	-11.11%	-	0.00%
INFORMATION TECHNOLOGY								
BUSINESS APPLICATION DEV SUPP	27.00	27.00	23.00	22.00	(5.00)	-18.52%	(1.00)	-4.35%
HELP DESK SUPPORT	5.00	5.00	5.00	4.00	(1.00)	-20.00%	(1.00)	-20.00%
PROGRAM TOTAL	32.00	32.00	28.00	26.00	(6.00)	-18.75%	(2.00)	-7.14%
RECORDER								
DOCUMENT OPERATIONS	24.00	24.00	20.00	20.00	(4.00)	-16.67%	-	0.00%
MAILOUT	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
MICROGRAPHICS	2.00	2.00	1.00	1.00	(1.00)	-50.00%	-	0.00%
PUBLIC ASSISTANCE	5.00	5.00	4.00	3.00	(2.00)	-40.00%	(1.00)	-25.00%
PROGRAM TOTAL	36.00	36.00	30.00	29.00	(7.00)	-19.44%	(1.00)	-3.33%
DEPARTMENT TOTAL	**77.00**	**77.00**	**66.00**	**63.00**	**(14.00)**	**-18.18%**	**(3.00)**	**-4.55%**

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
360 - RECORDER	-	-	-	-	-			
Executive Assistant	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Accounting Specialist	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Office Assistant Specialized	29.00	29.00	21.00	21.00	(8.00)	-27.59%	.00	0.00%
Admin/Operations Specialist	5.00	5.00	5.00	5.00	-	0.00%	.00	0.00%
Elected	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Chief Deputy - Recorder	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Administrative Supervisor	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Administrative Staff Supv	7.00	7.00	5.00	4.00	(3.00)	-42.86%	(1.00)	-20.00%
Applications Development Supv	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
IT Services Supv	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Systems Admin & Analysis Supv	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Administrative Manager	1.00	1.00	-	1.00	-	0.00%	1.00	
IT Operations Manager	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
IT Division Manager	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Program Coordinator	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Procurement Specialist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Business/Systems Analyst	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Programmer/Analyst	9.00	9.00	8.00	6.00	(3.00)	-33.33%	(2.00)	-25.00%
Programmer/Analyst - Sr/Ld	1.00	1.00	2.00	2.00	1.00	100.00%	.00	0.00%
Systems/Network Admin-Sr/Ld	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Web Designer/Developer	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Web Designer/Developer-Sr/Ld	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Help Desk Coordinator	2.00	2.00	2.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Help Desk Coordinator - Sr/Ld	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
PC/LAN Tech Support	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Deptartment Total	**77.00**	**77.00**	**66.00**	**63.00**	**(14.00)**	**-18.18%**	**(3.00)**	**-4.55%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
DEPARTMENT TOTAL	**49.00**	**49.00**	**49.79**	**39.79**	**(9.21)**	**-18.80%**	**(10.00)**	**-20.08%**
360 - RECORDER								
100 - GENERAL	43.00	43.00	37.00	36.00	(7.00)	-16.28%	(1.00)	-2.70%
236 - RECORDERS SURCHARGE	34.00	34.00	29.00	27.00	(7.00)	-20.59%	(2.00)	-6.90%
DEPARTMENT TOTAL	**77.00**	**77.00**	**66.00**	**63.00**	**(14.00)**	**-18.18%**	**(3.00)**	**-4.55%**

General Adjustments

Budget Balancing – The Recorder's Office is eliminating seven (7) positions resulting in an operating savings of $495,729.

Other Base Adjustments – A projected decrease in revenue, totaling $487,134, is estimated for FY 2009-10. This reduction in revenue is due to a diminished number of monthly recordings.

Programs and Activities

Recorder's Program

The purpose of the Recorders program is to maintain a perpetual, comprehensive set of public records consisting of all documents appropriately presented for recording for the public so that any member of the public can readily access the information to conduct their personal and business activities with the assurance that, where appropriate, privacy will be protected and that their transactions were executed in accordance with the law.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of documents incorrectly recorded	0.5%	0.5%	0.5%	0.0%	0.0%
The percentage of daily CD Master Reports completed within three work days following presentation	99.5%	99.5%	99.5%	0.0%	0.0%
Percent of documents incorrectly processed	0.6%	0.6%	0.6%	0.0%	0.0%
Percent of all copy requests of fewer than 10 pages completed within one hour and of all larger requests completed within 24 hours	99.9%	99.9%	99.9%	0.0%	0.0%

Activities that comprise this program include:

- Document Operations
- Micrographics
- Mail out
- Public Assistance

Document Operations Activity

The purpose of the Document Operations Activity is to provide a public record of transactions for the general public so that they can conduct their personal and business activities expeditiously with the assurance that their transactions were executed in accordance with the law.

Mandates: A.R.S. §11-461 establishes that the Recorder shall have custody of and shall keep all records, maps and papers deposited in the Recorder's Office, instruments offered for Recording, record identification to uniquely identify each instrument and to fix its position within the sequence of recordings, and record location to enable each instrument to be retrieved for purposes of inspection; A.R.S. §11-462 establishes the numeration of indices: A.R.S. §11-463 establishes the manner of keeping indices; A.R.S. §11-464 establishes that the Recorder shall record master forms in the official records, indexing the forms in such manner that they can be easily located; A.R.S. §11-465 establishes that the Recorder shall record, without fee, the discharge papers of officers and enlisted personnel of the military and naval forces of the United States; A.R.S. §11-466 establishes the Recorder shall file and record the certified copies of judgments affecting real property; A.R.S. §11-468 establishes place of recording instruments; A.R.S. §11-469 establishes the instruments are deemed recorded by indicating the time (hour, day, month and year of recording) and the record identification of the instrument; A.R.S. §11-470 establishes when an instrument authorized by law to be recorded is deposited in the recorder's office for record, the recorder shall give to the person depositing the instrument, if required, a receipt specifying the particulars thereof; A.R.S. §11-471 establishes the manner of recording; A.R.S. §11-472 establishes keeping of blotter; A.R.S. §11-473 establishes the inspection of records by any person; A.R.S. §11-474 establishes certification of copies of documents; A.R.S. §11-475 establishes the Recorder's fees; A.R.S. §11-476 establishes the preservation of County records, transcription and certification; A.R.S. §11-477 establishes the liability for neglect or misfeasance; A.R.S. §11-478 establishes the reproduction and microphotography of records; A.R.S. §11-479 establishes the requirements and exceptions for destruction of records; A.R.S. §11-480 establishes the requirements for form of instruments; A.R.S. §11-481 establishes title and size prerequisites for recording maps and

plats, recording fees, and exceptions; A.R.S. §11-482 establishes any recorded instrument may be incorporated by reference and that a legal description be sufficient to determine the physical location of real property; A.R.S. §11-483 establishes definitions for confidentiality for records maintained by County Recorder.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of documents incorrectly recorded	0.0%	0.5%	0.0%	(0.5%)	-100.0%
Output	Number of documents recorded.	1,178,625	1,561,500	960,000	(601,500)	-38.5%
Output	Number of recorded documents indexed	1,122,287	1,596,900	1,000,000	(596,900)	-37.4%
Demand	Number of documents presented for recording	1,178,625	1,561,500	1,561,500	-	0.0%
Demand	Number of recorded documents presented for indexing	1,122,287	1,596,900	1,596,900	-	0.0%
Efficiency	Cents per document recorded	$ 0.34	$ 0.52	$ 0.91	$ (0.39)	75.8%
Revenue						
	100 - GENERAL	$ 8,577,227	$ 7,620,750	$ 6,060,197	$ (1,560,553)	-20.5%
	TOTAL SOURCES	$ 8,577,227	$ 7,620,750	$ 6,060,197	$ (1,560,553)	-20.5%
Expenditure						
	100 - GENERAL	$ 866,249	$ 809,983	$ 875,533	$ 65,550	8.1%
	TOTAL USES	$ 866,249	$ 809,983	$ 875,533	$ 65,550	8.1%

Activity Narrative: The Document Operations Activity is reducing four (4) positions. These positions are being eliminated with the expected demand for services.

Mail Out Activity

The purpose of the Mail Out Activity is to provide and prepare outgoing recorded documents for businesses and the general public so they can receive original documents in a timely manner for business and/or personal use.

Mandates: A.R.S. §11-469 establishes that instrument shall be considered recorded from the time it is accepted for record. The recorder shall certify every instrument so recorded, indicating the hour, day, month and year of recording and the record identification of the instrument. The recorder upon demand shall make and deliver certified copies of instruments recorded in the Recorder's office.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of documents incorrectly processed	0.55%	0.55%	0.55%	0.0%	0.0%
Output	Number of documents delivered	755,980	755,980	755,980	-	0.0%
Demand	Number of documents recorded for delivery	768,512	768,512	768,512	-	0.0%
Efficiency	Cents per document delivered	$ 0.49	$ 0.66	$ 0.45	$ 0.21	-32.2%
Revenue						
	100 - GENERAL	$ 405,641	$ 360,000	$ 180,000	$ (180,000)	-50%
	TOTAL SOURCES	$ 405,641	$ 360,000	$ 180,000	$ (180,000)	-50%
Expenditure						
	100 - GENERAL	$ 367,397	$ 500,719	$ 339,303	$ (161,416)	-32%
	TOTAL USES	$ 367,397	$ 500,719	$ 339,303	$ (161,416)	-32%

Micrographics Activity

The purpose of the Micrographics Activity is to provide film and computer disks for the general public, vendors and title companies so that they may gain access to recorded documents.

Mandates: A.R.S. §11-478 establishes the reproduction and microphotography of records.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	The percentage of daily CD Master Reports completed within three work days following presentation	99.5%	99.5%	99.5%	0.0%	0.0%
Output	The Number of daily CD Master Reports completed	8,000,000	8,000,000	8,000,000	-	0.0%
Output	Number of documents scanned	10,501,015	10,501,015	11,684,475	1,183,460	11.3%
Demand	Number of documents presented for scanning	10,501,015	10,501,015	11,684,475	1,183,460	11.3%
Efficiency	Cents cost per document scanned	$ 0.011	$ 0.010	$ 0.004	$ 0.007	-62.9%
Revenue						
	100 - GENERAL	$ 101,548	$ 90,000	$ 74,400	$ (15,600)	-17.3%
	TOTAL SOURCES	$ 101,548	$ 90,000	$ 74,400	$ (15,600)	-17.3%
Expenditure						
	100 - GENERAL	$ 110,874	$ 108,733	$ 44,946	$ (63,787)	-58.7%
	236 - RECORDERS SURCHARGE	61	240,004	160,000	(80,004)	-33.3%
	TOTAL USES	$ 110,935	$ 348,737	$ 204,946	$ (143,791)	-92.0%

Activity Narrative: The Micrographics Activity is reducing one position. This position is being eliminated due to a decrease in demand for services.

Public Assistance Activity

The purpose of the Public Assistance Activity is to make copies of public records for the general public, title company and service companies so that they can quickly obtain copies of their recorded activities.

Mandates: A.R.S. §11-472 establishes keeping of blotter; A.R.S. §11-473 establishes the inspection of records by any person.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of all copy requests of fewer than 10 pages completed within one hour and of all larger requests completed within 24 hours	99.9%	99.9%	99.9%	0.0%	0.0%
Output	Number of copies made	210,441	210,441	165,000	(45,441)	-21.6%
Output	Total number of copy requests	59,315	59,315	35,000	(24,315)	-41.0%
Demand	Number of copies requested	59,315	59,315	35,000	(24,315)	-41.0%
Efficiency	Cents per copy	$ 1.09	$ 1.30	$ 1.02	$ 0.28	-21.7%
Revenue						
	100 - GENERAL	$ 457,424	$ 384,000	$ 288,000	$ (96,000)	-25.0%
	TOTAL SOURCES	$ 457,424	$ 384,000	$ 288,000	$ (96,000)	-25.0%
Expenditure						
	100 - GENERAL	$ 230,311	$ 274,503	$ 168,497	$ (106,006)	-38.6%
	TOTAL USES	$ 230,311	$ 274,503	$ 168,497	$ (106,006)	-38.6%

Activity Narrative: The Public Assistance Activity is reducing two (2) positions. These positions are being eliminated due to the decrease in demand for services.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 2,279,710**	**$**	**8,454,753**
FY 2008-09 REVISED BUDGET		**$ 2,279,710**	**$**	**8,454,753**
TARGET ADJUSTMENTS:				
PERSONNEL SAVINGS ADJUSTMENT		$ 290,638	$	-
MANDATED CHANGES TO EXPENDITURES				
Elected Official Pay Increase		$ 5,626	$	-
	Subtotal	$ 5,626	$	-
FY 2009-10 BUDGET TARGET		**$ 2,575,974**	**$**	**8,454,753**
BASE ADJUSTMENTS:				
FULL YEAR RECOMMENDED BUDGET BALANCING ADJUSTMENTS:				
Vacancies				
Eliminate 4 Document Operations Positions		$ (317,393)	$	-
Eliminate 1 Micrographics Positions		(72,098)		-
Eliminate 2 Public Assistance Positions		(106,238)		-
	Subtotal	$ (495,729)	$	-
OTHER BASE ADJUSTMENTS				
Personnel Savings to 3%		$ 14,872	$	-
Revenue Reduction based on 80,000 Recordings		-		(1,852,153)
	Subtotal	$ 14,872	$	(1,852,153)
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 2,095,117**	**$**	**6,602,600**

Recorder's Surcharge (236)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 3,863,298**	**$ 4,429,134**
FY 2008-09 REVISED BUDGET		**$ 3,863,298**	**$ 4,429,134**
FY 2009-10 BUDGET TARGET		**$ 3,863,298**	**$ 4,429,134**
BASE ADJUSTMENTS:			
BUDGET BALANCING			
Vacancies			
Eliminate 3 Positions (RIF)		$ (207,018)	$ -
Eliminate 4 Contract positions for redcap		(157,467)	-
	Subtotal	$ (364,485)	$ -
OTHER BASE ADJUSTMENTS			
Revenue reduction based on 80,000 monthly recordings		$ -	$ (487,134)
	Subtotal	$ -	$ (487,134)
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 3,498,813**	**$ 3,942,000**
NON-RECURRING			
NON-RECURRING 0001			
Technology Equipment		$ 364,485	$ -
	Subtotal	$ 364,485	$ -
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 3,863,298**	**$ 3,942,000**

Recorder's Surcharge Fund (236) Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 6,789,316	$ 5,737,730	$ 5,737,730	$ 5,368,706	$ 3,531,359
Beginning Unreserved/Undesignated Fund Balance	$ 6,789,316	$ 5,737,730	$ 5,737,730	$ 5,368,706	$ 3,531,359
Sources:					
Operating	$ 4,868,126	$ 4,429,134	$ 4,429,134	$ 4,061,281	$ 3,942,000
Total Sources:	$ 4,868,126	$ 4,429,134	$ 4,429,134	$ 4,061,281	$ 3,942,000
Uses:					
Operating	$ 6,288,737	$ 3,863,298	$ 3,863,298	$ 3,616,769	$ 3,498,813
Non-Recurring	-	639,000	2,510,359	2,281,859	364,485
Total Uses:	$ 6,288,737	$ 4,502,298	$ 6,373,657	$ 5,898,628	$ 3,863,298
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 5,368,706	$ 5,664,566	$ 3,793,207	$ 3,531,359	$ 3,610,061
Ending Unreserved Fund Balance	$ 5,368,706	$ 5,664,566	$ 3,793,207	$ 3,531,359	$ 3,610,061

Research and Reporting

Analysis by Maria Tutelman, Management & Budget Analyst

Summary

Mission

The mission of the Research & Reporting Department is to provide survey data services to county managers so they can more effectively manage for results using statistically reliable data.

Strategic Goals

The Department is currently in the process of updating its strategic goals.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
46RR - RESEARCH AND REPORTING	$ 50,000	$ -	$ -	$ 69,729	$ 119,729	$ 119,729	
OACS - OUTSIDE AGENCY CONTRACT SURVEY	50,000	-	-	69,729	119,729	119,729	
TOTAL PROGRAMS	$ 50,000	$ -	$ -	$ 69,729	$ 119,729	$ 119,729	
USES							
46RR - RESEARCH AND REPORTING	$ 291,518	$ 247,209	$ 247,209	$ 235,230	$ 307,156	$ (59,947)	-24.2%
CDCS - COUNTY DEPT CONTRACTED SURVEYS	(12,760)	-	-	(5,000)	-	-	
SURV - COUNTY SPONSORED SURVEYS	304,278	247,209	247,209	240,230	257,156	(9,947)	-4.0%
OACS - OUTSIDE AGENCY CONTRACT SURVEY	-	-	-	-	50,000	(50,000)	
99AS - ADMINISTRATIVE SERVICES	$ 81,491	$ 79,896	$ 79,896	$ 82,346	$ 80,353	$ (457)	-0.6%
ODIR - EXECUTIVE MANAGEMENT	64,855	61,962	61,962	64,881	62,195	(233)	-0.4%
FSAC - FINANCIAL SERVICES	8,318	8,967	8,967	8,790	9,079	(112)	-1.2%
HRAC - HUMAN RESOURCES	8,318	8,967	8,967	8,675	9,079	(112)	-1.2%
99GV - GENERAL GOVERNMENT	$ -	$ 638	$ 638	$ 636	$ 4,461	$ (3,823)	-599.2%
ISFC - INTERNAL SERVICE FUND CHARGES	-	638	638	636	4,461	(3,823)	-599.2%
TOTAL PROGRAMS	$ 373,009	$ 327,743	$ 327,743	$ 318,212	$ 391,970	$ (64,227)	-19.6%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ -	$ -	$ -	$ -	$ 119,729	$ 119,729	
SUBTOTAL	$ -	$ -	$ -	$ -	$ 119,729	$ 119,729	
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ -	$ -	$ 69,729	$ -	$ -	
SUBTOTAL	$ -	$ -	$ -	$ 69,729	$ -	$ -	
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 50,000	$ -	$ -	$ -	$ -	$ -	
SUBTOTAL	$ 50,000	$ -	$ -	$ -	$ -	$ -	
TOTAL SOURCES	$ 50,000	$ -	$ -	$ 69,729	$ 119,729	$ 119,729	

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 227,840	$ 221,689	$ 221,689	$ 226,498	$ 224,633	$ (2,944)	-1.3%
0705 - TEMPORARY PAY	58,109	48,036	48,036	14,740	87,007	(38,971)	-81.1%
0750 - FRINGE BENEFITS	87,651	78,816	78,816	77,450	84,443	(5,627)	-7.1%
0790 - OTHER PERSONNEL SERVICES	5,630	5,000	5,000	4,024	5,000	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(19,500)	(46,000)	(46,000)	(18,000)	(112,000)	66,000	-143.5%
SUBTOTAL	$ 359,730	$ 307,541	$ 307,541	$ 304,712	$ 370,083	$ (62,542)	-20.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 6,390	$ 6,000	$ 6,000	$ 5,457	$ 6,162	$ (162)	-2.7%
SUBTOTAL	$ 6,390	$ 6,000	$ 6,000	$ 5,457	$ 6,162	$ (162)	-2.7%
SERVICES							
0812 - OTHER SERVICES	$ -	$ 2,000	$ 2,000	$ 664	$ 2,000	-	0.0%
0820 - RENT & OPERATING LEASES	-	6,000	6,000	2,000	6,000	-	0.0%
0825 - REPAIRS AND MAINTENANCE	-	1,000	1,000	332	1,000	-	0.0%
0839 - INTERNAL SERVICE CHARGES	4,992	800	800	960	3,945	(3,145)	-393.1%
0841 - TRAVEL	1,887	1,962	1,962	1,383	1,980	(18)	-0.9%
0842 - EDUCATION AND TRAINING	10	500	500	332	600	(100)	-20.0%
0843 - POSTAGE/FREIGHT/SHIPPING	-	200	200	64	200	-	0.0%
SUBTOTAL	$ 6,889	$ 12,462	$ 12,462	$ 5,735	$ 15,725	$ (3,263)	-26.2%
CAPITAL							
0950 - DEBT SERVICE	$ -	$ 1,740	$ 1,740	$ 2,308	$ -	$ 1,740	100.0%
SUBTOTAL	$ -	$ 1,740	$ 1,740	$ 2,308	$ -	$ 1,740	100.0%
TOTAL USES	$ 373,009	$ 327,743	$ 327,743	$ 318,212	$ 391,970	$ (64,227)	-19.6%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 50,000	$ -	$ -	$ 69,729	$ 119,729	$ 119,729	
FUND TOTAL	$ 50,000	$ -	$ -	$ 69,729	$ 119,729	$ 119,729	
DEPARTMENT OPERATING TOTAL	$ 50,000	$ -	$ -	$ 69,729	$ 119,729	$ 119,729	
DEPARTMENT TOTAL	$ 50,000	$ -	$ -	$ 69,729	$ 119,729	$ 119,729	

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 373,009	$ 327,743	$ 327,743	$ 318,212	$ 391,970	$ (64,227)	-19.6%
FUND TOTAL	$ 373,009	$ 327,743	$ 327,743	$ 318,212	$ 391,970	$ (64,227)	-19.6%
DEPARTMENT OPERATING TOTAL	$ 373,009	$ 327,743	$ 327,743	$ 318,212	$ 391,970	$ (64,227)	-19.6%
DEPARTMENT TOTAL	$ 373,009	$ 327,743	$ 327,743	$ 318,212	$ 391,970	$ (64,227)	-19.6%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS VARIANCE	%	FORECAST VS VARIANCE	%
ADMINISTRATIVE SERVICES								
EXECUTIVE MANAGEMENT	0.50	0.50	0.50	0.50	-	0.00%	-	0.00%
FINANCIAL SERVICES	0.20	0.20	0.20	0.20	-	0.00%	-	0.00%
HUMAN RESOURCES	0.20	0.20	0.20	0.20	-	0.00%	-	0.00%
PROGRAM TOTAL	0.90	0.90	0.90	0.90	-	0.00%	-	0.00%
RESEARCH AND REPORTING								
COUNTY SPONSORED SURVEYS	4.85	4.85	4.85	4.85	-	0.00%	-	0.00%
PROGRAM TOTAL	4.85	4.85	4.85	4.85	-	0.00%	-	0.00%
DEPARTMENT TOTAL	5.75	5.75	5.75	5.75	-	0.00%	-	0.00%

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
Office Assistant	1.25	1.25	1.25	1.25	-	0.00%	.00	0.00%
Office Assistant Specialized	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Director - Research & Report	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Program Coordinator	0.50	0.50	0.50	0.50	-	0.00%	.00	0.00%
Deptartment Total	5.75	5.75	5.75	5.75	-	0.00%	.00	0.00%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
100 - GENERAL	5.75	5.75	5.75	5.75	-	0.00%	-	0.00%
DEPARTMENT TOTAL	5.75	5.75	5.75	5.75	-	0.00%	-	0.00%

Significant Variance Analysis

Three temporary part-time positions were created to address increased surveys for the Outside Agencies Contracted Surveys Activity. These positions will be funded via contracts with these outside agencies.

General Adjustments

Budget Balancing Adjustments:

Debt Reduction

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce operating expenses for equipment. This results in an operating savings of $2,596.

Base Adjustments:

- Right-size various personnel and services charges resulting in a reduction of $2,762.

Programs and Activities

Research and Reporting Program

The purpose of the Research and Reporting Program is to provide survey data services to county managers and external agencies so they can have statistically valid data upon which to base informed decisions.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of eligible respondents who are interviewed (Rate of Response or Participation Rate)	Not Reported	94.7%	95.0%	0.3%	0.3%
Percent of of eligible respondents who are interviewed (Rate of Reponse or Participation Rate)	Not Reported	90.9%	90.6%	-0.3%	-0.3%
Percent of eligible respondents who are interviewed (Rate of Response or Participation Rate	Not Reported	Not Reported	96.0%		

Activities that comprise this program include:

- County Department Contracted Surveys
- County Sponsored Surveys
- Outside Agency Contracted Surveys

County Department Contracted Surveys Activity

The purpose of the County Department Contracted Surveys Activity is to provide survey data to county agencies and departments so they have statistically valid data upon which to base informed decisions.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of eligible respondents who are interviewed (Rate of Response or Participation Rate)	Not Reported	94.7%	95.0%	0.3%	0.3%
Output	Number of respondents	Not Reported	950	950	-	0.0%
Demand	Number of eligible respondents	Not Reported	950	950	-	0.0%
Efficiency	Number of eligible respondents	Not Reported	$0.00	$0.00	$0.00	
Expenditure						
	100 - GENERAL	$ (12,760)	$ -	$ -		
	TOTAL USES	$ (12,760)	$ -	$ -		

Activity Narrative: Services provided in this Activity are reimbursed to the Department by departments within the County who contract for surveys; therefore, there is a zero net impact to this Activity's budget. No growth is expected in demand for services.

County Sponsored Surveys Activity

The purpose of the County Sponsored Surveys Activity is to collect data from employees and customers and develop reports for County Management so they have statistically valid data upon which to base informed decisions.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of eligible respondents who are interviewed (Rate of Response or Participation Rate)	No Reported	90.9%	90.6%	-0.3%	-0.3%
Output	Total number of respondents	Not Reported	11,000	11,961	961	8.7%
Demand	Number of eligible respondents	Not Reported	11,000	11,961	961	8.7%
Efficiency	Cost per interview	Not Reported	$24.72	$23.72	$1.00	4.0%
Expenditure						
	100 - GENERAL	$ 304,278	$ 247,209	$ 257,156	$ (9,947)	-4.0%
	TOTAL USES	$ 304,278	$ 247,209	$ 257,156	$ (9,947)	-4.0%

Activity Narrative: Demand is expected to increase from 11,000 to 11,961 respondents, almost 1,000 more respondents than the previous year. The elected and court departments are not required to participate in the Employee Satisfaction Survey. In FY 2009-10, the Adult Probation Department will participate in the survey, which results in the increased demand. 100% of demand will be met; therefore, due to the resulting increase in output, the cost per interview will decrease from $24.72 to $23.72, a $1.00 cost savings per interview, which is a total annual savings in costs of $9,947.

Outside Agency Contracted Surveys Activity

The purpose of the Outside Agency Contracted Surveys Activity is to assist other government and/or non-profit agencies with their survey data needs so that Maricopa County and its residents can benefit from the data collected.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of eligible respondents who are interviewed (Rate of Response or Participation Rate)	Not Reported	Not Reported	96.0%		
Output	Number of eligible respondents	Not Reported	Not Reported	6,329		
Demand	Number of eligible respondents	Not Reported	Not Reported	6,329		
Efficiency	Cost per interview	Not Reported	Not Reported	$8.05		
Revenue						
	100 - GENERAL	$ 50,000	$ -	$ 119,729	$ 119,729	
	TOTAL SOURCES	$ 50,000	$ -	$ 119,729	$ 119,729	
Expenditure						
	100 - GENERAL	$ -	$ -	$ 50,000	$ (50,000)	
	TOTAL USES	$ -	$ -	$ 50,000	$ (50,000)	

Budget Balancing Adjustments:

Revenue Enhancement

- Increase revenue by $119,729 for increased contracted services.
- Increase expenditures by $50,000, creating three temporary part-time positions, to support the increase to contracted services.

Activity Narrative: The Department conducts two surveys for the State of Arizona on a bi-annual basis. The FY 2009-10 contract for these surveys will result in revenue of $119,729. The expenditures to deliver the services are estimated at $50,000, which results in a net positive budgetary impact of $69,729. The cost per interview conducted is $8.05 with the Department expecting to interview 6,208 out of 6,329 respondents, which is a 96% response rate.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET	**$**	**327,743**	**$**	**-**
FY 2008-09 REVISED BUDGET	**$**	**327,743**	**$**	**-**
FY 2008-09 REVISED RESTATED BUDGET	**$**	**327,743**	**$**	**-**
TARGET ADJUSTMENTS:				
PERSONNEL SAVINGS ADJUSTMENT	$	19,585	$	-
FY 2009-10 BUDGET TARGET	**$**	**347,328**	**$**	**-**
BASE ADJUSTMENTS:				
BUDGET BALANCING ADJUSTMENTS:				
Debt Reduction				
Pay Off Capital Lease - 08 Desktop Refresh	$	(2,596)	$	-
Subtotal	$	(2,596)	$	-
Revenue Enhancement				
Increase surveys conducted in Outside Agencies Contracted Services Activity	$	50,000	$	119,729
Subtotal	$	50,000	$	119,729
OTHER BASE ADJUSTMENTS				
Adjust Personal Services for over budgeted benefits	$	(1,762)	$	-
Adjust discretionary spending for telecommunications charges		(1,000)		-
Subtotal	$	(2,762)	$	-
FY 2009-10 ADOPTED OPERATING BUDGET	**$**	**391,970**	**$**	**119,729**

Risk Management

Analysis by Maria Tutelman, Management & Budget Analyst

Summary

Mission

The mission of the Risk Management Department is to provide loss prevention and control programs and direction, insurance, environmental and claims management services to Maricopa County departments, districts and Trust members to reduce or eliminate losses.

Vision

The Risk Management Department will be recognized as a leader and relied upon for a countywide risk management philosophy and culture.

Strategic Goals

- **By 2015, the Cost of Risk will be at or less than 1%.**

  Status: The cost of risk has decreased to 1.12%. The department projects the cost of risk to be 1% at the end of FY 2008-09 and remain unchanged at 1% at the end of FY 2009-10.

- **By 2015, the injury incident rate will not increase each year by more than 1% over the 3-year-average.**

  Status: In FY 2009-10, the Department will work towards further reducing the injury incident rate; due to a decrease in claims activity in FY 2008-09, the Department projects a 5% reduction when compared to the prior 3-year average and projects this to remain unchanged at the end of FY 2009-10.

- **By 2015, voluntary, non-retirement turnover will be 10% or less.**

  Status: At the end of FY 2007-08, the rate was 0%. In FY 2008-09, the rate increased to over 10%. Once these positions are filled and personnel are stabilized, the department projects that the rate will be less than 10% by the end of FY 2009-10.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
75CR - CLAIMS AND INSURANCE	$ 40,572,669	$ 35,172,043	$ 35,172,043	$ 35,172,043	$ 28,772,374	$ (6,399,669)	-18.2%
ALCI - AUTO LIABILITY	2,793,563	1,270,217	1,270,217	1,270,217	1,067,245	(202,972)	-16.0%
APDA - AUTO PROPERTY DAMAGE	817,056	882,120	882,120	882,121	718,606	(163,514)	-18.5%
GLCI - GENERAL LIABILITY	19,202,154	14,004,650	14,004,650	14,004,651	10,521,497	(3,483,153)	-24.9%
MMCI - MEDICAL MALPRACTICE	7,092,596	9,679,515	9,679,515	9,679,518	9,009,724	(669,791)	-6.9%
PDCI - PROPERTY DAMAGE	1,572,536	1,241,324	1,241,324	1,241,322	993,287	(248,037)	-20.0%
UCIP - UNEMPLOYMENT	903,280	779,915	779,915	779,913	641,068	(138,847)	-17.8%
WADM - WORKERS COMPENSATION	8,191,484	7,314,302	7,314,302	7,314,301	5,820,947	(1,493,355)	-20.4%
99AS - ADMINISTRATIVE SERVICES	$ 51,266	$ 1,000,000	$ 1,000,000	$ 117,136	$ 1,000,000	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	51,266	1,000,000	1,000,000	117,136	1,000,000	-	0.0%
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ 882,864	$ -	$ -	
GGOV - GENERAL GOVERNMENT	-	-	-	882,864	-	-	
TOTAL PROGRAMS	$ 40,623,935	$ 36,172,043	$ 36,172,043	$ 36,172,043	$ 29,772,374	$ (6,399,669)	-17.7%
USES							
73BS - BUSINESS SERVICES	$ -	$ -	$ -	$ 104	$ -	$ -	
PCPT - PROCUREMENT SERVICES	-	-	-	104	-	-	
75CR - CLAIMS AND INSURANCE	$ 27,342,122	$ 36,776,590	$ 36,776,590	$ 32,455,128	$ 38,584,894	$ (1,808,304)	-4.9%
ALCI - AUTO LIABILITY	912,621	1,423,180	1,423,180	1,244,890	1,350,505	72,675	5.1%
APDA - AUTO PROPERTY DAMAGE	457,800	988,382	988,382	833,774	971,360	17,022	1.7%
GLCI - GENERAL LIABILITY	10,536,452	13,806,541	13,806,541	12,224,731	19,047,152	(5,240,611)	-38.0%
MMCI - MEDICAL MALPRACTICE	6,521,751	10,592,347	10,592,347	8,891,133	6,350,367	4,241,980	40.0%
PDCI - PROPERTY DAMAGE	1,216,999	1,352,589	1,352,589	1,199,073	1,454,234	(101,645)	-7.5%
UCIP - UNEMPLOYMENT	796,581	850,259	850,259	843,209	850,266	(7)	0.0%
WADM - WORKERS COMPENSATION	6,899,918	7,763,292	7,763,292	7,218,318	8,561,010	(797,718)	-10.3%
75EM - ENVIRONMENTAL MANAGEMENT	$ 354,406	$ 507,841	$ 507,841	$ 453,176	$ 325,257	$ 182,584	36.0%
ENSS - ENVIRONMENTAL MANAGEMENT SVCS	354,406	507,841	507,841	453,176	325,257	182,584	36.0%
75SM - SAFETY MANAGEMENT	$ 627,704	$ 705,201	$ 705,201	$ 682,545	$ 662,628	$ 42,573	6.0%
SAMA - SAFETY MANAGEMENT SERVICES	627,704	705,201	705,201	682,545	662,628	42,573	6.0%
99AS - ADMINISTRATIVE SERVICES	$ 528,273	$ 453,403	$ 453,403	$ 493,557	$ 427,197	$ 26,206	5.8%
BDGT - BUDGETING	64,617	88,556	88,556	72,572	87,043	1,513	1.7%
ODIR - EXECUTIVE MANAGEMENT	243,886	243,067	243,067	261,098	222,775	20,292	8.3%
FSAC - FINANCIAL SERVICES	149,754	74,144	74,144	99,466	71,087	3,057	4.1%
HRAC - HUMAN RESOURCES	64,178	30,512	30,512	51,242	30,805	(293)	-1.0%
PROC - PROCUREMENT	5,838	17,124	17,124	9,179	15,487	1,637	9.6%
99GV - GENERAL GOVERNMENT	$ 177,771	$ 181,216	$ 181,216	$ 181,326	$ 194,611	$ (13,395)	-7.4%
CSCA - CENTRAL SERVICE COST ALLOC	177,771	181,216	181,216	181,216	186,696	(5,480)	-3.0%
GGOV - GENERAL GOVERNMENT	-	-	-	110	7,915	(7,915)	
TOTAL PROGRAMS	$ 29,030,276	$ 38,624,251	$ 38,624,251	$ 34,265,836	$ 40,194,587	$ (1,570,336)	-4.1%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 488,028	$ 242,392	$ 242,392	$ 242,390	$ 231,128	$ (11,264)	-4.6%
0635 - OTHER CHARGES FOR SERVICES	7,851,324	8,930,427	8,930,427	8,931,546	7,425,665	(1,504,762)	-16.8%
0636 - INTERNAL SERVICE CHARGES	29,932,668	25,999,224	25,999,224	25,998,107	21,115,581	(4,883,643)	-18.8%
SUBTOTAL	$ 38,272,020	$ 35,172,043	$ 35,172,043	$ 35,172,043	$ 28,772,374	$ (6,399,669)	-18.2%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 1,794,787	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	557,128	-	-	-	-	-	
SUBTOTAL	$ 2,351,915	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ -	0.0%
TOTAL SOURCES	$ 40,623,935	$ 36,172,043	$ 36,172,043	$ 36,172,043	$ 29,772,374	$ (6,399,669)	-17.7%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,337,612	$ 1,335,452	$ 1,335,452	$ 1,335,717	$ 1,346,040	$ (10,588)	-0.8%
0705 - TEMPORARY PAY	16,422	28,563	28,563	24,673	-	28,563	100.0%
0710 - OVERTIME	150	-	-	-	-	-	
0750 - FRINGE BENEFITS	371,835	390,091	390,091	393,806	393,785	(3,694)	-0.9%
0790 - OTHER PERSONNEL SERVICES	1,671	1,700	1,700	2,535	1,700	-	0.0%
SUBTOTAL	$ 1,727,690	$ 1,755,806	$ 1,755,806	$ 1,756,731	$ 1,741,525	$ 14,281	0.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 41,603	$ 52,350	$ 52,350	$ 47,986	$ 40,303	$ 12,047	23.0%
0803 - FUEL	4,154	4,800	4,800	4,573	4,800	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	14,551	7,000	7,000	5,600	7,300	(300)	-4.3%
SUBTOTAL	$ 60,308	$ 64,150	$ 64,150	$ 58,159	$ 52,403	$ 11,747	18.3%
SERVICES							
0810 - LEGAL SERVICES	$ 6,374,371	$ 6,797,239	$ 6,797,239	$ 6,244,795	$ 8,520,999	$ (1,723,760)	-25.4%
0812 - OTHER SERVICES	19,271,945	27,287,180	27,287,180	23,494,982	27,180,266	106,914	0.4%
0820 - RENT & OPERATING LEASES	20,456	26,800	26,800	24,946	18,000	8,800	32.8%
0825 - REPAIRS AND MAINTENANCE	517	1,750	1,750	1,400	1,000	750	42.9%
0830 - INTERGOVERNMENTAL PAYMENTS	404,941	650,000	650,000	650,000	650,000	-	0.0%
0839 - INTERNAL SERVICE CHARGES	1,159,796	1,814,110	1,814,110	1,812,249	1,808,478	5,632	0.3%
0841 - TRAVEL	2,982	7,000	7,000	6,327	4,000	3,000	42.9%
0842 - EDUCATION AND TRAINING	6,478	11,700	11,700	9,538	5,100	6,600	56.4%
0843 - POSTAGE/FREIGHT/SHIPPING	793	1,300	1,300	1,208	1,300	-	0.0%
0873 - SERVICES-ALLOCATION IN	-	7,400	7,400	7,400	7,400	-	0.0%
SUBTOTAL	$ 27,242,279	$ 36,604,479	$ 36,604,479	$ 32,252,845	$ 38,196,543	$ (1,592,064)	-4.3%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ 181,216	$ 181,216	$ 181,216	$ 186,696	$ (5,480)	-3.0%
SUBTOTAL	$ -	$ 181,216	$ 181,216	$ 181,216	$ 186,696	$ (5,480)	-3.0%
CAPITAL							
0950 - DEBT SERVICE	$ (1)	$ 18,600	$ 18,600	$ 16,885	$ 17,420	1,180	6.3%
SUBTOTAL	$ (1)	$ 18,600	$ 18,600	$ 16,885	$ 17,420	$ 1,180	6.3%
TOTAL USES	$ 29,030,276	$ 38,624,251	$ 38,624,251	$ 34,265,836	$ 40,194,587	$ (1,570,336)	-4.1%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
675 RISK MANAGEMENT							
OPERATING	$ 40,623,935	$ 36,172,043	$ 36,172,043	$ 36,172,043	$ 29,772,374	$ (6,399,669)	-17.7%
FUND TOTAL SOURCES	$ 40,623,935	$ 36,172,043	$ 36,172,043	$ 36,172,043	$ 29,772,374	$ (6,399,669)	-17.7%
DEPARTMENT OPERATING TOTAL SOURCES	$ 40,623,935	$ 36,172,043	$ 36,172,043	$ 36,172,043	$ 29,772,374	$ (6,399,669)	-17.7%
DEPARTMENT TOTAL SOURCES	$ 40,623,935	$ 36,172,043	$ 36,172,043	$ 36,172,043	$ 29,772,374	$ (6,399,669)	-17.7%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
675 RISK MANAGEMENT							
OPERATING	$ 29,030,276	$ 38,624,251	$ 38,624,251	$ 34,265,836	$ 40,186,672	$ (1,562,421)	-4.0%
NON-RECURRING	-	-	-	-	7,915	(7,915)	
FUND TOTAL USES	$ 29,030,276	$ 38,624,251	$ 38,624,251	$ 34,265,836	$ 40,194,587	$ (1,570,336)	-4.1%
DEPARTMENT OPERATING TOTAL USES	$ 29,030,276	$ 38,624,251	$ 38,624,251	$ 34,265,836	$ 40,186,672	$ (1,562,421)	-4.0%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ -	$ -	$ -	$ 7,915	$ (7,915)	
DEPARTMENT TOTAL USES	$ 29,030,276	$ 38,624,251	$ 38,624,251	$ 34,265,836	$ 40,194,587	$ (1,570,336)	-4.1%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
ADMINISTRATIVE SERVICES								
BUDGETING	1.11	1.11	1.10	1.10	(0.01)	(0.45%)	-	0.00%
EXECUTIVE MANAGEMENT	1.28	1.28	1.29	1.29	0.01	0.39%	-	0.00%
FINANCIAL SERVICES	0.70	0.70	0.70	0.68	(0.02)	(2.86%)	(0.02)	(2.86%)
HUMAN RESOURCES	0.48	0.48	0.48	0.48	0.01	1.05%	-	0.00%
PROCUREMENT	0.33	0.33	0.32	0.30	(0.03)	(7.69%)	(0.02)	(6.25%)
PROGRAM TOTAL	3.89	3.89	3.89	3.85	(0.04)	(1.03%)	(0.04)	(1.03%)
CLAIMS AND INSURANCE								
AUTO LIABILITY	0.80	0.80	0.69	0.79	(0.01)	(1.56%)	0.10	14.55%
AUTO PROPERTY DAMAGE	1.55	1.55	0.75	1.55	-	0.00%	0.80	106.67%
GENERAL LIABILITY	3.83	3.83	3.63	3.66	(0.17)	(4.44%)	0.03	0.83%
MEDICAL MALPRACTICE	1.60	1.60	1.53	1.53	(0.08)	(4.69%)	-	0.00%
PROPERTY DAMAGE	0.85	0.85	0.79	0.84	(0.01)	(1.47%)	0.05	6.35%
UNEMPLOYMENT	0.30	0.30	0.30	0.30	-	0.00%	-	0.00%
WORKERS COMPENSATION	1.59	1.59	1.59	1.59	-	0.00%	-	0.00%
PROGRAM TOTAL	10.51	10.51	9.26	10.24	(0.27)	(2.57%)	0.98	10.58%
ENVIRONMENTAL MANAGEMENT								
ENVIRONMENTAL MANAGEMENT SVCS	1.81	1.81	1.81	1.79	(0.02)	(1.10%)	(0.02)	(1.10%)
PROGRAM TOTAL	1.81	1.81	1.81	1.79	(0.02)	(1.10%)	(0.02)	(1.10%)
SAFETY MANAGEMENT								
SAFETY MANAGEMENT SERVICES	8.04	8.04	8.04	8.02	(0.02)	(0.25%)	(0.02)	(0.25%)
PROGRAM TOTAL	8.04	8.04	8.04	8.02	(0.02)	(0.25%)	(0.02)	(0.25%)
DEPARTMENT TOTAL	24.25	24.25	23.00	23.90	(0.35)	(1.44%)	0.90	3.91%

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Accounting Specialist	1.00	1.00	1.00	0.90	(0.10)	-10.00%	(.10)	-10.00%
Office Assistant	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Admin/Operations Specialist	4.25	4.25	4.25	4.25	-	0.00%	.00	0.00%
Director - Risk Management	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Financial Supervisor - Dept	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Risk Mgmt Supervisor	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Accountant	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Engineer	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Safety Representative	6.00	6.00	6.00	6.00	-	0.00%	.00	0.00%
Claims Adjuster	5.00	5.00	3.75	4.75	(0.25)	-5.00%	1.00	26.67%
Department Total	24.25	24.25	23.00	23.90	(0.35)	-1.44%	.90	3.91%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
675 - RISK MANAGEMENT	24.25	24.25	23.00	23.90	(0.35)	-1.44%	0.90	3.91%
DEPARTMENT TOTAL	24.25	24.25	23.00	23.90	(0.35)	-1.44%	0.90	3.91%

Significant Variance Analysis

The Claims and Insurance Program was reduced by .10 FTE Accountant Specialist position and the Safety Program was reduced .25 FTE Temporary Safety Consultant position in FY 2009-10 as part of the budget balancing plan.

General Adjustments

Budget Balancing Adjustments:

Administrative Reduction

- Reduce the Risk Management Fund (675) Operating expenditure and revenue budget by a total of $23,438 for various reductions in the Administrative Services Program.

Cost Reduction

- Reduce the Risk Management Fund (675) revenue budget by a total of $6,147,480 for interdepartmental and other charges for service based on the Trust Funding Plan based on claims expense at confidence levels of 80% and 50% for the current and subsequent year, respectively.

Debt Service

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce operating expenses for equipment. This results in an operating savings of $4,080 and a one-time expenditure in the Non-Recurring/Non-Project budget of $7,915.

Base Adjustments:

- Adjust the Risk Management Fund (675) claims expense in all activities to reflect the an 80% confidence level as indicated by the department's actuary for an increase of $1,818,690.

Strategic Business Plan Update

The Risk Management Department underwent a facilitated review and update of their strategic issues and goals; the goal changes are reflected in this document. Upon review of the Department's activities and performance measures, any resulting changes will be effective in FY 2010-11.

Programs and Activities

Claims and Insurance Program

The purpose of the Claims and Insurance Program is to provide claims and insurance services to Maricopa County departments, districts, and trust members so they can reduce or manage the cost of claims, expenses, and obtain insurance coverage at the best possible cost to the County.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of AL claims closed	Not Reported	Not Reported	35.5%		
% of APD claims closed	Not Reported	Not Reported	49.2%		
Percent of County expenditures spent on Risk Management (Cost of Risk)	Not Reported	1.5%	1.3%	-0.22%	-14.46%
% of GL claims closed	Not Reported	Not Reported	27.2%		
% of MM claims closed	Not Reported	Not Reported	27.7%		
% of PD claims closed	Not Reported	Not Reported	62.8%		
% of potential liability saved	0.0%	18.2%	15.2%	-2.97%	-16.38%
% of WC claims closed	Not Reported	Not Reported	39.3%		

Activities that comprise this program include:

- General Liability
- Auto Liability
- Medical Malpractice
- Auto Property Damage
- Property Damage
- Unemployment
- Worker's Compensation

General Liability Activity

The purpose of the General Liability Activity is to provide general liability claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain general liability insurance at the best possible cost to the County.

Mandates: Administrative mandate as required by County governance.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of County expenditures spent on Risk Management (Cost of Risk)	Not Reported	1.5%	1.3%	(0.2%)	-14.5%
Result	Percent of GL claims closed	Not Reported	Not Reported	27.2%		
Output	Number of GL claims closed and pending	Not Reported	Not Reported	438		
Demand	Number of GL claims opened and pending	626	1,104	438	-666	-60.3%
Efficiency	Cost per GL claim closed and pending	Not Reported	Not Reported	$43,486.65		
Revenue						
	675 - RISK MANAGEMENT	$ 19,202,154	$ 14,004,650	$ 10,521,497	$ (3,483,153)	-24.9%
	TOTAL SOURCES	$ 19,202,154	$ 14,004,650	$ 10,521,497	$ (3,483,153)	-24.9%
Expenditure						
	675 - RISK MANAGEMENT	$ 10,536,452	$ 13,806,541	$ 19,047,154	$ (5,240,613)	-38.0%
	TOTAL USES	$ 10,536,452	$ 13,806,541	$ 19,047,154	$ (5,240,613)	-38.0%

Activity Narrative: In prior years, the output was “Number of GL claims closed.” Due to the change to “Number of GL claims closed and pending,” a year over year comparison in not available. Costs are anticipated to increase based on recent trends.

Auto Liability Activity

The purpose of the Auto Liability Activity is to provide auto liability claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain auto liability insurance at the best possible cost to the County.

Mandates: Administrative mandate as required by County governance.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of AL claims closed	Not Reported	Not Reported	35.5%		
Output	Number of AL claims closed and pending	Not Reported	Not Reported	78		
Demand	Number of AL claims opened and pending	72	164	78	-87	-52.7%
Efficiency	Cost per AL claim closed and pending	Not Reported	Not Reported	$17,425.87		
Revenue						
	675 - RISK MANAGEMENT	$ 2,793,563	$ 1,270,217	$ 1,067,245	$ (202,972)	-16.0%
	TOTAL SOURCES	$ 2,793,563	$ 1,270,217	$ 1,067,245	$ (202,972)	-16.0%
Expenditure						
	675 - RISK MANAGEMENT	$ 912,621	$ 1,423,180	$ 1,350,505	$ 72,675	5.1%
	TOTAL USES	$ 912,621	$ 1,423,180	$ 1,350,505	$ 72,675	5.1%

Activity Narrative: In prior years, the output was “Number of Auto Liability claims closed.” Due to the change to “Number of Auto Liability claims closed and pending,” a year over year comparison is not available.

Medical Malpractice Activity

The purpose of the Medical Malpractice Activity is to provide medical malpractice claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain medical malpractice insurance at the best possible cost to the County.

Mandates: Administrative mandate as required by county governance.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of MM claims closed	Not Reported	Not Reported	27.7%		
Output	Number of MM claims closed and pending	Not Reported	Not Reported	60		
Demand	Number of MM claims opened and pending	90	135	60	-76	-55.9%
Efficiency	Cost per MM claim closed and pending	Not Reported	Not Reported	$106,728.86		
Revenue						
	675 - RISK MANAGEMENT	$ 7,092,596	$ 9,679,515	$ 9,009,724	$ (669,791)	-6.9%
	TOTAL SOURCES	$ 7,092,596	$ 9,679,515	$ 9,009,724	$ (669,791)	-6.9%
Expenditure						
	675 - RISK MANAGEMENT	$ 6,521,751	$ 10,592,347	$ 6,350,367	$ 4,241,980	40.0%
	TOTAL USES	$ 6,521,751	$ 10,592,347	$ 6,350,367	$ 4,241,980	40.0%

Activity Narrative: In prior years, the output was “Number of Medical Malpractice claims closed.” Due to the change to “Number of Medical Malpractice claims closed and pending,” a year over year comparison is not available.

Auto Property Damage Activity

The purpose of the Auto Property Damage Activity is to provide auto property damage claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain auto property damage insurance at the best possible cost to the County.

Mandates: Administrative mandate as required by County governance.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of APD claims closed	Not Reported	Not Reported	49.2%		
Output	Number of APD claims closed and pending	Not Reported	Not Reported	241		
Demand	Number of APD claims opened and pending	247	552	241	-311	-56.3%
Efficiency	Cost per APD claim closed and pending	Not Reported	Not Reported	$4,030.54		
Revenue						
	675 - RISK MANAGEMENT	$ 817,056	$ 882,120	$ 718,606	$ (163,514)	-18.5%
	TOTAL SOURCES	$ 817,056	$ 882,120	$ 718,606	$ (163,514)	-18.5%
Expenditure						
	675 - RISK MANAGEMENT	$ 457,800	$ 988,382	$ 971,360	$ 17,022	1.7%
	TOTAL USES	$ 457,800	$ 988,382	$ 971,360	$ 17,022	1.7%

Activity Narrative: In prior years, the output was “Number of Auto Property Damage claims closed.” Due to the change to “Number of Auto Property Damage claims closed and pending,” a year over year comparison is not available.

Property Damage Activity

The purpose of the Property Damage Activity is to provide property damage claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain property damage insurance at the best possible cost to the County.

Mandates: Administrative mandate as required by County governance.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of PD claims closed	Not Reported	Not Reported	62.8%		
Output	Number of PD claims closed and pending	Not Reported	Not Reported	39		
Demand	Number of PD claims opened and pending	49	153	39	-114	-74.5%
Efficiency	Cost per PD claim closed and pending	Not Reported	Not Reported	$37,288.05		
Revenue						
	675 - RISK MANAGEMENT	$ 1,572,536	$ 1,241,324	$ 993,287	$ (248,037)	-20.0%
	TOTAL SOURCES	$ 1,572,536	$ 1,241,324	$ 993,287	$ (248,037)	-20.0%
Expenditure						
	675 - RISK MANAGEMENT	$ 1,216,999	$ 1,352,589	$ 1,454,234	$ (101,645)	-7.5%
	TOTAL USES	$ 1,216,999	$ 1,352,589	$ 1,454,234	$ (101,645)	-7.5%

Activity Narrative: In prior years, the output was “Number of Property Damage claims closed.” Due to the change to “Number of Property Damage claims closed and pending,” a year over year comparison is not available.

Unemployment Activity

The purpose of the Unemployment Activity is to provide unemployment claims oversight and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses and obtain workers compensation insurance at the best possible cost to the County.

Mandates: Administrative mandate as required by County governance.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of potential liability saved	0.0%	18.2%	15.2%	(3.0%)	-16.4%
Output	Number of non-protestable claims	580	640	696	56	8.8%
Demand	Number of unemployment claims	932	1,004	1,182	178	17.7%
Efficiency	Cost per non-protestable claim	$1,373.42	$1,328.53	$1,221.65	$106.88	-8.0%
Revenue						
	675 - RISK MANAGEMENT	$ 903,280	$ 779,915	$ 641,068	$ (138,847)	-17.8%
	TOTAL SOURCES	$ 903,280	$ 779,915	$ 641,068	$ (138,847)	-17.8%
Expenditure						
	675 - RISK MANAGEMENT	$ 796,581	$ 850,259	$ 850,266	$ (7)	0.0%
	TOTAL USES	$ 796,581	$ 850,259	$ 850,266	$ (7)	0.0%

Activity Narrative: Inaccurate FY 2008-09 performance information makes a year over year comparison invalid. However, due to recent economic trends it is appropriate to suggest that the demand for this Activity will increase.

Worker’s Compensation Activity

The purpose of the Worker’s Compensation Activity is to provide worker’s compensation claims oversight and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain workers compensation insurance at the best possible cost to the County.

Mandates: Administrative mandate as required by county governance.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of WC claims closed	Not Reported	Not Reported	39.3%		
Output	Number of claims closed and pending	Not Reported	Not Reported	818		
Demand	Number of claims opened and pending	797	1,968	818	-1,151	-58.5%
Efficiency	Average cost per claim closed and pending	Not Reported	Not Reported	$10,465.78		
Revenue						
	675 - RISK MANAGEMENT	$ 8,191,484	$ 7,314,302	$ 5,820,947	$ (1,493,355)	-20.4%
	TOTAL SOURCES	$ 8,191,484	$ 7,314,302	$ 5,820,947	$ (1,493,355)	-20.4%
Expenditure						
	675 - RISK MANAGEMENT	$ 6,899,918	$ 7,763,292	$ 8,561,010	$ (797,718)	-10.3%
	TOTAL USES	$ 6,899,918	$ 7,763,292	$ 8,561,010	$ (797,718)	-10.3%

Activity Narrative: In prior years, the output was “Number of Worker’s Compensation claims closed.” Due to the change to “Number of Worker’s Compensation claims closed and pending,” a year over year comparison is not available.

Safety Management Program

The purpose of the Employee Development program is to provide safety management services to Maricopa County departments, districts and trust members so they can ensure standards compliance and control and/or prevent losses.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% reduction/increase of County injury incident rate compared to a 3 year average rate	0.8%	4.7%	5.5%	0.8%	16.6%
% of County employees not injured	99.5%	92.6%	94.6%	2.0%	2.2%

Activities that comprise this program include:

- Safety Management Services

Safety Management Services Activity

The purpose of the Safety Management Services Activity is to provide consultation, technical, and training services to the Maricopa County departments, districts and trust members so they can ensure standards compliance and control and/or prevent losses.

Mandates: Occupational Safety and Health Administration (OSHA) Compliance Requirement: Section 5(a)(1) of the Occupational Safety and Health Act of 1970, often referred to as the General Duty Clause, requires employers to “furnish to each of his employees employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or serious physical harm to his employees”; OSHA Training requirement: Regulations Standard Section 1926.21(b)(2) requires that the employer shall instruct each employee in the recognition and avoidance of unsafe conditions and the regulations applicable to his work environment to control or eliminate any hazards or other exposure to illness or injury; #49 CFR Transportation Mandates for Commercial Drivers Licensing and Drug & Alcohol Testing.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% reduction/increase of County injury incident rate compared to a 3 year average rate	0.8%	4.7%	5.5%	0.8%	16.6%
Result	% of County employees not injured	99.5%	92.6%	94.6%	2.0%	2.2%
Output	# of County employees not injured	18,574	17,590	16,900	-690	-3.9%
Demand	# of County employees	18,672	19,000	18,500	-500	-2.6%
Efficiency	$ cost per County employee not injured	$33.80	$40.09	$39.21	$0.88	-2.2%
Expenditure						
	675 - RISK MANAGEMENT	$ 627,704	$ 705,201	$ 662,628	$ 42,573	6.0%
	TOTAL USES	$ 627,704	$ 705,201	$ 662,628	$ 42,573	6.0%

Budget Balancing Adjustments:

Cost Reduction

- Reduce the Risk Management Fund (675) Operating revenue and expenditure budgets by $541 for savings generated by the elimination of a .25 FTE Safety Consultant position offset by other increases in the Department.

Administrative Reduction

- Reduce the Risk Management Fund (675) Operating Revenue and Expenditures budgets by $45,850 through a reduction of Safety Management Program specific supplies and services.

Activity Narrative: Efficiency or cost per County employee not injured is 2.2% less than the prior year due to cost savings. Output and demand are both slightly declining as would be expected, due to County-wide reductions in force.

Environmental Management Program

The purpose of the Environmental Management program is to provide environmental technical services to Maricopa County departments, districts and trust members so they can minimize or eliminate liabilities.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% reduction/increase in possible environmental liability exposures	(42.4%)	1.0%	2.0%	1.0%	95.4%

Activities that comprise this program include:

- Environmental Management Services

Environmental Management Services Activity

The purpose of the Environmental Management Services Activity is to provide environmental management services for Maricopa County departments, districts and trust members so they can identify and mitigate potential liabilities.

Mandates: ARS Title 49 (formerly Title 18) Protection of the Environment – Establishes guidelines for department employees, legal counsel, in addition to powers and duties of the department and director, state wide application of rules, hazardous materials emergency response operations, county regulations, standards, fees, audits, appeals of agency decisions, unpaid amounts, and penalties.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent reduction/increase in possible environmental liability exposures	(42.4%)	1.0%	2.0%	1.0%	95.4%
Output	Number of environmental projects closed.	36	40	20	-20	-50.0%
Demand	Number of environmental projects open and pending.	69	20	40	20	100.0%
Efficiency	Cost per environmental project closed	$ 9,844.61	$ 12,696.03	$ 16,262.85	$ (3,566.83)	-28.1%
Expenditure						
	675 - RISK MANAGEMENT	$ 354,406	$ 507,841	$ 325,257	$ 182,584	36.0%
	TOTAL USES	354,406	507,841	325,257	182,584	36.0%

Budget Balancing Adjustments:

Service Reduction

- Reduce the Risk Management Fund (675) Operating Expenditure and Revenue budgets by $181,450 as part of budget balancing plan, itemized as follows:
  - $1,450 reduction in supplies specific to the Environmental Management Activity;
  - $100,000 reduction in contracted services for planned environmental projects budgeted, based on historical spending;
  - $80,000 reduction in the budget for contracted services for unplanned environmental projects; $20,000 remains available to support expenditures for unplanned projects or other increases to planned projects.

Activity Narrative: The Department indicates that the reductions in budget for unplanned and planned projects are sustainable.

Appropriated Budget Reconciliation

Risk Management Fund (675)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 38,624,251**	**$ 36,172,043**
FY 2008-09 REVISED BUDGET	**$ 38,624,251**	**$ 36,172,043**
FY 2008-09 REVISED RESTATED BUDGET	**$ 38,624,251**	**$ 36,172,043**
FY 2009-10 BUDGET TARGET	**$ 38,624,251**	**$ 36,172,043**
BASE ADJUSTMENTS:		
BUDGET BALANCING ADJUSTMENTS:		
Administrative Reduction		
Reduce supplies and services budget in the Safety Management Services Activity	$ (45,850)	$ (45,850)
Reduce supplies and services budget in the Executive Management Activity	(9,696)	(9,696)
Eliminate a .10 FTE Accounting Specialist position and ECP budget in the Executive Management Activity	(13,717)	(13,717)
Reduce capital budget in the Executive Management Activity	(935)	(935)
Subtotal	$ (70,198)	$ (70,198)
Cost Reduction		
Eliminate a .25 FTE Safety Consultant position in the Safety Management Services Activity	$ (541)	$ (541)
Changes to Risk Management Charges based on Funding Plan/Confidence Levels	-	(6,147,480)
Subtotal	$ (541)	$ (6,148,021)
Service Reduction		
Reduce supplies and services budget in the Environmental Management Services Activity	$ (181,450)	$ (181,450)
Subtotal	$ (181,450)	$ (181,450)
Debt Reduction		
Pay Off Capital Lease - 08 Desktop Refresh	$ (4,080)	$ -
Subtotal	$ (4,080)	$ -
OTHER BASE ADJUSTMENTS		
Adjustment for Increase in Claims Expenses due to Funding Plan/Confidence Levels	$ 1,818,690	$ -
Subtotal	$ 1,818,690	$ -
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 40,186,672**	**$ 29,772,374**
	EXPENDITURES	**REVENUE**
NON-RECURRING		
NON-PROJECT (0001)		
Debt Reduction		
Pay Off Capital Lease - 08 Desktop Refresh	$ 7,915	$ -
Subtotal	$ 7,915	$ -
FY 2009-10 ADOPTED NON-RECURRING BUDGET	**$ 7,915**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 40,194,587**	**$ 29,772,374**

Risk Management (675) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 32,154,226	$ 42,283,128	$ 42,283,128	$ 37,973,975	$ 43,290,825
Beginning Unreserved/Undesignated Fund Balance	$ 32,154,226	$ 42,283,128	$ 42,283,128	$ 37,973,975	$ 43,290,825
Sources:					
Operating	$ 125,268,827	$ 144,601,554	$ 144,601,554	$ 132,919,965	$ 131,222,607
Total Sources:	$ 125,268,827	$ 144,601,554	$ 144,601,554	$ 132,919,965	$ 131,222,607
Uses:					
Operating	$ 119,434,828	$ 143,086,489	$ 143,086,489	$ 126,603,115	$ 142,537,145
Non-Recurring	-	1,000,000	1,000,000	1,000,000	1,019,033
Total Uses:	$ 119,434,828	$ 144,086,489	$ 144,086,489	$ 127,603,115	$ 143,556,178
Operating Balance	$ 5,833,999	$ 1,515,065	$ 1,515,065	$ 6,316,850	$ (11,314,538)
Accounting Adjustments	$ (14,250)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 37,973,975	$ 42,798,193	$ 42,798,193	$ 43,290,825	$ 30,957,254
Ending Unreserved Fund Balance	$ 37,973,975	$ 42,798,193	$ 42,798,193	$ 43,290,825	$ 30,957,254

Sheriff

Analysis by Bradley Kendrex, Senior Management & Budget Analyst

Summary

Mission

The mission of the Maricopa County Sheriff's Office is to provide law enforcement, detention and crime prevention services to the public so they can be safe and secure in our community.

Vision

The Maricopa County Sheriff's Office is a fully integrated law enforcement agency committed to being the leader in establishing the standards for providing professional quality law enforcement, detention, and support services to citizens of Maricopa County and to other criminal justice agencies.

Strategic Goals

The Department strategic goals are outdated and new goals will be developed during the strategic planning update process.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
50CO - CENTRALIZED MCSO OPERATIONS	$ 523,111	$ 120,896	$ 120,896	$ 146,196	$ 113,839	$ (7,057)	-5.8%
MCSI - INFORMATION TECHNOLOGY	145,121	120,896	120,896	54,264	113,839	(7,057)	-5.8%
TRAG - MANDATED ENF AND DET TRAINING	377,990	-	-	91,932	-	-	
50CM - CUSTODY MANAGEMENT	$ 51,198,554	$ 44,663,789	$ 44,737,663	$ 44,772,966	$ 50,449,968	$ 5,712,305	12.8%
PRDM - ADULT DETENTION MANAGEMENT	34,522,528	29,594,715	29,594,715	34,468,258	35,218,455	5,623,740	19.0%
IARP - INMATE ADDICTIVE RECOVERY	40,897	63,115	68,613	59,322	74,110	5,497	8.0%
INSS - INMATE CANTEEN AND SPEC SVCS	16,116,285	14,520,364	14,520,364	9,810,140	14,520,364	-	0.0%
IEPA - INMATE EDUCATION	320,847	324,595	390,471	273,059	462,400	71,929	18.4%
INRL - INMATE RELEASE	135,997	136,000	138,500	138,502	138,500	-	0.0%
ISTP - INMATE SKILLS TRAINING	45,835	25,000	25,000	17,222	36,139	11,139	44.6%
NTAK - INTAKE	16,165	-	-	6,463	-	-	
50EN - ENFORCEMENT	$ 19,193,734	$ 19,315,078	$ 18,414,255	$ 18,420,011	$ 16,730,571	$ (1,683,684)	-9.1%
CVPR - CIVIL PROCESS	593,395	474,000	474,000	561,380	474,000	-	0.0%
OUTR - COMMUNITY OUTREACH	2,991	5,000	5,000	-	-	(5,000)	-100.0%
DSTR - DISASTER AND DISRUPTION RESP	1,390,844	719,943	2,056,969	1,881,348	839,293	(1,217,676)	-59.2%
DISP - DISPATCH	48,143	257,375	257,375	96,439	446,231	188,856	73.4%
ENFO - ENF SUPPORT AND SPEC RESPONSE	395,338	260,000	340,000	378,365	307,701	(32,299)	-9.5%
INTL - INTELLIGENCE	1,023,570	1,534,689	3,207	185,230	1,600,000	1,596,793	49790.9%
INVT - INVESTIGATIONS	3,116,840	3,627,781	3,747,372	3,212,699	3,002,211	(745,161)	-19.9%
PATR - PATROL	12,544,248	12,357,290	11,451,332	11,978,199	9,982,135	(1,469,197)	-12.8%
PPEV - PROPERTY AND EVIDENCE	16,596	14,000	14,000	66,479	14,000	-	0.0%
WRNT - WARRANTS INFO PROCESSING	61,769	65,000	65,000	59,872	65,000	-	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 427,182	$ 960,800	$ 960,800	$ 595,264	$ 460,800	$ (500,000)	-52.0%
FSAC - FINANCIAL SERVICES	427,182	960,800	960,800	595,264	460,800	(500,000)	-52.0%
99GV - GENERAL GOVERNMENT	$ (636,806)	$ -	$ -	$ 465,978	$ -	$ -	
GGOV - GENERAL GOVERNMENT	(636,806)	-	-	465,978	-	-	
TOTAL PROGRAMS	$ 70,705,775	$ 65,060,563	$ 64,233,614	$ 64,400,415	$ 67,755,178	$ 3,521,564	5.5%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
70OM - BLDG OPERATIONS AND MAINT	$ 2,348,476	$ 2,426,152	$ 2,426,152	$ 2,342,909	$ 1,957,364	$ 468,788	19.3%
BLDR - BUILDINGS AND GROUNDS	2,348,476	2,426,152	2,426,152	2,342,909	1,957,364	468,788	19.3%
50CO - CENTRALIZED MCSO OPERATIONS	$ 11,849,774	$ 11,929,029	$ 12,717,575	$ 13,250,079	$ 12,885,259	$ (167,684)	-1.3%
PROF - EMPLOYEE PROFESSIONAL STANDARD	2,800,722	2,893,439	2,893,439	2,619,868	2,623,479	269,960	9.3%
FMGT - FLEET MANAGEMENT	731,067	796,334	796,334	643,273	282,708	513,626	64.5%
MCSI - INFORMATION TECHNOLOGY	1,907,194	2,556,883	3,345,429	4,061,121	4,424,026	(1,078,597)	-32.2%
TRAG - MANDATED ENF AND DET TRAINING	6,410,791	5,682,373	5,682,373	5,925,817	5,555,046	127,327	2.2%
50CM - CUSTODY MANAGEMENT	$ 161,483,616	$ 167,751,610	$ 168,026,420	$ 168,504,467	$ 166,290,797	$ 1,735,623	1.0%
PRDM - ADULT DETENTION MANAGEMENT	88,162,018	89,337,540	89,511,997	90,401,490	90,216,860	(704,863)	-0.8%
IARP - INMATE ADDICTIVE RECOVERY	870,425	1,691,614	1,697,112	1,015,765	1,966,233	(269,121)	-15.9%
INSS - INMATE CANTEEN AND SPEC SVCS	5,501,882	4,545,612	4,545,612	5,765,439	4,199,144	346,468	7.6%
IEPA - INMATE EDUCATION	1,571,779	2,036,254	2,102,099	1,545,964	2,227,814	(125,715)	-6.0%
IFID - INMATE FINGERPRINT IDENT	1,568,881	2,189,023	2,189,023	1,874,718	1,614,545	574,478	26.2%
INLA - INMATE LABOR	373,100	627,910	627,910	579,460	674,697	(46,787)	-7.5%
MEAL - INMATE MEALS	18,264,836	18,223,578	18,223,578	18,551,416	15,052,520	3,171,058	17.4%
MANS - INMATE RELATED MANDATES	7,551,141	10,811,223	10,811,223	9,243,117	9,570,325	1,240,898	11.5%
INRL - INMATE RELEASE	4,367,577	4,948,725	4,951,235	4,534,728	4,751,686	199,549	4.0%
ISTP - INMATE SKILLS TRAINING	714,717	221,050	247,550	507,120	269,165	(21,615)	-8.7%
SMIT - INMATE SMI ADDICTIVE RECOV	148,279	750,792	750,792	340,624	21	750,771	100.0%
INTR - INMATE TRANSPORT	18,599,159	16,585,574	16,585,574	18,291,663	19,041,230	(2,455,656)	-14.8%
NTAK - INTAKE	13,789,822	15,782,715	15,782,715	15,852,963	16,706,557	(923,842)	-5.9%
50EN - ENFORCEMENT	$ 78,448,925	$ 76,499,617	$ 76,821,466	$ 76,238,934	$ 68,967,736	$ 7,853,730	10.2%
CVPR - CIVIL PROCESS	4,440,738	3,980,475	3,980,475	4,236,403	3,945,840	34,635	0.9%
OUTR - COMMUNITY OUTREACH	3,043	13,635	13,635	2,851	1,926	11,709	85.9%
DSTR - DISASTER AND DISRUPTION RESP	1,266,065	758,353	2,095,382	1,668,319	877,758	1,217,624	58.1%
DISP - DISPATCH	2,227,827	3,514,777	3,514,777	2,797,896	2,958,242	556,535	15.8%
ENFO - ENF SUPPORT AND SPEC RESPONSE	14,250,423	10,070,603	10,122,103	11,332,805	11,176,483	(1,054,380)	-10.4%
EXTR - EXTRADITIONS	1,823,729	1,499,673	1,499,673	1,351,195	963,210	536,463	35.8%
INTL - INTELLIGENCE	4,126,497	5,391,624	3,074,135	2,986,558	5,075,748	(2,001,613)	-65.1%
INVT - INVESTIGATIONS	16,584,274	16,613,685	16,731,701	16,329,915	15,167,924	1,563,777	9.3%
PATR - PATROL	30,186,971	31,173,540	32,306,333	32,252,780	25,795,174	6,511,159	20.2%
PPEV - PROPERTY AND EVIDENCE	1,046,085	1,020,720	1,020,720	1,069,062	1,049,436	(28,716)	-2.8%
SRCH - SEARCH AND RESCUE	633	175,872	175,872	43,914	106,399	69,473	39.5%
SMIA - SMI APPREHENSION INTERVENTION	344,439	119,019	119,019	53,667	21	118,998	100.0%
WRNT - WARRANTS INFO PROCESSING	2,148,201	2,167,641	2,167,641	2,113,569	1,849,575	318,066	14.7%
41IF - INFO TECHNOLOGY INFRASTRUCTURE	$ 87,193	$ 68,774	$ 68,774	$ 74,634	$ 71,827	$ (3,053)	-4.4%
DTNW - DATA NETWORK	87,193	68,774	68,774	74,634	71,827	(3,053)	-4.4%
99AS - ADMINISTRATIVE SERVICES	$ 10,253,628	$ 10,265,187	$ 10,265,187	$ 9,771,609	$ 9,025,619	$ 1,239,568	12.1%
BDGT - BUDGETING	107,786	102,379	102,379	105,150	98,934	3,445	3.4%
ODIR - EXECUTIVE MANAGEMENT	4,652,436	4,554,390	4,554,390	4,466,776	3,592,525	961,865	21.1%
FSAC - FINANCIAL SERVICES	1,381,681	1,409,582	1,409,582	1,262,778	1,283,817	125,765	8.9%
HRAC - HUMAN RESOURCES	3,135,359	3,178,167	3,178,167	2,945,430	3,048,254	129,913	4.1%
PROC - PROCUREMENT	705,981	778,472	778,472	723,185	764,571	13,901	1.8%
RMGT - RISK MANAGEMENT	270,385	242,197	242,197	268,290	237,518	4,679	1.9%
99GV - GENERAL GOVERNMENT	$ 11,596,656	$ 12,219,601	$ 22,250,229	$ 19,148,512	$ 6,306,762	$ 15,943,467	71.7%
GGOV - GENERAL GOVERNMENT	-	1,000,000	11,030,628	10,180,288	-	11,030,628	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	11,596,656	11,219,601	11,219,601	8,968,224	6,306,762	4,912,839	43.8%
99IT - INFORMATION TECHNOLOGY	$ 6,288,466	$ 7,586,733	$ 7,586,733	$ 5,882,311	$ 5,326,042	$ 2,260,691	29.8%
BUAS - BUSINESS APPLICATION DEV SUPP	2,421,726	2,774,354	2,774,354	2,230,709	2,171,281	603,073	21.7%
DACR - DATA CENTER	2,124,805	2,953,536	2,953,536	1,791,128	1,645,067	1,308,469	44.3%
DESK - DESKTOP SUPPORT	566,918	876,674	876,674	800,048	704,103	172,571	19.7%
GISA - GIS APPLICATION DEV AND SUPP	466,480	431,240	431,240	450,966	228,567	202,673	47.0%
HDSP - HELP DESK SUPPORT	268,322	256,818	256,818	262,042	254,983	1,835	0.7%
VANS - INFRASTRUCTURE NETWORK SVCS	440,215	294,111	294,111	347,418	322,041	(27,930)	-9.5%
TOTAL PROGRAMS	$ 282,356,734	$ 288,746,703	$ 300,162,536	$ 295,213,455	$ 270,831,406	$ 29,331,130	9.8%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 RECOMM	RECOMM VS REVISED	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 43,550	$ 66,000	$ 66,000	$ 77,550	$ 66,000	$ -	0.0%
SUBTOTAL	$ 43,550	$ 66,000	$ 66,000	$ 77,550	$ 66,000	$ -	0.0%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 4,289,029	$ 4,408,095	$ 5,132,335	$ 5,026,786	$ 3,220,217	$ (1,912,118)	-37.3%
0620 - OTHER INTERGOVERNMENTAL	3,251,498	5,515,772	3,884,583	3,229,059	4,660,459	775,876	20.0%
SUBTOTAL	$ 7,540,527	$ 9,923,867	$ 9,016,918	$ 8,255,845	$ 7,880,676	$ (1,136,242)	-12.6%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 44,890,704	$ 38,470,317	$ 38,470,317	$ 43,766,831	$ 43,075,216	$ 4,604,899	12.0%
0635 - OTHER CHARGES FOR SERVICES	549,845	408,000	408,000	483,830	408,000	-	0.0%
0638 - PATIENT SERVICES REVENUE	87,348	139,715	139,715	85,134	139,715	-	0.0%
SUBTOTAL	$ 45,527,897	$ 39,018,032	$ 39,018,032	$ 44,335,795	$ 43,622,931	$ 4,604,899	11.8%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 921,633	$ 1,157,500	$ 1,157,500	$ 894,614	$ 1,327,500	$ 170,000	14.7%
SUBTOTAL	$ 921,633	$ 1,157,500	$ 1,157,500	$ 894,614	$ 1,327,500	$ 170,000	14.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 1,248,705	$ 360,800	$ 360,800	$ 937,324	$ 360,800	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	15,423,463	14,534,364	14,614,364	9,899,287	14,593,204	(21,160)	-0.1%
SUBTOTAL	$ 16,672,168	$ 14,895,164	$ 14,975,164	$ 10,836,611	$ 14,954,004	$ (21,160)	-0.1%
ALL REVENUES	$ 70,705,775	$ 65,060,563	$ 64,233,614	$ 64,400,415	$ 67,851,111	$ 3,617,497	5.6%
TOTAL SOURCES	$ 70,705,775	$ 65,060,563	$ 64,233,614	$ 64,400,415	$ 67,851,111	$ 3,617,497	5.6%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 162,461,513	$ 164,643,144	$ 162,773,642	$ 162,788,237	$ 162,923,645	$ (150,003)	-0.1%
0705 - TEMPORARY PAY	370,020	1,212,439	1,212,439	592,745	64,332	1,148,107	94.7%
0710 - OVERTIME	8,076,218	5,385,290	5,232,817	2,310,366	4,702,328	530,489	10.1%
0750 - FRINGE BENEFITS	60,359,384	60,229,231	60,207,445	64,717,801	64,279,241	(4,071,796)	-6.8%
0790 - OTHER PERSONNEL SERVICES	5,821,243	5,586,030	5,586,030	5,548,198	4,351,821	1,234,209	22.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(17,932,952)	(18,308,183)	(18,308,183)	(16,182,616)	(17,416,090)	(892,093)	4.9%
0796 - PERSONNEL SERVICES ALLOC-IN	16,413,370	16,957,828	16,963,326	14,534,545	15,469,097	1,494,229	8.8%
SUBTOTAL	$ 235,568,796	$ 235,705,779	$ 233,667,516	$ 234,309,276	$ 234,374,374	$ (706,858)	-0.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 16,840,264	$ 16,902,987	$ 16,900,105	$ 18,322,996	$ 13,579,291	$ 3,320,814	19.6%
0802 - MEDICAL SUPPLIES	53,035	251,580	250,697	102,987	149,458	101,239	40.4%
0803 - FUEL	3,672,688	2,542,290	2,523,765	3,816,913	2,551,763	(27,998)	-1.1%
0804 - NON-CAPITAL EQUIPMENT	573,706	410,114	545,064	386,590	550,562	(5,498)	-1.0%
0805 - SUPPLIES-ALLOCATION OUT	(2,633,346)	(1,873,817)	(1,873,817)	(1,725,226)	(1,834,640)	(39,177)	2.1%
0806 - SUPPLIES-ALLOCATION IN	1,950,600	1,082,683	1,082,683	1,074,982	1,018,006	64,677	6.0%
SUBTOTAL	$ 20,456,947	$ 19,315,837	$ 19,428,497	$ 21,979,242	$ 16,014,440	$ 3,414,057	17.6%
SERVICES							
0810 - LEGAL SERVICES	$ 213,341	$ 219,258	$ 114,258	$ 128,741	$ 118,199	$ (3,941)	-3.4%
0811 - HEALTH CARE SERVICES	1,198,648	533,457	491,277	872,247	469,897	21,380	4.4%
0812 - OTHER SERVICES	1,340,548	5,803,882	5,748,919	2,459,433	1,798,053	3,950,866	68.7%
0820 - RENT & OPERATING LEASES	3,438,758	4,401,024	4,249,835	3,486,229	1,777,142	2,472,693	58.2%
0825 - REPAIRS AND MAINTENANCE	3,567,408	5,480,234	5,489,113	4,910,942	5,177,597	311,516	5.7%
0830 - INTERGOVERNMENTAL PAYMENTS	570,538	595,507	10,622,411	10,418,963	196,000	10,426,411	98.2%
0839 - INTERNAL SERVICE CHARGES	9,644,570	9,560,903	9,568,646	7,561,155	5,732,648	3,835,998	40.1%
0841 - TRAVEL	1,302,354	1,429,547	1,488,725	1,262,251	839,423	649,302	43.6%
0842 - EDUCATION AND TRAINING	(40,676)	356,345	358,301	124,597	360,373	(2,072)	-0.6%
0843 - POSTAGE/FREIGHT/SHIPPING	317,394	315,494	312,291	362,702	313,161	(870)	-0.3%
0850 - UTILITIES	731,108	415,257	482,887	459,744	452,838	30,049	6.2%
0872 - SERVICES-ALLOCATION OUT	(2,699,226)	(992,003)	(992,003)	(1,006,274)	(1,022,156)	30,153	-3.0%
0873 - SERVICES-ALLOCATION IN	2,667,426	992,003	992,003	970,460	951,534	40,469	4.1%
SUBTOTAL	$ 22,252,191	$ 29,110,908	$ 38,926,663	$ 32,011,190	$ 17,164,709	$ 21,761,954	55.9%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 49,846	$ 49,838	$ 49,838	$ 49,838	$ -	$ 49,838	100.0%
SUBTOTAL	$ 49,846	$ 49,838	$ 49,838	$ 49,838	$ -	$ 49,838	100.0%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 377,990	$ 66,500	$ 200,865	$ 167,031	$ -	$ 200,865	100.0%
0920 - CAPITAL EQUIPMENT	699,192	828,028	3,440,744	2,990,230	1,660,924	1,779,820	51.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	514,579	534,233	978,261	744,231	466,630	511,631	52.3%
0940 - INFRASTRUCTURE	-	-	333,760	222,506	-	333,760	100.0%
0950 - DEBT SERVICE	2,511,396	3,135,580	3,136,392	3,175,124	1,150,329	1,986,063	63.3%
0955 - CAPITAL-ALLOCATION OUT	(536,204)	(276,864)	(276,864)	(610,625)	(330,793)	53,929	-19.5%
0956 - CAPITAL-ALLOCATION IN	536,204	276,864	276,864	276,864	330,793	(53,929)	-19.5%
SUBTOTAL	$ 4,103,157	$ 4,564,341	$ 8,090,022	$ 6,965,361	$ 3,277,883	$ 4,812,139	59.5%
TOTAL USES	$ 282,430,937	$ 288,746,703	$ 300,162,536	$ 295,314,907	$ 270,831,406	$ 29,331,130	9.8%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 13,307,781	$ 13,005,817	$ 12,699,737	$ 12,972,440	$ 11,391,043	$ (1,308,694)	-10.3%
NON-RECURRING	-	-	72,071	-	-	(72,071)	-100.0%
FUND TOTAL SOURCES	$ 13,307,781	$ 13,005,817	$ 12,771,808	$ 12,972,440	$ 11,391,043	$ (1,380,765)	-10.8%
203 SHERIFF DONATIONS							
OPERATING	$ 82,060	$ 25,800	$ 105,800	$ 33,655	$ 84,640	$ (21,160)	-20.0%
FUND TOTAL SOURCES	$ 82,060	$ 25,800	$ 105,800	$ 33,655	$ 84,640	$ (21,160)	-20.0%
212 SHERIFF RICO							
OPERATING	$ 920,039	$ 1,155,000	$ 1,155,000	$ 893,778	$ 1,155,000	$ -	0.0%
FUND TOTAL SOURCES	$ 920,039	$ 1,155,000	$ 1,155,000	$ 893,778	$ 1,155,000	$ -	0.0%
214 SHERIFF JAIL ENHANCEMENT							
OPERATING	$ 1,365,645	$ 2,205,000	$ 2,205,000	$ 1,928,045	$ 2,205,000	$ -	0.0%
FUND TOTAL SOURCES	$ 1,365,645	$ 2,205,000	$ 2,205,000	$ 1,928,045	$ 2,205,000	$ -	0.0%
251 SHERIFF GRANTS							
OPERATING	$ 5,757,082	$ 6,758,867	$ 6,085,927	$ 5,739,686	$ 4,852,537	$ (1,233,390)	-20.3%
NON-RECURRING	-	-	-	-	533,139	533,139	
FUND TOTAL SOURCES	$ 5,757,082	$ 6,758,867	$ 6,085,927	$ 5,739,686	$ 5,385,676	$ (700,251)	-11.5%
252 INMATE SERVICES							
OPERATING	$ 16,116,285	$ 14,520,364	$ 14,520,364	$ 10,281,276	$ 14,520,364	$ -	0.0%
FUND TOTAL SOURCES	$ 16,116,285	$ 14,520,364	$ 14,520,364	$ 10,281,276	$ 14,520,364	$ -	0.0%
254 INMATE HEALTH SERVICES							
OPERATING	$ 114,311	$ 149,715	$ 149,715	$ 96,456	$ 149,715	$ -	0.0%
FUND TOTAL SOURCES	$ 114,311	$ 149,715	$ 149,715	$ 96,456	$ 149,715	$ -	0.0%
255 DETENTION OPERATIONS							
OPERATING	$ 33,042,572	$ 27,240,000	$ 27,240,000	$ 32,455,079	$ 32,863,740	$ 5,623,740	20.6%
FUND TOTAL SOURCES	$ 33,042,572	$ 27,240,000	$ 27,240,000	$ 32,455,079	$ 32,863,740	$ 5,623,740	20.6%
DEPARTMENT OPERATING TOTAL SOURCES	$ 70,705,775	$ 65,060,563	$ 64,161,543	$ 64,400,415	$ 67,222,039	$ 3,060,496	4.8%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ -	$ 72,071	$ -	$ 533,139	$ 461,068	639.7%
DEPARTMENT TOTAL SOURCES	$ 70,705,775	$ 65,060,563	$ 64,233,614	$ 64,400,415	$ 67,755,178	$ 3,521,564	5.5%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 69,542,707	$ 72,529,713	$ 72,223,633	$ 71,230,295	$ 62,324,473	$ 9,899,160	13.7%
NON-RECURRING	-	-	2,662,348	1,615,373	-	2,662,348	100.0%
FUND TOTAL USES	$ 69,542,707	$ 72,529,713	$ 74,885,981	$ 72,845,668	$ 62,324,473	$ 12,561,508	16.8%
203 SHERIFF DONATIONS							
OPERATING	$ 16,574	$ 25,800	$ 105,800	$ 48,254	$ 84,640	$ 21,160	20.0%
FUND TOTAL USES	$ 16,574	$ 25,800	$ 105,800	$ 48,254	$ 84,640	$ 21,160	20.0%
212 SHERIFF RICO							
OPERATING	$ 903,518	$ 1,155,000	$ 1,155,000	$ 893,038	$ 1,155,000	$ -	0.0%
FUND TOTAL USES	$ 903,518	$ 1,155,000	$ 1,155,000	$ 893,038	$ 1,155,000	$ -	0.0%
214 SHERIFF JAIL ENHANCEMENT							
OPERATING	$ 761,697	$ 2,205,000	$ 2,205,000	$ 1,817,935	$ 2,205,000	$ -	0.0%
NON-RECURRING	-	-	517,954	517,954	-	517,954	100.0%
FUND TOTAL USES	$ 761,697	$ 2,205,000	$ 2,722,954	$ 2,335,889	$ 2,205,000	$ 517,954	19.0%
251 SHERIFF GRANTS							
OPERATING	$ 6,274,206	$ 7,548,150	$ 6,085,927	$ 5,371,707	$ 4,852,537	$ 1,233,390	20.3%
NON-RECURRING	-	-	-	-	533,139	(533,139)	
FUND TOTAL USES	$ 6,274,206	$ 7,548,150	$ 6,085,927	$ 5,371,707	$ 5,385,676	$ 700,251	11.5%
252 INMATE SERVICES							
OPERATING	$ 10,940,446	$ 16,812,421	$ 16,812,421	$ 17,828,865	$ 14,520,364	$ 2,292,057	13.6%
NON-RECURRING	-	2,300,000	11,665,077	10,439,988	1,328,541	10,336,536	88.6%
FUND TOTAL USES	$ 10,940,446	$ 19,112,421	$ 28,477,498	$ 28,268,853	$ 15,848,905	$ 12,628,593	44.3%
254 INMATE HEALTH SERVICES							
OPERATING	$ -	$ 149,715	$ 149,715	$ -	$ 149,715	$ -	0.0%
NON-RECURRING	-	150,000	297,597	197,592	-	297,597	100.0%
FUND TOTAL USES	$ -	$ 299,715	$ 447,312	$ 197,592	$ 149,715	$ 297,597	66.5%
255 DETENTION OPERATIONS							
OPERATING	$ 193,917,586	$ 185,870,904	$ 185,870,904	$ 185,115,398	$ 183,677,997	$ 2,192,907	1.2%
NON-RECURRING	-	-	411,160	137,056	-	411,160	100.0%
FUND TOTAL USES	$ 193,917,586	$ 185,870,904	$ 186,282,064	$ 185,252,454	$ 183,677,997	$ 2,604,067	1.4%
DEPARTMENT OPERATING TOTAL USES	$ 282,356,734	$ 286,296,703	$ 284,608,400	$ 282,305,492	$ 268,969,726	$ 15,638,674	5.5%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 2,450,000	$ 15,554,136	$ 12,907,963	$ 1,861,680	$ 13,692,456	88.0%
DEPARTMENT TOTAL USES	$ 282,356,734	$ 288,746,703	$ 300,162,536	$ 295,213,455	$ 270,831,406	$ 29,331,130	9.8%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
ADMINISTRATIVE SERVICES								
BUDGETING	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
EXECUTIVE MANAGEMENT	35.00	35.00	35.00	34.00	(1.00)	(2.86%)	(1.00)	(2.86%)
FINANCIAL SERVICES	21.00	21.00	21.00	20.00	(1.00)	(4.76%)	(1.00)	(4.76%)
HUMAN RESOURCES	43.00	43.00	43.00	40.00	(3.00)	(6.98%)	(3.00)	(6.98%)
PROCUREMENT	12.00	12.00	12.00	12.00	-	0.00%	-	0.00%
RISK MANAGEMENT	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
PROGRAM TOTAL	114.00	114.00	114.00	109.00	(5.00)	(4.39%)	(5.00)	(4.39%)
BLDG OPERATIONS AND MAINT								
BUILDINGS AND GROUNDS	47.00	47.00	47.00	34.00	(13.00)	(27.66%)	(13.00)	(27.66%)
PROGRAM TOTAL	47.00	47.00	47.00	34.00	(13.00)	(27.66%)	(13.00)	(27.66%)
CENTRALIZED MCSO OPERATIONS								
EMPLOYEE PROFESSIONAL STANDARD	38.00	38.00	38.00	34.00	(4.00)	(10.53%)	(4.00)	(10.53%)
FLEET MANAGEMENT	3.00	3.00	3.00	2.00	(1.00)	(33.33%)	(1.00)	(33.33%)
INFORMATION TECHNOLOGY	6.20	6.20	8.20	6.20	-	0.00%	(2.00)	(24.39%)
MANDATED ENF AND DET TRAINING	83.00	83.00	83.00	82.00	(1.00)	(1.20%)	(1.00)	(1.20%)
PROGRAM TOTAL	130.20	130.20	132.20	124.20	(6.00)	(4.61%)	(8.00)	(6.05%)
CUSTODY MANAGEMENT								
ADULT DETENTION MANAGEMENT	1,498.00	1,498.00	1,498.00	1,490.00	(8.00)	(0.53%)	(8.00)	(0.53%)
INMATE ADDICTIVE RECOVERY	14.00	14.00	14.00	17.00	3.00	21.43%	3.00	21.43%
INMATE CANTEEN AND SPEC SVCS	39.00	39.00	31.00	31.00	(8.00)	(20.51%)	-	0.00%
INMATE EDUCATION	35.00	35.00	35.00	35.00	-	0.00%	-	0.00%
INMATE FINGERPRINT IDENT	48.00	48.00	48.00	32.00	(16.00)	(33.33%)	(16.00)	(33.33%)
INMATE LABOR	10.00	10.00	10.00	10.00	-	0.00%	-	0.00%
INMATE MEALS	196.00	196.00	196.00	181.00	(15.00)	(7.65%)	(15.00)	(7.65%)
INMATE RELATED MANDATES	164.00	164.00	155.00	142.00	(22.00)	(13.41%)	(13.00)	(8.39%)
INMATE RELEASE	105.00	105.00	105.00	92.00	(13.00)	(12.38%)	(13.00)	(12.38%)
INMATE SKILLS TRAINING	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
INMATE SMI ADDICTIVE RECOV	3.00	3.00	3.00	-	(3.00)	(100.00%)	(3.00)	(100.00%)
INMATE TRANSPORT	253.50	253.50	270.00	269.00	15.50	6.11%	(1.00)	(0.37%)
INTAKE	268.00	268.00	268.00	267.00	(1.00)	(0.37%)	(1.00)	(0.37%)
PROGRAM TOTAL	2,634.50	2,634.50	2,634.00	2,567.00	(67.50)	(2.56%)	(67.00)	(2.54%)
ENFORCEMENT								
CIVIL PROCESS	54.00	54.00	54.00	54.00	-	0.00%	-	0.00%
DISPATCH	42.00	42.00	42.00	37.00	(5.00)	(11.90%)	(5.00)	(11.90%)
ENF SUPPORT AND SPEC RESPONSE	130.00	130.00	125.00	123.00	(7.00)	(5.38%)	(2.00)	(1.60%)
EXTRADITIONS	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
INTELLIGENCE	53.00	53.00	38.00	53.00	-	0.00%	15.00	39.47%
INVESTIGATIONS	159.00	159.00	158.00	153.00	(6.00)	(3.77%)	(5.00)	(3.16%)
PATROL	319.00	319.00	321.00	295.50	(23.50)	(7.37%)	(25.50)	(7.94%)
PROPERTY AND EVIDENCE	13.00	13.00	13.00	13.00	-	0.00%	-	0.00%
WARRANTS INFO PROCESSING	42.00	42.00	42.00	37.00	(5.00)	(11.90%)	(5.00)	(11.90%)
PROGRAM TOTAL	816.00	816.00	797.00	769.50	(46.50)	(5.70%)	(27.50)	(3.45%)
INFO TECHNOLOGY INFRASTRUCTURE								
DATA NETWORK	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
PROGRAM TOTAL	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
INFORMATION TECHNOLOGY								
BUSINESS APPLICATION DEV SUPP	24.40	24.40	24.40	19.40	(5.00)	(20.49%)	(5.00)	(20.49%)
DATA CENTER	16.00	16.00	16.00	13.00	(3.00)	(18.75%)	(3.00)	(18.75%)
DESKTOP SUPPORT	10.50	10.50	10.50	10.50	-	0.00%	-	0.00%
GIS APPLICATION DEV AND SUPP	6.00	6.00	6.00	6.00	-	0.00%	-	0.00%
HELP DESK SUPPORT	4.25	4.25	4.25	4.25	-	0.00%	-	0.00%
INFRASTRUCTURE NETWORK SVCS	5.65	5.65	5.65	4.65	(1.00)	(17.70%)	(1.00)	(17.70%)
PROGRAM TOTAL	66.80	66.80	66.80	57.80	(9.00)	(13.47%)	(9.00)	(13.47%)
DEPARTMENT TOTAL	3,809.50	3,809.50	3,792.00	3,662.50	(147.00)	(3.86%)	(129.50)	(3.42%)

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Executive Assistant	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Accounting Specialist	13.00	13.00	13.00	13.00	-	0.00%	.00	0.00%
Legal Support Specialist	13.00	13.00	13.00	12.00	(1.00)	-7.69%	(1.00)	-7.69%
Human Resources Specialist	5.00	5.00	5.00	5.00	-	0.00%	.00	0.00%
Justice System Clerk	66.00	66.00	66.00	54.00	(12.00)	-18.18%	(12.00)	-18.18%
Justice System Clerk Lead	7.00	7.00	7.00	7.00	-	0.00%	.00	0.00%
Educator Assistant	14.00	14.00	14.00	14.00	-	0.00%	.00	0.00%
Sheriff Record Specialist	50.00	50.00	50.00	46.00	(4.00)	-8.00%	(4.00)	-8.00%
Sheriff Record Specialist Lead	6.00	6.00	6.00	5.00	(1.00)	-16.67%	(1.00)	-16.67%
Office Assistant	75.00	75.00	75.00	60.00	(15.00)	-20.00%	(15.00)	-20.00%
Library Clerk	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Library Paraprofessional	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Office Assistant Specialized	40.00	40.00	39.00	32.00	(8.00)	-20.00%	(7.00)	-17.95%
Admin/Operations Specialist	23.00	23.00	23.00	20.00	(3.00)	-13.04%	(3.00)	-13.04%
Director	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Deputy Director	9.00	9.00	8.00	8.00	(1.00)	-11.11%	.00	0.00%
Elected	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Chief Deputy - Sheriff	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Admin/Operations Supv	3.00	3.00	1.00	1.00	(2.00)	-66.67%	.00	0.00%
Program Supervisor	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Financial Supervisor - Dept	4.00	4.00	4.00	4.00	-	0.00%	.00	0.00%
Procurement Supervisor - Dept	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Legal Support Supervisor	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Trades Supervisor	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Emergency Dispatch Supervisor	4.00	4.00	4.00	4.00	-	0.00%	.00	0.00%
Crime Scene Supervisor	7.00	7.00	3.00	3.00	(4.00)	-57.14%	.00	0.00%
Food Service Supervisor	12.00	12.00	12.00	10.00	(2.00)	-16.67%	(2.00)	-16.67%
Human Resources Supervisor	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Justice System Clerk Supv	4.00	4.00	4.00	4.00	-	0.00%	.00	0.00%
Detention Officer Sergeant	216.00	216.00	216.00	215.00	(1.00)	-0.46%	(1.00)	-0.46%
Detention Officer Lieutenant	73.00	73.00	73.00	72.00	(1.00)	-1.37%	(1.00)	-1.37%
Law Enforcement Sergeant	93.00	93.00	91.00	92.00	(1.00)	-1.08%	1.00	1.10%
Law Enforcement Lieutenant	36.00	36.00	35.00	36.00	-	0.00%	1.00	2.86%
Sheriff Record Specialist Supv	8.00	8.00	8.00	7.00	(1.00)	-12.50%	(1.00)	-12.50%
Administrative Supervisor	5.00	5.00	7.00	7.00	2.00	40.00%	.00	0.00%
Mechanic Supervisor	1.00	1.00	-	-	(1.00)	-100.00%	.00	0.00%
Administrative Staff Supv	4.00	4.00	4.00	4.00	-	0.00%	.00	0.00%
IT Services Supv	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Field Operations Supervisor	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
General Laborer Supervisor	5.00	5.00	5.00	4.00	(1.00)	-20.00%	(1.00)	-20.00%
Human Resources Support Supv	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Communicatn Officer Supervisor	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Operations/Program Supervisor	7.00	7.00	8.00	8.00	1.00	14.29%	.00	0.00%
Social Worker Supervisor	9.00	9.00	8.00	7.00	(2.00)	-22.22%	(1.00)	-12.50%
Mechanic Supervisor - Aviation	-	-	1.00	1.00	1.00		.00	0.00%
Fingerprint Supervisor	-	-	4.00	3.00	3.00		(1.00)	-25.00%
Administrator	4.00	4.00	3.00	3.00	(1.00)	-25.00%	.00	0.00%
Admin & Operations Mgr	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Detention Officer Captain	14.00	14.00	14.00	13.00	(1.00)	-7.14%	(1.00)	-7.14%
Law Enforcement Captain	22.00	22.00	23.00	19.00	(3.00)	-13.64%	(4.00)	-17.39%
Administrative Manager	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Applications Development Mgr	2.00	2.00	2.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Systems Admin & Analysis Mgr	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Technical Support Mgr	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
IT Division Manager	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Operations/Program Manager	5.00	5.00	6.00	4.00	(1.00)	-20.00%	(2.00)	-33.33%
Management Analyst	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Program Coordinator	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Accountant	4.00	4.00	4.00	4.00	-	0.00%	.00	0.00%

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Internal Auditor	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Finan/Business Analyst - Dept	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Procurement Specialist	5.00	5.00	5.00	5.00	-	0.00%	.00	0.00%
IS Project Manager	-	-	1.00	-	-		(1.00)	-100.00%
IT Consultant	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Dietitian/Nutritionist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Psychologist	3.00	3.00	3.00	1.00	(2.00)	-66.67%	(2.00)	-66.67%
Pilot	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Librarian	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Counselor	9.00	9.00	9.00	8.00	(1.00)	-11.11%	(1.00)	-11.11%
Social Worker	47.00	47.00	47.00	46.00	(1.00)	-2.13%	(1.00)	-2.13%
Chaplain	5.00	5.00	5.00	5.00	-	0.00%	.00	0.00%
GIS Programmer/Analyst	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Educator - Detention	17.00	17.00	17.00	17.00	-	0.00%	.00	0.00%
Business/Systems Analyst	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Business/Systems Analyst-Sr/Ld	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Database Administrator	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
IS Project Manager - Sr/Ld	2.00	2.00	1.00	1.00	(1.00)	-50.00%	.00	0.00%
PC/LAN Analyst	4.00	4.00	6.00	4.00	-	0.00%	(2.00)	-33.33%
Programmer/Analyst	8.00	8.00	8.00	6.00	(2.00)	-25.00%	(2.00)	-25.00%
Programmer/Analyst - Sr/Ld	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Systems/Network Administrator	4.00	4.00	4.00	3.00	(1.00)	-25.00%	(1.00)	-25.00%
Systems/Network Admin-Sr/Ld	5.00	5.00	5.00	5.00	-	0.00%	.00	0.00%
Web Designer/Developer	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
General Laborer	46.00	46.00	46.00	33.00	(13.00)	-28.26%	(13.00)	-28.26%
Detention Officer	1,898.50	1,898.50	1,898.00	1,896.00	(2.50)	-0.13%	(2.00)	-0.11%
Law Enforcement Officer	655.00	655.00	641.00	632.00	(23.00)	-3.51%	(9.00)	-1.40%
Emergency Dispatcher	29.00	29.00	29.00	25.00	(4.00)	-13.79%	(4.00)	-13.79%
Food Service Worker	10.00	10.00	10.00	7.00	(3.00)	-30.00%	(3.00)	-30.00%
Animal Care Technician	2.00	2.00	1.00	1.00	(1.00)	-50.00%	.00	0.00%
Materials Handling Worker	20.00	20.00	20.00	20.00	-	0.00%	.00	0.00%
Emergency Operator	6.00	6.00	6.00	5.00	(1.00)	-16.67%	(1.00)	-16.67%
Materials Inventory Specialist	5.00	5.00	5.00	5.00	-	0.00%	.00	0.00%
Telecommunications Tech	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Computer Operator	6.00	6.00	6.00	4.00	(2.00)	-33.33%	(2.00)	-33.33%
Investigator	-	-	2.00	5.00	5.00		3.00	150.00%
Equipment Operator	3.00	3.00	3.00	1.00	(2.00)	-66.67%	(2.00)	-66.67%
Trades Specialist	7.00	7.00	7.00	2.00	(5.00)	-71.43%	(5.00)	-71.43%
Licensed Practical Nurse	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Crime Scene Specialist	50.00	50.00	-	-	(50.00)	-100.00%	.00	
Polygraph Examiner	4.00	4.00	4.00	3.00	(1.00)	-25.00%	(1.00)	-25.00%
Environmental Specialist	4.00	4.00	4.00	4.00	-	0.00%	.00	0.00%
Preventive Maintenance Tech	-	-	-	0.50	0.50		.50	
GIS Technician	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Investigator	9.00	9.00	-	-	(9.00)	-100.00%	.00	
Mechanic - Aviation	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Computer Operator - Sr/Ld	4.00	4.00	4.00	4.00	-	0.00%	.00	0.00%
Help Desk Coordinator	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Help Desk Coordinator - Sr/Ld	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Operations Support Analyst	4.00	4.00	4.00	3.00	(1.00)	-25.00%	(1.00)	-25.00%
Operations Support Anlst-Sr/Ld	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
PC/LAN Tech Support	5.00	5.00	5.00	5.00	-	0.00%	.00	0.00%
Telecommunications Tech-Sr/Ld	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Media Specialist	1.00	1.00	3.00	1.00	-	0.00%	(2.00)	-66.67%
Fingerprint Technician	-	-	23.00	12.00	12.00		(11.00)	-47.83%
Fingerprint Analyst	-	-	19.00	16.00	16.00		(3.00)	-15.79%
Computer Forensic Specialist	-	-	3.00	3.00	3.00		.00	0.00%
Crime Scene Specialist-Sheriff	-	-	10.00	4.00	4.00		(6.00)	-60.00%
GIS Programmer/Analyst - Ld	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
DEPARTMENT TOTAL	3,809.50	3,809.50	3,792.00	3,662.50	(147.00)	-3.86%	(129.50)	-3.42%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
100 - GENERAL	967.00	967.00	965.00	908.50	(58.50)	-6.05%	(56.50)	-5.85%
251 - SHERIFF GRANTS	35.00	35.00	20.00	29.00	(6.00)	-17.14%	9.00	45.00%
252 - INMATE SERVICES	126.00	126.00	164.00	164.00	38.00	30.16%	-	0.00%
255 - DETENTION OPERATIONS	2,681.50	2,681.50	2,643.00	2,561.00	(120.50)	-4.49%	(82.00)	-3.10%
DEPARTMENT TOTAL	3,809.50	3,809.50	3,792.00	3,662.50	(147.00)	-3.86%	(129.50)	-3.42%

Significant Variance Analysis

The Sheriff's Office is eliminating 129.5 FTE vacant positions from a variety of programs as part of the FY 2009-10 budget balancing initiatives.

General Adjustments

Budget Balancing Adjustments:

General Fund (100)

Vacancies

- Eliminate vacant civilian positions in the amount of $1,370,841.
- Eliminate vacant Law Enforcement Officer positions in the amount of $955,455. These 13.0 FTE were located in Pre-Employment Services, Districts 2 and 3, and the Trails Division – reductions of positions that were in administrative and/or support roles or that are justified by the 2004 patrol staffing study completed by OMB.
- Eliminate four Law Enforcement Captain positions in the amount of $626,316 consistent with a recent command staff ratio study.

Debt Reduction

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce operating expenses for equipment. This results in an operating savings of $1,571,429.

Cost Reductions

- Eliminate all temporary positions in the amount of $785,758.
- Reduce expenditures in the amount of $100,000 by reducing the shift differential rates from $.50 to $.25 per hour and from $.75 to $.50 per hour for second and third shifts, respectively.
- Reduce expenditures in the amount of $3,484,941 by eliminating vacancies, reductions in force, or employee furloughs in accordance with Board policy.
- Reduce expenditures in the amount of $249,000 by reducing the general supplies budget.
- Reduce expenditures in the amount of $400,000 by eliminating uniform allowances.
- Reduce expenditures in the amount of $100,000 by reducing aviation costs.
- Reduce expenditures in the amount of $500,000 by reducing ammunition costs.
- Reduce expenditures in the amount of $410,641 associated with leased vehicles.
- Reduce expenditures in the amount of $39,809 associated fuel usage with the aforementioned change in leased vehicle usage.
- Reduce expenditures in the amount of $98,279 by reducing the travel and employee education budgets.
- Reduce expenditures in the amount of $500,000 by reducing technology repair and maintenance costs.

Detention Fund (255)

Vacancies

- Eliminate vacant civilian positions in the amount of $2,795,771.
- Reduce personnel costs in the amount of $304,016 due to the retirements of a Detention Officer Sergeant, a Detention Officer Lieutenant, and a Detention Officer Captain.

Debt Reduction

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce operating expenses for equipment. This results in an operating savings of $467,528.

Cost Reductions

- Eliminate all temporary positions in the amount of $282,180.
- Reduce expenditures in the amount of $452,920 by reducing the shift differential rates from $.50 to $.25 per hour and from $.75 to $.50 per hour for second and third shifts, respectively.
- Reduce expenditures in the amount of $686,000 by eliminating uniform allowances.
- Reduce expenditures in the amount of $500,000 by reducing the travel and employee education budgets.

Other Base Adjustments:

General Fund (100)

- Reduce expenditures in the amount of $49,838 due to the elimination of the Sheriff fund transfer to the debt service fund for the 2003 lease revenue bond that was used to fund the purchase of a helicopter. Payments for the remaining life of the obligation have been budgeted directly into the debt service fund.
- Reduce expenditures in the amount of $799,701 to right-size the allocation of indirect costs from the General Fund to the Detention Fund.
- Reduce revenue in the amount of $500,000 to right-size Social Security Incentive revenue.
- Reduce expenditures in the amount of $39,658 due to savings on copiers due to the print management program.
- Reduce expenditures in the amount of $229,304 due to reduced FY 2009-10 Risk Management charges.

Donations Fund (203)

- (Operating) Reduce revenue and expenditures in the amount of $21,160 per the Sheriff's budget request.

Sheriff's Grants Fund (251)

- (Operating) Reduce revenues and expenditures in the amount of $1,233,390 to reflect lower anticipated grant receipts.
- (Non-Recurring) Increase revenue and expenditures in the amount of $533,139 for the purchase of grant-funded equipment.

Detention Fund (255)

- Reduce expenditures in the amount of $770,334 in order to right-size personnel savings to 3%.
- Increase expenditures in the amount of $799,701 to right-size the allocation of indirect costs from the General Fund to the Detention Fund.
- Reduce expenditures in the amount of $41,608 due to savings on copiers due to the print management program.
- Reduce expenditures in the amount of $2,363,981 due to reduced FY 2009-10 Risk Management charges.
- Eliminate 2.0 FTE Detention Officers assigned to Power Squad (Correctional Health Services). This adjustment has zero net impact on the MCSO budget.

Programs and Activities

Custody Management Program

The purpose of the Custody Management Program is to provide a safe and secure environment to inmates and Maricopa County Sheriff's Office staff so that the inmates can be properly and expeditiously processed through the system.

Mandates: A.R.S. §§11-441 and 31-121 establish that the Sheriff's Office is responsible for the operation of County jails and detention, including receiving and providing food, clothing, and bedding for all persons who are committed to jail.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of Inmates graduating from Alpha classes who do not return to jail within 2 years	87.8%	89.0%	87.0%	(2.0%)	-2.3%
Percent of adult inmate participants who receive GEDs	Not Reported	Not Reported	9.7%		
% of Eligible inmate population participating in education classes	Not Reported	Not Reported	79.6%		
Percent of fingerprint sets processed	50.4%	92.0%	59.3%	(32.7%)	-35.5%
Percent of available inmate labor hours worked	100.0%	100.0%	100.0%	0.0%	0.0%
% of Accurate inmate releases (inmates released according to procedure)	Not Reported	Not Reported	100.0%		
Percent of requested items sold	76.9%	77.0%	77.0%	0.0%	0.0%
% of MEAL activity food costs avoided using donated food	0.0%	0.0%	0.0%	0.0%	
% of prisoners handled within 24 hours (booked/classified/or released)	100.0%	100.0%	100.0%	0.0%	0.0%
% of Inmates not assaulted by other inmates while in custody	99.5%	99.5%	99.6%	0.1%	0.1%
% of seriously mentally ill addictive treatment participants who don't return to jail within two years	Not Reported	Not Reported	Not Reported		

Activities that comprise this program include:

- Inmate Addictive Recovery
- Inmate Education
- Inmate Fingerprint Identification
- Inmate Labor
- Inmate Release
- Inmate Canteen and Special Services
- Inmate Transport
- Inmate Skills Training
- Inmate Related Mandates
- Meals
- Intake
- Adult Detention Management
- Seriously Mentally Ill

Inmate Addictive Recovery Activity

The purpose of the Inmate Addictive Recovery Activity is to provide addictive recovery treatment and rehabilitation services to adult and juvenile inmates so that they will not return to jail.

Mandates: This is a non-mandated activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Inmates graduating from Alpha classes who do not return to jail within 2 years	87.8%	89.0%	87.0%	(2.0%)	-2.3%
Output	# of Alpha program participants	763	763	656	-107	-14.0%
Output	Number of Inmates graduating from Alpha classes	657	657	524	-133	-20.2%
Demand	# of Alpha program applicants	980	980	656	-324	-33.1%
Efficiency	Cost per Alpha program participant	$ 1,140.79	$ 2,224.26	$ 2,997.31	$ (773.04)	-34.8%
Revenue						
	251 - SHERIFF GRANTS	$ 40,897	$ 68,613	$ 74,110	$ 5,497	8.0%
	TOTAL SOURCES	$ 40,897	$ 68,613	$ 74,110	$ 5,497	8.0%
Expenditure						
	251 - SHERIFF GRANTS	$ 43,786	$ 68,610	$ 74,110	$ (5,500)	-8.0%
	252 - INMATE SERVICES	802,389	1,628,480	1,892,102	(263,622)	-16.2%
	255 - DETENTION OPERATIONS	24,250	22	21	1	4.5%
	TOTAL USES	$ 870,425	$ 1,697,112	$ 1,966,233	$ (269,121)	-15.9%

Inmate Education Activity

The purpose of the Inmate Education Activity is to provide classes to jailed juvenile and adult inmates so that qualifying juveniles receive special education and inmates participating in general education programs receive their GEDs.

Mandates: A.R.S. §§15-913.01 and 31-121 establish that the Sheriff's Office must offer an education program for inmates under the age of 18 and disabled inmates under the age of 21. The teaching method for this program is to be determined by the Sheriff's Office and the Office of the Superintendent of Schools.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Eligible inmate population participating in education classes	Not Reported	Not Reported	79.6%		
Result	Percent of adult inmate participants who receive GEDs	Not Reported	Not Reported	9.7%		
Output	# of inmate population eligible for education classes	Not Reported	Not Reported	15,284		
Output	# of Inmates participating in education classes	2,711	1,511	3,041	1,530	101.3%
Demand	Number of Inmate population eligible for education classes	3,912	2,160	3,821	1,661	76.9%
Efficiency	Cost per inmate education participant	$ 144.94	$ 347.80	$ 183.15	$ 164.65	47.3%
Revenue						
	251 - SHERIFF GRANTS	$ 320,847	$ 390,471	$ 462,400	$ 71,929	18.4%
	TOTAL SOURCES	$ 320,847	$ 390,471	$ 462,400	$ 71,929	18.4%
Expenditure						
	251 - SHERIFF GRANTS	$ 255,241	$ 390,471	$ 462,400	$ (71,929)	-18.4%
	252 - INMATE SERVICES	1,184,916	1,592,181	1,667,242	(75,061)	-4.7%
	255 - DETENTION OPERATIONS	131,622	119,447	98,172	21,275	17.8%
	TOTAL USES	$ 1,571,779	$ 2,102,099	$ 2,227,814	$ (125,715)	-6.0%

Inmate Fingerprint Identification Activity

The purpose of the Inmate Fingerprint Identification Activity is to provide identification of individuals booked into Sheriff's Custody to law enforcement agencies so that they can be properly detained.

Mandates: This Activity supports the mandate of the Sheriff's Office under A.R.S. §§11-441 and 31-121, which require the Sheriff's Office to be responsible for county jails and inmate detention.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of fingerprint sets processed	50.4%	92.0%	59.3%	(32.7%)	-35.5%
Output	# of Fingerprint sets processed (verified)	163,873	163,873	164,316	443	0.3%
Demand	Number of Fingerprint sets taken	327,467	176,446	143,000	-33,446	-19.0%
Efficiency	Cost per fingerprint set processed (verified)	$ 9.57	$ 13.36	$ 9.83	$ 3.53	26.4%
Expenditure						
	255 - DETENTION OPERATIONS	$ 1,568,881	$ 2,189,023	$ 1,614,545	$ 574,478	26.2%
	TOTAL USES	$ 1,568,881	$ 2,189,023	$ 1,614,545	$ 574,478	26.2%

Activity Narrative: Expenditures in this activity are being reduced in response to reduced anticipated demand. The department reports that roughly the same number of fingerprint sets will be processed within this appropriation.

Inmate Labor Activity

The purpose of the Inmate Labor Activity is to Provide work management for fully sentenced inmates so that work can be credited toward reduced sentence time for eligible inmates and accomplished at a reduced cost to the public.

Mandates: Inmate labor programs are not mandated functions of the Sheriff's Office. A.R.S. §11-455 and A.R.S. Title 31, Chapter 1, Article 3 (§§31-141 through 31-146) establish that the Sheriff's Office may require convicted inmates to perform labor as part of their sentence. The Sheriff's Office is responsible for maintaining management and supervision of inmates who are performing labor.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of available inmate labor hours worked	100.0%	100.0%	100.0%	0.0%	0.0%
Output	# of Inmate Labor Hours Worked	3,509,352	3,509,352	3,509,352	0	0.0%
Demand	Number of Inmate labor hours worked	3,509,352	3,509,352	3,509,352	0	0.0%
Efficiency	INLA Cost Per Inmate Labor Hour Worked	$ 0.11	$ 0.18	$ 0.19	$ (0.01)	-7.5%
Expenditure						
	255 - DETENTION OPERATIONS	$ 373,100	$ 627,910	$ 674,697	$ (46,787)	-7.5%
	TOTAL USES	$ 373,100	$ 627,910	$ 674,697	$ (46,787)	-7.5%

Inmate Release Activity

The purpose of the Inmate Release Activity is to Provide charge disposition services to inmates, criminal justice agencies, and the public so that inmates can be accurately and expeditiously released from custody.

Mandates: This activity supports the overall mandate of the Custody Management Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Accurate inmate releases (inmates released according to procedure)	Not Reported	Not Reported	100.0%		
Output	Number of Inmates released	131,063	131,063	130,528	-535	-0.4%
Demand	# of Inmates ordered for release	131,063	131,063	130,531	-532	-0.4%
Efficiency	Cost per inmate released	$ 33.32	$ 37.78	$ 36.40	$ 1.37	3.6%
Revenue						
	251 - SHERIFF GRANTS	$ 135,997	$ 138,500	$ 138,500	$ -	0.0%
	TOTAL SOURCES	$ 135,997	$ 138,500	$ 138,500	$ -	0.0%
Expenditure						
	214 - SHERIFF JAIL ENHANCEMENT	$ 35	$ 122,182	$ 122,182	$ -	0.0%
	251 - SHERIFF GRANTS	134,086	138,506	138,500	6	0.0%
	255 - DETENTION OPERATIONS	4,233,456	4,690,547	4,491,004	199,543	4.3%
	TOTAL USES	$ 4,367,577	$ 4,951,235	$ 4,751,686	$ 199,549	4.0%

Inmate Canteen and Special Services Activity

The purpose of the Inmate Canteen and Special Services Activity is to Provide a self-supporting program where toilet articles, candy, notions, and other sundries can be sold to inmates so that proceeds can be used to fund programs for inmate benefit and welfare.

Mandates: This is not a mandated function of the Sheriff's Office. A.R.S. §31-121 allows for the creation of an inmate canteen at the discretion of the Board of Supervisors and dictates that proceeds are to be deposited into a special revenue fund that supports canteen operations.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of requested items sold	76.9%	77.0%	77.0%	0.0%	0.0%
Output	# of items sold	323,612	323,612	343,236	19,624	6.1%
Demand	# of items requested	420,717	420,717	447,892	27,175	6.5%
Efficiency	Cost per item sold	$ 16.96	$ 14.05	$ 12.23	$ 1.81	12.9%
Revenue						
	252 - INMATE SERVICES	$ 16,116,285	$ 14,520,364	$ 14,520,364	$ -	0.0%
	TOTAL SOURCES	$ 16,116,285	$ 14,520,364	$ 14,520,364	$ -	0.0%
Expenditure						
	203 - SHERIFF DONATIONS	$ 46	$ 20,260	$ -	$ 20,260	100.0%
	252 - INMATE SERVICES	5,501,836	4,525,330	4,199,123	326,207	7.2%
	255 - DETENTION OPERATIONS	-	22	21	1	4.5%
	TOTAL USES	$ 5,501,882	$ 4,545,612	$ 4,199,144	$ 346,468	7.6%

Inmate Transport Activity

The purpose of the Inmate Transport Activity is to Provide confined and secured prisoner/inmate transportation, primarily to court, so they arrive at scheduled destination points without incident.

Mandates: This activity supports the overall mandate of the Custody Management Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	TBD	Not Reported	Not Reported	Not Reported		
Output	# of Inmates transported to court	167,025	167,025	167,304	279	0.2%
Demand	# of Court ordered transports	167,025	167,025	167,304	279	0.2%
Efficiency	Cost per inmate transported to court	$ 111.36	$ 99.30	$ 113.81	$ (14.51)	-14.6%
Expenditure						
	214 - SHERIFF JAIL ENHANCEMENT	$ 900	$ 70,333	$ 70,333	$ -	0.0%
	252 - INMATE SERVICES	-	-	1,306,772	(1,306,772)	
	255 - DETENTION OPERATIONS	18,598,259	16,515,241	17,664,125	(1,148,884)	-7.0%
	TOTAL USES	$ 18,599,159	$ 16,585,574	$ 19,041,230	$ (2,455,656)	-14.8%

Inmate Skills Training Activity

The purpose of the Inmate Skills Training Activity is to provide opportunities to adult and juvenile inmates so they can learn vocational and coping skills.

Mandates: A.R.S. §§15-913.01 and 31-121 establish that the Sheriff's Office must offer an education program for all inmates under the age of 18 and disabled inmates under the age of 21. The teaching method for this program is to be determined by the Sheriff's Office and the Office of the Superintendent of Schools.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	TBD	Not Reported	Not Reported	Not Reported		
Output	# of Inmate Skills Training Participants	10,869	10,869	9,616	-1,253	-11.5%
Demand	# of Inmates Eligible for Skills Training	10,869	10,869	9,616	-1,253	-11.5%
Efficiency	Cost of skills training program per participant	$ 65.76	$ 22.78	$ 27.99	$ (5.22)	-22.9%
Revenue						
	203 - SHERIFF DONATIONS	$ 45,835	$ 25,000	$ 36,139	$ 11,139	44.6%
	TOTAL SOURCES	$ 45,835	$ 25,000	$ 36,139	$ 11,139	44.6%
Expenditure						
	203 - SHERIFF DONATIONS	$ -	$ 26,500	$ 45,260	$ (18,760)	-70.8%
	252 - INMATE SERVICES	714,717	221,028	223,884	(2,856)	-1.3%
	255 - DETENTION OPERATIONS		22	21	1	4.5%
	TOTAL USES	$ 714,717	$ 247,550	$ 269,165	$ (21,615)	-8.7%

Inmate Related Mandates Activity

The purpose of the Inmate Related Mandates Activity is to provide laundry and other services to inmates so that the Sheriff's Office is in compliance with constitutional, legislative, or judicial mandates.

Mandates: This activity supports the overall mandate of the Custody Management Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	# of Inmates receiving mandated services	9,265	9,265	9,472	207	2.2%
Output	TBD	Not Reported	Not Reported	Not Reported		
Demand	# of Inmates requiring inmate related mandated services	9,265	9,265	9,472	207	2.2%
Efficiency	Mandated inmate service cost per inmate	$ 203.75	$ 291.72	$ 252.60	$ 39.13	13.4%
Expenditure						
	203 - SHERIFF DONATIONS	$ -	$ 50	$ 50	$ -	0.0%
	214 - SHERIFF JAIL ENHANCEMENT	10,287	32,160	32,160	-	0.0%
	252 - INMATE SERVICES	426,966	2,598,285	1,914,759	683,526	26.3%
	255 - DETENTION OPERATIONS	7,113,888	8,180,728	7,623,356	557,372	6.8%
	TOTAL USES	$ 7,551,141	$ 10,811,223	$ 9,570,325	$ 1,240,898	11.5%

Inmate Meals Activity

The purpose of the Meals Activity is to provide healthy meals to inmates so that mandated daily food requirements can be met most cost effectively.

Mandates: This activity supports the overall mandate of the Custody Management Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of MEAL activity food costs avoided using donated food	Not Reported	Not Reported	Not Reported		
Output	# of Inmate Meals Served	14,717,302	14,717,302	13,993,924	-723,378	-4.9%
Output	$ of MEAL activity food costs	3,765,477	18,241,676	18,303,764	62,088	0.3%
Demand	# of Inmate Meals Needed	14,717,302	14,717,302	13,993,924	-723,378	-4.9%
Efficiency	Cost per Meal Served (fully loaded)	$ 1.24	$ 1.24	$ 1.08	$ 0.16	13.1%
Expenditure						
	252 - INMATE SERVICES	$ 2,031,046	$ 2,181,397	$ 1,012,028	$ 1,169,369	53.6%
	255 - DETENTION OPERATIONS	16,233,790	16,042,181	14,040,492	2,001,689	12.5%
	TOTAL USES	$ 18,264,836	$ 18,223,578	$ 15,052,520	$ 3,171,058	17.4%

Budget Balancing Adjustments:

Detention Fund (255)

Cost Reductions

- Reduce expenditures in the amount of $925,997 by shifting from Retherm to a heat and serve food distribution model.
- Reduce expenditures by $332,500 by converting Detention Officer and Detention Officer Sergeant positions in the food factory to Food Service Worker positions through attrition consistent with a staffing study performed in 2006 by Liebert & Associates.
- Reduce expenditures by $70,000 by converting Detention Officer positions in Distribution to General Laborer positions through attrition consistent with a staffing study performed in 2006 by Liebert & Associates.

Intake Activity

The purpose of the Intake Activity is to properly and efficiently process prisoners so that they can be assigned and transferred to a Sheriff's Housing Facility within 24 hours.

Mandates: This activity supports the overall mandate of the Custody Management Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of prisoners handled within 24 hours (booked/classified/or released)	100.0%	100.0%	100.0%	0.0%	0.0%
Output	# of inmates booked and classified or released	130,979	130,979	130,600	-379	-0.3%
Demand	# of Prisoners requiring booking (presented for booking)	131,045	131,045	130,648	-397	-0.3%
Efficiency	Cost per prisoner booked	$ 105.28	$ 120.50	$ 127.92	$ (7.42)	-6.2%
Revenue						
	251 - SHERIFF GRANTS	$ 16,165	$ -	$ -	$ -	
	TOTAL SOURCES	$ 16,165	$ -	$ -	$ -	
Expenditure						
	214 - SHERIFF JAIL ENHANCEMENT	$ 8,474	$ 74,698	$ 74,698	$ -	0.0%
	251 - SHERIFF GRANTS	6,463	-	-	-	
	252 - INMATE SERVICES	66,637	2,264,192	2,211,290	52,902	2.3%
	255 - DETENTION OPERATIONS	13,708,248	13,443,825	14,420,569	(976,744)	-7.3%
	TOTAL USES	$ 13,789,822	$ 15,782,715	$ 16,706,557	$ (923,842)	-5.9%

Adult Detention Management Activity

The purpose of the Adult Detention Management Activity is to provide security, safety, care, custody, and control services to Maricopa County Sheriff's Office staff and inmates so that they can live and work in safe and secure facilities.

Mandates: This activity supports the overall mandate of the Custody Management Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Inmates not assaulted by other inmates while in custody	99.5%	99.5%	99.6%	0.1%	0.1%
Output	# Inmates Detained	9,265	9,265	9,472	207	2.2%
Demand	Number of inmates requiring detention	9,265	9,265	9,472	207	2.2%
Efficiency	Quarterly cost per inmate detained (Cognos)	$ 2,378.84	$ 2,415.33	$ 2,381.15	$ 34.18	1.4%
Revenue						
	214 - SHERIFF JAIL ENHANCEMENT	$ 1,365,645	$ 2,205,000	$ 2,205,000	$ -	0.0%
	254 - INMATE HEALTH SERVICES	114,311	149,715	149,715	-	0.0%
	255 - DETENTION OPERATIONS	33,042,572	27,240,000	32,863,740	5,623,740	20.6%
	TOTAL SOURCES	$ 34,522,528	$ 29,594,715	$ 35,218,455	$ 5,623,740	19.0%
Expenditure						
	214 - SHERIFF JAIL ENHANCEMENT	$ 636,344	$ 1,529,505	$ 1,529,505	$ -	0.0%
	252 - INMATE SERVICES	-	2,300,000		2,300,000	100.0%
	254 - INMATE HEALTH SERVICES		299,715	149,715	150,000	50.0%
	255 - DETENTION OPERATIONS	87,525,674	85,382,777	88,537,640	(3,154,863)	-3.7%
	TOTAL USES	$ 88,162,018	$ 89,511,997	$ 90,216,860	$ (704,863)	-0.8%

Budget Balancing Adjustments:

Detention Fund (255)

Revenue Enhancements

- Increase revenues in the amount of $5,623,740 to reflect higher forecasted revenue from inmate booking and per diem charges.

Inmate Seriously Mentally Ill Addictive Treatment Activity

The purpose of the Seriously Mentally Ill Addictive Treatment Activity is to provide addictive recovery programs similar to Alpha for seriously mentally ill inmates so that they won't return to jail.

Mandates: This is a non-mandated activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of seriously mentally ill addictive treatment participants who don't return to jail within two years	Not Reported	Not Reported	Not Reported		
Output	# of seriously mentally ill addictive treatment program participants	Not Reported	Not Reported	Not Reported		
Demand	# of Inmates referred or diverted to seriously mentally ill treatment program	Not Reported	Not Reported	Not Reported		
Efficiency	Cost per seriously mentally ill addictive treatment program participant	Not Reported	Not Reported	Not Reported		
Expenditure						
	252 - INMATE SERVICES	$ 148,279	$ 750,770	$ -	$ 750,770	100.0%
	255 - DETENTION OPERATIONS		22	21	1	4.5%
	TOTAL USES	$ 148,279	$ 750,792	$ 21	$ 750,771	100.0%

Centralized MCSO Operations Program

The purpose of the Centralized MCSO Operations is to provide comprehensive Enforcement and Custody Management program support services that are unique to a Sheriff's Office operation so that goals can be met in compliance with legal standards by a qualified and productive workforce.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of vehicles receiving APMs in 2 hrs. or less	76.2%	76.0%	73.0%	(3.0%)	-3.9%
% of Information System Availability (24x7)	99.7%	100.0%	100.0%	0.0%	0.0%
% of Applicants that meet Sheriff's Office new hire standards	4.3%	4.0%	19.0%	15.0%	377.2%
% FTE meeting mandated proficiency	Not Reported	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Fleet Management
- Information Technology
- Employee Professional Standards
- Mandated Enforcement and Detention Training

Fleet Management Activity

The purpose of the Fleet Management Activity is to provide vehicle management services to the MCSO employees so that they can accomplish their assignments.

Mandates: This is a non-mandated activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of vehicles receiving APMs in 2 hrs. or less	76.2%	76.0%	73.0%	(3.0%)	-3.9%
Output	# of Vehicles on preventive maintenance inventory (assigned vehicles managed)	711	736	743	7	1.0%
Demand	# of vehicles in MCSO fleet	727	742	764	22	3.0%
Efficiency	Cost per vehicle managed	$ 256.97	$ 270.49	$ 95.12	$ 175.37	64.8%
Expenditure						
	100 - GENERAL	$ 426,915	$ 542,691	$ 20,142	$ 522,549	96.3%
	255 - DETENTION OPERATIONS	304,152	253,643	262,566	(8,923)	-3.5%
	TOTAL USES	$ 731,067	$ 796,334	$ 282,708	$ 513,626	64.5%

Information Technology Activity

The purpose of the Information Technology Activity is to provide IT leadership and services to MCSO bureaus so that communication and processes can be accomplished more efficiently through automation.

Mandates: This is a non-mandated activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Information System Availability (24x7)	99.7%	100.0%	100.0%	0.0%	0.0%
Output	Days information/telecommunications systems operational (24x7)	365	364	365	1	0.2%
Demand	Number of Days information/telecommunications systems required	366	365	365	0	0.0%
Efficiency	MCSI cost per operational day	$ 5,225.19	$ 9,183.93	$ 12,120.62	$ (2,936.69)	-32.0%
Revenue						
	100 - GENERAL	$ 145,121	$ 120,896	$ 113,839	$ (7,057)	-5.8%
	TOTAL SOURCES	$ 145,121	$ 120,896	$ 113,839	$ (7,057)	-5.8%
Expenditure						
	100 - GENERAL	$ 1,143,863	$ 2,686,209	$ 2,198,265	$ 487,944	18.2%
	252 - INMATE SERVICES	-	-	1,348,741	(1,348,741)	
	255 - DETENTION OPERATIONS	763,331	659,220	877,020	(217,800)	-33.0%
	TOTAL USES	$ 1,907,194	$ 3,345,429	$ 4,424,026	$ (1,078,597)	-32.2%

Other Base Adjustments:

Inmate Services Fund (252)

- (Non-Recurring) Increase expenditures in the amount of $1,328,541 due to the carryover of Phase 2 of the JMS Migration project.

Employee Professional Standards Activity

The purpose of the Employee Professional Standards Activity is to provide administrative investigative services for the Maricopa County Sheriff's Office so that qualified employees can be hired and retained.

Mandates: This activity supports the mandates of the Enforcement and Custody Management Programs.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Applicants that meet Sheriff's Office new hire standards	4.3%	4.0%	19.0%	15.0%	377.2%
Output	# of new hire standards reviews conducted	2,436	2,436	1,376	-1,060	-43.5%
Demand	# of new hire standards reviews required	3,485	3,485	2,256	-1,229	-35.3%
Efficiency	Cost per Sheriff's Office applicant standards review	$ 1,149.72	$ 1,187.78	$ 1,906.60	$ (718.82)	-60.5%
Expenditure						
	100 - GENERAL	$ 1,346,310	$ 1,235,397	$ 1,194,182	$ 41,215	3.3%
	212 - SHERIFF RICO		3,000	3,000	-	0.0%
	214 - SHERIFF JAIL ENHANCEMENT		5,200	5,200	-	0.0%
	255 - DETENTION OPERATIONS	1,454,412	1,649,842	1,421,097	228,745	13.9%
	TOTAL USES	$ 2,800,722	$ 2,893,439	$ 2,623,479	$ 269,960	9.3%

Activity Narrative: Due to the financial downturn and subsequent Countywide hiring freeze implemented in FY 2008-09, MCSO hiring activity was down significantly, thus fewer new hire standards reviews were conducted.

Mandated Enforcement and Detention Training Activity

The purpose of the Mandated Enforcement and Detention Training Activity is to provide mandated training to Maricopa County Sheriff's Office compensated and non-compensated sworn and detention personnel so that they can be prepared/certified to perform job and maintain proficiency standards.

Mandates: This activity supports the mandates of the Enforcement and Custody Management Programs.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% FTE meeting mandated proficiency	0.0%	100.0%	100.0%	0.0%	0.0%
Output	# of Mandated Proficiency Standards Training Program Participants	2,832	2,831	2,889	58	2.0%
Output	# FTE	959	3,834	2,889	-945	-24.6%
Demand	# of MCSO FTE who are required to meet mandated proficiency standards	2,832	2,831	2,889	58	2.0%
Efficiency	Cost per mandated training program participant	$566.02	$501.80	$480.71	$21.09	4.2%
Revenue						
	251 - SHERIFF GRANTS	$ 377,990	$ -	$ -		
	TOTAL SOURCES	$ 377,990	$ -	$ -		
Expenditure						
	100 - GENERAL	$ 2,470,192	$ 1,814,202	$ 1,138,628	$ 675,574	37.2%
	212 - SHERIFF RICO		3,000	3,000	-	0.0%
	214 - SHERIFF JAIL ENHANCEMENT		20,900	20,900	-	0.0%
	251 - SHERIFF GRANTS	389,582	-	-	-	
	255 - DETENTION OPERATIONS	3,551,017	3,844,271	4,392,518	(548,247)	-14.3%
	TOTAL USES	$ 6,410,791	$ 5,682,373	$ 5,555,046	$ 127,327	2.2%

Enforcement Program

The purpose of the Enforcement Program is to provide law enforcement response relative to crime, criminal activity, and events that disrupt order and threaten public safety so the public feels safe and secure in the community.

Mandates: A.R.S. §11-441 establishes that the Sheriff's Office is responsible for preserving the peace, preventing and suppressing breaches of the peace, and arresting all persons who attempt to commit or who have committed a public offense.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of level 1 priority calls dispatched under threshold (within standards--10 seconds)	87.4%	87.0%	86.9%	(0.1%)	-0.2%
% of Zero-injury Enforcement Support Specialized Responses	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Court employees surveyed who respond they feel reasonably secure at work	Not Reported	Not Reported	Not Reported		
(%) Subjects returned within court requested time frame	100.0%	100.0%	100.0%	0.0%	0.0%
% of Jail and Criminal Intelligence items forwarded to law enforcement	69.9%	81.0%	49.2%	(31.8%)	-39.2%
% of General investigation cases cleared by arrest	13.1%	14.0%	26.0%	12.0%	85.8%
% of cases cleared	42.1%	0.0%	62.9%	62.9%	
% of Participants (respondents) who benefit from MCSO crime prevention program	Not Reported	Not Reported	Not Reported		
% of Priority 1 calls responded to within 5 minutes or less	42.3%	42.0%	44.9%	2.9%	6.9%
Percent of item records managed with automation	Not Reported	Not Reported	Not Reported		
% Calls for SMI evaluations resulting in transport to a non-jail facility	Not Reported	Not Reported	Not Reported		
% of missions resulting in rescue	95.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Civil Process
- Dispatch
- Disaster and Community Threat Disruption Response
- Enforcement Support and Specialized Response
- Extraditions
- Jail and Criminal Intelligence
- Investigations
- Community Outreach
- Patrol
- Property and Evidence
- Search and Rescue
- Warrants Information Processing

Civil Process Activity

The purpose of the Civil Process Activity is to provide mandated and statutory services, including taxation, licensing and court directives so that items are processed according to the mandate or statute.

Mandates: A.R.S. §11-441 establishes that the Sheriff's Office is responsible to serve process and notices as prescribed by the courts. A.R.S. §11-445 sets forth the fees to be collected by the Sheriff's Office for service of process.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	Number of items served or processed	43,194	43,194	43,848	654	1.5%
Demand	Number of items received for action	49,846	49,846	52,792	2,946	5.9%
Efficiency	Cost per item served or procesed (as defined)	$ 102.81	$ 92.15	$ 89.99	$ 2.16	2.3%
Revenue						
	100 - GENERAL	$ 593,395	$ 474,000	$ 474,000	$ -	0.0%
	TOTAL SOURCES	$ 593,395	$ 474,000	$ 474,000	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 4,440,738	$ 3,979,838	$ 3,945,572	$ 34,266	0.9%
	255 - DETENTION OPERATIONS	-	637	268	369	57.9%
	TOTAL USES	$ 4,440,738	$ 3,980,475	$ 3,945,840	$ 34,635	0.9%

Dispatch Activity

The purpose of the Dispatch Activity is to provide 24-hour emergency communications operations for the general public and public safety personnel so that calls can be taken and dispatched within standard thresholds.

Mandates: This activity supports the overall mandate of the Enforcement Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of level 1 priority calls dispatched under threshold (within standards--10 seconds)	87.4%	87.0%	86.9%	(0.1%)	-0.2%
Output	# of Police Service Communications Dispatched	232,496	232,496	237,376	4,880	2.1%
Demand	# of Incoming police service communications	232,496	232,496	237,376	4,880	2.1%
Efficiency	Cost per Police Service call dispatched.	$ 9.58	$ 15.12	$ 12.46	$ 2.66	17.6%
Revenue						
	100 - GENERAL	$ 48,143	$ 257,375	$ 446,231	$ 188,856	73.4%
	TOTAL SOURCES	$ 48,143	$ 257,375	$ 446,231	$ 188,856	73.4%
Expenditure						
	100 - GENERAL	$ 1,973,511	$ 2,484,559	$ 1,801,070	$ 683,489	27.5%
	255 - DETENTION OPERATIONS	254,316	1,030,218	1,157,172	(126,954)	-12.3%
	TOTAL USES	$ 2,227,827	$ 3,514,777	$ 2,958,242	$ 556,535	15.8%

Disaster and Community Threat Disruption Response Activity

The purpose of the Disaster and Community Threat Disruption Response Activity is to provide support to the National Response Plan (NRP) through the State's Homeland Security Strategy so that acts of terrorism can be prevented and vulnerabilities to critical hazards can be reduced, damage can be minimized, and recovery can take place.

Mandates: A.R.S. §11-441 establishes the duty of the Sheriff's Office to "prevent and suppress all affrays, breaches of the peace, riots, and insurrections which may come to the knowledge of the sheriff."

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Revenue						
	251 - SHERIFF GRANTS	$ 1,390,844	$ 2,056,969	$ 839,293	$ (1,217,676)	-59.2%
	TOTAL SOURCES	$ 1,390,844	$ 2,056,969	$ 839,293	$ (1,217,676)	-59.2%
Expenditure						
	100 - GENERAL	$ 106,330	$ (245)	$ 6,950	$ (7,195)	2936.7%
	212 - SHERIFF RICO		29,960	29,960	-	0.0%
	251 - SHERIFF GRANTS	1,159,735	2,056,968	839,293	1,217,675	59.2%
	255 - DETENTION OPERATIONS		8,699	1,555	7,144	82.1%
	TOTAL USES	$ 1,266,065	$ 2,095,382	$ 877,758	$ 1,217,624	58.1%

Enforcement Support and Specialized Response Activity

The purpose of the Enforcement Support and Specialized Response Activity is to provide patrol resources including personnel with special training and equipment for non-routine situations so that injury/damage can be avoided or controlled.

Mandates: This activity supports the overall mandate of the Enforcement Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Zero-injury Enforcement Support Specialized Responses	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Court employees surveyed who respond they feel reasonably secure at work	Not Reported	Not Reported	Not Reported		
Output	Number of Calls for Service Responses by Patrol Resources Bureau units	4,144	4,144	3,980	-164	-4.0%
Output	# of Enforcement Support Specialized Responses	4,144	4,144	3,980	-164	-4.0%
Output	Number of Court employees surveyed	Not Reported	Not Reported	Not Reported		
Demand	Number of Calls for Service requiring Patrol Resource Bureau assistance	4,144	4,144	3,980	-164	-4.0%
Efficiency	Cost per Enforcement Support Specialized Response	$ 3,438.81	$ 2,442.59	$ 2,808.16	$ (365.57)	-15.0%
Revenue						
	100 - GENERAL	$ 362,495	$ 260,000	$ 260,000	$ -	0.0%
	203 - SHERIFF DONATIONS	32,843	80,000	47,701	(32,299)	-40.4%
	TOTAL SOURCES	$ 395,338	$ 340,000	$ 307,701	$ (32,299)	-9.5%
Expenditure						
	100 - GENERAL	$ 12,043,028	$ 9,170,059	$ 10,205,640	$ (1,035,581)	-11.3%
	203 - SHERIFF DONATIONS	16,528	56,890	37,230	19,660	34.6%
	212 - SHERIFF RICO	32,806	67,960	67,960	-	0.0%
	214 - SHERIFF JAIL ENHANCEMENT	8,521	121,822	121,822	-	0.0%
	255 - DETENTION OPERATIONS	2,149,540	705,372	743,831	(38,459)	-5.5%
	TOTAL USES	$ 14,250,423	$ 10,122,103	$ 11,176,483	$ (1,054,380)	-10.4%

Extraditions Activity

The purpose of the Extraditions Activity is to return subjects to Arizona who are wanted on Maricopa County Superior Court warrants and are in-custody in other states or countries so that can appear in court when requested.

Mandates: A.R.S. Title 13, Chapter 38, Article 5 (§§13-3841 through 13-3870.02) establishes the rules for and conditions under which a law enforcement agency is required to facilitate extraditions from other jurisdictions.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	(%) Subjects returned within court requested time frame	100.0%	100.0%	100.0%	0.0%	0.0%
Output	# Subjects returned	588	588	548	-40	-6.8%
Demand	# Requests for return of subjects	588	588	548	-40	-6.8%
Efficiency	Cost per subject returned	$ 3,101.58	$ 2,550.46	$ 1,757.68	$ 792.78	31.1%
Expenditure						
	100 - GENERAL	$ 115,267	$ 45,566	$ 14,509	$ 31,057	68.2%
	255 - DETENTION OPERATIONS	1,708,462	1,454,107	948,701	505,406	34.8%
	TOTAL USES	$ 1,823,729	$ 1,499,673	$ 963,210	$ 536,463	35.8%

Jail and Criminal Intelligence Activity

The purpose of the Jail and Criminal Intelligence Activity is to provide lawful collection, synthesis and assessment of criminal information for the Sheriff's Office and the criminal justice system so enforcement action can be taken.

Mandates: This activity supports the overall mandates of the Enforcement Program and Custody Management Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Jail and Criminal Intelligence items forwarded to law enforcement	69.9%	81.0%	49.2%	(31.8%)	-39.2%
Output	# Jail and criminal intelligence items processed (reviewed/analyzed)	16,352	22,587	28,992	6,405	28.4%
Demand	Number of intelligence items/requests (jail and criminal) received	Not Reported	28,018	22,404	-5,614	-20.0%
Efficiency	Cost per intelligence item analyzed	$ 252.35	$ 136.10	$ 175.07	$ (38.97)	-28.6%
Revenue						
	251 - SHERIFF GRANTS	$ 1,023,570	$ 3,207	$ 1,600,000	$ 1,596,793	49790.9%
	TOTAL SOURCES	$ 1,023,570	$ 3,207	$ 1,600,000	$ 1,596,793	49790.9%
Expenditure						
	100 - GENERAL	$ 51,904	$ 172,202	$ 357,379	$ (185,177)	-107.5%
	212 - SHERIFF RICO	63,843	33,300	33,300	-	0.0%
	214 - SHERIFF JAIL ENHANCEMENT	6,149	64,800	64,800	-	0.0%
	251 - SHERIFF GRANTS	1,208,667	3,210	1,600,000	(1,596,790)	-49744.2%
	255 - DETENTION OPERATIONS	2,795,934	2,800,623	3,020,269	(219,646)	-7.8%
	TOTAL USES	$ 4,126,497	$ 3,074,135	$ 5,075,748	$ (2,001,613)	-65.1%

Investigations Activity

The purpose of the Investigations Activity is to provide criminal investigative services for the public and the prosecution so that arrests can be made and cases can be cleared.

Mandates: This activity supports the overall mandate of the Enforcement Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of cases cleared	42.1%	0.0%	62.9%	62.9%	
Result	% of General investigation cases cleared by arrest	13.1%	14.0%	26.0%	12.0%	85.8%
Output	Number of cases investigated (open cases)	17,155	9,591	9,768	177	1.8%
Output	# of Cases Cleared	7,224	7,224	6,140	-1,084	-15.0%
Demand	# of Cases assigned/undertaken (cases to be handled)	17,155	7,346	9,768	2,422	33.0%
Efficiency	Cost per case investigated	$ 966.73	$ 1,744.52	$ 1,552.82	$ 191.70	11.0%
Revenue						
	212 - SHERIFF RICO	$ 920,039	$ 1,155,000	$ 1,155,000	$ -	0.0%
	251 - SHERIFF GRANTS	2,196,801	2,592,372	1,847,211	(745,161)	-28.7%
	TOTAL SOURCES	$ 3,116,840	$ 3,747,372	$ 3,002,211	$ (745,161)	-19.9%
Expenditure						
	100 - GENERAL	$ 9,876,366	$ 9,502,083	$ 8,030,933	$ 1,471,150	15.5%
	212 - SHERIFF RICO	584,231	914,920	914,920	-	0.0%
	214 - SHERIFF JAIL ENHANCEMENT	5,616	80,400	80,400	-	0.0%
	251 - SHERIFF GRANTS	2,255,717	2,592,370	1,847,211	745,159	28.7%
	255 - DETENTION OPERATIONS	3,862,344	3,641,928	4,294,460	(652,532)	-17.9%
	TOTAL USES	$ 16,584,274	$ 16,731,701	$ 15,167,924	$ 1,563,777	9.3%

Community Outreach Activity

The purpose of the Community Outreach Activity is to promote safety and crime prevention in the community so that the public is better informed.

Mandates: This is a non-mandated activity.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Participants (respondents) who benefit from MCSO crime prevention program	Not Reported	Not Reported	Not Reported		
Output	# Participants who benefit as a result of attending an MCSO crime prevention program	Not Reported	Not Reported	Not Reported		
Demand	# Community outreach program participants	Not Reported	Not Reported	Not Reported		
Efficiency	Cost per community outreach participant	Not Reported	Not Reported	Not Reported		
Revenue						
	251 - SHERIFF GRANTS	$ 2,991	$ 5,000	$ -	$ (5,000)	-100.0%
	TOTAL SOURCES	$ 2,991	$ 5,000	$ -	$ (5,000)	-100.0%
Expenditure						
	100 - GENERAL	$ 52	$ 8,567	$ 1,855	$ 6,712	78.3%
	203 - SHERIFF DONATIONS		50	50	-	0.0%
	251 - SHERIFF GRANTS	2,991	4,996	-	4,996	100.0%
	255 - DETENTION OPERATIONS		22	21	1	4.5%
	TOTAL USES	$ 3,043	$ 13,635	$ 1,926	$ 11,709	85.9%

Patrol Activity

The purpose of the Patrol Activity is to provide preventive enforcement and law enforcement response to the general public in County Districts, at the Lakes, and on Park Trails so that criminal activity can be deterred and offenders can be apprehended.

Mandates: This activity supports the overall mandate of the Enforcement Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of Priority 1 calls responded to within 5 minutes or less	42.3%	42.0%	44.9%	2.9%	6.9%
Output	# of Radio calls for service responses (# of responses)	220,611	220,611	203,664	-16,947	-7.7%
Output	# of Priority 1 calls responded to	2,444	2,444	2,200	-244	-10.0%
Demand	# Radio calls for service dispatched to patrol (# of incidents)	221,935	221,935	204,436	-17,499	-7.9%
Efficiency	Cost per call for service response	$ 136.83	$ 146.44	$ 126.66	$ 19.78	13.5%
Revenue						
	100 - GENERAL	$ 11,656,462	$ 10,620,537	$ 9,557,973	$ (1,062,564)	-10.0%
	251 - SHERIFF GRANTS	887,786	830,795	424,162	(406,633)	-48.9%
	TOTAL SOURCES	$ 12,544,248	$ 11,451,332	$ 9,982,135	$ (1,469,197)	-12.8%
Expenditure						
	100 - GENERAL	$ 26,003,857	$ 31,298,770	$ 25,198,728	$ 6,100,042	19.5%
	203 - SHERIFF DONATIONS		2,000	2,000	-	0.0%
	212 - SHERIFF RICO	65,682	41,960	41,960	-	0.0%
	251 - SHERIFF GRANTS	817,938	830,796	424,162	406,634	48.9%
	TOTAL USES	$ 26,887,477	$ 32,173,526	$ 25,666,850	$ 6,506,676	20.2%

Other Base Adjustments:

General Fund (100)

- Reduce revenue in the amount of $470,013 due to IGA personnel costs not increasing in FY 2008-09 as had been anticipated.
- Eliminate 2.0 FTE Law Enforcement Officers assigned to Spur Cross (Parks Department). This adjustment has zero net impact on the MCSO budget.

Tentative to Final Adjustments:

General Fund (100)

- Reduce revenue and expenditures by $95,933 due to an amendment to the IGA for law enforcement services with Litchfield Park.

Property and Evidence Activity

The purpose of the Property and Evidence Activity is to provide custodial service for evidentiary and other property so that it can be readily retrieved for review or release in the same condition as it was upon initial receipt and destroyed, released or disposed of according to mandate.

Mandates: A.R.S. §13-3920 states that all seized property related to a criminal arrest shall be retained by the arresting agency for use as evidence until directed otherwise by the court.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of item records managed with automation	Not Reported	Not Reported	Not Reported		
Output	# of items of property and evidence stored	58,047	58,047	49,368	-8,679	-15.0%
Output	Number of item records managed	Not Reported	Not Reported	Not Reported		
Demand	Number of items of property and evidence required to be stored.	58,047	58,047	49,367	-8,680	-15.0%
Efficiency	Cost per item stored	$ 18.02	$ 17.58	$ 21.26	$ (3.67)	-20.9%
Revenue						
	100 - GENERAL	$ 16,596	$ 14,000	$ 14,000	$ -	0.0%
	TOTAL SOURCES	$ 16,596	$ 14,000	$ 14,000	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 654,687	$ 474,554	$ 388,518	$ 86,036	18.1%
	214 - SHERIFF JAIL ENHANCEMENT	-	33,600	33,600	-	0.0%
	255 - DETENTION OPERATIONS	391,398	512,566	627,318	(114,752)	-22.4%
	TOTAL USES	$ 1,046,085	$ 1,020,720	$ 1,049,436	$ (28,716)	-2.8%

Search and Rescue Activity

The purpose of the Search and Rescue Activity is to provide aid in missions involving the life or health of any person so that individuals can be rescued or recovered.

Mandates: A.R.S. §11-441 establishes the duty of the Sheriff's Office to conduct or coordinate search and rescue operations involving the life or health of a person.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	% of missions resulting in rescue	95.0%	100.0%	100.0%	0.0%	0.0%
Output	# Search and rescue missions undertaken	40	39	52	13	25.0%
Demand	# Search and rescue incidents	45	39	52	13	25.0%
Efficiency	Cost per search and rescue mission undertaken	$ 15.83	$ 4,509.54	$ 2,046.13	$ 2,463.40	54.6%
Expenditure						
	100 - GENERAL	$ 633	$ 175,800	$ 106,328	$ 69,472	39.5%
	203 - SHERIFF DONATIONS	-	50	50	-	0.0%
	255 - DETENTION OPERATIONS	-	22	21	1	4.5%
	TOTAL USES	$ 633	$ 175,872	$ 106,399	$ 69,473	39.5%

Warrants Information Processing Activity

The purpose of the Warrants Information Processing Activity is to provide comprehensive warrants records management services so that criminal information can be entered, verified, reported, and retrieved according to law.

Mandates: This activity supports the overall mandate of the Enforcement Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	# of Items Processed	64,268	64,628	61,404	-3,224	-5.0%
Demand	Number of Items received	77,784	82,850	88,784	5,934	7.2%
Efficiency	Cost per item processed	$ 33.43	$ 33.54	$ 30.12	$ 3.42	10.2%
Revenue						
	100 - GENERAL	$ 61,769	$ 65,000	$ 65,000	$ -	0.0%
	TOTAL SOURCES	$ 61,769	$ 65,000	$ 65,000	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 2,147,877	$ 2,167,620	$ 1,849,555	$ (318,065)	-14.7%
	255 - DETENTION OPERATIONS	324	21	20	(1)	-4.8%
	TOTAL USES	$ 2,148,201	$ 2,167,641	$ 1,849,575	$ 318,066	14.7%

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 72,529,713**	**$ 13,005,817**
MID-YEAR ADJUSTMENTS:			
Queen Creek IGA revision (C-50-08-010-2-03)		$ (76,155)	$ (76,155)
Guadalupe IGA termination (C-50-08-005-2-01)		(280,559)	(348,858)
Rescind Guadalupe IGA termination (C-50-08-005-2-02)		280,559	348,858
Amend Goodyear IGA (C-50-07-068-2-01)		(197,947)	(197,947)
	Subtotal	$ (274,102)	$ (274,102)
FY 2008-09 REVISED BUDGET		**$ 72,255,611**	**$ 12,731,715**
FY 2008-09 REVISED RESTATED BUDGET		**$ 72,255,611**	**$ 12,731,715**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 2,743,076	$ -
ANNUALIZATION OF FY 2008-09 MID-YEAR ADJUSTMENTS			
Elected Official Salary Increase		$ 7,415	$ -
Guadalupe IGA termination (C-50-08-005-2-01)		(695,213)	(856,187)
Rescind Guadalupe IGA termination (C-50-08-005-2-02)		695,213	856,187
Amend Goodyear IGA (C-50-07-068-2-01)		(274,726)	(274,726)
	Subtotal	$ (267,311)	$ (274,726)
FY 2009-10 BUDGET TARGET		**$ 74,731,376**	**$ 12,456,989**
BASE ADJUSTMENTS:			
BUDGET BALANCING ADJUSTMENTS:			
Vacancies			
Eliminate vacant civilian positions		$ (1,370,841)	$ -
Eliminate vacant deputy sheriff positions		(955,455)	-
Eliminate four sworn captain positions		(626,316)	-
	Subtotal	$ (2,952,612)	$ -
Debt Reduction			
TFP debt service payoff		$ (1,571,429)	$ -
	Subtotal	$ (1,571,429)	$ -

		EXPENDITURES	REVENUE
Cost Reduction			
Eliminate temporary positions		$ (785,758)	$ -
Reduce overtime		-	-
Reduce shift differential rate		(100,000)	-
Elimination of Future Vacancies, RIFs, or Furloughs		(3,484,941)	-
Reduce budget for supplies		(249,000)	-
Eliminate uniform allowances		(400,000)	-
Reduce aviation costs		(100,000)	-
Reduce ammunition costs		(500,000)	-
Discontinue payment of leased vehicles from the General Fund		(410,641)	-
Reduce fuel budget for discontinuation of leased vehicles		(39,809)	-
Reduce education and travel budgets		(98,279)	-
Reduce technology repairs and maintenance		(500,000)	-
	Subtotal	$ (6,668,428)	$ -
OTHER BASE ADJUSTMENTS			
Eliminate Sheriff Fund Transfer to Debt Service Fund		$ (49,838)	$ -
Adjustment of General Fund-Detention Fund splits		(799,701)	-
Reduction in IGA revenues due to reduced personnel costs		-	(470,013)
Right-size Social Security Incentive revenue		-	(500,000)
Print management program copier savings		(39,658)	-
Risk Management savings		(229,304)	-
Service reduction of 3.0 FTE deputies for Spur Cross		(180,252)	-
Reduce allocation out to Parks Department for Spur Cross		180,252	-
	Subtotal	$ (1,118,501)	$ (970,013)
FY 2009-10 RECOMMENDED OPERATING BUDGET		**$ 62,420,406**	**$ 11,486,976**
FY 2009-10 TENTATIVE OPERATING BUDGET		**$ 62,420,406**	**$ 11,486,976**
TENTATIVE TO FINAL ADJUSTMENTS			
Amend IGA with Litchfield Park (C-50-08-009-2-01)		$ (95,933)	$ (95,933)
	Subtotal	$ (95,933)	$ (95,933)
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 62,324,473**	**$ 11,391,043**

Donations Fund (203)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 25,800**	**$**	**25,800**
MID-YEAR ADJUSTMENTS:				
Sheriff Donation (C-50-09-003-M-00)		$ 80,000	$	80,000
	Subtotal	$ 80,000	$	80,000
FY 2008-09 REVISED BUDGET		**$ 105,800**	**$**	**105,800**
FY 2008-09 REVISED RESTATED BUDGET		**$ 105,800**	**$**	**105,800**
TARGET ADJUSTMENTS:				
PERSONNEL SAVINGS ADJUSTMENT		$ 3,105	$	-
TECHNICAL ADJUSTMENTS				
Structural Balance		$ (3,105)	$	-
	Subtotal	$ (3,105)	$	-
FY 2009-10 BUDGET TARGET		**$ 105,800**	**$**	**105,800**
OTHER BASE ADJUSTMENTS				
Request below target		$ (21,160)	$	-
Structural balance		-		(21,160)
	Subtotal	$ (21,160)	$	(21,160)
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 84,640**	**$**	**84,640**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 54,685	$ 81,829	$ 81,829	$ 120,172	$ 105,573
Beginning Unreserved/Undesignated Fund Balance	$ 54,685	$ 81,829	$ 81,829	$ 120,172	$ 105,573
Sources:					
Operating	$ 82,060	$ 25,800	$ 105,800	$ 33,655	$ 84,640
Total Sources:	$ 82,060	$ 25,800	$ 105,800	$ 33,655	$ 84,640
Uses:					
Operating	$ 16,574	$ 25,800	$ 105,800	$ 48,254	$ 84,640
Total Uses:	$ 16,574	$ 25,800	$ 105,800	$ 48,254	$ 84,640
Operating Balance	$ 65,486	$ -	$ -	$ (14,599)	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 120,172	$ 81,829	$ 81,829	$ 105,573	$ 105,573
Ending Unreserved Fund Balance	$ 120,172	$ 81,829	$ 81,829	$ 105,573	$ 105,573

Sheriff RICO Fund (212)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 1,155,000**	**$ 1,155,000**
FY 2008-09 REVISED BUDGET	**$ 1,155,000**	**$ 1,155,000**
FY 2008-09 REVISED RESTATED BUDGET	**$ 1,155,000**	**$ 1,155,000**
FY 2009-10 BUDGET TARGET	**$ 1,155,000**	**$ 1,155,000**
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 1,155,000**	**$ 1,155,000**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ (17,264)	$ -	$ -	$ (740)	$ -
Beginning Unreserved/Undesignated Fund Balance	$ (17,264)	$ -	$ -	$ (740)	$ -
Sources:					
Operating	$ 920,039	$ 1,155,000	$ 1,155,000	$ 893,778	$ 1,155,000
Total Sources:	$ 920,039	$ 1,155,000	$ 1,155,000	$ 893,778	$ 1,155,000
Uses:					
Operating	$ 903,518	$ 1,155,000	$ 1,155,000	$ 893,038	$ 1,155,000
Total Uses:	$ 903,518	$ 1,155,000	$ 1,155,000	$ 893,038	$ 1,155,000
Operating Balance	$ 16,521	$ -	$ -	$ 740	$ -
Accounting Adjustments	$ 3	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ (740)	$ -	$ -	$ -	$ -
Ending Unreserved Fund Balance	$ (740)	$ -	$ -	$ -	$ -

Sheriff's Jail Enhancement Fund (214)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 2,205,000**	**$ 2,205,000**
FY 2008-09 REVISED BUDGET	**$ 2,205,000**	**$ 2,205,000**
FY 2008-09 REVISED RESTATED BUDGET	**$ 2,205,000**	**$ 2,205,000**
FY 2009-10 BUDGET TARGET	**$ 2,205,000**	**$ 2,205,000**
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 2,205,000**	**$ 2,205,000**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 861,747	$ 1,403,556	$ 1,403,556	$ 1,465,697	$ 1,057,853
Beginning Unreserved/Undesignated Fund Balance	$ 861,747	$ 1,403,556	$ 1,403,556	$ 1,465,697	$ 1,057,853
Sources:					
Operating	$ 1,365,645	$ 2,205,000	$ 2,205,000	$ 1,928,045	$ 2,205,000
Total Sources:	$ 1,365,645	$ 2,205,000	$ 2,205,000	$ 1,928,045	$ 2,205,000
Uses:					
Operating	$ 761,697	$ 2,205,000	$ 2,205,000	$ 1,817,935	$ 2,205,000
Non-Recurring	-	-	517,954	517,954	-
Total Uses:	$ 761,697	$ 2,205,000	$ 2,722,954	$ 2,335,889	$ 2,205,000
Operating Balance	$ 603,948	$ -	$ -	$ 110,110	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 1,465,697	$ 1,403,556	$ 885,602	$ 1,057,853	$ 1,057,853
Ending Unreserved Fund Balance	$ 1,465,697	$ 1,403,556	$ 885,602	$ 1,057,853	$ 1,057,853

Sheriff's Grants Fund (251)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ 7,548,150**	**$**	**6,758,867**
MID-YEAR ADJUSTMENTS:				
Grant reconciliation		$ (1,462,223)	$	(672,940)
	Subtotal	$ (1,462,223)	$	(672,940)
FY 2008-09 REVISED BUDGET		**$ 6,085,927**	**$**	**6,085,927**
FY 2008-09 REVISED RESTATED BUDGET		**$ 6,085,927**	**$**	**6,085,927**
FY 2009-10 BUDGET TARGET		**$ 6,085,927**	**$**	**6,085,927**
OTHER BASE ADJUSTMENTS				
Request anticipated grants below target		$ (1,233,390)	$	(1,233,390)
	Subtotal	$ (1,233,390)	$	(1,233,390)
FY 2009-10 RECOMMENDED OPERATING BUDGET		**$ 4,852,537**	**$**	**4,852,537**
		EXPENDITURES		**REVENUE**
NON-RECURRING				
NON-PROJECT 0001				
One-time grant-funded equipment		$ 533,139	$	533,139
	Subtotal	$ 533,139	$	533,139
FY 2009-10 RECOMMENDED NON-RECURRING BUDGET		**$ 533,139**	**$**	**533,139**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 5,385,676**	**$**	**5,385,676**

Inmate Services Fund (252)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 16,812,421**	**$ 14,520,364**
FY 2008-09 REVISED BUDGET	**$ 16,812,421**	**$ 14,520,364**
FY 2008-09 REVISED RESTATED BUDGET	**$ 16,812,421**	**$ 14,520,364**
TARGET ADJUSTMENTS:		
PERSONNEL SAVINGS ADJUSTMENT	$ 95,039	$ -
TECHNICAL ADJUSTMENTS		
Structural Balance	$ (2,387,096)	$ -
Subtotal	$ (2,387,096)	$ -
FY 2009-10 BUDGET TARGET	**$ 14,520,364**	**$ 14,520,364**
FY 2009-10 RECOMMENDED OPERATING BUDGET	**$ 14,520,364**	**$ 14,520,364**
NON-RECURRING		
JMS MIGRATION PROJECT - JMSM		
Carryover for JMS Migration - Phase 2	$ 1,328,541	$ -
FY 2009-10 RECOMMENDED NON-RECURRING BUDGET	**$ 1,328,541**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 15,848,905**	**$ 14,520,364**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 22,187,473	$ 21,988,062	$ 21,988,062	$ 27,363,308	$ 9,375,731
Beginning Unreserved/Undesignated Fund Balance	$ 22,187,473	$ 21,988,062	$ 21,988,062	$ 27,363,308	$ 9,375,731
Sources:					
Operating	$ 16,116,285	$ 14,520,364	$ 14,520,364	$ 10,281,276	$ 14,520,364
Total Sources:	$ 16,116,285	$ 14,520,364	$ 14,520,364	$ 10,281,276	$ 14,520,364
Uses:					
Operating	$ 10,940,446	$ 16,812,421	$ 16,812,421	$ 17,828,865	$ 14,520,364
Non-Recurring	-	2,300,000	11,665,077	10,439,988	1,328,541
Total Uses:	$ 10,940,446	$ 19,112,421	$ 28,477,498	$ 28,268,853	$ 15,848,905
Operating Balance	$ 5,175,839	$ (2,292,057)	$ (2,292,057)	$ (7,547,589)	$ -
Accounting Adjustments	$ (4)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 27,363,308	$ 17,396,005	$ 8,030,928	$ 9,375,731	$ 8,047,190
Ending Unreserved Fund Balance	$ 27,363,308	$ 17,396,005	$ 8,030,928	$ 9,375,731	$ 8,047,190

Inmate Health Services Fund (254)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 149,715**	**$ 149,715**
FY 2008-09 REVISED BUDGET	**$ 149,715**	**$ 149,715**
FY 2008-09 REVISED RESTATED BUDGET	**$ 149,715**	**$ 149,715**
FY 2009-10 BUDGET TARGET	**$ 149,715**	**$ 149,715**
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 149,715**	**$ 149,715**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 453,356	$ 527,178	$ 527,178	$ 567,667	$ 466,531
Beginning Unreserved/Undesignated Fund Balance	$ 453,356	$ 527,178	$ 527,178	$ 567,667	$ 466,531
Sources:					
Operating	$ 114,311	$ 149,715	$ 149,715	$ 96,456	$ 149,715
Total Sources:	$ 114,311	$ 149,715	$ 149,715	$ 96,456	$ 149,715
Uses:					
Operating	$ -	$ 149,715	$ 149,715	$ -	$ 149,715
Non-Recurring	-	150,000	297,597	197,592	-
Total Uses:	$ -	$ 299,715	$ 447,312	$ 197,592	$ 149,715
Operating Balance	$ 114,311	$ -	$ -	$ 96,456	$ -
Ending Unreserved/Undesignated Fund Balance	$ 567,667	$ 377,178	$ 229,581	$ 466,531	$ 466,531
Ending Unreserved Fund Balance	$ 567,667	$ 377,178	$ 229,581	$ 466,531	$ 466,531

Detention Fund (255)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET	**$**	**185,870,904**	**$**	**27,240,000**
FY 2008-09 REVISED BUDGET	**$**	**185,870,904**	**$**	**27,240,000**
FY 2008-09 REVISED RESTATED BUDGET	**$**	**185,870,904**	**$**	**27,240,000**
TARGET ADJUSTMENTS:				
PERSONNEL SAVINGS ADJUSTMENT	$	7,000,227	$	-
FY 2009-10 BUDGET TARGET	**$**	**192,871,131**	**$**	**27,240,000**
BASE ADJUSTMENTS:				
BUDGET BALANCING ADJUSTMENTS:				
Vacancies				
Eliminate vacant civilian positions	$	(2,795,771)	$	-
Eliminate vacant lieutenant/captain/sergeant positions (retirements)		(304,016)		-
Subtotal	$	(3,099,787)	$	-
Cost Reduction				
Eliminate temporary positions	$	(282,180)	$	-
Reduce overtime		-		-
Reduce shift differential rate		(452,920)		-
Eliminate uniform allowances		(686,000)		-
Reduce education and travel budgets		(500,000)		-
Shift from Retherm system to heat and serve food distribution		(925,997)		-
Convert DO and sergeant positions to food service workers (through attrition)		(332,500)		
Convert DO positions to general laborer (through attrition)		(70,000)		
Subtotal	$	(3,249,597)	$	-
Debt Reduction				
TFP debt service payoff	$	(467,528)	$	-
Subtotal	$	(467,528)	$	-
Revenue Enhancements				
Revenue Enhancements	$	-	$	5,623,740
Subtotal	$	-	$	5,623,740
OTHER BASE ADJUSTMENTS				
Rightsize Personnel Savings to 3%	$	(770,334)	$	-
Adjustment of General Fund-Detention Fund splits		799,701		-
Print management program copier savings		(41,608)		-
Risk Management savings		(2,363,981)		-
Service reduction of 2.0 FTE detention officers for the Power Squad		(120,490)		-
Reduce allocation out to Correctional Health for the Power Squad		120,490		-
Subtotal	$	(2,376,222)	$	-
FY 2009-10 ADOPTED OPERATING BUDGET	**$**	**183,677,997**	**$**	**32,863,740**

Special Litigation

Analysis by Lauren M. Cochran, Management & Budget Analyst

Summary

Mission

The Department will develop a Mission during the strategic plan update process.

Vision

The Department will develop a Mission during the strategic plan update process.

Strategic Goals

The Department will develop new goals during the strategic plan update process.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
33CL - CIVIL LITIGATION	$ -	$ -	$ -	$ -	$ 1,988,228	$ (1,988,228)	
CVLD - CIVIL LITIGATION DEFENSE	-	-	-	-	1,689,992	(1,689,992)	
CVLP - CIVIL LITIGATION PROSECUTION	-	-	-	-	298,236	(298,236)	
99AS - ADMINISTRATIVE SERVICES	$ -	$ -	$ -	$ -	$ 147,600	$ (147,600)	
ODIR - EXECUTIVE MANAGEMENT	-	-	-	-	147,600	(147,600)	
TOTAL PROGRAMS	$ -	$ -	$ -	$ -	$ 2,135,828	$ (2,135,828)	

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ -	$ -	$ -	$ -	$ 1,072,568	$ (1,072,568)	
0750 - FRINGE BENEFITS	-	-	-	-	299,938	(299,938)	
0790 - OTHER PERSONNEL SERVICES	-	-	-	-	140,684	(140,684)	
SUBTOTAL	$ -	$ -	$ -	$ -	$ 1,513,190	$ (1,513,190)	
SUPPLIES							
0801 - GENERAL SUPPLIES	$ -	$ -	$ -	$ -	$ 35,525	$ (35,525)	
0804 - NON-CAPITAL EQUIPMENT	-	-	-	-	6,000	(6,000)	
SUBTOTAL	$ -	$ -	$ -	$ -	$ 41,525	$ (41,525)	
SERVICES							
0810 - LEGAL SERVICES	$ -	$ -	$ -	$ -	$ 422,778	$ (422,778)	
0812 - OTHER SERVICES	-	-	-	-	140,868	(140,868)	
0820 - RENT & OPERATING LEASES	-	-	-	-	10,329	(10,329)	
0825 - REPAIRS AND MAINTENANCE	-	-	-	-	865	(865)	
0842 - EDUCATION AND TRAINING	-	-	-	-	3,245	(3,245)	
0843 - POSTAGE/FREIGHT/SHIPPING	-	-	-	-	3,028	(3,028)	
SUBTOTAL	$ -	$ -	$ -	$ -	$ 581,113	$ (581,113)	
TOTAL USES	$ -	$ -	$ -	$ -	$ 2,135,828	$ (2,135,828)	

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ -	$ -	$ -	$ -	$ 1,979,828	$ (1,979,828)	
NON-RECURRING	-	-	-	-	156,000	(156,000)	
FUND TOTAL USES	$ -	$ -	$ -	$ -	$ 2,135,828	$ (2,135,828)	
DEPARTMENT OPERATING TOTAL USES	$ -	$ -	$ -	$ -	$ 1,979,828	$ (1,979,828)	
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ -	$ -	$ -	$ 156,000	$ (156,000)	
DEPARTMENT TOTAL USES	$ -	$ -	$ -	$ -	$ 2,135,828	$ (2,135,828)	

Significant Variance Analysis

The Special Litigation Department is new in FY 2009-10. The staffing compliment is as follows:

Director- 1 FTE
Administrative Supervisor- 1 FTE
Attorney- Senior Counsel- 2 FTE
Senior Attorney- 2 FTE
Legal Assistant- 2 FTE
Legal Support Specialist- 2 FTE
Office Assistant Specialized- 1 FTE

General Adjustments

Base Adjustment:

In December 2008, the Board of Supervisors took back its authority to direct and control the prosecution, defense and compromise of all civil legal actions to which the County is a party or has an interest. In March 2009, the Board of Supervisors established the General Litigation Department to provide these services. Subsequently in May 2009, the Board of Supervisors established the Special Litigation Department to handle cases in which the General Litigation Department is conflicted. The following adjustments are associated with that action:

- Increase Operating Expenditures by $1,979,828 for personnel and related operating expenditures.
- Increase Non Recurring/Non Project Expenditures by: $156,000 for purchases associated with development of the new department. Included in these costs are a case management system, office furniture, books, and copiers/printers.

Strategic Business Plan Update

The strategic business plan is currently being developed.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET		**$ -**	**$**	**-**
FY 2008-09 REVISED BUDGET		**$ -**	**$**	**-**
FY 2008-09 REVISED RESTATED BUDGET		**$ -**	**$**	**-**
FY 2009-10 BUDGET TARGET		**$ -**	**$**	**-**
FY 2009-10 TENTATIVE OPERATING BUDGET		**$ -**	**$**	**-**
BASE ADJUSTMENTS:				
Create Special Litigation Department		$ 1,979,828	$	-
	Subtotal	$ 1,979,828	$	-
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 1,979,828**	**$**	**-**
		EXPENDITURES		**REVENUE**
NON-OPERATING				
NON-OPERATING 0001				
Create Special Litigation Department		$ 156,000	$	-
	Subtotal	$ 156,000	$	-
FY 2009-10 ADOPTED NON-OPERATING BUDGET		**$ 156,000**	**$**	**-**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 2,135,828**	**$**	**-**

Superintendent of Schools

Analysis by Julia Smith, Management & Budget Analyst

Summary

Mission

The mission of the SOS is to provide fiscal and educational services to school districts, educators and the community so that they can effectively improve student achievement.

Vision

Collaborating with the community, educators and school districts to ensure a quality education for every child in Maricopa County.

Strategic Goals

- **By June 30, 2008, the Superintendent of Schools Office will utilize interactive web-based technology to meet the demands of school districts for more efficient and effective service delivery.**

  Status: The Superintendent of Schools Office currently is using the Vision's Software system to meet the demands.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
37SC - EDUCATION	$ 2,702,036	$ 2,840,627	$ 2,840,627	$ 2,032,213	$ 3,144,745	$ 304,118	10.7%
EDSU - SCHOOL DISTRICT SUPPORT	2,702,036	2,840,627	2,840,627	2,032,213	3,144,745	304,118	10.7%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 50	$ 50	$ 16	$ 50	$ -	0.0%
FSAC - FINANCIAL SERVICES	-	50	50	16	50	-	0.0%
99GV - GENERAL GOVERNMENT	$ (813,845)	$ -	$ -	$ 11,766	$ -	$ -	0.0%
GGOV - GENERAL GOVERNMENT	(813,845)	-	-	11,766	-	-	0.0%
TOTAL PROGRAMS	**$ 1,888,191**	**$ 2,840,677**	**$ 2,840,677**	**$ 2,043,995**	**$ 3,144,795**	**$ 304,118**	**10.7%**
USES							
37SC - EDUCATION	$ 3,234,660	$ 6,318,103	$ 6,318,103	$ 4,838,617	$ 3,674,387	$ 2,643,716	41.8%
PBIN - PUBLIC INFORMATION SERVICES	141,309	153,645	153,645	134,592	121,986	31,659	20.6%
EDSU - SCHOOL DISTRICT SUPPORT	3,093,351	6,164,458	6,164,458	4,704,025	3,552,401	2,612,057	42.4%
99AS - ADMINISTRATIVE SERVICES	$ 588,155	$ 648,720	$ 648,720	$ 600,166	$ 668,431	$ (19,711)	-3.0%
BDGT - BUDGETING	23,415	24,589	24,589	22,746	25,395	(806)	-3.3%
ODIR - EXECUTIVE MANAGEMENT	473,256	542,234	542,234	493,489	558,892	(16,658)	-3.1%
FSAC - FINANCIAL SERVICES	22,793	22,588	22,588	22,476	23,394	(806)	-3.6%
HRAC - HUMAN RESOURCES	59,305	57,724	57,724	60,931	59,165	(1,441)	-2.5%
PROC - PROCUREMENT	9,386	1,585	1,585	524	1,585	-	0.0%
99GV - GENERAL GOVERNMENT	$ 39,487	$ 32,741	$ 392,302	$ 14,628	$ 9,786	$ 382,516	97.5%
GGOV - GENERAL GOVERNMENT	-	-	359,561	-	-	359,561	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	39,487	32,741	32,741	14,628	9,786	22,955	70.1%
TOTAL PROGRAMS	**$ 3,862,302**	**$ 6,999,564**	**$ 7,359,125**	**$ 5,453,411**	**$ 4,352,604**	**$ 3,006,521**	**40.9%**

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ (76,601)	$ 1,137,019	$ 1,137,019	$ 722,879	$ 1,066,266	$ (70,753)	-6.2%
0620 - OTHER INTERGOVERNMENTAL	360,280	190,056	190,056	115,427	945,632	755,576	397.6%
SUBTOTAL	$ 283,679	$ 1,327,075	$ 1,327,075	$ 838,306	$ 2,011,898	$ 684,823	51.6%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 100,245	$ 100,245	$ 33,416	$ 234,960	$ 134,715	134.4%
0635 - OTHER CHARGES FOR SERVICES	687,074	50	50	385,011	105,050	105,000	210000.0%
SUBTOTAL	$ 687,074	$ 100,295	$ 100,295	$ 418,427	$ 340,010	$ 239,715	239.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 96,049	$ -	$ -	$ 9,862	$ -	$ -	
0650 - MISCELLANEOUS REVENUE	821,389	1,413,307	1,413,307	777,400	792,887	(620,420)	-43.9%
SUBTOTAL	$ 917,438	$ 1,413,307	$ 1,413,307	$ 787,262	$ 792,887	$ (620,420)	-43.9%
TOTAL SOURCES	**$ 1,888,191**	**$ 2,840,677**	**$ 2,840,677**	**$ 2,043,995**	**$ 3,144,795**	**$ 304,118**	**10.7%**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,599,434	$ 1,662,126	$ 1,662,126	$ 1,418,980	$ 1,516,662	$ 145,464	8.8%
0705 - TEMPORARY PAY	-	113,381	113,381	30,836	-	113,381	100.0%
0710 - OVERTIME	19,230	16,648	16,648	18,838	16,648	-	0.0%
0750 - FRINGE BENEFITS	553,874	565,528	565,528	479,726	520,768	44,760	7.9%
0790 - OTHER PERSONNEL SERVICES	18,209	12,075	12,075	8,789	12,075	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	-	(293,040)	293,040	0.0%
0796 - PERSONNEL SERVICES ALLOC-IN	-	110,000	110,000	36,668	293,040	(183,040)	-166.4%
SUBTOTAL	$ 2,190,747	$ 2,479,758	$ 2,479,758	$ 1,993,837	$ 2,066,153	$ 413,605	16.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 146,972	$ 189,623	$ 189,623	$ 125,650	$ 346,259	$ (156,636)	-82.6%
0803 - FUEL	3,574	4,322	4,322	3,107	18,928	(14,606)	-337.9%
0804 - NON-CAPITAL EQUIPMENT	4,762	2,500	2,500	832	-	2,500	100.0%
0805 - SUPPLIES-ALLOCATION OUT	(558,815)	-	-	-	-	-	0.0%
0806 - SUPPLIES-ALLOCATION IN	558,817	-	-	-	-	-	0.0%
SUBTOTAL	$ 155,310	$ 196,445	$ 196,445	$ 129,589	$ 365,187	$ (168,742)	-85.9%
SERVICES							
0810 - LEGAL SERVICES	$ 16,848	$ -	$ -	$ -	$ -	$ -	
0812 - OTHER SERVICES	98,608	987,253	1,346,814	88,893	377,405	969,409	72.0%
0820 - RENT & OPERATING LEASES	326,424	328,607	328,607	323,043	340,330	(11,723)	-3.6%
0825 - REPAIRS AND MAINTENANCE	4,740	3,610	3,610	1,202	1,000	2,610	72.3%
0839 - INTERNAL SERVICE CHARGES	12,539	31,702	31,702	16,155	8,747	22,955	72.4%
0841 - TRAVEL	500,550	799,072	799,072	728,996	848,311	(49,239)	-6.2%
0842 - EDUCATION AND TRAINING	424,038	140,751	140,751	163,679	184,381	(43,630)	-31.0%
0843 - POSTAGE/FREIGHT/SHIPPING	35,661	9,488	9,488	7,547	15,806	(6,318)	-66.6%
0850 - UTILITIES	86,806	82,680	82,680	92,610	131,824	(49,144)	-59.4%
0873 - SERVICES-ALLOCATION IN	-	500	500	168	500	-	0.0%
SUBTOTAL	$ 1,506,214	$ 2,383,663	$ 2,743,224	$ 1,422,293	$ 1,908,304	$ 834,920	30.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ 1,881,148	$ 1,881,148	$ 1,881,148	$ -	$ 1,881,148	100.0%
SUBTOTAL	$ -	$ 1,881,148	$ 1,881,148	$ 1,881,148	$ -	$ 1,881,148	100.0%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 35,000	$ 35,000	$ -	$ -	$ 35,000	100.0%
0950 - DEBT SERVICE	10,031	23,550	23,550	26,544	12,960	10,590	45.0%
SUBTOTAL	$ 10,031	$ 58,550	$ 58,550	$ 26,544	$ 12,960	$ 45,590	77.9%
TOTAL USES	**$ 3,862,302**	**$ 6,999,564**	**$ 7,359,125**	**$ 5,453,411**	**$ 4,352,604**	**$ 3,006,521**	**40.9%**

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 244,473	$ 828,091	$ 828,091	$ 605,959	$ 828,091	$ -	0.0%
NON-RECURRING	-	-	-	590	-	-	
FUND TOTAL SOURCES	$ 244,473	$ 828,091	$ 828,091	$ 606,549	$ 828,091	$ -	0.0%
669 SMALL SCHOOL SERVICE							
OPERATING	$ -	$ 110,000	$ 110,000	$ 140,872	$ 104,204	$ (5,796)	-5.3%
FUND TOTAL SOURCES	$ -	$ 110,000	$ 110,000	$ 140,872	$ 104,204	$ (5,796)	-5.3%
715 SCHOOL GRANT							
OPERATING	$ 96,501	$ 1,027,019	$ 1,027,019	$ 588,280	$ 962,062	$ (64,957)	-6.3%
FUND TOTAL SOURCES	$ 96,501	$ 1,027,019	$ 1,027,019	$ 588,280	$ 962,062	$ (64,957)	-6.3%
780 SCHOOL TRANSPORTATION							
OPERATING	$ 805,762	$ 792,887	$ 792,887	$ 591,274	$ 792,887	$ -	0.0%
FUND TOTAL SOURCES	$ 805,762	$ 792,887	$ 792,887	$ 591,274	$ 792,887	$ -	0.0%
782 SCHOOL COMMUNICATION							
OPERATING	$ 103,315	$ 82,680	$ 82,680	$ 78,735	$ 102,240	$ 19,560	23.7%
FUND TOTAL SOURCES	$ 103,315	$ 82,680	$ 82,680	$ 78,735	$ 102,240	$ 19,560	23.7%
795 COUNTY SCHOOL INDIRECT COST							
OPERATING	$ 638,140	$ -	$ -	$ 38,285	$ 355,311	$ 355,311	
FUND TOTAL SOURCES	$ 638,140	$ -	$ -	$ 38,285	$ 355,311	$ 355,311	
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,888,191	$ 2,840,677	$ 2,840,677	$ 2,043,405	$ 3,144,795	$ 304,118	10.7%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ -	$ -	$ 590	$ -	$ -	
DEPARTMENT TOTAL SOURCES	$ 1,888,191	$ 2,840,677	$ 2,840,677	$ 2,043,995	$ 3,144,795	$ 304,118	10.7%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 2,272,739	$ 2,320,833	$ 2,320,833	$ 2,084,572	$ 2,035,900	$ 284,933	12.3%
FUND TOTAL USES	$ 2,272,739	$ 2,320,833	$ 2,320,833	$ 2,084,572	$ 2,035,900	$ 284,933	12.3%
669 SMALL SCHOOL SERVICE							
OPERATING	$ -	$ 110,000	$ 110,000	$ 85,079	$ 104,204	$ 5,796	5.3%
FUND TOTAL USES	$ -	$ 110,000	$ 110,000	$ 85,079	$ 104,204	$ 5,796	5.3%
715 SCHOOL GRANT							
OPERATING	$ 1,011,026	$ 1,027,016	$ 1,027,016	$ 608,091	$ 962,062	$ 64,954	6.3%
NON-RECURRING	-	785,000	1,144,561	-	-	1,144,561	100.0%
FUND TOTAL USES	$ 1,011,026	$ 1,812,016	$ 2,171,577	$ 608,091	$ 962,062	$ 1,209,515	55.7%
780 SCHOOL TRANSPORTATION							
OPERATING	$ 497,470	$ 792,887	$ 792,887	$ 703,822	$ 792,887	$ -	0.0%
FUND TOTAL USES	$ 497,470	$ 792,887	$ 792,887	$ 703,822	$ 792,887	$ -	0.0%
782 SCHOOL COMMUNICATION							
OPERATING	$ 81,067	$ 82,680	$ 82,680	$ 90,699	$ 102,240	$ (19,560)	-23.7%
FUND TOTAL USES	$ 81,067	$ 82,680	$ 82,680	$ 90,699	$ 102,240	$ (19,560)	-23.7%
795 COUNTY SCHOOL INDIRECT COST							
OPERATING	$ -	$ -	$ -	$ -	$ 355,311	$ (355,311)	0.0%
NON-RECURRING	-	1,881,148	1,881,148	1,881,148	-	1,881,148	100.0%
FUND TOTAL USES	$ -	$ 1,881,148	$ 1,881,148	$ 1,881,148	$ 355,311	$ 1,525,837	81.1%
DEPARTMENT OPERATING TOTAL USES	$ 3,862,302	$ 4,333,416	$ 4,333,416	$ 3,572,263	$ 4,352,604	$ (19,188)	-0.4%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 2,666,148	$ 3,025,709	$ 1,881,148	$ -	$ 3,025,709	100.0%
DEPARTMENT TOTAL USES	$ 3,862,302	$ 6,999,564	$ 7,359,125	$ 5,453,411	$ 4,352,604	$ 3,006,521	40.9%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	%	FORECAST VS ADOPTED VARIANCE	%
370 - SUPERINTENDENT OF SCHOOLS								
ADMINISTRATIVE SERVICES								
BUDGETING	0.25	0.25	0.25	0.25	-	0.00%	-	0.00%
EXECUTIVE MANAGEMENT	2.90	2.90	1.90	1.90	(1.00)	-34.48%	-	0.00%
FINANCIAL SERVICES	0.25	0.25	0.25	0.25	-	0.00%	-	0.00%
HUMAN RESOURCES	0.90	0.90	0.90	0.90	-	0.00%	-	0.00%
PROGRAM TOTAL	4.30	4.30	3.30	3.30	(1.00)	-23.26%	-	0.00%
EDUCATION								
PUBLIC INFORMATION SERVICES	2.50	2.50	2.50	1.50	(1.00)	-40.00%	(1.00)	-40.00%
SCHOOL DISTRICT SUPPORT	30.20	30.20	30.20	30.20	-	0.00%	-	0.00%
PROGRAM TOTAL	32.70	32.70	32.70	31.70	(1.00)	-3.06%	(1.00)	-3.06%
DEPARTMENT TOTAL	**37.00**	**37.00**	**36.00**	**35.00**	**(2.00)**	**-5.41%**	**(1.00)**	**-2.78%**

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
370 - SUPERINTENDENT OF SCHOOLS								
Executive Assistant	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Accounting Specialist	5.00	5.00	5.00	5.00	-	0.00%	.00	0.00%
Human Resources Specialist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Office Assistant	2.00	2.00	2.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Office Assistant Specialized	8.00	8.00	8.00	8.00	-	0.00%	.00	0.00%
Admin/Operations Specialist	2.00	2.00	4.00	4.00	2.00	100.00%	.00	0.00%
Elected	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Chief Deputy - Schools	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Financial Supervisor - Dept	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Administrative Staff Supv	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Operations/Program Supervisor	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
IT Operations Manager	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Operations/Program Manager	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Management Analyst	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Program Coordinator	3.00	3.00	1.00	1.00	(2.00)	-66.67%	.00	0.00%
Trainer	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Database Report Writer Analyst	2.00	2.00	3.00	3.00	1.00	50.00%	.00	0.00%
Programmer/Analyst	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Systems/Network Administrator	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
PC/LAN Tech Support	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Deptartment Total	**37.00**	**37.00**	**36.00**	**35.00**	**(2.00)**	**-5.41%**	**(1.00)**	**-2.78%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
370 - SUPERINTENDENT OF SCHOOLS								
100 - GENERAL	30.00	30.00	30.00	27.00	(3.00)	-10.00%	(3.00)	-10.00%
715 - SCHOOL GRANT	7.00	7.00	6.00	6.00	(1.00)	-14.29%	-	0.00%
795 - COUNTY SCHOOL INDIRECT COST	-	-	-	2.00	2.00		2.00	
DEPARTMENT TOTAL	**37.00**	**37.00**	**36.00**	**35.00**	**(2.00)**	**-5.41%**	**(1.00)**	**-2.78%**

General Adjustments

Budget Balancing: Reduction to the General Fund in the amount of $245,496 for reductions in supplies and services and shifting expenditures to other special revenue funds.

Fund Shift: The Superintendent of Schools Office is transferring two positions totaling $116,361 from the General Fund to the County School Indirect Cost Fund.

Programs and Activities

Education Program

The purpose of the Education Program is to provide fiscal and educational services to school districts and the community so that students receive quality education.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of customers who report good/excellent service on annual district support survey	90.0%	90.0%	92.0%	2.0%	2.2%
Percent of customers who report overall good/excellent service on annual small schools district support survey.	90.0%	90.0%	92.0%	2.0%	2.2%
Percent of customers who report overall good/excellent service on the elections satisfaction survey	90.0%	90.0%	92.0%	2.0%	2.2%
Percent of Home School families who reported on the annual survey satisfied / very satisfied with the services provided by the Home School Division.	93.7%	95.0%	95.0%	0.0%	0.0%
Percent of Home School families who reported on the annual survey satisfied / very satisfied with the private/Home School information packet	100.0%	95.0%	100.0%	5.0%	5.3%

Activities that comprise this program include:

- Public Information Services Activity
- School District Support Activity

Public Information Services Activity

The purpose of the Public Information Services Activity is to provide school and education related information to school districts and parents so they can make informed decisions regarding the education of their children.

Mandates: A.R.S. §11-511 establishes powers and duties of the Superintendent of Schools; A.R.S. §15-301-§15-310 establishes more specific powers and duties as well as other functions of the Superintendent of Schools. The Maricopa County Superintendent of Schools is responsible for providing mandated services through educational support to the school districts within Maricopa County. Services provided include training, grant support, coordination of special elections, computer system and financial support, and special education services. Services are also provided to private and home-based schools.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Home School families who report who reported on the annual survey satisfied / very satisfied with the services provided by the Home School Division.	93.7%	95.0%	95.0%	0.0%	0.0%
Result	Percent of Home School families who report on the annual survey satisfied / very satisfied with the private/Home School information packet	100.0%	95.0%	100.0%	5.0%	5.3%
Output	Number of Home School families responding to annual survey	95	10	95	85	850.0%
Output	Number of Private/Home School Information packets provided	143	400	400	-	0.0%
Output	Number of school and education related information processed	1,144,083	838,984	838,984	-	0.0%
Demand	Number of inquiries for school and education related information required	1,144,083	838,984	838,984	-	0.0%
Efficiency	Cost per inquiry	$ 0.12	$ 0.18	$ 0.15	$ 0.04	-20.6%
Expenditure						
	100 - GENERAL	$ 141,309	$ 153,645	$ 121,986	$ (31,659)	-20.6%
	TOTAL USES	$ 141,309	$ 153,645	$ 121,986	$ (31,659)	-20.6%

Activity Narrative: The FY 2009-10 budget supports the Superintendent of Schools Office in meeting 100% of the demand.

School District Support Activity

The purpose of the School District Support Activity is to provide professional technical expertise, direction, services, and products to school districts so they can successfully manage their districts, meet their mandated obligations, and improve the quality of the educational services they provide.

Mandates: A.R.S. §11-511 establishes powers and duties of the Superintendent of Schools; A.R.S. §15-301-§15-310 establishes more specific powers and duties as well as other functions of the Superintendent of Schools. The Maricopa County Superintendent of Schools is responsible for providing mandated services through educational support to the school districts within Maricopa County. Services provided include training, grant support, coordination of special elections, computer system and financial support, and special education services. Services are also provided to private and home-based schools.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of customers who report good/excellent service on annual district support survey	90.0%	90.0%	90.0%	0.0%	0.0%
Result	Percent of customers who report overall good/excellent service on annual small schools district support survey.	90.0%	90.0%	90.0%	0.0%	0.0%
Result	Percent of customers who report overall good/excellent service on the elections satisfaction survey	90.0%	90.0%	90.0%	0.0%	0.0%
Output	Number of customers of district support responding to annual survey	-	10	10	-	0.0%
Output	Number of customers of small schools district support responding to annual survey	-	5	5	-	0.0%
Output	Number of customers of elections responding to survey	-	20	20	-	0.0%
Output	Number of school district special elections coordinated	51	54	35	(19)	-35.2%
Output	Number of individuals attending trainings offered by SOS	2,228	1,294	1,294	-	0.0%
Output	Number of trainings offered by SOS	166	92	92	-	0.0%
Demand	Number of school district special elections coordinated	51	54	35	(19)	-35.2%
Efficiency	Dollar cost per election coordinated	$ 60,653.94	$ 114,156.63	$ 101,497.17	$ 12,659.46	-11.1%
Revenue						
	100 - GENERAL	$ 244,473	$ 828,041	$ 828,041	$ -	0.0%
	669 - SMALL SCHOOL SERVICE		110,000	104,204	(5,796)	-5.3%
	715 - SCHOOL GRANT	910,346	1,027,019	962,062	(64,957)	-6.3%
	780 - SCHOOL TRANSPORTATION	805,762	792,887	792,887	-	0.0%
	782 - SCHOOL COMMUNICATION	103,315	82,680	102,240	19,560	23.7%
	795 - COUNTY SCHOOL INDIRECT COST	638,140	-	355,311	355,311	0.0%
	TOTAL SOURCES	$ 2,702,036	$ 2,840,627	$ 3,144,745	$ 304,118	12.1%
Expenditure						
	100 - GENERAL	$ 1,503,788	$ 1,488,163	$ 1,238,133	$ 250,030	16.8%
	669 - SMALL SCHOOL SERVICE		110,000	104,204	5,796	5.3%
	715 - SCHOOL GRANT	1,011,026	1,809,580	959,626	849,954	47.0%
	780 - SCHOOL TRANSPORTATION	497,470	792,887	792,887	-	0.0%
	782 - SCHOOL COMMUNICATION	81,067	82,680	102,240	(19,560)	-23.7%
	795 - COUNTY SCHOOL INDIRECT COST		1,881,148	355,311	1,525,837	81.1%
	TOTAL USES	$ 3,093,351	$ 6,164,458	$ 3,552,401	$ 2,612,057	126.5%

Activity Narrative: The FY 2009-10 budget supports the Superintendent of Schools Office in meeting 100% of the demand.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET	**$**	**2,320,833**	**$**	**828,091**
FY 2008-09 REVISED BUDGET	**$**	**2,320,833**	**$**	**828,091**
TARGET ADJUSTMENTS:				
PERSONNEL SAVINGS ADJUSTMENT	$	57,233	$	-
MANDATED CHANGES TO EXPENDITURES				
Elected Official Pay Increase	$	5,626	$	-
Rent Increase		8,626		-
Subtotal	$	14,252	$	-
FY 2009-10 BUDGET TARGET	**$**	**2,392,318**	**$**	**828,091**
BASE ADJUSTMENTS:				
BUDGET BALANCING				
Reorganization, reduction in supplies and services, and shifting expenditures to other special revenue funds	$	(116,361)	$	-
Subtotal	$	(116,361)	$	-
Fund Shift				
Transfer Two Positions to Fund 795	$	(245,496)	$	-
Subtotal	$	(245,496)	$	-
Pay Off Capital Leases and Other Debt				
08-Desktop Refresh Program	$	(15,082)	$	-
08-Laptop Refresh Program		(1,911)		-
Subtotal	$	(16,993)	$	-
OTHER BASE ADJUSTMENTS				
Additional Funding for Deputy Superintendent Position	$	14,000	$	-
Personnel Savings to 3%		8,432		-
Subtotal	$	22,432	$	-
FY 2009-10 TOTAL ADOPTED BUDGET	**$**	**2,035,900**	**$**	**828,091**

Small Schools Fund (669)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET	**$**	**110,000**	**$**	**110,000**
FY 2008-09 REVISED BUDGET	**$**	**110,000**	**$**	**110,000**
FY 2009-10 BUDGET TARGET	**$**	**110,000**	**$**	**110,000**
BASE ADJUSTMENTS:				
Revenue/Expense Reduction to equal FY 09 Amount	$	(5,796)	$	(5,796)
Subtotal	$	(5,796)	$	(5,796)
FY 2009-10 TOTAL ADOPTED BUDGET	**$**	**104,204**	**$**	**104,204**

Small Schools Fund (669) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ -	$ -	$ -	$ -	$ 19,793
Beginning Unreserved/Undesignated Fund Balance	$ -	$ -	$ -	$ -	$ 19,793
Sources:					
Operating	$ -	$ 110,000	$ 110,000	$ 104,872	$ 104,204
Total Sources:	$ -	$ 110,000	$ 110,000	$ 104,872	$ 104,204
Uses:					
Operating	$ -	$ 110,000	$ 110,000	$ 85,079	$ 104,204
Total Uses:	$ -	$ 110,000	$ 110,000	$ 85,079	$ 104,204
Operating Balance	$ -	$ -	$ -	$ 19,793	$ -
Ending Unreserved/Undesignated Fund Balance	$ -	$ -	$ -	$ 19,793	$ 19,793
Ending Unreserved Fund Balance	$ -	$ -	$ -	$ 19,793	$ 19,793

Grant Fund (715)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 1,027,016**	**$ 1,027,019**
FY 2008-09 REVISED BUDGET	**$ 1,027,016**	**$ 1,027,019**
FY 2009-10 BUDGET TARGET	**$ 1,027,016**	**$ 1,027,019**
BASE ADJUSTMENTS:		
Grant Reductions	$ (64,954)	$ (64,957)
Subtotal	$ (64,954)	$ (64,957)
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 962,062**	**$ 962,062**

Grant Fund (715) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 822,217	$ 1,004,008	$ 1,004,008	$ (92,302)	$ (112,113)
Beginning Unreserved/Undesignated Fund Balance	$ 822,217	$ 1,004,008	$ 1,004,008	$ (92,302)	$ (112,113)
Sources:					
Operating	$ 96,501	$ 1,027,019	$ 1,027,019	$ 588,280	$ 962,062
Total Sources:	$ 96,501	$ 1,027,019	$ 1,027,019	$ 588,280	$ 962,062
Uses:					
Operating	$ 1,011,026	$ 1,027,016	$ 1,027,016	$ 608,091	$ 962,062
Non-Recurring	-	785,000	1,144,561	-	-
Total Uses:	$ 1,011,026	$ 1,812,016	$ 2,171,577	$ 608,091	$ 962,062
Operating Balance	$ (914,525)	$ 3	$ 3	$ (19,811)	$ -
Accounting Adjustments	$ 6	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ (92,302)	$ 219,011	$ (140,550)	$ (112,113)	$ (112,113)
Ending Unreserved Fund Balance	$ (92,302)	$ 219,011	$ (140,550)	$ (112,113)	$ (112,113)

Grant revenue is received as a reimbursement which results in a deficit balance at the close of fiscal year-end.

Transportation Fund (780)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 792,887**	**$ 792,887**
FY 2008-09 REVISED BUDGET	**$ 792,887**	**$ 792,887**
FY 2009-10 BUDGET TARGET	**$ 792,887**	**$ 792,887**
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 792,887**	**$ 792,887**

Transportation Fund (780) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 157,457	$ 261,531	$ 261,531	$ 465,748	$ 353,200
Beginning Unreserved/Undesignated Fund Balance	$ 157,457	$ 261,531	$ 261,531	$ 465,748	$ 353,200
Sources:					
Operating	$ 805,762	$ 792,887	$ 792,887	$ 591,274	$ 792,887
Total Sources:	$ 805,762	$ 792,887	$ 792,887	$ 591,274	$ 792,887
Uses:					
Operating	$ 497,470	$ 792,887	$ 792,887	$ 703,822	$ 792,887
Total Uses:	$ 497,470	$ 792,887	$ 792,887	$ 703,822	$ 792,887
Operating Balance	$ 308,292	$ -	$ -	$ (112,548)	$ -
Ending Unreserved/Undesignated Fund Balance	$ 465,748	$ 261,531	$ 261,531	$ 353,200	$ 353,200
Ending Unreserved Fund Balance	$ 465,748	$ 261,531	$ 261,531	$ 353,200	$ 353,200

Communication Fund (782)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 82,680**	**$ 82,680**
FY 2008-09 REVISED BUDGET	**$ 82,680**	**$ 82,680**
FY 2009-10 BUDGET TARGET	**$ 82,680**	**$ 82,680**
BASE ADJUSTMENTS:		
Contract Cost Adjustment	$ 19,560	$ 19,560
Subtotal	$ 19,560	$ 19,560
FY 2009-10 ADOPTED BUDGET	**$ 102,240**	**$ 102,240**

Communication Fund (782) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 32,232	$ 49,093	$ 49,093	$ 54,481	$ 42,517
Beginning Unreserved/Undesignated Fund Balance	$ 32,232	$ 49,093	$ 49,093	$ 54,481	$ 42,517
Sources:					
Operating	$ 103,315	$ 82,680	$ 82,680	$ 78,735	$ 102,240
Total Sources:	$ 103,315	$ 82,680	$ 82,680	$ 78,735	$ 102,240
Uses:					
Operating	$ 81,067	$ 82,680	$ 82,680	$ 90,699	$ 102,240
Total Uses:	$ 81,067	$ 82,680	$ 82,680	$ 90,699	$ 102,240
Operating Balance	$ 22,248	$ -	$ -	$ (11,964)	$ -
Ending Unreserved/Undesignated Fund Balance	$ 54,481	$ 49,093	$ 49,093	$ 42,517	$ 42,517
Ending Unreserved Fund Balance	$ 54,481	$ 49,093	$ 49,093	$ 42,517	$ 42,517

County School Indirect Cost (795)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ -**	**$ -**
FY 2008-09 REVISED BUDGET	**$ -**	**$ -**
FY 2009-10 BUDGET TARGET	**$ -**	**$ -**
BASE ADJUSTMENTS:		
BUDGET BALANCING		
Fund Shift		
Accounting Specialist Position	$ 62,330	$ -
Office Assistant Specialized Position	47,488	
Allocation for Personal Services Support	245,493	
Transfer from General Fund for Indirect Cost Recovery		355,311
Subtotal	$ 355,311	$ 355,311
FY 2009-10 TOTAL ADOPTED BUDGET	**$ 355,311**	**$ 355,311**

County School Indirect Cost (795) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 1,244,317	$ 1,881,148	$ 1,881,148	$ 1,882,457	$ 39,594
Beginning Unreserved/Undesignated Fund Balance	$ 1,244,317	$ 1,881,148	$ 1,881,148	$ 1,882,457	$ 39,594
Sources:					
Operating	$ 638,140	$ -	$ -	$ 38,285	$ 355,311
Total Sources:	$ 638,140	$ -	$ -	$ 38,285	$ 355,311
Uses:					
Operating	$ -	$ -	$ -	$ -	$ 355,311
Non Recurring Non Project	-	1,881,148	1,881,148	1,881,148	-
Total Uses:	$ -	$ 1,881,148	$ 1,881,148	$ 1,881,148	$ 355,311
Operating Balance	$ 638,140	$ -	$ -	$ 38,285	$ -
Accounting Adjustments	$ -	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 1,882,457	$ -	$ -	$ 39,594	$ 39,594
Ending Unreserved Fund Balance	$ 1,882,457	$ -	$ -	$ 39,594	$ 39,594

Note: FY 2009-10 beginning fund balance was increased by $1,274,936 after the FY 2009-10 budget was adopted.

Superior Court

Analysis by Dexter C. Thomas, Sr. Management & Budget Analyst

Summary

Mission

The commitment and mission of the Superior Court of Arizona in Maricopa County and Maricopa County Justice Courts is to provide justice to litigants, defendants, victims, and the public so that they can obtain legal resolution that is timely, fair, and impartial.

Vision

The Superior Court of Arizona in Maricopa County and the Maricopa County Justice Courts are committed to continually striving to improve services through innovation and better business practices to resolve disputes and design programs that address family, civil, and criminal issues fairly and without undue delay. We are committed to be the best at what we do, whether providing a judicial forum or specific customer-centered programs and how to position ourselves to anticipate change, rather than react to it.

Strategic Goals

Under Development

Note: On July 1, 2008, the Arizona Supreme Court issued Administrative Order No. 2008 – 59 separating Justice Courts from the Superior Court. Since this time, Superior Court has remained committed to improving case processing through process improvements and re-engineering in order to provide swift and fair justice for the citizens of Maricopa County. The Superior Court has not formally submitted strategic goals but these will be developed during the strategic planning update process for FY 2010-11.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
80CV - CIVIL JUSTICE	$ 3,268,771	$ 2,972,400	$ 2,972,400	$ 3,498,683	$ 3,536,119	$ 563,719	19.0%
CVAD - GENERAL CIVIL ADJUDICATION	3,268,771	2,972,400	2,972,400	3,498,683	3,536,119	563,719	19.0%
80OS - COURT OPERATIONS SUPPORT	$ 2,898,072	$ 2,707,024	$ 2,707,024	$ 2,794,548	$ 2,777,724	$ 70,700	2.6%
CSEC - COURT SECURITY	729,499	925,662	925,662	589,987	548,601	(377,061)	-40.7%
CINT - COURT INTERPRETATION	500	500	500	164	500	-	0.0%
JURR - JURORS	843,686	487,322	487,322	706,359	935,083	447,761	91.9%
OCRK - OFFICIAL COURT RECORD KEEPING	70,696	65,040	65,040	58,165	65,040	-	0.0%
PICO - PUB INFO AND COMMUNITY OUTRCH	1,253,691	1,228,500	1,228,500	1,439,873	1,228,500	-	0.0%
80CJ - CRIMINAL JUSTICE	$ 2,375,410	$ 2,876,780	$ 2,876,780	$ 2,797,062	$ 2,938,356	$ 61,576	2.1%
CPAD - CAPITAL ADJUDICATION	168,715	187,139	187,139	147,869	187,628	489	0.3%
FELA - GENERAL FELONY ADJUDICATION	2,206,695	2,689,641	2,689,641	2,649,193	2,750,728	61,087	2.3%
80FA - FAMILY ADJUDICATION	$ 3,621,634	$ 5,084,948	$ 5,084,948	$ 3,704,303	$ 4,440,344	$ (644,604)	-12.7%
FPST - FAMILY POST DECREE	673,843	2,251,758	2,251,758	1,126,396	1,669,158	(582,600)	-25.9%
FPRE - FAMILY PRE DECREE	2,947,791	2,833,190	2,833,190	2,577,907	2,771,186	(62,004)	-2.2%
80JJ - JUVENILE JUSTICE	$ 897,790	$ 1,196,607	$ 1,196,607	$ 979,891	$ 1,341,113	$ 144,506	12.1%
JDEL - JUVENILE DELINQUENCY ADJUD	90,299	170,148	170,148	110,450	280,534	110,386	64.9%
JDEP - JUVENILE DEPENDENCY ADJUD	807,491	1,026,459	1,026,459	869,441	1,060,579	34,120	3.3%
80MH - MENTAL HEALTH COURT	$ -	$ 48,000	$ 48,000	$ 16,000	$ 48,000	$ -	0.0%
MENT - MENTAL HEALTH	-	48,000	48,000	16,000	48,000	-	0.0%
80PC - PROBATE COURT	$ 411,762	$ 450,944	$ 450,944	$ 439,197	$ 450,847	$ (97)	0.0%
EPTA - ESTATE PROB AND TRUST ADMIN	411,762	450,944	450,944	439,197	450,847	(97)	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 25,076	$ 201,295	$ 201,295	$ 11,220	$ 5,500	$ (195,795)	-97.3%
ODIR - EXECUTIVE MANAGEMENT	12	42,360	42,360	2,362	4,500	(37,860)	-89.4%
FSAC - FINANCIAL SERVICES	-	500	500	164	-	(500)	-100.0%
HRAC - HUMAN RESOURCES	25,000	157,935	157,935	8,606	500	(157,435)	-99.7%
PROC - PROCUREMENT	64	500	500	88	500	-	0.0%
99GV - GENERAL GOVERNMENT	$ 66,917	$ -	$ -	$ 135,166	$ -	$ -	0.0%
GGOV - GENERAL GOVERNMENT	66,917	-	-	135,166	-	-	0.0%
99IT - INFORMATION TECHNOLOGY	$ 1,325,698	$ 1,296,000	$ 1,296,000	$ 1,479,754	$ 1,296,000	$ -	0.0%
DESK - DESKTOP SUPPORT	1,325,698	1,296,000	1,296,000	1,479,754	1,296,000	-	0.0%
TOTAL PROGRAMS	$ 14,891,130	$ 16,833,998	$ 16,833,998	$ 15,855,824	$ 16,834,003	$ 5	0.0%

USES							
80CV - CIVIL JUSTICE	$ 6,355,412	$ 6,486,208	$ 6,486,208	$ 6,410,657	$ 6,655,599	$ (169,391)	-2.6%
CVAD - GENERAL CIVIL ADJUDICATION	6,355,412	6,486,208	6,486,208	6,410,657	6,655,599	(169,391)	-2.6%
80OS - COURT OPERATIONS SUPPORT	$ 24,378,411	$ 22,095,095	$ 22,258,895	$ 23,379,682	$ 20,672,589	$ 1,586,306	7.1%
CSEC - COURT SECURITY	6,697,891	6,566,293	6,566,293	6,436,664	6,131,979	434,314	6.6%
CINT - COURT INTERPRETATION	3,409,489	2,850,817	2,850,817	3,195,364	3,069,563	(218,746)	-7.7%
CTRN - COURT TRANSLATION	431,164	292,602	292,602	1,218,087	381,737	(89,135)	-30.5%
INDG - INDIGENT DEFENSE REIMBURSE	-	2,942	2,942	804	-	2,942	100.0%
JURR - JURORS	5,457,596	4,519,389	4,169,389	4,995,357	4,225,025	(55,636)	-1.3%
OCRK - OFFICIAL COURT RECORD KEEPING	4,477,323	4,013,672	4,212,472	3,999,483	3,277,038	935,434	22.2%
PICO - PUB INFO AND COMMUNITY OUTRCH	3,904,948	3,849,380	4,164,380	3,533,923	3,587,247	577,133	13.9%
80CJ - CRIMINAL JUSTICE	$ 16,142,517	$ 17,061,697	$ 17,061,697	$ 16,454,020	$ 15,910,096	$ 1,151,601	6.7%
CPAD - CAPITAL ADJUDICATION	500,137	565,228	565,228	434,324	473,863	91,365	16.2%
FDAD - FELONY DUI ADJUDICATION	676,218	691,445	691,445	627,311	648,224	43,221	6.3%
FELA - GENERAL FELONY ADJUDICATION	14,966,162	15,805,024	15,805,024	15,392,385	14,788,009	1,017,015	6.4%
80FA - FAMILY ADJUDICATION	$ 13,168,759	$ 13,787,821	$ 13,851,821	$ 12,843,835	$ 11,358,504	$ 2,493,317	18.0%
FPST - FAMILY POST DECREE	3,137,704	3,667,469	3,667,469	3,330,780	3,228,537	438,932	12.0%
FPRE - FAMILY PRE DECREE	10,031,055	10,120,352	10,184,352	9,513,055	8,129,967	2,054,385	20.2%
80JJ - JUVENILE JUSTICE	$ 8,285,143	$ 8,402,577	$ 8,402,577	$ 7,964,605	$ 8,149,556	$ 253,021	3.0%
JDEL - JUVENILE DELINQUENCY ADJUD	4,388,325	4,226,314	4,226,314	4,108,396	4,152,069	74,245	1.8%
JDEP - JUVENILE DEPENDENCY ADJUD	3,896,818	4,176,263	4,176,263	3,856,209	3,997,487	178,776	4.3%
80MH - MENTAL HEALTH COURT	$ 950,804	$ 1,024,088	$ 1,024,088	$ 944,309	$ 974,788	$ 49,300	4.8%
MENT - MENTAL HEALTH	950,804	1,024,088	1,024,088	944,309	974,788	49,300	4.8%
80PC - PROBATE COURT	$ 2,058,995	$ 2,006,517	$ 2,006,517	$ 1,815,795	$ 1,907,214	$ 99,303	4.9%
EPTA - ESTATE PROB AND TRUST ADMIN	2,058,995	2,006,517	2,006,517	1,815,795	1,907,214	99,303	4.9%
80TA - TAX ADJUDICATION	$ 517,020	$ 541,073	$ 541,073	$ 535,588	$ 474,284	$ 66,789	12.3%
LRTA - LARGE RECORD TAX ADJUD	318,603	336,099	336,099	330,783	336,099	-	0.0%
SRTA - SMALL RECORD TAX ADJUD	198,417	204,974	204,974	204,805	138,185	66,789	32.6%
99AS - ADMINISTRATIVE SERVICES	$ 7,997,974	$ 6,899,839	$ 6,899,839	$ 6,206,495	$ 6,116,584	$ 783,255	11.4%
BDGT - BUDGETING	189,784	185,879	185,879	194,257	471,143	(285,264)	-153.5%
ODIR - EXECUTIVE MANAGEMENT	4,849,008	3,437,349	3,437,349	3,184,350	3,023,812	413,537	12.0%
FSAC - FINANCIAL SERVICES	354,219	350,623	350,623	353,764	302,050	48,573	13.9%
HRAC - HUMAN RESOURCES	2,139,305	2,451,717	2,451,717	2,035,929	1,838,773	612,944	25.0%
PROC - PROCUREMENT	465,658	474,271	474,271	438,195	480,806	(6,535)	-1.4%
99GV - GENERAL GOVERNMENT	$ 120,480	$ 110,499	$ 1,877,815	$ 1,969,176	$ 394,828	$ 1,482,987	79.0%
GGOV - GENERAL GOVERNMENT	-	-	1,767,316	1,767,316	-	1,767,316	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	120,480	110,499	110,499	201,860	394,828	(284,329)	-257.3%
99IT - INFORMATION TECHNOLOGY	$ 4,970,852	$ 5,962,275	$ 6,637,275	$ 4,302,128	$ 4,752,554	$ 1,884,721	28.4%
BUAS - BUSINESS APPLICATION DEV SUPP	2,133,856	2,389,572	2,959,572	1,525,683	1,922,661	1,036,911	35.0%
DACR - DATA CENTER	1,512,028	1,934,698	1,934,698	1,417,105	1,886,889	47,809	2.5%
DESK - DESKTOP SUPPORT	796,415	1,028,038	1,133,038	831,464	373,251	759,787	67.1%
HDSP - HELP DESK SUPPORT	528,553	609,967	609,967	527,876	569,753	40,214	6.6%
TOTAL PROGRAMS	$ 84,946,367	$ 84,377,689	$ 87,047,805	$ 82,826,290	$ 77,366,596	$ 9,681,209	11.1%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,431,105	$ 2,012,717	$ 2,012,717	$ 1,336,751	$ 2,012,724	$ 7	0.0%
0620 - OTHER INTERGOVERNMENTAL	854,968	-	-	-	-	-	0.0%
SUBTOTAL	$ 2,286,073	$ 2,012,717	$ 2,012,717	$ 1,336,751	$ 2,012,724	$ 7	0.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 2,135,940	$ 2,664,643	$ 2,664,643	$ 2,582,467	$ 2,852,643	$ 188,000	7.1%
0635 - OTHER CHARGES FOR SERVICES	10,083,485	11,915,911	11,915,911	11,731,014	11,800,611	(115,300)	-1.0%
SUBTOTAL	$ 12,219,425	$ 14,580,554	$ 14,580,554	$ 14,313,481	$ 14,653,254	$ 72,700	0.5%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 2,933	$ 2,900	$ 2,900	$ 2,788	$ 2,900	$ -	0.0%
SUBTOTAL	$ 2,933	$ 2,900	$ 2,900	$ 2,788	$ 2,900	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 318,970	$ 85,527	$ 85,527	$ 163,398	$ 85,525	$ (2)	0.0%
0650 - MISCELLANEOUS REVENUE	63,729	152,300	152,300	39,406	79,600	(72,700)	-47.7%
SUBTOTAL	$ 382,699	$ 237,827	$ 237,827	$ 202,804	$ 165,125	$ (72,702)	-30.6%
ALL REVENUES	$ 14,891,130	$ 16,833,998	$ 16,833,998	$ 15,855,824	$ 16,834,003	$ 5	0.0%
TOTAL SOURCES	$ 14,891,130	$ 16,833,998	$ 16,833,998	$ 15,855,824	$ 16,834,003	$ 5	0.0%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 56,233,262	$ 55,897,193	$ 55,897,193	$ 53,786,753	$ 52,695,465	$ 3,201,728	5.7%
0705 - TEMPORARY PAY	367,369	442,261	442,261	334,731	524,162	(81,901)	-18.5%
0710 - OVERTIME	163,287	139,447	139,447	122,999	139,455	(8)	0.0%
0750 - FRINGE BENEFITS	17,760,254	18,598,361	18,598,361	17,662,734	17,248,751	1,349,610	7.3%
0790 - OTHER PERSONNEL SERVICES	276,753	1,285,494	1,285,494	405,716	822,546	462,948	36.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(3,895,778)	(11,388,614)	(11,388,614)	(11,424,896)	(13,572,091)	2,183,477	-19.2%
0796 - PERSONNEL SERVICES ALLOC-IN	1,174,281	8,038,249	8,038,249	8,119,542	8,503,753	(465,504)	-5.8%
SUBTOTAL	$ 72,079,428	$ 73,012,391	$ 73,012,391	$ 69,007,579	$ 66,362,041	$ 6,650,350	9.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,905,503	$ 1,905,947	$ 2,055,947	$ 1,713,598	$ 1,902,175	$ 153,772	7.5%
0803 - FUEL	4,839	3,250	3,250	9,406	16,200	(12,950)	-398.5%
0804 - NON-CAPITAL EQUIPMENT	405,546	-	-	-	-	-	0.0%
SUBTOTAL	$ 2,315,888	$ 1,909,197	$ 2,059,197	$ 1,723,004	$ 1,918,375	$ 140,822	6.8%
SERVICES							
0810 - LEGAL SERVICES	$ 5,778,666	$ 4,380,152	$ 4,380,152	$ 6,413,035	$ 4,491,473	$ (111,321)	-2.5%
0811 - HEALTH CARE SERVICES	744,813	674,000	324,000	477,641	577,296	(253,296)	-78.2%
0812 - OTHER SERVICES	762,247	676,448	1,345,248	442,394	1,190,995	154,253	11.5%
0820 - RENT & OPERATING LEASES	82,801	300,562	300,562	449,007	104,941	195,621	65.1%
0825 - REPAIRS AND MAINTENANCE	850,667	870,057	935,057	908,103	1,007,616	(72,559)	-7.8%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	1,767,316	1,767,316	-	1,767,316	100.0%
0839 - INTERNAL SERVICE CHARGES	465,834	441,929	441,929	484,256	439,138	2,791	0.6%
0841 - TRAVEL	144,502	197,583	197,583	83,057	104,852	92,731	46.9%
0842 - EDUCATION AND TRAINING	140,201	68,219	68,219	54,509	35,419	32,800	48.1%
0843 - POSTAGE/FREIGHT/SHIPPING	794,282	378,371	378,371	347,092	337,845	40,526	10.7%
0850 - UTILITIES	40,431	36,000	36,000	43,595	45,600	(9,600)	-26.7%
SUBTOTAL	$ 9,804,444	$ 8,023,321	$ 10,174,437	$ 11,470,005	$ 8,335,175	$ 1,839,262	18.1%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 133,437	$ 335,649	$ 704,649	$ 15,130	$ -	$ 704,649	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	27,956	-	-	-	-	-	0.0%
0950 - DEBT SERVICE	585,214	1,097,131	1,097,131	610,572	751,005	346,126	0
SUBTOTAL	$ 746,607	$ 1,432,780	$ 1,801,780	$ 625,702	$ 751,005	$ 1,050,775	58.3%
TOTAL USES	$ 84,946,367	$ 84,377,689	$ 87,047,805	$ 82,826,290	$ 77,366,596	$ 9,681,209	11.1%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 1,466,693	$ 2,803,584	$ 2,803,584	$ 1,665,674	$ 2,383,080	$ 420,504	15.0%
FUND TOTAL SOURCES	$ 1,466,693	$ 2,803,584	$ 2,803,584	$ 1,665,674	$ 2,383,080	$ 420,504	15.0%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 471,872	$ 433,277	$ 433,277	$ 496,120	$ 433,277	$ -	0.0%
FUND TOTAL SOURCES	$ 471,872	$ 433,277	$ 433,277	$ 496,120	$ 433,277	$ -	0.0%
238 TRIAL COURTS GRANTS							
OPERATING	$ 1,432,110	$ 2,013,717	$ 2,013,717	$ 1,336,924	$ 2,013,724	$ (7)	0.0%
FUND TOTAL SOURCES	$ 1,432,110	$ 2,013,717	$ 2,013,717	$ 1,336,924	$ 2,013,724	$ (7)	0.0%
256 PROBATE FEES							
OPERATING	$ 411,762	$ 389,531	$ 389,531	$ 446,743	$ 389,531	$ -	0.0%
FUND TOTAL SOURCES	$ 411,762	$ 389,531	$ 389,531	$ 446,743	$ 389,531	$ -	0.0%
257 CONCILIATION COURT FEES							
OPERATING	$ 1,701,309	$ 1,695,930	$ 1,695,930	$ 1,505,571	$ 1,695,930	$ -	0.0%
FUND TOTAL SOURCES	$ 1,701,309	$ 1,695,930	$ 1,695,930	$ 1,505,571	$ 1,695,930	$ -	0.0%
259 TRIAL COURTS SPECIAL REVENUE							
OPERATING	$ 5,987,338	$ 5,680,313	$ 5,680,313	$ 6,316,163	$ 6,100,817	$ (420,504)	-7.4%
FUND TOTAL SOURCES	$ 5,987,338	$ 5,680,313	$ 5,680,313	$ 6,316,163	$ 6,100,817	$ (420,504)	-7.4%
261 LAW LIBRARY FEES							
OPERATING	$ 992,841	$ 940,000	$ 940,000	$ 1,190,637	$ 940,000	$ -	0.0%
FUND TOTAL SOURCES	$ 992,841	$ 940,000	$ 940,000	$ 1,190,637	$ 940,000	$ -	0.0%
264 SUPERIOR COURT FILL THE GAP							
OPERATING	$ 1,513,772	$ 2,010,456	$ 2,010,456	$ 1,947,306	$ 2,010,454	$ 2	0.0%
FUND TOTAL SOURCES	$ 1,513,772	$ 2,010,456	$ 2,010,456	$ 1,947,306	$ 2,010,454	$ 2	0.0%
271 EXPEDITED CHILD SUPPORT							
OPERATING	$ 466,007	$ 445,580	$ 445,580	$ 504,266	$ 445,580	$ -	0.0%
FUND TOTAL SOURCES	$ 466,007	$ 445,580	$ 445,580	$ 504,266	$ 445,580	$ -	0.0%
276 SPOUSAL MAINT ENF ENHANCEMENT							
OPERATING	$ 121,343	$ 115,921	$ 115,921	$ 115,921	$ 115,921	$ -	0.0%
FUND TOTAL SOURCES	$ 121,343	$ 115,921	$ 115,921	$ 115,921	$ 115,921	$ -	0.0%
281 CHILDRENS ISSUES EDUCATION							
OPERATING	$ 118,247	$ 115,007	$ 115,007	$ 139,817	$ 115,007	$ -	0.0%
FUND TOTAL SOURCES	$ 118,247	$ 115,007	$ 115,007	$ 139,817	$ 115,007	$ -	0.0%
282 DOM REL MEDIATION EDUCATION							
OPERATING	$ 207,836	$ 190,682	$ 190,682	$ 190,682	$ 190,682	$ -	0.0%
FUND TOTAL SOURCES	$ 207,836	$ 190,682	$ 190,682	$ 190,682	$ 190,682	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 14,891,130	$ 16,833,998	$ 16,833,998	$ 15,855,824	$ 16,834,003	$ (5)	0.0%
DEPARTMENT TOTAL SOURCES	$ 14,891,130	$ 16,833,998	$ 16,833,998	$ 15,855,824	$ 16,834,003	$ (5)	0.0%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 71,911,618	$ 70,347,261	$ 69,997,261	$ 68,071,976	$ 62,531,673	$ 7,465,588	10.7%
FUND TOTAL USES	$ 71,911,618	$ 70,347,261	$ 69,997,261	$ 68,071,976	$ 62,531,673	$ 7,465,588	10.7%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 599,249	$ 433,286	$ 433,286	$ 421,876	$ 433,277	$ 9	0.0%
NON-RECURRING	-	-	677,777	657,949	-	677,777	100.0%
FUND TOTAL USES	$ 599,249	$ 433,286	$ 1,111,063	$ 1,079,825	$ 433,277	$ 677,786	61.0%
238 TRIAL COURTS GRANTS							
OPERATING	$ 1,443,081	$ 2,013,724	$ 2,013,724	$ 1,300,677	$ 2,013,724	$ -	0.0%
FUND TOTAL USES	$ 1,443,081	$ 2,013,724	$ 2,013,724	$ 1,300,677	$ 2,013,724	$ -	0.0%
256 PROBATE FEES							
OPERATING	$ 321,557	$ 389,531	$ 389,531	$ 389,524	$ 389,531	$ -	0.0%
FUND TOTAL USES	$ 321,557	$ 389,531	$ 389,531	$ 389,524	$ 389,531	$ -	0.0%
257 CONCILIATION COURT FEES							
OPERATING	$ 1,585,752	$ 1,695,930	$ 1,695,930	$ 1,695,926	$ 1,695,930	$ -	0.0%
NON-RECURRING	-	-	64,000	-	-	64,000	100.0%
FUND TOTAL USES	$ 1,585,752	$ 1,695,930	$ 1,759,930	$ 1,695,926	$ 1,695,930	$ 64,000	3.6%
259 TRIAL COURTS SPECIAL REVENUE							
OPERATING	$ 5,780,456	$ 5,680,313	$ 5,680,313	$ 5,576,488	$ 6,100,817	$ (420,504)	-7.4%
NON-RECURRING	-	-	1,538,516	864,716	384,000	1,154,516	75.0%
FUND TOTAL USES	$ 5,780,456	$ 5,680,313	$ 7,218,829	$ 6,441,204	$ 6,484,817	$ 734,012	10.2%
261 LAW LIBRARY FEES							
OPERATING	$ 854,565	$ 940,000	$ 940,000	$ 823,916	$ 940,000	$ -	0.0%
NON-RECURRING	-	-	559,256	244,256	-	559,256	100.0%
FUND TOTAL USES	$ 854,565	$ 940,000	$ 1,499,256	$ 1,068,172	$ 940,000	$ 559,256	37.3%
264 SUPERIOR COURT FILL THE GAP							
OPERATING	$ 1,734,516	$ 2,010,454	$ 2,010,454	$ 1,731,247	$ 2,010,454	$ -	0.0%
NON-RECURRING	-	-	180,567	180,567	-	180,567	100.0%
FUND TOTAL USES	$ 1,734,516	$ 2,010,454	$ 2,191,021	$ 1,911,814	$ 2,010,454	$ 180,567	8.2%
271 EXPEDITED CHILD SUPPORT							
OPERATING	$ 340,848	$ 445,580	$ 445,580	$ 445,574	$ 445,580	$ -	0.0%
FUND TOTAL USES	$ 340,848	$ 445,580	$ 445,580	$ 445,574	$ 445,580	$ -	0.0%
276 SPOUSAL MAINT ENF ENHANCEMENT							
OPERATING	$ 86,680	$ 115,921	$ 115,921	$ 115,919	$ 115,921	$ -	0.0%
FUND TOTAL USES	$ 86,680	$ 115,921	$ 115,921	$ 115,919	$ 115,921	$ -	0.0%
281 CHILDRENS ISSUES EDUCATION							
OPERATING	$ 78,509	$ 115,007	$ 115,007	$ 114,999	$ 115,007	$ -	0.0%
FUND TOTAL USES	$ 78,509	$ 115,007	$ 115,007	$ 114,999	$ 115,007	$ -	0.0%
282 DOM REL MEDIATION EDUCATION							
OPERATING	$ 182,247	$ 190,682	$ 190,682	$ 190,680	$ 190,682	$ -	0.0%
FUND TOTAL USES	$ 182,247	$ 190,682	$ 190,682	$ 190,680	$ 190,682	$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	$ 84,946,367	$ 84,377,689	$ 84,027,689	$ 80,878,802	$ 76,982,596	$ 7,045,093	8.4%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ -	$ 3,020,116	$ 1,947,488	$ 384,000	$ 2,636,116	87.3%
DEPARTMENT TOTAL USES	$ 84,946,367	$ 84,377,689	$ 87,047,805	$ 82,826,290	$ 77,366,596	$ 9,681,209	11.1%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
ADMINISTRATIVE SERVICES								
BUDGETING	2.00	2.00	2.00	6.00	4.00	200.00%	4.00	200.00%
EXECUTIVE MANAGEMENT	47.75	47.75	47.00	40.00	(7.75)	(16.23%)	(7.00)	(14.89%)
FINANCIAL SERVICES	5.00	5.00	5.00	31.00	26.00	520.00%	26.00	520.00%
HUMAN RESOURCES	38.50	38.50	36.50	32.50	(6.00)	(15.58%)	(4.00)	(10.96%)
PROCUREMENT	7.00	7.00	7.00	12.00	5.00	71.43%	5.00	71.43%
PROGRAM TOTAL	100.25	100.25	97.50	121.50	21.25	21.20%	24.00	24.62%
CIVIL JUSTICE								
GENERAL CIVIL ADJUDICATION	101.00	101.00	103.00	94.00	(7.00)	(6.93%)	(9.00)	(8.74%)
PROGRAM TOTAL	101.00	101.00	103.00	94.00	(7.00)	(6.93%)	(9.00)	(8.74%)
COURT OPERATIONS SUPPORT								
COURT INTERPRETATION	36.50	36.50	36.50	36.50	-	0.00%	-	0.00%
COURT SECURITY	146.00	146.00	146.00	139.00	(7.00)	(4.79%)	(7.00)	(4.79%)
COURT TRANSLATION	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
JURORS	13.00	13.00	13.00	13.00	-	0.00%	-	0.00%
OFFICIAL COURT RECORD KEEPING	50.50	50.50	53.50	42.50	(8.00)	(15.84%)	(11.00)	(20.56%)
PUB INFO AND COMMUNITY OUTRCH	47.50	47.50	46.50	41.50	(6.00)	(12.63%)	(5.00)	(10.75%)
PROGRAM TOTAL	296.50	296.50	298.50	275.50	(21.00)	(7.08%)	(23.00)	(7.71%)
CRIMINAL JUSTICE								
CAPITAL ADJUDICATION	7.00	7.00	7.00	6.00	(1.00)	(14.29%)	(1.00)	(14.29%)
FELONY DUI ADJUDICATION	9.00	9.00	9.00	8.00	(1.00)	(11.11%)	(1.00)	(11.11%)
GENERAL FELONY ADJUDICATION	252.00	252.00	254.00	234.00	(18.00)	(7.14%)	(20.00)	(7.87%)
PROGRAM TOTAL	268.00	268.00	270.00	248.00	(20.00)	(7.46%)	(22.00)	(8.15%)
FAMILY ADJUDICATION								
FAMILY POST DECREE	58.00	58.00	55.00	54.00	(4.00)	(6.90%)	(1.00)	(1.82%)
FAMILY PRE DECREE	155.00	155.00	153.00	125.00	(30.00)	(19.35%)	(28.00)	(18.30%)
PROGRAM TOTAL	213.00	213.00	208.00	179.00	(34.00)	(15.96%)	(29.00)	(13.94%)
INFORMATION TECHNOLOGY								
BUSINESS APPLICATION DEV SUPP	44.00	44.00	44.00	38.00	(6.00)	-14%	(6.00)	-13.64%
DATA CENTER	11.00	11.00	11.00	11.00	-	0.00%	-	0.00%
DESKTOP SUPPORT	19.00	19.00	19.00	14.00	(5.00)	(26.32%)	(5.00)	(26.32%)
HELP DESK SUPPORT	13.00	13.00	13.00	12.00	(1.00)	(7.69%)	(1.00)	(7.69%)
PROGRAM TOTAL	87.00	87.00	87.00	75.00	(12.00)	(13.79%)	(12.00)	(13.79%)
JUVENILE JUSTICE								
JUVENILE DELINQUENCY ADJUD	66.50	66.50	65.50	60.50	(6.00)	(9.02%)	(5.00)	(7.63%)
JUVENILE DEPENDENCY ADJUD	64.00	64.00	64.50	62.00	(2.00)	(3.13%)	(2.50)	(3.88%)
PROGRAM TOTAL	130.50	130.50	130.00	122.50	(8.00)	(6.13%)	(7.50)	(5.77%)
MENTAL HEALTH COURT								
MENTAL HEALTH	14.00	14.00	14.00	13.00	(1.00)	(7.14%)	(1.00)	(7.14%)
PROGRAM TOTAL	14.00	14.00	14.00	13.00	(1.00)	(7.14%)	(1.00)	(7.14%)
PROBATE COURT								
ESTATE PROB AND TRUST ADMIN	33.00	33.00	32.00	29.00	(4.00)	(12.12%)	(3.00)	(9.38%)
PROGRAM TOTAL	33.00	33.00	32.00	29.00	(4.00)	(12.12%)	(3.00)	(9.38%)
TAX ADJUDICATION								
LARGE RECORD TAX ADJUD	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
SMALL RECORD TAX ADJUD	2.00	2.00	2.00	1.00	(1.00)	(50.00%)	(1.00)	(50.00%)
PROGRAM TOTAL	7.00	7.00	7.00	6.00	(1.00)	(14.29%)	(1.00)	(14.29%)
DEPARTMENT TOTAL	1,250.25	1,250.25	1,247.00	1,163.50	(86.75)	(6.94%)	(83.50)	(6.70%)

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Administrative Specialist	7.50	7.50	3.00	1.50	(6.00)	-80.00%	(1.50)	-50.00%
Admin/Office Support	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Executive Assistant	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Accounting Specialist	2.00	2.00	2.00	16.00	14.00	700.00%	14.00	700.00%
Human Resources Specialist	7.00	7.00	7.00	5.00	(2.00)	-28.57%	(2.00)	-28.57%
Justice System Clerk	194.00	194.00	194.00	165.00	(29.00)	-14.95%	(29.00)	-14.95%
Justice System Clerk Lead	23.00	23.00	23.00	21.00	(2.00)	-8.70%	(2.00)	-8.70%
Bailiff	120.00	120.00	120.00	114.00	(6.00)	-5.00%	(6.00)	-5.00%
Judicial Assistant	151.00	151.00	154.00	151.00	-	0.00%	(3.00)	-1.95%
Court Reporter	65.50	65.50	65.50	55.50	(10.00)	-15.27%	(10.00)	-15.27%
Collector	-	-	-	3.00	3.00		3.00	0.00%
Office Assistant	7.50	7.50	7.50	4.50	(3.00)	-40.00%	(3.00)	-40.00%
Library Clerk	0.50	0.50	0.50	0.50	-	0.00%	-	0.00%
Library Paraprofessional	6.00	6.00	6.00	5.00	(1.00)	-16.67%	(1.00)	-16.67%
Office Assistant Specialized	20.00	20.00	20.00	23.00	3.00	15.00%	3.00	15.00%
Admin/Operations Specialist	22.00	22.00	23.00	21.00	(1.00)	-4.55%	(2.00)	-8.70%
Deputy Director	9.00	9.00	9.00	8.00	(1.00)	-11.11%	(1.00)	-11.11%
Superior Court Judge	95.00	95.00	95.00	95.00	-	0.00%	-	0.00%
Court Commissioner	58.00	58.00	58.00	58.00	-	0.00%	-	0.00%
Director - Trial Courts	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Admin/Operations Supv	14.00	14.00	13.00	11.00	(3.00)	-21.43%	(2.00)	-15.38%
Admin/Office Support Supv	4.00	4.00	4.00	2.00	(2.00)	-50.00%	(2.00)	-50.00%
Financial Supervisor - Dept	1.00	1.00	1.00	3.00	2.00	200.00%	2.00	200.00%
Procurement Supervisor - Dept	1.00	1.00	1.00	2.00	1.00	100.00%	1.00	100.00%
Trades Supervisor	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Security Officer Supervisor	11.00	11.00	11.00	9.00	(2.00)	-18.18%	(2.00)	-18.18%
Human Resources Supervisor	4.00	4.00	1.00	1.00	(3.00)	-75.00%	-	0.00%
Counseling Supervisor	2.00	2.00	2.00	-	(2.00)	-100.00%	(2.00)	-100.00%
Justice System Clerk Supv	27.00	27.00	27.00	26.00	(1.00)	-3.70%	(1.00)	-3.70%
Administrative Supervisor	2.00	2.00	2.00	3.00	1.00	50.00%	1.00	50.00%
Interpreter Supervisor	4.00	4.00	3.00	3.00	(1.00)	-25.00%	-	0.00%
Administrative Staff Supv	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Applications Development Supv	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
IT Services Supv	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Human Resources Support Supv	-	-	4.00	4.00	4.00		-	0.00%
Collections Supervisor	-	-	-	1.00	1.00		1.00	0.00%
Operations/Program Supervisor	1.00	1.00	2.00	2.00	1.00	100.00%	-	0.00%
Administrator	-	-	-	2.00	2.00		2.00	0.00%
Admin & Operations Mgr	11.00	11.00	10.00	11.00	-	0.00%	1.00	10.00%
Program Manager	1.75	1.75	1.00	1.00	(0.75)	-42.86%	-	0.00%
Library Manager	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Security Officer Manager	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
Applications Development Mgr	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
IT Senior Manager	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Systems Admin & Analysis Mgr	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
IT Division Manager	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Operations/Program Manager	1.00	1.00	2.00	-	(1.00)	-100.00%	(2.00)	-100.00%
Management Analyst	9.00	9.00	8.00	8.00	(1.00)	-11.11%	-	0.00%
Program Coordinator	3.00	3.00	3.00	2.00	(1.00)	-33.33%	(1.00)	-33.33%
Accountant	3.00	3.00	2.00	5.00	2.00	66.67%	3.00	150.00%
Grant-Contract Administrator	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Finan/Business Analyst - Dept	3.00	3.00	3.00	4.00	1.00	33.33%	1.00	33.33%
Procurement Specialist	4.00	4.00	4.00	6.00	2.00	50.00%	2.00	50.00%
Attorney	4.00	4.00	-	5.00	1.00	25.00%	5.00	0.00%
Psychologist	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Librarian	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
Human Resources Analyst	7.00	7.00	-	-	(7.00)	-100.00%	-	0.00%
Trainer	11.00	11.00	9.00	8.00	(3.00)	-27.27%	(1.00)	-11.11%
Educator	2.00	2.00	-	-	(2.00)	-100.00%	-	0.00%
Counselor	30.00	30.00	30.00	10.00	(20.00)	-66.67%	(20.00)	-66.67%
Social Worker	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
Conference Officer	12.00	12.00	12.00	10.00	(2.00)	-16.67%	(2.00)	-16.67%
Interpreter	30.50	30.50	31.50	31.50	1.00	3.28%	-	0.00%
Attorney - Associate	-	-	5.00	-	-		(5.00)	-100.00%
Attorney - Senior	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Business/Systems Analyst	4.00	4.00	4.00	4.00	-	0.00%	-	0.00%
Business/Systems Analyst-Sr/Ld	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
Data Security Analyst	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Database Administrator	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Programmer/Analyst	13.00	13.00	13.00	9.00	(4.00)	-30.77%	(4.00)	-30.77%
Programmer/Analyst - Sr/Ld	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
Systems/Network Administrator	7.00	7.00	7.00	3.00	(4.00)	-57.14%	(4.00)	-57.14%
Systems/Network Admin-Sr/Ld	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Web Designer/Developer	4.00	4.00	4.00	3.00	(1.00)	-25.00%	(1.00)	-25.00%
Web Designer/Developer-Sr/Ld	1.00	1.00	1.00	1.00	-	0.00%	-	0.00%
Security Officer	127.00	127.00	127.00	123.00	(4.00)	-3.15%	(4.00)	-3.15%
Trades Generalist	6.00	6.00	6.00	5.00	(1.00)	-16.67%	(1.00)	-16.67%
Materials Handling Worker	6.00	6.00	6.00	5.00	(1.00)	-16.67%	(1.00)	-16.67%
Computer Operator	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
Legal Assistant	13.00	13.00	13.00	12.00	(1.00)	-7.69%	(1.00)	-7.69%
Help Desk Coordinator	8.00	8.00	8.00	7.00	(1.00)	-12.50%	(1.00)	-12.50%
Help Desk Coordinator - Sr/Ld	3.00	3.00	3.00	3.00	-	0.00%	-	0.00%
Operations Support Anlst-Sr/Ld	2.00	2.00	2.00	2.00	-	0.00%	-	0.00%
PC/LAN Tech Support	11.00	11.00	11.00	10.00	(1.00)	-9.09%	(1.00)	-9.09%
Human Resources Associate	-	-	7.00	5.00	5.00		(2.00)	-28.57%
Communicatn Ofcr/Govt Liaison	3.00	3.00	3.00	2.00	(1.00)	-33.33%	(1.00)	-33.33%
Educator Bachelor's	-	-	2.00	2.00	2.00		-	0.00%
Department Total	1,250.25	1,250.25	1,247.00	1,163.50	(86.75)	-6.94%	(83.50)	-6.70%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
100 - GENERAL	1,185.75	1,185.75	1,185.00	1,101.00	(84.75)	-7.15%	(84.00)	-7.09%
208 - JUDICIAL ENHANCEMENT	5.00	5.00	5.00	5.00	-	0.00%	-	0.00%
238 - TRIAL COURTS GRANTS	27.50	27.50	25.00	25.50	(2.00)	-7.27%	0.50	2.00%
264 - SUPERIOR COURT FILL THE GAP	32.00	32.00	32.00	32.00	-	0.00%	-	0.00%
DEPARTMENT TOTAL	1,250.25	1,250.25	1,247.00	1,163.50	(86.75)	-6.94%	(83.50)	-6.70%

Significant Variance Analysis

The department made staffing changes as a result of Budget Balancing initiatives. The elimination of 55.5 filled and 64 vacant FTEs reduces Superior Court staffing by 119.5 FTEs in FY 2009-10. The change in FTEs results from the department streamlining and reducing services within various activities.

General Adjustments

Budget Balancing Adjustments:

General Fund (100)

Administrative Reduction

- The expenditure budget is reduced by $2,928,915 as a result of the downsizing of court administration and court technology, eliminating 25 vacant FTEs and 13.5 filled FTEs.
- The expenditure budget is reduced by $153,011 as a result of lowering the multi-lingual pay rate for eligible staff from $1.00 to $0.50.

Cost Reduction

- The expenditure budget is reduced by $1,500,000 as a result of reducing case management support in multiple activities eliminating 30 vacant FTEs.

Service Reduction

- The expenditure budget is reduced by $609,272 as a result of reducing Self Service centers and Library Services eliminating 1 vacant FTE and 12.5 filled FTEs.

Debt Reduction

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce operating expenses for equipment. This results in an operating savings of $346,126.

Other Base Adjustments:

General Fund (100)

- The revenue and expenditure budgets are decreased by $420,504 as a result of right-sizing the revenue collections due to prior years revenue being lower than anticipated budgeted revenue and increasing the Allocation-Out to the Special Fee Fund (259).
- The County is using cash to pay off existing debt service expense for printer equipment purchased via the Printer Management Program. This results in an operating savings of $4,506.
- The expenditure budget is reduced by $337,220 as a result of terminating the lease agreement for space occupied by the Glendale Regional Court Center.

Superior Court Judicial Enhancement Fund (208)

- The expenditure budget is reduced by nine dollars for structural balance.

Superior Court Grants Fund (238)

- The revenue budget is reduced by seven dollars for structural balance.

Superior Court Grants Fund (259)

- The revenue and expenditure budgets are increased by $420,504 as a result of increased Allocation-In from the General Fund (100) and increasing the budgeted revenues in the Superior Court Special Revenue Fund (259).

Superior Court Fill the Gap Fund (264)

- The revenue budget is reduced by two dollars for structural balance.

Programs and Activities

Civil Justice Program

The purpose of the Civil Justice Program is to resolve civil cases for litigants so that they are afforded timely and just legal resolutions.

Mandates: Arizona Constitution, Article VI, Section 14 gives the Superior Court jurisdiction to hold criminal proceedings for all felony cases and misdemeanor cases that are not legally directed to other court jurisdictions

Program Results

CIVIL JUSTICE Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of Civil cases resolved within 18 months.	80.0%	99.0%	100.0%	(1.0%)	1.0%

Activities that comprise this program include:

- General Civil Adjudication

General Civil Adjudication Activity

The purpose of the General Civil Adjudication Activity is to resolve Superior Court civil cases for litigants so that they are afforded timely and just legal resolutions.

Mandates: Arizona Constitution, Article VI, Section 14 and A.R.S. §12-123 gives the Superior Court jurisdiction in any cases that are not specifically assigned to another court in statute.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Civil cases resolved within 18 months.	80.0%	99.0%	92.0%	(7.0%)	-7.1%
Output	Number of Civil cases resolved.	48,632	49,875	59,800	9,925	19.9%
Demand	Number of Civil (CVAD) cases filed.	50,322	52,500	65,000	12,500	23.8%
Efficiency	Cost per Civil case resolved.	$130.68	$130.05	$111.30	$18.75	14.4%
Revenue						
	259 - TRIAL COURTS SPECIAL REVENUE	$ 3,268,771	$ 2,972,400	$ 3,536,119	$ 563,719	19.0%
	TOTAL SOURCES	$ 3,268,771	$ 2,972,400	$ 3,536,119	$ 563,719	19.0%
Expenditure						
	100 - GENERAL	$ 5,860,285	$ 3,433,791	$ 3,159,226	$ 274,565	8.0%
	208 - JUDICIAL ENHANCEMENT	101,432	80,017	103,469	(23,452)	-29.3%
	259 - TRIAL COURTS SPECIAL REVENUE	393,695	2,972,400	3,392,904	(420,504)	-14.1%
	TOTAL USES	$ 6,355,412	$ 6,486,208	$ 6,655,599	$ (169,391)	-2.6%

Budget Balancing Adjustments:

General Fund (100)

Cost Reduction

- The expenditure budget is reduced by $321,492 as a result of eliminating the in-house service of Alternative Dispute Resolution, eliminating 1.5 vacant FTEs and 4.5 filled FTEs. The Superior Court Judges have the ability to mediate disputes as well as ordering litigants to use a contracted third party to provide the service.

Court Operations Support Program

The purpose of the Court Operations Support Program is to provide necessary support services to the Court and justice partners to ensure defendants and the public receive timely and just resolutions.

Program Results

COURT OPERATIONS SUPPORT Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of people screened without incident	Not Reported	Not Reported	Not Reported	-	-
Percent of user satisfaction.	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Court Translation
- Jurors
- Public Information & Comm. Outreach
- Official Court Record Keeping
- Court Security

Court Translation Activity

The purpose of the Court Translation Activity is to provide non-English verbal and written translation from other languages for the judicial system so that they can effectively conduct court proceedings.

Mandates: A.R.S. §§12-241 through 12-242 establish that Superior Court will retain the services of interpreters to translate court proceedings for litigants who need such services.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	NA	NA	NA	-	-
Output	Number of Translations completed.	248	484	585	101	20.9%
Demand	Number of Translation requests received.	429	580	650	70	12.1%
Efficiency	Cost per Translation request completed.	$1,738.56	$604.55	$652.54	-$47.99	-7.9%
Expenditure						
	100 - GENERAL	$ 431,164	$ 292,602	$ 381,737	$ (89,135)	-30.5%
	TOTAL USES	$ 431,164	$ 292,602	$ 381,737	$ (89,135)	-30.5%

Jurors Activity

The purpose of the Juror Activity is to provide impartial jury panels to defendants and litigants so that they will render informed decisions in court cases.

Mandates: A.R.S. §21-301 establishes that the jury commissioner of the Superior Court is responsible for the maintenance of the master juror list. A.R.S. §21-331 establishes that the Superior Court is responsible for issuing summons to juror candidates for service in the Superior Court or, if authorized by intergovernmental agreements, for service in Justice Courts or municipal courts. Juries are to be conducted as prescribed by A.R.S. §§21-101 through 21-351. A.R.S. §21-402 establishes that the Presiding Judge of the Superior Court shall summon a grand jury three times per year (or additional times, per a petition from the County Attorney). Grand juries are to be conducted as prescribed by A.R.S. §§21-401 through 21-416.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	NA	NA	NA	-	-
Output	Number of jurors sent to a courtroom.	62,135	63,205	68,000	4,795	7.6%
Demand	Number of jurors reporting for service.	77,976	79,006	80,000	994	1.3%
Efficiency	Cost per juror sent to a courtroom.	$87.83	$71.50	$62.13	$9.37	13.1%
Revenue						
	100 - GENERAL	$ 722,191	$ 346,322	$ 794,083	$ 447,761	129.3%
	259 - TRIAL COURTS SPECIAL REVENUE	121,495	141,000	141,000	-	-
	TOTAL SOURCES	$ 843,686	$ 487,322	$ 935,083	$ 447,761	91.9%
Expenditure						
	100 - GENERAL	$ 5,344,859	$ 4,378,389	$ 4,112,385	$ 266,004	6.1%
	259 - TRIAL COURTS SPECIAL REVENUE	112,737	141,000	112,640	28,360	20.1%
	TOTAL USES	$ 5,457,596	$ 4,519,389	$ 4,225,025	$ 294,364	6.5%

Budget Balancing Adjustments:

General Fund (100)

Cost Reduction

- The expenditure budget is reduced by $100,000 as a result of reducing the payments for juror mileage reimbursement. The Superior Court jury services now assign perspective jurors to court locations in their community, thereby reducing the miles driven by citizens of Maricopa County.

Official Court Record Keeping Activity

The purpose of the Official Court Record-Keeping Activity is to provide an official court case record for the Court so that litigants are ensured impartial and fair adjudication.

Mandates: A.R.S. §§12-223 and 21-411 establish that the court shall appoint a court reporter to record the proceedings of trials to be officially filed as record with the office of the Clerk of the Supreme Court.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	NA	NA	NA	-	-
Output	Number of hours of Court proceedings that were recorded.	209,214	209,214	215,000	5,786	2.8%
Demand	Number of hours of Court proceedings that need to be recorded.	209,214	209,214	215,000	5,786	2.8%
Efficiency	Cost per hour of Court proceedings recorded.	$21.40	$20.13	$15.24	$4.89	24.3%
Revenue						
	259 - TRIAL COURTS SPECIAL REVENUE	$ 70,696	$ 65,040	$ 65,040	$ -	-
	TOTAL SOURCES	$ 70,696	$ 65,040	$ 65,040	$ -	-
Expenditure						
	100 - GENERAL	$ 4,397,624	$ 3,948,632	$ 3,211,998	$ 736,634	18.7%
	259 - TRIAL COURTS SPECIAL REVENUE	79,699	263,840	65,040	198,800	75.3%
	TOTAL USES	$ 4,477,323	$ 4,212,472	$ 3,277,038	$ 935,434	22.2%

Budget Balancing Adjustments:

General Fund (100)

Cost Reduction

- The expenditure budget is reduced by $793,762 as a result of reducing court reporters, eliminating 2 vacant FTEs and 8 filled FTEs.

Public Information & Community Outreach Activity

The purpose of the Public Information and Community Outreach Activity is to provide website access to the public so that case information and court forms can be accessed by litigants without having to make a trip to a courthouse.

Mandates: This is not a mandated activity of the Superior Court.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of user satisfaction.	100.0%	100.0%	100.0%	-	0.0%
Output	Number of users	94,332,050	257,979,223	270,878,184	12,898,961	5.0%
Output	Number of website sessions completed.	94,332,050	257,979,223	270,878,184	12,898,961	5.0%
Demand	Number of website sessions requested.	97,281,940	262,239,133	275,351,090	13,111,957	5.0%
Efficiency	Cost per website session.	$0.04	$0.01	$0.01	$0.00	11.2%
Revenue						
	100 - GENERAL		$ 500	$ 500	$ -	-
	259 - TRIAL COURTS SPECIAL REVENUE	260,850	288,000	288,000	-	-
	261 - LAW LIBRARY FEES	992,841	940,000	940,000	-	-
	TOTAL SOURCES	$ 1,253,691	$ 1,228,500	$ 1,228,500	$ -	-
Expenditure						
	100 - GENERAL	$ 2,722,076	$ 2,621,380	$ 2,359,247	$ 262,133	10.0%
	259 - TRIAL COURTS SPECIAL REVENUE	328,307	288,000	288,000	-	-
	261 - LAW LIBRARY FEES	854,565	940,000	940,000	-	-
	TOTAL USES	$ 3,904,948	$ 3,849,380	$ 3,587,247	$ 262,133	6.8%

Court Security Activity

The purpose of the Court Security Activity is to provide physical and electronic deterrent services to the Court and the public so they can have a safe and secure environment in which to conduct judicial proceedings and other court business.

Mandates: This is not a mandated activity of the Superior Court but seeks to preserve the safety of participants in the legal system and the efficient operations of the courts.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of people screened without incident	Not Reported	Not Reported	Not Reported	-	-
Output	Number of people screened.	3,500,000	3,500,000	3,500,000	-	0.0%
Demand	Number of people entering court facilities.	3,500,000	3,500,000	3,500,000	-	0.0%
Efficiency	Cost per person screened.	$1.91	$1.88	$1.79	$0.09	4.7%
Revenue						
	100 - GENERAL	$ 729,499	$ 925,662	$ 548,601	$ (377,061)	-40.7%
	TOTAL SOURCES	$ 729,499	$ 925,662	$ 548,601	$ (377,061)	-40.7%
Expenditure						
	100 - GENERAL	$ 6,670,602	$ 6,566,293	$ 6,256,160	$ 310,133	4.7%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	27,289	-	-	-	0.0%
	TOTAL USES	$ 6,697,891	$ 6,566,293	$ 6,256,160	$ 310,133	4.7%

Criminal Justice Program

The purpose of the Criminal Justice Program is to resolve felony and misdemeanor cases for defendants, victims, and the public so that they are afforded timely and just legal resolutions.

Program Results

80CJ - CRIMINAL JUSTICE Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of Capital cases resolved within 545 days.	104.3%	114.0%	90.0%	(24.0%)	-21.1%
Percent of Felony DUI cases resolved within 180 days.	80.0%	90.0%	90.0%	0.0%	0.0%
Percent of General Felony cases resolved within 180 days.	90.0%	90.0%	90.0%	0.0%	0.0%

Activities that comprise this program include:

- Capital Adjudication
- General Felony Adjudication
- Felony DUI Adjudication

Capital Adjudication Activity

The purpose of the Capital Adjudication Activity is to resolve capital cases for defendants and victims so that they are afforded timely and just legal resolutions.

Mandates: This activity supports the overall mandate of the Criminal Justice Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Capital cases resolved within 545 days.	104.3%	114.0%	90.0%	(24.0%)	-21.1%
Output	Number of Capital cases resolved.	35	40	36	-4	-10.0%
Demand	Number of Capital cases filed.	33	35	40	5	14.3%
Efficiency	Cost per Capital case resolved.	$14,289.63	$14,130.70	$13,162.86	$967.84	6.8%
Revenue						
	238 - TRIAL COURTS GRANTS	$ 168,715	$ 187,139	$ 187,628	$ 489	0.3%
	TOTAL SOURCES	$ 168,715	$ 187,139	$ 187,628	$ 489	0.3%
Expenditure						
	100 - GENERAL	$ 333,065	$ 378,093	$ 286,235	$ 91,858	24.3%
	238 - TRIAL COURTS GRANTS	167,072	187,135	187,628	(493)	-0.3%
	TOTAL USES	500,137	565,228	473,863	91,365	16.2%

Felony DUI Adjudication Activity

The purpose of the Felony DUI Adjudication Activity is to resolve felony DUI cases for defendants and victims so that they are afforded timely and just legal resolutions.

Mandates: This activity supports the overall mandate of the Criminal Justice Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Felony DUI cases resolved within 180 days.	80.0%	90.0%	90.0%	-	0.0%
Output	Number of Felony DUI cases resolved.	1,381	1,210	1,150	-60	-5.0%
Demand	Number of Felony DUI cases filed.	1,256	1,344	1,250	-94	-7.0%
Efficiency	Cost per Felony DUI case resolved.	$489.66	$571.44	$563.67	$7.77	1.4%
Expenditure						
	100 - GENERAL	$ 676,218	$ 691,445	$ 648,224	$ 43,221	6.3%
	TOTAL USES	$ 676,218	$ 691,445	$ 648,224	$ 43,221	6.3%

General Felony Adjudication Activity

The purpose of the General Felony Adjudication Activity is to resolve felony cases for defendants and victims so that they are afforded timely and just legal resolutions.

Mandates: This activity supports the overall mandate of the Criminal Justice Program.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of General Felony cases resolved within 180 days.	90.0%	90.0%	90.0%	-	0.0%
Output	Number of General Felony cases resolved.	38,137	39,280	41,000	1,720	4.4%
Demand	Number of General Felony cases filed.	40,933	43,785	44,000	215	0.5%
Efficiency	Cost per General Felony case resolved.	$392.43	$402.37	$343.76	$58.61	14.6%
Revenue						
	100 - GENERAL	$ 46	$ 11,858	$ 500	$ (11,358)	-95.8%
	208 - JUDICIAL ENHANCEMENT	471,872	433,277	433,277	-	-
	238 - TRIAL COURTS GRANTS	136,145	174,050	246,497	72,447	0
	259 - TRIAL COURTS SPECIAL REVENUE	84,860	60,000	60,000	-	-
	TOTAL SOURCES	$ 692,923	$ 679,185	$ 740,274	$ 61,089	9.0%
Expenditure						
	100 - GENERAL	$ 11,694,524	$ 13,709,034	$ 12,970,124	$ 738,910	5.4%
	208 - JUDICIAL ENHANCEMENT	148,067	75,735	55,518	20,217	0
	238 - TRIAL COURTS GRANTS	135,165	174,053	246,497	(72,444)	(0)
	259 - TRIAL COURTS SPECIAL REVENUE	1,438,087	60,000	60,000	-	-
	264 - SUPERIOR COURT FILL THE GAP	$ 1,550,319	$ 1,786,202	$ 1,793,090	$ (6,888)	-0.4%
	TOTAL USES	$ 14,966,162	$ 15,805,024	$ 15,125,229	$ 679,795	4.3%

Family Adjudication Program

The purpose of the Family Adjudication Program is to resolve pre-decree and post-decree Family Court matters for litigants so that they receive timely and just legal resolutions.

Program Results

FAMILY ADJUDICATION Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of Pre-Decree Family Court cases resolved within 12 months.	91.0%	100.0%	92.0%	(8.0%)	-8.0%
Percent of Post-Decree Family Court cases resolved within 7 months.	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Family Pre Decree
- Family Post Decree

Family Pre Decree Activity

The purpose of the Family Pre-Decree Activity is to resolve pre-decree Family Court cases for litigants so that they receive timely and just legal resolutions.

Mandates: This activity supports the overall mandate of the Criminal Justice Program. A.R.S. §22-112 establishes that the Justice Courts are responsible for trying criminal traffic cases, excluding those that involve death or felony traffic charges, which are the responsibility of the Superior Court.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Pre-Decree Family Court cases resolved within 12 months.	91.0%	100.0%	92.0%	(8.0%)	-8.0%
Output	Number of Pre-Decree Family Court cases resolved.	31,235	31,551	31,500	-51	-0.2%
Demand	Number of Pre-Decree Family Court cases filed.	30,049	31,551	33,000	1,449	4.6%
Efficiency	Cost per Pre-Decree Family Court case resolved.	$321.15	$322.79	$258.09	$64.70	20.0%
Revenue						
	100 - GENERAL	$ 14,381	$ 21,400	$ 500	$ (20,900)	-97.7%
	238 - TRIAL COURTS GRANTS	137,543	170,274	129,170	(41,104)	-24.1%
	257 - CONCILIATION COURT FEES	1,701,309	1,695,930	1,695,930	-	-
	259 - TRIAL COURTS SPECIAL REVENUE	854,968	714,658	714,658	-	-
	276 - SPOUSAL MAINT ENF ENHANCEMENT	121,343	115,921	115,921	-	-
	281 - CHILDRENS ISSUES EDUCATION	118,247	115,007	115,007	-	-
	TOTAL SOURCES	$ 2,947,791	$ 2,833,190	$ 2,771,186	$ (62,004)	-2.2%
Expenditure						
	100 - GENERAL	$ 6,087,485	$ 7,243,518	$ 5,322,164	$ 1,921,354	26.5%
	208 - JUDICIAL ENHANCEMENT	93,709	65,044	65,317	(273)	-0.4%
	238 - TRIAL COURTS GRANTS	131,003	170,274	129,170	41,104	0.24
	257 - CONCILIATION COURT FEES	1,585,752	1,759,930	1,695,930	64,000	0.04
	259 - TRIAL COURTS SPECIAL REVENUE	1,444,822	714,658	686,458	28,200	3.9%
	271 - EXPEDITED CHILD SUPPORT	340,848	-	-	-	-
	276 - SPOUSAL MAINT ENF ENHANCEMENT	86,680	115,921	115,921	-	-
	281 - CHILDRENS ISSUES EDUCATION	78,509	115,007	115,007	-	-
	282 - DOM REL MEDIATION EDUCATION	182,247	-	-	-	-
	TOTAL USES	$ 10,031,055	$ 10,184,352	$ 8,129,967	$ 2,054,385	20.2%

Budget Balancing Adjustments:

General Fund (100)

Cost Reduction

- The expenditure budget is reduced by $1,103,622 as a result of contracting out for conciliation services, eliminating 3 vacant FTEs and 14 filled FTEs.

Service Reduction

- The expenditure budget is reduced by $164,303 as a result of discontinuing Night Courts, eliminating 1 vacant FTE and 3 filled FTEs.

Family Post Decree Activity

The purpose of the Family Post-Decree Activity is to resolve post-decree Family Court cases for litigants so that they receive timely and just legal resolutions.

Mandates: A.R.S. §22-301 gives Justice Courts jurisdiction in misdemeanor cases that do not involve imprisonment of more than six months or penalties in excess of $2,500.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Post-Decree Family Court cases resolved within 7 months.	100.0%	100.0%	100.0%	-	0.0%
Output	Number of Post-Decree Family Court cases resolved.	21,979	23,078	22,000	-1,078	-4.7%
Demand	Number of Post-Decree Family Court cases filed.	21,979	23,078	23,000	-78	-0.3%
Efficiency	Cost per Post-Decree Family Court case resolved.	$142.76	$158.92	$146.75	$12.16	7.7%
Revenue						
	100 - GENERAL	$ -	$ 1,453,385	$ 1,032,896	$ (420,489)	-28.9%
	238 - TRIAL COURTS GRANTS	-	18,896	-	(18,896)	-100.0%
	259 - TRIAL COURTS SPECIAL REVENUE	-	143,215	-	(143,215)	-100.0%
	271 - EXPEDITED CHILD SUPPORT	466,007	445,580	445,580	-	-
	282 - DOM REL MEDIATION EDUCATION	207,836	190,682	190,682	-	-
	TOTAL SOURCES	$ 673,843	$ 2,251,758	$ 1,669,158	$ (582,600)	-25.9%
Expenditure						
	100 - GENERAL	$ 2,643,443	$ 2,657,606	$ 2,383,302	$ 274,304	10.3%
	208 - JUDICIAL ENHANCEMENT	201,041	211,490	208,973	2,517	1.2%
	238 - TRIAL COURTS GRANTS	-	18,896	-	18,896	100.0%
	259 - TRIAL COURTS SPECIAL REVENUE	293,220	143,215	-	143,215	100.0%
	271 - EXPEDITED CHILD SUPPORT	-	445,580	445,580	-	-
	282 - DOM REL MEDIATION EDUCATION	-	190,682	190,682	-	-
	TOTAL USES	$ 3,137,704	$ 3,667,469	$ 3,228,537	$ 438,932	12.0%

Juvenile Justice Program

The purpose of the Juvenile Justice Program is to adjudicate dependency and delinquency matters for juveniles so that they receive timely and just legal resolutions and their well-being is maintained.

Program Results

JUVENILE JUSTICE Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
TBD	NA	NA	NA	-	-
TBD	NA	NA	NA	-	-

Activities that comprise this program include:

- Juvenile Delinquency Adjudication
- Juvenile Dependency Adjudication

Juvenile Delinquency Adjudication Activity

The purpose of the Juvenile Delinquency Adjudication Activity is to adjudicate delinquency matters for juveniles so that they receive timely and just legal resolutions.

Mandates: A.R.S. §8-202 establishes that the Juvenile Division of the Superior Court shall have jurisdiction in all offenses related to delinquency of a minor. A.R.S. §8-302 allows for the transfer of any criminal case to Juvenile Court as long as the juvenile is not being tried as an adult pursuant to A.R.S. §13-501.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	NA	NA	NA	NA	NA
Output	Number of Delinquency cases resolved.	7,024	15,104	13,000	-2,104	-13.9%
Demand	Number of Delinquency cases filed.	7,147	15,899	13,500	-2,399	-15.1%
Efficiency	Cost per Delinquency case resolved.	$624.76	$279.81	$328.94	-$49.13	-17.6%
Revenue						
	238 - TRIAL COURTS GRANTS	$ 90,299	$ 170,148	$ 280,534	$ 110,386	64.9%
	TOTAL SOURCES	$ 90,299	$ 170,148	$ 280,534	$ 110,386	64.9%
Expenditure						
	100 - GENERAL	$ 4,279,742	$ 4,056,163	$ 3,995,716	$ 60,447	1.5%
	238 - TRIAL COURTS GRANTS	108,583	170,151	280,534	(110,383)	-64.9%
	TOTAL USES	$ 4,388,325	$ 4,226,314	$ 4,276,250	$ (49,936)	-1.2%

Juvenile Dependency Adjudication Activity

The purpose of the Juvenile Dependency Adjudication Activity is to establish dependency for juveniles so that their well-being is maintained.

Mandates: Arizona Constitution, Article VI, Section 14 gives the Superior Court jurisdiction to resolve matters of divorce and annulment of marriages.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	NA	NA	NA	NA	NA
Output	Number of Dependency cases resolved.	1,702	3,107	8,800	5,693	183.2%
Demand	Number of Dependency cases filed.	1,744	3,271	9,000	5,729	175.1%
Efficiency	Cost per Dependency case resolved.	$2,289.55	$1,344.15	$454.26	$889.89	66.2%
Revenue						
	238 - TRIAL COURTS GRANTS	$ 807,491	$ 1,026,459	$ 1,060,579	$ 34,120	3.3%
	TOTAL SOURCES	$ 807,491	$ 1,026,459	$ 1,060,579	$ 34,120	3.3%
Expenditure						
	100 - GENERAL	$ 3,080,100	$ 3,149,800	$ 2,936,908	$ 212,892	6.8%
	238 - TRIAL COURTS GRANTS	816,718	1,026,463	1,060,579	(34,116)	-3.3%
	TOTAL USES	$ 3,896,818	$ 4,176,263	$ 3,997,487	$ 178,776	4.3%

Activity Narrative: In priors years, the Department only reported on juvenile dependency petition cases, however as a result of improvements in the Integrated Court Information System (iCIS) they now have the ability to report on all juvenile case types which have an impact on the child's dependency, (adoption, severance, guardianship, etc.), thus the increase in demand and output measures.

Mental Health Court Program

The purpose of the Mental Health Court Program is to resolve mental health and competency issues for litigants and defendants so that they receive timely and just legal resolutions.

Program Results

MENTAL HEALTH Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
TBD	NA	NA	NA	-	-

Activities that comprise this program include:

- Mental Health

Mental Health Activity

The purpose of the Mental Health Activity is to resolve mental health and competency issues for litigants and defendants so that they receive timely and just legal resolutions.

Mandates: Arizona Constitution, Article VI, Section 14 gives the Superior Court jurisdiction to hold criminal proceedings for all felony cases including issues of mental health.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	NA	NA	NA	NA	NA
Output	Number of Mental Health cases resolved.	1,575	1,737	1,700	-37	-2.1%
Demand	Number of Mental Health cases filed.	1,575	1,737	1,700	-37	-2.1%
Efficiency	Cost per Mental Health case resolved.	$603.69	$589.57	$573.40	$16.17	2.7%
Revenue						
	238 - TRIAL COURTS GRANTS	$ -	$ 48,000	$ 48,000	$ -	-
	TOTAL SOURCES	$ -	$ 48,000	$ 48,000	$ -	-
Expenditure						
	100 - GENERAL	$ 732,174	$ 976,088	$ 926,788	$ 49,300	5.1%
	238 - TRIAL COURTS GRANTS		48,000	48,000	-	-
	259 - TRIAL COURTS SPECIAL REVENUE	218,630	-	-	-	-
	TOTAL USES	$ 950,804	$ 1,024,088	$ 974,788	$ 49,300	4.8%

Probate Court Program

The purpose of the Probate Court Program is to ensure that probate case reviews are completed within required due dates so that litigants' property and rights are protected.

Program Results

PROBATE COURT Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of Cases reviewed within 30 days of the required due date.	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Estate Probates & Trust Administration

Estate Probates & Trust Administration Activity

The purpose of the Estate Probates and Trust Administrations Activity is to ensure that case reviews are completed within required due dates so that litigants property and rights are protected.

Mandates: Arizona Constitution, Article VI, Section 14 gives the Superior Court jurisdiction to resolve matters of probate.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Cases reviewed within 30 days of the required due date.	100.00	100.0%	100.0%	-	0.0%
Output	Number of active Cases reviewed.	32,126	37,044	34,000	-3,044	-8.2%
Demand	Number of active Cases requiring review.	32,126	37,044	34,000	-3,044	-8.2%
Efficiency	Cost per Case reviewed.	$64.09	$54.17	$56.09	-$1.93	-3.6%
Revenue						
	100 - GENERAL	$ -	$ 97	$ -	$ (97)	-100.0%
	238 - TRIAL COURTS GRANTS	-	61,316	61,316	-	-
	256 - PROBATE FEES	411,762	389,531	389,531	-	-
	TOTAL SOURCES	$ 411,762	$ 450,944	$ 450,847	$ (97)	0.0%
Expenditure						
	100 - GENERAL	$ 1,737,438	$ 1,555,670	$ 1,456,367	$ 99,303	6.4%
	238 - TRIAL COURTS GRANTS	-	61,316	61,316	-	-
	256 - PROBATE FEES	321,557	389,531	389,531	-	-
	TOTAL USES	$ 2,058,995	$ 2,006,517	$ 1,907,214	$ 99,303	4.9%

Tax Adjudication Program

The purpose of the Tax Adjudication Program is to provide property tax appeals to litigants so that they receive timely and just legal resolutions.

Program Results

TAX ADJUDICATION Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
TBD	NA	NA	NA	-	-
TBD	NA	NA	NA	-	-

Activities that comprise this program include:

- Large Record Tax Adjudication
- Small Record Tax Adjudication

Large Record Tax Adjudication Activity

The purpose of the Large Record Tax Adjudication Activity is to provide property tax appeals to litigants so that they receive timely and just legal resolutions.

Mandates: Arizona Constitution, Article VI, Section 14 and A.R.S. §12-123 gives the Superior Court jurisdiction in any cases that are not specifically assigned to another court in statute.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	NA	NA	NA	-	-
Output	Number of Large Record Tax cases resolved.	646	810	875	65	8.0%
Demand	Number of Large Record Tax cases filed.	796	900	975	75	8.3%
Efficiency	Cost per Large Record Tax case resolved.	$493.19	$414.94	$384.11	$30.82	7.4%
Expenditure						
	100 - GENERAL	$ 318,603	$ 336,099	$ 336,099	$ -	-
	TOTAL USES	$ 318,603	$ 336,099	$ 336,099	$ -	-

Small Record Tax Adjudication Activity

The purpose of the Small Record Tax Adjudication Activity is to provide property tax appeals to litigants so that they receive timely and just legal resolutions. Adequate

Mandates: Arizona Constitution, Article VI, Section 14 and A.R.S. §12-123 gives the Superior Court jurisdiction in any cases that are not specifically assigned to another court in statute.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	NA	NA	NA	-	-
Output	Number of Small Record Tax cases resolved.	266	295	325	30	10.2%
Demand	Number of Small Record Tax cases filed.	282	310	340	30	9.7%
Efficiency	Cost per Small Record Tax case resolved.	$745.93	$694.83	$425.18	$269.64	38.8%
Expenditure						
	100 - GENERAL	$ 198,417	$ 204,974	$ 138,185	$ 66,789	32.6%
	TOTAL USES	$ 198,417	$ 204,974	$ 138,185	$ 66,789	32.6%

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 70,347,261**	**$ 2,803,584**
BUDGET BALANCING ADJUSTMENTS:		
Cost Reduction		
Reduce Juror Mileage Reimbursement (partial)	$ (350,000)	$ -
Subtotal	$ (350,000)	$ -
FY 2008-09 REVISED BUDGET	**$ 69,997,261**	**$ 2,803,584**
FY 2008-09 REVISED RESTATED BUDGET	**$ 69,997,261**	**$ 2,803,584**
TARGET ADJUSTMENTS:		
PERSONNEL SAVINGS ADJUSTMENT	$ 771,756	$ -
ANNUALIZATION OF OTHER ITEMS		
Judicial Salary Increase (Judges and Commissioners)	$ 496,726	$ -
Subtotal	$ 496,726	$ -
TECHNICAL ADJUSTMENTS		
Transfer Funding From Juvenile Probation For Warehouse Worker	$ 48,663	$ -
Subtotal	$ 48,663	$ -
FY 2009-10 BUDGET TARGET	**$ 71,314,406**	**$ 2,803,584**
BASE ADJUSTMENTS:		
BUDGET BALANCING ADJUSTMENTS:		
Administrative Reduction		
Downsize Court Administration and Court Technology - Eliminate 25 Vacant & 13.5 Filled (RIF) Positions	$ (2,928,915)	$ -
Eliminate Multi-Lingual Pay Differential	(153,011)	-
Subtotal	$ (3,081,926)	$ -
Cost Reduction		
Eliminate Alternative Dispute Resolution (ADR) Unit - Eliminate 1.5 Vacant & 4.5 Filled (RIF) Positions	$ (321,492)	$ -
Privatize Part of Conciliation Services - Eliminate 3 Vacant & 14 Filled (RIF) Positions	(1,103,622)	-
Reduce Case Management Support - Eliminate 30 Vacant Positions	(1,500,000)	-
Reduce Juror Mileage Reimbursement (annualization)	(100,000)	-
Reduce Court Reporters - Eliminate 2 Vacant & 8 Filled (RIF) Positions	(793,762)	-
Subtotal	$ (3,818,876)	$ -
Service Reduction		
Eliminate Night Courts - Eliminate 1 Vacant & 3 Filled (RIF) Positions	$ (164,303)	$ -
Reduce Self-Services and Law Library Services - Eliminate 1 Vacant & 12.5 Filled (RIF) Positions	(609,272)	-
Subtotal	$ (773,575)	$ -
Debt Reduction		
TFP Debt Service Payoff Savings	$ (346,126)	$ -
Subtotal	$ (346,126)	$ -
OTHER BASE ADJUSTMENTS		
Increase Personnel Allocation-Out	$ (420,504)	$ -
Right-size Revenue Collections	-	(420,504)
Printer Management Program Savings	(4,506)	-
Reduce Glendale RCC/EDC Lease Cost	(337,220)	-
Subtotal	$ (762,230)	$ (420,504)
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 62,531,673**	**$ 2,383,080**

Superior Court Judicial Enhancement Fund (208)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 433,286**	**$ 433,277**
FY 2008-09 REVISED BUDGET	**$ 433,286**	**$ 433,277**
FY 2008-09 REVISED RESTATED BUDGET	**$ 433,286**	**$ 433,277**
TECHNICAL ADJUSTMENTS		
Structural Balance	$ (9)	$ -
Subtotal	$ (9)	$ -
FY 2009-10 BUDGET TARGET	**$ 433,277**	**$ 433,277**
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 433,277**	**$ 433,277**

Superior Court Judicial Enhancement Fund (208) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 RECOMM
Beginning Unreserved Fund Balance	$ 1,238,110	$ 1,011,957	$ 1,011,957	$ 1,125,804	$ 407,896
Beginning Unreserved/Undesignated Fund Balance	$ 1,238,110	$ 1,011,957	$ 1,011,957	$ 1,125,804	$ 407,896
Sources:					
Operating	$ 1,264,529	$ 1,177,727	$ 1,177,727	$ 1,518,635	$ 1,388,117
Total Sources:	$ 1,264,529	$ 1,177,727	$ 1,177,727	$ 1,518,635	$ 1,388,117
Uses:					
Operating	$ 1,376,832	$ 1,177,724	$ 1,177,724	$ 1,166,196	$ 1,388,117
Non Recurring Non Project	-	415,000	1,092,777	1,070,347	255,000
Total Uses:	$ 1,376,832	$ 1,592,724	$ 2,270,501	$ 2,236,543	$ 1,643,117
Operating Balance	$ (112,303)	$ 3	$ 3	$ 352,439	$ -
Accounting Adjustments	$ (3)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 1,125,804	$ 596,960	$ (80,817)	$ 407,896	$ 152,896
Ending Unreserved Fund Balance	$ 1,125,804	$ 596,960	$ (80,817)	$ 407,896	$ 152,896

Superior Court Grants Fund (238)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 2,013,724**	**$ 2,013,717**
FY 2008-09 REVISED BUDGET	**$ 2,013,724**	**$ 2,013,717**
FY 2008-09 REVISED RESTATED BUDGET	**$ 2,013,724**	**$ 2,013,717**
FY 2009-10 BUDGET TARGET	**$ 2,013,724**	**$ 2,013,717**
BASE ADJUSTMENTS:		
OTHER BASE ADJUSTMENTS		
Structrual Balance	$ -	$ 7
Subtotal	$ -	$ 7
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 2,013,724**	**$ 2,013,724**

Superior Court Grants Fund (238) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 RECOMM
Beginning Unreserved Fund Balance	$ -	$ 68,762	$ 68,762	$ (10,970)	$ 25,277
Beginning Unreserved/Undesignated Fund Balance	$ -	$ 68,762	$ 68,762	$ (10,970)	$ 25,277
Sources:					
Operating	$ 1,432,110	$ 2,013,717	$ 2,013,717	$ 1,336,924	$ 2,013,724
Total Sources:	$ 1,432,110	$ 2,013,717	$ 2,013,717	$ 1,336,924	$ 2,013,724
Uses:					
Operating	$ 1,443,081	$ 2,013,724	$ 2,013,724	$ 1,300,677	$ 2,013,724
Total Uses:	$ 1,443,081	$ 2,013,724	$ 2,013,724	$ 1,300,677	$ 2,013,724
Operating Balance	$ (10,971)	$ (7)	$ (7)	$ 36,247	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ (10,970)	$ 68,755	$ 68,755	$ 25,277	$ 25,277
Ending Unreserved Fund Balance	$ (10,970)	$ 68,755	$ 68,755	$ 25,277	$ 25,277

Probate Fees Fund (256)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 389,531**	**$ 389,531**
FY 2008-09 REVISED BUDGET	**$ 389,531**	**$ 389,531**
FY 2008-09 REVISED RESTATED BUDGET	**$ 389,531**	**$ 389,531**
FY 2009-10 BUDGET TARGET	**$ 389,531**	**$ 389,531**
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 389,531**	**$ 389,531**

Probate Fees Fund (256) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 RECOMM
Beginning Unreserved Fund Balance	$ 298,115	$ 303,563	$ 303,563	$ 388,316	$ 445,535
Beginning Unreserved/Undesignated Fund Balance	$ 298,115	$ 303,563	$ 303,563	$ 388,316	$ 445,535
Sources:					
Operating	$ 411,762	$ 389,531	$ 389,531	$ 446,743	$ 389,531
Total Sources:	$ 411,762	$ 389,531	$ 389,531	$ 446,743	$ 389,531
Uses:					
Operating	$ 321,557	$ 389,531	$ 389,531	$ 389,524	$ 389,531
Total Uses:	$ 321,557	$ 389,531	$ 389,531	$ 389,524	$ 389,531
Operating Balance	$ 90,205	$ -	$ -	$ 57,219	$ -
Accounting Adjustments	$ (4)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 388,316	$ 303,563	$ 303,563	$ 445,535	$ 445,535
Ending Unreserved Fund Balance	$ 388,316	$ 303,563	$ 303,563	$ 445,535	$ 445,535

Conciliation Court Fees Fund (257)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 1,695,930**	**$ 1,695,930**
FY 2008-09 REVISED BUDGET	**$ 1,695,930**	**$ 1,695,930**
FY 2008-09 REVISED RESTATED BUDGET	**$ 1,695,930**	**$ 1,695,930**
FY 2009-10 BUDGET TARGET	**$ 1,695,930**	**$ 1,695,930**
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 1,695,930**	**$ 1,695,930**

Conciliation Court Fees Fund (257) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 RECOMM
Beginning Unreserved Fund Balance	$ 770,382	$ 671,058	$ 671,058	$ 885,936	$ 695,581
Beginning Unreserved/Undesignated Fund Balance	$ 770,382	$ 671,058	$ 671,058	$ 885,936	$ 695,581
Sources:					
Operating	$ 1,701,309	$ 1,695,930	$ 1,695,930	$ 1,505,571	$ 1,695,930
Total Sources:	$ 1,701,309	$ 1,695,930	$ 1,695,930	$ 1,505,571	$ 1,695,930
Uses:					
Operating	$ 1,585,752	$ 1,695,930	$ 1,695,930	$ 1,695,926	$ 1,695,930
Non Recurring Non Project	-	-	64,000	-	-
Total Uses:	$ 1,585,752	$ 1,695,930	$ 1,759,930	$ 1,695,926	$ 1,695,930
Operating Balance	$ 115,557	$ -	$ -	$ (190,355)	$ -
Accounting Adjustments	$ (3)	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 885,936	$ 671,058	$ 607,058	$ 695,581	$ 695,581
Ending Unreserved Fund Balance	$ 885,936	$ 671,058	$ 607,058	$ 695,581	$ 695,581

Superior Court Special Revenue Fund (259)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 5,680,313**	**$ 5,680,313**
FY 2008-09 REVISED BUDGET		**$ 5,680,313**	**$ 5,680,313**
FY 2008-09 REVISED RESTATED BUDGET		**$ 5,680,313**	**$ 5,680,313**
FY 2009-10 BUDGET TARGET		**$ 5,680,313**	**$ 5,680,313**
BASE ADJUSTMENTS:			
OTHER BASE ADJUSTMENTS			
Increase Personnel Allocation-In from General Fund		$ 420,504	$ -
Increase Collections		-	420,504
	Subtotal	$ 420,504	$ 420,504
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 6,100,817**	**$ 6,100,817**
		EXPENDITURES	**REVENUE**
NON-RECURRING			
Jury Rewrite System (JURY)			
Consultants for Jury System Rewrite C-38-09-003-2-00		$ 384,000	$ -
	Subtotal	$ 384,000	$ -
FY 2009-10 ADOPTED NON-RECURRING BUDGET		**$ 384,000**	**$ -**
FY 2009-10 TOTAL ADOPTED BUDGET		**$ 6,484,817**	**$ 6,100,817**

Superior Court Special Revenue Fund (259) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 RECOMM
Beginning Unreserved Fund Balance	$ 2,622,853	$ 2,384,449	$ 2,384,449	$ 2,829,759	$ 2,704,718
Beginning Unreserved/Undesignated Fund Balance	$ 2,622,853	$ 2,384,449	$ 2,384,449	$ 2,829,759	$ 2,704,718
Sources:					
Operating	$ 5,987,338	$ 5,680,313	$ 5,680,313	$ 6,316,163	$ 6,100,817
Total Sources:	$ 5,987,338	$ 5,680,313	$ 5,680,313	$ 6,316,163	$ 6,100,817
Uses:					
Operating	$ 5,780,456	$ 5,680,313	$ 5,680,313	$ 5,576,488	$ 6,100,817
Non Recurring Non Project	-	-	1,538,516	864,716	384,000
Total Uses:	$ 5,780,456	$ 5,680,313	$ 7,218,829	$ 6,441,204	$ 6,484,817
Operating Balance	$ 206,882	$ -	$ -	$ 739,675	$ -
Accounting Adjustments	$ 24	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 2,829,759	$ 2,384,449	$ 845,933	$ 2,704,718	$ 2,320,718
Ending Unreserved Fund Balance	$ 2,829,759	$ 2,384,449	$ 845,933	$ 2,704,718	$ 2,320,718

Law Library Fees Fund (261)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 940,000**	**$ 940,000**
FY 2008-09 REVISED BUDGET	**$ 940,000**	**$ 940,000**
FY 2008-09 REVISED RESTATED BUDGET	**$ 940,000**	**$ 940,000**
FY 2009-10 BUDGET TARGET	**$ 940,000**	**$ 940,000**
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 940,000**	**$ 940,000**

Law Library Fees Fund (261) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 RECOMM
Beginning Unreserved Fund Balance	$ 552,913	$ 583,496	$ 583,496	$ 691,191	$ 813,656
Beginning Unreserved/Undesignated Fund Balance	$ 552,913	$ 583,496	$ 583,496	$ 691,191	$ 813,656
Sources:					
Operating	$ 992,841	$ 940,000	$ 940,000	$ 1,190,637	$ 940,000
Total Sources:	$ 992,841	$ 940,000	$ 940,000	$ 1,190,637	$ 940,000
Uses:					
Operating	$ 854,565	$ 940,000	$ 940,000	$ 823,916	$ 940,000
Non Recurring Non Project	-	-	559,256	244,256	-
Total Uses:	$ 854,565	$ 940,000	$ 1,499,256	$ 1,068,172	$ 940,000
Operating Balance	$ 138,276	$ -	$ -	$ 366,721	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 691,191	$ 583,496	$ 24,240	$ 813,656	$ 813,656
Ending Unreserved Fund Balance	$ 691,191	$ 583,496	$ 24,240	$ 813,656	$ 813,656

Superior Court Fill the Gap Fund (264)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 2,010,454**	**$ 2,010,456**
FY 2008-09 REVISED BUDGET	**$ 2,010,454**	**$ 2,010,456**
FY 2008-09 REVISED RESTATED BUDGET	**$ 2,010,454**	**$ 2,010,456**
TECHNICAL ADJUSTMENTS		
Structural Balance	$ -	$ (2)
Subtotal	$ -	$ (2)
FY 2009-10 BUDGET TARGET	**$ 2,010,454**	**$ 2,010,454**
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 2,010,454**	**$ 2,010,454**

Superior Court Fill the Gap Fund (264) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 RECOMM
Beginning Unreserved Fund Balance	$ 413,789	$ 1,688,794	$ 1,688,794	$ 193,048	$ 228,540
Beginning Unreserved/Undesignated Fund Balance	$ 413,789	$ 1,688,794	$ 1,688,794	$ 193,048	$ 228,540
Sources:					
Operating	$ 1,513,772	$ 2,010,456	$ 2,010,456	$ 1,947,306	$ 2,010,454
Total Sources:	$ 1,513,772	$ 2,010,456	$ 2,010,456	$ 1,947,306	$ 2,010,454
Uses:					
Operating	$ 1,734,516	$ 2,010,454	$ 2,010,454	$ 1,731,247	$ 2,010,454
Non Recurring Non Project	-	-	180,567	180,567	-
Total Uses:	$ 1,734,516	$ 2,010,454	$ 2,191,021	$ 1,911,814	$ 2,010,454
Operating Balance	$ (220,744)	$ 2	$ 2	$ 216,059	$ -
Accounting Adjustments	$ 3	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 193,048	$ 1,688,796	$ 1,508,229	$ 228,540	$ 228,540
Ending Unreserved Fund Balance	$ 193,048	$ 1,688,796	$ 1,508,229	$ 228,540	$ 228,540

Expedited Child Support Fund (271)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 445,580**	**$ 445,580**
FY 2008-09 REVISED BUDGET	**$ 445,580**	**$ 445,580**
FY 2008-09 REVISED RESTATED BUDGET	**$ 445,580**	**$ 445,580**
FY 2009-10 BUDGET TARGET	**$ 445,580**	**$ 445,580**
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 445,580**	**$ 445,580**

Expedited Child Support Fund (271) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 RECOMM
Beginning Unreserved Fund Balance	$ 353,068	$ 385,495	$ 385,495	$ 478,229	$ 536,921
Beginning Unreserved/Undesignated Fund Balance	$ 353,068	$ 385,495	$ 385,495	$ 478,229	$ 536,921
Sources:					
Operating	$ 466,007	$ 445,580	$ 445,580	$ 504,266	$ 445,580
Total Sources:	$ 466,007	$ 445,580	$ 445,580	$ 504,266	$ 445,580
Uses:					
Operating	$ 340,848	$ 445,580	$ 445,580	$ 445,574	$ 445,580
Total Uses:	$ 340,848	$ 445,580	$ 445,580	$ 445,574	$ 445,580
Operating Balance	$ 125,159	$ -	$ -	$ 58,692	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 478,229	$ 385,495	$ 385,495	$ 536,921	$ 536,921
Ending Unreserved Fund Balance	$ 478,229	$ 385,495	$ 385,495	$ 536,921	$ 536,921

Spousal Maintenance Enforcement Enhancement (276)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 115,921**	**$ 115,921**
FY 2008-09 REVISED BUDGET	**$ 115,921**	**$ 115,921**
FY 2008-09 REVISED RESTATED BUDGET	**$ 115,921**	**$ 115,921**
FY 2009-10 BUDGET TARGET	**$ 115,921**	**$ 115,921**
FY 2009-10ADOPTED OPERATING BUDGET	**$ 115,921**	**$ 115,921**

Spousal Maintenance Enforcement Enhancement (276) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 RECOMM
Beginning Unreserved Fund Balance	$ 108,200	$ 124,794	$ 124,794	$ 142,864	$ 142,866
Beginning Unreserved/Undesignated Fund Balance	$ 108,200	$ 124,794	$ 124,794	$ 142,864	$ 142,866
Sources:					
Operating	$ 121,343	$ 115,921	$ 115,921	$ 115,921	$ 115,921
Total Sources:	$ 121,343	$ 115,921	$ 115,921	$ 115,921	$ 115,921
Uses:					
Operating	$ 86,680	$ 115,921	$ 115,921	$ 115,919	$ 115,921
Total Uses:	$ 86,680	$ 115,921	$ 115,921	$ 115,919	$ 115,921
Operating Balance	$ 34,663	$ -	$ -	$ 2	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 142,864	$ 124,794	$ 124,794	$ 142,866	$ 142,866
Ending Unreserved Fund Balance	$ 142,864	$ 124,794	$ 124,794	$ 142,866	$ 142,866

Children's Issues Education Fund (281)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 115,007**	**$ 115,007**
FY 2008-09 REVISED BUDGET	**$ 115,007**	**$ 115,007**
FY 2008-09 REVISED RESTATED BUDGET	**$ 115,007**	**$ 115,007**
FY 2009-10 BUDGET TARGET	**$ 115,007**	**$ 115,007**
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 115,007**	**$ 115,007**

Children's Issues Education Fund (281) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 RECOMM
Beginning Unreserved Fund Balance	$ 241,615	$ 260,744	$ 260,744	$ 281,353	$ 306,171
Beginning Unreserved/Undesignated Fund Balance	$ 241,615	$ 260,744	$ 260,744	$ 281,353	$ 306,171
Sources:					
Operating	$ 118,247	$ 115,007	$ 115,007	$ 139,817	$ 115,007
Total Sources:	$ 118,247	$ 115,007	$ 115,007	$ 139,817	$ 115,007
Uses:					
Operating	$ 78,509	$ 115,007	$ 115,007	$ 114,999	$ 115,007
Total Uses:	$ 78,509	$ 115,007	$ 115,007	$ 114,999	$ 115,007
Operating Balance	$ 39,738	$ -	$ -	$ 24,818	$ -
Ending Unreserved/Undesignated Fund Balance	$ 281,353	$ 260,744	$ 260,744	$ 306,171	$ 306,171
Ending Unreserved Fund Balance	$ 281,353	$ 260,744	$ 260,744	$ 306,171	$ 306,171

Domestic Relation Mediation Education Fund (282)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 190,682**	**$ 190,682**
FY 2008-09 REVISED BUDGET	**$ 190,682**	**$ 190,682**
FY 2008-09 REVISED RESTATED BUDGET	**$ 190,682**	**$ 190,682**
FY 2009-10 BUDGET TARGET	**$ 190,682**	**$ 190,682**
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 190,682**	**$ 190,682**

Domestic Relation Mediation Education Fund (282) Fund Balance Summary

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 RECOMM
Beginning Unreserved Fund Balance	$ -	$ 68,762	$ 68,762	$ (10,970)	$ 25,277
Beginning Unreserved/Undesignated Fund Balance	$ -	$ 68,762	$ 68,762	$ (10,970)	$ 25,277
Sources:					
Operating	$ 1,432,110	$ 2,013,717	$ 2,013,717	$ 1,336,924	$ 2,013,724
Total Sources:	$ 1,432,110	$ 2,013,717	$ 2,013,717	$ 1,336,924	$ 2,013,724
Uses:					
Operating	$ 1,443,081	$ 2,013,724	$ 2,013,724	$ 1,300,677	$ 2,013,724
Total Uses:	$ 1,443,081	$ 2,013,724	$ 2,013,724	$ 1,300,677	$ 2,013,724
Operating Balance	$ (10,971)	$ (7)	$ (7)	$ 36,247	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ (10,970)	$ 68,755	$ 68,755	$ 25,277	$ 25,277
Ending Unreserved Fund Balance	$ (10,970)	$ 68,755	$ 68,755	$ 25,277	$ 25,277

Treasurer

Analysis by Julia Smith, Management & Budget Analyst

Summary

Mission

The mission of the Maricopa County Treasurer is to provide both the administration of property taxation for the County's residents and the accounting and investment of public monies for County agencies, school districts and other sub-political jurisdictions, as mandated by state and federal law, so that they can provide appropriate services to the County's residents.

Vision

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

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
99AS - ADMINISTRATIVE SERVICES	$ 3,955	$ 804,000	$ 804,000	$ 1,849	$ 308,341	$ (495,659)	-61.6%
ODIR - EXECUTIVE MANAGEMENT	3,955	804,000	804,000	1,849	308,341	(495,659)	-61.6%
TOTAL PROGRAMS	**$ 3,955**	**$ 804,000**	**$ 804,000**	**$ 1,849**	**$ 308,341**	**$ (495,659)**	**-61.6%**
USES							
43AP - ACCOUNTING	$ 451,658	$ 497,238	$ 497,238	$ 459,840	$ 384,797	$ 112,441	22.6%
ACCT - AGENCY ACCOUNTING	109,188	105,945	105,945	106,417	102,243	3,702	3.5%
TRAC - TREASURER ACCOUNTING	342,470	391,293	391,293	353,423	282,554	108,739	27.8%
43TP - PROPERTY TAX	$ 2,075,649	$ 1,914,422	$ 1,427,395	$ 1,397,788	$ 1,225,348	$ 202,047	14.2%
CLTS - CLIENT SERVICE	732,384	913,330	913,330	703,597	654,542	258,788	28.3%
TXSV - TAX SERVICES	1,343,265	1,001,092	514,065	694,191	570,806	(56,741)	-11.0%
99AS - ADMINISTRATIVE SERVICES	$ 1,164,713	$ 1,694,255	$ 1,694,255	$ 1,044,733	$ 1,282,038	$ 412,217	24.3%
ODIR - EXECUTIVE MANAGEMENT	864,118	1,396,401	1,396,401	770,189	1,047,342	349,059	25.0%
FSAC - FINANCIAL SERVICES	157,349	153,528	153,528	148,400	139,260	14,268	9.3%
HRAC - HUMAN RESOURCES	74,349	77,699	77,699	68,156	53,193	24,506	31.5%
PROC - PROCUREMENT	68,897	66,627	66,627	57,988	42,243	24,384	36.6%
99GV - GENERAL GOVERNMENT	$ 954	$ -	$ 211,980	$ 238,134	$ -	$ 211,980	100.0%
GGOV - GENERAL GOVERNMENT	-	-	211,980	211,980	-	211,980	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	954	-	-	26,154	-	-	
99IT - INFORMATION TECHNOLOGY	$ 1,328,172	$ 91,050	$ 91,050	$ 39,771	$ 31,032	$ 60,018	65.9%
BUAS - BUSINESS APPLICATION DEV SUPP	1,031,270	-	-	-	-	-	
DACR - DATA CENTER	250,259	91,050	91,050	39,771	31,032	60,018	65.9%
DESK - DESKTOP SUPPORT	46,643	-	-	-	-	-	
TOTAL PROGRAMS	**$ 5,021,146**	**$ 4,196,965**	**$ 3,921,918**	**$ 3,180,266**	**$ 2,923,215**	**$ 998,703**	**25.5%**

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 3,955	$ 4,000	$ 4,000	$ 1,849	$ 4,000	$ -	0.0%
SUBTOTAL	$ 3,955	$ 4,000	$ 4,000	$ 1,849	$ 4,000	$ -	0.0%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	-	800,000	800,000	-	304,341	(495,659)	-62.0%
SUBTOTAL	$ -	$ 800,000	$ 800,000	$ -	$ 304,341	$ (495,659)	-62.0%
ALL REVENUES	$ 3,955	$ 804,000	$ 804,000	$ 1,849	$ 308,341	$ (495,659)	-61.6%
TOTAL SOURCES	**$ 3,955**	**$ 804,000**	**$ 804,000**	**$ 1,849**	**$ 308,341**	**$ (495,659)**	**-61.6%**

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,598,302	$ 1,981,981	$ 1,806,981	$ 2,094,026	$ 1,895,667	$ (88,686)	-4.9%
0705 - TEMPORARY PAY	26,573	116,676	116,676	3,327	-	116,676	100.0%
0710 - OVERTIME	16,602	20,600	20,600	5,890	6,336	14,264	69.2%
0750 - FRINGE BENEFITS	829,439	673,929	645,922	684,431	605,162	40,760	6.3%
0790 - OTHER PERSONNEL SERVICES	62,809	12,000	12,000	29,728	8,640	3,360	28.0%
0796 - PERSONNEL SERVICES ALLOC-IN	440,946	-	-	-	-	-	
SUBTOTAL	$ 3,974,671	$ 2,805,186	$ 2,602,179	$ 2,817,402	$ 2,515,805	$ 86,374	3.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 67,466	$ 81,457	$ 81,457	$ 20,719	$ 4,861	$ 76,596	94.0%
0803 - FUEL	377	330	330	347	396	(66)	-20.0%
SUBTOTAL	$ 67,843	$ 81,787	$ 81,787	$ 21,066	$ 5,257	$ 76,530	93.6%
SERVICES							
0810 - LEGAL SERVICES	$ 37,953	$ 59,020	$ -	$ (699)	$ -	$ -	
0812 - OTHER SERVICES	259,448	813,955	813,955	25,246	321,428	492,527	60.5%
0820 - RENT & OPERATING LEASES	44,650	43,875	43,875	49,129	9,410	34,465	78.6%
0825 - REPAIRS AND MAINTENANCE	214,126	9,000	9,000	10,351	1,000	8,000	88.9%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	211,980	211,980	-	211,980	100.0%
0839 - INTERNAL SERVICE CHARGES	7,843	22,387	22,387	11,273	11,677	10,710	47.8%
0841 - TRAVEL	875	3,560	3,560	1,536	495	3,065	86.1%
0842 - EDUCATION AND TRAINING	14,232	2,599	2,599	1,454	2,083	516	19.9%
0843 - POSTAGE/FREIGHT/SHIPPING	389,629	291,184	66,184	9,650	24,296	41,888	63.3%
0850 - UTILITIES	618	780	780	668	732	48	6.2%
SUBTOTAL	$ 969,374	$ 1,246,360	$ 1,174,320	$ 320,588	$ 371,121	$ 803,199	68.4%
CAPITAL							
0950 - DEBT SERVICE	9,258	63,632	63,632	21,210	31,032	32,600	51.2%
SUBTOTAL	$ 9,258	$ 63,632	$ 63,632	$ 21,210	$ 31,032	$ 32,600	51.2%
TOTAL USES	**$ 5,021,146**	**$ 4,196,965**	**$ 3,921,918**	**$ 3,180,266**	**$ 2,923,215**	**$ 998,703**	**25.5%**

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 3,955	$ 4,000	$ 4,000	$ 1,849	$ 4,000	$ -	0.0%
FUND TOTAL SOURCES	$ 3,955	$ 4,000	$ 4,000	$ 1,849	$ 4,000	$ -	0.0%
741 TAXPAYER INFORMATION							
OPERATING	$ -	$ 800,000	$ 800,000	$ -	$ 304,341	$ (495,659)	-62.0%
FUND TOTAL SOURCES	$ -	$ 800,000	$ 800,000	$ -	$ 304,341	$ (495,659)	-62.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 3,955	$ 804,000	$ 804,000	$ 1,849	$ 308,341	$ (495,659)	-61.6%
DEPARTMENT TOTAL SOURCES	$ 3,955	$ 804,000	$ 804,000	$ 1,849	$ 308,341	$ (495,659)	-61.6%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 5,021,146	$ 3,396,965	$ 2,909,938	$ 2,968,286	$ 2,618,874	$ 291,064	10.0%
FUND TOTAL USES	$ 5,021,146	$ 3,396,965	$ 2,909,938	$ 2,968,286	$ 2,618,874	$ 291,064	10.0%
741 TAXPAYER INFORMATION							
OPERATING	$ -	$ 800,000	$ 800,000	$ -	$ 304,341	$ 495,659	62.0%
NON-RECURRING	-	-	211,980	211,980	-	211,980	100.0%
FUND TOTAL USES	$ -	$ 800,000	$ 1,011,980	$ 211,980	$ 304,341	$ 707,639	69.9%
DEPARTMENT OPERATING TOTAL USES	$ 5,021,146	$ 4,196,965	$ 3,709,938	$ 2,968,286	$ 2,923,215	$ 786,723	21.2%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ -	$ 211,980	$ 211,980	$ -	$ 211,980	100.0%
DEPARTMENT TOTAL USES	$ 5,021,146	$ 4,196,965	$ 3,921,918	$ 3,180,266	$ 2,923,215	$ 998,703	25.5%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
430 - TREASURER								
ACCOUNTING								
AGENCY ACCOUNTING	1.19	1.19	1.19	1.19	-	0.00%	-	0.00%
TREASURER ACCOUNTING	5.79	5.79	5.79	4.79	(1.00)	-17.27%	(1.00)	-17.27%
PROGRAM TOTAL	6.98	6.98	6.98	5.98	(1.00)	-14.33%	(1.00)	-14.33%
ADMINISTRATIVE SERVICES								
EXECUTIVE MANAGEMENT	8.37	8.37	9.37	8.87	0.50	5.97%	(.50)	-5.34%
FINANCIAL SERVICES	1.50	1.50	1.50	1.50	-	0.00%	-	0.00%
HUMAN RESOURCES	1.20	1.20	1.20	0.95	(0.25)	-20.83%	(.25)	-20.83%
PROCUREMENT	0.95	0.95	0.95	0.70	(0.25)	-26.32%	(.25)	-26.32%
PROGRAM TOTAL	12.02	12.02	13.02	12.02	-	0.00%	(1.00)	-7.68%
PROPERTY TAX								
CLIENT SERVICE	16.00	16.00	16.00	13.00	(3.00)	-18.75%	(3.00)	-18.75%
TAX SERVICES	12.00	12.00	12.00	10.00	(2.00)	-16.67%	(2.00)	-16.67%
PROGRAM TOTAL	28.00	28.00	28.00	23.00	(5.00)	-17.86%	(5.00)	-17.86%
DEPARTMENT TOTAL	**47.00**	**47.00**	**48.00**	**41.00**	**(6.00)**	**-12.77%**	**(7.00)**	**-14.58%**

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
430 - TREASURER	-	-	-	-	-			
Executive Assistant	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Accounting Specialist	6.00	6.00	6.00	5.00	(1.00)	-16.67%	(1.00)	-16.67%
Human Resources Specialist	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Office Assistant	12.00	12.00	12.00	11.00	(1.00)	-8.33%	(1.00)	-8.33%
Office Assistant Specialized	10.00	10.00	10.00	8.00	(2.00)	-20.00%	(2.00)	-20.00%
Admin/Operations Specialist	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Elected	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Chief Deputy - Treasurer	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Administrative Supervisor	2.00	2.00	2.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Administrative Staff Supv	3.00	3.00	3.00	3.00	-	0.00%	.00	0.00%
Financial Supervisor - County	-	-	-	1.00	1.00		1.00	
Administrator	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Admin & Operations Mgr	-	-	-	(1.00)	(1.00)		(1.00)	
Financial Manager - County	1.00	1.00	2.00	1.00	-	0.00%	(1.00)	-50.00%
Administrative Manager	2.00	2.00	1.00	1.00	(1.00)	-50.00%	.00	0.00%
Operations/Program Manager	-	-	1.00	1.00	1.00		.00	0.00%
Accountant	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Finan/Business Analyst -County	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Legal Assistant	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
DEPARTMENT TOTAL	**47.00**	**47.00**	**48.00**	**41.00**	**(6.00)**	**-12.77%**	**(7.00)**	**-14.58%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
430 - TREASURER								
100 - GENERAL	47.00	47.00	48.00	41.00	(6.00)	-12.77%	(7.00)	-14.58%
DEPARTMENT TOTAL	**47.00**	**47.00**	**48.00**	**41.00**	**(6.00)**	**-12.77%**	**(7.00)**	**-14.58%**

General Adjustments

Budget Balancing: The Treasurer's Office is eliminating two vacant positions in the Administration area and adding one new position. The two vacant positions being eliminated are: the Chief Auditor, responsible for performing internal audits and the Technical Services Division Supervisor, responsible for managing budget, procurement and personnel. The new position being established is a Finance Supervisor. The Treasurer's Office overall administrative salary budget is being reduced by $188,900 and the budget for temporary pay is being reduced by $54,019.

Programs and Activities

Accounting Program

The purpose of the Accounting Program is to provide accounting and investment services for the Treasurer and Maricopa County and its political subdivisions so that there is fiscal accountability to county residents.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Month-end Closings - % time month-end balance/close by due date	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Agency Accounting
- Treasurer Accounting

Agency Accounting Activity

The purpose of the Agency Accounting Activity is to apportion tax collections and provide timely and accurate accounting and investment services for county agencies so that they can conduct their operations and make informed decisions, manage resources and report results relative to their agency.

Mandates: A.R.S. §42-18001 establishes the County Treasurer as ex officio tax collector and shall collect all property taxes, apportion the taxes to the respective funds on or before the end of each month, and execute to the state a bond; A.R.S. §11-275 establishes Tax levy to pay bonds and interest; debt service fund; A.R.S. §11-414 establishes monthly statement of fees earned and disposition of fees; A.R.S. §11-475 establishes the process and exemption of recorder fees; A.R.S. §11-497 establishes the disbursement of forest reserve monies for the benefit of public schools and public roads of the county as the board of supervisors may direct; A.R.S. §11-501 establishes that the Treasurer shall report accounts of collection, custody and disbursement of public revenue to the Board of Supervisors; A.R.S. §11-502 establishes that upon receipt of an order from the state treasurer requiring the money in the County treasury belonging to the state or collected for it to be transmitted to the state treasury; A.R.S. §11-503 establishes if the Treasurer neglects or refuses to settle or report as required by law, the Treasurer shall forfeit and pay to the County the sum of five hundred dollars for each act of neglect or refusal; A.R.S. §11-504 establishes the process for correction of errors; A.R.S. §11-631 establishes the policy on warrants on the County Treasurer and records; A.R.S. §11-632 establishes the policy of issuance of duplicate warrants; A.R.S. §11-634 establishes that when the Board of Supervisors, the County Superintendent of Schools, or a special district presents a warrant or substitute check for payment, the County Treasurer shall pay it and make a charge against the appropriate account; A.R.S. §11-635 establishes definition of warrants and substitute checks unpaid for lack of funds; A.R.S. §11-639 establishes as monies become available and are in amounts sufficient to justify redeeming unpaid warrants, the County Treasurer shall redeem these unpaid warrants in the date order in which they were originally registered; A.R.S. §11-640 establishes that when the Treasurer pays a warrant on which interest is due, the Treasurer shall record the amount of interest paid in the register or call warrant list. The amount of such interest shall be entered on the Treasurer's account separate from the principal.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Month-end Closings - Percent of time month-end balance/close occurs by due date	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of dollars actually apportioned	Not Reported	3,600,000,000	3,600,000,000	-	0.0%
Output	Number of month-end balances/closes	6	4	4	-	0.0%
Output	Number of days to balance or close month-end	2	2	2	-	0.0%
Demand	Number of apportionment dollars anticipated	3,500,000,000	3,500,000,000	3,600,000,000	100,000,000	2.9%
Demand	Number of days anticipated to balance or close month-end (historical)	6	2	2	-	0.0%
Efficiency	Cost per dollar apportioned	$ 0.000031	$ 0.000029	$ 0.000028	$ 0.000001	-3.5%
Efficiency	Cost per days to balance or close month-end	$ 54,594.00	$ 52,972.50	$ 51,121.50	$ 1,851.00	-3.49%
Expenditure						
	100 - GENERAL	$ 109,188	$ 105,945	$ 102,243	$ 3,702	3.49%
	TOTAL USES	$ 109,188	$ 105,945	$ 102,243	$ 3,702	3.49%

Activity Narrative: The Agency Accounting area re-established a position that otherwise would have been eliminated through a retirement. There should not be an impact on month-end closing services except during the transition of personnel.

Treasurer Accounting Activity

The purpose of the Treasurer Accounting Activity is to provide timely and accurate accounting services for the Treasurer's Office staff so that they can make informed decisions, manage resources and report results.

Mandates: A.R.S. §11-273 establishes the Treasurer shall sell the bonds under the direction and with the approval of the Board for not less than par and accrued interest, and the proceeds of the sale shall be used exclusively for the purpose for which issued and as stated in the resolution; A.R.S. §11-274 establishes that the Treasurer shall keep a register of all bonds sold by number, date of sale, amount, date of maturity and the name and address of the purchaser; A.R.S. §11-492 establishes that all taxes collected upon real and personal property of the County, and all public monies arising from any source, or accruing under the provisions of law to a county, shall be paid into the treasury of the County and the County Treasurer shall apportion and apply the same to the several special and general funds as provided by law; A.R.S. §11-493 establishes the duties of the County Treasurer; A.R.S. §11-494 establishes that the Treasurer shall issue a receipt for all monies the Treasurer receives as Treasurer or as tax collector; A.R.S. §35-327 establishes Treasurer’s duties, safekeeping of securities; warrants of financial officers; earnings; exemptions; and responsibilities.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Output	Number of Treasurer's Journal Entries created	1,467	1,774	1,774	-	0.0%
Output	Number of Cash Receipts Processed	7,888	10,226	10,226	-	0.0%
Demand	Number of Treasurer's Journal Entries expected (historical)	1,467	1,774	1,774	-	0.0%
Demand	Number of Cash Receipts Anticipated to be Processed (historical)	7,888	10,226	10,226	-	0.0%
Efficiency	Cost per Treasurer's Journal Entries	$233.45	$220.57	$159.28	$61.30	-27.8%
Efficiency	Cost per Number of Cash Receipts Processed	$43.42	$38.26	$38.26	$0.00	0.0%
Expenditure						
	100 - GENERAL	$ 342,470	$ 391,293	$ 282,554	$ 108,739	27.79%
	TOTAL USES	$ 342,470	$ 391,293	$ 282,554	$ 108,739	27.79%

Property Tax Program

The purpose of the Property Tax Program is to provide tax information for owners of property in Maricopa County so that they may pay their taxes in an accurate and prompt fashion and that their payments are accurately posted (applied).

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Payments Posted - Percent of levy collected.	Not Reported	99.0%	99.0%	0.0%	0.0%
Percentage of levy collected by LockBox (LB) facility.	Not Reported	39.1%	39.1%	0.0%	0.0%
Percent of Tax Bills Correctly Mailed	Not Reported	96.4%	96.4%	0.0%	0.0%

Activities that comprise this program include:

- Client Services Activity
- Tax Service Activity

Client Services Activity

The purpose of the Client Services Activity is to accept and post tax and non-tax payments for internal and external customers so that revenues are accurately and promptly posted (applied).

Mandates: A.R.S. §11-274 establishes that the Treasurer shall keep a register of all bonds sold by number, date of sale, amount, date of maturity and the name and address of the purchaser; A.R.S. §11-493 establishes the duties of the County Treasurer; A.R.S. §11-494 establishes that the Treasurer shall issue a receipt for all monies the Treasurer receives as Treasurer or as tax collector; A.R.S. §41-1279.21 establishes powers and duties of auditor general relating to counties, school districts and community colleges; A.R.S. §42-18001 establishes the County Treasurer as ex officio tax collector and shall collect all property taxes, apportion the taxes to the respective funds on or before the end of each month, and execute to the state a bond; A.R.S. §42-18055 establishes when a tax is paid, the County Treasurer will record the date of payment and credit the payment to the person or property that is liable for the tax; A.R.S. §42-18056 establishes the process of accepting a partial payment or payments of the tax, and if any part of the tax or any installment remains unpaid at the date of delinquency, the delinquency relates only to the amount remaining unpaid, and the issuing of a receipt stating that it covers a partial payment of taxes; A.R.S. §42-18401 establishes collection of personal property tax by seizure and sale; A.R.S. §42-18116 establishes that the purchaser of a tax lien will pay the purchase price in cash at the time of sale. If the purchaser fails to pay the amount due the County Treasurer may resell the tax lien if the sale has not been closed. If the sale has been closed the Treasurer may either advertise for resale, or recovery on reneged bid; and the purchaser shall pay a processing fee; A.R.S. §42-18121 establishes payment of subsequent taxes by certificate holder; A.R.S. §42-18122

establishes if a tax lien is assigned to the state, the County Treasurer shall sell, assign and deliver the certificate of purchase to any person who pays to the County Treasurer the whole amount then due under the certificate, including interest, penalties and charges, and in addition the entire amount of subsequent taxes assessed on the property described in the certificate; A.R.S. §42-18151 establishes who may redeem real property tax liens; persons under disability; persons owning partial interest; A.R.S. §42-18152 establishes when a lien may be redeemed; A.R.S. §42-18153 establishes the amount required for redemption; A.R.S. §42-18154 establishes the process the County Treasurer shall issue to the person a certificate of redemption, issuance, the contents and fee.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Payments Posted - Percent of Levy collected.	Not Reported	99.0%	99.0%	0.0%	0.0%
Result	Percentage of levy collected by LockBox facility.	Not Reported	39.1%	39.1%	0.0%	0.0%
Output	Amount of Levy	Not Reported	463,492,320	463,492,320	-	0.0%
Output	Number of Lock Box payments posted.	Not Reported	850,000	850,000	-	0.0%
Output	Amount of levy collected	Not Reported	458,857,376	458,857,376	-	0.0%
Output	Number of tax payments posted	Not Reported	2,686,806	2,686,806	-	0.0%
Demand	Number of payments anticipated (parcels x 2)	Not Reported	1,582,572	1,582,572	-	0.0%
Demand	Number of Lock Box payments anticipated (historical)	Not Reported	820,000	820,000	-	0.0%
Efficiency	Cost per number of tax payments posted	Not Reported	$ 0.34	$ 0.34	$ -	0.0%
Efficiency	Cost per number of Lock Box payments posted	Not Reported	$ 1.07	$ 1.07	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 732,384	$ 913,330	$ 654,542	$ 258,788	28.33%
	TOTAL USES	$ 732,384	$ 913,330	$ 654,542	$ 258,788	28.33%

Activity Narrative: The Client Services Activity eliminated four (4) vacant positions to off-set a significant down-turn in the local economy and to acknowledge an increase in the on-line activity as compared to walk-in customers.

Tax Services Activity

The purpose of the Tax Services Activity is to provide property tax billing information and problem resolution for internal departments (Assessor, Finance, and Sheriff) and external customers (property owners, tax service and mortgage companies) so that property taxes are paid and necessary adjustments made.

Mandates: A.R.S. §42-18061 establishes the process of refund of overpayment due to change in tax roll and reversion of unclaimed refund; A.R.S. §11-506 establishes; A.R.S. §11-605 establishes warrants drawn by a political subdivision on the County Treasurer; Title 42 (Taxation), Chapter 18, Articles 1 thru 9 establishes tax collection and enforcement.

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of Tax Bills Correctly Mailed	Not Reported	96.4%	96.4%	0.0%	0.0%
Output	Number of Tax Bills mailed	Not Reported	1,404,923	1,404,923	-	0.0%
Output	Number of Tax Bills Correctly Mailed	Not Reported	1,354,124	1,354,124	-	0.0%
Output	Number of Back Tax Liens Sold @ Sale	Not Reported	15,972	15,972	-	0.0%
Demand	Number of Total Taxable Parcels in County	Not Reported	1,590,000	1,590,000	-	0.0%
Demand	Number of Parcels with Delinquent Tax Bills	Not Reported	25,798	25,798	-	0.0%
Efficiency	Cost per Number of Tax Bills Correctly Mailed	Not Reported	$ 0.38	$ 0.38	$ -	0.0%
Efficiency	Cost per Number of Tax Liens Sold	Not Reported	$ 32.19	$ 32.19	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 1,343,265	$ 514,065	$ 570,806	$ (56,741)	-11.04%
	TOTAL USES	$ 1,343,265	$ 514,065	$ 570,806	$ (56,741)	-11.04%

Activity Narrative: The Tax Services area eliminated one position due to a retirement. This will impact the processing of deposits and disbursements unless other staff can assist with these duties.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2008-09 ADOPTED BUDGET		**$ 3,396,965**	**$ 4,000**
FY 2008-09 REVISED BUDGET		**$ 2,909,938**	**$ 4,000**
TARGET ADJUSTMENTS:			
PERSONNEL SAVINGS ADJUSTMENT		$ 188,347	$ -
MANDATED CHANGES TO EXPENDITURES			
Elected Official Pay Increase		$ 5,626	$ -
	Subtotal	$ 5,626	$ -
TECHNICAL ADJUSTMENTS			
Restatement of Treasurer's Debt Service		$ 35,548	$ -
	Subtotal	$ 35,548	$ -
FY 2009-10 BUDGET TARGET		**$ 3,139,459**	**$ 4,000**
BASE ADJUSTMENTS:			
RECOMMENDED BUDGET BALANCING ADJUSTMENTS:			
Cost Reduction			
Termination of Magnolia Lease		$ (40,260)	$ -
ADT Security Payment & APS electric bill		(1,932)	-
Eliminate Funding for GFOA Membership		(649)	-
Eliminate Funding for AZ Capitol Times Subscription		(99)	-
Reduce General Office Supplies		(15,000)	-
Discontinue all Travel		(3,560)	-
Reduce Temporary Pay		$ (54,019)	$ -
Other Salary Reductions		(188,900)	-
	Subtotal	$ (304,419)	$ -
Vacancies			
Eliminate 1 Vacant Accounting Specialist (PCN 2138)		$ (41,055)	$ -
Eliminate 1 Vacant Office Assistant (PCN 15096)		(33,255)	-
Eliminate 1 Vacant Client Services Representative (PCN 62589)		(33,255)	-
Eliminate 1 Vacant Corporate Services Specialist (PCN 2103)		(38,976)	-
Eliminate 1 Vacant Division Supervisor- Technical (PCN 15109)		(63,640)	-
	Subtotal	$ (210,181)	$ -
OTHER BASE ADJUSTMENTS:			
Personnel Savings to 3%		$ 6,305	$ -
Eliminate 1 Chief Auditor (PCN 61638)		(97,022)	-
Create 1 Finance Supervisor - County		107,881	-
Eliminate 1 Office Assistant Specialized - Retirement (PCN 15106)		(53,353)	-
Market Study for Portfolio Manager (10%)		9,563	-
Eliminate 1 Accountant - Retirement (PCN 15092)		(73,246)	-
Create 1 Finance/Business Analyst - County		79,286	-
Temporary Pay for Office Assistant Specialized		14,601	-
	Subtotal	$ (5,985)	$ -
FY 2009-10 ADOPTED OPERATING BUDGET		**$ 2,618,874**	**$ 4,000**

Taxpayer Information Fund (741)

	EXPENDITURES	REVENUE
OPERATING		
FY 2008-09 ADOPTED BUDGET	**$ 800,000**	**$ 800,000**
FY 2008-09 REVISED BUDGET	**$ 800,000**	**$ 800,000**
FY 2009-10 BUDGET TARGET	**$ 800,000**	**$ 800,000**
BASE ADJUSTMENTS:		
Expenditure Adjustment	$ (495,659)	$ -
Revenue Adjustment	-	(495,659)
Subtotal	$ (495,659)	$ (495,659)
FY 2009-10 ADOPTED OPERATING BUDGET	**$ 304,341**	**$ 304,341**

Taxpayer Information Fund (741) Fund Balance

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED
Beginning Unreserved Fund Balance	$ 379,894	$ 379,894	$ 379,894	$ 599,858	$ 387,878
Beginning Unreserved/Undesignated Fund Balance	$ 379,894	$ 379,894	$ 379,894	$ 599,858	$ 387,878
Sources:					
Operating	$ -	$ 800,000	$ 800,000	$ -	$ 304,341
Total Sources:	$ -	$ 800,000	$ 800,000	$ -	$ 304,341
Uses:					
Operating	$ -	$ 800,000	$ 800,000	$ -	$ 304,341
Non-Recurring	-	-	211,980	211,980	-
Total Uses:	$ -	$ 800,000	$ 1,011,980	$ 211,980	$ 304,341
Accounting Adjustments	$ 219,964	$ -	$ -	$ -	$ -
Ending Unreserved/Undesignated Fund Balance	$ 599,858	$ 379,894	$ 167,914	$ 387,878	$ 387,878
Ending Unreserved Fund Balance	$ 599,858	$ 379,894	$ 167,914	$ 387,878	$ 387,878

Workforce Management and Development

Analysis by Lauren M. Cochran, Management & Budget Analyst

Summary

Mission

The mission of Workforce Management and Development is to establish and administer effective human resources programs that recruit, develop and retain a qualified and diverse workforce so the County can achieve its public service goals.

Vision

To recruit, develop and retain an A+ workforce and become an employer of choice.

Strategic Goals

The Department strategic goals are outdated and new goals will be developed during the strategic planning update process.

Sources and Uses by Program and Activity

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
31ED - EMPLOYEE DEVELOPMENT	$ 9,490	$ 6,100	$ 6,100	$ 2,032	$ 6,000	$ (100)	-1.6%
MERT - MERIT COMMISSION	9,490	6,100	6,100	2,032	6,000	(100)	-1.6%
31PR - PAYROLL AND RECORDS MGMT	$ 46,697	$ 38,600	$ 38,600	$ 46,725	$ 50,500	$ 11,900	30.8%
PAYR - PAYROLL	46,144	38,200	38,200	46,413	50,100	11,900	31.2%
RECD - RECORDS MANAGEMENT	553	400	400	312	400	-	0.0%
71CT - COMMUTE OPTIONS	$ 1,235	$ -	$ -	$ -	$ -	$ -	
COMM - COMMUTE OPTIONS	1,235	-	-	-	-	-	
TOTAL PROGRAMS	$ 57,422	$ 44,700	$ 44,700	$ 48,757	$ 56,500	$ 11,800	26.4%
USES							
31CT - CORPORATE INITIATIVES	$ 1,976	$ -	$ -	$ -	$ -	$ -	
CHAR - COMBINED CHARITABLE CAMPAIGN	1,976	-	-	-	-	-	
31ED - EMPLOYEE DEVELOPMENT	$ 864,244	$ 547,992	$ 547,992	$ 566,937	$ 821,223	$ (273,231)	-49.9%
EREL - EMPLOYEE RELATIONS	234,977	332,681	332,681	345,459	417,197	(84,516)	-25.4%
MERT - MERIT COMMISSION	76,439	66,680	66,680	88,630	90,739	(24,059)	-36.1%
STDV - STAFF DEVELOPMENT	552,828	148,631	148,631	132,848	313,287	(164,656)	-110.8%
31ES - EMPLOYMENT SERVICES	$ 1,045,677	$ 846,874	$ 846,874	$ 722,623	$ 778,464	$ 68,410	8.1%
RECR - RECRUITING AND STAFFING	1,045,677	846,874	846,874	722,623	778,464	68,410	8.1%
31PR - PAYROLL AND RECORDS MGMT	$ 895,481	$ 963,817	$ 963,817	$ 876,857	$ 877,409	$ 86,408	9.0%
PAYR - PAYROLL	471,648	503,165	503,165	494,227	496,082	7,083	1.4%
RECD - RECORDS MANAGEMENT	423,833	460,652	460,652	382,630	381,327	79,325	17.2%
71CT - COMMUTE OPTIONS	$ 44,153	$ -	$ -	$ (9)	$ -	$ -	
COMM - COMMUTE OPTIONS	44,153	-	-	(9)	-	-	
99AS - ADMINISTRATIVE SERVICES	$ 317,701	$ 3,770,491	$ 3,770,491	$ 3,888,660	$ 568,035	$ 3,202,456	84.9%
BDGT - BUDGETING	38,721	38,906	38,906	39,123	44,187	(5,281)	-13.6%
ODIR - EXECUTIVE MANAGEMENT	202,499	696,395	696,395	1,542,764	430,846	265,549	38.1%
FSAC - FINANCIAL SERVICES	26,472	29,629	29,629	36,174	40,904	(11,275)	-38.1%
HRAC - HUMAN RESOURCES	22,862	2,980,088	2,980,088	2,243,854	27,112	2,952,976	99.1%
PROC - PROCUREMENT	27,147	25,473	25,473	26,745	24,986	487	1.9%
99GV - GENERAL GOVERNMENT	$ -	$ 16,357	$ 16,357	$ 16,356	$ 4,011	$ 12,346	75.5%
ISFC - INTERNAL SERVICE FUND CHARGES	-	16,357	16,357	16,356	4,011	12,346	75.5%
TOTAL PROGRAMS	$ 3,169,232	$ 6,145,531	$ 6,145,531	$ 6,071,424	$ 3,049,142	$ 3,096,389	50.4%

Sources and Uses by Category

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 9,430	$ 6,000	$ 6,000	$ 2,000	$ 6,000	$ -	0.0%
0635 - OTHER CHARGES FOR SERVICES	47,033	38,100	38,100	46,290	50,000	11,900	31.2%
SUBTOTAL	$ 56,463	$ 44,100	$ 44,100	$ 48,290	$ 56,000	$ 11,900	27.0%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 959	$ 600	$ 600	$ 467	$ 500	$ (100)	-16.7%
SUBTOTAL	$ 959	$ 600	$ 600	$ 467	$ 500	$ (100)	-16.7%
ALL REVENUES	$ 57,422	$ 44,700	$ 44,700	$ 48,757	$ 56,500	$ 11,800	26.4%
TOTAL SOURCES	$ 57,422	$ 44,700	$ 44,700	$ 48,757	$ 56,500	$ 11,800	26.4%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,260,482	$ 2,330,148	$ 2,330,148	$ 2,225,535	$ 2,384,779	$ (54,631)	-2.3%
0705 - TEMPORARY PAY	7,134	22,968	22,968	-	-	22,968	100.0%
0710 - OVERTIME	73	-	-	-	-	-	
0750 - FRINGE BENEFITS	737,998	770,624	770,624	702,997	748,352	22,272	2.9%
0790 - OTHER PERSONNEL SERVICES	21,394	-	-	10,156	-	-	
0795 - PERSONNEL SERVICES ALLOC-OUT	(130,413)	(194,680)	(194,680)	(190,578)	(280,458)	85,778	-44.1%
0796 - PERSONNEL SERVICES ALLOC-IN	104,813	131,000	131,000	178,173	6,000	125,000	95.4%
SUBTOTAL	$ 3,001,481	$ 3,060,060	$ 3,060,060	$ 2,926,283	$ 2,858,673	$ 201,387	6.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 21,467	$ 58,873	$ 58,873	$ 29,509	$ 46,541	$ 12,332	20.9%
0804 - NON-CAPITAL EQUIPMENT	433	1,432	1,432	1,000	-	1,432	100.0%
SUBTOTAL	$ 21,900	$ 60,305	$ 60,305	$ 30,509	$ 46,541	$ 13,764	22.8%
SERVICES							
0810 - LEGAL SERVICES	$ 34,738	$ 30,000	$ 30,000	$ 50,693	$ 50,000	$ (20,000)	-66.7%
0812 - OTHER SERVICES	62,349	2,886,250	2,886,250	2,872,516	40,150	2,846,100	98.6%
0820 - RENT & OPERATING LEASES	13,622	17,935	17,935	17,935	18,631	(696)	-3.9%
0825 - REPAIRS AND MAINTENANCE	9,205	10,600	10,600	113,066	12,946	(2,346)	-22.1%
0839 - INTERNAL SERVICE CHARGES	14,968	7,809	7,809	11,318	9,736	(1,927)	-24.7%
0841 - TRAVEL	817	-	-	1,734	-	-	
0842 - EDUCATION AND TRAINING	2,080	18,000	18,000	11,659	8,000	10,000	55.6%
0843 - POSTAGE/FREIGHT/SHIPPING	4,134	4,254	4,254	4,427	4,050	204	4.8%
SUBTOTAL	$ 141,913	$ 2,974,848	$ 2,974,848	$ 3,083,348	$ 143,513	$ 2,831,335	95.2%
CAPITAL							
0950 - DEBT SERVICE	$ 3,938	$ 50,318	$ 50,318	$ 31,284	$ 415	$ 49,903	99.2%
SUBTOTAL	$ 3,938	$ 50,318	$ 50,318	$ 31,284	$ 415	$ 49,903	99.2%
TOTAL USES	$ 3,169,232	$ 6,145,531	$ 6,145,531	$ 6,071,424	$ 3,049,142	$ 3,096,389	50.4%

Sources and Uses by Fund and Function

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 57,422	$ 44,700	$ 44,700	$ 48,757	$ 56,500	$ 11,800	26.4%
FUND TOTAL SOURCES	$ 57,422	$ 44,700	$ 44,700	$ 48,757	$ 56,500	$ 11,800	26.4%
DEPARTMENT OPERATING TOTAL SOURCES	$ 57,422	$ 44,700	$ 44,700	$ 48,757	$ 56,500	$ 11,800	26.4%
DEPARTMENT TOTAL SOURCES	$ 57,422	$ 44,700	$ 44,700	$ 48,757	$ 56,500	$ 11,800	26.4%

	FY 2007-08 ACTUAL	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 GENERAL							
OPERATING	$ 3,169,232	$ 6,145,531	$ 6,145,531	$ 6,071,424	$ 3,049,142	$ 3,096,389	50.4%
FUND TOTAL USES	$ 3,169,232	$ 6,145,531	$ 6,145,531	$ 6,071,424	$ 3,049,142	$ 3,096,389	50.4%
DEPARTMENT OPERATING TOTAL USES	$ 3,169,232	$ 6,145,531	$ 6,145,531	$ 6,071,424	$ 3,049,142	$ 3,096,389	50.4%
DEPARTMENT TOTAL USES	$ 3,169,232	$ 6,145,531	$ 6,145,531	$ 6,071,424	$ 3,049,142	$ 3,096,389	50.4%

Staffing by Program and Activity

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
ADMINISTRATIVE SERVICES								
BUDGETING	0.45	0.45	0.45	0.55	0.10	22.22%	0.10	22.22%
EXECUTIVE MANAGEMENT	6.55	6.55	9.00	5.05	(1.50)	(22.90%)	(3.95)	(43.89%)
FINANCIAL SERVICES	0.45	0.45	0.80	0.65	0.20	44.44%	(0.15)	(18.75%)
HUMAN RESOURCES	0.20	0.20	0.40	0.40	0.20	100.00%	-	0.00%
PROCUREMENT	0.35	0.35	0.35	0.35	-	0.00%	-	0.00%
PROGRAM TOTAL	8.00	8.00	11.00	7.00	(1.00)	(12.50%)	(4.00)	(36.36%)
EMPLOYEE DEVELOPMENT								
EMPLOYEE RELATIONS	5.40	5.40	5.40	7.30	1.90	35.19%	1.90	35.19%
MERIT COMMISSION	0.60	0.60	0.60	0.60	-	0.00%	-	0.00%
STAFF DEVELOPMENT	5.00	5.00	4.00	4.10	(0.90)	(18.00%)	0.10	2.50%
PROGRAM TOTAL	11.00	11.00	10.00	12.00	1.00	9.09%	2.00	20.00%
EMPLOYMENT SERVICES								
RECRUITING AND STAFFING	16.00	16.00	14.00	13.00	(3.00)	(18.75%)	(1.00)	(7.14%)
PROGRAM TOTAL	16.00	16.00	14.00	13.00	(3.00)	(18.75%)	(1.00)	(7.14%)
PAYROLL AND RECORDS MGMT								
PAYROLL	7.75	7.75	7.75	7.50	(0.25)	(3.23%)	(0.25)	(3.23%)
RECORDS MANAGEMENT	9.25	9.25	8.25	7.50	(1.75)	(18.92%)	(0.75)	(9.09%)
PROGRAM TOTAL	17.00	17.00	16.00	15.00	(2.00)	(11.76%)	(1.00)	(6.25%)
DEPARTMENT TOTAL	52.00	52.00	51.00	47.00	(5.00)	(9.62%)	(4.00)	(7.84%)

Staffing by Market Range Title

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
Executive Assistant	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Human Resources Specialist	-	-	1.00	1.00	1.00		.00	0.00%
Office Assistant	6.00	6.00	3.00	2.00	(4.00)	-66.67%	(1.00)	-33.33%
Office Assistant Specialized	7.00	7.00	8.00	8.00	1.00	14.29%	.00	0.00%
Payroll Specialist - County	5.00	5.00	5.00	5.00	-	0.00%	.00	0.00%
Records Specialist - County	5.00	5.00	4.00	4.00	(1.00)	-20.00%	.00	0.00%
Admin/Operations Specialist	1.00	1.00	2.00	2.00	1.00	100.00%	.00	0.00%
Director - Workforce Mgt Dev	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Human Resources Supervisor	2.00	2.00	3.00	3.00	1.00	50.00%	.00	0.00%
Administrative Supervisor	1.00	1.00	1.00	-	(1.00)	-100.00%	(1.00)	-100.00%
Administrative Staff Supv	1.00	1.00	-	-	(1.00)	-100.00%	.00	
Human Resources Support Supv	2.00	2.00	-	-	(2.00)	-100.00%	.00	
Human Resources Mngr - County	2.00	2.00	2.00	2.00	-	0.00%	.00	0.00%
Operations/Program Manager	-	-	1.00	1.00	1.00		.00	0.00%
Finan/Business Analyst - Dept	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Project Manager	4.00	4.00	1.00	-	(4.00)	-100.00%	(1.00)	-100.00%
Human Resources Analyst	4.00	4.00	-	-	(4.00)	-100.00%	.00	
Trainer	3.00	3.00	3.00	2.00	(1.00)	-33.33%	(1.00)	-33.33%
Business/Systems Analyst-Sr/Ld	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Human Resources Associate	1.00	1.00	1.00	1.00	-	0.00%	.00	0.00%
Recruiter	4.00	4.00	5.00	5.00	1.00	25.00%	.00	0.00%
Consultant	-	-	1.00	1.00	1.00		.00	0.00%
Employee Relations Analyst-Cty	-	-	6.00	6.00	6.00		.00	0.00%
Department Total	52.00	52.00	51.00	47.00	(5.00)	-9.62%	(4.00)	-7.84%

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECAST	FY 2009-10 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %	FORECAST VS ADOPTED VARIANCE	FORECAST VS ADOPTED %
100 - GENERAL	52.00	52.00	51.00	47.00	(5.00)	-9.62%	(4.00)	-7.84%
DEPARTMENT TOTAL	52.00	52.00	51.00	47.00	(5.00)	-9.62%	(4.00)	-7.84%

Significant Variance Analysis

In addition to changes made during the year, the department is reduced by 4 FTE due to Budget Balancing reductions which will be discussed in the following sections.

General Adjustments

Budget Balancing Adjustments:

Administrative Reduction

- Reduce Administrative Services $152,297 by eliminating one vacant Project Manager position (1 FTE). Elimination of this position will not have an impact on services provided.

- Reduce Administrative Services $204,611 for personnel savings adjustment in excess of what is necessary to bring the department in line with a realistic vacancy savings level.

Debt Reduction

- The County is using cash to pay off existing debt service (including that associated with desktop and laptop computers) in order to reduce operating expenses for equipment. This results in an operating savings of $25,250.

Programs and Activities

Employee Development Program

The purpose of the Employee Development Program is to provide organizational development, services, competency-based training and strategic intervention for all County departments so there is a productive and professional workplace.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
% of customers who reported satisfied or higher rating	Not Reported	97.9%	98.1%	0.2%	0.2%
% of participants in a staff-development-sponsored activity that reported they were satisfied with the training	Not Reported	98.0%	99.0%	1.0%	1.0%

Activities that comprise this program include:

- Employee Relations
- Merit Commission
- Staff Development

Employee Relations Activity

The purpose of the Employee Relations Activity is to provide workplace conflict resolution for County departments and employees so that they can maintain workplace professionalism and productivity.

Mandates: USC Title VII of the Civil Rights Act of 1964;USC Title 29, Chapter 14, Age Discrimination in Employment; Federal Equal Employment Opportunity Commission (EEOC) Guidelines; Veterans Re-employment Act Chapter 38 U.S.C.A. 4301-4307; Vocational Rehabilitation Act of 1973 Section 504;U. S. Supreme Court Case Law Cleveland Board of Education v Loudermill; DOL 11-246 Executive Order; Arizona Constitution, Article XVIII, Labor; ARS § USC Title 23, Chapter 2, Employment Practices & Working Conditions; ARS TITLE 23, Chapter 8 Labor Relations; ARS TITLE 23, Chapter 9 Employment Protection Act; ARS § 26-167 prohibition of discrimination of national guard members; ARS TITLE 38, Chapter 3, Article 9 Disclosure of Information by Public Employees ("Whistleblowing");ARS TITLE 41; Chapter 9 Civil Rights, Article 6 Enforcement Procedures for Discrimination in Employment.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of customers who reported satisfied or higher rating	Not Reported	97.9%	98.1%	0.2%	0.2%
Output	Number of Employee Relations consultations/investigations conducted	Not Reported	625	858	233	37.3%
Demand	Anticipated number of Employee Relations consultations/investigations conducted	Not Reported	625	858	233	37.3%
Efficiency	Total cost of Employee Relations consultations/investigations	Not Reported	$532.29	$486.24	$46.05	8.7%
Expenditure						
	100 - GENERAL	$ 234,977	$ 332,681	$ 417,197	$ (84,516)	-25.4%
	TOTAL USES	$ 234,977	$ 332,681	$ 417,197	$ (84,516)	-25.4%

Activity Narrative: The FY 2009-10 budget will allow for the department to meet the increased level of demand that is anticipated due to County-wide workforce downsizing. Department resources have been re-directed to this Activity to address the demand.

Merit Commission Activity

The purpose of the Merit Commission Activity is to provide administrative and operational support to the Merit Commission so that employees who go before Merit Commission can receive timely consideration for their appeal.

Mandates: Federal Civil Service Act (Pendleton Act); Gottsponer v Maricopa County Employee Merit System Commission; Office of Personnel Management "Standards for a Merit System of Personnel Administration"; ARS § 11-351 through 356 County Employee Merit System; ARS § 12- 242 Interpreters for deaf persons (commission meetings);ARS § 38-1001 through 1007 Law Enforcement Officers Merit System; ARS § 38-1001 through 38 -1007 Law Enforcement Officers Merit System; ARS Title 38,Chapter 5, Article 2 Arizona State Retirement System; ARS Title 38,Chapter 5, Article 3 Elected Officials' Retirement Plan; ARS Title 38, Chapter 5, Article 4 Public Safety Personnel Retirement System; ARS Title 38, Chapter 5, Article 6, Corrections Officer Retirement Plan.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported
Output	Number of appeal hearings conducted	Not Reported	9	38	29	322.2%
Demand	Anticipated # of appeal hearings	Not Reported	9	38	29	322.2%
Efficiency	Cost per output.	Not Reported	$7,408.89	$2,387.87	$5,021.02	67.8%
Revenue						
	100 - GENERAL	$ 9,490	$ 6,100	$ 6,000	$ (100)	-1.6%
	TOTAL SOURCES	$ 9,490	$ 6,100	$ 6,000	$ (100)	-1.6%
Expenditure						
	100 - GENERAL	$ 76,439	$ 66,680	$ 90,739	$ (24,059)	-36.1%
	TOTAL USES	$ 76,439	$ 66,680	$ 90,739	$ (24,059)	-36.1%

The department will be developing new measures as part of the strategic business plan update process.

Base Adjustments:

- Decrease revenues for records copies in Miscellaneous Revenue by $100 to more closely match historical information.

Activity Narrative: The FY 2009-10 budget will allow for the department to meet increased levels of demand.

Staff Development Activity

The purpose of the Staff Development Activity is to provide leadership and competency development opportunities for County employees so they can perform their job requirements and enhance their careers.

Mandates: USC Title 26, Section 127, Educational assistance programs.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of participants in a staff-development-sponsored activity that reported they were satisfied with the training	Not Reported	98.0%	99.0%	1.0%	1.0%
Output	Number of Participants in a Staff Development sponsored activity	Not Reported	15,000	20,000	5,000	33.3%
Demand	Anticipated number of applicants of Staff Development sponsored activities	Not Reported	12,000	20,000	8,000	66.7%
Efficiency	Cost per student in a Staff Development sponsored activity	Not Reported	$9.91	$15.66	-$5.76	-58.1%
Expenditure						
	100 - GENERAL	$ 552,828	$ 148,631	$ 313,287	$ (164,656)	-110.8%
	TOTAL USES	$ 552,828	$ 148,631	$ 313,287	$ (164,656)	-110.8%

Budget Balancing Adjustments:

Cost Reduction

- Reduce the Staff Development Activity $75,572 by eliminating one vacant Trainer position (1 FTE). Elimination of this position will have little to no impact on service levels. Upon economic recovery, staffing levels may need to be revisited.

Activity Narrative: The recommended budget supports the department in meeting 100% of its increased demand. Budgeted personnel savings have been re-aligned to more closely reflect actual experience, thus increasing budgeted expenditures in the Activity.

Employment Services Program

The purpose of the Employment Services Program is to provide recruitment and personnel processing services for County departments so they can interview and hire a diverse workforce.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of customers satisfied or higher with recruiting/staffing services	Not Reported	95.0%	96.0%	1.0%	1.1%

Activities that comprise this program include:

- Recruiting and Staffing

Recruiting and Staffing Activity

The purpose of the Recruiting and Staffing Activity is to provide County departments with a highly qualified workforce in a timely manner so that County departments can achieve their business objectives.

Mandates: USC Title VII of the Civil Rights Act of 1964;USC Title 29, Chapter 14, Age Discrimination in Employment; Americans with Disabilities Act of 1990 (ADA);Rehabilitation Act of 1973 Section 504;

Federal Civil Service Act (Pendleton Act);Federal Immigration Reform & Control Act of 1986; Federal Equal Employment Opportunity Commission (EEOC) Guidelines (Technical Assistance);Federal Guidelines on Employee Selection EEOC USC Title 7;Veterans Re-Employment Act; ARS § 11-251 (10) Filling vacancies; ARS § 23-230 through 23-242 Youth Employment; ARS § 38-201 General Qualifications; ARS TITLE 38, Chapter 3, Article 7 Civil Service Preference for Veterans; Maricopa County adopted merit system rules.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of customers satisfied or higher with recruiting/staffing services	Not Reported	95.0%	96.0%	1.0%	1.1%
Output	Number of job requisitions/applications/exams processed	Not Reported	107,500	33,980	-73,520	-68.4%
Demand	Number of job requisitions/applications/exams requested	Not Reported	107,500	33,980	-73,520	-68.4%
Efficiency	Expenditure per job requisition/application/exam processed	Not Reported	$7.88	$22.91	-$15.03	-190.8%
Expenditure						
	100 - GENERAL	$ 1,045,677	$ 846,874	$ 778,464	$ 68,410	8.1%
	TOTAL USES	$ 1,045,677	$ 846,874	$ 778,464	$ 68,410	8.1%

Budget Balancing Adjustments:

Cost Reduction

- Reduce the Recruiting and Staffing Activity $36,940 by eliminating one vacant Office Assistant position (1 FTE). Deletion of this position will have no impact on service delivery levels.

Activity Narrative: The demand has been reduced to reflect the decrease in recruiting due to economic factors. Resources from this Activity have been redirected to assist in meeting demand in other areas, such as the Employee Relations and Merit Commission Activities, which expect an increase in demand. The recommended budget reflects these changes.

Payroll and Records Management Program

The purpose of the Payroll and Records Management Program is to provide centralized payroll and records management services to County departments and employees so that employee records are maintained accurately and employees are paid accurately and on-time.

Program Results

Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Percent of active personnel records accurately maintained	Not Reported	98.0%	100.0%	2.0%	2.0%
Percent of paychecks accurately processed	Not Reported	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Payroll
- Records Management

Payroll Activity

The purpose of the Payroll Activity is to process payroll for employees so that they can be timely and accurately paid for their services.

Mandates: USC Title 26, Sections 1 through 5, Tax on individuals; USC Title 26, Section 79, Group-term life insurance purchased for employees; USC Title 26, Section 106, Employer contributions to accident and health plans; USC Title 26, Section 125, Cafeteria Plans; USC Title 26, Section 457 Deferred Compensation plans; USC Title 26,Section 3101 -3128, Federal insurance contributions act (FICA); USC Title 26, Sections 3401 - 3406, Collection of Income tax at source on wages; USC Title 26, Sections 7601 - 7612, examination and inspection; Social Security Administration Section 218 Agreement; CFR Title 63 25135-5-6-98 DCIA (Debt Collection Improvement Act); CFR Title 26, Sections 301.6330-1T through 301.6334-4, levies & garnishments; Circular E-wage withholding and advance EIC; ARS § 11-644 Stale-dated payroll warrants; ARS § 23-284 and 23-286 Hours of Labor; ARS § 23-311 through 23-329 Minimum Wages for Minors; ARS § 23-350 through 23-362 Payment of Wages; ARS § 23, Chapter 5, Family Support Duties (child support enforcement); ARS § 38-621 Travel Expenses; ARS § 38-701 through 38-705 social Security for Public Officers and Employees; ARS Title 38, Chapter 5, Article 5 Tax Deferred Annuity and Deferred Compensation Programs; ARS § 38-610 Leave of absence for military training; ARS § 38-615 Payment of accumulated sick leave; ARS § 43, Chapter 4 Withholding; ARS § 11-419 County Salaries; ARS § 11-422 Salary of clerk of the board; ARS § 11-424.01 Salaries of precinct officer other than justices of the peace; definition; ARS § 23-363 Minimum wages; ARS § 23-391 Overtime pay; work week; ARS § 23-392 Overtime compensation for certain law enforcement or probation officer activities; option; definitions; ARS § 38-643 Fire fighter and peace officer cancer insurance policy program account.

Performance Analysis:

Measure Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of paychecks accurately processed	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of paychecks issued	Not Reported	375,435	375,435	0	0.0%
Demand	Number of paychecks required	Not Reported	375,435	375,435	0	0.0%
Efficiency	Expenditure per regular paychecks issued	Not Reported	$1.34	$1.32	$0.02	1.4%
Revenue						
	100 - GENERAL	$ 46,144	$ 38,200	$ 50,100	$ 11,900	31.2%
	TOTAL SOURCES	$ 46,144	$ 38,200	$ 50,100	$ 11,900	31.2%
Expenditure						
	100 - GENERAL	$ 471,648	$ 503,165	$ 496,082	$ 7,083	1.4%
	TOTAL USES	$ 471,648	$ 503,165	$ 496,082	$ 7,083	1.4%

Base Adjustments:

- Increase revenue $11,900 in Other Charges for Service to reflect an increase in garnishments and child support collections.

Activity Narrative: The FY 2009-10 budget for the Payroll Activity reflects increased process efficiency. The budget allows the department to meet 100% of the demand and to do so more efficiently.

Records Management Activity

The purpose the Records Management Activity is to maintain employee and employment transaction records for County management and employees so that there is an accurate employment history on file.

Mandates: Federal Immigration Reform & Control Act of 1986;Personal Responsibility Work Opportunity Reconciliation Act of 1996; ARS § 11-218 Subpoenas; ARS TITLE 23, Chapter 4 Employment Security (Unemployment), Article 5 Contributions (and employer reporting); ARS § 38-201 General Qualifications; ARS TITLE 38,Chapter 5, Article 2 Arizona State Retirement System; ARS TITLE 38,Chapter 5, Article 3 Elected Officials' Retirement Plan; ARS TITLE 38, Chapter 5, Article 4

Public Safety Personnel Retirement System; ARS TITLE 38, Chapter 5, Article 5 Tax Deferred Annuity and Deferred Compensation Programs; ARS TITLE 38, Chapter 5, Article 6, Corrections Officer Retirement Plan; ARS TITLE 38, Chapter 2, Article 4 Oath of Office; ARS § 41-1346 State and local public records management; ARS § 41-1960.02 Des - Employer new hire report.

Performance Analysis:

Type	Measure Description	FY 2008 Actual	FY 2009 Revised	FY 2010 Adopted	Variance Revised - Adopted	% Variance Revised - Adopted
Result	Percent of active personnel records accurately maintained	Not Reported	98.0%	100.0%	2.0%	2.0%
Output	Number of active personnel records maintained	Not Reported	13,500	13,750	250	1.9%
Demand	Number of active employees	Not Reported	13,500	13,750	250	1.9%
Efficiency	Expenditure per record maintained	Not Reported	$34.12	$6.93	$27.19	-79.7%
Revenue						
	100 - GENERAL	$ 553	$ 400	$ 400	$ -	0.0%
	TOTAL SOURCES	$ 553	$ 400	$ 400	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 423,833	$ 460,652	$ 381,327	$ 79,325	17.2%
	TOTAL USES	$ 423,833	$ 460,652	$ 381,327	$ 79,325	17.2%

Budget Balancing:

Cost Reduction

- Reduce the Records Management Activity $75,795 by eliminating one vacant Administrative Supervisor position (1 FTE). This reduction will not have an impact on service levels.

Activity Narrative: The FY 2009-10 budget for the Records Management Activity reflects increased process efficiency. The budget allows the department to meet 100% of the demand and to do so more efficiently.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2008-09 ADOPTED BUDGET	**$**	**6,145,531**	**$**	**44,700**
FY 2008-09 REVISED BUDGET	**$**	**6,145,531**	**$**	**44,700**
RESTATEMENTS				
ADP to Non-Departmental (470)	$	(2,965,312)	$	-
Subtotal	$	(2,965,312)	$	-
FY 2008-09 REVISED RESTATED BUDGET	**$**	**3,180,219**	**$**	**44,700**
TARGET ADJUSTMENTS:				
PERSONNEL SAVINGS ADJUSTMENT	$	439,388	$	-
FY 2009-10 BUDGET TARGET	**$**	**3,619,607**	**$**	**44,700**
BASE ADJUSTMENTS:				
BUDGET BALANCING ADJUSTMENTS:				
Administrative Reduction				
Administrative Services Program	$	(152,297)	$	-
Personnel Savings		(204,611)		-
Subtotal	$	(356,908)	$	-
Cost Reduction				
Employment Services	$	(36,940)	$	-
Employee Development		(75,572)		-
Payroll and Records Management		(75,795)		-
Subtotal	$	(188,307)	$	-
Debt Reduction				
Pay Off Capital Lease - 08 Desktop Refresh	$	(23,329)	$	-
Pay Off Capital Lease - 08 Laptop Refresh		(1,921)		-
Subtotal	$	(25,250)	$	-
OTHER BASE ADJUSTMENTS				
Increase Garnishment/Child Support Revenues	$	-	$	11,900
Reduce Record Copy Revenue		-		(100)
Subtotal	$	-	$	11,800
FY 2009-10 ADOPTED OPERATING BUDGET	**$**	**3,049,142**	**$**	**56,500**

MARICOPA
1871
ARIZONA
COUNTY

Major Maintenance Program

Executive Summary

The Major Maintenance Program is a plan that identifies significant maintenance projects to be completed over the next five years. Because these projects typically span more than one fiscal year, the plans are updated annually to track existing projects, to identify new projects, and to update funding estimates and forecasts.

Major Maintenance

Major Maintenance is the periodic need to repair and rework building and infrastructure systems or components to maintain the original condition of the asset. The Major Maintenance Program is a compilation of projects and maintenance activities required to repair, replace in-kind, or upgrade obsolete elements to current standards to allow a fixed asset to continue to be used for its intended purpose.

The Maricopa County Building System is a valuable asset in the County's financial portfolio. The value of the entire Building System based on replacement cost approaches $2.5 billion, exclusive of land. It is, therefore, imperative that the system be managed with the same discipline that the County has used to manage their financial assets. This includes continual improvements to the Building System, not only from a capital perspective but also from an operations and maintenance perspective. Planning capital actions based on the needs of buildings, and not based exclusively on departmental needs, is required to maintain or improve facility conditions.

The Facility Condition Index (FCI) provides a measurement tool and represents the relative physical condition of a building, a grouping of buildings or a building system. The FCI measures the estimated cost of the current deficiencies including recommended improvements and compares that with the projected replacement cost of the facility, grouping of buildings or building system. Life cycle costing of building systems and components provides the basis of this measurement. The formula used to express the FCI is as follows:

$$\textbf{Facility Condition Index} = \frac{\textbf{Total Cost of Deficiencies (\$)}}{\textbf{Replacement Value (\$)}}$$

The following is an illustration:

A building that has a replacement cost of $1,000,000 has been assessed and found to have $100,000 in deficiencies. The FCI is therefore:

$$\frac{\$\ 100{,}000}{\$1{,}000{,}000} = 0.10 \text{ or } 10\% \text{ FCI}$$

The standard that has been adopted by the Building Owners and Managers Association (BOMA) and other national organizations regarding interpretation of this indicator is:

FCI	Condition
0 – 5%	Good
6 – 10%	Fair
11% and above	Poor

This standard is established as a guideline for building owners as to the relative condition of their facilities, and consideration must be given to what is applicable to each building system. Depending on the condition of the building, building group or building system and the ultimate goal, it may be financially impractical to improve a building system beyond a certain point.

The primary objective of a facilities assessment is to inspect each system in each building and assign a percentage value to it based on where it is in its life cycle. Each system is then "weighted" or multiplied by the normal square foot cost for that system in a building. Most of the 149 Maricopa County buildings assessed in 2003 were assessed at this system level, or a Level I assessment.

A Level II assessment inspects not only systems, but also rooms or spaces in each facility and notes physical or operational deficiencies. Each qualifying deficiency noted is listed giving a detailed description, location, and classification. Each deficiency includes a recommended correction with a description of the correction, estimated pricing, and a prioritization for its implementation.

The facilities assessment provides baseline data for all buildings surveyed and includes a software program that will allow the management and use of that data. The data collected represents a point in time, and it is critical to the management of the Building System that the data be updated to reflect the County's continuing investment in the Building System. Over the next five years, on a rolling schedule, Maricopa County will update the Level I facility assessments performed in 2003 with Level II assessments. The updating process will indicate the impact of that investment on the building and on the Building System. In the meantime, the Level I data provide a basis for future decision making based on the remaining useful life of a building and a determination of the practicality of future investment into that facility.

This year, the Major Maintenance Program provides information on not only the Current Facility Condition Index for each building in the Program, but also the Expected Facility Condition Index after the Program work is completed. Because the Level I assessment provides information on a system basis, not specific detailed deficiencies and does not address functional deficiencies, the investment of funds in a building does not always result in an improved FCI. This does not mean, however, that the expenditure is not necessary or required.

Buildings that are less than five years old will have an FCI of zero (0). The FCI cannot be further improved, so there will be no change indicated in those cases between the Current FCI and the Expected FCI. Additionally, on Major Maintenance projects that are not specific to a building, i.e., studies or off-site work, the Current and Expected FCI is noted by "N/A".

The Major Maintenance projects are subdivided into the following two categories:

- Facility Renovation - A project that modifies multiple elements of a fixed asset to renovate or update buildings as required to support the strategic goals of Maricopa County.

- Major Maintenance - A project that repairs, replace in-kind, or upgrades obsolete elements to current standards involving multiple aspects to allow a fixed asset to continue to be used for its intended purpose and meets designated threshold criteria.

Major Maintenance Project Summary

PROJECT TITLE	CURR. FCI	EXP. FCI	FY 2009-10 YEAR 1	FY 2010-11 YEAR 2	FY 2011-12 YEAR 3	FY 2012-13 YEAR 4	FY 2013-14 YEAR 5	FIVE-YEAR TOTAL
General Fund (100) Facility Renovation								
COUNTY ADMINISTRATION BUILDING (ABII)			$ 155,265	$ -	$ -	$ -	$ -	$ 155,265
Replace Cooling Tower & Ancillary Equipment	55.17	54.33	155,265	-	-	-	-	155,265
AVONDALE SHERIFF SUB-STATION (AVSO)			$ 93,612	$ -	$ -	$ -	$ -	$ 93,612
Replace Cooling Tower & Condensation Pump	65.12	62.46	93,612	-	-	-	-	93,612
CENTRAL COURT BUILDING IMPROVEMENTS (CCBI)			$ 1,257,172	$ -	$ -	$ -	$ -	$ 1,257,172
Ceiling Tile Upgrade, Grid/Lighting Upgrade, HVAC Redistribution - Construction	40.16	39.57	$ 862,972	-	-	-	-	862,972
Ceiling Tile Upgrade, Grid/Lighting Upgrade, HVAC Redistribution - Abatement	40.16	39.88	394,200	-	-	-	-	394,200
COURTS AREA - GENERAL (CACX)			$ 161,269	$ -	$ -	$ -	$ -	$ 161,269
Stairwell Enclosure	NA	NA	161,269	-	-	-	-	161,269
DOWNTOWN JUSTICE CENTER (DTCC)			$ 207,764	$ -	$ -	$ -	$ -	$ 207,764
Convert Hearing Rooms to Court Rooms	NA	N/A	207,764	-	-	-	-	207,764
EAST COURT BUILDING (ECII)			$ 166,005	$ 488,232	$ -	$ -	$ -	$ 654,237
Renovate all Public Restrooms	37.16	36.44	166,005	488,232	-	-	-	654,237
EASTSIDE VETERNARY CLINIC (EVET)			$ 425,250	$ -	$ -	$ -	$ -	$ 425,250
Replace Roof & Repair Drain Gutter	13.84	3.55	425,250	-	-	-	-	425,250
SOUTHEAST REGIONAL INFRASTRUCTURE IMPROVEMENTS (SICU)			$ 540,634	$ -	$ -	$ -	$ -	$ 540,634
Install A/C Unit in Electrical Room	21.80	21.74	53,167	-	-	-	-	53,167
Replace Exhaust Fans Throughout Building	21.80	21.24	487,467	-	-	-	-	487,467
	13.81	13.81	-	-	-	-	-	-
SECURITY BUILDING (SIPN)			$ 2,335,044	$ -	$ -	$ -	$ -	$ 2,335,044
Complete South Core Restrooms	46.82	44.34	669,025	-	-	-	-	669,025
Replace / Repair Roof			1,666,019	-	-	-	-	1,666,019
SOUTHPORT ADULT PROBATION (SPAP)			$ 72,360	$ -	$ -	$ -	$ -	$ 72,360
Replace HVAC System	20.07	NA	72,360	-	-	-	-	72,360
UofA COOP EXTENTION (UACE)			$ 369,487	$ -	$ -	$ -	$ -	$ 369,487
Replace Roof / Reseal Exterior / Replace Fascia	44.31	35.90	369,487	-	-	-	-	369,487
WEST COURT INFRASTRUCTURE IMPROVEMENTS (WCII)			$ 319,044	$ -	$ -	$ -	$ -	$ 319,044
Electrical Panel Repairs - Phase III	39.67	39.29	319,044	-	-	-	-	319,044
Facility Renovation Subtotal			**$ 6,102,906**	**$ 488,232**	**$ -**	**$ -**	**$ -**	**$ 6,591,138**

PROJECT TITLE	CURR. FCI	EXP. FCI	FY 2009-10 YEAR 1	FY 2010-11 YEAR 2	FY 2011-12 YEAR 3	FY 2012-13 YEAR 4	FY 2013-14 YEAR 5	FIVE-YEAR TOTAL
General Fund (100) Major Maintenance								
ENERGY MANAGEMENT PROGRAM (ENRG)	N/A	N/A	$ 725,000	$ 712,000	$ 712,000	$ 712,000	$ 712,000	$ 3,573,000
ENVIRONMENTAL PROGRAM (ENVR)	N/A	N/A	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 750,000
ESTIMATING PROGRAM (PPFE)	N/A	N/A	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 1,000,000
CODE COMPLIANCE RESERVE (RCCR)	N/A	N/A	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 2,000,000
BUILDING SECURITY PROGRAM (SECR)	N/A	N/A	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 2,500,000
LIFE/SAFETY PROGRAM (SFTY)	N/A	N/A	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 2,500,000
PROJECT RESERVE (MMPR)	N/A	N/A	$ -	$ 5,627,674	$ 6,115,906	$ 6,115,906	$ 6,115,906	$ 23,975,392
Major Maintenance Subtotal			**$ 2,475,000**	**$ 8,089,674**	**$ 8,577,906**	**$ 8,577,906**	**$ 8,577,906**	**$ 36,298,392**
TOTAL FUND 100			**$ 8,577,906**	**$ 8,577,906**	**$ 8,577,906**	**$ 8,577,906**	**$ 8,577,906**	**$ 42,889,530**

PROJECT TITLE	CURR. FCI	EXP. FCI	FY 2009-10 YEAR 1	FY 2010-11 YEAR 2	FY 2011-12 YEAR 3	FY 2012-13 YEAR 4	FY 2013-14 YEAR 5	FIVE-YEAR TOTAL
Detention Fund (255) Facility Renovation								
DURANGO JAIL INFRASTRUCTURE IMPROVEMENTS (DDJS)			$ 2,846,317	$ 2,142,451	$ -	$ -	$ -	$ 4,988,768
I-Con Systems for Plumbing & Epoxy D3-D9	62.66	43.86	$ 826,800	$ -	$ -	$ -	$ -	$ 826,800
Electrical Upgrade	68.57	63.76	$ 300,000	$ -	$ -	$ -	$ -	$ 300,000
Upgrade Security System	68.57	59.67	$ 166,400	$ 1,500,000	$ -	$ -	$ -	$ 1,666,400
Electrical Upgrade D1-D7	62.66	58.02	$ 261,319	$ -	$ -	$ -	$ -	$ 261,319
Shower Upgrades D1-D7	62.66	33.13	$ 1,021,498	$ 642,451				$ 1,663,949
Replace Ceiling & Carpet. Install AC Unit in Visitation Area.	68.57	67.55	$ 190,800	$ -	$ -	$ -	$ -	$ 190,800
Replace AC Units in D8 & D9	14.19	10.63	$ 79,500	$ -	$ -	$ -	$ -	$ 79,500
ESTRELLA JAIL INFRASTRUCTURE IMPROVEMENTS (EJIS)			$ 1,371,128	$ 200,000	$ -	$ -	$ -	$ 1,761,928
I-Con Systems for Plumbing	19.37	18.20	$ 809,582	$ -	$ -	$ -	$ -	$ 809,582
Replace Switch Gear	19.37	19.33	$ 31,546	$ -	$ -	$ -	$ -	$ 31,546
Repair Air Wash Units	19.37	18.91	$ 318,000	$ -	$ -	$ -	$ -	$ 318,000
Water Well Repairs & Upgrade	19.37	18.77	$ 212,000	$ 200,000	$ -	$ -	$ -	$ 412,000
LOWER BUCKEYE JAIL COMPLEX (LBJC)			$ 95,400	$ -	$ -	$ -	$ -	$ 95,400
West Roof Repairs	1.29	0.68	$ 95,400	$ -	$ -	$ -	$ -	$ 95,400
SOUTHEAST JUVENILE (SJUI)			$ 131,541	$ -	$ -	$ -	$ -	$ 131,541
Install Epoxy in Showers 4-8	13.87	13.63	$ 131,541	$ -	$ -	$ -	$ -	$ 131,541
TOWERS JAIL INFRASTRUCTURE IMPROVEMENTS (TIJU)			$ 846,377	$ 300,000	$ -	$ -	$ -	$ 1,146,377
Door Repairs	17.43	2.95	$ 371,000	$ 300,000	$ -	$ -	$ -	$ 671,000
Repair Air Wash Units	44.45	39.04	$ 284,116	$ -	$ -	$ -	$ -	$ 284,116
Install I-Con System for Plumbing - Towers 1, 2, 3	44.45	40.81	$ 191,261	$ -	$ -	$ -	$ -	$ 191,261
Facility Renovation Subtotal			**$ 5,290,763**	**$ 2,642,451**	**$ -**	**$ -**	**$ -**	**$ 7,933,214**
Detention Fund (255) Major Maintenance								
ENERGY MANAGEMENT PROGRAM (ENRG)	N/A	N/A	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 1,250,000
ENVIRONMENTAL PROGRAM (ENVR)	N/A	N/A	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 1,000,000
ESTIMATING PROGRAM (PPFE)	N/A	N/A	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 1,000,000
CODE COMPLIANCE RESERVE (RCCR)	N/A	N/A	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 1,000,000
BUILDING SECURITY PROGRAM (SECR)	N/A	N/A	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 1,500,000
LIFE/SAFETY PROGRAM (SFTY)	N/A	N/A	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 2,500,000
PROJECT RESERVE (MMPR)	N/A	N/A	$ -	$ 2,648,312	$ 5,290,763	$ 5,290,763	$ 5,290,763	$ 18,520,601
Major Maintenance Subtotal			**$ 1,650,000**	**$ 4,298,312**	**$ 6,940,763**	**$ 6,940,763**	**$ 6,940,763**	**$ 26,770,601**
TOTAL FUND 255			**$ 6,940,763**	**$ 6,940,763**	**$ 6,940,763**	**$ 6,940,763**	**$ 6,940,763**	**$ 34,703,815**
TOTAL MAJOR MAINTENANCE (100 & 255)			**$ 15,518,669**	**$ 15,518,669**	**$ 15,518,669**	**$ 15,518,669**	**$ 15,518,669**	**$ 77,593,345**

Capital Improvement Program

Executive Summary

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

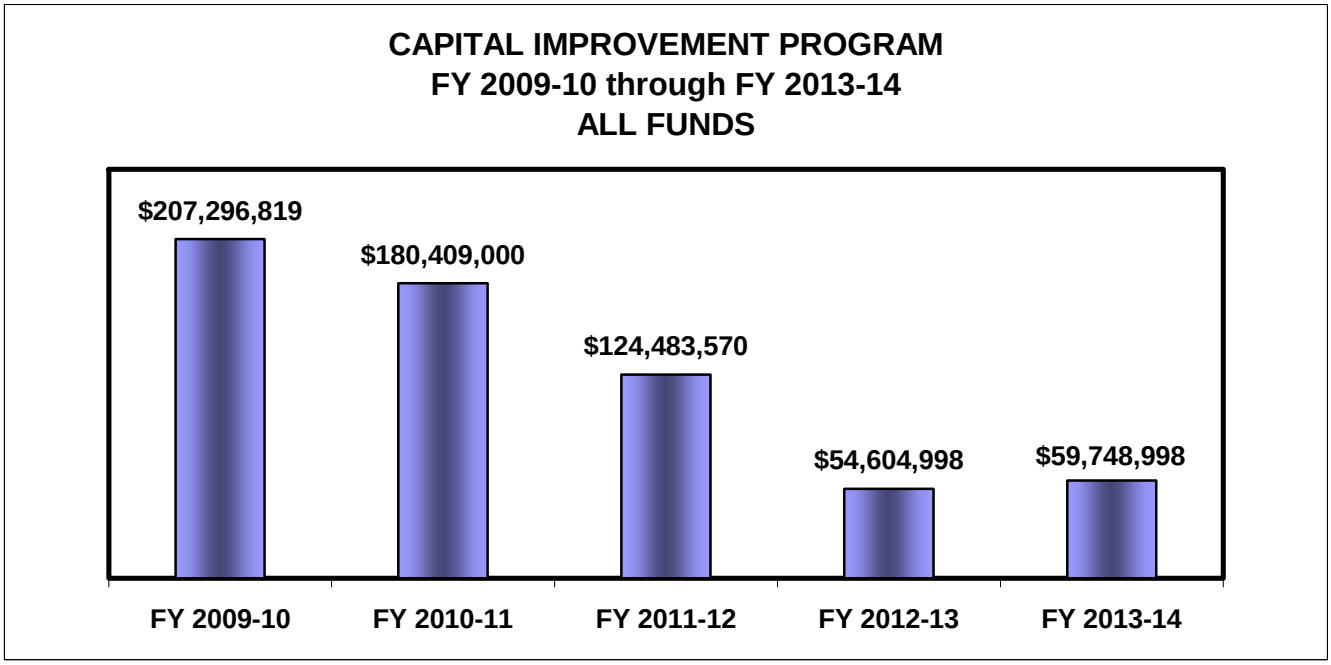
Capital Improvement Program

A Capital Improvement Program (CIP) project is defined as a major, non-recurring project that includes one or more of the following:

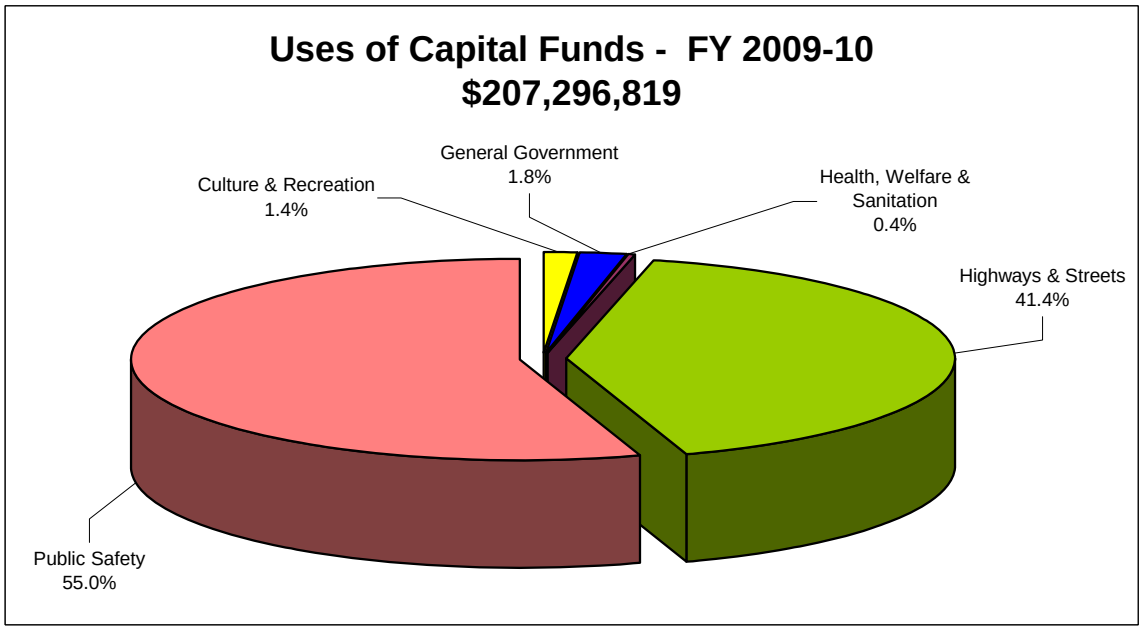
1. Any acquisition of, or improvement of, land for a public purpose.
2. Any construction of a new facility (e.g., a public building, parking lot, road, or bridge etc.), or an addition to, or extension of, such a facility.
3. A nonrecurring rehabilitation that increases the service potential of the building (i.e., something which is infrequent and would not be considered annual or other recurrent maintenance) or major repair of all or a part of a building, its grounds, or a facility.
4. Any planning, feasibility, engineering, or design study related to an individual capital improvement project or to a program that is implemented through individual capital improvement projects.

The most common examples include the purchase of land and buildings as well as construction of buildings, roads, and bridges. Sources of funding for Capital Improvement Projects may include voter-approved bonds, voter-authorized taxes, other forms of long-term financing such as Certificates of Participation (COPs), operating funds, contributions from other public and private entities, and grants.

The CIP spans a five-year period beginning with Fiscal Year 2009-10 and ending Fiscal Year 2013-14. The total anticipated cost for projects presented in the FY 2009-10 CIP is $207.3 million.



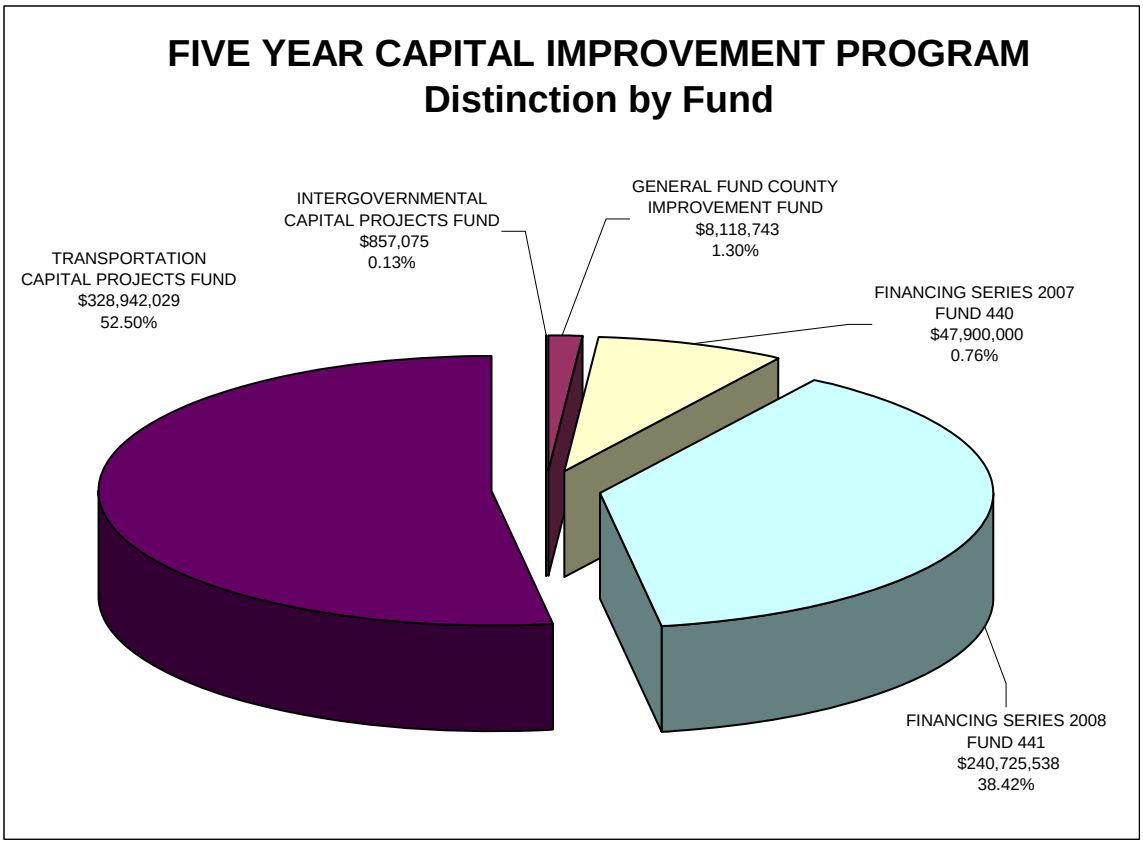
The largest portion of expenditures for the County's five-year Capital Improvement Program is the Court Tower Project and other Public Safety Related Projects with 55.0% of the total. Transportation Projects (Highways and Streets) make up the second largest portion of the Capital Improvement Program, at 41.4% of the total. The remaining 3.6% encompasses funding for Culture and Recreation, Health, Welfare and Sanitation and General Government projects.



It should be noted that over the five-year period, the cost of a project and its projected completion date could vary from the initial plan due to changes in Board priorities, greater-than-anticipated costs, unforeseen events, and/or changes in funding assumptions. The following table highlights significant changes from the FY 2008-09 Capital Improvement Program.

FY 2009-10 CAPITAL IMPROVEMENT PROGRAM
Five-Year Total By Fund

CIP Allocation by Fund	ADOPTED FY 2008-09 THRU FY 2012-13	ADOPTED FY 2009-10 THRU FY 2013-14	(Increase)/ Decrease
General Fund			
422 INTERGOVERNMENTAL CAP PROJ	$ 3,450,000	$ 857,075	$ 2,592,925
440 FINANCING SERIES 2007	75,590,432	47,900,000	27,690,432
441 FINANCING SERIES 2008	346,780,553	240,725,538	106,055,015
445 GENERAL FUND CTY IMPROV	21,580,295	8,118,743	13,461,552
Subtotal General Fund	$ 447,401,280	$ 297,601,356	$ 149,799,924
Special Revenue			
234 TRANSPORTATION CAPITAL PROJECT	$ 339,453,492	$ 328,942,029	$ 10,511,463
455 DETENTION CAPITAL PROJECTS	20,849,900	-	20,849,900
Subtotal Special Revenue	$ 360,303,392	$ 328,942,029	$ 31,361,363
TOTAL MARICOPA COUNTY	**$ 807,704,672**	**$ 626,543,385**	**$ 181,161,287**



Capital Projects Budget

The capital projects budget is the first year of the Capital Improvement Program. The FY 2009-10 Maricopa County Capital Projects budget is $207.3 million and is comprised of projects for which funding has been clearly identified for the duration of the projects. Total budgeted expenditures by fund source compared with FY 2008-09 expenditures are shown in the table below.

CAPITAL BUDGET BY FUND				
FUND	FY 2008-09 ADOPTED	FY 2008-09 REVISED	FY 2008-09 FORECASTED	FY 2009-10 ADOPTED
General Fund				
422 INTERGOVERNMENTAL CAP PROJ	$ 3,450,000	$ 3,795,000	$ 2,182,582	$ 857,075
440 FINANCING SERIES 2007	67,626,776	67,082,070	24,969,949	40,900,000
441 FINANCING SERIES 2008	67,122,027	67,122,027	33,741,453	73,088,797
445 GENERAL FUND CTY IMPROV	18,174,462	24,678,086	19,392,626	6,722,910
Subtotal General Fund	$ 156,373,265	$ 162,677,183	$ 80,286,610	$ 121,568,782
Special Revenue				
234 TRANSPORTATION CAPITAL PROJECT	$ 98,605,934	$ 98,605,934	$ 85,705,950	$ 85,728,037
455 DETENTION CAPITAL PROJECTS	46,428,953	39,527,995	11,700,054	-
Subtotal Special Revenue	$ 145,034,887	$ 138,133,929	$ 97,406,004	$ 85,728,037
TOTAL MARICOPA COUNTY	**$ 301,408,152**	**$ 300,811,112**	**$ 177,692,614**	**$ 207,296,819**

Operating & Capital Budgets – Their Relationship

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

Future operating costs related to new facilities constructed or acquired through the CIP are carefully considered before project commitments are made. This is a particularly important budgetary consideration with the new detention and Court facilities. It is the County's philosophy and policy that new capital projects will be undertaken only if future operating revenues are reasonably estimated to be sufficient to support associated future operating costs. Operating costs associated with new facilities are budgeted by the user department in conjunction with the Facilities Management Division of the Public Works Department. Estimated operating costs, as well as anticipated savings in lease costs and operating costs of facilities to be replaced are factored into the County's ten-year financial forecast.

The estimated annual operating costs for the new general fund and detention facilities include utility costs, housekeeping, general maintenance commodities, and janitorial contracts. Also included are user department operating net costs that may result from the construction of the project, such as additional staff and operating supplies and services. The following table illustrates the estimated ongoing operating costs associated with the new facilities constructed or acquired through the CIP.

NEW FACILITY OPERATING AND MAINTENANCE COST IMPACT					
	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
GENERAL FUND PROJECTS					
Maricopa Regional Trail System	$ -	$ 41,073	$ 43,115	$ 85,959	$ 90,246
Saguaro Lake Aid Station	12,468	12,842	13,227	13,624	14,033
Security Building	102,510	105,585	108,753	112,015	115,376
Visitors Centers and Amphitheaters	100,308	100,308	100,308	100,308	100,308
General Fund Subtotal	$ 215,286	$ 519,616	$ 265,403	$ 311,906	$ 319,963

Intergovernmental and County Improvement Capital Projects - General Fund and Special Revenue Funds

Summary

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

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

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

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

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

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

Project Detail

Two (2) capital projects are adopted by the Board for support from the Intergovernmental Capital Projects Fund (422). One (1) capital project in the Financing Series 2007 Fund (440) and one (1) capital project in the Financing Series 2008 Fund (441) are identified to the Board. A total of seven (7) projects are identified to the Board for support from the General Fund (445) in the proposed CIP. The adopted projects are as follows:

422 INTERGOVERNMENTAL CAPITAL PROJECTS FUND	PREVIOUS	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FIVE-YEAR (FY 2010-14)	TOTAL PROJECT	Page
Visitor Centers and Amphitheaters	$ 452,275	$ 90,000	$ -	$ -	$ -	$ -	$ 90,000	$ 542,275	948
Cave Creek Transfer Station	592,925	767,075	-	-	-	-	767,075	1,360,000	935
TOTAL FUND 422	**$ 1,045,200**	**$ 857,075**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 857,075**	**$ 1,902,275**	

440 FINANCING SERIES 2007 FUND	PREVIOUS	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FIVE-YEAR (FY 2010-14)	TOTAL PROJECT	Page
Central Court Building Remodel	$ 8,694,000	$ 900,000	$ -	$ -	$ -	$ -	$ 900,000	$ 9,594,000	936
Criminal Court Tower	-	47,000,000	-	-	-	-	47,000,000	47,000,000	938
TOTAL FUND 440	**$ 8,694,000**	**$ 47,900,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 47,900,000**	**$ 56,594,000**	

441 FINANCING SERIES 2008 FUND	PREVIOUS	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FIVE-YEAR (FY 2010-14)	TOTAL PROJECT	Page
Criminal Court Tower	$ 51,833,462	$ 66,088,797	$ 122,295,002	$ 52,341,739	$ -	$ -	$ 240,725,538	$ 292,559,000	938
TOTAL FUND 441	**$ 51,833,462**	**$ 66,088,797**	**$ 122,295,002**	**$ 52,341,739**	**$ -**	**$ -**	**$ 240,725,538**	**$ 292,559,000**	

445 GENERAL FUND COUNTY IMPROVEMENT FUND	PREVIOUS	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FIVE-YEAR (FY 2010-14)	TOTAL PROJECT	Page
Lower Buckeye Central Plant Chilled	$ 1,639,202	$ 1,177,321	$ -	$ -	$ -	$ -	$ 1,177,321	$ 2,816,523	940
Maricopa Regional Trail System	1,118,775	2,485,392	1,000,000	395,833	-	-	3,881,225	5,000,000	941
Parks System Master Plan	361,772	43,428	-	-	-	-	43,428	405,200	943
Saguaro Lake Aid Station	650,000	100,000	-	-	-	-	100,000	750,000	945
Security Building	20,841,883	2,632,401	-	-	-	-	2,632,401	23,474,284	947
Visitor Centers and Amphitheaters	6,627,461	184,368	-	-	-	-	184,368	6,811,829	948
Vulture Mountain Study	-	100,000	-	-	-	-	100,000	100,000	950
TOTAL FUND 445	**$ 31,239,093**	**$ 6,722,910**	**$ 1,000,000**	**$ 395,833**	**$ -**	**$ -**	**$ 8,118,743**	**$ 39,357,836**	

Cave Creek Transfer Station

Project Location: New River Road and Landfill Road
County District(s): 4
Managing Department: Facilities Management
Project Partner(s): Waste Management
Scheduled Completion Date: December 2009

Project Description

This project will provide for a new Waste Management waste transfer station.

Purpose Statement

The purpose of this project is to provide Maricopa County citizens in the New River area a waste transfer station.

Funding/Cost Summary

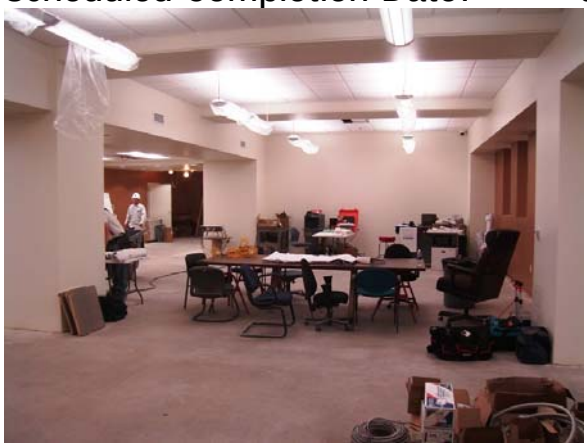
Funding Source	Previous Actuals	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
Intergovernmental Cap Proj (422)	$ -	$ 592,925	$ 767,075	$ -	$ -	$ -	$ -	$ 767,075	$ 1,360,000
Project Total	**$ -**	**$ 592,925**	**$ 767,075**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 767,075**	**$ 1,360,000**

Operating Cost Summary

Not Available

Central Court Building Remodel

Project Location: Downtown Phoenix Court Complex
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: July 2009



Project Description:

The project consists of the renovation of the Central Court Building for Superior Court Regional Court Center (RCC). The project includes the renovation of the 2nd floor of the Central Court Building and the addition of three new RCC Courts and one new Visiting Judge Court in the basement.

Purpose Statement

The purpose of the Central Court Building (CCB) project is to ensure timely, fair, and impartial justice in case processing by remodeling the lower level of the CCB and constructing new RCC / EDC courts. In addition, the second floor of the CCB has been abated and renovated to accommodate court administration functions that were in the CCB lower level.

Strategic Goals Addressed

By June 2012, the Superior Court will provide timely, fair, and impartial justice in case processing by resolving 95% of all Felony Cases in compliance with established trial court standards.

Strategic Plan Programs Supported

- Criminal Justice

Strategic Plan Activities Supported

- General Felony Adjudication

Result Measures

Measure	FY 2008-09 Year-To-Date Actual	FY 2008-09 Year-End Projected	FY 2009-10 Projected with Capital Improvement
Percent of General Felony Cases resolved	91%	91%	95%
Percent of General Felony Cases resolved within 180 days	76%	76%	80%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
Financing Series 2007 (440)	$ 2,599,430	$ 6,094,570	$ 900,000	$ -	$ -	$ -	$ -	$ 900,000	$ 9,594,000
Project Total	**$ 2,599,430**	**$ 6,094,570**	**$ 900,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 900,000**	**$ 9,594,000**

Operating Cost Summary

Not Available

Criminal Court Tower

Project Location: 1st Avenue and Madison Street - Phoenix
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: February 2012

Project Description

The Criminal Court Tower project involves the construction of a state-of–the-art 32 (22 fully constructed, 10 shelled out) courtroom facility, approximately 682,792 square feet, to be constructed on the site of the current Madison Street Parking Garage. In addition to courtrooms, the facility will include a Jury Assembly area, a sally-port for prisoner transport, secured judicial parking, a food service area on the 1st floor and related space for Court support, and the County's Restorative Justice Program.

Purpose Statement

The new Criminal Court Tower will serve as the anchor facility for the full service downtown court complex. As a key component of that design, it is instrumental in providing improved accessibility, more efficient and effective court services to the public while addressing Maricopa County's rapidly growing population.

Strategic Goals Addressed

By June 2012, the Superior Court will provide timely, fair, and impartial justice in case processing by resolving 95% of all Felony Cases in compliance with established trial court standards.

Strategic Plan Programs Supported

- *Criminal Justice*

Strategic Plan Activities Supported

- *General Felony Adjudication*

Result Measures

Measure	FY 2008-09 Year-To-Date Actual	FY 2008-09 Year-End Projected	FY 2009-10 Projected with Capital Improvement
Percent of General Felony Cases resolved	91%	91%	95%
Percent of General Felony Cases resolved within 180 days	76%	76%	80%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
Financing Series 2008 (441)	$ 7,612,546	$ 44,220,916	$ 66,088,797	$ 122,295,002	$ 52,341,739	$ -	$ -	$ 240,725,538	$ 292,559,000
Financing Series 2007 (440)	-	-	47,000,000	-	-	-	-	47,000,000	47,000,000
General Fund Cty Improv (445)	799,953	-	-	-	-	-	-	-	799,953
Project Total	**$ 8,412,499**	**$ 44,220,916**	**$ 113,088,797**	**$ 122,295,002**	**$ 52,341,739**	**$ -**	**$ -**	**$ 287,725,538**	**$ 340,358,953**

Operating Cost Summary

	FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14
Post-Construction Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ -	$ 705,175	$ 729,856	$ 755,401
Supplies & Services	-	-	-	3,797,243	4,879,340	5,051,285
Total	$ -	$ -	$ -	$ 4,502,418	$ 5,609,196	$ 5,806,686
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ -	$ -	$ 705,175	$ 729,856	$ 755,401
Supplies & Services	-	-	-	3,797,243	4,879,340	5,051,285
Total	$ -	$ -	$ -	$ 4,502,418	$ 5,609,196	$ 5,806,686

Lower Buckeye Central Plant – Chilled Water

Project Location: Lower Buckeye Jail, Durango
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: September 2009

Project Description

This project includes the design and construction of additional chilled water piping and new chillers for the Lower Buckeye Central Plant. The additional piping and chillers will supply chilled water to facilities on the north side of the Roosevelt Irrigation Canal at the Durango Facility. This is an ongoing fiscal year project with a final goal of providing chilled water from the Lower Buckeye Central Plant to all facilities at the Durango Campus.

Purpose Statement

The purpose of this project is to provide chilled water to all facilities within the Durango Campus. This will serve as an upgrade in cooling the facilities and a more energy efficient cooling system.

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
General Fund Cty Improv (445)	$ 331,564	$ 1,307,638	$ 1,177,321	$ -	$ -	$ -	$ -	$ 1,177,321	$ 2,816,523
Project Total	**$ 331,564**	**$ 1,307,638**	**$ 1,177,321**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,177,321**	**$ 2,816,523**

Operating Cost Summary

Not Available

Maricopa Regional Trail System

Project Location: Various
County District(s): All
Managing Department: Parks & Recreation
Project Partner(s): Maricopa Trail & Park Foundation
Scheduled Completion Date: August 31, 2013

Project Description

The Maricopa Trail program will design and build a regional trail operation to connect the Maricopa County Parks with a shared use, non-motorized linear park experience. It will link and assist communities to become more livable and create open space corridors to protect natural and cultural resources. It will provide an enhanced health, informed educational and increased recreational opportunity and park amenity.

The regional trail system was conceived by the Board of Supervisors as an opportunity for valley-wide community members to access the trail from their neighborhoods. It is dedicated to the community-at-large at no cost to the public. Some people may not be able to afford to go the regional parks all the time, so they will enjoy the trail nearby. Many people move to the Valley to enjoy the desert environment, so this trail system sets aside open space of regional significance.

The Maricopa County Regional Trail System plan was adopted by the Board of Supervisors on August 16, 2004. With funding provided in fiscal years 2005 and 2006, a purchase was made for State trust land to build Segment 10 and engineering surveys were begun; in addition, approximately 8.8 miles of regional trail were added to link Spur Cross Ranch Conservation Area via Segment 17 and Cave Creek Regional Park via Segment 19 in fiscal year 2007. In fiscal year 2008, another 8 miles of trail were built for Segments 16 and 18 in the area east of the Anthem community along Rodger Creek to connect to Cave Creek Regional Park that will include the planned construction of a Trailhead at the New River Road crossing of the Trail; and linking the Cave Creek Regional Park north to the Spur Cross Ranch Conservation Area. In fiscal year 2009 the County will continue to build 9 miles of trail connecting Segment 14/Lake Pleasant Regional Park to Segment 15/Anthem at Interstate17.

Purpose Statement

The purpose of the Maricopa Trail project is to provide an accessible outdoor recreational experience for the people who live and work locally, so they may travel along the trail as a pathway to the Parks. In addition it will provide open space corridors to protect natural and cultural resources from development.

Strategic Goals Addressed

By July 31, 2009, continue to expand the buffer zones around the existing parks and acquire land and trail segments identified through the Bureau of Land Management Recreation & Public Purposes lease applications and the Maricopa Regional Trail Program at McDowell Regional Park, Cave Creek Regional Park, White Tank Mountain Regional Park and Lake Pleasant Regional Park.

Strategic Plan Programs Supported

- Park Education and Recreation Program
- Support Program

Strategic Plan Activities Supported

- Recreation Activity
- Maintenance & Development Activity

Result Measures

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected
RESULT: Percent of trail users satisfied with condition of trails	91.4%	91.4%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
General Fund Cty Improv (445)	$ 804,141	$ 314,634	$ 2,485,392	$ 1,000,000	$ 395,833	$ -	$ -	$ 3,881,225	$ 5,000,000
Intergovernmental Cap Proj (422)	836,104	160,833	-	-	-	-	-	160,833	$ 1,157,770
Project Total	**$ 1,640,245**	**$ 475,467**	**$ 2,485,392**	**$ 1,000,000**	**$ 395,833**	**$ -**	**$ -**	**$ 4,042,058**	**$ 6,157,770**

Operating Cost Summary

	FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13
Current Managing Dept Operating Costs						
Personal Services	$ 201,531	$ 251,735	$ 264,322	$ 277,538	$ 291,415	$ 305,985
Supplies & Services	13,900	7,305	7,451	7,600	7,752	7,907
Total	$ 215,431	$ 259,040	$ 271,773	$ 285,138	$ 299,167	$ 313,893
Post-Construction Managing Dept Operating Costs						
Personal Services	$ 201,531	$ 251,735	$ 305,022	$ 320,273	$ 376,986	$ 395,836
Supplies & Services	13,900	7,305	7,824	7,980	8,140	8,303
Total	$ 215,431	$ 259,040	$ 312,845	$ 328,253	$ 385,126	$ 404,138
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ -	$ 40,700	$ 42,735	$ 85,572	$ 89,850
Supplies & Services	-	-	373	380	388	395
Total	$ -	$ -	$ 41,073	$ 43,115	$ 85,959	$ 90,246

Park System Master Plan

Project Location:	All Maricopa County Parks
County District(s):	All
Managing Department:	Parks & Recreation
Project Partner(s):	None
Scheduled Completion Date:	November 30, 2009

Project Description

In 1965, the Maricopa County Board of Supervisors approved the Maricopa County Regional Park System Plan. This plan laid the foundation for a dynamic county park system. Since then Maricopa County has grown tremendously in population, transportation, and economics to name a few factors. Park design, planning, and philosophy have also changed along with time and because of this the MCPRD System Plan is outdated and portions are no longer applicable to the overall park system. For example, Thunderbird Semi-Regional Park was part of the system in 1965 but has been transferred to another agency. In addition, over the past 43 years, many of MCPRD Parks have expanded their boundaries, such as Lake Pleasant Regional Park and White Tank Mountain Regional Park. MCPRD has acquired new parks and a conservation area in the past decade, for example, San Tan Mountain Regional Park, Adobe Dam Regional Park, and Spur Cross Ranch Conservation Area. A new and updated master plan is needed to guide future policies, procedures, standards and potential recreation opportunities for all these changes. The master plan would further identify a long-term and flexible approach to providing recreational opportunities in the parks development, while appropriately managing park resources. The master planning estimated cost is $485,200, including some in-house project management costs.

Purpose Statement

The purpose of the Park System Master Plan project is to create a comprehensive, strategic, system plan that will set forth the appropriate park system structure and policies through thorough analysis of our existing and future resources as well as public demand and needs which will guide County leadership in meeting the needs of the regional park visitors so the percent of visitors satisfied with parks and facilities will increase.

Strategic Goals Addressed

By August 28, 2008, identify the capital improvement funding to meet the priority improvements identified in the Parks System Master Plan recommendations (County Goal SP5.3)

Strategic Plan Programs Supported

- Support Program

Strategic Plan Activities Supported

- Maintenance & Development Activity

Result Measures

RESULT MEASURE	FY 2008-09 Year-To-Date Actual	FY 2008-09 Year-End Projected	Projected with Capital Improvement
RESULT: Percent of park visitors rating park facilities as good to excellent	86.7%	86.7%	88.0%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
General Fund Cty Improv (445)	$ 314,116	$ 47,656	$ 43,428	$ -	$ -	$ -	$ -	$ 43,428	$ 405,200
Project Total	**$ 314,116**	**$ 47,656**	**$ 43,428**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 43,428**	**$ 405,200**

Operating Cost Summary

There is no operational cost increase associated with the process of master planning the park system. Impact to operations would be assessed based on the implementation of specifics in the plan.

Saguaro Lake Aid Station

Project Location: Saguaro Lake
County District(s): 2
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: June 2010

Project Description

This project includes the design and construction of a new Maricopa County Sheriff's Office aid station for the Saguaro Lake.

Purpose Statement

The purpose of this project is to replace the current old aid station which is beyond its useful life span. The facility provides the Sheriff's Office with office space, a holding room, and an aid station for the Saguaro Lake patrol unit.

Strategic Plan Programs Supported

- *Enforcement*

Strategic Plan Activities Supported

- *Patrol*

Result Measures

Measure	FY 2008-09 Year-To-Date Actual	FY 2008-09 Year-End Projected	FY 2009-10 Projected with Capital Improvement
Percent of Priority 1 Calls Responded to in 5 mins or less	41.0%	41.0%	41.0%

Funding/Cost Summary

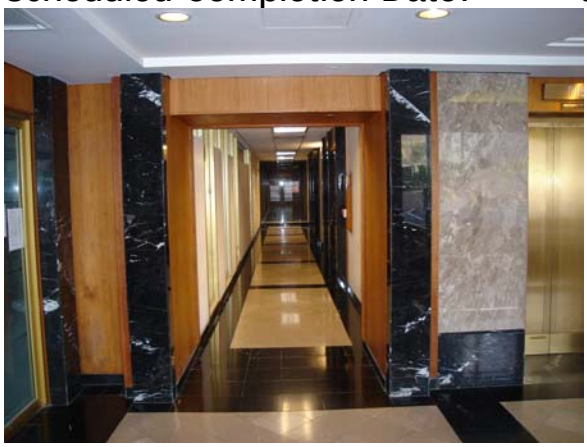
Funding Source	Previous Actuals	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
General Fund Cty Improv (445)	$ -	$ 650,000	$ 100,000	$ -	$ -	$ -	$ -	$ 100,000	$ 750,000
Project Total	**$ -**	**$ 650,000**	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000**	**$ 750,000**

Operating Cost Summary

	FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14
Post-Construction Managing Dept Operating Costs						
Supplies & Services	$ 12,105	$ 12,468	$ 12,842	$ 13,227	$ 13,624	$ 14,033
Total	$ 12,105	$ 12,468	$ 12,842	$ 13,227	$ 13,624	$ 14,033
Net Operating Cost Increase (post less current)						
Supplies & Services	$ 12,105	$ 12,468	$ 12,842	$ 13,227	$ 13,624	$ 14,033
Total	$ 12,105	$ 12,468	$ 12,842	$ 13,227	$ 13,624	$ 14,033

Security Building

Project Location: 234 N. Central Ave - Phoenix
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: June 2010



Project Description

This project includes the replacement of the freight elevator, which is currently unusable, and funds the partial build out of first floor space.

Purpose Statement

The purpose of this project is to provide a safe and usable fright elevator, and providing usable floor space for future tenants.

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
General Fund Cty Improv (445)	$ 20,283,768	$ 558,115	$ 2,632,401	$ -	$ -	$ -	$ -	$ 2,632,401	$ 23,474,284
Project Total	**$ 20,283,768**	**$ 558,115**	**$ 2,632,401**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,632,401**	**$ 23,474,284**

Operating Cost Summary

	FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14
Post-Construction Managing Dept Operating Costs						
Personal Services	$ -	$ 35,460	$ 36,524	$ 37,620	$ 38,748	$ 39,911
Supplies & Services	-	67,050	69,062	71,133	73,267	75,465
Total	$ -	$ 102,510	$ 105,585	$ 108,753	$ 112,015	$ 115,376
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ 35,460	$ 36,524	$ 37,620	$ 38,748	$ 39,911
Supplies & Services	-	67,050	69,062	71,133	73,267	75,465
Total	$ -	$ 102,510	$ 105,585	$ 108,753	$ 112,015	$ 115,376

Visitor Center and Amphitheater Project

Project Location:	Estrella, Usery, Cave Creek and Lake Pleasant Regional Parks
County District(s):	Districts 2, 4 and 5
Managing Department:	Parks & Recreation
Project Partner(s):	None
Scheduled Completion Date:	November 30, 2009

Project Description

The Visitor Centers and Amphitheaters Project will fund the construction of a new Visitor Center and corresponding Amphitheaters at Cave Creek and Usery Mountain Regional Parks. Estrella Mountain Regional Park, which already has an Amphitheater, will receive a Visitor Center building and Lake Pleasant Regional Park, which has a Visitor Center at the Overlook will receive an Amphitheater conducive to park programming. Currently all education programming regarding the natural resources of the Sonoran desert is done in open desert locations while hiking or sitting under a ramada. Consequently, very little programming can occur during adverse weather conditions (heat or rain). Also, there are no facilities for audio-visual education, interpretive displays, and very limited provisions for flora and fauna displays. The construction of these visitor centers and amphitheaters will provide high quality facilities for enhanced education and interpretation. In addition, these venues will serve the community for their recreational needs, such as meetings, scout groups and even weddings or other celebrations.

The total project cost is estimated to be $7,354,104. Current budget allocation for this project is $7,354,104, with some of the funding coming directly from Lake Pleasant Regional Park revenues.

Purpose Statement

The purpose of the Visitor Center and Amphitheaters project is to meet the needs of the regional park users of Maricopa County so that they will increase their satisfaction with the facilities at County parks. The mission of the County regional park system is to provide recreational and educational opportunities while protecting park resources for residents and visitors so they can enjoy a safe and meaningful outdoor experience.

Strategic Goals Addressed

By August 28, 2008, identify the capital improvement funding to meet the priority improvements identified in the Parks System Master Plan recommendations (County Goal SP5.3)

Strategic Plan Programs Supported

- Support Program

Strategic Plan Activities Supported

- Maintenance & Development Activity

Result Measures

RESULT MEASURE	FY 2008-09 Year-To-Date Actual	FY 20087-09 Year-End Projected	Projected with Capital Improvement
RESULT: Percent of park visitors rating park facilities as good to excellent	86.7%	86.7%	90.0%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
General Fund Cty Improv (445)	$ 3,217,943	$ 3,409,518	$ 184,368	$ -	$ -	$ -	$ -	$ 184,368	$ 6,811,829
Intergovernmental Cap Proj (422)	452,275	-	90,000	-	-	-	-	90,000	542,275
Project Total	**$ 3,670,218**	**$ 3,409,518**	**$ 274,368**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 274,368**	**$ 7,354,104**

Operating Cost Summary

	FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14
Current Managing Dept Operating Costs						
Personal Services	$ 807,784	$ 848,173	$ 873,618	$ 899,827	$ 926,822	$ 954,626
Supplies & Services	300,907	-	-	-	-	-
Total	$ 1,108,691	$ 848,173	$ 873,618	$ 899,827	$ 926,822	$ 954,626
Post-Construction Managing Dept Operating Costs						
Personal Services	$ 807,784	$ 901,381	$ 926,826	$ 953,035	$ 980,030	$ 1,007,834
Supplies & Services	300,907	47,100	47,100	47,100	47,100	47,100
Total	$ 1,108,691	$ 948,481	$ 973,926	$ 1,000,135	$ 1,027,130	$ 1,054,934
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ 53,208	$ 53,208	$ 53,208	$ 53,208	$ 53,208
Supplies & Services	-	47,100	47,100	47,100	47,100	47,100
Total	$ -	$ 100,308	$ 100,308	$ 100,308	$ 100,308	$ 100,308

Vulture Mountain Study

Project Location:	Wickenburg
County District(s):	4
Managing Department:	Parks & Recreation
Project Partner(s):	Bureau of Land Management (BLM)
Scheduled Completion Date:	June 30, 2010

Project Description

In order to assess the potential for patenting the BLM property in the Vulture Mountain area near Wickenburg, the BLM is required to undergo several assessments. The BLM has indicated that it may take more than two years for their staff to prepare these studies. The purpose of this request is to provide funding to allow BLM to expedite these studies through private contractors.

The land itself will likely remain with BLM and be managed in a cooperative management agreement similar to that of most of San Tan Mountain Regional Park, pending Recreational Management & Public Purposes (RM&PP) acquisition. The park will ultimately include, at a minimum, park infrastructure, trails and trailheads but will probably include some of the facilities found at other Regional Mountain Parks. Initial study costs are estimated at $100,000. Future capital costs will be determined through park master planning, but initial infrastructure is estimated at $1,500,000.

Purpose Statement

The purpose of the Vulture Mountain Study project is to assess the feasibility of managing Vulture Peak as a County park for both residents and visitors so they will have natural open space preserved into the future. The area is currently being managed under the BLM's multiple use philosophy which allows, mining, cattle grazing, off-highway vehicle use and a wide variety of other recreational uses in a relatively unsupervised manner. As the County continues to grow in and around the Wickenburg area, this type of use will become increasingly incompatible. Protecting the area as a County park will allow for greater management of the site resulting in more controlled use of the area and greater visitor and resident satisfaction. Parks and BLM have been working with the town of Wickenburg to assure quality of life and economic benefits provided by the area will be enhanced through park development and management, while preserving the unique western flavor of the community.

Strategic Goals Addressed

By July 31, 2009, we will continue to expand the buffer zones around existing parks and acquire lands and trail segments identified through the Bureau of Land Management Recreation & Public Purposes lease applications and the Maricopa Regional Trail Plan, at McDowell Mountain Regional Park, Cave Creek Regional Park, White Tank Mountain Regional Park and Lake Pleasant. (County goal SP4.2)

Strategic Plan Programs Supported

- *Support Program*

Strategic Plan Activities Supported

- *Maintenance & Development Activity*

Result Measures

RESULT MEASURE	FY 2008-09 Year-To-Date Actual	FY 2008-09 Year-End Projected	Projected with Capital Improvement
RESULT: Percent of park visitors rating park facilities as good to excellent	86.7%	86.7%	86.7%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
General Fund Cty Improv (445)	$ -	$ -	$ 100,000	$ -	$ -	$ -	$ -	$ 100,000	$ 100,000
Project Total	**$ -**	**$ -**	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000**	**$ 100,000**

Operating Cost Summary

There are no operational costs associated with Vulture Mountain acquisition at this time.

Transportation Capital Projects Fund

Summary

The Maricopa County Public Works Department employs an objective planning procedure for evaluating and ranking potential projects for inclusion in its five-year Transportation Improvement Program (TIP). This procedure includes using equally weighted, objective criteria to score and rank potential projects. The ranking criteria used by the Public Works Department for future roadway improvements include:

- Safety (crash history), pavement conditions, and current sufficiency levels of roadways
- Land use, regional travel usage, and environmental factors
- Current and future traffic volumes compared to the physical capacity of the roadway
- A benefit/cost analysis that measures reductions in delay due to improvements
- Joint sponsorship of the project and the actual commitment of funds by partnering agencies
- Bonus points for intelligent transportation systems, alternative modes and environmental enhancements

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

The Maricopa County Board of Supervisors (BOS) annually approves the TIP. This annual approval authorizes expenditures by Public Works for making transportation improvements to roadways and bridges, acquiring rights-of-way, developing Intelligent Transportation Systems (ITS) and conducting future studies of county roadways.

Public Works staff, representatives from cities and towns, and the public recommend projects for inclusion in the TIP. Public Works then internally prepares its recommendations for future roadway improvements. Funding from all available sources is then matched against the proposed projects. Public Works typically considers the highest rated projects first and subsequently recommends improvements based on the rankings, potential financial partners, and available budget.

The recommended projects are then submitted to the Transportation Advisory Board for their review and input. The Board of Supervisors makes the final decision regarding projects to be included in the TIP.

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

Project Detail

A total of 12 capital project bins are identified and recommended to the Board of Supervisors from Public Works. The adopted projects are as follows:

234 TRANSPORTATION CAPITAL PROJECTS	PRIOR YEARS	FY 2008-09 PROJECTED	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	5-YEAR TOTAL	Page
Bridge Preservation	$ 14,777,594	$ 5,112,984	$ 2,513,000	$ 2,880,000	$ 5,030,000	$ 530,000	$ 530,000	$ 11,483,000	955
County Arterials	94,633,971	17,158,993	8,280,000	5,265,000	7,665,000	2,590,000	14,565,000	38,365,000	958
Dust Mitigation	26,294,083	8,012,328	6,050,000	4,570,000	3,530,000	3,530,000	3,530,000	21,210,000	961
Intelligent Transportation Systems	6,918,139	886,762	1,470,000	2,353,000	1,030,000	1,030,000	1,030,000	6,913,000	964
MAG ALCP Projects	28,770,625	15,700,724	35,030,000	21,654,000	32,754,000	27,463,000	20,292,000	137,193,000	966
Partnerships	28,513,149	10,574,367	1,530,000	2,731,000	1,080,000	675,000	675,000	6,691,000	969
Pavement Preservation	13,606,040	1,948,618	5,270,000	1,125,000	1,125,000	1,170,000	530,000	9,220,000	971
Transportation Planning	9,509,467	1,672,819	1,630,000	1,630,000	1,630,000	1,630,000	1,630,000	8,150,000	974
Right-of-way	27,579,527	1,265,538	585,000	580,000	580,000	580,000	580,000	2,905,000	977
Safety Projects	295	707,606	530,000	310,000	310,000	310,000	310,000	1,770,000	979
Traffic Improvements	27,372,091	10,247,263	6,879,500	6,030,000	6,030,000	6,030,000	6,030,000	30,999,500	981
Transportation Administration	25,160,127	581,866	15,960,537	7,985,998	10,981,998	9,066,998	10,046,998	54,042,529	985
TOTAL FUND	**$ 303,135,109**	**$ 73,869,868**	**$ 85,728,037**	**$ 57,113,998**	**$ 71,745,998**	**$ 54,604,998**	**$ 59,748,998**	**$ 328,942,029**	

Managing for Results

Purpose Statements

The purpose of the Build Roads and Structures Program is to provide transportation infrastructure project delivery services to the Maricopa County traveling public so they can receive infrastructure improvements on time and within budget.

The purpose of the Engineer Roads and Structures Program is to provide engineering, road and structure design, utility coordination, right-of-way regulation, and Improvement District Administration services to transportation professionals so they can complete projects in compliance with applicable standards providing safe and efficient right-of-way infrastructure.

The purpose of the Transportation Planning Program is to provide planning, programming, community and government relations and environmental services to departments management and the Board of Supervisors so they can have the information available from which to make technically sound, timely, and informed decisions.

Strategic Goal

By June 30, 2014, Maricopa County Public Works will meet the increasing demands for public works services by constructing 85% of County transportation, flood structure, and facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Build Roads and Structures
- Engineer Roads and Structures
- Transportation System Development

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Techniques
- Materials Technology
- Roadway Construction
- Transportation Construction Management

- Transportation Improvement Program Management
- Transportation Project Management

Bridge Preservation

Managing Department: Public Works
Project Partner(s): T254 Queen Creek, Maricopa County Flood Control District
T300 Maricopa County Flood Control District
T308 City of Phoenix

Scheduled Completion Dates

Improvement	District	Scheduled Completion
Old US 80 Bridge @ Gila River	5	4th Qtr FY 12

Purpose Statement

The purpose of the Bridge Preservation project is to inspect and repair bridges and box culverts so that commuters experience less travel delay and have a safe commute.

Project Description:

T188 – Old US 80 Bridge @ Gila River

Old US 80 Bridge @ Gila River This historic bridge was constructed in 1929 and is in need of major repairs, which will require closing the bridge and constructing a temporary by-pass road. Federal funds will be requested to pay for a portion of the repairs. The initial assessment made to identify the extent of the repairs needed indicated costs in excess of the available budget and a value engineering study is in progress to reduce repair costs. Estimated cost is $8,000,000 with $125,000 budgeted to complete the value engineering analysis in FY 2010.

In addition to the above projects funding has been budgeted to begin scoping studies (preliminary design and cost estimate) to determine the type and cost of improvements need for:

T254 – Riggs Road at Sonoqui Wash

This scoping study will examine the feasibility and benefits of constructing a five-lane bridge (68' wide) over Sonoqui Wash in District 1. The Town of Queen Creek is securing the right-of-way for the project. The Maricopa County Flood Control District is in the process of channelizing Sonoqui Wash. No date for construction has been set and construction is contingent on the results of each scoping effort and available funds. Estimated cost finish the scoping effort is $170,000.

T300 – Happy Valley Grade Control Structure (GCS) at the Agua Fria River

The purpose of this study is to determine the cost to install a grade control structure under the Happy Valley road bridge so that the bridge is protected from flood waters eroding the bridge supports and causing damage to the bridge. The Maricopa County Flood Control District MCDOT is the lead agency for the study and the County has agreed to contribute a total of $150,000 toward the cost of the study plus staff participation. A total of $10,000 is budgeted for staff involvement in the study during FY 2010.

T304 – Miller Rd Bridge at the Buckeye Irrigation District Canal

The purpose of the study is to determine the cost to repair the canal lining under the bride which has washed away and water is undermining the road jeopardizing pavement stability. This was discovered during routing inspection of the structure which takes place every two years. Once the cost and extent of repairs is determined, funds will be allocated for the repair so the traveling public will have a safe

bridge across the canal. Total cost of the study is $150,000 with $10,000 budgeted in FY 2010 for study completion.

T308 – 67th Ave Bridge over the Salt River

The purpose of this scoping study is to examine the feasibility and benefits of constructing a six-lane bridge over the Salt River so the traveling public will have a safe and all weather crossing of the river at 67th Ave. Estimated cost to complete the study is $405,000.

Strategic Goals Addressed

Project Delivery. By June 30, 2014, Maricopa County Public Works will meet the increasing demands for public works services by constructing 85% of County transportation, flood structure, and facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Services
- Transportation Construction Management
- Materials Technology
- Transportation Project Management
- Transportation Improvement Program Management
- Roadway Construction

Result Measure

RESULT MEASURE	FY 2008-09 Year-To-Date Actual	FY 2008-09 Year-End Projected	Projected with Capital Improvement
Percent of Transportation Improvement Program projects delivered on time	33%	85%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
Highway User Revenue Funds	$ 9,957,591	$ 4,589,317	$ (660,667)	$ 1,730,000	$ 5,030,000	$ 530,000	$ 530,000	$ 7,159,333	$ 21,706,241
Partnership Contributions/IGA/IDA	4,820,003	523,667	1,673,667	-	-	-	-	1,673,667	7,017,337
Federal Funds	-	-	1,500,000	1,150,000	-	-	-	2,650,000	2,650,000
Project Total	**$ 14,777,594**	**$ 5,112,984**	**$ 2,513,000**	**$ 2,880,000**	**$ 5,030,000**	**$ 530,000**	**$ 530,000**	**$ 11,483,000**	**$ 31,373,578**

Negative numbers indicate repayment of prior or future expenditures

Operating Cost Summary

	FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14
Current Project Operating Costs for User Department						
Personal Sevices	$ 2,140	$ 3,307	$ 3,406	$ 3,508	$ 3,613	$ 3,722
Supplies & Services	3,077	4,754	4,897	5,044	5,195	5,351
Capital Outlay	1,004	1,551	1,598	1,646	1,695	1,746
Total	$ 6,221	$ 9,612	$ 9,900	$ 10,197	$ 10,503	$ 10,818
Post Construction User Department Operating Costs						
Personal Sevices	$ 2,140	$ 3,307	$ 3,406	$ 3,508	$ 3,613	$ 3,722
Supplies & Services	3,077	4,754	4,897	5,044	5,195	5,351
Capital Outlay	1,004	1,551	1,598	1,646	1,695	1,746
Total	$ 6,221	$ 9,612	$ 9,900	$ 10,197	$ 10,503	$ 10,818

County Arterials

Managing Department: Public Works
Project Partner(s): T098 – Town of Gilbert
T083 – City of Goodyear
T178 – Town of Queen Creek (potential)

Scheduled Completion Dates

Improvement	District	Scheduled Completion
Gavilan Peak Parkway: Cloud to Joy Ranch	3	1st Q TR FY 2010
MC 85: Cotton Lane to Estrella Pkwy	4	3rd QTR FY2011
Ellsworth Rd from Hunt Hwy to Riggs Rd	1	1st QTR FY2012
Williams Field Rd from Gilbert to Lindsay Rd	1	4th QTR FY 2014

Purpose Statement

The purpose of the County Arterials project is to construct transportation infrastructure projects for the travelling public so they will have a safe and economical journey. The benefit to the public is that once constructed motorists will have a roadway that is safer and more economical to travel.

Project Description:

T243 – Gavilan Peak: Cloud to Joy Ranch

This project initially was planned to construct a two lane roadway connecting the existing Gavilan Parkway with Cloud Road, which will provide an alternate route to Anthem from Carefree Highway. A major change was approved by the Board to expand the roadway to four lanes due to the expected traffic volume. Total length of the project is approximately two miles. Estimated FY 2010 cost is $860,000 to complete construction on this $12,800,000 project.

T083 – MC 85: Cotton Lane to Estrella Pkwy

The purpose of this MC 85: Cotton Lane to Estrella Pkwy project is to widen MC 85 from a two-lane arterial roadway to six lanes with a continuous left-turn lane and bike lanes. Total length of the project is two miles. Due to construction on Interstate 10 the City of Goodyear requested that the project be delayed until I-10 construction is complete. Utilities are being moved and the Union Pacific Railroad has designed the Sarival railroad crossing expansion and that portion of the project will be completed. Estimated construction cost for this portion of the project is $4,650,000 which will be completed in FY 2011.

T178 – Ellsworth Rd from Hunt Hwy to Riggs Rd

This project will widen Ellsworth Rd from Hunt Hwy to Riggs Rd from two lanes to six lanes with center median increasing the capacity and safety of the roadway. Total length of the project is approximately 1.7 miles. The Town of Queen Creek will be the lead agency with the County providing technical staff support for environmental clearance, right-of-way acquisition Estimated cost of the project is $18 million. The County will finish the design and then make three payments totaling $7,750,000 to the Town of Queen Creek as our share of the construction. The FY 2010 payment is $3,750,000.

T098 – Williams Field Rd from Gilbert to Lindsay Rd

This project will reconstruct and widen Williams Field Rd from Gilbert to Lindsay Rd to provide either six travel lanes with raised center median or four travel lanes with raised center median and a frontage road in each direction. Additional improvements include curb, gutter, sidewalk, a storm drain system, widening of the Eastern Canal Bridge and a traffic signal at the Lindsay Road intersection. Estimated cost of the project is $11.5 million with $5,000 allocated in FY 2010 to complete the design once agreement with the Town of Gilbert is reached on the approach. Construction is tentatively planned for FY 2014 provided an agreement is reached on the alternative to be constructed and the amount each agency will contribute to the project cost.

In addition to the above projects funding has been budgeted to begin scoping effort (preliminary design and cost estimate) to determine the type and cost of improvements need for:

T177 - 7th St: Carefree Highway to Desert Hills;

T251 - Riggs Rd: Ellsworth Rd to Meridian Rd.

No date for construction has been set and construction is contingent on the results of the scoping effort and available funds. Estimated cost is $795,000 to complete these scoping studies with $160,000 allocated for FY 2010.

Design plans are being prepared for:

T112 - MC 85 from 107th Ave to 91st Ave

T113 – MC 85 from 91st Ave to 75th Ave

This project will widen MC 85 from 107th Ave to 75th Ave from the current four lanes to six lanes with turning lanes. Initially studied as two separate projects they have been combined. The project will focus on improving the intersections at 107th, 91st and 83rd Ave first then widen the roadway to six lanes as funding is available. Total length of the project is four miles. Estimated cost of the project is $67 million with $520,000 allocated in FY 2010 to complete design. Construction will be in phases as funding is available.

Strategic Goals Addressed

Project Delivery: By June 30, 2014, Maricopa County Public Works will meet the increasing demands for public works services by constructing 85% of County transportation, flood structure, and facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Services

- Materials Technology
- Roadway Construction
- Transportation Construction Management
- Transportation Improvement Program Management
- Transportation Project Management

Result Measure

RESULT MEASURE	FY 2008-09 Year-To-Date Actual	FY 2008-09 Year-End Projected	Projected with Capital Improvement
Percent of Transportation Improvement Program projects delivered on time	33%	85%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
Highway User Revenue Funds	$ 92,161,468	$ 15,058,993	$ 8,280,000	$ 5,265,000	$ 7,665,000	$ 2,590,000	$ 9,765,000	$ 33,565,000	$ 140,785,461
Partnership Contributions/IGA/IDA	2,472,503	2,100,000	-	-	-	-	4,800,000	4,800,000	9,372,503
Project Total	**$ 94,633,971**	**$ 17,158,993**	**$ 8,280,000**	**$ 5,265,000**	**$ 7,665,000**	**$ 2,590,000**	**$ 14,565,000**	**$ 38,365,000**	**$ 150,157,964**

Operating Cost Summary

	FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14
Current Project Operating Costs for User Department						
Personal Sevices	$ 1,258,445	$ 1,296,199	$ 1,357,790	$ 1,398,524	$ 1,450,115	$ 1,493,618
Supplies & Services	1,809,437	1,863,720	1,952,279	2,010,847	2,085,027	2,147,577
Capital Outlay	590,303	608,012	636,903	656,010	680,210	700,616
Total	$ 3,658,186	$ 3,767,931	$ 3,946,972	$ 4,065,381	$ 4,215,352	$ 4,341,812
Post Construction User Department Operating Costs						
Personal Sevices	$ 1,258,445	$ 1,330,993	$ 1,364,356	$ 1,414,642	$ 1,457,081	$ 1,525,604
Supplies & Services	1,809,437	1,909,098	1,959,325	2,031,555	2,092,502	2,190,951
Capital Outlay	590,303	618,352	636,903	660,398	680,210	712,255
Total	$ 3,658,186	$ 3,858,443	$ 3,960,584	$ 4,106,595	$ 4,229,793	$ 4,428,809
Net User Department Operating Costs (post less current)						
Personal Sevices	$ -	$ 34,794	$ 6,566	$ 16,118	$ 6,966	$ 31,986
Supplies & Services	-	45,377	7,046	20,708	7,475	43,373
Capital Outlay	-	10,340	-	4,388	-	11,638
Total	$ -	$ 90,511	$ 13,612	$ 41,213	$ 14,441	$ 86,997

Dust Mitigation

Managing Department: Public Works
Project Partner(s): T126 Federal funds
T176 Federal funds
T192 Federal funds
T313 Community Development Block Grant (CDBG) funds

Scheduled Completion Dates

Improvement	District	Scheduled Completion
Bush Highway:Usery Pass to Stewart Mountain Dam Rd	2	4th Qtr FY 2010
Rio Verde Drive from Forest Rd to 136th ST.	2	4th Qtr FY 2010
Forest Rd: McDowell to Rio Verde	2	4th Qtr FY 2011
Low Volume Rd Program	TBD	4th Qtr FY 2010

Purpose Statement

The purpose of this Dust Mitigation project is to reduce dust on dirt roads primarily within the PM 10 non attainment area for travelers and citizens so that dust related health problems are reduced and to ensure compliance with federal mandates. The benefit to the public is that it reduces fugitive dust particulates improving public health and making the roads safer to travel.

Project Description:

T126 – Bush Highway:Usery Pass to Stewart Mountain Dam Road

This project will widen the shoulders along Bush Highway from Usery Pass to Stewart Mountain Dam Road to create a bicycle path along this popular biking route and reduce fugitive dust so that cyclists and motorists will have a safer less dusty route to travel. Estimated cost is $1,420,000 for construction.

T192 – Rio Verde Drive from Forest Rd to 136th Street

The purpose of this project is to add bicycle lanes and make other improvements to Rio Verde Drive from Forest Rd to 136th St so that cyclists and motorists will have a safer less dusty route to travel. Estimated cost is $1,000,000 to complete construction.

T176 – Low Volume Road Program

The Low Volume Rd Program is an ongoing annual effort to pave dirt roads and arterial shoulders in the County to reduce dust particulates and improve air quality so that motorists will have a safer less dusty route to travel. FY 2010 budget is $3,000,000. Additionally $20,000 is allocated to begin identifying the next phase of dirt roads to be paved (T303 Low Volume Roads Phase 3) and support Phoenix in a joint effort to pave county island dirt roads (T301) so that cyclists and motorists will have a safer less dusty route to travel.

T249 – Forest Rd: McDowell to Rio Verde

This project will widen the shoulders along Forest Rd: McDowell to Rio Verde to create a bicycle path along this popular biking route and reduce fugitive dust so that cyclists and motorists will have a safer less dusty route to travel. Estimated construction cost is $1,000,000 with $45,000 budgeted in FY 2010 to complete the design.

T313 – Gompers Circle from Weinberg Rd to Green Road

The purpose of the Gompers Circle Paving is to pave Gompers Circle from Weinberg Rd to Green Rd to reduce dust particulates and improve air quality so that motorists will have a safer less dusty route to travel. It is listed separately since it is partially funded by Community Development Block Grant (CDBG) funds. It is expected to be paved in late FY 2009. Total cost is estimated to be $305,000 with $10,000 budgeted in FY 2010 to close the project.

Strategic Goals Addressed

Project Delivery: By June 30, 2014, Maricopa County Public Works will meet the increasing demands for public works services by constructing 85% of County transportation, flood structure, and facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Services
- Materials Technology
- Roadway Construction
- Transportation Construction Management
- Transportation Improvement Program Management
- Transportation Project Management

Result Measure

RESULT MEASURE	FY 2008-09 Year-To-Date Actual	FY 2008-09 Year-End Projected	Projected with Capital Improvement
Percent of Transportation Improvement Program projects delivered on time	33%	85%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
Highway User Revenue Funds	$ 21,394,149	$ 7,512,328	$ 5,042,500	$ 4,570,000	$ 3,530,000	$ 3,530,000	$ 3,530,000	$ 20,202,500	$ 49,108,977
Federal Funds	4,899,933	500,000	1,007,500	-	-	-	-	1,007,500	6,407,433
Project Total	**$ 26,294,083**	**$ 8,012,328**	**$ 6,050,000**	**$ 4,570,000**	**$ 3,530,000**	**$ 3,530,000**	**$ 3,530,000**	**$ 21,210,000**	**$ 55,516,411**

Operating Cost Summary

	FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14
Current Project Operating Costs for User Department						
Personal Sevices	$ 16,052	$ 16,533	$ 84,010	$ 121,611	$ 161,392	$ 203,450
Supplies & Services	23,080	23,772	120,793	174,856	232,054	292,527
Capital Outlay	7,529	7,755	39,407	57,044	75,704	95,433
Total	$ 46,661	$ 48,060	$ 244,211	$ 353,511	$ 469,150	$ 591,410
Post Construction User Department Operating Costs						
Personal Sevices	$ 16,052	$ 81,564	$ 118,069	$ 156,691	$ 197,524	$ 240,666
Supplies & Services	23,080	117,275	169,763	225,296	284,007	346,038
Capital Outlay	7,529	38,259	55,383	73,499	92,653	112,890
Total	$ 46,661	$ 237,098	$ 343,215	$ 455,486	$ 574,184	$ 699,594
Net User Department Operating Costs (post less current)						
Personal Sevices	$ -	$ 65,030	$ 34,058	$ 35,080	$ 36,132	$ 37,216
Supplies & Services	-	93,503	48,970	50,439	51,952	53,511
Capital Outlay	-	30,504	15,976	16,455	16,949	17,457
Total	$ -	$ 189,037	$ 99,004	$ 101,974	$ 105,034	$ 108,185

Intelligent Transportation Systems (ITS)

Managing Department: Public Works
Project Partner(s): MAG has allocated Federal funds

Scheduled Completion Dates

Scoping Study	District	Scheduled Completion
99th Ave: Olive to Bell Rd	4	TBD
Bell Rd: SR 303 to 75th Ave	4	TBD
Olive Ave: Litchfield Rd to Loop 101	4	TBD
MCDOT Traffic Management Center Upgrade	5	TBD

Purpose Statement

The purpose of this Intelligent Transportation Systems (ITS) project is to install Intelligent Transportation System (ITS) "Smart Instrumentation" along corridors to monitor traffic and adjust traffic signals to improve traffic flow. The project will involve design of vehicle detection systems (VDS), closed circuit TV (CCTV), changeable message sign (CMS) and communications that allow technicians to monitor traffic and make adjustments so that commuters experience less travel delay and have a faster and safer commute.

Project Description:

Funding has been budgeted to begin scoping effort (preliminary design and cost estimate) to determine the type and cost of improvements need for:

T287 – 99th Avenue: Olive to Bell Road

The purpose of this study is to determine the cost to improve traffic coordination along 99th Avenue, between Olive Avenue and Bell Road by installing a fiber optic cable and the installation of wireless connections to both the MCDOT traffic management system and to additional traffic signals not directly along the conduit route. This will provide connectivity for existing traffic signals, mid-block detection, and CCTV cameras, and for future ITS devices. It will connect to the MCDOT backbone and provide redundant communications capabilities for other agencies for traffic management applications so that commuters will have a faster and safer commute. The $10,000 budgeted is to complete the scoping study and preliminary design plans to determine the cost, right-of-way, utilities, and any other issues.

T288 – Bell Road: SR 303 to 75th Avenue

The purpose of this study is to determine the cost to design and construction of six dynamic messages signs along Bell Road between State Route 303 and 75th Avenue so that commuters will have a faster and safer commute. In addition to the dynamic message signs, fiber and conduit will also be designed and installed to connect to the existing ITS infrastructure along Bell Road, just west of Loop 101, to 75th Avenue. Funding is to complete the scoping study and 40% plans to determine the cost, right-of-way required, utilities needed to be relocated and any other issues associated with construction of the project. Federal funding is allocated in FY 2011 for this project. Estimated cost to complete the scoping effort is $220,000.

T292 – Olive Avenue: Litchfield Road to Loop 101

The purpose of this study is to determine the cost, right-of-way required, utilities needed to be relocated and any other issues associated with installing fiber optic cable and wireless connections along Olive Avenue between Litchfield Road and State Route 101 as well as for other traffic signals not directly

along the conduit route so that commuters will have a faster and safer commute. The initial estimate cost is $1,200,000.

T289 – Public Works Traffic Management Center Upgrade

The purpose of this project is to design both equipment and software upgrades to the Traffic Management Center which manages traffic on the County system by monitoring traffic conditions and making real time adjustments so that commuters will have a faster and safer commute. A total of $10,000 has been budget to complete the design. Estimated total cost of the upgrade is $1,100,000.

Estimated cost is $480,000 to complete the scoping studies. No date for construction has been set and construction is contingent on the results of the scoping effort and available funds. The Maricopa Association of Governments (MAG) has allocated federal funding for construction of these projects once the scoping effort is completed. The County will have to provide local matching funds and has placed $1,000,000 in reserve for the local match in the event federal funds become available to advance one or more of these projects.

Strategic Goals Addressed

Project Delivery: By June 30, 2014, Maricopa County Public Works will meet the increasing demands for public works services by constructing 85% of County transportation, flood structure, and facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Services
- Materials Technology
- Roadway Construction
- Transportation Construction Management
- Transportation Improvement Program Management
- Transportation Project Management

Result Measure

RESULT MEASURE	FY 2008-09 Year-To-Date Actual	FY 2008-09 Year-End Projected	Projected with Capital Improvement
Percent of Transportation Improvement Program projects delivered on time	33%	85%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
Highway User Revenue Funds	$ 6,623,023	$ 836,647	$ 1,470,000	$ 1,030,000	$ 1,030,000	$ 1,030,000	$ 1,030,000	$ 5,590,000	$ 13,049,670
Partnership Contributions/IGA/IDA	295,116	50,115	-	-	-	-	-	-	345,231
Federal Funds	-	-	-	1,323,000	-	-	-	1,323,000	1,323,000
Project Total	**$ 6,918,139**	**$ 886,762**	**$ 1,470,000**	**$ 2,353,000**	**$ 1,030,000**	**$ 1,030,000**	**$ 1,030,000**	**$ 6,913,000**	**$ 14,717,901**

Operating Cost Summary

The operating costs will be determined once the scoping studies are completed. Annual operating costs are expected to be about $30,000 per corridor.

Maricopa Association of Governments (MAG) Arterial Life Cycle Program (ALCP) Projects

Managing Department: Public Works

Project Partner(s):
All – Maricopa Association of Governments
T167 – Cities of El Mirage & Surprise
T195 - Cities of El Mirage, Glendale & Surprise
T199 – City of Mesa & Salt River Pima Maricopa Indian Community (potential funding partners)

Scheduled Completion Dates

Improvement	District	Scheduled Completion
El Mirage from Bell Rd to SR 303 (Ph B)	4	4th QTR FY 2011
El Mirage from Bell Rd to SR 303 (Ph C)	4	4th QTR FY 2014
Northern Ave: Ph 1 Sarival to Dysart	4	4th QTR FY 2017

Purpose Statement

The purpose of the Maricopa Association of Governments (MAG) Arterial Life Cycle Program (ALCP) Projects is to construct those transportation infrastructure projects in the County that are eligible for MAG funding from the Regional Transportation Plan (Prop 400) for the traveling public so they will have a safe and economical journey. The benefit to the public is that once constructed motorists will have a roadway that is safer and more economical to travel.

Project Description:

T103 & T104 – El Mirage Road: Bell Road to SR 303

This project will connect Bell Road with State Route 303 by extending El Mirage Rd from Bell to SR 303 in three phases so that the residents will have a safer commute and provide an alternative route to using heavily congested Bell Rd. Phase A made the initial connection with the construction of El Mirage Rd from Bell Rd to SR 303. Phase B will improve El Mirage from Bell Rd to Beardsley and Phase C will construct two new bridges for the final improvement. Phase A was completed in FY 09. Phase B will begin construction in FY 2010 at an estimated cost of $17,510,000.

T195 - Northern Ave: SR 303 to Grand

Northern Ave: State Route 303 to Grand is a 20 year multi phased project in partnership with the Maricopa Association of Governments, the Cities of El Mirage, Glendale, Peoria, and Surprise. The project will construct a 12.5 mile long principal arterial with controlled access (parkway) extending from 67th Ave at its intersection with Grand Ave west to State Route 303 so the traveling public has a safer and more efficient commute. The current estimate is $315.7 million to construct with MAG providing $221 million and the other partners providing $94.7 million. The initial phase from Sarival to Dysart is scheduled to begin in FY 2010. Total cost for this first phase is $84 million with $17.9 million budgeted for FY 2010 to begin design and advanced right-of-way acquisition. The funding agreement with MAG is being negotiated and once in place work will begin on this massive project.

In addition to the above projects funding has been budgeted to finish scoping effort (preliminary design and cost estimate) to determine the type and cost of improvements needed so that available funds can be prioritized to provide the maximum benefit to the travelling:

T167 – El Mirage Rd from Northern to Bell Rd

The purpose of this study is to determine the cost to widen El Mirage Rd from Northern to Bell Rd so the travelling public will have a safer more efficient commute. The preliminary engineering study is nearing completion with $630,000 budgeted for study completion and negotiations on the MAG funding agreement. Total cost for the project is currently estimated to be $135,000,000 with $37,500,000 in reimbursements available from MAG leaving funding partners to provide the balance. Only the study has been funded by the partners.

T199 – Dobson Road Bridge at Salt River, McKellips Road Bridge at the Salt River, McKellips Road and the Gilbert Road Bridge at the Salt River (combined study)

No date for construction has been set and construction is contingent on the results of the scoping effort, partnership formation and available funds. Estimated FY 10 cost is $2,050,000 to complete the study and begin design of the Gilbert Road Bridge over the Salt River. The bridge will replace the low flow crossing which was washed out by recent releases into the Salt River so the travelling public will have an all weather crossing of the river.

Strategic Goals Addressed

Project Delivery: By June 30, 2014, Maricopa County Public Works will meet the increasing demands for public works services by constructing 85% of County transportation, flood structure, and facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Services
- Materials Technology
- Roadway Construction
- Transportation Construction Management
- Transportation Improvement Program Management
- Transportation Project Management

Result Measure

RESULT MEASURE	FY 2008-09 Year-To-Date Actual	FY 2008-09 Year-End Projected	Projected with Capital Improvement
Percent of Transportation Improvement Program projects delivered on time	33%	85%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
Highway User Revenue Funds	$ 24,694,897	$ 4,716,761	$ 12,402,000	$ 6,694,000	$ 5,335,720	$ 18,857,000	$ 13,520,000	$ 56,808,720	$ 86,220,378
Partnership Contributions/IGA/IDA	4,075,728	10,983,963	22,628,000	14,960,000	27,418,280	8,606,000	6,772,000	80,384,280	95,443,971
Project Total	**$ 28,770,625**	**$ 15,700,724**	**$ 35,030,000**	**$ 21,654,000**	**$ 32,754,000**	**$ 27,463,000**	**$ 20,292,000**	**$ 137,193,000**	**$ 181,664,349**

Operating Cost Summary

	FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14
Current Project Operating Costs for User Department						
Personal Sevices	$ 1,070	$ 30,862	$ 45,411	$ 74,837	$ 77,083	$ 167,641
Supplies & Services	1,539	44,374	65,294	107,604	110,832	230,571
Capital Outlay	502	14,476	21,301	35,104	36,157	65,174
Total	$ 3,111	$ 89,713	$ 132,006	$ 217,545	$ 224,072	$ 463,385
Post Construction User Department Operating Costs						
Personal Sevices	$ 1,070	$ 44,088	$ 79,224	$ 81,600	$ 162,758	$ 189,971
Supplies & Services	1,539	63,392	111,516	114,861	223,856	262,678
Capital Outlay	502	20,681	34,082	35,104	63,275	75,648
Total	$ 3,111	$ 128,161	$ 224,821	$ 231,566	$ 449,889	$ 528,296
Net User Department Operating Costs (post less current)						
Personal Sevices	$ -	$ 13,227	$ 33,813	$ 6,763	$ 85,675	$ 22,330
Supplies & Services	-	19,018	46,222	7,257	113,024	32,107
Capital Outlay	-	6,204	12,781	-	27,118	10,474
Total	$ -	$ 38,448	$ 92,815	$ 14,020	$ 225,817	$ 64,911

Partnership Support

Managing Department: Public Works
Project Partner(s): See Project Descriptions

Scheduled Completion Dates

Improvement	District	Scheduled Payment Date
Special Projects	TBD	4th QTR 2010
Small Cities Assistance Program	TBD	4th QTR 2010
Buckeye Annexation	4	1st QTR FY2012
Val Vista Germann to Ray	1	4th QTR 2011
Arizona Benchmarking Study	All	On-going
Ellsworth Rd: Hunt Hwy to Riggs	1	1st QTR FY2012

Purpose Statement

The purpose of Partnership Support is to provide funding for other agency led projects on the County road system or adjacent to unincorporated Maricopa County land so that commuters experience less travel delay and have a faster and safer commute.

Project Description:

T003 – Special Projects

The County will contribute $250,000 to Special Projects selected by the Transportation Advisory Board to assist other agencies so that small projects can be funded that otherwise would not qualify through the normal review and prioritization process.

T009 – Small Cities Transportation Assistance Program (SCTAP)

The County will contribute $250,000 to Small Cities Transportation Assistance Program (SCTAP) projects which will be selected by the Transportation Advisory Board at a future meeting.

T284 – Buckeye Annexation

The County will contribute over a four year period a total of $1,500,000 to the Town of Buckeye for annexation of roadways. The FY 10 amount is $405,000 which is the second payment.

T247 – Val Vista Germann to Ray

The County will contribute $1,650,000 to the Town of Gilbert for improvements to Val Vista Germann to Ray which is programmed for payment in FY 2011.

T302 – Arizona Benchmarking Study

The Arizona Benchmarking Study began in July 2005 with four participating agencies. It has expanded to nine agencies working together to share project data and identify and implement Best Management Practices that improve project delivery performance and reduce project delivery costs. The principle agencies, Pima County, Maricopa County, City of Phoenix, Tucson and the Maricopa County Community Colleges share in the cost of the study. The FY 2010 contribution is estimated to be $25,000, unless the agencies agree to suspend the study due to budget issues.

T178 – Meridian Rd; Empire to Ocotillo

As part of the long range planning for Meridian Rd; Empire to Ocotillo the County will partner with Pinal County and the Town of Queen Creek to study the intersection at Meridian and Riggs Rd and the need for an above grade crossing. Estimated cost to complete the study is $450,000.

Strategic Goals Addressed

Project Delivery. By June 30, 2014, Maricopa County Public Works will meet the increasing demands for public works services by constructing 85% of County transportation, flood structure, and facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Services
- Materials Technology
- Roadway Construction
- Transportation Construction Management
- Transportation Improvement Program Management
- Transportation Project Management

Result Measure

RESULT MEASURE	FY 2008-09 Year-To-Date Actual	FY 2008-09 Year-End Projected	Projected with Capital Improvement
Percent of Transportation Improvement Program projects delivered on time	33%	85%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
Highway User Revenue Funds	$ 28,508,771	$ 10,574,367	$ 1,113,333	$ 2,314,333	$ 663,333	$ 258,333	$ 258,333	$ 4,607,665	$ 43,690,803
Partnership Contributions/IGA/IDA	4,378	-	416,667	416,667	416,667	416,667	416,667	2,083,335	2,087,713
Project Total	**$ 28,513,149**	**$ 10,574,367**	**$ 1,530,000**	**$ 2,731,000**	**$ 1,080,000**	**$ 675,000**	**$ 675,000**	**$ 6,691,000**	**$ 45,778,516**

Operating Cost Summary

Not applicable.

Pavement Preservation

Managing Department: Public Works
Project Partner(s): None

Scheduled Completion Dates

Improvement	District	Scheduled Completion
Sun City Mill & Overlay: Phase 2	4	2nd QTR FY 2009
Sun Valley Parkway Crack Repair	4	2nd QTR FY 2009
NE Maintenance Yard	4	TBD
Vehicle Locating System and Radio Upgrade	N/A	4th QTR FY 2012

Purpose Statement

The purpose of this Pavement Preservation project is to complete timely and cost effective roadway pavement restoration projects for the traveling public so they can safely and efficiently transport goods, services and people on well maintained roadways

Project Description:

T172 – Sun City Mill & Overlay: Phase 2

The Sun City Mill & Overlay: Phase 2 will remove the existing asphalt surface and replace it with new asphalt to rehabilitate the existing deteriorated pavement so the travelling public will have a safer and more economical commute. Estimated cost is $1,600,000.

T286 – Sun Valley Parkway Crack Repair

The Sun Valley Parkway Crack Repair will fill in the existing cracks that have appeared in the pavement improving safety. Estimated cost is $1,200,000 to complete the repairs.

T285 – Gilbert Road Low Water Crossing Flood Repair

Releases from the Granite Reef Dam washed out the low water crossing. A total of $10,000 has been budgeted to make monitor the site. Due to the high cost of the repairs it was decided to request that the Gilbert Rd Bridge should be advanced rather than make the repairs so that available funds are used in the most productive and cost effective manner.

T274 – NE Maintenance Yard

The NE Maintenance Yard project will purchase land and establish a maintenance yard in the Northeast valley so that travel time for maintenance crews is reduced increasing their efficiency while reducing fuel consumption and wear on vehicles by locating them closer to their work areas. A total of $2,510,000 is budgeted in FY 2010 to acquire the land and make improvements to the site. The completion date is unknown at this time and is contingent on land purchase negotiations.

T291 – Vehicle Locating System and Radio Upgrade

The Vehicle Locating System and Radio Upgrade project will start a four year installation of new radio equipment in County vehicles so that County vehicle radios remain compatible with changes in assigned radio frequencies mandated by federal legislation. Estimated cost is $640,000 for the second year and $2,470,000 to complete the conversion.

Strategic Goals Addressed

Project Delivery: By June 30, 2014, Maricopa County Public Works will meet the increasing demands for public works services by constructing 85% of County transportation, flood structure, and facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Services
- Materials Technology
- Roadway Construction
- Transportation Construction Management
- Transportation Improvement Program Management
- Transportation Project Management

Result Measure

RESULT MEASURE	FY 2008-09 Year-To-Date Actual	FY 2008-09 Year-End Projected	Projected with Capital Improvement
Percent of Transportation Improvement Program projects delivered on time	33%	85%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
Highway User Revenue Funds	$ 13,606,040	$ 1,948,618	$ 5,270,000	$ 1,125,000	$ 1,125,000	$ 1,170,000	$ 530,000	$ 9,220,000	$ 24,774,658
Project Total	**$ 13,606,040**	**$ 1,948,618**	**$ 5,270,000**	**$ 1,125,000**	**$ 1,125,000**	**$ 1,170,000**	**$ 530,000**	**$ 9,220,000**	**$ 24,774,658**

Operating Cost Summary

The attached table shows no change in operating costs from the overlays and repairs made to the roadways. It is expected that only minimal maintenance (striping, right-of-way maintenance) will be required for several years resulting no net increase.

	FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14
Current Project Operating Costs for User Department						
Personal Sevices	$ 32,103	$ 46,293	$ 47,682	$ 49,112	$ 50,585	$ 52,103
Supplies & Services	46,159	66,561	68,558	70,615	72,733	74,915
Capital Outlay	15,059	21,715	22,366	23,037	23,728	24,440
Total	$ 93,321	$ 134,569	$ 138,606	$ 142,764	$ 147,047	$ 151,459
Post Construction User Department Operating Costs						
Personal Sevices	$ 32,103	$ 46,293	$ 47,682	$ 49,112	$ 50,585	$ 52,103
Supplies & Services	46,159	66,561	68,558	70,615	72,733	74,915
Capital Outlay	15,059	21,715	22,366	23,037	23,728	24,440
Total	$ 93,321	$ 134,569	$ 138,606	$ 142,764	$ 147,047	$ 151,459

Transportation Planning

Managing Department: Public Works
Project Partner(s): None

Scheduled Completion Dates

Study	District	Scheduled Completion
Turner Parkway Corridor Feasibility Study	4	1st quarter of FY 10 FY10 budget $40,000
Signal Butte Corridor Study	1 &2	2nd quarter of FY 10
Hidden Waters Parkway Corridor Feasibility Study	4 & 5	1st quarter of FY 11
McDowell Parkway Corridor Feasibility Study	4	3rd quarter of FY 11
Corridor Feasibility Study # 1		TBD
Candidate Assessment Report #1		TBD
Candidate Assessment Report #2		TBD

Purpose Statement

The purpose of Transportation Planning is to provide plans, studies, research, recommendations and consultation services to planning, development, and project delivery professionals so they can design and construct transportation infrastructure projects that are in line with County goals as established in the Transportation System Plan. The Maricopa County Transportation Advisory Board recommended this fund. The benefit to the public is that it provides funding for advance planning and more accurate initial assessments of projects, which results in a better use of public funds.

Study Description:

T005 – Turner Parkway

This Corridor Feasibility study will focus only on corridor feasibility and alignment. The Turner Parkway will be the northerly extension of SR85 and is expected to originate in the region of the current location of the traffic interchange for SR85 at I-10. The study area stretches from Interstate 10 approximately 30 miles north to State Route 74 and is defined by roughly a two-mile wide buffer around the Turner Parkway alignment (as identified in the I-10/Hassayampa Roadway Framework Study). Estimated study is cost $699,796. Estimated cost to complete the study in FY 2010 is $40,000.

T005 – Signal Butte

This Corridor study will establish the facility type, number of lanes, right-of-way needs, and general alignment that will be required to accommodate projected traffic growth and enhance safety on the future Signal Butte Road. The proposed study area of the Signal Butte Corridor Improvement Study will encompass Signal Butte Road between US60 and Rittenhouse Road for an area totaling approximately 10.5 miles in length. Estimated study cost $300,000. Estimated cost to complete the study in FY 2010 is $130,000.

T005 – Hidden Waters Parkway

This Corridor Feasibility study will focus only on corridor feasibility and alignment. The Hidden Waters Parkway will be a north south parkway and the study is expected to originate at roughly Watermelon Road on the north edge of Gila Bend and terminate at I-10. The study will defined a roughly a two-mile wide buffer around the Hidden Waters Parkway alignment (as identified in the I-10/Hassayampa Roadway Framework

Study and the I-8 Hidden Valley Roadway Framework Study). Fee negotiations are underway to finalize the cost. Study will be completed in FY 2011.

T005 – McDowell Parkway

This Corridor Feasibility study will focus only on corridor feasibility and alignment. The McDowell Parkway will be an east west parkway and the study is expected to originate at roughly Watson Road and terminate at Hidden Waters Parkway north of I-10. The study will defined a roughly a two-mile wide buffer around the McDowell Parkway alignment (as identified in the I-10/Hassayampa Roadway Framework Study). Project will be completed in FY 2011.

T005 – Corridor Feasibility Study #1

A Parkway Corridor Feasibility Study will be performed on a yet unidentified location. The study will defined a roughly a two-mile wide buffer around the proposed study corridor.

CAR – Candidate Assessment Reports

Candidate Assessment Reports will be done, on yet unidentified areas, to assess the need for potential projects. Each of the reports has a projected cost of $90,000. Total CAR estimated cost is $270,000.

Strategic Goals Addressed

Project Delivery: By June 30, 2014, Maricopa County Public Works will meet the increasing demands for public works services by constructing 85% of County transportation, flood structure, and facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement (Transportation)
- Land Surveying Services
- Materials Technology
- Roadway Construction
- Transportation Construction Management
- Transportation Improvement Program Management
- Transportation Project Management

Result Measure

RESULT MEASURE	FY 2008-09 Year-To-Date Actual	FY 2008-09 Year-End Projected	Projected with Capital Improvement
Percent of Transportation Improvement Program projects delivered on time	33%	85%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
Highway User Revenue Funds	$ 9,509,467	$ 1,672,819	$ 1,630,000	$ 1,630,000	$ 1,630,000	$ 1,630,000	$ 1,630,000	$ 8,150,000	$ 19,332,286
Project Total	**$ 9,509,467**	**$ 1,672,819**	**$ 1,630,000**	**$ 1,630,000**	**$ 1,630,000**	**$ 1,630,000**	**$ 1,630,000**	**$ 8,150,000**	**$ 19,332,286**

Operating Cost Summary

Not applicable.

Right-of-Way

Managing Department: Public Works
Project Partner(s): None

Scheduled Completion Dates

Improvement	District	Scheduled Completion
Property Management	TBD	On-going
ROW In-fill on Road Inventory System	TBD	On-going
Loop 303: Indian School to Clearview	4	TBD

Purpose Statement

The purpose of this Right-of-way (ROW) project is to fund obtaining fee title on existing roads, manage excess property purchased for projects, and dispose of excess property. In the early years of the county, roads were built to allow farmers to get their products to market. Citizens were happy to get the road and often title to the land used for the road was not transferred to the county. This fund is used to obtain fee title when these situations are identified. The benefit to the public is that it provides better fiscal management by providing a funding mechanism for acquisition of public right-of-way for existing county roads.

Project Description:

T008 – Property Management

The purpose of Property Management Project is to actively manage, prepare for sale and dispose of excess land previously purchased for projects, to recoup the cost and generate revenue. Excess land occurs from situations where it is more cost effective to purchase the entire parcel rather than a portion of the parcel, thus avoiding costly litigation and severance damage claims. Estimated annual cost is $50,000.

T011 – ROW In-fill on Road Inventory System

The purpose of the ROW In-fill on Road Inventory System fund is to obtain fee title on existing roads so that the traveling public has continued access to the existing roadway system. The FY 2009 budget is $400,000 to acquire right-of-way when identified.

T109 – State Route 303: Indian School to Clearview

The purpose of the State Route 303: Indian School to Clearview project is to secure legal right-of-way access, to make previously acquired land marketable in a future sale. Estimated cost is $1,220,000. Purchase from the State Land Department is scheduled to be complete by June 2009 with $5,000 budget in FY 2010 as a contingency to complete the transaction. Sale of the property will be postponed until market conditions improve.

Strategic Goals Addressed

Project Delivery: By June 30, 2014, Maricopa County Public Works will meet the increasing demands for public works services by constructing 85% of County transportation, flood structure, and facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement (Transportation)
- Land Surveying Services
- Materials Technology
- Roadway Construction
- Transportation Construction Management
- Transportation Improvement Program Management
- Transportation Project Management

Result Measure

RESULT MEASURE	FY 2008-09 Year-To-Date Actual	FY 2008-09 Year-End Projected	Projected with Capital Improvement
Percent of Transportation Improvement Program projects delivered on time	33%	85%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
Highway User Revenue Funds	$ 22,444,736	$ 1,155,547	$ 585,000	$ 580,000	$ 580,000	$ 580,000	$ 580,000	$ 2,905,000	$ 26,505,283
Partnership Contributions/IGA/IDA	5,134,791	109,991	-	-	-	-	-	-	5,244,782
Project Total	**$ 27,579,527**	**$ 1,265,538**	**$ 585,000**	**$ 580,000**	**$ 580,000**	**$ 580,000**	**$ 580,000**	**$ 2,905,000**	**$ 31,750,065**

Operating Cost Summary

Not applicable.

Safety Projects

Managing Department: Public Works
Project Partner(s): None

Scheduled Completion Date

Improvement	District	Scheduled Completion
Indian School Road at Beardsley Canal Scoping Study	4	3rd QTD FY 2010

Purpose Statement

The purpose of this Safety Improvement project is to investigate potential hazardous situations and make necessary safety related improvements to reduce accidents and improve safety so that commuters have a safer commute.

Project Description:

T277 – Indian School Road at Beardsley Canal

The purpose of the Indian School Road at Beardsley Canal project is to determine the necessary improvements to eliminate safety concerns so the travelling public will have a safe bridge once construction is complete. Estimated cost is $10,000 to complete the scoping study and determine the cost of the recommended improvements. The initial construction estimate is $900,000. No date for construction has been set and construction is contingent on the results of the scoping effort and available funds.

T310 – Buckeye Rd from Wintersburg to 355th Ave

The purpose of the study is to determine the cost to improve safety on Buckeye Rd from Wintersburg to 355th Ave so the travelling public will have a safe commute. This portion of Buckeye Rd was paved in response to residents' dust complaints. Since then, maintenance crews have noted potential safety issues which need to be studied. Estimated cost is $107,000 to complete the scoping effort to identify the extent of the potential problems with a total of $60,000 is budget in FY 2010.

T311 – Buckeye Rd from Salome Hwy to 339th Ave

The purpose of the study is to determine the cost to improve safety by eliminating possible sight distance problems on Lower Buckeye Rd from Salome Hwy to 339th Ave so the travelling public will have a safe commute. This portion of Buckeye Rd was paved in response to residents' dust complaints. Since then maintenance crews have noted potential safety issues which need to be studied. Estimated cost is $70,000 to complete the scoping effort to identify the extent of the potential problems with a total of $60,000 budget in FY 2010.

T312 – New River Rd from the S-curve to Figs Springs

The purpose of this study is to determine the cost to reduce accidents on a portion of New River Rd from the S-curve to Figs Springs so the travelling public will have a safer commute. Total cost of the study is $340,000 with $60,000 budgeted for FY 2010 to finalize the report.

Strategic Goals Addressed

Project Delivery: By June 30, 2014, Maricopa County Public Works will meet the increasing demands for public works services by constructing 85% of County transportation, flood structure, and facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Services
- Materials Technology
- Roadway Construction
- Transportation Construction Management
- Transportation Improvement Program Management
- Transportation Project Management

Result Measure

RESULT MEASURE	FY 2008-09 Year-To-Date Actual	FY 2008-09 Year-End Projected	Projected with Capital Improvement
Percent of Transportation Improvement Program projects delivered on time	33%	85%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
Highway User Revenue Funds	$ 295	$ 707,606	$ 530,000	$ 310,000	$ 310,000	$ 310,000	$ 310,000	$ 1,770,000	$ 2,477,901
Project Total	**$ 295**	**$ 707,606**	**$ 530,000**	**$ 310,000**	**$ 310,000**	**$ 310,000**	**$ 310,000**	**$ 1,770,000**	**$ 2,477,901**

Operating Cost Summary

Operating cost impact will be determined after the scoping study.

Traffic Improvements

Managing Department: Public Works
Project Partner(s): T272 – Gila River Indian Community

Scheduled Completion Dates

Improvement	District	Scheduled Completion
Brown Rd at Crimson Rd	2	1st Qtr FY 10
Traffic Signal Upgrade 5 Locations	4	1st Qtr FY 10
51st Ave at Pecos	5	1st Qtr FY 10
MC 85 at Baseline	4	2nd Qtr FY 10
Bell Rd SR 303 to Grand	4	1st Qtr FY 10
Indian School at 103rd Ave	4	4th Qtr FY 10
McDowell at 91st Ave	4	4th Qtr FY 10
Olive at 107th Ave	4	4th Qtr FY 10
Signal Modernization: Sun City West Phase 3	4	1st Qtr FY 11
Signal Modernization: Sun City West Phase 4	4	4th Qtr FY 10
Signal Modernization: East Valley Phase 5	2	4th Qtr FY 10
Southern at 67th Ave	5	4th Qtr FY 10
Signal Modernization: East Valley Phase 6	2	4th Qtr FY 14

Purpose Statement

The purpose of this Warranted Traffic Improvements project is to install traffic signals and make other intersection improvements to improve safety, reduce congestion, improve traffic flow, and provide real time traffic data so that commuters experience less travel delay and have a faster and safer commute.

Project Description:

A total of $130,000 is budgeted to close out construction for Brown Rd at Crimson Rd, Broadway Road at 67th Avenue, Baseline at 67th Avenue, Indian School at 111th Avenue, Northern at Litchfield Rd, Northern at El Mirage, 51st Avenue at Pecos, and Bell Rd from SR 303 to Grand which started construction in FY 2009.

T239 – Signal Modernization: Sun City West Phase 3

The purpose of the Signal Modernization: Sun City West Phase 3 is to replace obsolete traffic signals at three intersections in Sun City and Sun City West to improve safety, reduce congestion, reduce maintenance costs, and improve traffic flow. The three intersections are Alabama Ave at 107th Ave and 99th Ave, and Meeker Blvd at 135th Ave. Estimated construction cost is $914,500.

T240 – Signal Modernization: Sun City West Phase 4

The purpose of the Signal Modernization: Sun City West Phase 4 is to replace obsolete traffic signals at four intersections in Sun City and Sun City West to improve safety, reduce congestion, reduce maintenance costs, and improve traffic flow. The four intersections are Deer Valley Dr at Dusty Trail and 135th Ave, and on Union Hills at Conestoga and at Westbrook Parkway. Estimated cost is $924,500.

T242 – Signal Modernization: East Valley Phase 6

The purpose of the Signal Modernization: East Valley Phase 6 is to replace obsolete traffic signals at seven intersections in the unincorporated East Valley area to improve safety, reduce congestion, reduce maintenance costs, and improve traffic flow. Five intersections are on Broadway Rd at Ellsworth, 96th St, Crismon, Signal Butte and Meridian. The other two intersections are on Ellsworth at Southern and at Coralbell. Estimated cost is $2,000,000 which will have to be completed in phases over four years unless funding becomes available sooner.

T279 – Signal Modernization: East Valley Phase 5

The purpose of the Signal Modernization: East Valley Phase 5 is to replace obsolete traffic signals at three intersections in the unincorporated East Valley area to improve safety, reduce congestion, reduce maintenance costs, and improve traffic flow. The three intersections are on University at 56th St, Recker Rd, and 64th St. Estimated cost is $1,037,000.

T282 – Olive Avenue at 107th Avenue

Olive Avenue at 107th Avenue is presently controlled by an out of date traffic signal which causes traffic delays for turning traffic. Estimated cost to replace the obsolete signal is $317,500.

T283 – Southern at 67th Ave

The results of a traffic study indicate the intersection traffic volume warrants signalizing the intersection. Estimated cost to construct is $605,000.

T293 – Indian School at 103rd Avenue

The purpose of this project is to install traffic signals and make other improvements to improve safety, reduce congestion, and improve traffic flow at Indian School at 103rd Ave. Estimated cost to construct is $260,000.

T307 – McDowell at 91st Avenue

The purpose of this project is to install traffic signals and make other improvements to improve safety, reduce congestion, and improve traffic flow at McDowell at 91st Ave. Estimated cost to construct is $260,000.

In addition to the above projects funding has been budgeted to begin scoping effort (preliminary design and cost estimate) to determine the type and cost of improvements need for:

T290 – Traffic Signal Upgrade – 5 Locations

This project is to complete a scoping study to determine the cost to install intelligent transportation system equipment at three intersections on McDowell Road at 92nd St, Alma School, and Longmore, and, at two intersections on McKellips Road at Alma School and at 92nd St. No date for construction has been set and construction is contingent on the results of the scoping effort and available funds. Estimated cost is $60,000 to complete the study.

T314 – Traffic Signal Upgrade – 4 Locations

This project is to complete a scoping study to determine the cost to replace a total of four old signals on R H Johnson at: R H Johnson and Camino Del Sol, R H Johnson and Aleppo Drive, R H Johnson and Spanish Garden Drive, R H Johnson and Whispering Oaks Drive to improve safety, reduce congestion, reduce maintenance costs, and improve traffic flow. The study is estimated to cost $100,000 with

$20,000 budgeted in FY 2010 to complete the study. No date for construction has been set and construction is contingent on the results of the scoping effort and available funds.

T315 – Southern at Meridian Rd

This project is to complete a scoping study to determine the cost to install traffic signals and make other improvements to improve safety, reduce congestion, and improve traffic flow at Southern at Meridian Rd. Estimated cost to complete the study is $60,000. No date for construction has been set and construction is contingent on the results of the scoping effort and available funds.

Strategic Goals Addressed

Project Delivery: By June 30, 2014, Maricopa County Public Works will meet the increasing demands for public works services by constructing 85% of County transportation, flood structure, and facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Services
- Materials Technology
- Roadway Construction
- Transportation Construction Management
- Transportation Improvement Program Management
- Transportation Project Management

Result Measure

RESULT MEASURE	FY 2008-09 Year-To-Date Actual	FY 2008-09 Year-End Projected	Projected with Capital Improvement
Percent of Transportation Improvement Program projects delivered on time	33%	85%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
Highway User Revenue Funds	$ 27,032,091	$ 9,983,513	$ 6,509,500	$ 6,030,000	$ 6,030,000	$ 6,030,000	$ 6,030,000	$ 30,629,500	$ 67,645,104
Partnership Contributions/IGA/IDA	340,000	263,750	370,000	-	-	-	-	370,000	973,750
Project Total	**$ 27,372,091**	**$ 10,247,263**	**$ 6,879,500**	**$ 6,030,000**	**$ 6,030,000**	**$ 6,030,000**	**$ 6,030,000**	**$ 30,999,500**	**$ 68,618,854**

Operating Cost Summary

	FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14
Current Project Operating Costs for User Department						
Personal Sevices	$ 703,638	$ 759,259	$ 848,053	$ 931,030	$ 1,012,835	$ 1,098,710
Supplies & Services	790,650	853,149	952,923	1,046,161	1,138,082	1,234,577
Capital Outlay	-					
Total	$ 1,494,288	$ 1,612,408	$ 1,800,976	$ 1,977,191	$ 2,150,917	$ 2,333,288
Post Construction User Department Operating Costs						
Personal Sevices	$ 737,145	$ 813,492	$ 903,913	$ 983,335	$ 1,066,709	$ 1,154,201
Supplies & Services	828,300	914,088	1,015,691	1,104,934	1,198,619	1,296,930
Capital Outlay	-					
Total	$ 1,565,445	$ 1,727,580	$ 1,919,603	$ 2,088,269	$ 2,265,328	$ 2,451,130
Net User Department Operating Costs (post less current)						
Personal Sevices	$ 33,507	$ 54,233	$ 55,860	$ 52,305	$ 53,874	$ 55,490
Supplies & Services	37,650	60,939	62,767	58,773	60,536	62,352
Total	$ 71,157	$ 115,172	$ 118,627	$ 111,078	$ 114,410	$ 117,843

Transportation Administration

Managing Department: Public Works
Project Partner(s): None

Purpose Statement

The purpose of Transportation Administration is to provide project oversight and delivery services to construction delivery teams so they can complete transportation projects on time, within budget and scope that satisfies or meets predetermined project objectives. The benefit to the public is that it provides better fiscal management of the capital program.

Project Description:

T001 – TIP Development

The purpose of TIP Development is to provide funding staff support to monitor the capital program and provide project oversight for management so that available funds are spent in a fiscally prudent and cost effective manner. Estimated cost is $450,000.

T002 – Project Reserve

The purpose of the Project Reserve fund is to reserve monies to cover project costs increases so that county citizens receive planned infrastructure projects are completed as planned .and funds are available for projects that were scheduled at budget preparation time to be completed but extend into the new fiscal year. A total of $14,000,000 has been budget for cost increases and carry over projects.

T006 – Unallocated Force Account

The purpose of the Unallocated Force Account is to provide additional budget for staff to work on planned or added projects. A total of $1,163,998 has been budget for additional staff support.

T007 – Previous Year's Projects

The Previous Year's Projects Account provides budget to cover small unanticipated charges so that administrative cost are reduced. The approach eliminates the additional cost to open a project just to record a delayed charge.

T012 – General Civil Engineering

The General Civil Engineering fund is a reserve to provide budget for new scoping studies approved by the Department Director and or County Engineer so these studies can begin with minimal administrative costs. These scoping studies provide information to asses the cost and benefit of a proposed project and provide the Board of Supervisors better information on which to make decisions. A total of $700,000 is budget for scoping studies and investigations.

Strategic Goals Addressed

Project Delivery: By June 30, 2014, Maricopa County Public Works will meet the increasing demands for public works services by constructing 85% of County transportation, flood structure, and facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Services
- Materials Technology
- Roadway Construction
- Transportation Construction Management
- Transportation Improvement Program Management
- Transportation Project Management

Result Measure

RESULT MEASURE	FY 2008-09 Year-To-Date Actual	FY 2008-09 Year-End Projected	Projected with Capital Improvement
Percent of Transportation Improvement Program projects delivered on time	33%	85%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 08-09	Year 1 FY 09-10	Year 2 FY 10-11	Year 3 FY 11-12	Year 4 FY 12-13	Year 5 FY 13-14	5-Year Total	Total Project
Highway User Revenue Funds	$ 23,701,050	$ 545,125	$ 15,960,537	$ 7,985,998	$ 10,981,998	$ 9,066,998	$ 10,046,998	$ 54,042,529	$ 78,288,704
Partnership Contributions/IGA/IDA	1,459,077	36,741	-	-	-	-	-	-	1,495,818
Project Total	**$ 25,160,127**	**$ 581,866**	**$ 15,960,537**	**$ 7,985,998**	**$ 10,981,998**	**$ 9,066,998**	**$ 10,046,998**	**$ 54,042,529**	**$ 79,784,522**

Operating Cost Summary

Not applicable.

Debt Service

Debt Management Plan

Introduction to Debt

A comprehensive debt plan should be developed by all jurisdictions intending to issue debt. The purpose of Maricopa County's Debt Management Plan is to set forth the parameters for issuing debt, to manage the debt portfolio and provide guidance to decision makers regarding the timing and purposes for which debt may be issued.

Provisions of the debt plan must be compatible with the County's goals pertaining to the capital program and budget, the financial plan, and the operating budget. A debt plan should strike an appropriate balance between establishing limits on the debt program and providing sufficient flexibility to enable the County to respond to unforeseen circumstances and new opportunities that may benefit the County. This document is not intended to review the County's total financial position. It is a study of the County's current debt position, as growth in the County could result in an increased need for capital financing. Revenues, as well as needs, should drive the County's debt issuance program.

Decisions regarding the use of debt will be based in part on the long-term needs of the County and the amount of equity (cash) dedicated in a given fiscal year to capital outlay. A disciplined, systematic approach to debt management should allow the County to enhance its credit ratings, while at the same time meeting the growing demands of the County's capital projects.

The information contained herein reflects the current debt status of Maricopa County for the fiscal year ended June 30, 2008. The tables have been compiled by the Department of Finance. Portions of this Debt Management Plan are contained in the Comprehensive Annual Financial Report (CAFR) for the fiscal year ended June 30, 2008. A copy of the CAFR can be obtained at: http://www.maricopa.gov/Finance/Annual.aspx.

Current Debt Situation

It is recognized that all debt, regardless of the source of revenue pledged for repayment, represents some sort of cost to taxpayers or ratepayers. Therefore, all types of County debt/obligations are considered herein. While lease-secured and certificates of participation obligations may not be debt under strict legal definitions, they still require future appropriations and are a fixed charge. These lease payments and other non-bonded obligations are added by most security analysts when calculating an issuer's debt ratios.

Debt Issuance History

The County has used debt financing for many years to finance capital projects. The following chart illustrates the amount of debt, as well as, categories of outstanding debt for the fiscal year ended June 30, 2008.

LONG-TERM LIABILITIES
All Categories of Debt (2)
Maricopa County, Arizona
As of June 30, 2008

	Year Ending June 30				
	2004	2005	2006	2007	2008
GOVERNMENTAL ACTIVITES:					
Bonds, loans, and other payables:					
General obligation bonds	$ 20,165,000	$ 0	$ 0	$ 0	$ 0
Lease revenue bonds (3)	93,569,382	101,101,501	81,188,067	181,245,043	173,670,000
Lease trust certificates	0	10,812,000	9,212,000	6,812,000	4,612,000
Special assessment debt with governmental commitment (1)	343,102	235,458	154,269	103,077	82,519
Certificates of participation (3)	0	5,500,000	5,115,000	4,715,000	4,295,000
Installment purchase agreements (3)	0	892,254	546,202	205,765	0
Capital leases	10,820,105	13,507,633	16,320,381	33,039,132	50,093,644
Total Governmental activities	$ 186,551,477	$ 189,212,734	$ 165,014,807	$ 274,328,411	$ 232,753,163
BUSINESS-TYPE ACTIVITES (4)					
Bonds and other payables:					
Lease revenue bonds (3)	$ 16,670,618	$ 43,499	$ 36,933	$ 29,957	$ 0
Certificates of participation (3)	5,865,000	0	0	0	0
Installment purchase agreements (3)	1,252,049	0	0	0	0
Total Business-type activities	$ 23,787,667	$ 43,499	$ 36,933	$ 29,957	$ 0

*Modified to exclude Stadium District bonds and obligations

Notes:
(1) Does not represent an obligation of the County.
(2) Long-term liabilities excludes claims and judgments payable, reported and incurred but not reported claims, and liabilities for closure and postclosure costs.
(3) On January 1, 2005, the Medical Center was transitioned to the Maricopa County Special Health Care District, a separate legal entity that is not part of the County's reporting entity. The long-term debt obligations, as previously reported in the Medical Center Fund, a major enterprise fund, which include lease revenue bonds of $15,207,425, certificates of participation of $5,500,000, and installment purchase agreements of $1,090,234, were transferred to governmental activities as they are the responsibility of the County. The County will continue to pay the debt service including principal and interest when due and will be reimbursed by the Maricopa County Special Health Care District pursuant to the District's intergovernmental agreement with the County.
(4) On July 1, 2007, the County reclassified the Solid Waste Management Fund as a special revenue fund, resulting in the elimination of business-type activities. Due to this reporting change, lease revenue bonds long-term liabilities were restated.

Financing Alternatives

The County should evaluate all potential funding sources before considering which method of financing may be the most appropriate. Sources of funding may include: current revenues and fund balances; intergovernmental grants from federal, state or other sources; state revolving funds or loan pools; private sector contributions through impact fees or public/private partnerships; and leasing.

There are many sources of funding, depending on the type of debt to be incurred and the length of time for repayment. Short-term financing is defined as debt maturing not later than one year after the date of its issuance. There are basically three reasons for using short-term debt:

- A vehicle to deal with temporary cash flow difficulties. This situation arises when cash receipts do not follow the same pattern as cash outlays.
- To handle unexpected costs resulting from natural emergencies or other significant unexpected events.
- In anticipation of issuing a long-term bond for capital financing. This form of financing offers an opportunity to borrow for short periods until the true, final costs of a project are known.

Pay-As-You-Go Financing

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

There are several advantages to this method. For example, pay-as-you-go financing will save the amount of interest which otherwise would be paid on bonds issued to finance the program. The government is not encumbered by as much debt service when economic conditions deteriorate due to normal business cycles. Since the use of current revenues can be adjusted in a given budget year, pay-as-you-go financing can provide greater budgetary flexibility than does a debt issue. The jurisdiction's long-term debt capacity is preserved for the future. Finally, lower debt ratios may have a positive effect upon the jurisdiction's credit rating.

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

Grants

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

Short-Term Borrowing (Notes)

Tax Anticipation Notes (TANs) are notes issued in anticipation of the collection of taxes, as referenced in the Arizona Revised Statutes (A.R.S.), Title 35, Chapter 3, Article 3.1. They provide operating funds to meet regular payroll and other operating expenses. During the fiscal year when tax payments are received, sufficient sums are used to retire the note. The timing of the note sale, the note's due date, and repayment of funds are all components of cash flow and cash management analysis.

The County last issued a TAN in August 1995 for $40 million, which matured on July 31, 1996. The TAN was retired and the County has not needed to issue additional TANs.

Lines and Letters of Credit – Where their use is judged by the Finance Director to be prudent and advantageous to the County, the County has the power to enter into agreements with commercial banks or other financial entities for purposes of acquiring lines or letters of credit. The Board of Supervisors must approve any agreement with financial institutions for the acquisition of lines or letters of credit.

On July 1, 2006, the County entered into a $35,000,000 municipal revolving line of credit with an interest rate of 65% of the bank's prime rate which has a maturity date of June 30, 2009. Outstanding principal and interest is due on June 30 of each year. During fiscal year 2008, the County had not borrowed against the line of credit.

On July 1, 2007, the County entered into an $5,870,994 irrevocable standby letter of credit issued to the Industrial Commission of Arizona for unfunded workers' compensation claims. The irrevocable standby letter of credit matured on July 1, 2008. The letter of credit was reserved against the municipal revolving line of credit. During fiscal year 2008, the letter of credit had not been drawn upon. The irrevocable standby letter of credit was renewed to July 1, 2009, for $4,177,256.

General Obligation Bonds

Bond security is the taxing power of the state or local government, as referenced in the A.R.S., Title 35, Chapter 3, Article 3, for new general obligation bonds and Title 35, Chapter 3, Article 4 for refunding bonds. An issuer selling a general obligation bond secured by its full faith and credit attaches to that issue its broadest pledge. This makes the security of these bonds very high. The full faith and credit backing of a general obligation bond includes the pledge of all general revenues, unless specifically limited, as well as, the legal means to raise tax rates to cover debt service. The public entity is authorized to levy property taxes or to draw from other unrestricted revenue streams such as sales or income taxes to pay the bond's principal and interest. Interest rates on these bonds are generally the lowest of any public securities due to this superior security. Prior to issuance, Arizona general obligation bonds must have a majority vote approval from the residents of the County.

Revenue Bonds

Revenue bonds are long-term debt instruments retired by specific dedicated revenues. Often these revenues are generated by the project funded out of debt proceeds. Revenue bonds are designed to be self-supporting through user fees or other special revenues (i.e. excise taxes, rents or fees). The general taxing powers of the jurisdiction are not pledged. The debt created through the issuance of revenue bonds is to be repaid by the earnings from the operations of a revenue producing enterprise, from special taxes, or from contract leases or rental agreements. County revenue bonds do not burden the constitutional or statutory debt limitation placed on the County because they are not backed by the full faith and credit of the issuer. The underlying security is the only revenue stream pledged to pay the bond principal and interest.

Special Assessment Bonds

Special Assessment Bonds are issued to districts that are within a legally designated geographic area located within the County, which through the consent of the affected property owners pay for basic infrastructure and public improvements to the area through a supplemental assessment. This financing approach achieves the objective of tying the repayment of debt to those property owners who most directly benefit from the improvements financed.

Certificates of Participation

Certificates of Participation represent proportionate interests in semiannual lease payments. Participation in the lease is sold in the capital markets. The County's obligation to make lease payments is subject to annual appropriations made by the County for that purpose. Rating agencies typically give Certificate of Participation issues a grade below that of General Obligation Bonds. A.R.S., Title 11, Chapter 2, Article 4, §11-251, Paragraph 46, provides for a maximum repayment term of twenty five years for the purchase or improvement of real property.

Lease Trust Certificates

Lease Trust Certificates financing provides long-term financing through a lease (with a mandatory purchase provision). This method does not constitute indebtedness under a state or local government's constitutional debt limit and does not require voter approval. In a lease-purchase transaction, the asset being financed can include new capital asset needs or assets under existing lease agreements.

Installment Purchase Agreements

Same as a lease purchase agreement with the exception that the County takes title to the property up front.

Debt Limit

The Arizona Constitution, Article 9, Section 8, states that a County indebtedness pertaining to general obligation bonds may not exceed six percent of the value of the County's taxable property ascertained by the last assessment. All general obligation bonds must be approved by voters regardless of amount issued up to the six percent limit. The County may issue non-general obligation bonds without voter approval up to six percent of the taxable property. However, with voter approval, the County may become indebted for an amount not to exceed fifteen percent of such taxable property.

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

2007-08 Constitutional General Obligation Bonding Capacity Maricopa County, Arizona		
2007-08 Secondary Assessed Valuation	$	49,534,573,826
15% of Secondary Assessed Valuation		7,430,186,074
Less: GO Bonded Debt Outstanding		-
Plus: GO Debt Service Fund Balance		-
Unused Fifteen Percent Borrowing Capacity	$	7,430,186,074

Rating Agency Analysis

Independent assessments of the relative credit worthiness of municipal securities are provided by rating agencies. They furnish letter grades that convey their assessment of the ability and willingness of a borrower to repay its debt in full and on time. Credit ratings issued by these agencies are a major function in determining the cost of borrowed funds in the municipal bond market.

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

- Economic conditions – stability of trends,
- Debt-history of County – debt and debt position,
- Governmental/administration – leadership and organizational structure of the County,
- Financial performance – current financial status and the history of financial reports,
- Debt management – debt policies, including long-term planning.

Each of the rating agencies has their own method of assigning a rating on the ability and willingness of a borrower to repay in full and on time. Issuers must pay a fee for the opportunity to have one or more rating agencies rate existing and proposed debt issuance. The following chart outlines how the ratings reflect creditworthiness, ranging from very strong securities to speculative and default situations.

Examples of the rating systems are:

BOND RATINGS **Explanation of corporate/municipal bond ratings**	**RATING AGENCIES**		
	Fitch	Moody's	Standard & Poor's
Premium quality High quality Medium quality	AAA AA A	Aaa Aa A	AAA AA A
Medium grade, lower quality Predominantly speculative Speculative, low grade	BBB BB B	Baa Ba B	BBB BB B
Poor to default Highest speculation Lowest quality, no interest	CCC CC C	Caa Ca C	CCC CC C
In default, in arrears Questionable value	DDD DD D		DDD DD D

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

History of Maricopa County's Debt Rating

The County's most recent bond rating was on April 30, 2009, when Maricopa County received affirmation on its issuer credit rating for general obligation bonds of Aa1 as well as a bond rating of Aa2 on its lease revenue bonds from Moody's Investor Service. Also affirmed is the County's bond rating of Aa3 on its Certificates of Participation, Series 2000, from Moody's Investor Service. **Moody's Investor Service Press Release dated April 30, 2009,** states that the bond rating reflects Maricopa County's "strong financial position resulting fro conservative management practices, a favorable direct debt profile, and one of the largest tax bases for a large, urban county in the U.S.."

On August 21, 2007, Maricopa County received an issuer credit rating on its General Obligation bonds of AAA as well as a bond rating of AA+ on its Lease Revenue and Refunding Bonds, Series 2007A and 2007B from Standard & Poor's Rating Service. **Standard & Poor's Rating Service Press Release dated August 21, 2007,** states that the bond rating reflects Maricopa County's "increasingly strong financial patterns; conservative financial planning; strong revenue growth and conservative spending patterns; very low debt ratios and manageable capital needs; and complete insulation from the County's health care system."

On April 25, 2007, Maricopa County received an implied bond rating on its General Obligation bonds of AAA as well as a bond rating of AA+ on its Lease Revenue bonds and Certificates of Participation from Fitch Ratings. **Fitch Ratings Press Release dated April 25, 2007,** states that the bond rating "reflects Maricopa County's expansion of large financial reserves, a record of continued economic growth and diversification, successful fiscal reforms, and the county's modest debt profile…The successful transfer of the medical center to a separate special health district provides further credit comfort."

The following illustrates a history of the County's various debt ratings.

Type of Debt	Fitch	Date Rating Assigned	Moody's	Date Rating Assigned	Standard & Poor's	Date Rating Assigned
General Obligation	AAA(1)	4/25/07	Aa1	4/30/09	AAA(1)	8/21/07
	AA+	11/11/03	Aa1(1)	4/26/07	A+	4/11/97
	AA	12/4/01	Aa3	12/6/01	A	5/27/94
	AA	4/5/00	Aa3	5/26/00	AA	6/2/76
			A-1	11/6/98		
			A-2	3/17/97		
			A	6/13/94		
			Aa	7/26/93		
			Aa-1	8/21/81		

Ratio Analysis

Rating analysts compare direct net debt to the population in order to measure the size or magnitude of the County's debt. This ratio is referred to as the Direct Net Debt Per Capita Ratio. The same ratio is applied to all debt within the County which includes School Districts, Cities and Towns, and Special Districts. This ratio is referred to as the Overall Net Debt Per Capita Ratio. The taxable value of the County is a measure of the County's wealth. It also reflects the capacity of the County's ability to service current and future debt. The ratio of Direct Net Debt as a percentage of Full Value (FV) Property is the comparison of direct net debt to the County's taxable value. The same ratio is applied to all debt within the County and is referred to as the Overall Net Debt as a percentage of Full Value Property. The Full Value Property Per Capita ratio represents the per capita value of taxable property in the County. An explanation of how each ratio is calculated is included in the notes adjacent to the following tables.

There are an infinite number of ratios, which could be calculated to measure the County's debt burden. The following analysis focuses on commonly used ratios instead of creating customized ones. The ratios calculated are for governmental activities and do not include business-type activities. The source of repayment is from either the secondary tax levy or by appropriation from the general fund for debt service payments. Debt for which there is a source of repayment; i.e. pledged revenues for car rental service charge, debt service has been excluded.

DIRECT AND OVERALL NET DEBT
MARICOPA COUNTY, ARIZONA

GOVERNMENTAL ACTIVITES	Audited 6/30/08	Unaudited 6/30/09	Projected 6/30/10	Projected 6/30/11
Lease Revenue Bonds	$ 173,670,000	$ 163,900,000	$ 153,285,000	$ 142,140,000
Lease Trust Certificates	4,612,000	0	0	0
Certificates of Participation	4,295,000	3,850,000	3,385,000	2,895,000
Capital Leases	50,093,644	31,122,497	13,808,054	1,732,282
Direct Net Debt	$ 232,670,644	$ 198,872,497	$ 170,478,054	$ 146,767,282
Overlapping Debt (1)	7,667,484,231	8,751,747,446	9,990,042,523	11,858,475,491
Overall Net Debt	$ 7,900,154,875	$ 8,950,619,943	$ 10,160,520,577	$ 12,005,242,773
Population Estimate (2)	3,992,887	4,105,623	4,217,427	4,328,379
Full Value of Taxable Property (3)	$ 431,682,163	$ 516,677,465	$ 516,184,657	$ 438,037,832
Ratios (4)				
Direct Net Debt Per Capita	$ 58.27	$ 48.44	$ 40.42	$ 33.91
Overall Net Debt Per Capita	$ 1,978.56	$ 2,180.09	$ 2,409.18	$ 2,773.61
Direct Net Debt As Percentage Of Full Value Property	0.0539%	0.0385%	0.0330%	0.0335%
Overall Net Debt As % Of FV Property	1.83%	1.73%	1.97%	2.74%
FV Property Per Capita	$ 108,112.79	$ 125,846.30	$ 122,393.26	$ 101,201.36

Notes:

(1) Projected overlapping debt for 2010 and 2011 was based on a three year average increase for General Obligation Bonds: Cities, Towns, School Districts and Special Assessment Districts. Source: www.azdor.gov

(2) Projections for 2009, 2010 and 2011 are based on estimates provided by the Department of Economic Security. Source: www.workforce.az.gov

(3) Full Cash Value Taxable Property Estimates: 2011 provided by Maricopa County Assessor's Office; amounts are in billions (000's omitted).

(4) Summary of Debt Ratios:

- Direct Net Debt per capita = Direct Net Debt/Population
- Overall Net Debt per capita = Overall Net Debt/Population
- Direct Net Debt as a percentage of full value property (FV) = Direct Net Debt/FV property
- Overall Net Debt a percentage of FV Property = Overall Net Debt/FV property
- FV property per capita = FV Property/Population
- Governmental activities direct and overall net debt includes the applicable portion of outstanding debt obligations that were reclassified from the transition of the Maricopa County Medical Center (business-type activity) to the Maricopa County Special Health Care District, a separate legal entity. The debt obligations are included in the calculation as they are a direct obligation to the County and are not paid from pledged revenues. Maricopa County will be reimbursed by the Maricopa County Special Health Care District for the debt service payments paid on behalf of the County as provided for in the Intergovernmental Agreement.

Debt Obligations by Type

General Obligation Bonds

Long-term General Obligation Bonds shall be issued to finance significant capital improvements for purposes set forth by voters in bond elections. Interest rates on these bonds are generally the lowest of any public securities. Prior to issuance, Arizona GO Bonds must have a majority vote approval from the residents of the County.

On July 1, 2004, the County made the final debt service payment on the outstanding General Obligation Bonds, which were the result of the 1986 general election where the voters authorized the County to issue long-term debt. The resulting proceeds from the sale of the bonds were used for the purpose of making improvements in the County which included Criminal and Civil Courts Facilities, Juvenile Court – Juvenile Treatment and Detention Facilities, Law Enforcement and Public Safety, Regional Park Improvements, Environmental Protection, Sanitary Landfill, Public Health Facilities, Infrastructure, Communication Improvements, etc.

Legal Debt Margin – County indebtedness pertaining to general obligation bonds may not exceed six percent of the value of the County's taxable property ascertained by the last assessment. However, with voter approval, the County may become indebted for an amount not to exceed 15 percent of such taxable property. At June 30, 2008, the County had no outstanding general obligation debt, (0.00% of taxable property), while the 6 percent limit was $2,972,074,430 and the 15 percent limit was $7,430,186,074.

Lease Revenue Bonds

On June 1, 2001, the Maricopa County Public Finance Corporation issued $124,855,000 of Lease Revenue Bonds, Series 2001, to pay for the acquisition, construction and equipment for a planned County Administration Building, Jefferson Street Garage, Clerk of the Court Center, Forensic Science Center and related projects. The issue was also intended to fund improvements to the existing Security Center Building and Jackson Street Garage. Under the terms of the bond indentures the Corporation received the proceeds to construct and purchase these assets and the County will make lease payments to extinguish the debt. Lease payments will equal the aggregate amount of principal and interest due at that date. Upon the final lease payment, the title to the assets will transfer to the County. The County's obligation to make lease payments will be subject to and dependent upon annual appropriations made by the County.

On December 3, 2003, the Maricopa County Public Finance Corporation issued Lease Revenue Refunding Bonds, Series 2003, of $16,880,000 (par value) with an interest rate ranging from 2.5% to 4% and maturing on July 1, 2012. The proceeds were used to advance refund the 2000 certificates of participation principal of $4,103,000, 1996 certificates of participation principal of $1,576,452, 1994 certificates of participation principal of $3,815,000, 1993 certificates of participation principal of $580,000, and several capital leases aggregating $11,104,817. The bonds were issued at a premium of $457,156 and debt service reserve accounts previously established totaling $4,461,354 were used for the current refunding and to pay cost of issuance expense.

On August 29, 2005, the Maricopa County Public Finance Corporation defeased the Medical Center's portion of the Series 2001 Lease Revenue Bonds in the amount of $10,605,000. The County contributed the cash to advance refund the bonds, which mature on July 1, 2006 through July 1, 2015;

those bonds maturing on or after July 1, 2012, are callable on July 1, 2011, and are redeemable at par plus accrued interest.

On May 23, 2007, the Maricopa County Public Finance Corporation issued $108,100,000 of Lease Revenue Bonds, Series 2007A, to pay for the acquisition, construction, and renovation for the Durango Animal Care and Control Facility and various court facilities. Under the terms of the bond indentures, the Corporation received the proceeds to construct and purchase these assets and the County will make lease payments to extinguish the debt. Bonds maturing on or after July 1, 2017, are subject to optional redemption in increments of $5,000 on July 1, 2016, or any date thereafter, at par plus accrued interest to the date fixed for redemption. In the event of nonappropriation, the bonds would be subject to special redemption at par plus accrued interest to the redemption date.

On May 23, 2007, the Maricopa County Public Finance Corporation issued Lease Revenue Refunding Bonds, Series 2007B, for $32,840,000 (par value) with interest rates ranging from 4% to 5% and maturing from July 1, 2012 to July 1, 2015. The net bond proceeds were $34,414,011 which included a reoffering premium of $973,843, County contributions of $860,000, and cost of issuance of $259,831. The net proceeds were used to advance refund the Lease Revenue Bonds, Series 2001, of $32,215,000, with interest rates ranging from 4.75% to 5.5%, maturing from July 1, 2012 through July 1, 2015, and callable on July 1, 2011. The County defeased lease revenue bonds by placing the proceeds of new bonds in an irrevocable trust to provide for all future debt service payments on the old bonds.

Under the terms of the bond indentures, the Corporation received the proceeds to current refund County debt obligations and the County will make lease payments to extinguish the debt. The County will be obligated to pay on each lease payment date an amount equal to the lease payments then due. The County's obligation to pay the lease payments will continue until all lease payments due under the lease have been paid. The County's obligation to make lease payments will be subject to and dependent upon annual appropriations made by the County.

SUMMARY OF LEASE REVENUE BOND AMOUNTS OUTSTANDING BY ISSUE
As of June 30, 2008

Bond Issue		Amount
2001 Lease Revenue Bonds	$	27,280,000
2003 Lease Revenue Refunding Bonds		5,450,000
2007A Lease Revenue Bonds		108,100,000
2007B Lease Revenue Refunding Bonds		32,840,000
Total	$	173,670,000

DEBT SERVICE REQUIREMENTS TO MATURITY
Lease Revenue Bonds
Maricopa County, Arizona
As of June 30, 2008

Year Ending June 30	Principal	Interest	Total Debt Service
2009	$ 9,770,000	$ 7,626,469	$ 17,396,469
2010	10,615,000	7,148,079	17,763,079
2011	11,145,000	6,630,595	17,775,595
2012	10,585,000	6,103,790	16,688,790
2013	11,205,000	5,602,040	16,807,040
2014-18	43,190,000	20,842,350	64,032,350
2019-23	22,140,000	14,412,055	36,552,055
2024-28	27,875,000	8,521,963	36,396,963
2029-32	27,145,000	1,985,088	29,130,088
Total	$ 173,670,000	$ 78,872,429	$ 252,542,429

On January 1, 2005, the Maricopa County Medical Center (business-type activity) was transitioned to the Maricopa County Special Health Care District, a separate legal entity. The following represents the reimbursement schedule for debt service obligations to Maricopa County from the Maricopa County Special Health Care District as provided for in the Intergovernmental Agreement.

REIMBURSEMENT REQUIREMENTS TO MATURITY
Special Health Care District (Lease Revenue Bonds)
Maricopa County, Arizona
As of June 30, 2008

Year Ending June 30	Principal	Interest	Total Debt Service
2009	$ 1,991,943	$ 671,926	$ 2,663,869
2010	2,093,528	578,452	2,671,980
2011	1,595,113	480,672	2,075,785
2012	1,677,999	395,586	2,073,585
2013	1,772,388	305,980	2,078,368
2014-16	3,852,051	317,586	4,169,637
Total	$ 12,983,022	$ 2,750,202	$ 15,733,224

Lease Trust Certificates

On August 28, 2004, the Maricopa County Public Finance Corporation entered into Lease Trust Certificates with a financial institution not to exceed $15,000,000 with a fixed interest rate of 4.165% and maturing on June 1, 2011. The Lease Trust Certificates will be on a draw down basis and will be re-amortized after each draw down. The purpose of the Lease Trust Certificates is to provide financing for the construction and capital equipment for the Human Services Campus. The County is obligated to make the principal and interest payments on the amounts borrowed under this agreement. As of June 30, 2008, the County had drawn all $15,000,000 from the lease trust certificates.

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
As of June 30, 2008

Lease Trust Certificates Issue	Amount
Total Lease Trust Certificates, Series 2004	$ 4,612,000

DEBT SERVICE REQUIREMENTS TO MATURITY
Lease Trust Certificates
Maricopa County, Arizona
As of June 30, 2008

Year Ending June 30	Principal	Interest	Total Debt Service
2009	$ 1,617,000	$ 158,412	$ 1,775,412
2010	1,700,000	89,337	1,789,337
2011	1,295,000	26,968	1,321,968
Total	$ 4,612,000	$ 274,717	$ 4,886,717

Special Assessment Districts

A Special Assessment District (County Improvement District) process begins with the circulation of a petition. The petition must be signed by either a majority of the persons owning real property or by the owners of fifty-one percent or more of the real property within the limits of the proposed district. With the approval of the petition by the Board of Supervisors, a new improvement district is established. County Improvement Districts are further described in A.R.S., Title 48, Chapter 6, Article 1.

With the Board of Supervisors acting as the Board of Directors for each district, approval of an engineer, and the approval of plans, specifications and cost estimates soon follow. Each of these early phases of the improvement district process contain regulations for public notification through posting of the property, publication in the local newspaper, and the set up of a protest period.

Once the Board approves the awarding of the bid, construction follows. Since the residents pay for these improvements, an assessment is levied against each property owner. Depending on the type of improvement, some assessments are carried on the property tax roll, while others are collected through the County Improvement District Office. If the property owners are unable to prepay the improvement assessment within 30 days after the completion of the work, bonds are sold for the balance of the construction amount. The bonds are collateralized by properties within the District. The receivable is held by the Improvement District, and billed on a semi-annual basis. In cases of a delinquent payment of an assessment, the lien including penalty and interest may be sold at a public auction. If there is no purchaser for the lien, the District (not the County) will assume, as a general obligation, the amount of the assessment and interest accruing thereon.

The following table illustrates the outstanding principal amount by issue for the Special Assessment District Bonds.

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
As of June 30, 2008

Bond Issue	Amount
Queen Creek Water	$ 29,988
Central Avenue	17,149
Marquerite Drive	8,565
7th Street North	26,817
Total	$ 82,519

Certificates of Participation

Certificates of Participation represent proportionate interests in semiannual lease payments. The County's obligation to make lease payments is subject to annual appropriations made by the County for that purpose.

On November 1, 2000, Maricopa County Public Finance Corporation issued $6,975,000 of Certificates of Participation to pay for the cost of construction for the Desert Vista Health Center.

The following schedule shows all outstanding debt service for the Certificates of Participation as of June 30, 2008. On January 1, 2005, the outstanding debt obligations were reclassified from the transition of the Maricopa County Medical Center (business-type activity) to the Maricopa County Special Health Care District, a separate legal entity. Maricopa County will pay the debt service including principal and interest as they become due and payable and will request reimbursement from the Maricopa County Special Health Care District as provided for in the Intergovernmental Agreement.

The following schedule reflects the Maricopa County debt service requirements which will be reimbursed by the Maricopa County Special Health Care District as provided for in the Intergovernmental Agreement.

DEBT SERVICE REQUIREMENTS TO MATURITY
Certificates of Participation
Maricopa County, Arizona
As of June 30, 2008

Year Ending June 30	Principal	Interest	Total Debt Service
2009	$ 445,000	$ 212,170	$ 657,170
2010	465,000	189,759	654,759
2011	490,000	166,000	656,000
2012	520,000	140,490	660,490
2013	545,000	113,060	658,060
2014 – 16	1,830,000	153,335	1,983,335
Total	$ 4,295,000	$ 974,814	$ 5,269,814

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
As of June 30, 2008

Certificate of Participation Issues	Amount
Total Certificates of Participation, Series 2000	$ 4,295,000

Capital Leases (Lease-Purchase Obligations)

Maricopa County uses lease-purchase financing to expand its borrowing power. This financing technique provides long-term financing through a lease (with a mandatory purchase provision). Lease-purchase agreements use non-appropriation clauses to avoid being classified as long-term debt, which might be subject to State legal restrictions. This clause allows the government to terminate the lease without penalty. However, because it is not likely that the County would be willing to forego the property, lease-purchase agreements are considered long-term obligations for policy planning purposes, regardless of the legal structure.

The County maintains many capital leases, with the majority relating to the computer equipment refresh program where most personal computers are replaced every three years.

The security for lease-purchase financing is the lease payments made by the County and, where legally permitted, also the asset being financed. The following schedule shows all outstanding capital leases as of June 30, 2008.

Capital Leases Governmental Activities Maricopa County, Arizona Fiscal Year Ending June 30, 2008	
2009	$ 20,296,449
2010	18,032,240
2011	12,329,824
2012	1,431,467
2013	337,848
Total minimum lease payments	52,427,828
Less: Amount representing interest	(2,334,184)
Present value of net minimum lease payments	$ 50,093,644

Debt Policies

Regular, updated debt policies can be an important tool to ensure the use of the County's resources to meet its financial commitments to provide needed services to the citizens of Maricopa County and to maintain sound financial practices.

Administration of Policy

The County Manager is the Chief Executive of the County. With the exception of those responsibilities specifically assigned by state statute to the Finance Director, the County Manager is ultimately responsible for the approval of any form of County borrowing. The Finance Director coordinates the administration and issuance of debt, as designated by the County Manager.

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

Use of Debt Financing

Debt financing includes General Obligation Bonds, Revenue Bonds, Certificates of Participation, Lease/Purchase agreements, and other obligations permitted to be issued or incurred under Arizona law.

Method of Sale

Debt issues of the County may be sold by competitive, negotiated, or private placement sale methods unless otherwise limited by state law. The selected method of sale will be the option which is expected to result in the lowest cost and most favorable terms given the financial structure used, market conditions, and prior experience.

Competitive Sale

The County will use the competitive sale method unless there are compelling reasons which indicate that a negotiated sale or private placement would have a more favorable result due to prevailing conditions in the market, a financing structure which requires special pre-marketing efforts, or factors are present that are expected to result in an insufficient number or competitive bids. Advantages of using a competitive sale is that the issuer is getting the lowest net interest cost on that day time and all parties are given an equal opportunity, but timing is very inflexible.

Negotiated Sale

When determined appropriate, the County may elect to sell its debt obligations through a negotiated sale. Such determination may be made on an issue by issue basis, for a series of issues, or for part or all of a specific financing program. Negotiated underwriting may be considered upon recommendation of the Finance Director. Advantages of a negotiated sale is that timing is extremely flexible, the size of the issue can be easily changed at last minute and the issuer has influence over the underwriter selection and bond distribution.

Use of Bond Insurance

This is an insurance policy purchased by an issuer or an underwriter for either an entire issue or specific maturities. It will guarantee the payment of principal and interest, which in turn provides a higher credit rating and thus a lower borrowing cost for an issuer.

The present value of the estimated debt service savings from insurance should be at least equal to or greater than the insurance premium when insurance is purchased directly by the County. The bond insurance company will usually be chosen based on an estimate of the greatest net present value insurance benefit (present value of debt service savings less insurance premium).

Arbitrage Liability Management

Arbitrage is defined as the practice of simultaneously buying and selling an item in different markets in order to profit from a spread in prices or yields resulting from market conditions.

Arbitrage profits are made by selling tax-exempt bonds and investing the proceeds in higher-yielding taxable securities, when referencing municipal bonds. Municipal issuers are allowed to make arbitrage profits under certain restricted conditions. The sale of tax-exempt bonds primarily for the purpose for making arbitrage profits is prohibited by Section 103(c) of the Internal Revenue Code.

The Debt Management Division of the Department of Finance shall establish a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code. This will include tracking investment earnings on bond proceeds, using outside experts to assist in calculating rebate payments, preparing returns, and making payments in a timely manner in order to preserve the tax exempt status of the County's outstanding debt issues. Additionally, general financial reporting and certification requirements embodied in bond covenants will be monitored to ensure that all covenants are met. The County will structure its financing in such a way as to reduce or eliminate future Arbitrage Rebate liability, wherever feasible.

Selection of Professional Services

The Finance Director shall be responsible for establishing a solicitation and selection process for securing professional services that are required to develop and implement the County's debt program. Goals of the solicitation and selection process shall include encouraging participation from qualified service providers, both local and national, and securing services at competitive prices.

Bond Counsel

To render opinions on the validity, enforceability and tax exempt status of the debt and related legal matters, and to prepare the necessary resolutions, agreements and other documents.

Financial Advisor

To advise on the structuring of obligations to be issued, inform the County of various options, advise the County as to how choices will impact the marketability of County obligations and provide other services as defined by contract. To ensure independence, the financial advisor will not bid on nor underwrite any County debt issues.

Competitive proposals will be taken periodically for services to be provided over a period of one year with annual renewal options.

Other professional services will be retained, when required, including managing underwriters, credit agencies, escrow agents, trustees, printers, and others. These services will be procured when in the best interest of the County by a competitive selection process.

Continuing Disclosure of County Financial Information

Annual financial statements and other pertinent credit information, including the Comprehensive Annual Financial Report (CAFR), will be provided by the County upon request. A copy of the CAFR can be viewed from the Maricopa County home page at: http://www.maricopa.gov/finance/. All material that has a pertinent bearing on County finances will be provided to the agencies that maintain a rating on County securities.

The Finance Director shall be responsible for providing ongoing disclosure information to established national information repositories and for maintaining compliance with disclosure standards dictated by state and national regulatory bodies.

Copies of official statements for future issuance's of its bonds will be available through the following recognized municipal repositories:

Bloomberg Municipal Repository
100 Business Park Drive
Skillman, NJ 08558
Phone: (609) 279-3225
Fax: (609) 279-5962
http://www.bloomberg.com/markets/rates/municontracts.html
Email: Munis@Bloomberg.com

DPC Data Inc.
One Executive Drive
Fort Lee, NJ 07024
Phone: (201) 346-0701
Fax: (201) 947-0107
http://www.MuniFILINGS.com
Email: nrmsir@dpcdata.com

FT Interactive Data
Attn: NRMSIR
100 Williams Street, 15th Floor
New York, NY 10038
Phone (212) 771-6999; (800) 689-8466
Fax: (212) 771-7390
http://www.interactivedata-prd.com
Email: NRMSIR@Interactivedata.com

Standard & Poor's
Security Evaluations, Inc.
55 Water Street – 45th Floor
New York, NY 10041
Phone: (212) 438-4595
Fax: (212) 438-3975
http://www.disclosuredirectory.standardandpoors.com/
Email: nrmsir_repository@sandp.com

The Securities and Exchange Commission released final "continuing disclosure" rules (the "Rules") for municipal bond issues on November 10, 1994, (amended existing Rule 15c2-12). The Rules, which in general were effective on July 3, 1995, impact nearly every issuer of municipal securities. The stated purpose of the Rules is to deter fraud and manipulation in the municipal securities market by prohibiting the underwriting and subsequent recommendation of securities for which adequate information is not available. No underwriter can purchase or sell bonds in an offering of more than $1,000,000 after July 3, 1995, unless it has reasonably determined that an issuer has undertaken to provide to the public information repositories on a continuing basis both annual financial information and notices of specified material events affecting the issuer or its securities. This is applicable unless an exemption applies. The County intends to fully comply with the "continuing disclosure" rules.

Effective July 1, 2009 the County will follow the new continuing disclosure requirements pursuant to the Electronic Municipal Market Access (EMMA) requirements.

Maturity Structures

Principal payment schedules should not extend beyond the economic life of the project or equipment financed. The structure of debt issued by the County should be to provide for either level principal or level debt service. Except in select instances, deferring the repayment of principal should be avoided.

Ratings

The County's goal is to maintain or improve its bond ratings. To that end, prudent financial management policies will be adhered to in all areas. The Finance Director shall be responsible for maintaining relationships with the rating agencies that currently assign ratings to the County's various debt obligations. The County will maintain a line of communication with the rating agencies informing them of major financial events in the County as they occur. Full disclosure of operations will be made to the bond rating agencies. County staff, with the assistance of the financial advisor and bond counsel, will prepare the necessary materials for presentation to the rating agencies. A personal meeting with representatives of the rating agencies will be scheduled every few years or whenever a major project is initiated.

Modification to Policies

These policies will be reviewed annually and significant changes may be made with the approval of the County Manager. Significant policy changes will be presented to the Board of Supervisors for approval.

Attachments

Budgeting for Results Budget Balancing Guidelines

November 2009

Maricopa County faces the challenge of maintaining fiscal stability during a period of unprecedented declines in revenue, followed by years of low growth. The most critical services and results must be maintained for the public with a significantly lower revenue base. County and Judicial Branch leadership at all levels will need to work together to make the difficult choices that will be required to meet these challenges.

The purpose of these budget balancing guidelines is to start the process of restoring the County budget to sustainable structural balance, and challenge elected, appointed and judicial branch managers to collaboratively identify and implement structural changes that will optimize critical public services and results at significantly lower spending levels.

The Office of Management and Budget and all Judicial Branch, Elected and Appointed departments will follow the guidelines listed below to balance the budget for FY 2008-09 and to develop a structurally-balanced budget for FY 2009-10:

1) Contingency funds will be reduced to balance the budget in the General and Detention Funds, and will be frozen. No requests for increased funding will be considered except for emergencies, legal requirements, or investments needed to achieve expenditure reductions or revenue enhancements.

2) No salary increases can be considered for the remainder of FY 2008-09 (budgeted reserves in the General and Detention Funds will be re-directed to offset revenue shortfalls). Salary increases will only be considered for FY 2009-10 when funding is identified.

3) Department budgets will be reduced for savings due to any reduction in employer retirement contribution rates, less the impact of any increases in the employer contribution rates for other plans. Departments must absorb any net increases in employer retirement contributions in both FY 2008-09 and FY 2009-10.

4) The employer-paid portion of employee health and dental premiums will be held to minimal increases consistent with appropriate funding of self-insured programs. Any increases will be absorbed in department budgets.

5) No new capital projects or increases in budgets for current projects will be considered unless a new funding source is identified that can support both the project itself and future operating costs.

    a) The budgeted ongoing debt service payment for the Downtown Court Tower project ($5.8 million) will be eliminated, through a combination of non-recurring funds, project suspensions and project cost reductions.

6) New information technology projects will be considered only if they have a return on investment with direct benefits of three years or less.

7) All Elected, Appointed and Judicial Branch departments will work with the Office of Management and Budget (OMB) to identify operating expenditure reductions of up to 20% on an annual basis. Proposed reductions must prioritize critical services, whether or not they are mandated. Reduction proposals will be the first step to developing a structurally-balanced budget for FY 2009-10, but will be implemented as soon as possible in the current fiscal year. To meet the budget reduction target, departments and OMB should consider the following:

   a) Explore opportunities to better utilize funds budgeted for all vacant administrative positions, as well as all vacant positions that have not been actively recruited.

   b) Restructure management to eliminate excessive layers of management and narrow spans of control.

   c) More efficient use of capital equipment, including vehicles and reduction of the size of equipment inventories and vehicle fleets. Such reductions will reduce future costs for replacement and operation.

   d) Reduce excessive and/or duplicative administrative, information technology or other support functions, and consolidate with department constellations or with central service departments.

   e) Reduce staffing levels by eliminating less critical positions, whether filled or vacant. Departments are cautioned that, while vacant positions provide an opportunity for budget reductions without having to release current employees, they should not be eliminating vacant positions that are a higher priority for public service than other filled positions.

8) For FY 2009-10, base budget requests for all departments and funds will be prepared within target amounts equal to their current budgets plus authorized adjustments. The Office of Management and Budget is directed to adjust budget targets for the following:

   a) The annualized impact of FY 2008-09 budget issues or mid-year adjustments.
   b) The annualized impact of expenditure reductions approved and implemented during FY 2008-09.
   c) The annualized impact of other items (including intergovernmental agreements) that were approved by the Board of Supervisors, so long as the impact was disclosed at the time of Board approval.
   d) Items required by State law, such as Judges' and Elected Officials' salary increases and mandated contributions to Arizona Health Care Cost Containment System (AHCCCS), Arizona Long Term Care System (ALTCS) and other programs.
   e) Adjustments to right-size personnel savings to reflect recent reductions in employee turnover.
   f) Other technical adjustments as required.

9) All departments must submit their base expenditure budget requests within their budget targets. If justified by revenue projections, base revenue budget requests may exceed revenue targets. Revenue targets for non-General Fund budgets will include an adjustment as necessary to maintain structural balance (recurring revenues equal to or greater than recurring expenditures) within the fund. If the revenue target cannot be met, departments must reduce base expenditures and base revenue by an amount sufficient to restore structural balance.

10) The FY 2009-10 budget may provide for use of fund balances designated for budget stabilization so long as such uses are consistent with the *Reserve and Tax Reduction Policy.* The priority for use of fund balance reserves is to retire or fund outstanding debt in order to relieve operating budgets from

supporting ongoing debt service payments. Fund balances designated for budget stabilization may be used to offset a portion of the operating deficit, so long as there is a reasonable expectation that expenditure adjustments and future revenue growth will restore structural balance in the following fiscal year. All uses of fund balances and other non-recurring sources to support an operating budget deficit must be specifically approved by the Board of Supervisors

Budgeting for Results Policy Guidelines

A. Introduction

The purpose of this policy is to set forth the guidelines for developing budgets for Maricopa County, as well as the Flood Control, Library, and Stadium Districts. Maricopa County's budget process provides for responsible management of taxpayers' resources, while ensuring that funds are directed towards achieving results at all levels.

B. Definitions

Budgeting for Results: A process in which budgetary decisions are based on or informed by performance information that describes the cost or efficiency of producing an activity and the results achieved for customers. This is accomplished by structuring the accounting and budgeting systems according to the structure of Departments' Strategic Plans.

Structurally Balanced Budget: A budget in which all recurring expenditures are fully supported by recurring sources of funding.

C. Policy Guidelines

1. General Guidelines for Budget Development:

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

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

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

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

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

f) Wherever possible, grants and other non-local revenue sources will be used before allocating General Fund resources or other local revenues. Grant and other special revenue

budgets will be developed in accordance with the *Policy for Administering Grants* and the *Indirect Cost Policy for Grant Programs*. Matching funds will be budgeted only to the extent required by law or by contracts and agreements specifically approved by the Board of Supervisors/Board of Directors.

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

2. Revenue:

a) The amount of revenues estimated in the budget from grants, donations or intergovernmental agreements must be supported by an itemized listing of each revenue source. Grant awards and intergovernmental agreements shall be listed individually. For recurring grants and intergovernmental agreements, estimated revenue may be included prior to final agreement on funding levels, but may not include an increase from the current fiscal year.

b) Where appropriate, services and programs will be supported by user fees. User fees will recover the County's full direct and indirect costs, unless market considerations dictate otherwise. All user fees will be reviewed annually in conjunction with the budget development process. Because expenditures supported by user fees are generally subject to the Constitutional expenditure limitation, such expenditures must be carefully reviewed, and user fee rates should be reduced if they can no longer be justified by actual expenditures.

c) Anticipated revenue to the County from fee increases will not be budgeted unless the Board of Supervisors/Board of Directors has approved such increases.

d) All Departments/Special Districts, including Elected Officials and the Judicial Branch, will report to the Board of Supervisors/Board of Directors via the Office of Management and Budget all non-appropriated funding sources available to support their operations and programs, either directly or indirectly. When investigatory or security issues are of concern, such issues will be addressed on an individual basis.

3. Expenditures:

a) Departments/Special Districts shall submit base expenditure requests within the budget target provided by the Office of Management and Budget. The Office of Management and Budget will develop targets for each fund budgeted by a Department/Special District according to its current budget, with adjustments as directed by the Board of Supervisors/Board of Directors.

b) Requests for funding above base level must be submitted as *Results Initiatives Requests*, and must be directed to achievement of approved strategic goals that align with the direction of the Board of Supervisors/Board of Directors. Requests for additional funding will be considered only if departments/special districts have met the requirements for “Planning for Results” under the *Managing for Results Policy*. Results Initiative Requests must be supported by complete performance measures that can be used to monitor and evaluate the initiative’s success if funded. The Board of Supervisors/Board of Directors may annually adopt guidelines and priorities for results initiative requests. The Office of Management and

Budget will review all results initiative requests and make recommendations according to the guidelines and priorities established by the board of supervisors/board of directors.

c) In order to promote consistent and realistic budgeting of personnel, all personal service budgets shall include a reasonable allowance for personnel savings due to natural staff turnover. The rate of personnel savings should be budgeted based on past experience. Budgeted personnel savings may be budgeted conservatively for smaller departments that are subject to greater variations in staff turnover.

d) No "carryover" capital outlay or capital improvements will be budgeted unless specifically approved by the Board of Supervisors/Board of Directors. Departments that do not identify and receive approval for carryover items will be required to eliminate them or fund them from within their operating budgets.

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

4. Budget Process:

a) All Appointed, Elected and Judicial Branch Departments/Special Districts will follow these policy guidelines in preparing their annual budget requests.

b) All Appointed, Elected, and Judicial Branch Departments/Special Districts will submit budget requests to the Office of Management and Budget (OMB) following the detailed timeline, directions and format prescribed by OMB.

c) Department/Special District financial reporting structures will be established by the Financial Reporting Review Committee and must be finalized prior to budget submission.

d) All budget requests will be submitted at a detailed level by department, fund, organization unit, program/activity, object/revenue source, and month. Departments/Special Districts will prepare their budget requests in the budget preparation system provided by the Office of Management and Budget, and will follow all system instructions.

e) The Deputy County Manager (DCM) will negotiate budget recommendations with Elected Officials and Judicial Branch departments. If agreement cannot be reached with the DCM, the Presiding Judge and Elected Officials may first continue negotiation directly with the County Manager or, if agreement still cannot be reached, with the Board of Supervisors.

5. Capital Improvement Projects:

a) Upon recommendation of the Facilities Review Committee and identification of available funding, the Office of Management and Budget will recommend a five-year Capital Improvement Program to Board of Supervisors/Board of Directors in accordance with the Capital Improvement Program Policy.

b) The Board of Supervisors/Board of Directors may allocate carry-over fund balances to one-time capital items in accordance with the *Reserve and Tax Reduction Policy*.

c) When requesting funding for capital improvement projects, Departments/Special Districts will provide estimates of increased operating costs associated with each individual project.

d) Capital improvement program budgets may include a contingency budget reserve to fund project overages of up to 10% or $1,000,000, whichever is less.

6. Internal Charges and Indirect Cost Allocations:

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

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

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

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

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

Budgeting for Results Accountability Policy

A. Purpose

The purpose of the Budgeting for Results Accountability Policy is to provide guidelines and direction on managing Board-approved budgets to Elected, Appointed and Judicial Branch agencies so that they can be accountable and comply with the law.

B. Introduction

A.R.S. §42-17106 specifies that the County may not incur expenditures in excess of the amounts appropriated by the Board of Supervisors in the annual budget. A Special District may not exceed its duly adopted budget without an action by its Board of Directors amending its budget. The Budgeting for Results Accountability Policy provides Departments/Special Districts with flexibility in managing their allocated public resources in order to achieve results for customers while upholding accountability for spending within legal appropriations.

C. Definitions

Appropriation Adjustment: A change in an appropriated budget, which must be approved by the Board of Supervisors/Board of Directors.

Appropriated Budget: A budget legally adopted by the Board of Supervisors/Board of Directors, which authorizes expending funds or incurring obligations for a specific purpose, referred to as "budget items" in A.R.S. §42-17106. Appropriations may be set at different levels as directed by the Board of Supervisors/Board of Directors.

Appropriation Level: The level of detail to which a budget is appropriated by the Board of Supervisors/Board of Directors, such as by department and fund, project, activity, etc.

Department: All County/District departments, including Elected and Judicial Branch agencies and/or offices as well as appointed departments and/or offices.

Detailed Budget: The detailed budget plan within an appropriated budget. In Maricopa County, detailed budgets are specified by month, function, organizational unit, program/activity/service, object/source, and position.

Function: Classification of expenditures and revenues according to whether they are operating vs. non-recurring (including projects).

Special District: Special Districts for which the Maricopa County Board of Supervisors acts as the District Board of Directors, including the Flood Control, Library, and Stadium Districts.

D. Policy Guidelines

1. The Office of Management and Budget shall validate that all detailed budget adjustments balance and reconcile to appropriations set by the Board of Supervisors/Board of Directors.

2. All budgets are appropriated and controlled by the Board of Supervisors/Board of Directors at the level of department, fund, and function. Where applicable, appropriation levels may be established by program/activity, or object of expenditure.

3. Appropriated budgets are not guaranteed from one fiscal year to the next. Each year, appropriated budgets for each department shall be recommended by the Office of Management and Budget according to the Budgeting for Results Policy Guidelines (B1006).

4. Departments shall develop and maintain detailed revenue and expenditure budgets that will be loaded into the main financial system. Detailed budgets will be prepared by month, function, organizational unit, program/activity/service, object/source and position according to instructions developed by the Office of Management and Budget. Detailed budgets shall exactly equal appropriated budgets approved by the Board of Supervisors/Board of Directors. The Office of Management and Budget shall validate that all detailed budget adjustments balance and reconcile to appropriations set by the Board of Supervisors/Board of Directors.

5. Appropriated budgets shall be changed during the fiscal year only with Board of Supervisors/Board of Directors approval. Departments may request amendments to appropriated budgets supported by grants, donations or intergovernmental agreements when expenditures from theses sources are forecasted to exceed the appropriation. Such requests must be supported by an updated reconciliation of all revenue sources that demonstrates the proposed expenditure level is fully funded. Appropriated budgets must be reduced if revenue is forecasted to be significantly less than the current budget.

6. The Board of Supervisors/Board of Directors must approve all changes in project appropriations. All requests for changes in project appropriations must be accompanied by a request for Board of Supervisors/Board of Directors approval to amend the relevant five-year capital improvement program or other project plan approved by the Board of Supervisors/Board of Directors.

7. In order to maximize results, departments have the flexibility to incur expenditures that vary from their detailed budgets for the remainder of the current fiscal year, so long as they comply with the appropriated budget. This flexibility is accompanied by the responsibility to produce expected results while absorbing unanticipated spending increases. If a department requests an appropriated budget increase or contingency transfer for an unanticipated spending increase, the Board of Supervisors/Board of Directors may adopt appropriated budgets for that department at the level of program/activity and/or object of expenditure.

8. All positions must be fully funded in accordance with the Funded Positions Policy (B3001). In order to create new positions, departments must first verify full-year funding. If a position loses funding, it shall be identified and eliminated.

9. Departments shall not recommend for approval any agreements that commit the County/Special District to expenditures for which funding is not identified in future years. Departments shall verify funding for all purchase requisitions or other contracts or agreements.

10. Department expenditures and revenues shall be monitored and reported on a monthly basis throughout the fiscal year. The Department of Finance shall prepare and submit to the Board a comprehensive monthly analysis of budget variances by department and fund or by lower appropriation level, and will investigate any negative year-to-date variances.

11. Any departments for which the Department of Finance reports a negative year-to-date expenditure or revenue variance must provide a written explanation and corrective action plan to the Department of Finance and the Office of Management and Budget. The Office of Management and Budget and the Department of Finance will review and approve all corrective action plans, and report them to the Board once they are finalized.

12. If there is a significant risk that a department will exceed its appropriated budget, the Board of Supervisors/Board of Directors may adopt appropriated budgets for that department at the level of program/activity and/or object of expenditure.

13. Departments shall not exceed their appropriated expenditure budgets. Departments shall be required to reduce expenditures to offset any shortfall in their budgeted revenue. At the close of the fiscal year, the Department of Finance will prepare and submit to the Board of Supervisors/Board of Directors a comprehensive report of audited actual expenditures and expenditures relative to all department appropriated budgets. The report will include an explanation of each instance in which expenditures exceeded appropriated budgets.

14. If a department exceeds its annual appropriated expenditure budget or creates County liabilities that result from audit findings for which the County is responsible, the department's expenditures will be reviewed by the Office of Management and Budget to identify the causes of the overrun. The Office of Management and Budget will report its findings, along with a recommended corrective action plan, to the Board of Supervisors/Board of Directors. Corrective action plans may include (but will not be limited to) adopting appropriated budgets for that department at the level of program/activity and/or object of expenditure and a reduction of the department's appropriated budget in the subsequent fiscal year in an amount up to the amount of the overrun in the prior fiscal year.

15. In accordance with the Policy for Internal Information Requests (A2007), the total costs associated with fulfilling a records request under that policy shall be charged against the budget of the department making the request. The total costs shall include staff time (calculated by adding up staff time used to gather and prepare Records for production multiplied by the hourly rate paid to the employee or employees, plus employee-related costs), fees charged by vendors or contractors for services relating to the gathering and/or preparation of Records for production, and the expense of supplies used in gathering and/or preparing Records for production. The County Manager, at his sole discretion, has the authority to waive the transfer of costs per this paragraph if the total cost of fulfilling the records request is less than $1,000.

Reserve and Tax Reduction Policy Guidelines

A. Introduction

The purpose of this policy is to provide for long-term financial stability and low, sustainable tax rates through responsible use of non-recurring resources, appropriate and minimal use of debt, and maintenance of reserve funds. Adherence to the policy will insure that Maricopa County maintains recurring revenue streams sufficient to support ongoing spending requirements. Adequate reserves will allow the County to maintain services during economic downturns without drastic expenditure reductions or tax increases while longer-term budgetary adjustments are put in place.

Further, this policy sets budgetary and financial guidelines regarding the reduction of taxes. The Reserve and Tax Reduction Policy demonstrates a commitment to the maintenance and, when possible, reduction of tax rates while ensuring that Maricopa County remains financially stable and accountable to the citizens.

B. Definitions

Fund Balance: The difference between fund assets and fund liabilities.

C. Reserve Policy Guidelines

1. The Board of Supervisors will maintain reserve fund balances in the General Fund, and in other funds as appropriate. Reserves will be designated for elimination of cash flow borrowing in the General Fund and in other funds as necessary.

2. Unreserved beginning fund balances will be estimated and included in the annual budget; such expenditures will be designated in the budget as appropriated fund balance. Fund balances may be appropriated for the following specific uses:

   - *Acquisition of fixed assets*.
   - *Retirement of outstanding debt*.
   - *Fiscal stabilization* by offsetting operating revenue shortfalls due to economic downturns, so long as adjustments are made to restore the structural balance of the budget within one to two fiscal years.

3. As an alternative method of acquiring assets, estimated fund balances may be reserved for repayment of debt used to build or acquire capital improvements. This method of financing will set aside fund balances that will fully or partially cover the outstanding debt, while maintaining additional cash reserves. As a guideline, no less than 25% of the outstanding debt principal must be held in reserve, or the capital acquisition must result in operating savings, such as building leases, that offset the ongoing debt service expenditures. The Board may consider exemptions to this guideline if there is a strong business justification for doing so.

4. Proceeds from the sale of real property will be reserved for capital improvements or to repay debt used to finance capital improvements, so long as future liabilities associated with the property, including environmental clean-up, have been met.

5. Use of fund balances must be consistent with the Tax Reduction Policy Guidelines, as outlined.

D. Tax Reduction Policy Guidelines

1. Unless otherwise required by law, the Board of Supervisors/Board of Directors will strive to maintain the combined primary, debt service, Library District, and Flood Control District property tax rates at current or lower levels.

2. The Board of Supervisors/Board of Directors may reduce property tax rates under the following conditions:

   - The tax reduction is sustainable for the foreseeable future according to reasonable and conservative forecasts.
   - The budget is currently structurally balanced, e.g., recurring revenue exceeds recurring expenditures and will remain so into the future according to reasonable and conservative forecasts.
   - Fund balance reserves are sufficient to eliminate cash-flow borrowing and unexpected economic changes.
   - Fund balances have been appropriated or reserved for repayment of outstanding debt.
   - Necessary capital expenditures are appropriated from fund balance, or supported by debt that is backed by reserved fund balances.

Funded Positions Policy

A. Introduction

The purpose of the Funded Positions Policy is to establish guidelines for adding, deleting and changing positions so that all authorized positions are fully funded on an annualized basis, and that any filled or vacant position that becomes unfunded or under-funded is either fully funded or deleted.

B. Definitions

Full Time Equivalent (FTE): A value equivalent to a number of employees paid full time (forty hours per week, or from 2,080 to 2,096 hours per year, depending on the calendar). A half-time position that is paid 20 hours per week equates to .5 FTE; four half-time positions, each paid for 20 hours per week, equals 2.0 FTE, and so on. A single position may have an FTE value greater than zero, but not greater than 1.0. A group of positions has an aggregate FTE value based on the FTE values of the specific positions within the group.

Fully Funded Position: An authorized position that is fully funded by the general revenues of the County, a special revenue source, or a grant.

Payroll Liability: The salaries, benefits, payoff of accrued vacations and compensatory time and career center expenses that result from a reduction in force.

Under-funded Position: A position for which a County Department/Special District has 1% to 99% of the funding required to support it on an annualized basis

Unfunded Position: A position that is not funded.

C. New Position Establishment Policy Guidelines

1. In order to create a new position, County Departments/Special Districts must submit a request to the Office of Management and Budget (OMB) on an official form that includes the following information:
   - Working title and description of the position or positions requested.
   - The number of positions requested and FTE value(s) of the position(s) requested.
   - A brief description of the purpose of the new position(s), including relation to program/ activity/service, performance measures, key results, and strategic goals.
   - The full cost of the requested position(s), including not only direct salaries and benefits, but also indirect costs such as uniform allowances, equipment, and mandated or essential training. The County Department/Special District will also indicate whether it has enough building space, or identify the costs and sources of funding for additional space if needed.
   - The funding source of the position(s) and location in the current budget.
   - A list of any positions to be deleted in conjunction with creating the new position, along with a description of any other budgetary reductions made to offset the cost of the new position(s).
   - Justification of why budget savings, including savings from deleted positions, should be used to create new positions and not result in a budget reduction

2. The County Department/Special District Director, Elected Official or Chief Deputy to an Elected Official must sign all position requests.

3. Position requests must be sent to the Office of Management and Budget (OMB) for review. OMB will verify that the requested positions have been budgeted appropriately and that there is adequate funding to support the budget as a whole, including the requested position(s). OMB will not approve new positions unless their fully annualized cost can be supported within the County Department's/Special District's current appropriation, or if the Board of Supervisors/Directors has approved other funding. OMB will also verify that the request complies with established policies and priorities of the Board of Supervisors/Directors.

4. On approval by OMB, position requests from Elected or Judicial Branch departments will be forwarded to Compensation for review of job description and salary information. Requests from appointed County Departments/Special Districts will be forwarded to the Deputy County Administrator for final approval before they are forwarded to Compensation.

5. If a position request is denied, Elected or Judicial Branch departments may appeal the decision to the Board of Supervisors/Directors. If the Board of Supervisors/Directors approves a position request on appeal, the approval must be accompanied by an action to provide funding for the position(s) as necessary.

D. <u>Position Funding Policy Guidelines</u>

1. Each year as part of the budget process, County Departments/Special Districts must verify that budgets and funding are adequate to support all authorized positions. The Office of Management and Budget will validate that position funding is adequate, and will identify all positions that are potentially unfunded or underfunded.

2. Personnel will be budgeted by market range title, full-time equivalent (FTE) and average wage and benefit rates at the fund and organizational unit level within County Department/Special District budgets. Total authorized FTE's and average wage and benefit rates must be at or lower than budgeted levels at all times, and fully funded on an annualized basis with current appropriation levels and funding.

3. Personnel savings due to natural staff turnover will be budgeted in all County Departments/Special Districts at appropriate levels. If actual personnel savings reaches high levels due to failure to fill positions for extended periods, adjustments will be made to either eliminate the positions or make efforts to fill them.

4. County Departments/Special Districts with vacant underfunded positions will discuss the funding shortfall with OMB. County Departments/Special Districts have the option of eliminating the position(s) or identifying additional funding for the position(s).

5. OMB and County Departments/Special Districts will delete any vacant positions identified as unfunded or under-funded.

6. If filled positions are identified as unfunded or under-funded, the County Departments/Special Districts will provide the following information:

   - The position or positions' contribution to provision of service and results.

- The full cost to continue the position.
- The resulting payroll liability if current employee(s) are terminated due to lack of funding.

This information will be forwarded for review and validation by the Office of Management and Budget. OMB will consolidate the information and forward it to the Board of Supervisors/Board of Directors for possible action.

7. If eliminating unfunded or under-funded positions results in a Reduction In Force, the process will be conducted in a uniform manner in accordance with procedures administered by the Human Resource Department. Any payroll liability costs will be funded from within the County Department's/Special District's current appropriation.

Managing for Results Policy

A. Purpose

This policy establishes a framework that integrates planning, budgeting, reporting, evaluating and decision making for all Maricopa County departments and agencies. This framework is called Managing for Results; a management system that establishes the requirements to fulfill the County's Mission and Vision of accountability to its citizens.

This policy is promulgated as part of the annual County budget process under the authority of the Board of Supervisors.

B. Definitions

Managing for Results System – Managing for Results means that an entire organization, its management system, its employees and the organizational culture (beliefs, behavior and language) are focused on achieving results for the customer. Managing for Results provides direction for making good business decisions based on performance, and makes departments/agencies accountable for results.

Strategic Plan – A Strategic Plan sets forth the mission, strategic goals, performance measurements for a department, agency and the County. A Strategic Plan provides information to department/agency staff, corporate decision makers, the Board of Supervisors and the public about how the department/agency is organized to deliver results and what results the department/agency is accountable for achieving. It also provides the opportunity for all County employees to see how they contribute at all levels in the organization.

Managing for Results Resource Guide – This guide describes Maricopa County's strategic planning process, and how to develop and implement a plan. The Resource Guide is available to all County employees.

Department/Agency – This includes appointed departments, offices, elected departments, special districts and the judicial branch.

C. General Policy

All Maricopa County departments/agencies will participate in the Maricopa County Managing for Results system and shall comply with this policy.

D. General Requirements

1. Planning for Results
   - Each department/agency will develop and submit to the Office of Management and Budget a department/agency strategic plan as part of the budget process.
   - All strategic plans will be developed and presented to the Office of Management and Budget in required format as outlined in the Managing for Results Resource Guide. All strategic plans will be submitted according to the annual budget calendar.

- All managers will work with assigned employees to establish performance plans that align with department/agency strategic plans. Performance plans will be developed in accordance with Performance Management policy.
- The County Administrative Officer will develop and present to the Board of Supervisors a Countywide strategic plan, which contains strategic priorities and key result measures.

2. Budgeting for Results
   - The Office of Management and Budget and the Department of Finance will develop and maintain a financial structure aligned with the Managing for Results system.
   - The Board of Supervisors directs the Office of Management and Budget to review department/agency strategic plans and performance measures as a basis for making funding recommendations.

3. Reporting Results
   - Departments/Agencies will report quarterly to the Office of Management and Budget on their family of measures for budget and planning purposes according to the annual budget calendar.
   - The Office of Management and Budget will prepare and distribute a summary of measures.

4. Evaluating Results
   - Internal Audit will review and report on strategic plans and performance measures.

5. Decision Making and Accountability
   - The Board of Supervisors directs all Management to use performance information to manage activities effectively and efficiently.
   - Management will consider performance information in making policy and program decisions.

Policy for Administering Grants

A. Purpose

The purpose of this policy is to serve as the framework for Maricopa County Departments and Special Districts (Flood Control District, Library District, and Stadium District) to follow when applying for grants and negotiating the terms and conditions of the agreements and/or contracts to ensure optimum financial and administrative arrangements for Maricopa County or the Special District are met.

B. Definitions

Central Service Costs (2 CFR Part 225 (OMB Circular A-87)) – refers to costs, benefiting both grant and non-grant activities for inclusion as part of indirect cost in grants. The allocation is calculated in compliance with 2 CFR Part 225 (Federal Office of Management and Budget Circular A-87). Department – refers to the department, office or agency under budgetary responsibility of the Board of Supervisors, which has direct oversight responsibility for the program(s) funded partially or totally with the grant funds. The elected official or department director of the Department shall act as the agent of the County for purposes of this policy.

Department Overhead – Departmental/Special District costs incurred for both grant and non-grant programs.

Grantor Agency – refers to a Federal, state, local, or private agency or organization, which provides the grant funding and/or grant funding oversight.

Indirect Costs – refers to those costs incurred for a common or institution-wide objective that benefits more than one grant program or project. Such costs are not readily assignable to the cost objective specifically benefited.

In-Kind – refers to contributions in the form of goods or services rather than in cash.

One-time Grants – refers to funding from a Grantor Agency which is provided for a limited duration for a specified project or program. This type of grant may be provided to start a new program or service or for a program or services which has a limited life.

Ongoing Grants – refers to funding from a Grantor Agency which is expected to be provided year after year for a specified program(s) or service(s).

Special District – Flood Control District of Maricopa County, Maricopa County Library District, Maricopa County Stadium District.

C. Policy

Maricopa County and Special Districts receive significant funding from Federal, state, and local agencies annually. The following policy statements will ensure that the County or Special District is managing grants to its optimum potential.

1. The Board of Supervisors or Board of Directors must formally accept all grant awards prior to any funds being expended.

2. Departments/Special Districts will consistently negotiate grant agreements to meet County or Special District goals and policies. This includes conducting a cost/benefit study to determine the appropriateness of Maricopa County or Special District pursuing a particular grant.
3. Departments/Special Districts will negotiate for advance funding financial arrangements first and only accept reimbursement funding as the final option.
4. Departments/Special Districts will clearly define any matching requirements required by Maricopa County or Special District during the application process.
5. To minimize interest expense to Maricopa County, Departments/Special Districts will try and negotiate a reimbursement schedule that is in alignment with this policy. Departments/Special Districts will closely monitor their expenditures and claim reimbursement whenever expenses exceed $100,000, or on a monthly basis.
6. Maricopa County or Special District will utilize the County financial system to track, monitor and report all grant financial activity. All grant activity must be closed out within 150 days of the grant end date.
7. Departments/Special Districts are required to charge indirect costs on all grants unless prohibited by the grant contract, law, County Board of Supervisors approval or Special District Board of Directors approval.
   - Indirect costs will always be included (applied for) in the financial section of the grant application.
   - Indirect costs will be recovered at the maximum allowed by the Grantor or as defined on the Indirect Cost Plan that is approved by the Department of Finance.
8. Departments/Special Districts do not have the authority to negotiate a lower indirect cost reimbursement in order to increase program funding.
9. Departments will expend all grant funds prior to expending any general fund appropriations, or in the case of Special Districts, before expending other Special District revenues in relation to grant programs.

D. Guidelines

This Policy shall serve as the framework for Departments/Special Districts to follow when applying for grants and negotiating the terms and conditions of the agreements. The Policy is not intended to discourage Departments/Special Districts from seeking grant funding as a means to support various services and programs. Rather, it is intended to provide consistent guidelines for grant administration to ensure optimum financial arrangements for Maricopa County or Special District and to enhance Board of Supervisors or Board of Directors acceptance of grants conforming to this Policy. Specific information and detailed procedures are contained in the Maricopa County Grant Manual, which is located at ebc.maricopa.gov/library/finance. The Maricopa County Grant Manual may be updated by the Department of Finance, as determined necessary, to accommodate the effective administration of this policy.

1. Initial Grant Application

a) Departments/Special Districts are not required to obtain Board of Supervisors/Board of Directors approval prior to submitting an application for grant funding provided the grant meets the following requirements:

   (1) There is no matching requirement of funds;
   (2) Indirect costs are fully recoverable; and
   (3) There is no future or ongoing contributions required after the grant period ends.

In addition, the Director of the Department or Special District shall certify that the grant being applied for meets the above requirements.
Departments that wish to apply for grants that do NOT meet one or more of the above requirements must obtain Board of Supervisors/Board of Directors approval prior to submission of the application.

b) Departments/Special Districts are required to obtain the approval of the Board of Supervisors/Board of Directors prior to submitting an application for grant funding for any type of deviation from this policy including full indirect cost recovery. The information on the agenda must be clear and describe the nature of the deviation(s). It must also be clearly noted the intent or non-intent to apply for further grants from this particular grantor of this nature. After this grant has been reviewed and accepted by the Board of Supervisors/Board of Directors, subsequent grants in that fiscal year from the same Grantor Agency with like provisions do not require the Board's review and acceptance during the application process.

c) Grants for the Judicial Branch in Maricopa County will be identified by the Presiding Judge of the Superior Court in an annual presentation to the Board of Supervisors. The presentation will reference the individual grants, and whether any of the provisions of the grants deviate from this Policy. After these grants have been reviewed and accepted by the Board of Supervisors, subsequent grants for that fiscal year from the same Grantor Agency with like provisions do not require the Board's review and acceptance of the grant. Subsequent grants from a new Grantor Agency must be transmitted to the Board of Supervisors for review and acceptance.

d) Departments/Special Districts may seek approval for both the Grant Submittal and Grant Award Acceptance at the pre-submission stage, provided that all terms of the grant are in compliance with this policy and the information presented to the Board of Supervisors/Board of Directors is consistent.

e) Departments/Special Districts will provide to the Department of Finance a copy of all grant agreements which must specifically include the award amount, grant period dates, availability of indirect costs and the indirect cost percentage (%), distinction between reimbursement or advance funding and a complete description of the grant. The provided information will be used to establish controls on the County financial system and will not be changed or modified (award period, grant award, etc.) without supporting documentation from the Grantor.

2. On-Going Grant Application

From year to year, Departments/Special Districts may receive grant funding from the same Grantor for the continuation of a program. In this case, Departments must notify the Board of Supervisors/Board of Directors in an annual or more frequent presentation of their intent to apply for all ongoing grants.

Grants for the Judicial Branch in Maricopa County will be identified by the Presiding Judge of the Superior Court in an annual presentation to the Board of Supervisors. The presentation will reference the individual grants, and whether any of the provisions of the grants deviate from this policy. After these grants have been reviewed and accepted by the Board of Supervisors, subsequent grants for that fiscal year from the same Grantor Agency with like provisions do not require the Board's review and acceptance of the grant. Subsequent grants from a new Grantor Agency will be transmitted to the Board of Supervisors for review and acceptance.

3. Funding

To improve cash management practices, it is the County and Special Districts' preference to receive funding on an advance basis instead of a reimbursement basis. Therefore, every effort is to be made by Departments/Special Districts to obtain advance funding from the Grantor Agency. This is especially critical for one-time grant funded programs where the County or Special District is advancing funds to nonprofit subcontractors. The Department/Special District may be requested by the Office of Management and Budget (OMB) to present the cost/benefits of accepting a grant versus not accepting a particular grant. The cost/benefit analysis must take into account if the grant-funded services are mandated and comply with the MFR Budgeting format.

One-time Grants, which are actually start-up grants for new programs or services, will be so noted in the submittal to the Board of Supervisors/Board of Directors. Program costs, which Departments/Special Districts wish to continue once the grant funding has been depleted, will be identified and reported to the Board of Supervisors /Board of Directors at the time of submittal for consideration. The Department must present analysis and information to the Board of Supervisors/Board of Directors to assist the Board in deciding whether the County or Special District should fund expenses for the project or program from other County or Special District funds following the depletion of the grant funds.

4. Claiming Reimbursement

a) Departments/Special District will record and track grant revenues and expenditures utilizing the County financial system.

b) Departments/Special District shall submit claims to the Grantor Agency as frequently as permitted under the grant agreement. This will be no less frequent than monthly or when the expenditures reach $100,000, unless otherwise established by the grantor.

c) At grant year-end, each Department/Special District shall close out its respective grants. This includes preparing and submitting any required final reports to the Grantor Agency and either returning excess funds or requesting final reimbursement for the grant year. All grant closing documentation will be submitted to the Finance Department to ensure the grants are accurately closed on the financial system within 150 days after the grant end date as represented on the County financial system. All unreimbursed costs must be identified and a plan of action defined to ensure an alternate funding source is identified and the grant is effectively closed within the 150 day timeframe. All unresolved grant balances/(deficits) after the 150 day timeframe will be reported to the County Manager by the Department of Finance and the Office of Management and Budget by utilizing the Fund Balance Report.

5. Indirect Costs (2 CFR Part 225 (OMB Circular A-87) Charges)

2 CFR Part 225 (Federal Office of Management and Budget Circular A-87) recognizes indirect costs as legitimate grant expenses. As such, it is the intention of Maricopa County or Special District to recover indirect costs at all opportunities. In order to do so, the Department of Finance will prepare the following plans on an annual basis:

a) 2 CFR Part 225 (OMB Circular A-87) County-wide Central Services Cost Allocation Plan. The Department of Finance is responsible for preparing and negotiating the County-wide 2 CFR Part 225 (OMB Circular A-87) plan with Maricopa County's cognizant agency, United States

Department of Housing and Urban Development (HUD). The Department of Health and Human Services is Maricopa County's assigned cognizant agency regarding audit issues.

Whenever permitted by the Grantor Agency, grants requiring County or Special District matching funds may utilize County Overhead (A-87) as a last option. All other opportunities must be exhausted to meet the inkind match before utilizing County Overhead (A-87). If the required match exceeds the amount of inkind and/or County Overhead (A-87) or Overhead is not an allowable expense by the Grantor Agency the Department must inform the Board of Supervisors/Board of Directors of the exception and estimate the relative financial inkind impact.

b) Departmental Indirect Cost Allocation Plan(s). The County's 2 CFR Part 225 (OMB Circular A-87) indirect costs plans are used as a means of equitably recovering indirect costs from both federal and non-federal grant programs. All departments/Special Districts receiving grant funds can submit a written request to the Department of Finance to prepare a Departmental 2 CFR Part 225 (OMB Circular A-87) Indirect Cost Allocation Plan.

In some cases the grantor may limit the recovery of indirect costs to a percentage less than the combined Departmental and County-wide 2 CFR Part 225 (OMB Circular A-87) indirect rate. In these cases, the Departmental 2 CFR Part 225 (OMB Circular A-87) rate shall be satisfied first. Any remaining funds will then be applied to the County-wide 2 CFR Part 225 (OMB Circular A-87) rate.

County Departments Providing Grant Services to Outside Entities

Maricopa County Departments that are allowed to perform grant financial services for entities outside of the County and are not considered to be subrecipients may recover indirect costs and/or user charges for the administration of grants. If these outside entities are allowed by their grantors to recover indirect costs and/or charge a user fee to reimburse Maricopa County for services rendered, the monies must be deposited back to the funding source where the support services were initially provided. For example, a General Fund Department being reimbursed for grant management activities shall remit the reimbursement back to the General Fund.

Specific accounting information and examples can be found in the County Grant Manual located at ebc.Maricopa.gov/library/finance.

6. Purchase of Computing and Network Systems Relating to Grant Supported Programs

To ensure compatibility and supportability of the County computing and network infrastructure, Departments/Special Districts are to consult with and obtain approval from the Chief Information Officer prior to purchasing any desired equipment. This applies to hardware, software and communications technologies including data, voice, video, image radio telemetry and facsimile purchases under the provisions of the County's Procurement Code.

Departments/Special Districts are to utilize the Technology Financing Program unless the grant specifically does not provide for this type of activity. As an example, a grant that is Board approved for two (2) years would not allow for the purchase of computers under the Technology Financing Program as the Technology Financing Program is a 36-month program.

To ensure effective asset management and tracking, all computer-related items must be tagged with an asset number by the Technology Finance Program Coordinator and recorded in an asset database. This information is utilized for the projection of asset replacement purposes.

Departments in the Judicial Branch of Maricopa County will consult with the Chief Information Officer prior to any purchases under the Judicial Procurement Code to determine whether the purchase will require compatibility and supportability of the County computing and network infrastructure.

7. Department of Finance Responsibility

While each Department/Special District has staff assigned to monitor and report the financial activities of grants, the Department of Finance will provide general and technical oversight and monitoring of all grant funds. At a minimum, the Department of Finance will:

a) Review and approve grant agenda items when they comply with County policy and the County Grant Manual.

b) Establish a Board approved grant on the County financial system when all supporting documentation is provided.

c) Prepare and provide to the Departments/Special Districts a monthly grant report (Fund Balance Report). This report will include inception to date financial activity for each individual grant. This report will be used to ensure the effective management and maintenance of grant activity.

d) Monitor that grant expenditures do not exceed grant awards.

e) Review individual grant balances, utilizing the Fund Balance Report, on a quarterly basis to identify departments that are not requesting reimbursement from the Grantor Agency on a timely basis. Departments/Special Districts that are not regularly claiming reimbursements will be contacted by the Department of Finance.

f) Communicate with the Office of Management and Budget regarding fund balance and/or deficit issues.

g) Initiate the preparation of the Indirect Cost Allocation Plan by providing a copy of the current plan, detailed listing of expenditures and other supporting data. Provide support, guidance and direction to Departments/Special Districts to assist them in the preparation of their Indirect Cost Allocation Plan.

h) Review Fund Balance Report for closed Grants to determine compliance with fund balance/(deficits).

i) Review and recommend approval of proposed Grant applications when Department/Special District is not in full compliance with Grant policy.

8. Office of Management and Budget Responsibilities

a) Review and recommend approval of grant agenda items when they comply with County policy and the County Grant Manual.

b) Review and recommend approval of Department's/Special District's proposed grant budget.

c) Review and recommend approval of adjustments to Department's/Special District's grant budget as necessary.

d) Review and take action as necessary to correct any deficit in Grant Funded Budgets.
e) Review and take action as necessary to minimize lost interest earnings to the General Fund due to negative cash positions in Grant funds.

f) Review and take action as necessary regarding departmental indirect cost rate plans. Ensure maximum reimbursement of all allowable indirect costs.

g) Consistent with Board policy, review departments spending to ensure that Grant Funds are used before General Fund dollars, and for Special Districts, to ensure that Grant Funds are used before other Special District revenues.

h) Review and recommend approval of proposed Grant applications when Department/Special District is not in full compliance with Grant policy.

9. Department/Special District Responsibilities

Each Department/Special District will ensure the following general maintenance activities are completed as defined below:

a) Review, reconcile and certify the monthly Fund Balance Report. Any discrepancies are to be reported to the Department of Finance within two (2) weeks of receiving the Fund Balance Report. A written response must be received by the Department of Finance to report any discrepancies.

b) Reconcile and close expired grants on the County financial system within 150 days of the grant end date (as entered on the County financial system).

c) Communicate with the Office of Management and Budget and the Department of Finance regarding grants with a negative balance (unreimburseable expense). The Department/Special District must develop a plan of action to resolve the deficit. For departments, the plan should only consider utilizing General Funds as a last option.

d) Prepare the Indirect Cost Allocation Plan in the format defined by the Department of Finance. Obtain Departmental/Special District approval of the Indirect Cost Allocation Plan and provide a complete copy of the plan with all supporting documenting to the Department of Finance and the Office of Management and Budget by the timeline established by the Department of Finance.

e) Ensure that grant expenditures do not exceed grant awards.

f) Comply with all reporting requirements as defined by the grantor and County-wide Grant Policy and Manual.

g) Comply with all record retention requirements as defined by the grantor.

E. Related Documents:

The following documents are available at the indicated site.

Grant Manual: ebc.maricopa.gov/library/finance
2 CFR Part 225 (OMB Circular A-87):
http://www.whitehouse.gov/omb/assets/omb/fedreg/2005/083105_a87.pdf

Non-Departmental Policy

Purpose

The purpose of this policy is to provide guidelines for development and administration of the Non-Departmental budget to County Departments so that the Non-Departmental budget is handled according to Board policy and direction.

Budgeted Revenues

The revenues budgeted in the Non-Departmental budget are revenues that may be specific to particular funds, but benefit several departments and not a particular department or program within a department. Examples of these revenues include:

- Property Taxes (General Fund and Debt Service Fund)
- Anticipated Grants from outside sources
- State Shared Sales Taxes
- State Shared Vehicle License Taxes
- Cable TV Application Fees for franchise agreements with the County
- Liquor Licenses fees
- Jail Excise Taxes (Detention Fund)
- Other Miscellaneous Revenue as appropriate.

Budgeted Expenditures

The expenditures budgeted in the Non-Departmental budget are general expenses not specific to a particular department, or which benefit the County as a whole. These expenses can include budgeted contingencies, general debt service, taxes and assessments, legal expenses, and various Board-approved special projects or initiatives

Expenditure items will be listed in the Recommended budget, and individual items are subject to Board approval.

Procedures

Budget Process

General Government will follow all County budgeting policies and guidelines including the approval process established by the Board of Supervisors. The Office of Management and Budget, along with the County Manager, will be responsible for developing the Non-Departmental budget for each fiscal year. The recommended budget will include an itemized schedule of proposed expenditures by fund.

Approval of Expenses

The Deputy County Manager or designee must authorize all expenditures prior to processing. This authority has been delegated to the manager responsible for a particular item within Non-Departmental. If the expenditure is not approved it will be returned and absorbed within the budget of the department that submitted it.

Contingency Fund

If a contingency fund is adopted in the Non-Departmental budget during a fiscal year, General Fund departments can request funding for unanticipated expenditures or unfunded projects. These requests must be handled via a Board agenda item, and submitted by the responsible department. The Board of Supervisors must approve all requests for contingency funds.

Authority/Responsibility

The administration and maintenance of the Non-Departmental budget is the responsibility of the Office of Management & Budget. Expenditures charged to Non-Departmental must be approved by the Deputy County Manager or designated to ensure that the expenditures are budgeted and appropriate.

If approved, the contingency budget will be reduced and the appropriate department appropriation or other Non-Departmental item will be increased.

Policy for Vehicle Replacement

A. Introduction

The purpose of this Policy is to provide County Departments/Special Districts with guidelines so that existing vehicles can be replaced in a timely and cost-effective manner.

B. Background

Equipment replacement must be planned and approval for replacement received through the budget process. The Equipment Services Department has the responsibility to plan for replacement needs in conjunction with the County Departments/Special Districts. During development of each fiscal year's budget, the Office of Management and Budget (OMB) reviews requests received from Departments/Special Districts for replacement of existing vehicles. In determining the amount of funding required, only the cost to replace existing vehicles with their equivalents is considered. Upgrades and additional new vehicles may not be charged to the appropriate vehicle replacement budget.

Sheriff's Office Only: The Sheriff's Office equipment replacement schedule will be discussed and approved during the annual budget process. Due to the unique nature of the functions of the Sheriff's Office, the equivalent replacements and upgrades may be changed to meet departmental needs, if the costs remain within budget targets. However, these changes will be discussed with OMB prior to proceeding to ensure costs are appropriate.

C. Guidelines

1. The Department/Special District, working with Equipment Services, prepares a needs assessment to determine which vehicles require replacement for upcoming fiscal years.
2. Vehicle replacement will be funded only for the current equivalent equipment class, make, model and equipment extras.
3. Upgrades are not funded under the appropriate vehicle replacement budget. If a Department/Special District determines upgrades are necessary, the Department/Special District has two options: (a) pay for the upgrades from the Department's/Special District's current operating budget; or (b) request upgrades and additions during the development of the Department/Special District budget.
4. If the full cost of replacement is actually lower than originally estimated, the savings will revert to the appropriate fund.
5. Possible cost overruns will be absorbed by the appropriate vehicle replacement budget.
6. OMB must approve all charges to the vehicle replacement budget.

D. Exceptions

If, during the replacement process, the Department/Special District requires changes to the original vehicle replacement request, the Department/Special District must request reconsideration of their initial vehicle replacement plan. The criteria OMB will consider during the review of the Department's/Special District's revised plan includes funding and the impact on current and future

costs for maintenance, operation and replacement. To assist OMB in performing a full analysis of the revised replacement plan, Departments/Special Districts are requested to provide:

1. A justification statement which supports changes to be in the best interest of Maricopa County citizens, enhances services provided to the citizens and benefits the County/County Special District overall. This statement can also include information on changes in service levels which require the use of a different vehicle class, the impact on current and future costs for maintenance, operation and replacement as well as information on funding.
2. A spreadsheet which reflects the current vehicle replacement schedule with costs and the proposed vehicle schedule with costs. The spreadsheet needs to reflect the increase or decrease of cost for each vehicle and an explanation for the cost change.
3. A complete justification for any equipment additions to the replacement vehicles and how these equipment additions enhance the service levels being provided to Maricopa County citizens.
4. OMB will review the request and provide the Department/Special District and Equipment Services with final approval or disapproval of the proposed change to the Department's/Special District's equipment vehicle replacement plan within three working days of receipt.

Policy on Use of Employee Furloughs for Budget Balancing

Adopted by the Board of Supervisors on May 6, 2009

A. Introduction

The purpose of this policy is to establish guidelines for balancing budgets with employee furlough savings for departments so that they can reduce expenditures while maintaining a sustainable, structurally-balanced budget.

B. Background

An employee furlough is mandatory unpaid leave imposed on employees by a department facing a severe financial crisis. An employee furlough may be imposed as an alternative to, or in conjunction with, a Reduction in Force. Employee furloughs are a means of reducing expenditures in response to a shortage of revenue and/or a lack of work.

The *Budgeting for Results Policy Guidelines* require the County to maintain a sustainable, structurally-balanced budget in which recurring expenditures and other uses are fully supported by recurring revenues and other sources.

The *Funded Positions Policy* requires that the full annualized cost of positions be supported by ongoing funding sources. During the budget process, Departments and the Office of Management and Budget (OMB) must verify that budgets and funding are adequate to support all authorized positions.

By themselves, employee furloughs are not consistent with a sustainable, structurally-balanced budget, and therefore do not comply with the *Budgeting for Results Accountability Policy* and the *Funded Positions Policy.* Expenditure savings from employee furloughs are non-recurring, and become an unfunded payroll liability in subsequent fiscal years because the full-time equivalent value of the affected positions is not reduced, and use of employee furloughs must be approved by the Board of Supervisors.

C. Policy:

1. Employee furloughs are not encouraged, but may be used under certain circumstances to reduce a department's operating expenditures so long as there is a plan to make sustainable, recurring adjustments that will restore the budget to structural balance within one to two fiscal years.

2. In order to implement an employee furlough, Departments must prepare and submit a furlough budget plan that must be approved by the Board of Supervisors.

3. Furlough budget plans must be presented in a format to be specified by the Office of Management and Budget. Furlough budget plans will include the following information:

    a. An explanation of why the employee furlough is necessary, either in addition to, or instead of reductions in force,

    b. A list of all Market Range Titles that will undergo furloughs, as well as the anticipated frequency and duration of the proposed furloughs.

c. Estimated furlough savings.

d. A plan for implementing longer-term expenditure or revenue adjustments that will restore structural balance

e. Estimated impacts on performance and results for the Activities that will be affected by the proposed furlough.

4. Furlough budget plans will include a hiring freeze that will, over a period of no longer than two fiscal years, generate vacant positions through employee attrition that can be permanently eliminated to restore structural balance. Furlough budget plans will identify any critical positions that will be exempted from the hiring freeze, and will demonstrate how elimination of other positions that become vacant will be sufficient to offset the annualized payroll liability from the employee furlough.

5. Departments with Activities that are supported by fees may reduce or eliminate the requirement to eliminate vacant positions based on a conservative forecast of future revenue growth.

6. The Office of Management and Budget will review all proposed department employee furlough budget plans. OMB will forward its recommendations to the Board of Supervisors.

7. Upon implementation of an employee furlough, Departments will prepare and submit quarterly progress reports of savings generated by the furlough and progress toward achieving the expenditure and/or revenue goals established in the furlough budget plan. Department reports will be consolidated and presented to the Board of Supervisors by OMB.

8. As vacant positions are eliminated through the course of the fiscal year, the number of planned employee furlough days may be reduced if the ongoing savings will offset the cost, and the department is not forecast to exceed its appropriated expenditures.

9. Notwithstanding this policy, all employee furloughs must comply with applicable employee merit rules and personnel policies.

Retirement Health Enhancement Program

(Post Employment Health Plan Enhancement Program)

Adopted by the Board of Supervisors on March 16, 2009

A. Overview

Maricopa County employees and Judicial Branch employees in Maricopa County who are eligible for normal retirement under their retirement plan may take advantage of a unique opportunity to receive an enhanced Post Employment Health Plan (PEHP) Benefit Contribution for accrued Family/Medical Leave (FML).

B. Eligibility

1. The eligible employee must elect to participate in the Post Employment Health Plan Enhancement Program by April 30, 2009 (based on March 16, 2009 approval by the BOS) and must separate from Maricopa County service or Judicial Branch service in Maricopa County on or before May 31, 2009.
2. The eligible employee must have an effective retirement date that is immediately following his or her date of separation from County service or Judicial Branch service in Maricopa County. For the purposes of this Program, immediately means within fourteen (14) calendar days after the separation from County service or Judicial Branch service in Maricopa County.
3. The employee must be eligible for normal retirement benefits (as opposed to early retirement) under the employee's retirement plan, and the retirement plan must not prohibit participation in this Program. Below are general guidelines for the common plans in Maricopa County or the Judicial Branch in Maricopa County. The employee is responsible for ensuring that he or she is eligible for normal retirement from Maricopa County or the Judicial Branch in Maricopa County prior to participation in the Post Employment Health Plan Enhancement Program.
4. The eligible employee must be a contributing member under ASRS, PSPRS, EORP, CORP or PORP.

C. Retirement Plan Details

Arizona State Retirement System Plan Member:
Normal retirement date is the earliest the member may retire with a full benefit, as calculated by the ASRS benefit formula. A normal retirement date means the first to occur of the following:

- At age 65;
- At age 62 with 10 or more years of credited service; or
- At any combination of years of credited service and age, totaling 80 points.

Arizona State Retirement System Member:
Normal retirement date is the earliest the member may retire with a full benefit, as calculated by the ASRS benefit formula. A normal retirement date occurs at age 60 if the member has at least 5 years of credited service.

Corrections Officer (CORP) and Probation Officers Retirement Plan (PORP):
Normal retirement date is attained if the member meets one of the following requirements:

- After 20 years or more of credited service;

- At age 62 with 10 or more years of credited service; or
- At any combination of years of credited service and age, totaling 80 points.

Public Safety Personnel and Investigators Retirement System (PSPRS):
Normal retirement date is attained if the member meets one of the following requirements:

- After 20 years or more of credited service; or
- At age 62 with 15 or more years of credited service.

Elected Officials Retirement Plan (EORP):
Normal retirement is attained if the member meets one of the following requirements:

- At age 65 with 5 or more years of credited service;
- At age 62 with 10 or more years of credited service; or
- After 20 or more years of credited service.

D. Incentive Benefit

A Maricopa County employee or Judicial Branch employee in Maricopa County participating in the Post Employment Health Plan Enhancement Program will receive a one-time, lump-sum enhanced PEHP Benefit Contribution (up to $30,000) based on the eligible employee's accrued Family/Medical Leave (FML) at his or her separation from service date. This contribution is calculated by multiplying the eligible employee's base rate of pay by the eligible employee's total accumulated Family/Medical Leave hours (up to 1,500 hours) and multiplying again by the applicable percentage below:

- 20%, for fewer than 500 hours accumulated FML;
- 25% for at least 500, but fewer than 750 hours accumulated FML;
- 33% for at least 750, but fewer than 1,000 hours accumulated FML;
- 50% for at least 1,000 and up to the maximum of 1,500 hours of accumulated FML.

Example: The one-time contribution for an eligible employee with 700 accumulated FML hours making $25.00/hour on separation from service would be calculated as follows:

700 hrs x $25.00/hr x .25 = $4375

The Post Employment Health Plan Enhancement Program is in addition to the County's current $10,000 contribution under the Post Employment Health Plan (PEHP) for to retirees who have at least 1,000 hours of accumulated FML at retirement. The $30,000 cap applies only to the County's Post Employment Health Plan Enhancement Program contribution; the PEHP Benefit is not subject to the cap.

Example: The one time contribution for an eligible employee with 1,800 accumulated FML hours making $25.00/hour at the time of retirement would be calculated as follows:

(1,500 hrs x $25.00/hr x .50) + $10,000 = $18,750 + 10,000 = $28,750

E. Program Notes

- The one-time enhanced Post Employment Health Plan Benefit Contribution is not subject to income or payroll taxes. Maricopa County will disburse the funds to Nationwide Retirement Solutions which in turn will establish an investment account under an Internal Revenue Code section 501(c)(9) VEBA trust.
- The one-time enhanced Post Employment Health Plan Benefit Contribution will be processed within 90 days of the eligible employee's retirement.
- Eligible employees will receive a cash payment for their accrued Personal Leave (PTO) hours.

F. Post Employment Health Plan Enhancement Program Financial Responsibility & Budgeting

Department budgets will be adjusted for the vacancies created through eligible employee participation in the Post Employment Health Plan Enhancement Program and positions will be inactivated due to vacancies created through retirement. Departments may request a critical position be reactivated, a lower level position be created, or a re-organization that results in a reduction-in-force, and request funding for these positions through their OMB and Compensation Analyst. These actions will require Board of Supervisors approval.

If a position is reestablished through Board approval, it must be recruited internal to the County for at least 10 business days. The recruiting range will be the minimum of the market range, with the maximum being either the mid-point of the market range or 10% below the position's prior incumbent's rate, whichever is less. The hiring rate of the successful candidate must be within the recruiting range.

General Fund and Detention Fund Departments

- The Non-Departmental Non-Recurring budget will absorb the cost of the additional Post Employment Health Plan Enhancement Program contribution.
- The Department will absorb the cost of any Personal Leave accrual payout and the established Post Employment Health Plan Benefit.
- If the Department's budget is unable to absorb the additional cost, the Department may request assistance from the Non-Departmental Budget through their OMB Budget Analyst.

Non-General Fund and Non-Detention Fund Departments

- The Department will absorb the cost of the additional Post Employment Health Plan Enhancement Program, as well as the cost of any Personal Leave accrual payout and normal PEHP Benefit provided to the retiree.
- If the Department's budget and fund balance is unable to absorb the additional cost, the Department may request assistance from the Non-Departmental Budget through their OMB Budget Analyst.

G. Re-Employment of Post Employment Health Plan Enhancement Program Participants

Eligible employees retiring under this program are eligible for re-employment with Maricopa County or the Judicial Branch in Maricopa County after 30 days. In addition to the rules related to returning to employment as specified in the eligible employee's retirement system, the following rules will also be applied to eligible employees receiving a retirement incentive:

- The hire rate will be the minimum of the pay range, regardless of market range title or relevant experience. This rule applies for classified, unclassified, contract, and temporary employment situations.
- Leave Accrual rates will be set at the minimum level, regardless of past service. This rule applies to classified and unclassified employment situations. Contract employees do not accrue paid leave of any kind, but may receive a stated amount (not to exceed the minimum level accrued by a merit covered employee in a calendar year) to be used for vacation, sick or other personal reasons.

Budget Calendar

FY 2009-10 Budget Calendar

11/17/2008	Board Approves FY 2009-10 Budgeting for Results Budget Balancing Guidelines
12/8/2008	Budget Balancing Options Due from Departments
3/16/2009 – 4/13/2009	Board Adopts Budget Reduction Options (later dates may be necessary)
2/10/2009	Assessed Value and Levy Limits Reported by Assessor
2/17/2009 – 3/27/2009	OMB Analyzes Department Budgets, Develops Recommendations
3/1/2009 – 3/27/2009	OMB & Departments Review Budget Recommendations
5/18/2009	Recommended Budget Presentation
5/20/2009	Tentative Budget Adoption
6/4/2009 – 6/11/2009	Publication of Tentative Budget & Truth in Taxation Notice
6/22/2009	Final Budget Adoption
8/17/2009	Tax Levy Adoption

Fund Descriptions

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

201 **Adult Probation Fees:** Collects the fees assessed to persons placed on probation in the Superior Court per A.R.S. §13-901. Monies collected are used to supplement County General Fund appropriations for the compensation costs of probation officers who provide pre-sentence investigations (A.R.S. §12-267).

203 **Sheriff Donations:** Accounts for and segregates funds to be used in support of mandated functions. Funding is provided by non-specific donations and proceeds from the sale of donated items.

204 **Justice Court Judicial Enhancement:** Revenues consist of fees and surcharges collected under the authority of A.R.S. §22-281; and time payment fees collected under authority of A.R.S. §12-116; and On-line access subscription fees collected under authority of A.R.S. §22-284. Expenditures are used to improve, maintain and enhance the ability to collect and manage monies assessed or received by the courts and to improve court automation projects.

205 **Court Document Retrieval:** Accounts for the collection of an additional filing or appearance fee, not to exceed $15, to be used to defray the cost of converting the Clerk of Superior Court's document storage and retrieval system to micrographics or computer automation as established by A.R.S. §12-284.01.

207 **Palo Verde:** Palo Verde receives an annual allocation from the State of Arizona. Expenditures are utilized for nuclear disaster training.

208 **Judicial Enhancement:** Revenues consist of fees and surcharges collected under authority of A.R.S. §12-284.03 and time payment fees collected under authority of A.R.S. §12-116. In addition, revenues are received from the State Judicial Enhancement Fund established by A.R.S. §12-113. Expenditures are used to improve, maintain and enhance the collection and management of funds and court automation projects.

209 **Public Defender Training:** Established by A.R.S. §12-117 to account for fees that are paid on a time payment basis as established by A.R.S. §12-116. Expenditures are utilized for Public Defender Training.

210 **Waste Management:** Established by the Board of Supervisors to segregate this activity from the General Fund. This fund accounts for a fixed fee from Waste Management Corporation plus a percentage based on the tonnages of refuse dumped. Expenditures are used for economic development in Mobile and other unincorporated areas of the County.

211 **Adult Probation Grants:** Revenues consist of grant funds that are used for domestic violence, women's treatment programs, gang prevention, and criminal justice records improvement.

212 **Sheriff RICO:** This fund consists of monies received as result of participation in any investigation or prosecution, whether by final judgment, settlement, or otherwise. Monies may be used for the funding of gang prevention programs, substance abuse prevention programs substance abuse education programs and witness protection or for any purposes permitted by federal law relating to the disposition of any property that is transferred to a law enforcement agency.

213 **County Attorney RICO:** Accounts for the funds provided by the sale of confiscated property. Operated by the County Attorney, RICO consists of all the activity of the Anti-Racketeering Program.

214 **Sheriff Jail Enhancement Fund:** Per A.R.S. §41-2401, the Arizona State Department of Corrections allocates criminal justice enhancement funds to County Sheriffs for the purpose of enhancing County Jail facilities and operations.

215 **Emergency Management:** Emergency Management activity consists of disaster planning and training.

216 **Clerk of the Court Grants:** Accounts for the grant funds that are utilized for the improvement of court automation systems, child support enforcement and the processing of criminal history dispositions.

217 **CDBG Housing Trust:** Accounts for the grant funds that are utilized to expand the supply of low-income housing through the rehabilitation and reconstruction of single family occupancy homes.

218 **Clerk of Court Fill the GAP:** This fund was set up as indicated by A.R.S. §41-2421F and accounts for monies distributed under A.R.S. §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997 – 1998 by the counties for the processing of criminal cases in the Superior Court, including the Office of the Clerk of the Superior Court, and Justice Courts.

219 **County Attorney Grants:** Accounts for funds that are utilized for the investigation and prosecution of child abuse and domestic violence cases and the enhancement of anti-gang enforcement efforts to deter, investigate, prosecute or adjudicate gang offenders. Victim assistance is provided to include transportation, payment of emergency expenses, education programs and training to children's advocates.

220 **Diversion:** A.R.S. §11-361 establishes the ability of counties to offer special supervision programs for non-violent offenders in order to divert them from incarceration. Funds are used to provide alternatives to criminal prosecution to appropriate offenders so that they can receive drug rehabilitation services without the cost of prosecution.

221 **County Attorney Fill the GAP:** County Attorney Fill the GAP was set up as indicated by A.R.S. §41-2421F and accounts for monies distributed under A.R.S. §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by the counties for the processing of criminal cases by county attorneys.

222 **Human Services Grants:** Accounts for the grant funds that are utilized for community action services designed to help the disadvantaged achieve self-sufficiency and family stability.

223 **Transportation Grants:** Transportation Grants was set up to account for all Grant activity administered by the County Transportation Department.

224 **Medical Examiner Grant Fund:** Accounts for the grant funds that are utilized to support the County's anti-bioterrorism efforts.

225 **Spur Cross Ranch Conservation:** To account for the money collected from a Town- imposed ½% transaction privilege tax for the operation of the County Park.

226 **Planning and Development Fees:** Performs mandated community planning functions. Funding is provided mainly through license and impact fees.

227 **Juvenile Probation Grants:** Accounts for the grant funds that are utilized for the child nutrition program, family counseling and safe schools program.

228 **Juvenile Probation Special Fees:** This fund was established by A.R.S. §12-268 to account for juvenile probation fees collected and used for the purpose of supplementing County General Fund appropriations for the compensation of personnel of the Juvenile Court.

229 **Juvenile Restitution Fund:** Pursuant to A.R.S. §8-346, the fund was established for the payment of restitution in juvenile delinquency proceedings. This fund consists of state and local appropriations, gifts, devices and donations from any public or private source.

230 **Parks & Recreation Grants:** Accounts for the grant funds that are utilized for state lake improvements, park restoration and the construction and maintenance of hiking trails.

232 **Transportation Operations:** Plans and implements an environmentally balanced multi-model transportation system. Operations are funded through highway user taxes.

233 **Public Defender Grants:** Accounts for grant funds that are utilized for public defender training and to increase the processing of drug cases.

234 **Transportation Capital Project:** Transportation Capital Projects was set up administratively as a capital project fund to track capital project activity of the County Transportation Department. Funding is provided by a reimbursement transfer from the Transportation Fund that derives its funding from the State Highway User's Tax.

235 **Del Webb:** A special revenue fund to account for revenue received from the Del Webb Anthem community that is restricted to expenditure for development services (the implementation and enforcement of the development master plan) and recreational services (trail system and library) supporting that community.

236 **Recorders Surcharge:** Accounts for the collection of a special recording surcharge, not to exceed $4, to be used to defray the cost of converting the County Recorder's document storage and retrieval system to micrographics or computer automation as established by A.R.S. §11-475.01.

238 **Trial Courts Grants:** Grant funds are used for drug enforcement accounting, court-appointed special advocates and case-processing assistance.

239 **Parks Souvenir Fund:** Accounts for sales proceeds of sundry items at the Maricopa County Parks.

240 **Lake Pleasant Recreation Services:** Provides the public with positive leisure opportunities in a safe, accessible, and efficient manner through quality development and programming while conserving and protecting unique and environmentally sensitive areas.

241 **Parks Enhancement Fund:** Accounts for park and recreation revenues and expenditures associated with enhancing parks and recreation programs pursuant to A.R.S. §11-941.

243 **Parks Donations:** Accounts for donations and contributions activities provided for by citizens or groups.

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

248 **Elections Grant:** Elections Grant was set up to account for all grant activity administered by the Elections Department.

249 **Non Departmental Grant:** Non-Departmental Grants was set up to account for all non-department specific grant activity.

251 **Sheriff Grants:** Accounts for grant and intergovernmental funds that support and enhance Sheriff Office activities.

252 **Inmate Services:** Accounts for the funds that are held in trust for the benefit and welfare of the inmates, established under A.R.S. §31-121. The majority of revenues are derived from sales of food and sundries to the inmates.

254 **Inmate Health Services:** Accounts for the co-payments received from inmates for self-initiated health service pursuant to A.R.S. §31-161 and A.R.S. §31-162.

255 **Detention Operations:** was established under the authority of propositions 400 and 401, which were passed in the General Election of November 3, 1998 and extended in the General Election of November 5, 2002. These propositions authorized a temporary 1/5-cent sales tax to be used for the construction and operation of adult and juvenile detention facilities.

256 **Probate Fees:** Administers the monies received by the Clerk of the Superior Court pursuant to A.R.S. §14-5314 and A.R.S. §14-5414 to preserve, audit, and safeguard the estates and wards for whom the court has a fiduciary responsibility.

257 **Conciliation Court Fees:** Accounts for monies collected under A.R.S. §25-311.01 related to the dissolution of marriages. The funds collected are used by the Domestic Violence Shelter fund and the Child Abuse Prevention and Treatment fund.

259 **Trial Courts Special Revenue:** Accounts for monies received under an intergovernmental agreement with the Department of Economic Security to conduct Title IV-D child support enforcement enhancements.

261 **Law Library Fees:** Established by A.R.S. §12-305 to account for a portion of the fees collected by the Clerk of the Superior Court to be used for the purchase of books for the county law library.

262 **Public Defender Fill the Gap:** Public Defender Fill the Gap was set up as indicated by A.R.S. §41-2421F and accounts for monies distributed under A.R.S §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by counties for the processing of criminal cases by the county public defender, legal defender and contract indigent defense counsel in each county.

263 **Legal Defender Fill the Gap:** Legal Defender Fill the Gap was set up as indicated by A.R.S. §41-2421F and accounts for monies distributed under A.R.S. §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by counties for the processing of criminal cases by the county public defender, legal defender, and contract indigent defense counsel in each county.

264 **Superior Court Fill the Gap:** Superior Court Fill the Gap was set up as indicated by A.R.S §41-2421F and accounts for monies distributed under A.R.S. §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by the counties for the processing of criminal cases in the Superior Court, including the Office of the Clerk of the Superior Court, and Justice Courts.

265 **Public Health Fees:** Accounts for public health programs that are self-supported by Vital Health fees and pharmacy operations.

266 **Check Enforcement Program:** Accounts for fees that are collected pursuant to A.R.S. §13-1809 and §13-1810, any investigation and prosecution costs and any monies that are obtained as a result of a forfeiture and that are recovered for the county through enforcement of A.R.S. §13-1802, §13-1807, §13-2002 or §13-2310, whether by final judgment, settlement or otherwise. The monies in the fund shall be used for the investigation, prosecution and deferred prosecution of theft, forgery and fraud.

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

268 **Victim Compensation and Assistance:** Victim Compensation and Assistance Fund was established to administer funding provided from the State Victim Compensation and Assistance fund (AR.S. §41-2407) and from prisoner supervision fees under A.R.S. §31-418. The fund is used for establishing, maintaining and supporting programs that compensate and assist victims of crime.

269 **Victim Compensation Restitution Interest Fund:** The County Attorney Victim Compensation and Restitution Fund was established as authorized by A.R.S §11-538 consisting of monies that are distributed pursuant to A.R.S. §12-286 (75% of the interest earned on restitution monies that are received in trust). The County Attorney shall use monies in the fund to assist eligible victims of crime with medical, counseling and funeral expenses and lost wages.

270 **Child Support Enhancement:** Accounts for funds received from a federal incentive award that is utilized for the enhancement of child support collections through efficient operation of the IV-D program.

271 **Expedited Child Support:** Accounts for the funds that are utilized to establish, maintain and enhance programs designed to expedite the processing of petitions filed and enforce the resultant court orders. Revenues collected for subsequent case filing fees for post-decree petitions in dissolution cases, pursuant to A.R.S. §25-412 and A.R.S. §12-284, fund operations.

273 **Victim Location:** Revenues are derived from interest earned on restitution monies received in trust and are to be distributed to the County Attorney and Clerk of the Superior Court on a pro rata basis (County Attorney – 75% and Superior Court – 25%). Fund was established by A.R.S. §12-287.

274 **Clerk of the Court EDMS:** The Clerk of the Court EDMS Fund was established to account for Electronic Document Management System (EDMS) Fees which are collected as authorized by Board Agenda C16020028, ADM1005 and State Attorney General's Opinion 195-18 (R94-63).

275 **Juvenile Probation Diversion:** The Juvenile Probation Diversion fund was established by A.R.S 11-537 and consists of diversion fees that are collected pursuant to section 8-321(N). The monies shall be used at the discretion of the County Attorney for administering county community based alternative programs that are established pursuant to A.R.S. 8-321.

276 **Spousal Maintenance Enforcement Enhancement:** The Spousal Maintenance Enforcement Fund is established for the Clerk of the Superior Court consisting of monies received pursuant to A.R.S. §12-289. The Clerk will spend monies in the fund to enhance enforcement of spousal maintenance orders. In addition to the fees required by A.R.S. §12-284, the Clerk shall charge and collect a surcharge of $5 for each filing of a petition or an answer for annulment, dissolution or marriage or legal separation. The Clerk will use the surcharge only for the purposes prescribed by this statute.

281 **Children's Issues Education:** Accounts for the funds that are utilized for educational programs regarding the impact that divorce, the restructuring of families and judicial involvement have on children pursuant to A.R.S. §25-354. Revenues that are received from the Clerk's educational program fees supplement any state or county appropriations.

282 **Domestic Relations Mediation Education:** Accounts for the funds that are utilized to establish, maintain and enhance programs designed to educate individuals regarding the impacts on children associated with marriage dissolution, legal separation, restructuring of families and the programs available for mediation of visitation or custody disputes, pursuant to A.R.S. §25-413. Operations are funded by revenues from a surcharge received by the Clerk for each filing of a post-adjudication petition in a domestic relation's case, pursuant to A.R.S. §12-284.

290 **Waste Tire:** Accounts for the operations activity of the waste-tire-processing center for the removal of waste tires from the County pursuant to A.R.S. §44-1305.

292 **Correctional Health Grant:** The Arizona Department of Health Services was awarded a grant by the Department for Health and Human Services, Centers for Disease Control and Prevention, to generate surveillance data for the Centers for Disease Control and Prevention and supplement the syphilis-screening activities at the Madison Street Jail.

320 **County Improvement Debt:** Accounts for the debt service on the Lease Revenue Bonds, Series 2001. Funding is provided by transfers from the General Fund.

321 **County Improvement Debt 2:** The County Improvement Debt 2 Fund has been established to fund the debt service on the Lease Revenue Bonds, Series 2007.

376 **Events Center Operations:** Accounts for Maricopa County Events Center (formerly Sundome) revenues and expenditures associated with staging entertainment events.

422 **Intergovernmental Capital Projects:** Intergovernmental Capital Projects account for capital project spending predominantly funded from General Fund revenues.

435 **County Improvement:** Accounts for capital projects funded through the issuance of the Lease Revenue Bonds, Series 2001.

440 **Financing Series 2007:** The Financing Series 2007 Fund has been established to fund capital projects through the issuance of the Lease Revenue Bonds, Series 2007.

441 **Financing Series 2008:** The Financing Series 2008 Fund has been established to fund capital projects through the issuance of the Lease Revenue Bonds, Series 2008.

445 **General Fund County Improvements:** The General Fund County Improvement Fund has been established to fund current and future capital projects. Fund assets may be used to pay directly for capital projects or may be appropriated by the Board of Supervisors for debt service. None of the funds has been pledged for debt service, and fund assets may be transferred by the Board of Supervisors at any time for any other County purpose.

455 **Detention Capital Projects:** Accounts for the proceeds associated with the 1/5 of one-cent sales tax approved by voters in the General Election on November 3, 1998 and extended by voters in the General Election on November 5, 2002. Fund assets may be used to pay directly for capital projects or may be appropriated by the Board of Supervisors for debt service. None of the funds has been pledged for debt service and fund assets may be transferred by the Board of Supervisors at any time for any other County purpose.

503 **Air Quality Grant:** Air Quality Grants was set up to account for all Grant activity administered by the County Air Quality Department

504 **Air Quality Fees:** Air Quality works to protect the environment and public health through control, preservation, and improvement of the County's air quality. Permit revenue is the funding source.

505 **Environmental Services Grant:** Environmental Services Grants was set up to account for all Grant activity administered by the County Environmental Services Department.

506 **Environmental Services Environmental Health:** Environmental Services – Health Fund was established to account for activities related to the protection of food and water supplies consumed by residents. Funding is provided by fees collected from Health Inspections and the sale of Health Permits.

532 **Public Health Grants:** Protects, improves and preserves the physical, mental and social well being and the environment of the entire population of Maricopa County, with a special responsibility to serve those most vulnerable. Federal and State grants fund operations.

572 **Animal Control License/Shelter:** Animal Control reduces the incidences of animal-inflicted injuries and reduces the risk of exposure to rabies through enforcement of dog-licensing laws, leash laws, capture and impoundment of stray dogs, public education, adoption or humane disposal of excess animals. Licenses and fees are the primary funding source.

573 **Animal Control Grants:** Animal Control Grants was set up to account for all Grant activity administered by Animal Control.

574 **Animal Control Field Operation:** Animal Control Field Services was set up in FY2002-03 to segregate field services, which are an optional County service, from Animal Control Pound Activities which are required by Arizona State Statute.

580 **Solid Waste Management:** Solid Waste assists the cities and towns, businesses, and citizens in continuously improving the regional waste management systems. This includes an ever-increasing focus on reducing the amount of waste generated, maximizing resource recovery, proper management of special wastes, and environmentally sound disposal.

581 **Solid Waste Grants:** Solid Waste Grants accounts for all Grant activity administered to Solid Waste.

601 **CMG High Option:** This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured high option HMO insurance plan.

602 **CMG Low Option:** This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured low option HMO insurance plan.

603 **OAP IN:** This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured open access, in-network HMO insurance plan.

604 **OAP High Option:** This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured high option open access insurance plan.

605 **OAP Low Option:** This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured high option open access insurance plan.

606 **Choice Fund H.S.A.:** This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured Health Savings Account insurance plan.

607 **FI Dental PPO:** This fund collects employee and employer contributions for payment of the employees' dental insurance premiums for the fully-insured dental plan.

608 **Coinsurance:** This fund collects employee and employer contributions for payment of the employees' pharmacy premiums for the self-insured coinsurance pharmacy plan.

609 **Consumer Choice:** This fund collects employee and employer contributions for payment of the employees' pharmacy premiums for the self-insured consumer choice pharmacy plan.

610 **70% STD:** This fund collects employee contributions for payment of the employees' short -term disability benefits for the self-insured short-term disability plan which provides benefits at 70% of the employee's salary.

611 **60% STD:** This fund collects employee contributions for payment of the employees' short -term disability benefits for the self-insured short-term disability plan which provides benefits at 60% of the employee's salary.

612 **50% STD:** This fund collects employee contributions for payment of the employees' short -term disability benefits for the self-insured short-term disability plan which provides benefits at 50% of the employee's salary.

613 **40% STD:** This fund collects employee contributions for payment of the employees' short-term disability benefits for the self-insured short-term disability plan which provides benefits at 40% of the employee's salary.

614 **Behavioral Health:** This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured behavioral health insurance plan.

615 **Wellness:** This fund collects employer contributions for payment of the employees' wellness program expenditures for the self-insured wellness program.

616 **Contract Administration:** This fund collects employer contributions for payment of the contract administration expenditures for the self-insured benefits program.

617 **Medical Incentive & Penalties:** This fund collects employer contributions for payment of the provider medical incentive payments which are part of the self-insured benefits program.

618 **Benefit Administration:** This fund collects employer contributions for payment of the benefits administration expenditures for the self-insured benefits program.

621 **Flex Spending Health:** This fund collects employee and employer contributions for payment of expenditures for the medical flexible spending benefit program.

622 **Flex Spending Dep Care:** This fund collects employee and employer contributions for payment of expenditures for the dependent care flexible spending benefit program.

623 **Vision:** This fund collects employee and employer contributions for payment of the employees' vision premiums for individuals also participating in medical benefits for the self-insured vision plan.

624 **Stand Alone Vision:** This fund collects employee and employer contributions for payment of the employees' vision premiums for individuals who do not participate in medical benefits for the self-insured vision plan.

625 **FI Prepaid Dental:** This fund collects employee and employer contributions for payment of the employees' dental insurance premiums for the fully insured prepaid dental plan.

626 **FI Life & AD&D:** This fund collects employee and employer contributions for payment of the employees' life insurance premiums for the fully insured life insurance plan.

627 **Supplemental Life:** This fund collects employee contributions for payment of the employees' supplemental life insurance premiums for the fully insured supplemental life insurance plan.

628 **Employee Assistance (EAP):** This fund collects employer contributions for payment of the employee assistance program expenditures for the self-insured EAP program.

629 **SI Dental:** This fund collects employee and employer contributions for payment of the employees' dental insurance premiums for the self-insured dental plan.

630 **Dependent Life:** This fund collects employee contributions for payment of the employees' dependent life insurance premiums for the fully-insured dependent life benefit plan.

631 **Voluntary Benefits:** This fund collects employee contributions for payment of the employees' voluntary insurance premiums for the fully-insured voluntary insurance benefit plan.

632 **CIGNA for Seniors:** This fund collects contributions for payment of the medical insurance premiums for the fully insured Cigna for Seniors benefit plan.

652 **Health Select Self-Insured Trust:** This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the County-run insurance plan.

654 **Equipment Services:** This fund provides assistance to other Maricopa County departments to ensure quality service to the citizens of Maricopa County by furnishing and maintaining the necessary County mobile equipment in an efficient manner.

669 **Small School Service:** Established per A.R.S. §15-365 to account for service programs operated through the County School Superintendent.

673 **Reprographics:** This fund provides the County's printing and duplicating services.

675 **Risk Management:** This fund supports the comprehensive insurance/self-insurance program, which safeguards County assets and employees by means of a Trust Fund. Personnel skilled in loss control, claims and litigation and workers' compensation work together to avert risk and conserve the human and financial resources of Maricopa County.

681 **Telecommunications:** This fund provides cost effective voice, data, and radio communications to County employees.

715 **School Grant:** Accounts for all grant activity administered by the Superintendent of Schools.

741 **Taxpayer Information:** Consist of monies collected from the public records copy surcharge imposed under A.R.S. §11-496, the tax-lien-processing fee imposed pursuant to A.R.S. §42-18116, $50 of each judgment-deed fee collected pursuant to A.R.S. §42-18205, interest earned from the elderly assistance fund pursuant to A.R.S. §42-17401 and the community facilities district special-assessment fee imposed pursuant to A.R.S. §48-721. The County Treasurer shall administer the fund and spend monies in the fund only to defray the cost of converting or upgrading an automated public information system.

780 **School Transportation:** Accounts for reimbursement for mileage costs to parents of special-needs students.

782 **School Communication:** Accounts for management of centralized billings paid by Superintendent of Schools for multiple school districts.

795 **County School Indirect Cost:** Accounts for federal indirect fees charged to school districts.

900 **Eliminations:** Eliminations are included in the budget to offset amounts budgeted as expenditures in one fund that are associated with offsetting revenues and expenditures in another fund. For additional information refer to the Budget Summary Schedule section, Elimination Summary.

988 **Public Works Flood Control:** The fund is established for management planning purposes and the financial activity will be allocated to the Flood Control District funds. The fund will not be reported in the audited financial statements.

Revenue Source Codes

Revenue Source	Sub-Revenue Source Name	Comments
601	Property Taxes	Amounts collected on property taxes assessed on real, secured and unsecured personal property.
605	Tax Penalties & Interest	Amounts collected as penalties for delinquent tax payments, and the interest charged on delinquent taxes from the due date to the date of actual payment.
606	Sales Taxes	Amounts collected for a sales tax levied by the County
610	Licenses And Permits	Revenues from businesses and occupations that must be licensed before doing business or licenses and permits levied according to benefits presumably conferred by the license or permit.
615	Grants	Contributions or gifts of cash or other assets from the federal and/or state government to be used or expended by the county for a specified purpose, activity, or facility.
620	Other Intergovernmental	Other non-grant revenues levied by the federal or state government and shared with the County on a predetermined basis.
621	Payments In Lieu Of Taxes	Payments from other governments or other local units/organizations for owned properties falling within the County's geographical boundaries on which it cannot levy property taxes.
625	State Shared Sales Tax	Transaction Privilege Taxes levied by the state government and shared with the County, based on a statutory distribution formula.
626	State Shared Highway User Revenue	Taxed levied by the state government on motor fuel consumption and other transportation-related items, and shared with the County based on a statutory distribution formula.
630	State Shared Vehicle License	Tax levied by the state government based on the assessed value of motor vehicles and shared with the County based on a statutory distribution formula.
634	Intergovernmental Charges For Services	Charges for service provided to other public entities
635	Other Charges For Services	Various types of County charges for services and other related activities.
636	Internal Service Charges	Revenue collected by internal service fund departments of the County for centralized internal service operations, (telecom, equipments services, reprographics, etc…)
637	Fines & Forfeits	Amounts collected for a compliance violation of any applicable laws, policy or other authoritative rule or amounts collected through confiscation.
638	Patient Services Revenue	Charges for patient and third-party reimbursements for healthcare related services.
645	Interest Earnings	Revenue from holdings invested for earnings purposes.
650	Miscellaneous Revenue	Any and all revenue that cannot be reasonably classified to another specific revenue code.
680	Transfers In	Inflow of monies transferred between funds within the County.

Expenditure Object and Sub-Object Codes

Object	Description	Comment
701	Regular Pay	Gross salary and wages for personal services rendered by regular full and part-time employees.
705	Temporary Pay	Gross salary and wages for temporary employees
710	Overtime	Overtime salary and wages for personal services rendered by regular full-time employees.
750	Fringe Benefits	Amounts paid by the County on behalf of the employees.
790	Other Personnel Services	Miscellaneous employee payments and/or adjustments not considered regular employee compensation.
795	Personnel Services Allocation-Out	Used to allocate personal service charges to another fund/department.
796	Personnel Services Allocation-In	Used to allocate personal service charges from another fund/department.
801	General Supplies	Amounts paid for consumable operational supply items.
802	Medical Supplies	Amounts paid for consumable healthcare operational supply items.
804	Non-Capital Equipment	Amounts paid for items not considered general or medical supplies, that have a useful life of one year or more but cost less than $5,000 per item.
810	Legal Services	Professional legal services rendered by individuals not on the County payroll and/or other legal service related costs.
811	Health Care Services	Professional health care services rendered by individuals not on the County Payroll and/or other healthcare service related costs.
812	Other Services	Amounts expended for services rendered by individuals not on the County payroll and/or other service related costs that are not legal and healthcare related.
820	Rent & Operating Leases	Payments for operating leases and rents, excluding capital leases (see 950-Debt Service)
825	Repairs And Maintenance	Amounts paid for repairing or maintaining buildings, structures, improvements, or equipment.
830	Intergovernmental Payments	Contributions, aid or other amounts paid to other governmental entities for program and/or other agreed upon contracts and arrangements.
839	Internal Service Charges	Amounts charged by internal service departments of the County to other departments.
841	Travel	Amounts paid for any and all costs related to travel.
842	Education And Training	Amounts paid for any and all costs related to education and training.
843	Postage/Freight/Shipping	Amounts paid for mailing costs and other incidental costs associated with the movement of goods.
845	Support And Care Of Persons	Amounts paid to administer the County's fiduciary care responsibilities
850	Utilities	Amounts paid for the cost of any and all utility charges and/or related disposition of utility products.

Object	Description	Comment
855	Interest Expense	Interest charges for negative cash and investment balances.
865	Depreciation	Expense charged for the loss of value of an asset as a result of it's use.
880	Transfers Out	Movement of monies between (outflow) funds within the County.
910	Land	Amounts paid for the acquisition of land or any charges necessary to prepare the land for use.
915	Buildings And Improvements	Amounts paid for the acquisition of buildings or changes necessary to prepare the building for use. Does not record amounts paid for normal repair and maintenance.
920	Capital Equipment	Amounts paid for the acquisition of non-vehicle related equipment costing more than $5,000.
930	Vehicles & Construction Equipment	Amounts paid for the acquisition of any and all types of vehicles costing more than $5,000.
940	Infrastructure	Amounts paid for County infrastructure, such as streets, roads, tunnels, drainage systems, water and sewer systems, dams and lighting systems.
950	Debt Service	Amounts paid to satisfy County debt financing obligations, including capital leases. A capital lease is a financing that transfers ownership of the property to the County at the end of the lease term, contains a bargain purchase option, covers a lease term that is equal to 75% or more of the leased asset's useful life, or requires lease payments equal to at least 90% of the leased asset's market value.

MARICOPA COUNTY
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2010

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2009	ACTUAL EXPENDITURES/ EXPENSES** 2009	FUND BALANCE/ NET ASSETS*** July 1,2009**	PROPERTY TAX REVENUES 2010	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2010	OTHER FINANCING 2010		INTERFUND TRANSFERS 2010		TOTAL FINANCIAL RESOURCES AVAILABLE 2010	BUDGETED EXPENDITURES/ EXPENSES 2010
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	$ 1,064,351,668	$ 876,737,359	$ 183,850,408	Primary: $ 487,350,934	$ 592,669,038	$	$	$ 10,142,704	$ 235,546,704	$ 1,038,466,380	$ 1,038,466,380
2. General Fund - Override Election				Secondary:							
3. Total General Fund	1,064,351,668	876,737,359	183,850,408	487,350,934	592,669,038			10,142,704	235,546,704	1,038,466,380	1,038,466,380
4. Special Revenue Funds	944,462,136	757,506,965	79,065,958	94,510,522	611,701,928	250,000		175,470,716	93,101,196	867,897,928	867,897,928
5. Debt Service Funds Available	28,821,952	28,819,215	8,735,641		8,687,882			11,147,283	493,000	28,077,806	25,141,204
6. Less: Designation for Future Debt Retirement			2,936,602							2,936,602	
7. Total Debt Service Funds	28,821,952	28,819,215	5,799,039		8,687,882			11,147,283	493,000	25,141,204	25,141,204
8. Capital Projects Funds	262,378,718	190,732,417	102,607,075		42,246,834			142,911,608	9,065,698	278,699,819	278,699,819
9. Internal Service Funds	215,029,519	195,708,294	23,379,470		191,804,176				1,465,713	213,717,933	213,717,933
10. Eliminations Funds	(184,596,293)	(199,580,379)			(185,938,322)			(339,672,311)	(339,672,311)	(185,938,322)	(185,938,322)
11.											
10. Total Eliminations Funds	(184,596,293)	(199,580,379)			(185,938,322)			(339,672,311)	(339,672,311)	(185,938,322)	(185,938,322)
11. TOTAL ALL FUNDS	$ 2,330,447,700	$ 1,849,923,871	$ 394,701,950	$ 581,861,456	$ 1,261,171,536	$ 250,000	$	$	$	$ 2,237,984,942	$ 2,237,984,942

MARICOPA COUNTY
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2010

	2009	2010
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$ 463,492,311	$ 492,273,671
2. Amount received from primary property taxation in the **current** year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	$	
3. Property tax levy amounts		
A. Primary property taxes	$ 463,492,311	$ 492,273,671
B. Secondary property taxes		
General Fund - Override election	$	$
Flood Control District	74,674,333	74,996,804
Library District	20,581,183	20,468,370
Total secondary property taxes	$ 95,255,516	$ 95,465,174
C. Total property tax levy amounts	$ 558,747,827	$ 587,738,845
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$ 449,587,542	477,505,461
(2) Prior years' levies	6,869,846	9,845,473
(3) Total primary property taxes	$ 456,457,388	487,350,934
B. Secondary property taxes		
(1) **Current** year's levy	$ 92,397,851	92,601,219
(2) Prior years' levies	1,015,932	1,909,303
(3) Total secondary property taxes	$ 93,413,783	94,510,522
C. Total property taxes collected	$ 549,871,171	581,861,456
5. Property tax rates		
A. County tax rate		
(1) Primary property tax rate	1.0327	0.9909
(2) Secondary property tax rate		
General Fund - Override election		
Flood Control District	0.1367	0.1367
Library District	0.0353	0.0353
(3) Total county tax rate	1.2047	1.1629

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

** Represents budgeted Property Tax Revenue. Property tax revenue is budgeted in FY 2009-10 based on prior years' collection trends, rather than on the actual levy amount. Each year, approximately 3.0% of levied taxes go unpaid. While a portion (approximately 2.0%) are paid in the following tax year, approximately 1.0% are never paid, or are not levied due to resolutions which actually reduce assessed value amounts. Levy for General Fund is $492,230,736; for Flood Control District is $74,996,804 and for Library District is $20,468,370.

MARICOPA COUNTY
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2010

SOURCE OF REVENUES	ESTIMATED REVENUES 2009	ACTUAL REVENUES* 2009	ESTIMATED REVENUES 2010
GENERAL FUND			
Taxes			
TAX PENALTIES & INTEREST	$ 14,500,000	$ 18,387,585	$ 15,500,000
PAYMENTS IN LIEU OF TAXES	7,661,044	8,189,833	8,674,402
STATE SHARED SALES TAX	459,033,619	392,000,906	368,431,060
STATE SHARED VEHICLE LICENSE	137,859,289	123,318,180	118,385,455
Licenses and permits			
LICENSES AND PERMITS	1,923,641	2,329,338	2,210,000
Intergovernmental			
GRANTS	220,827	198,442	
OTHER INTERGOVERNMENTAL	5,073,839	5,397,083	2,439,693
Charges for services			
INTERGOV CHARGES FOR SERVICES	13,731,038	13,871,924	13,569,916
OTHER CHARGES FOR SERVICES	25,175,329	24,945,503	24,868,995
INTERNAL SERVICE CHARGES	2,340,375	3,933,096	2,615,476
PATIENT SERVICES REVENUE	14,400	17,530	7,200
Fines and forfeits			
FINES & FORFEITS	16,669,467	16,992,075	19,597,179
Investments			
INTEREST EARNINGS	12,000,000	15,146,057	12,288,000
Miscellaneous			
MISCELLANEOUS REVENUE	4,613,267	5,081,267	3,338,106
Total General Fund	$ 700,816,135	$ 629,808,819	$ 591,925,482

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

SPECIAL REVENUE FUNDS			
Road Fund			
TRANSPORTATION OPERATIONS	$ 125,633,844	$ 101,839,047	$ 96,142,000
Total Road Fund	$ 125,633,844	$ 101,839,047	$ 96,142,000
Health Services Fund			
PATIENT SERVICES REVENUE	$ 1,287,916	$ 1,020,865	$ 1,390,074
Total Health Services Fund	$ 1,287,916	$ 1,020,865	$ 1,390,074
List Fund:			
GRANTS, MISC. REVENUE, ETC.	$ 557,112,143	$ 479,001,787	$ 514,573,604
Total	$ 557,112,143	$ 479,001,787	$ 514,573,604
Total Special Revenue Funds	$ 684,033,903	$ 581,861,699	$ 612,105,678
DEBT SERVICE FUNDS			
NON-DEPARTMENTAL	$ 3,302,393	$ 5,329,634	$ 2,762,788
STADIUM DISTRICT	5,925,094	5,889,266	5,925,094
Total Debt Service Funds	$ 9,227,487	$ 11,218,900	$ 8,687,882
CAPITAL PROJECTS FUNDS			
PUBLIC WORKS	$ 20,103,960	$ 16,847,445	$ 27,595,834
LIBRARY DISTRICT	300,000	37,425	
STADIUM DISTRICT	1,300,000	1,169,799	1,060,000
NON DEPARTMENTAL		8,428,809	

MARICOPA COUNTY
Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2010

FUND	OTHER FINANCING 2010 SOURCES	OTHER FINANCING 2010 <USES>	INTERFUND TRANSFERS 2010 IN	INTERFUND TRANSFERS 2010 <OUT>
GENERAL FUND				
NON DEPARTMENTAL	$	$	$ 10,142,704	$ 235,501,704
PUBLIC HEALTH				45,000
Total General Fund	$	$	$ 10,142,704	$ 235,546,704
SPECIAL REVENUE FUNDS				
AIR QUALITY	$	$	$	$ 594,267
ANIMAL CARE AND CONTROL				1,851,325
EMERGENCY MANAGEMENT				76,632
ENVIRONMENTAL SERVICES				589,349
FLOOD CONTROL DISTRICT				40,627,383
HUMAN SERVICES				1,246,438
LIBRARY DISTRICT			659,469	4,251,154
NON DEPARTMENTAL			174,201,714	
PARKS AND RECREATION			71,533	71,533
PLANNING AND DEVELOPMENT				493,841
PUBLIC HEALTH			45,000	1,467,501
PUBLIC WORKS	250,000			39,163,509
STADIUM DISTRICT			493,000	2,668,264
Total Special Revenue Funds	$ 250,000	$	$ 175,470,716	$ 93,101,196
DEBT SERVICE FUNDS				
NON DEPARTMENTAL	$	$	$ 10,147,283	$
STADIUM DISTRICT			1,000,000	493,000
Total Debt Service Funds	$	$	$ 11,147,283	$ 493,000
CAPITAL PROJECTS FUNDS				
FLOOD CONTROL DISTRICT	$	$	$ 40,627,383	$
LIBRARY DISTRICT			3,591,685	
NON DEPARTMENTAL			61,479,990	9,065,698
PUBLIC WORKS			35,544,286	
STADIUM DISTRICT			1,668,264	
Total Capital Projects Funds	$	$	$ 142,911,608	$ 9,065,698
INTERNAL SERVICE FUNDS				
EMPLOYEE HEALTH INITIATIVES	$	$	$	$ 295,856
ENTERPRISE TECHNOLOGY				343,857
EQUIPMENT SERVICES				608,074
MATERIALS MANAGEMENT				31,230
RISK MANAGEMENT				186,696
Total Permanent Funds	$	$	$	$ 1,465,713
ELIMINATIONS FUNDS				
FLOOD CONTROL DISTRICT	$	$	$ (40,627,383)	$ (40,627,383)
LIBRARY DISTRICT			(4,251,154)	(4,251,154)
PARKS AND RECREATION			(71,533)	(71,533)
PUBLIC WORKS			(35,544,286)	(35,544,286)
STADIUM DISTRICT			(3,161,264)	(3,161,264)
ELIMINATIONS			(256,016,691)	(256,016,691)
Total Eliminations Funds	$	$	$ (339,672,311)	$ (339,672,311)
TOTAL ALL FUNDS	$ 250,000	$	$	$

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2010

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES* 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
GENERAL FUND				
ADULT PROBATION	$ 60,982,903	$ 129,713	$ 61,112,613	$ 58,854,159
ANIMAL CARE AND CONTROL	322,919	(21,672)	257,919	257,903
ASSESSOR	24,923,302	(859,024)	23,883,882	22,993,757
BOARD OF SUPERVISORS DIST 1	372,646		358,344	346,428
BOARD OF SUPERVISORS DIST 2	372,649		363,644	346,428
BOARD OF SUPERVISORS DIST 3	372,649		340,915	346,428
BOARD OF SUPERVISORS DIST 4	372,648		337,967	346,428
BOARD OF SUPERVISORS DIST 5	372,643		357,321	346,428
CALL CENTER	1,628,190	(21,821)	1,591,281	1,363,590
CLERK OF THE BOARD	716,421		689,833	1,346,191
CLERK OF THE SUPERIOR COURT	32,343,816	(129,713)	30,987,830	30,056,139
CONSTABLES	2,361,217	38,327	2,268,130	2,403,317
CORRECTIONAL HEALTH	3,581,457	(157,695)	3,211,035	3,049,876
COUNTY ATTORNEY	62,837,039		61,882,173	56,599,487
COUNTY ATTORNEY CIVIL	15,915,927	(5,727,530)	11,755,092	10,012,600
COUNTY MANAGER	2,904,116	(49,337)	2,331,236	2,434,692
ELECTIONS	20,096,904		19,454,352	8,212,297
EMERGENCY MANAGEMENT	234,996	(15,666)	207,252	173,881
ENTERPRISE TECHNOLOGY	10,785,417		9,652,436	7,583,233
ENVIRONMENTAL SERVICES	3,687,644		3,557,034	3,350,072
FINANCE	3,787,037		3,716,401	3,282,573
GENERAL LITIGATION		721,871	721,871	1,022,167
HEALTH CARE PROGRAMS	234,768,067	(2,502,497)	229,023,904	237,341,157
HUMAN SERVICES	2,517,013		2,517,013	2,313,610
INTERNAL AUDIT	1,843,786		1,836,699	1,553,494
JUSTICE COURTS	14,115,672	118,566	13,805,222	14,488,923
JUVENILE DEFENDER	3,654,409	627,356	4,281,765	4,164,849
JUVENILE PROBATION	17,220,629	641,840	16,568,646	16,449,965
LEGAL ADVOCATE	9,529,764		8,366,542	8,731,895
LEGAL DEFENDER	10,511,194		9,789,935	9,855,901
MANAGEMENT AND BUDGET	3,746,301	(148,398)	3,346,825	3,186,167
MATERIALS MANAGEMENT	2,029,600	(50,274)	1,915,965	1,884,254
MEDICAL EXAMINER	7,721,547	(172,590)	7,281,740	6,659,432
NON DEPARTMENTAL	268,266,931	7,063,383	95,456,673	306,861,225
PARKS AND RECREATION	1,426,304	(250,288)	1,265,217	694,615
PUBLIC DEFENDER	36,768,742	(627,356)	35,447,733	34,751,968
PUBLIC DEFENSE SERVICES	15,414,886		25,812,769	14,353,929
PUBLIC FIDUCIARY	1,786,999	(18,970)	1,830,095	2,477,439
PUBLIC HEALTH	12,417,708	(74,599)	11,288,426	10,742,840
PUBLIC WORKS	12,908,663		12,756,881	11,340,005
RECORDER	2,279,710		2,050,707	2,095,117
RESEARCH AND REPORTING	327,743		318,212	391,970
SHERIFF	72,479,875	2,356,268	72,795,830	62,420,406
SUPERINTENDENT OF SCHOOLS	2,320,833		2,084,572	2,035,900
SUPERIOR COURT	70,347,261		68,071,976	62,531,673
TREASURER	3,396,965	(487,027)	2,968,286	2,618,874
WORKFORCE MGT AND DEVELOPM	6,145,531		6,071,424	3,049,142
Total General Fund	$ 1,062,918,673	$ 382,867	$ 875,991,618	$ 1,037,722,824

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2010

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES* 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
SPECIAL REVENUE FUNDS				
ADULT PROBATION	$ 19,221,449	$ 2,336,281	$ 20,558,325	$ 18,940,960
AIR QUALITY	26,453,587		22,504,346	21,429,825
ANIMAL CARE AND CONTROL	10,429,971	281,284	11,622,124	13,207,436
CLERK OF THE SUPERIOR COURT	10,037,176	390,500	9,365,700	10,888,868
CORRECTIONAL HEALTH	49,262,767	(126,218)	48,976,906	48,847,477
COUNTY ATTORNEY	18,345,453	1,874,753	18,010,829	18,738,868
COUNTY MANAGER	1,770,804	435,581	2,079,950	10,617,791
ELECTIONS	29,524		27,810	84,524
EMERGENCY MANAGEMENT	1,085,875	103,918	1,096,892	1,235,835
ENVIRONMENTAL SERVICES	22,256,257	320,000	20,876,102	18,753,809
FLOOD CONTROL DISTRICT	35,962,288		36,582,242	36,730,311
HEALTH CARE PROGRAMS	7,594,722		5,878,321	5,926,709
HUMAN SERVICES	53,520,920	1,632,620	51,140,918	61,281,136
JUSTICE COURTS	4,433,985	5,924,034	9,208,545	6,406,541
JUVENILE PROBATION	46,979,456	2,036,395	44,213,183	43,309,461
LEGAL ADVOCATE	12,500		12,500	12,500
LEGAL DEFENDER	134,794	16,313	120,566	134,794
LIBRARY DISTRICT	22,540,035	85,304	21,309,217	21,924,526
MEDICAL EXAMINER		95,000	95,000	218,615
NON DEPARTMENTAL	166,691,384	(2,468,799)	27,741,116	135,528,056
PARKS AND RECREATION	8,750,669	1,313,538	8,880,092	7,717,323
PLANNING AND DEVELOPMENT	15,898,609		13,116,392	7,214,603
PUBLIC DEFENDER	3,089,347	242,211	2,301,410	2,544,267
PUBLIC HEALTH	41,680,462	542,629	33,894,164	34,780,952
PUBLIC WORKS	112,035,085	3,294,711	101,095,375	109,348,522
RECORDER	4,502,298	1,871,359	5,898,628	3,863,298
SHERIFF	216,216,990	9,059,565	222,367,787	208,506,933
STADIUM DISTRICT	2,570,842		2,078,540	2,320,270
SUPERINTENDENT OF SCHOOLS	2,797,583	359,561	1,487,691	2,316,704
SUPERIOR COURT	14,030,428	2,915,116	14,754,314	14,834,923
TREASURER	800,000	211,980	211,980	304,341
Total Special Revenue Funds	$ 919,135,260	$ 32,747,636	$ 757,506,965	$ 867,970,178
DEBT SERVICE FUNDS				
NON DEPARTMENTAL	$ 23,389,608	$	$ 23,389,608	$ 18,709,110
STADIUM DISTRICT	5,432,344		5,429,607	6,432,094
Total Debt Service Funds	$ 28,821,952	$	$ 28,819,215	$ 25,141,204

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2010

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES* 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
CAPITAL PROJECTS FUNDS				
FLOOD CONTROL DISTRICT	$ 60,000,000	$	$ 51,209,749	$ 60,000,000
LIBRARY DISTRICT	3,137,092		5,880	9,600,000
NON DEPARTMENTAL	162,324,265	345,000	69,300,548	121,568,782
PUBLIC WORKS	104,677,000		66,506,817	85,728,037
STADIUM DISTRICT	3,903,000	350,000	3,709,423	1,803,000
Total Capital Projects Funds	$ 334,041,357	$ 695,000	$ 190,732,417	$ 278,699,819
INTERNAL SERVICE FUNDS				
EMPLOYEE HEALTH INITIATIVES	$ 143,913,553	$	$ 127,430,179	$ 143,260,322
ENTERPRISE TECHNOLOGY	17,478,683	1,000,000	17,791,950	16,659,007
EQUIPMENT SERVICES	13,314,861	(61,168)	15,408,498	12,817,232
MATERIALS MANAGEMENT	940,555		993,047	973,481
RISK MANAGEMENT	38,443,035		34,084,620	40,007,891
Total Internal Service Funds	$ 214,090,687	$ 938,832	$ 195,708,294	$ 213,717,933
ELIMINATIONS FUNDS				
ELIMINATIONS	$ (206,914,282)	$ 33,551,696	$ (199,580,379)	$ (185,059,145)
Total Eliminations Funds	$ (206,914,282)	$ 33,551,696	$ (199,580,379)	$ (185,059,145)
TOTAL ALL FUNDS	$ 2,352,093,647	$ 68,316,031	$ 1,849,178,130	$ 2,238,192,813

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses
Fiscal Year 2010

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES * 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
ADULT PROBATION:				
ADULT PROBATION FEES	$ 14,643,968	$ 1,961,059	$ 16,258,407	$ 14,463,903
ADULT PROBATION GRANTS	4,577,481	375,222	4,299,918	4,477,057
GENERAL	60,982,903	129,713	61,112,613	58,854,159
Department Total	$ 80,204,352	$ 2,465,994	$ 81,670,938	$ 77,795,119
AIR QUALITY:				
AIR QUALITY FEES	$ 22,390,597	$	$ 18,896,592	$ 17,460,577
AIR QUALITY GRANT	4,062,990		3,607,754	3,969,248
Department Total	$ 26,453,587	$	$ 22,504,346	$ 21,429,825
ANIMAL CARE AND CONTROL:				
ANIMAL CONTROL FIELD OPERATION	$ 2,869,462	$ 88,364	$ 2,896,137	$ 3,203,897
ANIMAL CONTROL GRANTS	854,701	150,000	1,447,994	1,526,983
ANIMAL CONTROL LICENSE SHELTER	6,705,808	42,920	7,277,993	8,476,556
GENERAL	322,919	(21,672)	257,919	257,903
Department Total	$ 10,752,890	$ 259,612	$ 11,880,043	$ 13,465,339
ASSESSOR:				
GENERAL	$ 24,923,302	$ (859,024)	$ 23,883,882	$ 22,993,757
Department Total	$ 24,923,302	$ (859,024)	$ 23,883,882	$ 22,993,757
BOARD OF SUPERVISORS DIST 1:				
GENERAL	$ 372,646	$	$ 358,344	$ 346,428
Department Total	$ 372,646	$	$ 358,344	$ 346,428
BOARD OF SUPERVISORS DIST 2:				
GENERAL	$ 372,649	$	$ 363,644	$ 346,428
Department Total	$ 372,649	$	$ 363,644	$ 346,428
BOARD OF SUPERVISORS DIST 3:				
GENERAL	$ 372,649	$	$ 340,915	$ 346,428
Department Total	$ 372,649	$	$ 340,915	$ 346,428
BOARD OF SUPERVISORS DIST 4:				
GENERAL	$ 372,648	$	$ 337,967	$ 346,428
Department Total	$ 372,648	$	$ 337,967	$ 346,428
BOARD OF SUPERVISORS DIST 5:				
GENERAL	$ 372,643	$	$ 357,321	$ 346,428
Department Total	$ 372,643	$	$ 357,321	$ 346,428
CALL CENTER:				
GENERAL	$ 1,628,190	$ (21,821)	$ 1,591,281	$ 1,363,590
Department Total	$ 1,628,190	$ (21,821)	$ 1,591,281	$ 1,363,590
CLERK OF THE BOARD:				
GENERAL	$ 716,421	$	$ 689,833	$ 1,346,191
Department Total	$ 716,421	$	$ 689,833	$ 1,346,191
CLERK OF THE SUPERIOR COURT:				
CHILD SUPPORT ENHANCEMENT	157,500		102,405	75,000
CLERK OF COURT FILL THE GAP	2,430,862	192,722	2,494,699	2,246,000
CLERK OF THE COURT EDMS	3,450,005	153,777	3,168,888	4,303,582
CLERK OF THE COURT GRANTS	1,635,833		1,486,225	1,615,346
COURT DOCUMENT RETRIEVAL	1,150,236	44,001	956,765	1,429,100
GENERAL	32,343,816	(129,713)	30,987,830	30,056,139
JUDICIAL ENHANCEMENT	1,159,438		1,156,718	1,209,840
VICTIM LOCATION	53,302			10,000
Department Total	$ 43,813,834	$ 260,787	$ 41,733,196	$ 43,637,389

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses
Fiscal Year 2010

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES * 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
EMPLOYEE HEALTH INITIATIVES:				
40 PERCENT STD	$ 594,994	$	$ 216,329	$ 541,457
50 PERCENT STD	768,660		402,084	722,524
60 PERCENT STD	651,142		321,940	576,713
70 PERCENT STD	2,069,203		1,495,317	1,749,290
BEHAVIORAL HEALTH	2,658,521		1,862,011	4,856,970
BENEFIT ADMINISTRATION	2,853,686		2,028,111	2,149,683
CHOICE FUND H.S.A.	460,207		752,254	792,524
CIGNA FOR SENIORS	487,080		473,178	473,220
CMG HIGH OPTION	38,565,052		35,353,190	37,373,246
CMG LOW OPTION	1,736,357		1,023,584	1,166,616
COINSURANCE	15,586,712		12,596,883	13,713,239
CONSUMER CHOICE	2,550,358		1,805,684	2,374,116
CONTRACT ADMINISTRATION	419,092		332,901	462,416
DEPENDENT LIFE	394,414		422,583	399,282
EMPLOYEE ASSISTANCE	217,224		193,432	198,058
FI DENTAL PPO	5,942,253		5,303,207	5,560,052
FI LIFE AND AD AND D	1,065,588		944,973	1,043,794
FI PREPAID DENTAL	658,626		511,802	517,592
FLEX SPENDING DEP CARE	725,872		804,086	791,577
FLEX SPENDING HEALTH	1,994,563		2,283,389	2,019,833
MED INCENTIVE AND PENALTIES	1,000,000		1,000,000	1,000,000
OAP HIGH OPTION	32,384,265		28,241,903	31,459,236
OAP IN	18,217,871		18,591,388	21,753,998
OAP LOW OPTION	1,640,272		1,542,304	1,756,417
SI DENTAL	3,280,311		2,849,247	3,328,534
STAND ALONE VISION	94,074		27,343	40,744
SUPPLEMENTAL LIFE	4,105,572		3,572,916	3,766,274
VISION	1,477,962		1,405,443	1,323,793
VOLUNTARY BENEFITS	507,318		318,893	256,284
WELLNESS	806,304		753,804	1,092,840
Department Total	$ 143,913,553	$	$ 127,430,179	$ 143,260,322
ENTERPRISE TECHNOLOGY:				
GENERAL	$ 10,785,417	$	$ 9,652,436	$ 7,583,233
TELECOMMUNICATIONS	17,478,683	1,000,000	17,791,950	16,659,007
Department Total	$ 28,264,100	$ 1,000,000	$ 27,444,386	$ 24,242,240
ENVIRONMENTAL SERVICES:				
ENVIRONMENTAL SERVICES GRANT	$ 907,998	$	$ 593,542	$ 874,337
ENVIRONMTL SVCS ENV HEALTH	21,348,259	320,000	20,282,560	17,879,472
GENERAL	3,687,644		3,557,034	3,350,072
Department Total	$ 25,943,901	$ 320,000	$ 24,433,136	$ 22,103,881
EQUIPMENT SERVICES:				
EQUIPMENT SERVICES	$ 13,314,861	$ (61,168)	$ 15,408,498	$ 12,817,232
Department Total	$ 13,314,861	$ (61,168)	$ 15,408,498	$ 12,817,232
FINANCE:				
GENERAL	$ 3,787,037	$	$ 3,716,401	$ 3,282,573
Department Total	$ 3,787,037	$	$ 3,716,401	$ 3,282,573
FLOOD CONTROL DISTRICT:				
FLOOD CONTROL	$ 35,962,288	$	$ 36,582,242	$ 36,730,311
FLOOD CONTROL CAPITAL PROJECTS	60,000,000		51,209,749	60,000,000
Department Total	$ 95,962,288	$	$ 87,791,991	$ 96,730,311
GENERAL LITIGATION:				
GENERAL	$	$ 721,871	$ 721,871	$ 1,022,167
Department Total	$	$ 721,871	$ 721,871	$ 1,022,167

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses
Fiscal Year 2010

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES * 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
HEALTH CARE PROGRAMS:				
GENERAL	$ 234,768,067	$ (2,502,497)	$ 229,023,904	$ 237,341,157
PUBLIC HEALTH GRANTS	7,594,722		5,878,321	5,926,709
Department Total	$ 242,362,789	$ (2,502,497)	$ 234,902,225	$ 243,267,866
HUMAN SERVICES:				
CDBG HOUSING TRUST	$ 12,669,988	$	$ 7,983,004	$ 23,142,004
GENERAL	2,517,013		2,517,013	2,313,610
HUMAN SERVICES GRANTS	40,850,932	1,632,620	43,157,914	38,139,132
Department Total	$ 56,037,933	$ 1,632,620	$ 53,657,931	$ 63,594,746
INTERNAL AUDIT:				
GENERAL	$ 1,843,786	$	$ 1,836,699	$ 1,553,494
Department Total	$ 1,843,786	$	$ 1,836,699	$ 1,553,494
JUSTICE COURTS:				
GENERAL	$ 14,115,672	$ 118,566	$ 13,805,222	$ 14,488,923
JUSTICE COURTS SPECIAL REVENUE	3,776,505	3,496,863	6,172,917	5,489,855
JUSTICE CT JUDICIAL ENHANCEMNT	657,480	2,427,171	3,035,628	916,686
Department Total	$ 18,549,657	$ 6,042,600	$ 23,013,767	$ 20,895,464
JUVENILE DEFENDER:				
GENERAL	$ 3,654,409	$ 627,356	$ 4,281,765	$ 4,164,849
Department Total	$ 3,654,409	$ 627,356	$ 4,281,765	$ 4,164,849
JUVENILE PROBATION:				
DETENTION OPERATIONS	$ 35,714,330	$ (641,840)	$ 33,037,268	$ 33,651,118
GENERAL	17,220,629	641,840	16,568,646	16,449,965
JUVENILE PROBATION DIVERSION	316,635		258,814	386,633
JUVENILE PROBATION GRANTS	6,227,304	1,898,626	5,431,536	5,042,523
JUVENILE PROBATION SPECIAL FEE	4,696,187	779,609	5,464,122	4,204,187
JUVENILE RESTITUTION	25,000		21,443	25,000
Department Total	$ 64,200,085	$ 2,678,235	$ 60,781,829	$ 59,759,426
LEGAL ADVOCATE:				
GENERAL	$ 9,529,764	$	$ 8,366,542	$ 8,731,895
PUBLIC DEFENDER TRAINING	12,500		12,500	12,500
Department Total	$ 9,542,264	$	$ 8,379,042	$ 8,744,395
LEGAL DEFENDER:				
GENERAL	$ 10,511,194	$	$ 9,789,935	$ 9,855,901
LEGAL DEFENDER FILL THE GAP	59,000	16,313	75,028	59,000
PUBLIC DEFENDER TRAINING	75,794		45,538	75,794
Department Total	$ 10,645,988	$ 16,313	$ 9,910,501	$ 9,990,695
LIBRARY DISTRICT:				
LIBRARY DIST CAP IMPROVEMENT	$ 3,137,092	$	$ 5,880	$ 9,600,000
LIBRARY DISTRICT	17,845,106	10,304	17,343,732	18,472,561
LIBRARY DISTRICT GRANTS		75,000		
LIBRARY INTERGOVERNMENTAL	4,694,929		3,965,485	3,451,965
Department Total	$ 25,677,127	$ 85,304	$ 21,315,097	$ 31,524,526
MANAGEMENT AND BUDGET:				
GENERAL	$ 3,746,301	$ (148,398)	$ 3,346,825	$ 3,186,167
Department Total	$ 3,746,301	$ (148,398)	$ 3,346,825	$ 3,186,167

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses
Fiscal Year 2010

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES * 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
GENERAL	$ 2,029,600	$ (50,274)	$ 1,915,965	$ 1,884,254
REPROGRAPHICS	940,555		993,047	973,481
Department Total	$ 2,970,155	$ (50,274)	$ 2,909,012	$ 2,857,735
MEDICAL EXAMINER:				
GENERAL	$ 7,721,547	$ (172,590)	$ 7,281,740	$ 6,659,432
MEDICAL EXAMINER GRANT		95,000	95,000	218,615
Department Total	$ 7,721,547	$ (77,590)	$ 7,376,740	$ 6,878,047
NON DEPARTMENTAL:				
COUNTY IMPROVEMENT DEBT	$ 15,976,228	$	$ 15,976,228	$ 11,297,930
COUNTY IMPROVEMENT DEBT 2	7,413,380		7,413,380	7,411,180
DETENTION CAPITAL PROJECTS	5,951,000	293,421	3,134,958	
DETENTION OPERATIONS	150,015,653	3,379,381	27,638,354	105,023,573
FINANCING SERIES 2007	67,626,776	(544,706)	7,135,117	900,000
FINANCING SERIES 2008	67,122,027		43,825,339	113,088,797
GENERAL	268,266,931	7,063,383	95,456,673	306,861,225
GENERAL FUND CTY IMPROV	18,174,462	251,285	13,022,552	6,722,910
INTERGOVERNMENTAL CAP PROJ	3,450,000	345,000	2,182,582	857,075
NON DEPARTMENTAL GRANT	16,223,209	(5,848,180)		30,000,000
WASTE MANAGEMENT	452,522		102,762	504,483
Department Total	$ 620,672,188	$ 4,939,584	$ 215,887,945	$ 582,667,173
PARKS AND RECREATION:				
GENERAL	$ 1,426,304	$ (250,288)	$ 1,265,217	$ 694,615
LAKE PLEASANT RECREATION SVCS	1,843,630		1,688,364	2,111,010
PARKS AND RECREATION GRANTS	14,965	176,269	108,905	4,820
PARKS DONATIONS	108,000		115,352	148,000
PARKS ENHANCEMENT FUND	6,016,203	1,137,269	6,573,691	4,765,026
PARKS SOUVENIR	65,370		76,626	98,467
SPUR CROSS RANCH CONSERVATION	702,501		317,154	590,000
Department Total	$ 10,176,973	$ 1,063,250	$ 10,145,309	$ 8,411,938
PLANNING AND DEVELOPMENT:				
DEL WEBB	$ 72,148	$	$ 6,549	$ 353
PLANNING AND DEVELOPMENT FEES	15,826,461		13,109,843	7,214,250
Department Total	$ 15,898,609	$	$ 13,116,392	$ 7,214,603
PUBLIC DEFENDER:				
GENERAL	$ 36,768,742	$ (627,356)	$ 35,447,733	$ 34,751,968
PUBLIC DEFENDER FILL THE GAP	2,156,743	170,739	1,453,958	1,630,600
PUBLIC DEFENDER GRANTS	387,251		326,715	342,187
PUBLIC DEFENDER TRAINING	545,353	71,472	520,737	571,480
Department Total	$ 39,858,089	$ (385,145)	$ 37,749,143	$ 37,296,235
PUBLIC DEFENSE SERVICES:				
GENERAL	$ 15,414,886	$	$ 25,812,769	$ 14,353,929
Department Total	$ 15,414,886	$	$ 25,812,769	$ 14,353,929
PUBLIC FIDUCIARY:				
GENERAL	$ 1,786,999	$ (18,970)	$ 1,830,095	$ 2,477,439
Department Total	$ 1,786,999	$ (18,970)	$ 1,830,095	$ 2,477,439
PUBLIC HEALTH:				
GENERAL	$ 12,417,708	$ (74,599)	$ 11,288,426	$ 10,742,840
PUBLIC HEALTH FEES	4,920,647	1,436,457	5,791,553	6,528,587
PUBLIC HEALTH GRANTS	36,759,815	(893,828)	28,102,611	28,252,365
Department Total	$ 54,098,170	$ 468,030	$ 45,182,590	$ 45,523,792

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses
Fiscal Year 2010

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES * 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
PUBLIC WORKS:				
DETENTION OPERATIONS	$ 2,743,527	$	$ 2,573,512	$ 2,645,658
GENERAL	12,908,663		12,756,881	11,340,005
PUBLIC WORKS FLOOD CONTROL	34,729,957		32,896,532	34,411,979
SOLID WASTE GRANTS		435,586	163,079	190,000
SOLID WASTE MANAGEMENT	6,607,782	255,000	1,687,150	7,392,935
TRANSPORTATION CAPITAL PROJECT	104,677,000		66,506,817	85,728,037
TRANSPORTATION GRANTS	665,308	1,077,093	1,162,789	755,000
TRANSPORTATION OPERATIONS	61,615,833		55,570,790	58,839,278
WASTE TIRE	5,672,678	1,527,032	7,041,523	5,113,672
Department Total	$ 229,620,748	$ 3,294,711	$ 180,359,073	$ 206,416,564
RECORDER:				
GENERAL	$ 2,279,710	$	$ 2,050,707	$ 2,095,117
RECORDERS SURCHARGE	4,502,298	1,871,359	5,898,628	3,863,298
Department Total	$ 6,782,008	$ 1,871,359	$ 7,949,335	$ 5,958,415
RESEARCH AND REPORTING:				
GENERAL	$ 327,743	$	$ 318,212	$ 391,970
Department Total	$ 327,743	$	$ 318,212	$ 391,970
RISK MANAGEMENT:				
RISK MANAGEMENT	$ 38,443,035	$	$ 34,084,620	$ 40,007,891
Department Total	$ 38,443,035	$	$ 34,084,620	$ 40,007,891
SHERIFF:				
DETENTION OPERATIONS	$ 185,870,904	$ 411,160	$ 185,252,454	$ 183,677,997
GENERAL	72,479,875	2,356,268	72,795,830	62,420,406
INMATE HEALTH SERVICES	299,715	147,597	197,592	149,715
INMATE SERVICES	19,112,421	9,365,077	28,268,853	15,848,905
SHERIFF DONATIONS	25,800	80,000	48,254	84,640
SHERIFF GRANTS	7,548,150	(1,462,223)	5,371,707	5,385,676
SHERIFF JAIL ENHANCEMENT	2,205,000	517,954	2,335,889	2,205,000
SHERIFF RICO	1,155,000		893,038	1,155,000
Department Total	$ 288,696,865	$ 11,415,833	$ 295,163,617	$ 270,927,339
STADIUM DISTRICT:				
BALLPARK OPERATIONS	$ 2,088,554	$	$ 1,596,353	$ 1,838,127
CACTUS LEAGUE OPERATIONS	482,288		482,187	482,143
LONG TERM PROJECT RESERVE	3,903,000	350,000	3,709,423	1,803,000
STADIUM DIST DEBT SERIES02	5,432,344		5,429,607	6,432,094
Department Total	$ 11,906,186	$ 350,000	$ 11,217,570	$ 10,555,364
SUPERINTENDENT OF SCHOOLS:				
COUNTY SCHOOL INDIRECT COST	$	$	$	$ 355,311
GENERAL	2,320,833		2,084,572	2,035,900
SCHOOL COMMUNICATION	82,680		90,699	102,240
SCHOOL GRANT	1,812,016	359,561	608,091	962,062
SCHOOL TRANSPORTATION	792,887		703,822	792,887
SMALL SCHOOL SERVICE	110,000		85,079	104,204
Department Total	$ 5,118,416	$ 359,561	$ 3,572,263	$ 4,352,604

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses
Fiscal Year 2010

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES * 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
SUPERIOR COURT:				
CHILDRENS ISSUES EDUCATION	$ 115,007	$	$ 114,999	$ 115,007
CONCILIATION COURT FEES	1,695,930	64,000	1,695,926	1,695,930
DOMREL MEDIATION EDUCATION	190,682		190,680	190,682
EXPEDITED CHILD SUPPORT	445,580		445,574	445,580
GENERAL	70,347,261		68,071,976	62,531,673
JUDICIAL ENHANCEMENT	433,286	677,777	1,079,825	433,277
JUSTICE COURTS SPECIAL REVENUE				
JUSTICE CT JUDICIAL ENHANCEMNT				
LAW LIBRARY FEES	940,000	559,256	1,068,172	940,000
PROBATE FEES	389,531		389,524	389,531
SPOUSAL MAINT ENF ENHANCEMENT	115,921		115,919	115,921
SUPERIOR COURT FILL THE GAP	2,010,454	180,567	1,911,814	2,010,454
TRIAL COURTS GRANTS	2,013,724		1,300,677	2,013,724
TRIAL COURTS SPECIAL REVENUE	5,680,313	1,433,516	6,441,204	6,484,817
Department Total	$ 84,377,689	$ 2,915,116	$ 82,826,290	$ 77,366,596
TREASURER:				
GENERAL	$ 3,396,965	$ (487,027)	$ 2,968,286	$ 2,618,874
TAXPAYER INFORMATION	800,000	211,980	211,980	304,341
Department Total	$ 4,196,965	$ (275,047)	$ 3,180,266	$ 2,923,215
WORKFORCE MGT AND DEVELOPMENT:				
GENERAL	$ 6,145,531	$	$ 6,071,424	$ 3,049,142
Department Total	$ 6,145,531	$	$ 6,071,424	$ 3,049,142
ELIMINATIONS:				
ELIMINATIONS	$ (206,914,282)	$ 33,551,696	$ (199,580,379)	$ (185,059,145)
Department Total	$ (206,914,282)	$ 33,551,696	$ (199,580,379)	$ (185,059,145)
Total all Departments	$ 2,353,526,489	$ 68,316,031	$ 1,850,557,796	$ 2,240,885,195

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Glossary

Activity: A set of services with a common purpose that produces Outputs and Results for customers.

Adopted: A The Adopted budget (plan) scenario is the budget as formally adopted by Board of Supervisors for each Fiscal Year (July 1st through June 30th).

AHCCCS: Arizona Health Care Cost Containment System. AHCCCS is Arizona's Medicaid program.

ALTCS: Arizona Long Term Care System. The Arizona Long Term Care System (ALTCS) offers an array of services including: acute medical, nursing facility, behavioral health, in-home, assisted living facility and case management services to residents of Arizona in need of ongoing services at a nursing facility level of care.

Balanced Budget: An annual budget in which expenditures or uses do not exceed available resources. Current year spending as well as future spending obligations must be taken into account.

Base Level Internal Service Charge: A base-level, fixed charge that is required by all agencies for normal business operations that cannot be controlled directly by department management. As an example, Telecommunications provides base-level services that include phone line administration, 506 and 372 exchange, voice mail, transmission systems, etc.

Base Level Request: An initial fiscal year's budget amount, with adjustments for program changes, grants, and departmental realignments, which are approved by the Maricopa County Board of Supervisors and annualized costs for previously funded budget issues (initiatives). A department's base budget request must be within the budget target provided.

Baseline: An established level of previous or current performance that could be used to set improvement goals and provide a comparison for assessing future progress.

Benchmarking: A process of collecting information on internal or external standards, processes, and/or best practices, evaluating why they are successful and applying what is learned.

Budgeting for Results: A budgeting strategy where decisions are based on or informed by performance information that describes the cost or efficiency of producing an activity and the results achieved for customers—those who receive or use the services or products of a department or program. This is accomplished by structuring the accounting and budgeting systems according to the structure of departments' strategic plans.

Capital Projects Budget: The first year of the Capital Improvement Program (CIP).

Capital Improvement Program (CIP) Project: A capital project that has been approved as part of the Capital Improvement Program.

Capital Project: A major, non-recurring project that includes one or more of the following:

1. Any acquisition of, or improvement of, land for a public purpose.
2. Any construction of a new facility (e.g., a public building, parking lot, road, or bridge etc.), or an addition to, or extension of, such a facility.
3. A nonrecurring rehabilitation that increases the service potential of the building (i.e., something which is infrequent and would not be considered annual or other recurrent maintenance) or major repair of all or a part of a building, its grounds, or a facility.
4. Any planning, feasibility, engineering, or design study related to an individual capital improvement project or to a program that is implemented through individual capital improvement projects.

Capital Outlay: An expenditure from a department operating budget for the acquisition of, or addition to, a fixed asset. A fixed asset is an item that costs $5,000 or more and has a useful life of at least one year. Fixed assets with costs over $5,000 should be budgeted and itemized in the capital object codes (900 series).

Capital Projects Fund: A fund established to account for the proceeds of bond issues and other financial resources for the acquisition, construction or reconstruction of major capital facilities.

Carryover Funding: An amount budgeted for FY 2008-09 to pay for a capital expenditure budgeted for FY 2007-07 for which an obligation has been incurred that cannot be paid by June 30, 2008. Note: Carryover items should be identified in the base budget submission.

Central Services Cost Allocation Plan: An allocation of General Fund Central Service department's costs (i.e., human resources, internal audit) to all non-General Fund departments through a consistent, logical methodology in proportion to the service or benefit received.

COPs (Certificates of Participation): A method of structuring and securitizing lease payments to investors by dividing the lease payments into fractionalized interests or shares for individual sale to investors. A formal certificate represents each share, much like a bond. However, unlike bonds, COPs are typically subject to annual appropriation and do not represent a "debt" of the issuer or other lessor, but rather a proportionate interest in a flow of lease payments that are pledged to a trust.

Debt Service Fund: A fund used to account for the accumulation of resources for and payment of general long-term debt principal and interest such as that associated with general obligation, special assessment, and stadium district bonds.

Demand Measure: The number of total units of Service requested/required/demanded by the customer; expressed as a number. Examples include, number of residents requesting job training or number of building inspection applications received.

Department: An organizational unit headed by a director or elected official. In terms of financial structure, departments can have multiple funding sources, (i.e., general fund, special revenue etc.) that are based on specified uses. The combinations of the various funds are consolidated at the department level.

Discretionary Internal Service Charge: A charge for a service above the base service level that can be controlled at the discretion of the requesting department, such as fuel use, motor pool, reprographic services, long distance, cellular phones, pagers, and telecom work orders.

Econometrics: A forecasting method that captures the behavioral relationships of many variables (called explanatory variables) on the variable being forecast. The method applies regression analysis to historical data to determine the marginal impact of the explanatory variable. Typically, the explanatory variables are related to the demography and/or economy of the community.

Efficiency Measure: A performance measure that measures the average activity expenditure per output or result expressed in dollars. Examples include cost per participant served (output efficiency) or cost per building inspection completed within seventy-two hours (result efficiency).

Eliminations: Eliminations are included in the budget to offset amounts budgeted as expenditures in one fund that are associated with offsetting revenues and expenditures in another fund. For example, interdepartmental charges are made to various County departments from the Reprographics (print shop) fund. Departments pay the print shop for services, and these costs are included in departments' budgeted expenditures, supported by revenues from sources external to the County. The print shop, in turn, budgets these payments as revenue, along with expenditures related to the cost of providing printing services.

Environmental Assessment: An analysis of the internal and external trends and issues that will have a major impact on the department and its customers over the next two to five years. Issue statements summarize the trends, their magnitude, and the impact on the customers. The environmental assessment is based on data-based information and reasoned professional judgment that describes changes anticipated both from inside and outside the department.

Family of Measures: A set of the four categories of performance measures that are used to measure the performance of an activity. The categories of measure are result, output, demand, and efficiency.

Financial Accounting Standards Board (FASB): Financial Accounting Standards Board. This private, non-profit organization is responsible for determining uniform standards for treatment of accounting items, referred to commonly as the Generally Accepted Accounting Principles (GAAP).

Forecast: The Forecast scenario is an estimate of actual revenues, expenditures and performance through the end of the current fiscal year, which may be different from the Revised budget (plan). The Forecast scenario includes actual revenues, expenditures, and performance for the current fiscal year to date, plus a projection for the remainder of the Fiscal Year.

Full Time Equivalent (FTE): A value equivalent to the number of employees paid full time (forty hours per week, or from 2,080 to 2,096 hours per year, depending on the calendar). A half-time position that is paid 20 hours per week equates to 0.5 FTE; four half-time positions, each paid for 20 hours per week, equals 2.0 FTE, and so on. A single position may have an FTE value greater than zero, but not greater than 1.0. A group of positions has an aggregate FTE value based on the FTE values of the specific positions within the group.

Fund: A fund is used to account for revenues and expenditures with a specified purpose.

Fund Transfers: Transferring monies between funds is a tool for maintaining a structurally balanced budget.

Fund Balance/Equity: An amount composed of accumulated excess or deficiency of revenues less expenditures in a fund. This is measured at the beginning or end of a fiscal year.

Furlough: Mandatory unpaid leave imposed on employees by a department facing a severe financial crisis.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

General Fund: A fund accounting for all financial resources of the County, except those required to be accounted for in other funds, that serves as the County's primary operating fund.

General Obligation (GO) Bond: General Obligation Bonds must be approved by a majority of Maricopa County residents that are sold to raise funding for capital expenditures. Funding for repayment would be provided by the County's secondary debt service property tax levy.

Governmental Accounting Standards Board (GASB): An independent not-for-profit organization formed in 1984 that is responsible for issuing accounting standards for state and local governments.

Indirect Cost: A cost that is necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service. The central service cost allocation is an example of the allocation of indirect costs.

Input: A volume of resources used to provide an activity. Inputs are typically stated in terms of dollars or hours, but are sometimes stated in terms of people or material resources.

Internal Charge: A cost billed to one County department by another County department for base level or discretionary services provided.

Internal Service Fund (ISF): A proprietary fund that may be used to report any activity that provides goods or services to other departments on a cost-reimbursement basis.

Issue Statement: A summary statement of an issue and trend that will have a major impact on the department's customers over the subsequent two to five years. Issue statements include what that impact will be to the customers. They are the products of the environmental assessment phase in strategic planning.

Key Result Measure: Key Result Measures for each Program comprise at least one Result Measure from each of the Activities within the Program so that a set of result measures is created that relates to the results portion of the Program Purpose Statement.

Major Maintenance: The periodic need to repair and rework building and infrastructure systems or components to maintain the original condition of the asset. This repair work does not usually make the building more useful or add to the estimated useful life of the building as a structure. Maintenance costs are normal costs that allow a capital asset to be used in a normal manner over its originally expected economic life. Examples of major maintenance include, but are not limited to: re-roofing, disassembling and rebuilding air-conditioning systems and water chillers, replacement of worn-out heating systems, and other major components.

Mandate: A program that meets constitutional, statutory or court-ordered requirements from either Federal or State entities.

MCSO: Maricopa County Sheriff's Office.

MFR (Managing for Results): Managing for Results is a comprehensive and integrated management system that focuses on achieving results for the customer. MFR provides a common framework under which strategic planning, budgeting, and performance measurement are aligned in a unified, cyclical process with five components that support the process: Planning for Results, Budgeting for Results, Delivering Services, Analyzing and Reporting Results, and Evaluating and Improving Results.

Mission: A clear, concise statement of purpose for the entire County or department. The mission focuses on the broad, yet distinct, results the County or department will achieve for its customers.

MMC: Maricopa Medical Center.

Object Code: Identifies the expenditure type (e.g., cash, accounts payable, real property taxes, salaries and wages).

OMB: Office of Management and Budget.

Output Measure: A performance measure that measures the number of units produced or delivered to the customer. Examples include number of participants enrolled in job training courses or number of building inspections completed.

Position Control Number (PCN): A position control number assigned to a position that has been when OMB has verified that it has been budgeted appropriately and that there is adequate funding to support the budget as a whole.

Performance Measure: An on-going, quantitative indicator of resources consumed, workload, productivity, efficiency, and effectiveness. Performance measures should relate directly to objectives and allow for measurement of the same thing over a period of time. (See Family of Measures)

Personal Services: A category of expenditures within the budget that includes salaries, benefits, temporary help, special pay, overtime, salary adjustments, and personnel allocations out/in.

Personal Services Allocation – Out/In: An object code (795 or 796) used to record payroll expenditures that will be charged/credited to a department for work performed on a special assignment

basis. The department providing the personal services will record the expenditure as a credit, and the receiving department will record the expenditure as a debit.

Personnel Savings: A savings normally realized when positions are vacant or employees are paid at a lower rate than was budgeted.

Position: A single specific instance of a job class, whether occupied or vacant, involving duties requiring the services of one person. A position may be full or part-time as reflected in the FTE value.

Program: A set of activities that have a common purpose that produces results for customers. Programs are described in clear, results-oriented terms in a Program Purpose Statement; are aligned with the department's Mission and Goals.

Restatement: An adjustment in historical revenue or expenditure information to present it in the current format. An example would be to restate revenue and expenditure information following a reorganization.

Result Measure: A performance measure that measures the impact or benefit that customers experience as a consequence of receiving a department's services, stated as a percentage or rate. Examples include percentage of job trainees who had jobs for six months or longer, or percentage of building inspections completed within seventy-two hours.

Results Initiative: A request for funding above the budget base to support a program, activity and strategic goal identified in the strategic planning process. Results initiatives address mandates, demands for service caused by demographic changes, new programs, or expansion of existing programs. Results initiatives must clearly relate to the department's mission and be supported by relevant performance measures.

Revised: The Revised budget (plan) is the Adopted budget (plan) for a Fiscal Year plus any approved adjustments. Adjustments that include changes to appropriated budgets must be approved by the Board of Supervisors.

Services: A service is the deliverable or product that the customer receives from a department. Services are described as nouns, not verbs, thus defining services in terms of what the customer actually receives rather than in terms of what the department does. They should also be countable.

Special Revenue Fund: A fund that accounts for the proceeds of specific revenue sources (other than major capital projects) that is legally restricted to specific-purpose expenditures.

Strategic Goal: A strategic goal translates resources into significant results to be achieved over the next two to five years, providing the basis for evaluating the department as a whole.

Strategic Business Plan: A strategic business plan sets forth the purpose, strategic goals, operational organization, and performance expectations for a department. The strategic plan provides information to department staff, corporate decision makers, the Maricopa County Board of Supervisors, and the public about how the department is organized to deliver results to its customers and what results the department is accountable for achieving. The plan provides the opportunity for all department staff to see how they contribute at all levels in the organization.

Supplies: A category of expenditures within the budget for all standard costs of daily operations, including such items as office supplies, rent, contractual services, and travel.

Trend: A documented recurrence of a measurable event or circumstance over time that is increasing, decreasing or even staying the same. The size of the number of occurrences often determines whether the recurrences constitute a trend. If the number of recurrences is very small, such as number of floods in a year, it may take a number of years to document a trend in one direction or another. Conversely, a large number of events or occurrences, such as the number of court cases of a particular type, may reveal a trend within months or a few years.

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